

INTEGRATING AI IN PMS FOR DEVELOPMENT ORGANIZATION: A CASE OF BRAC INTERNATIONAL

Prepared by
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ID: 201011030

Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



28 April 2025

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BRAC International.

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April 2025



Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

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Internship /Project Report Topic: Integrating AI in PMS for development

Organization: A Case of BRAC International

Term (Tick one): ☒ Spring 2025 ☐ Summer 2025 ☐ Fall 2025

SUPERVISOR APPROVAL

(Tick One)

☒ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

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2. I acknowledge and understand that plagiarism is wrong.
3. I understand that my research must be accurately referenced.
4. This assignment is my work or my group's unique group assignment. I acknowledge that copying someone else's assignment, or part of it, is wrong and that submitting identical work to others constitutes a form of plagiarism.
5. I have not allowed, nor will I in the future allow, anyone to copy my work to pass it off as their work.

Name: Jubayedda Jahan Sajlin

ULAB ID # 201011030



Signature _____

Date _____28.April.2025_____

Executive Summary

Motivated by BRAC International's global reputation for empowering communities and advancing social change through sustainable development, I joined the organization in January 2025, eager to contribute to its mission and immerse myself in its dynamic approach to human resources and organizational management.

Assigned to the Human Resources department, I was entrusted with supporting key HR functions, including recruitment, onboarding, employee engagement initiatives, and internal communication across BRAC International's diverse offices. This role perfectly aligned with my career aspirations and provided a platform to apply and refine my skills in talent management, organizational development, and strategic HR planning.

My internship at BRAC International has been a transformative experience, offering a collaborative, fast-paced, and values-driven work environment. Tasked with responsibilities that required adaptability, cultural sensitivity, and proactive problem-solving, I significantly enhanced my organizational and communication skills while gaining invaluable insights into HR operations within a global nonprofit framework. The mentorship and support from seasoned HR professionals within BRAC International further strengthened my confidence and professional capabilities.

Beyond day-to-day responsibilities, being part of the HR team felt like playing a pivotal role in supporting the organization's global mission, ensuring that every project and program is driven by motivated, skilled, and supported staff. The opportunity to contribute to strategic initiatives that nurture talent, foster inclusive workplaces, and strengthen BRAC International's human capital inspires me to pursue a meaningful career in human resources.

In conclusion, my journey at BRAC International represents more than an internship; it has been a pathway for transformative growth, perfectly aligning with the ethos of innovation, collaboration, and human-centered development that defines BRAC International's success in the global development landscape.

LETTER OF TRANSMITTAL

28 April 2025

Jubayedda Jahan Sajlin, Cell: +880 1600-170789, Email: jubayedda.jahan.bba@ulab.edu.bd

Moinak Kanungo
Lecturer
School of Business
University of Liberal Arts Bangladesh (ULAB)
688, Beribadh Road
Mohammadpur, Dhaka 1207.

Dear Ma'am,

Subject: Submission of Internship Report.

I am pleased to present my internship report entitled “Integrating AI in PMS for Development Organization: A Case of Brac International,” which was created as part of the requirements for earning my Bachelor of Business Administration degree.

I did my best to complete the report and accommodate as much information as possible to follow the instructions as suggested.

Sincerely yours,



Jubayedda Jahan Sajlin
ID: 201011030
BBA Program
School of Business
University of Liberal Arts Bangladesh

Acknowledgment

I would like to begin by expressing my gratitude to Allah for everything. With the support of Almighty Allah, I successfully prepared my internship report.

I am particularly thankful to my supervisor, Moinak Kanungo, Lecturer at ULAB School of Business, for her invaluable guidance and support throughout the completion of my internship report.

I also want to extend my appreciation to my supervisor for being a motivating mentor during my internship. Furthermore, I am grateful to my colleagues for their assistance with my responsibilities and their overall encouragement. Their readiness to help was instrumental in enabling me to finish this report.

Additionally, I wish to thank the University of Liberal Arts Bangladesh for incorporating this opportunity into our academic curriculum. This experience has been extremely beneficial in linking real-world corporate exposure with what we learned at university.

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PART A

Chapter One: Internship Preparation

My decision to pursue an internship was driven by aspirations that went far beyond the boundaries of a classroom. I wanted to immerse myself in a real-world corporate environment, strengthen my skills in Excel, PowerPoint, and data management, and gain firsthand experience in human resource operations, particularly recruitment, employee engagement, and organizational development. Most importantly, I sought to experience the pulse of a large, mission-driven organization like BRAC, which plays a pivotal role in Bangladesh's development landscape.

My internship journey began in January 2025, marked by persistent searching and unwavering determination. I actively joined HR and career-oriented groups on Facebook, contacted potential mentors and professionals on LinkedIn, and frequently browsed various job portals. I applied to several organizations, attended multiple interviews, and gradually became familiar with the rigorous yet enlightening process of entering the professional world.

Among many options, BRAC Bangladesh stood out for its deep-rooted impact in social development and its structured approach to human resources. The opportunity to intern within their HR department felt like an ideal match with my career interests. With great enthusiasm, I submitted my application and was later selected for the position in February 2025. Joining BRAC as an Intern was a defining moment, both exciting and humbling.

BRAC's commitment to social change through innovation and inclusion made every day a learning experience. As the largest NGO in the world, BRAC's organizational structure and processes offered a unique blend of corporate professionalism and developmental values. My responsibilities ranged from assisting in employee onboarding and documentation, to supporting recruitment processes, analyzing employee data, and participating in training and development sessions. These tasks provided a solid foundation in HR practices and broadened my perspective on people management.

The work culture at BRAC emphasized empathy, collaboration, and accountability. It allowed me to witness how HR functions can foster a sense of belonging while upholding efficiency and

excellence. The dynamic nature of my internship continually challenged me to manage time effectively, communicate with clarity, and contribute meaningfully within team environments.

Perhaps one of the most valuable aspects of my experience was the opportunity to build a professional network. Engaging with mentors, HR managers, and fellow interns helped me gain insights into both the strategic and operational aspects of human resource management. These relationships have not only guided me during my internship but are also likely to influence my future career path.

My time at BRAC also brought personal growth. I found myself becoming more confident, overcoming my natural introversion, and stepping up during team discussions and project presentations. The exposure to real-world HR scenarios helped me identify both my strengths and areas for improvement, laying a strong foundation for future development.

Before landing this opportunity, I had explored internships with other organizations such as Premier Cement, WIT Institute, Grey Advertising, Nagad, Maccom, Confidence Group, and Pathao Ltd. Each application and interview expanded my understanding of different industries and work cultures, reinforcing the importance of aligning personal values with an organization's mission.

In reflection, my internship at BRAC Bangladesh has been a transformative experience. It allowed me to connect theory with practice, sharpened my technical and interpersonal skills, and offered a glimpse into the inner workings of one of the most impactful organizations in the country. More than just a résumé builder, it has become a cornerstone in my professional journey, a stepping stone toward a career rooted in purpose, growth, and meaningful contribution.

Chapter Two: About the Internship

The motivation to choose BRAC as the platform for my internship is deeply rooted in the organization's reputation for excellence in development work and its transformative approach to human resource management. As one of the world's largest NGOs, BRAC's HR division plays a critical role in supporting its vast network of employees and development workers who serve across Bangladesh and beyond.

The HR Division of BRAC is not merely a support function, it is a strategic partner in ensuring the organization's sustainability, inclusiveness, and effectiveness. With over 100,000 employees, BRAC's commitment to people management, performance development, and inclusive practices presents a unique learning ground for any aspiring HR professional. This was the core reason I was drawn to intern in its HR department.

What intrigued me most was BRAC's integrated approach to talent acquisition, employee development, and workforce well-being. The organization's emphasis on structured onboarding, continuous learning, and employee engagement aligns with my own aspirations to understand and contribute to meaningful HR practices. BRAC's initiatives for gender equality, mental health support, and performance management showcase how HR can serve as a vehicle for organizational and social impact.

As an HR Intern, my role allowed me to explore various dimensions of human resources—from recruitment coordination and training support to HR data analysis and internal communication. This hands-on exposure offered not just technical knowledge, but also insights into the operational challenges of managing people in a mission-driven organization. I learned how BRAC uses its HR systems not only to fulfill administrative needs, but to empower employees, nurture leadership, and create a culture of accountability and growth.

Crafting effective communication and engagement strategies for internal stakeholders taught me the importance of aligning HR messaging with organizational values. My experience also highlighted how social impact organizations like BRAC require unique HR interventions that are both empathetic and efficient, especially when managing field workers, grassroots staff, and program-based employees.

Navigating the human resource landscape at BRAC is both dynamic and demanding. It requires a nuanced understanding of not only policies and procedures but also of how HR practices intersect

with social values and community goals. Adaptability, emotional intelligence, and strategic thinking are critical in this environment, and I am grateful for the mentorship and support that helped me develop these skills during my time here.

More than just a traditional internship, my time at BRAC was a journey of professional and personal discovery. It opened my eyes to the profound role HR can play in development, far beyond hiring and paperwork. I came to understand how human capital is one of the most vital elements in driving sustainable change, especially in organizations that operate at the grassroots level.

In reflection, interning at BRAC's HR division was not only an opportunity to apply my academic knowledge but also a powerful learning experience that redefined how I view human resources. BRAC's holistic, people-first approach has inspired me to pursue a career where I can contribute to creating more inclusive, strategic, and impactful workplaces.

Chapter Three: Self Reflection

As an Intern in the HR Division at BRAC, I was exposed to a wide range of responsibilities that went far beyond the conventional scope of an internship. Though my initial goal was to gain hands-on experience in core HR functions, my time at BRAC evolved into a transformative learning journey, one that broadened my understanding of people management in the development sector and refined my perspective on inclusive organizational culture.

What initially drew me to BRAC was its unparalleled impact on social development in Bangladesh. But beyond its reputation, it was the HR Division's dynamic environment and values-driven approach that made me truly invested in being a part of this experience. From the very beginning, the HR workspace radiated a sense of purpose, compassion, and collaboration, fostering a culture where every individual was seen not just as an employee, but as a change-maker.

The leadership within BRAC's HR team actively nurtures a workplace that emphasizes diversity, inclusion, and open dialogue. The culture of mutual respect, transparency, and empathy created a safe space where all voices were heard, and ideas could flourish without fear of hierarchy. This inclusive atmosphere significantly contributed to both my professional learning and personal growth.

In this supportive and fast-paced setting, I found myself entrusted with meaningful tasks—from assisting in recruitment and onboarding processes to participating in employee engagement initiatives and internal communications. I had the opportunity to handle real HR documentation, contribute to training logistics, and assist in data entry for performance management systems. These experiences offered not only technical learning but also insight into the operational heartbeat of a purpose-driven organization.

What made this journey even more enriching was the collaborative spirit embedded within the BRAC HR team. I wasn't confined to just administrative tasks; instead, I was encouraged to interact with professionals across departments, observe strategic HR meetings, and even contribute ideas during planning discussions. This cross-functional exposure helped me understand how HR works hand-in-hand with various sectors of BRAC, ensuring that the organization runs efficiently while staying true to its social mission.

Mentorship played a pivotal role throughout my internship. The senior HR professionals I worked with were more than supervisors; they were thoughtful mentors who guided me through new

concepts, welcomed my curiosity, and provided constructive feedback. Their support helped me develop confidence in my ability to contribute meaningfully, while also reminding me that every mistake was a stepping stone for learning.

Working at BRAC also introduced me to the balancing act required in the development sector, managing limited resources while striving for maximum impact. This instilled in me a mindset of resourcefulness and innovation. I learned to approach each task with careful consideration, ensuring both efficiency and empathy, especially when dealing with sensitive employee matters or field-level staff concerns.

Perhaps one of the most rewarding aspects of my internship was the alignment between my academic learning and my professional responsibilities. Engaging with HR systems that supported thousands of employees across the country gave me a deeper appreciation for how HR is a cornerstone of organizational strength. Whether it was planning wellness initiatives, maintaining compliance records, or supporting capacity-building workshops, every task felt meaningful.

My time at BRAC was not only about learning how HR functions, but also about witnessing how human capital can drive large-scale social change. It showed me that HR is not just about hiring or policies, it's about nurturing people, building communities, and empowering impact.

As I conclude this chapter, I carry with me not just technical HR skills, but a renewed sense of purpose. The culture of care, collaboration, and social responsibility I experienced at BRAC has left a lasting mark on me. It has deepened my commitment to pursuing a career in human resources that goes beyond corporate metrics, one that values people, purpose, and progress.

BRAC, with its powerful blend of grassroots development and world-class HR practices, has shaped my professional foundation in ways I had never imagined. I will always remain grateful for the lessons, mentorship, and values I gained during this enriching experience.

Chapter Four: Personal Development Plan

One of the significant milestones in my post-internship plan is the pursuit of a Master's in Business Administration (MBA), with a focus on Human Resource Management. My internship at BRAC, particularly in the HR Division, has deepened my understanding of the pivotal role human capital plays in driving organizational success. The exposure to real-world HR operations, ranging from recruitment processes to employee engagement and performance evaluation, has underscored the importance of strong leadership, effective communication, and strategic people management. Recognizing how an MBA can enhance these competencies, I am committed to continuing my academic journey to further develop my decision-making abilities and strategic thinking within the HR domain.

An MBA will not only build upon the practical knowledge I gained during my time at BRAC but will also provide a comprehensive framework to understand the nuances of HR analytics, organizational behavior, and talent management, fields critical to modern HR practices. My goal is to bring back this enhanced expertise to contribute more meaningfully in people-centric roles, particularly within development organizations like BRAC.

Simultaneously, I remain committed to continuing my professional journey within a values-driven institution like BRAC. The organization's dedication to empowering people and creating sustainable change aligns deeply with my own values and career aspirations. Having witnessed BRAC's impact on the ground and from within its HR framework, I am inspired to be part of its continued evolution. The HR department's emphasis on inclusivity, employee well-being, and fostering leadership from within resonated strongly with me and reaffirmed my passion for strategic human resource development.

My internship experience has not only provided me with technical HR skills but has also instilled in me a greater sense of empathy, organizational commitment, and purpose-driven work. I envision a future where I contribute to HR strategies that support BRAC's mission, enhance employee satisfaction, and drive long-term organizational resilience. The opportunity to grow within BRAC's dynamic environment is one I genuinely value and hope to build upon in the years to come.

PART B

Chapter One: Introduction

Research Title: Integrating AI in PMS for Development Organization: A Case of Brac International

Overview of the Research:

Performance management is a cornerstone of human resource management (HRM), essential for aligning employee performance with organizational objectives, especially in development organizations where success is often measured not just in profits but in social impact. Traditionally, performance management systems in such organizations have relied on periodic evaluations, supervisor assessments, self-reporting, and qualitative feedback mechanisms. While these methods have served as standard practices, they are often time-consuming, susceptible to human bias, and inadequate for capturing dynamic employee performance across diverse project settings. In recent years, artificial intelligence (AI) has emerged as a transformative force, offering the potential to revolutionize performance management through automation, real-time feedback, and data-driven decision-making.

The research titled “The Role of AI in Performance Management in Development Organizations” aims to investigate how AI technologies are reshaping the ways in which employee performance is measured, managed, and improved in development-focused settings. The study particularly focuses on AI’s capability to enhance the accuracy, efficiency, and fairness of performance evaluation processes, while also exploring its role in fostering employee development, engagement, and retention.

Development organizations often operate in multifaceted and fluid environments, characterized by multiple stakeholders, fluctuating donor requirements, and mission-driven activities that span various sectors such as education, health, poverty alleviation, and economic development. In such settings, employee performance cannot always be evaluated using uniform or static metrics. Performance is deeply influenced by external variables such as community response, policy

changes, and project-specific challenges. AI-driven systems offer a solution by enabling customized performance metrics that adapt to the contextual demands of each project or role. For example, an AI tool can track an employee's contributions across multiple initiatives, assess the effectiveness of their outreach activities, and provide recommendations for skill development based on real-time data analytics.

One of the key innovations introduced by AI in performance management is real-time feedback. Unlike traditional annual or bi-annual review cycles, AI-powered tools offer continuous feedback loops that keep employees informed about their performance on an ongoing basis. These tools can integrate data from project outcomes, communication logs, attendance records, and peer reviews to create a holistic view of an employee's contributions. Real-time insights not only allow employees to adjust their performance proactively but also support managers in making timely interventions that enhance team productivity.

Another major area of focus in this research is the use of predictive analytics in performance management. AI systems can analyze historical data to predict future performance trends, identify high-potential employees, and detect early signs of disengagement or burnout. For instance, if an AI system identifies a drop in engagement levels or output, it can alert HR managers to investigate potential causes and implement targeted interventions. Moreover, predictive models can forecast training needs, enabling the design of personalized learning and development plans that align with each employee's growth trajectory and career aspirations.

The study also investigates how AI contributes to career development by offering personalized, data-driven development paths. In traditional systems, career growth often depends on subjective assessments or limited managerial guidance. AI democratizes this process by using algorithms that evaluate performance data to suggest relevant training programs, mentorship opportunities, and job rotations. These personalized recommendations not only support employee satisfaction but also contribute to building a more skilled and future-ready workforce in development organizations.

Despite the significant potential of AI to transform performance management, the research recognizes several challenges and ethical considerations associated with its implementation. One major concern is data privacy. AI systems rely on the continuous collection and analysis of employee data, raising questions about consent, data protection, and transparency. Development

organizations, which often promote human rights and ethical governance, must ensure that AI usage aligns with these core values. It is essential to establish clear data governance policies and communicate openly with employees about how their data is being used.

Another critical issue is algorithmic bias. AI systems are only as objective as the data they are trained on. If historical performance data is biased due to systemic inequalities or flawed assessment criteria, the AI system may perpetuate or even amplify these biases. For example, if women or minority groups have been historically underrated in performance reviews, AI tools trained on such data may unfairly rate them lower. The study emphasizes the importance of developing fair and inclusive AI models that actively correct for bias and support equity in evaluations and promotions.

Employee resistance to automation is also a noteworthy challenge. The shift from human-centered to machine-assisted performance evaluation may lead to skepticism or fear among staff, especially if they perceive AI as impersonal or intrusive. The study suggests that successful implementation of AI in performance management requires change management strategies that prioritize employee buy-in, provide adequate training, and maintain the human element in HR decision-making. AI should augment, not replace, human judgment.

This research draws on global trends and best practices from development organizations, NGOs, and international institutions that have begun integrating AI into their HRM systems. It analyzes case studies where AI tools have improved workforce efficiency, increased employee satisfaction, and contributed to the achievement of broader development goals. By exploring these examples, the research identifies key success factors such as leadership support, cross-functional collaboration, and ethical AI frameworks that ensure responsible implementation.

Objective of the Research:

The primary objective of this research is to explore and critically examine the integration and impact of Artificial Intelligence (AI) in performance management systems within development organizations. Given the increasing reliance on data-driven decision-making and digital transformation in the human resources domain, this study seeks to understand how AI technologies are reshaping the evaluation, development, and management of employee performance in organizations that prioritize social outcomes over profits.

Research Questions:

- How is artificial intelligence currently being used in performance management systems within development organizations?
- In what ways does AI enhance the accuracy, fairness, and timeliness of employee performance evaluations compared to traditional methods?
- How can AI-driven systems personalize training and career development plans for employees in development organizations?
- What are the key challenges and ethical concerns associated with implementing AI in performance management within development organizations?

Chapter Two: Research Methodology

Type of Research:

This study is descriptive in nature, incorporating both qualitative and quantitative data to provide a comprehensive understanding of the topic.

Research Design: The research is structured around the collection of both primary and secondary data.

Primary Data:

- Personal insights and experiences gathered during my internship at the organization.
- In-depth conversations and informal interviews with BRAC employees to gain a deeper perspective.
- An online survey aimed at capturing public perceptions and opinions about BRAC.

Secondary Data:

- Information from BRAC's official website and social media platforms.
- Relevant articles and journals related to BRAC's activities and market strategies.
- Published reports and studies available on BRAC's operations and outreach

Objective of the Survey:

The survey's main goal is to gather insights into BRAC's market expansion strategies and assess how effectively they are reaching and supporting a wider range of small businesses. The collected data will help identify strengths, pinpoint areas for improvement, and guide strategic recommendations for the organization's future growth.

Data Collection Method:

- **Online Survey:** Conducted via Google Forms, with responses collected from 51 participants..

Pattern of Questionnaire:

- Multiple Choice Questions: To obtain clear, quantifiable responses.

- Open-Ended Questions: To allow participants to share detailed thoughts and suggestions.

Chapter Three: Literature Review

1. History of Performance Management System (PMS)

Performance Management Systems (PMS) have evolved over the decades from rudimentary appraisal systems to sophisticated, strategic HR tools. Initially, performance appraisals were primarily concerned with assessing past behavior, typically conducted annually with limited input from employees (DeNisi & Murphy, 2017). Early PMS practices, particularly during the mid-20th century, focused heavily on traits and behaviors that supervisors subjectively rated, often resulting in biased and inconsistent outcomes.

By the 1970s and 1980s, the need for more objective and developmental systems became evident. The focus shifted towards setting performance goals, measuring results, and providing feedback to guide employee development (Aguinis, 2019). Management By Objectives (MBO), proposed by Peter Drucker, influenced the transition from purely evaluative systems to those emphasizing performance improvement through goal alignment.

The 1990s ushered in a more strategic outlook on performance management. Organizations recognized that employee performance directly impacted organizational success, leading to the integration of PMS into broader human resource management (HRM) strategies (Armstrong, 2014). This period saw the incorporation of 360-degree feedback, competency frameworks, and continuous improvement models.

In development organizations, PMS historically lagged behind corporate counterparts due to the complexity of measuring social impact rather than financial metrics. As noted by Caldwell (2016), NGOs and development agencies often adopted modified versions of corporate PMS, adapting them to evaluate outcomes like community engagement, education levels, and health improvements.

2. Current Situation of PMS in Bangladesh

In Bangladesh, the concept of structured performance management systems is relatively nascent but rapidly evolving. Historically, public sector institutions operated without formal PMS mechanisms, relying instead on seniority and subjective evaluations (Ahmed, 2021). However, with globalization and the growth of private sector industries, particularly in banking, telecommunications, and development sectors, the importance of formal performance management has gained recognition.

Currently, leading development organizations like BRAC, Grameen Bank, and Save the Children Bangladesh are implementing structured PMS frameworks. These systems generally combine key performance indicators (KPIs), competency assessments, and periodic reviews. BRAC, for instance, has developed a customized PMS that links individual goals to program-level outcomes, ensuring alignment with the organization's broader mission (BRAC HR Annual Report, 2023).

Nevertheless, there are significant challenges. Many organizations still struggle with subjective evaluations, insufficient training of managers in performance appraisal techniques, and employee skepticism about fairness and transparency (Rahman & Akhter, 2022). Moreover, data collection and analysis often rely on manual systems, making the process time-consuming and prone to error. Research by Hossain et al. (2022) indicates that in Bangladesh, especially in development sectors, performance appraisals tend to be viewed as a formal requirement rather than a developmental tool. Employees often perceive evaluations as biased, with favoritism and personal relationships influencing ratings more than objective performance metrics.

Another emerging trend is the gradual integration of digital tools into PMS. Some development organizations are adopting simple digital platforms to track project deliverables, attendance, and training progress. However, comprehensive AI-driven PMS solutions are still rare, primarily due to resource constraints and limited technological readiness.

Additionally, cultural aspects play a crucial role. Bangladesh's hierarchical organizational structures often discourage open feedback between managers and subordinates, impeding the effectiveness of continuous performance management models (Siddiqui & Habib, 2021).

3. Future Expectations of PMS in Bangladesh

Looking forward, several trends are expected to redefine the performance management landscape in Bangladesh, particularly in development organizations.

i) Increased Adoption of AI and Data Analytics

As AI technologies become more accessible, there is a strong expectation that performance management will transition from manual to AI-driven models. AI can facilitate real-time feedback, reduce human bias, and create predictive models to forecast employee potential and risks (Tambe et al., 2019). Development organizations are increasingly interested in leveraging AI for data-driven decision-making, such as identifying training needs, optimizing resource allocation, and improving employee retention.

According to Islam and Yasmin (2023), early experiments with AI in HRM functions in Bangladesh have shown promise, particularly in recruitment and basic performance tracking. Thus, it is anticipated that within the next decade, organizations like BRAC and others will deploy AI-assisted PMS platforms capable of continuous monitoring, feedback loops, and personalized development plans.

ii) Shift Towards Continuous Performance Management

Traditional annual appraisals are expected to be replaced by continuous feedback mechanisms. Global best practices suggest that regular, informal check-ins between managers and employees are more effective in promoting engagement and improving performance (Pulakos et al., 2019). In Bangladesh, development organizations are piloting quarterly review systems and more frequent one-on-one meetings.

Continuous performance management allows for real-time course corrections, which is vital in the dynamic, project-based environments typical of development work. It also aligns better with the younger workforce's expectations for immediate feedback and growth opportunities (Hossain & Sultana, 2021).

iii) Emphasis on Employee Development and Wellbeing

Future PMS models in Bangladesh are likely to focus more on employee growth rather than merely evaluation. Personalized learning paths, development plans based on competency gaps, and career progression frameworks will become integral to PMS systems (Chowdhury, 2023).

Moreover, given the increasing awareness of mental health and work-life balance, PMS frameworks are expected to include measures of employee wellbeing. Organizations will assess not just productivity but also engagement, satisfaction, and burnout risks.

iv) Ethical and Inclusive PMS Practices

With AI playing a larger role, concerns about algorithmic bias and data privacy will grow. Organizations will need to establish transparent, ethical AI governance models to protect employee rights (Binns, 2018). Development organizations, given their focus on human rights and equity, will likely lead the way in creating inclusive, bias-aware PMS frameworks.

As highlighted by Khatun (2023), ensuring diversity and fairness in AI-driven evaluations will be critical. Future PMS solutions in Bangladesh will have to incorporate algorithmic auditing processes and human oversight to prevent discriminatory outcomes.

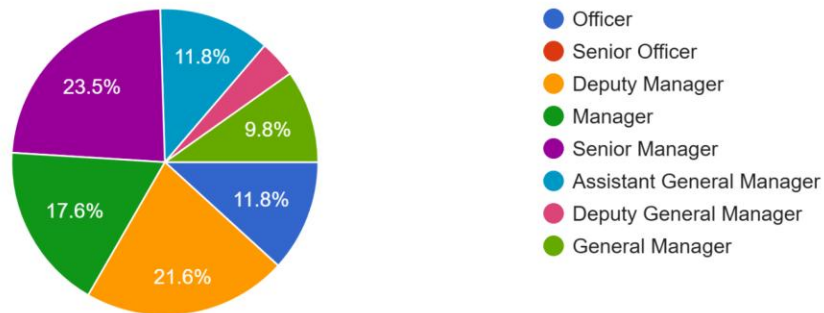
v) Stronger Alignment with Organizational Goals

Future PMS systems will likely feature tighter alignment with organizational strategy. Balanced Scorecards, KPIs, and Objectives and Key Results (OKRs) will be embedded into PMS platforms to ensure that individual efforts directly contribute to organizational impact (Kaplan & Norton, 2004). Development organizations will focus not only on outputs (e.g., number of beneficiaries served) but also on outcomes (e.g., quality of service, sustainable change).

Chapter Four: Findings and Discussions

1. What is your current role at BRAC International?

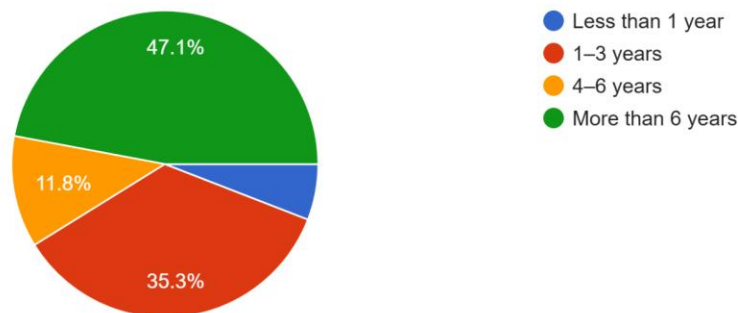
51 responses



The responses reflect a diverse mix of professional roles, with the majority spread across mid-level positions (Officer, Manager, and Deputy Manager). This distribution suggests the survey reached a balanced range of employees, allowing for comprehensive insights across the organizational hierarchy.

2. How many years have you worked in the development sector?

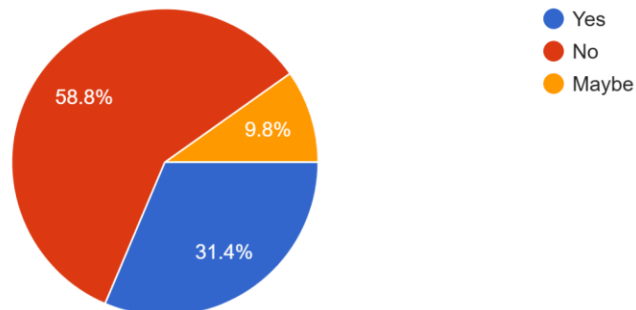
51 responses



Nearly half of the respondents have over 8 years of experience, indicating that the majority of feedback comes from seasoned professionals. This adds weight to their opinions on AI adoption in HR, as their experience likely gives them deeper insight into traditional versus evolving practices.

3. Are you aware of any AI-powered tools being used in your organization's HR or performance management processes?

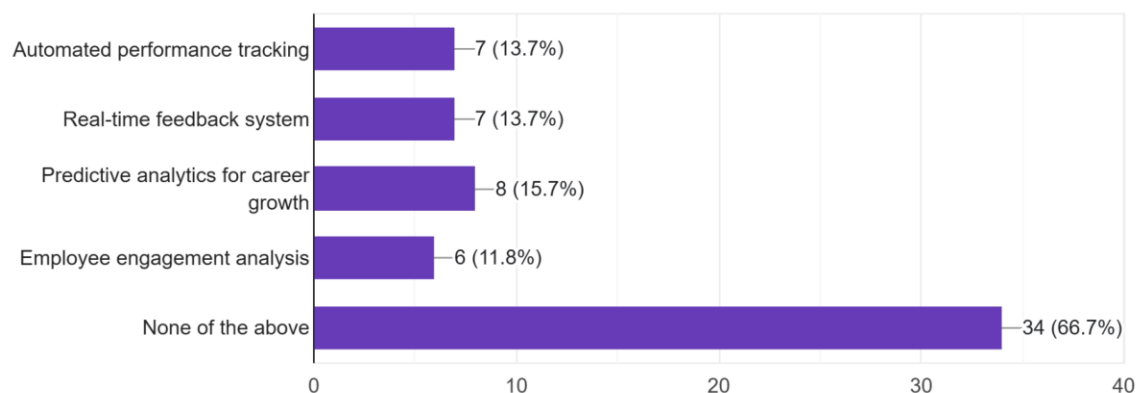
51 responses



A significant 58.8% of respondents are unaware of AI tools being used in their organization, highlighting a gap in communication or implementation. This could either reflect a lack of such tools or poor internal awareness, suggesting a need for better engagement and education on digital initiatives.

4. If yes, which of the following AI-powered features have you interacted with?

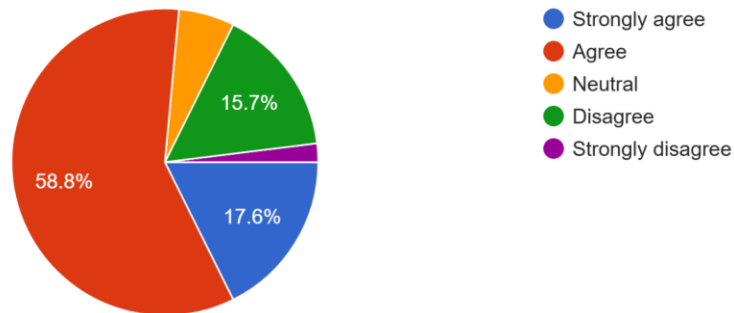
51 responses



Two-thirds of the participants have not interacted with any AI-powered HR features. This underscores the limited current use or visibility of AI tools in daily workflows. Among the few who have used such tools, sentiment analysis and real-time feedback are the most familiar, indicating potential entry points for broader adoption.

5. To what extent do you agree: AI will improve the fairness and objectivity of performance evaluations in BRAC International.

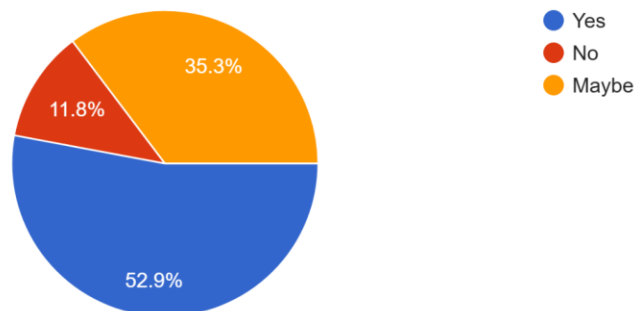
51 responses



A majority (70.6%) agree or strongly agree that AI can enhance fairness and objectivity in evaluations, suggesting optimism toward AI's potential benefits. However, the presence of neutral and disagreeing opinions signals that trust is still building and must be supported by transparent implementations.

6. Do you believe that AI will help in identifying your training and development needs more effectively than traditional methods?

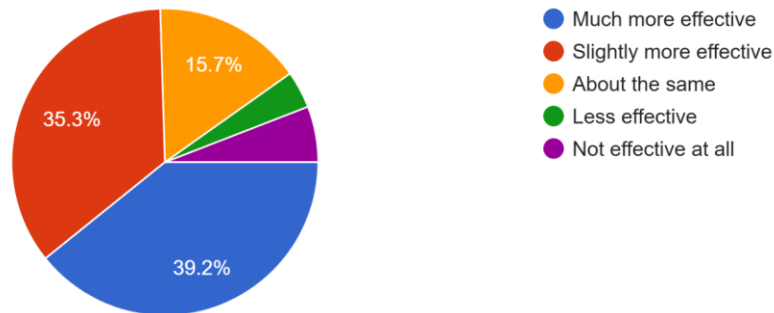
51 responses



Over half of the respondents believe AI can identify training needs more effectively than traditional methods. This shows strong belief in AI's analytical capabilities and a willingness to embrace data-driven development plans.

7. How effective would it be if AI-generated feedback is merged with your direct supervisors feedback?

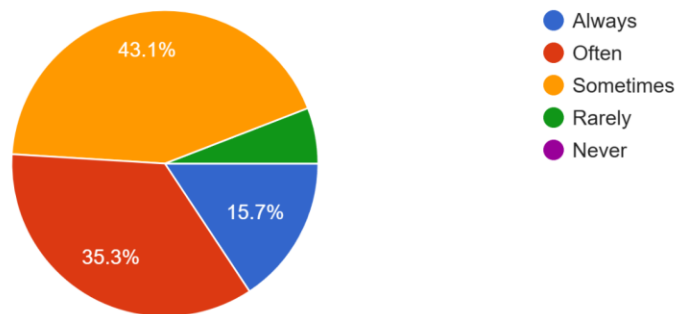
51 responses



A majority find the integration of AI-generated and supervisor feedback to be effective or very effective. This indicates that a hybrid model, where AI complements rather than replaces human judgment, could be the preferred and more acceptable approach.

8. In your observation, will AI-based feedback help you take timely action to improve your performance?

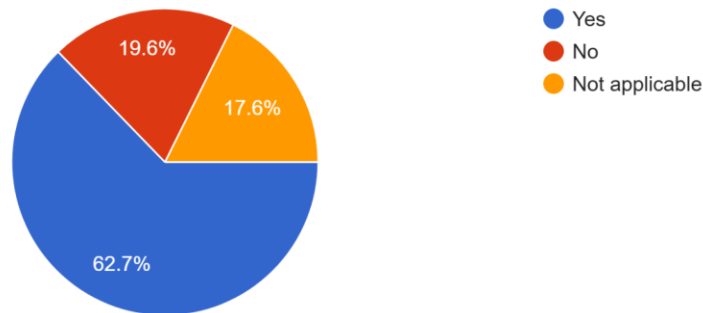
51 responses



While only a small portion say AI always helps them act timely, most respondents acknowledge sometimes or rarely being motivated by it. This shows AI feedback has potential, but needs better timing, relevance, or integration with performance systems to be more actionable.

9. Will AI-assisted performance tracking help you understand your career growth opportunities better?

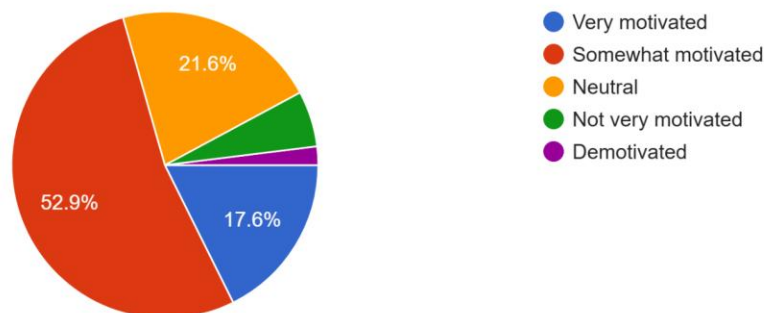
51 responses



A promising 62.7% believe AI can assist in understanding career opportunities, showing a clear demand for more proactive, data-informed career development support. It reflects trust in AI to help map long-term professional growth.

10. How motivated would you feel if you receive AI-generated performance insights or reports?

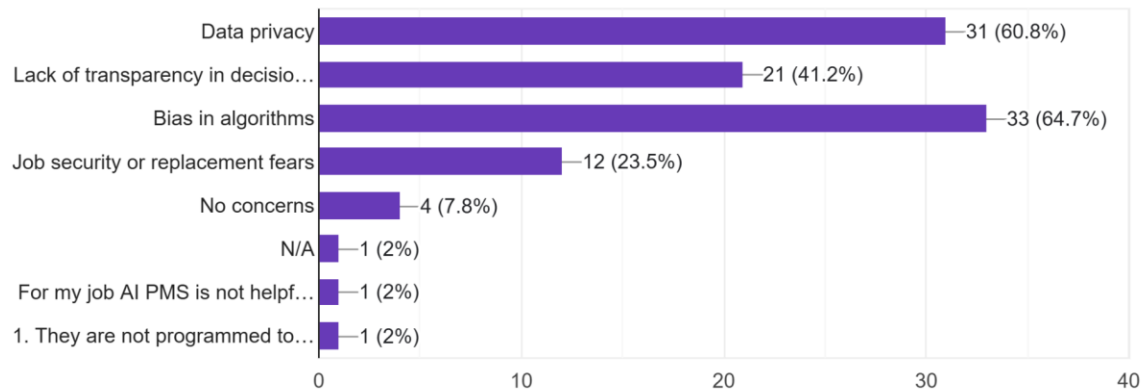
51 responses



Most respondents feel somewhat motivated by AI-generated insights. While not overwhelmingly enthusiastic, this suggests moderate engagement and the potential to grow motivation if feedback is made more personalized and goal-oriented.

11. What concerns do you have about AI in performance management? (Select all that apply)

51 responses



The top concerns are:

- Bias in AI decisions (66.7%)
- Data privacy (60.8%)
- Lack of transparency (41.2%) These indicate that trust in AI is still developing and any rollout must address these areas with clear ethical frameworks, explainability, and secure data practices. Job security was a concern for a smaller portion, suggesting that fear of replacement by AI exists but isn't dominant.

Discussions:

The survey results highlight both the opportunities and challenges of AI adoption in performance management systems. With a broad mix of respondents from various mid-level positions, the findings reflect diverse insights across organizational roles. A notable portion of respondents (nearly 59%) are unaware of AI tools being used in their organizations, suggesting a gap in communication or implementation that needs to be addressed to increase awareness and engagement.

The majority of respondents, especially those with over 8 years of experience, believe AI can enhance fairness and objectivity in evaluations, with many also supporting its potential to identify training needs more effectively than traditional methods. This indicates a strong belief in AI's data-driven capabilities. Additionally, the integration of AI and supervisor feedback is seen as effective, favoring a hybrid model where both AI and human judgment work together.

However, the feedback provided by AI is not always timely or relevant, pointing to the need for better integration within daily workflows. Concerns regarding bias in AI decisions, data privacy, and a lack of transparency were prominent, underlining the need for ethical frameworks and clear communication about how AI systems work. Job security fears were less widespread, suggesting that while some worry about AI replacing human roles, the overall sentiment is more focused on enhancing human potential rather than replacing it.

In conclusion, while there is optimism about AI's potential, successful integration into performance management systems will require addressing these ethical concerns, ensuring transparency, and improving the timing and relevance of AI-driven feedback to gain employees' trust and enhance engagement.

Chapter Five: Recommendations

1. Increase Awareness and Communication About AI Tools

The survey revealed that 58.8% of respondents were unaware of AI tools being used in their organizations. This points to a significant gap in communication or visibility regarding AI initiatives. To address this issue, organizations should prioritize clear and consistent communication about the AI tools being used, their purpose, and how they align with the organization's broader performance management objectives.

Recommendations:

- **Internal Training and Awareness Campaigns:** Conduct workshops and informational sessions to educate employees about the AI tools and their benefits. These sessions should be aimed at demystifying AI, explaining how it works, and showcasing its potential to enhance both individual and organizational performance.
- **Transparent Implementation:** Organizations should openly communicate how AI tools are being integrated into existing performance management systems. Providing clarity on the scope and role of AI in evaluations will help alleviate concerns and increase overall trust in the system.
- **User-Friendly Resources:** Create accessible guides, FAQs, and user manuals that explain how employees can interact with AI-powered tools, such as real-time feedback systems, to ensure they feel comfortable using them.

2. Address Ethical Concerns, Especially Bias and Data Privacy

The survey revealed significant concerns regarding bias in AI decisions (66.7%) and data privacy (60.8%). These concerns need to be addressed comprehensively to ensure that AI adoption does not result in unintended consequences or reduced employee trust.

Recommendations:

- **Algorithmic Transparency:** Ensure that the algorithms used in AI-driven performance management systems are transparent and explainable. HR teams should provide employees with clear information on how AI tools work, including the data they rely on and the

processes used to generate insights. This transparency can help mitigate concerns about bias and decision-making processes.

- **Bias Mitigation Strategies:** Regularly audit AI algorithms for fairness and bias to ensure that the tools do not disproportionately affect certain groups of employees. Implement continuous monitoring systems that allow HR to identify and address any biased outcomes promptly. AI tools should be trained on diverse datasets to avoid perpetuating historical biases.
- **Data Privacy Protections:** Clearly outline how employee data will be collected, stored, and used in AI-driven performance management systems. Organizations should adopt strong data security measures, such as encryption and anonymization, to protect sensitive information. Employees should also have the ability to access and control their personal data, ensuring that privacy is respected.
- **Ethical Guidelines:** Develop and implement clear ethical guidelines for the use of AI in performance management. This should include policies for data collection, usage, consent, and algorithmic transparency. These guidelines should be communicated to all employees to ensure that they feel their personal information is being handled responsibly.

3. Enhance the Timeliness and Relevance of AI-Generated Feedback

The survey findings indicated that while AI feedback is somewhat motivating for many employees, it is often not timely or relevant enough to drive consistent action. To maximize the effectiveness of AI-driven feedback, organizations must ensure that the feedback is both timely and aligned with individual goals and developmental needs.

Recommendations:

- **Real-Time, Contextual Feedback:** Develop systems that deliver real-time feedback based on continuous performance tracking, allowing employees to make adjustments as they go along. Feedback should be contextual, taking into account the specific tasks or projects an employee is working on. Personalized, actionable feedback that is relevant to the employee's role and goals will be more effective.
- **Integration with Performance Management Systems:** Ensure that AI feedback is integrated with other HR systems, such as performance evaluations and career

development tools. This will allow for a seamless flow of information and ensure that feedback is aligned with broader organizational objectives.

- **Personalized Feedback Mechanisms:** AI systems should be able to offer personalized feedback based on individual performance data, career aspirations, and learning preferences. By tailoring feedback to each employee, organizations can foster a more engaged and motivated workforce.
- **Regular Feedback Loops:** Move away from traditional annual reviews and introduce continuous feedback loops, where employees receive regular updates on their performance and development. This can help identify issues early and allow for timely interventions.

4. Promote Hybrid Models of AI and Human Feedback

While the survey respondents showed strong support for AI's ability to complement supervisor feedback, the most effective approach may lie in combining AI-driven insights with human judgment. This hybrid model can address the complexity of human performance, which requires a balance of both data-driven insights and the nuanced understanding that managers provide.

Recommendations:

- **AI as a Complement to Human Feedback:** Position AI tools as supplements to, rather than replacements for, human managers. AI should be used to provide objective, data-driven insights, while human managers can offer emotional intelligence, contextual understanding, and personalized support that AI systems cannot provide.
- **Collaborative Feedback Processes:** Create mechanisms where AI-generated feedback is shared with employees and their supervisors in a collaborative manner. This will allow managers to provide context, clarify any ambiguities, and engage in meaningful conversations with employees about their performance and development.
- **Training for Managers:** Equip managers with the skills and knowledge necessary to effectively integrate AI-driven insights into their feedback. This will help them leverage AI tools to enhance their own decision-making processes and provide more meaningful support to employees.

5. Foster Trust and Engagement with AI-Driven Career Development Tools

A significant portion of respondents (62.7%) believed that AI could assist in understanding career opportunities. This suggests a clear interest in AI's potential to facilitate career growth and development. However, for AI tools to be effective in career development, employees must trust the system and see it as a valuable resource for their long-term professional growth.

Recommendations:

- **AI-Powered Career Pathing:** Develop AI-driven career pathing tools that help employees identify potential growth opportunities based on their skills, performance, and aspirations. These tools should offer tailored suggestions for career development, including training programs, mentorship opportunities, and potential roles within the organization.
- **Continuous Learning and Development:** Use AI to identify skill gaps and suggest personalized learning paths that align with both organizational needs and employee career goals. AI systems can help employees stay on track with their development and ensure they are continuously growing within their roles.
- **Employee Involvement in Career Development:** Ensure that employees are actively involved in the process by allowing them to provide input into their career development plans. AI can provide the data, but human agency should drive the direction of career development.

6. Address Job Security Concerns and Build Employee Confidence

Although concerns about job security were less prominent in the survey, some employees still worry that AI might replace human roles. To ease these fears, organizations need to demonstrate that AI is a tool designed to enhance, not replace, human potential.

Recommendations:

- **Clear Communication on AI's Role:** Provide transparent communication on the role of AI in the organization, emphasizing that AI is meant to support employees, not replace them. Highlight the benefits of AI in terms of reducing mundane tasks, enhancing decision-making, and creating more opportunities for employee growth.

- **Focus on Upskilling:** Use AI tools to identify areas where employees can upskill or reskill, ensuring they are prepared for future roles that AI cannot perform. This will reinforce the idea that AI is an enabler of professional growth, rather than a threat to job security.

Chapter Six: Conclusion

The integration of AI in performance management systems presents both significant opportunities and challenges for development organizations. The survey results highlight the growing optimism toward AI's potential to enhance fairness, objectivity, and career development, with employees expressing a strong belief in its analytical capabilities. However, concerns around bias, data privacy, and job security remain prevalent, emphasizing the need for careful and transparent implementation of AI tools.

To maximize the effectiveness of AI, organizations must focus on increasing awareness and communication regarding the tools being used, ensuring employees understand their purpose and benefits. Furthermore, addressing ethical concerns through algorithmic transparency, bias mitigation strategies, and robust data privacy practices will help build trust in AI systems. Combining AI-driven insights with human judgment, particularly in feedback and career development, will foster a more balanced and effective performance management system.

Ultimately, the successful adoption of AI in performance management depends on an organization's ability to create a hybrid system that leverages both the power of AI and the nuanced understanding of human managers. By ensuring that AI complements rather than replaces human decision-making, organizations can unlock the full potential of these technologies while maintaining a human-centered approach to employee growth and development.

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APPENDIX



Volunteering / Internship Agreement

Intern's Name: Jubayedra Jahan Sajlin
Intern's Father's Name: Jahangir Hossain
Address: Flat.1B, House.257/A, Navana Bilas Elephant Road (Bata Signal Bhojjo Teler Goli), Dhaka 1205

In consideration for an internship placement at BRAC, from 02-16-2025 to 05-15-2025, the undersigned (hereinafter referred to as "INTERN") agrees to the following:

1. The INTERN agrees that he/she is at least eighteen years old (18) and has provided emergency contact information to the Internship Unit of the BRAC Communications Department;
2. The INTERN agrees that he/she will be receiving BDT 8000 per month as stipend from BRAC for the duration of his /her internship
3. The Intern will be responsible for his/her own medical emergency and costs arising from accidents and/or illness, incurred during the internship
4. The Intern will be responsible for his/her personal safety and security outside BRAC premises;
5. The INTERN is personally responsible for obtaining necessary visas and arranging travel to and from Bangladesh. BRAC may, at its discretion, provide transportation to and from BRAC premises in-country;
6. The INTERN agrees to abide by the rules and regulations of BRAC and the direction of his/her supervisor and the Internship Unit regarding professional and personal conduct during the internship;
7. The Intern agrees to abide by the Code of Conduct and the following safeguarding policies and guidelines:
 - BRAC Safeguarding Policy
 - BRAC Prevention of Workplace Bullying and Violence Policy and Procedure
 - Child and Adolescent Protection Policy
 - BRAC Adults with Special Needs Policy
 - BRAC Sexual Harassment Elimination (SHE) Policy
 - BRAC Whistleblowing policy
 - BRAC Safeguarding Reporting and Response Mechanism
 - BRAC Guidelines when Communicating with Victim/Survivor
8. The INTERN agrees to abide by the controlled-substance laws of Bangladesh and not to use any illicit drugs or substances considered illegal there or any BRAC premises throughout the internship;
9. The INTERN understands that if he/she would like to change the internship area or focus, this change will have to be decided within the first week of the internship and with the consent of the supervisor and that such change may take up to four (4) weeks;
10. BRAC reserves the right to make changes to the internship programme or in the programme's proposed schedule and itinerary;
11. The INTERN understands that he/she will be serving in an "at will" capacity and that BRAC may terminate the internship if i) INTERN engages in action endangering his/her self or others; (ii) INTERN's

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attendance and participation is irregular or their performance does not satisfy the terms of agreement; (iii) INTERN's conduct is considered to be inappropriate, detrimental or incompatible with the best interest and welfare of the internship programme. BRAC will notify the sponsoring institution before or immediately upon such termination;

12. The INTERN agrees to keep confidential any and all unpublished information or other information he/she obtains through the course of the internship that he/she knows has not been made public, or should not be made public, except with explicit authorisation from BRAC and not to publish any reports or papers on the basis of information obtained during the internship, both during and after the internship without written approval of the internship supervisor and the BRAC Communications Department;

13. The INTERN recognises that any academic credit or arrangements for academic credit are solely his/her responsibility in his/her dealings with the sponsoring institution. The BRAC designated supervisor will provide the INTERN with reasonable documentation as necessary for these purposes;

14. The INTERN will complete an internship evaluation questionnaire at the end of the internship and submit it to his/her supervisor and the Internships Unit of the Communications Department.

15. The INTERN will return his/her temporary BRAC identification badge upon completion.

16. The INTERN agrees that any internship data including write-ups, reports, pictures, etc may be edited and/or used in BRAC communication materials, social networking websites and/or uploaded on BRAC's official website with credit and without compensation.

I have read and understood the conditions governing any participation in BRAC's internship programme. I further understand the possible actions that may be taken should I act in a manner inconsistent with these conditions.

Jubayedra Jahan Sajlin

INTERN name

Signature

02-23-2025

Date

Tamara Akon
BRAC representative
(From Internship Unit)

T.A.
Signature

26.02.2025
Date

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