

Internship Report
on
HUMAN RESOURCE MANAGEMENT PRACTISES
IN WORLD VISION BANGLADESH

Submitted by
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Student ID: E 140504055
Batch: 4th
MBA (Evening) Program
Major in Human Resource Management

Faculty of Business Studies
In Partial Fulfillment of the Requirements for the Degree of

Master of Business Administration (Evening)
In
Human Resource Management



Faculty of Business Studies
Hajee Mohammad Danesh Science and Technology
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Dinajpur-5200

October, 2016

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IN WORLD VISION BANGLADESH**

This Internship report is prepared by

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Approved as the content and style by

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October, 2016

Abstract

This study aims at exploring the impact of Human Resource Management (HRM) practices in the context of NGO sector. The population of study cover the selected employee of different offices of Rangpur Region and the sample size of 32 employees were selected. Mainly the primary data are used in this study. The requisite primary data namely, opinions of the respondents on the HRM practice were collected through the help of a structured questionnaire using direct interview and observation method. It was found that all the functions that normally does the HR functions of a NGO office and especially gives the emphasis of the employee satisfaction level of the various departments' employees. Findings, conclusion and recommendations were discussed and limitations of the research are revealed.

I.
Letter of Transmittal

October 25, 2016.

Dr. Md. Zahangir Kabir
Professor
Department of Management
HSTU, Dinajpur-5200

Subject: Submission of report on “Human Resource Management Practices in World Vision Bangladesh”

Dear Sir,

This is a great pleasure for me to present the overall findings of the internship report on **“Human Resource Management Practices in World Vision Bangladesh”**. I have tried my level best to meet all the specifications and instructions you have provided for the report and necessary to prepare a report. I appreciate to have a chance to prepare this report. I have tried my best to prepare this report in a proper way in spite of various constraints like time and complications in understanding. I earnestly hope that this report

will meet your specifications and would be delighted to furnish you with any clarification if required.

Thanks and regards

Yours truly

.....
William Topno
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ii

Acknowledgement

Firstly I am grateful to Almighty Creator for whose blessing I have successfully completed my internship report and I would like to put immensely my cordial thanks and gratitude to my honorable supervisor Dr. Md. Zahangir Kabir, Professor, Department of Management, Faculty of Business Studies, HSTU, Dinajpur-5200 who has rendered me a lot of practical and theoretical knowledge. I am grateful to him for his suggestions and all instance observations to prepare the internship report.

I also wish to express my immense gratitude and deep sense to respect to my respected co-supervisor Md. Abdur Rouf, Lecturer, Department of Marketing Faculty of Business Studies, HSTU, Dinajpur-5200

This report is outcome of my practical work in different World Vision offices of Rangpur Region after 45 days of working and collection of data. The report could never been

completed without the help of officials and accommodating authorities. I thank all the officers, staffs and especially P&C department as well as the entire individual of Rangpur region staffs for their nice co-operation. Their supports, instructions, guidance, cooperation and love made me feel confident enough to complete my internship successfully.

Finally I would like to express my heartiest gratitude to all those respondent employees who attend the survey and co-operate me to obtain data for this study. I am really owe and grateful to them.

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William Topno
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iii

Declaration of Student

I, William Topno, hereby declare that the report on “**Human Resource Management Practices in World Vision Bangladesh**” has been carried out by me after successfully completion of 45 days of internship period in different World Vision Offices in Rangpur Region under the supervision of Dr. Md. Zahangir Kabir, Professor, Department of Management, HSTU, Dinajpur and has not been submitted to any other educational Institute for academic purposes.

I also conform that the report is only prepared to meet my academic requirement not for any other purpose. It will not act anything that will hamper the confidentiality and interests of World Vision Bangladesh. It might not be use with the interest of opposite bodies of World Vision Bangladesh.

It is my pleasure and great privilege to submit my report titled “**Human Resource Management Practices in World Vision Bangladesh**”. As the presenter of this report; I have tried my level best to get together as much information as possible to enrich the report. I believe that it was a fascinating experience and it has enriched both my knowledge and experience.

However, after all this, as a human being, I believe everyone is not beyond of limitation. There might have problems regarding lack and limitation in some aspects and also some minor mistake such as syntax error or typing mistake or lack of information. Please pardon me for that mistake and clarify these of my further information or those matters.

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iv

Declaration of Supervisor

I hereby declare that the consumed report entitled “**Human Resource Management Practices in World Vision Bangladesh**” is a work made by William Topno, Student ID: E 140504055, MBA (Evening) Program, Major in HRM, 4th batch, Faculty of Business Studies, Hajee Moharnmad Danesh Science and Technology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of the requirement for the degree of Master of Business Administration (MBA) at Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200

I wish him every success in life.

.....
Dr. Md. Zahangir Kabir
Professor
Department of Management
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v

Declaration of Co-supervisor

I hereby declare that the consumed report entitled “**Human Resource Management Practices in World Vision Bangladesh**” is a work made by William Topno, Student ID: E 140504055, MBA (Evening) program, Major in HRM, 4th batch, Faculty of Business Studies, Hajee Moharnmad Danesh Science and Technology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of

the requirement for the degree of Master of Business Administration (MBA) at Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200

I wish him every success in life.

.....
Md. Abdur Rouf
Lecturer
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vi

Table of Contents

Serial No.	Topic	Page No.
	Abstract	i

	Letter of Transmittal	ii
	Acknowledgements	iii
	Deceleration of Student	iv
	Deceleration of Supervisor	v
	Deceleration of Co supervisor	vi
	Chapter One : Introduction	
1.1	Prelude	1
1.2	Background of the study	2
1.3	Importance of the study	3
1.4	Research problem	3
1.5	Scope of the study	3
1.6	Objective of the study	4
1.6.1	Broader Objectives	4
1.6.2	Specific Objectives	4
	Chapter Two Methodology of the study	
2.1	Methodology of the study	5
2.2	Study of the area	5
2.3	Sampling	5
2.4	Types and sources of information	5
2.5	Primary sources of data	6
2.6	Secondary sources of data	6
2.7	Limitation of the study	6
	Chapter Three World Vision Bangladesh: An Overview	
3.1	World Vision Bangladesh	7
3.2	History of World Vision	7-8
3.3	Organogram of World Vision Bangladesh (New)	9
3.4	Vision Statement	10
3.5	Mission Statement	10
3.6	Statement of core Values	10
3.7	Current operations of World Vision Bangladesh	11

Table of Contents (Contd.)

Serial No.	Topic	Page No.
	Chapter Four Policies and Practices of HRM in World Vision Bangladesh	12
4.1	Human Resource Development	13
4.2	Objectives of HRM	13
4.3	Human Resource Planning	14-15
4.4	Recruitment and Selection	16-21
4.5	Orientation	21
4.6	Training and Development	22-23
4.7	Performance Appraisal	23-26
4.8	Compensation, Rewards and Benefits	26-27
4.9	Employee Relation	27-28
	Chapter Five	
5	Employee Perception regarding HRM Practices in World Vision in Bangladesh	29
	Chapter Six	
6.1	Summary and Conclusion	39
6.2	Suggestions	41
6.3	Conclusion	42
	References	43
	Appendix	
	Questionnaire	44

List of Table	Page No.
Table 1: Respondent's sex	29
Table 2: Position in the organization	30
Table 3: Having HR Policy copy among the employees	30
Table 4: Performance of HRD within the organization	31
Table 5: Existing of Job description and specification in your program	32

List of Table	Page No.
Table 6: Assessing the demand and supply gap by the HRD	32
Table 7: Informing the HRD about the demand and supply gap by the Regional Field Director and P&C Coordinator of your program	33
Table 8: Facing problem in recruiting new employees	34
Table 9: Evaluation of The training courses arranged by your organization	35
Table 10: Types of relations are prevailing among your peer colleagues	37
Table 11: Types of relations are prevailing with your Supervisor	38

List of Figure	Page No.
Figure 1: Recruitment & Selection Flow-Chart of World Vision Bangladesh	9

CHAPTER ONE

Introduction

1.1 Prelude

Human resource practices play a vital role as humans are the main resource to use rest of resources. It is now being increasingly realized that the people working in organization are human beings. Investment for increasing the resource is important, and the more an organization invest in its human resources, the greater return from the investment is likely to be. Human resource practices focuses on the different aspect that can enhance the potential of an individual not in just in the reference of an organization but in his/her personal life. Training and developing, performance appraisal, potential appraisal, career counseling, employee welfare, health and safety are few of them.

The purpose of Human Resource Management (HRM) is to hire, train and develop staff and where necessary to discipline or dismiss them. Through effective training and development, employees at Enterprise achieve promotion within the organization and reach their full potential. This reduces the need for external recruitment and makes maximum use of existing talent. This is a cost-effective way for a business to manage its people. The HRM function not only manages existing staff, it also plans for changes that will affect its future staffing needs. Staff may retire or be promoted, leaving gaps which need to be filled. There may also be external changes in the labour market, meaning that there will be fewer skills available or too many in a particular area. HRM monitors all of these things in planning recruitment strategy. This places the HRM function in a central role in the business because all managers use this expertise to acquire staff.

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country.

Concept of Non Governmental Organization

A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government. The term is usually used by governments to refer to entities that have no government status.

A non-governmental organization (NGO) is a citizen-based association that operates independently of government, usually to deliver resources or serve some social or political purpose. The World Bank classifies NGOs as either operational NGOs, which are primarily concerned with development projects, or advocacy NGOs, which are primarily concerned with promoting a cause.

According to social science dictionary, “Non Government Organization is a non-profit agency that serves some public interest. Non Government Organization is established to fulfill some social purposes other than monetary rewards to financial backers.

1.2 Background of the Study

One of the preliminary steps to completing a thesis is the background of my study. Really this is a great opportunity for me to gather knowledge on different subjects of Human Resource Management practices of World Vision Bangladesh (HRM) during the internship period. The background study for a thesis includes a review of the area being researched, current information surrounding the issue, previous studies on the issue, and relevant history on the issue. This opportunity helps to widen my knowledge areas on administrative and HR directorate. Preparing an internship report on Human Resource Management (HRM) practices of World Vision Bangladesh (WVB) are really an amazing matter. Although it is impossible to highlight all the activities of the organizations, I have tried my level best to summarize the data related to my internship topic. I have got enough ideas and knowledge about the various departments and the functions of HRM. I think that this report is enough for me to enrich my knowledge and ideas about the mentioned topic.

1.3 Importance of the Study

Now a day, organizations are facing a lot of challenges and demands to fulfill its goals and objectives. Requirement of valuable resources has become the high priority in the organization. It has become now performance based and employee oriented. This work will clearly expose the final statement regarding a better condition of the organization where employees are treated as human resources and employees also enjoy a really smoothly work environment with satisfactory pay-package, future safety, job security and some other benefits of the organization.

There is a high degree importance of the subject. Research says all the organization, which are treated, as successful business houses are more concentrated on the well management of its stakeholders. All the most high-ranking organizations of the world reached the zenith due to this reason. Machine without man is nothing but liability. Management is failed when it dissatisfies employees and even management sometimes cannot find out how much it could have achieved more, if it had a group of satisfied employees. Satisfaction is not only related with the salary but also with the employee's duties and responsibilities. It is highly and remarkably related with the work environment and the treatment of the management extended towards its employees.

1.4 Research Problem

The main focus of this report is to analyze the HR practices in World Vision Bangladesh. It also helps to bring the idea of the overall functions and situation of the NGO sector. NGO sector is now a first growing sector and for the economic development and improvement of the country it needs to emphasis the overall condition. Human Resources and their thinking are the main equipment for the development of this sector.

1.5 Scope of the Study

This particular study will approach only the employees of World Vision Bangladesh (WVB) conducted for fulfillment of MBA in "Human Resources Management" degree. At the outset, the paper discusses various condition or state of employees with the work environment and management. Then the paper studies and tries to find out the reasons

and factors for those various conditions. Finally, the paper suggests with few policy recommendation for effective and better work environment for the employees.

1.6 Objective of the Study

1.6.1 Broader Objective

Main objective of the study is to know about Human Resource Management practices in World Vision Bangladesh (WVB).

1.6.2 Specific Objectives

Human Resource Management refers to the practices and policies one need to carry out the people or personnel aspects of one's management job. These include:

- Provide an overview of World Vision Bangladesh
- Evaluate the Human Resource Policies and Practices of World Vision Bangladesh
- Investigate the perception of World Vision Bangladesh employees regarding Organization's HRM practices

CHAPTER TWO

Methodology of the Study

2.1 Methodology of the Study

Correct and smooth completion of research work requires adherence to some rules and methodologies. Rules were followed to ease the data collection procedure. Accuracy of study depends on the information and data analysis.

In order to conduct this small-scale evaluative study the following methodological measures will be adopted.

2.2 Study Area:

The area of my study has been encompassed the operation area of different Area Development Program (ADP) offices of Rajshahi Division.

2.3 Sampling

Convenience sampling technique is analyzed for selecting the sample of the population. 32 employees of World Vision Bangladesh were selected for interview.

Since this is a small-scale study-work to analyze the practice of HRM in World Vision Bangladesh I try to find out the HRM practices on the basis of both primary and secondary data. Participants who are regular in work and at least five years passed with the organization will be approached for collecting data.

2.4 Types and Sources of Information

Both primary and secondary sources were used to collect information for this research and report. Following information/variables were considered to conduct this study that is illustrated below:

2.5 Primary Sources of Data

Primary sources of information include data collection from the study with the help of questionnaire, observation methods with the respondents. But it is mainly interview based. Communication with other respective personnel of WVB and expert opinion are also the source of primary data.

2.6 Secondary Sources of Data

Secondary sources of information includes data collection from annual progress report, WV websites, relevant papers & publications, extensive literature search on the basis of these documents of publication

2.7 Limitations of the Study

There are certainly some limitations of study. These are:

1. The sample used to generate the secondary data may be very small
2. Lack of availability of data.
3. Many personnel of WVB are showing busy and not interested to provide useful information.
4. Most of the information about the topic relevant in this purpose was secrete from the point of view organization. So this kind of information could not be collected.
5. Improper combination among various sectors
6. Sufficient records, publications, facts and figures are not available. These constraints narrowed the scope of the real analysis.
7. Rapid changes in the HRM policies are not available in WV website
8. For the reason of confidentiality, some useful information cannot be expressed in this report.
9. Time is a limitation that would mostly with stands a comprehensive study on the topic selected.
10. Finally this is my first job Experience. So my knowledge especially in such a research study is limited.

CHAPTER THREE

World Vision Bangladesh: An Overview

3.1 World Vision Bangladesh

World Vision Bangladesh (WVB), a Christian humanitarian organization is dedicated to the wellbeing of children, especially the most vulnerable children, their families and communities. It is committed to serve and partner with people in need regardless of religion, ethnicity, gender and ability. At present World Vision Bangladesh is serving around 5 million people under 31 administrative districts. With active presence in 80 locations at sub-district level, the organization is working for fulfilling its objective 'Building a better life for girls and boys in Bangladesh'. For achieving its current objective WVB laid emphasis on 4 major strategic areas:

1. Improve health and nutrition status of mothers and children
2. Improve access to and quality of education
3. Ensure children are protected and cared for
4. Increase community resilience

3.2 History of World Vision

Dr. Bob Pierce started World Vision in the 1950s for children that had been orphaned by the Korean War and in 1953 started their first sponsorship program for long term care of the children in Korea. They were soon sponsoring children in other countries in Asia and eventually expanded into Africa, Latin America, the Middle East and Eastern Europe.

World Vision got a boost in the 1960s with global relief efforts by delivering clothing, food and medicines to those that suffered from disaster. They also started to ask for clothing and others items needed by the poor or in areas following disasters.

In the 1970s they continued to expand the number of people they helped and changed their strategy by starting to work with entire communities to try and help families and children to become free of poverty. They started to also incorporate agricultural and vocational training into their sponsorship efforts for families. Micro- business first started with parents learning to earn money by farming and other businesses.

These types of efforts that affected sustainable change evolved into what is today the community development program for World Vision. Helping communities to become self-reliant is the goal. When the 1980s came famine struck the country of Ethiopia and because of huge media coverage, their needs became known around the world. World Vision was instrumental in donating millions of dollars' worth of medical assistance and food and saved thousands of people from dying.

World Vision first involved with Bangladesh by responding the cyclone victims of Bhola in 1970 during devastating tidal surges in the coastal areas of the country. Later the organization carried out relief operations in refugee camps in India in 1971. Following Bangladesh's independence in 1972 it started relief and rehabilitation programs as per invitation of the Bangladesh Government.

3.3 Organogram of World Vision Bangladesh (New)

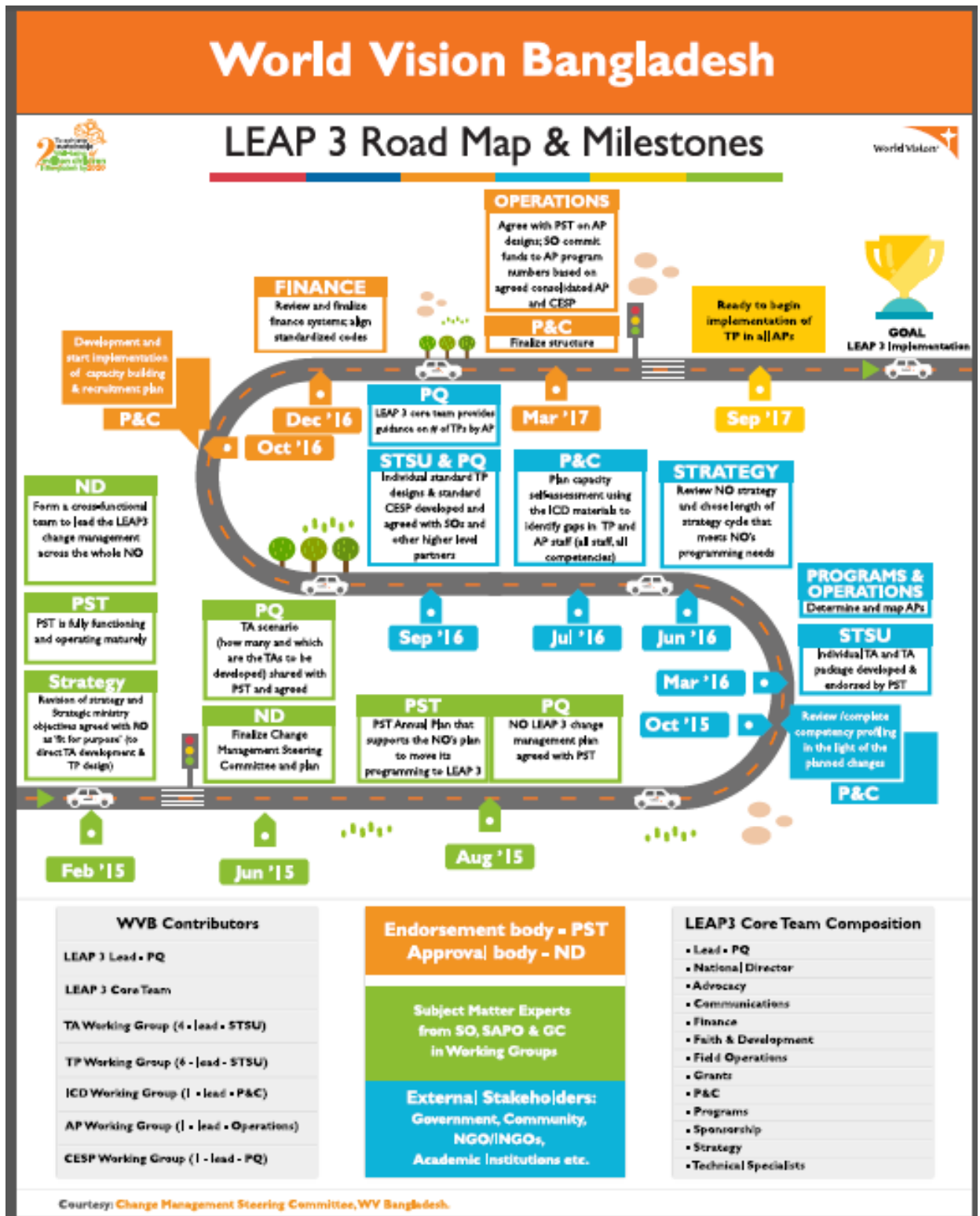


Figure.3.3 Organogram of World Vision Bangladesh

3.4 Vision Statement

Our vision for every child, life in all its fullness;
Our prayer for every heart, the will to make it so.

3.5 Mission Statement

WORLD VISION is an international partnership of Christians whose mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.

We pursue this mission through integrated, holistic commitment to:

1. **Transformational Development** that is community-based and sustainable focused especially on the needs of children;
2. **Emergency Relief** that assists people afflicted by conflict or disaster;
3. **Promotion of Justice** that seeks to change unjust structures affecting the poor among whom we work;
4. **Partnerships with churches** to contribute to spiritual and social transformation;
5. **Public Awareness** that leads to informed understanding, giving, involvement and prayer;
6. **Witness to Jesus Christ** by life, deed, word and sign that encourage people to respond to the Gospel.

3.6 World Vision Statement of Core Values

1. We are Christian
2. We are committed to the poor
3. We value people
4. We are stewards
5. We are partners
6. We are responsive

3.7 Current Operations of World Vision Bangladesh

Developments Program

Sponsorship Programme, Agriculture and Food Security Programme, Humanitarian and Emergency Affair & Disaster Management, Climate Change Programme, Community Empowerment Programme, Education and Life Skills, Water, Sanitation & Hygiene (WASH), Child Rights & Child Protection, Disaster Management, Education Programme, Health, Nutrition Programme, Advocacy and Justice for Children .Integrated Development Programme, Faith and Development, Gender Balance and many other awareness programme.

Governance, Management and Capacity Building

Administration Department, Advocacy Department, Knowledge Management Department, Supply Chain Management Department, Sponsorship Department, Security Advisory Department, Communication Department, Construction and Maintenance Department, Donor Liaison Office, Finance and Accounts Department, Human Resource and Learning Division, Internal Audit Department, External Audit Department, Monitoring & Evaluation Department, Legal and Compliance Department, Partnership Strengthening Unit.

CHAPTER FOUR

Policies and Practices of HRM in World Vision Bangladesh

Human Resource Division (HRD) is the global human resources function serving the World Vision Partnership. The mission of HRD is to support the total operation of World Vision in meeting our goals for children and communities through our most valuable assets - our people. (Website address)

Human Resource Division (HRD) is a strategic partner to World Vision Bangladesh (WVB) multifaceted programs that establishes current trends of HR management and practices adopting a qualitative and strategic approach in managing its workforce. The driving forces of Human Resource Division are procedural justice, transparency, equality, and respect for diversity; free from discrimination and recognition of potentials is the key focus-creating a long lasting advantage for the organization.

With a purpose to use it's skilled and highly skilled workforce effectively. WVB foster a culture of organized learning over a given period of time to provide and maximize the change in performance, on the idea that, Human Resources thrives well with knowledge, skills, and motivation of people, that grows better with age and experience-that no other resource can attain.

HRD plays a dominant role in the expansion of WVB human capital through continual improvement and growth-of the individual, organization, national and international contributing to human resourcefulness as a whole. WVB is currently operating in 110 countries across the world. This provides an opportunity to the staffs of WVI to explore the world and gain experiences to enhance their careers. WVB considers employees as its asset whose value is enhanced by development, emphasizing on individual potential and skills.

4.1 Human Resource Development

To get the maximum outcome from the human resources it is obviously necessary to implement and invent new way to complete the work activities and systems. HRD is related to upgrade the working system. It depends on some relevant information. It helps to improve the skills, requirement, control measures and training needs. WVI has been always conscious to improve the HR processes and smooth working environment in the organization day by day.

4.2 Objectives of HRM:

The objectives of HRM in WVB can be described as follows-

- To hire the resource for the job offered by the organization.
- To reduce employee turnover on the basis of job availability.
- To create and utilize an able and motivated workforce, to accomplish the basic organizational goals.
- To identify and satisfy individual and group needs by providing adequate and equitable wages, Incentives, employee benefits and social security and measures for challenging work, prestige, Recognition, security, status.
- To attain an effective utilization of human resources in the achievement of organizational goals.
- To maintain high employees morale and sound human relations by sustaining and improving the various conditions and facilities.
- To maintain high employees morale and sound human relations by sustaining and improving the various conditions and facilities.
To strengthen and appreciate the human assets continuously by providing training and development programs.
- To provide an opportunity for expression and voice management.
- To provide facilities and conditions of work and creation of favorable atmosphere for maintaining stability of employment.
- To remove unfair labor practices in the organization.
- To maintain a high morale & better human relations inside the organizations.

4.3 Human Resource Planning

Job Analysis:

The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

The process of job analysis is of two types:

1. Job Description
2. Job Specification

A. Job Description:

A list of a job's duties, responsibilities, job title, job summary, reporting to, working conditions, and supervisory responsibilities- one product of a job analysis.

B. Job Specification:

A list of a job's responsibilities, qualification, experiences, training, emotional characteristics, skills sensory demand, personality, and so on – another product of a job analysis.

Human Resource Planning:

Have collected Human resource planning is concerned with the flow of people into, through, and out of an organization. HR planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed.

Human Resource Demand:

Once HR planners have collected information from both internal and external sources, they forecast the demand for labor. How many and what type of people will be needed to carry out the organization's plans in the future? These forecasts are grounded in information about the past and present and in assumptions about the future. Different methods of forecasting the demand for labor require different assumptions. Some of the more common assumptions are that past trends and relationships among variables will hold up in the future; that the productivity ratio is constant (or follows a known pattern) as the number of units produced increases; and that the business plans of the organization and so on are reasonably descriptive of what will actually happen. In a highly volatile business, these assumptions may not be valid. It is always wish to explicitly list one's assumptions in forecasting and to put on more faith in the forecast than in the assumption on which it was based.

Demand forecasting method can be divided into two categories. They are Judgmental and Mathematical. In practice, most organizations use some combination of the two methods. In our country most of the institutions use the judgmental method.

Supply of labor: Once the demand for labor is predicted, it is necessary to forecast the supply of labor that the organization will already have available to meet the demand. It is basically of two types: 1. Internal supply of labor and 2. External supply of labor

Gap Analysis: In an organization there might be two type of gap exists:

1. Shortage: When demand is more and supply of human resource is less in a particular area this called shortage.

2. Surplus: When supply is more and demand of human resource is less in a particular area this called surplus.

4.4: Recruitment and Selection

Recruitment: When a vacancy occurs and the recruiters receive authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully.

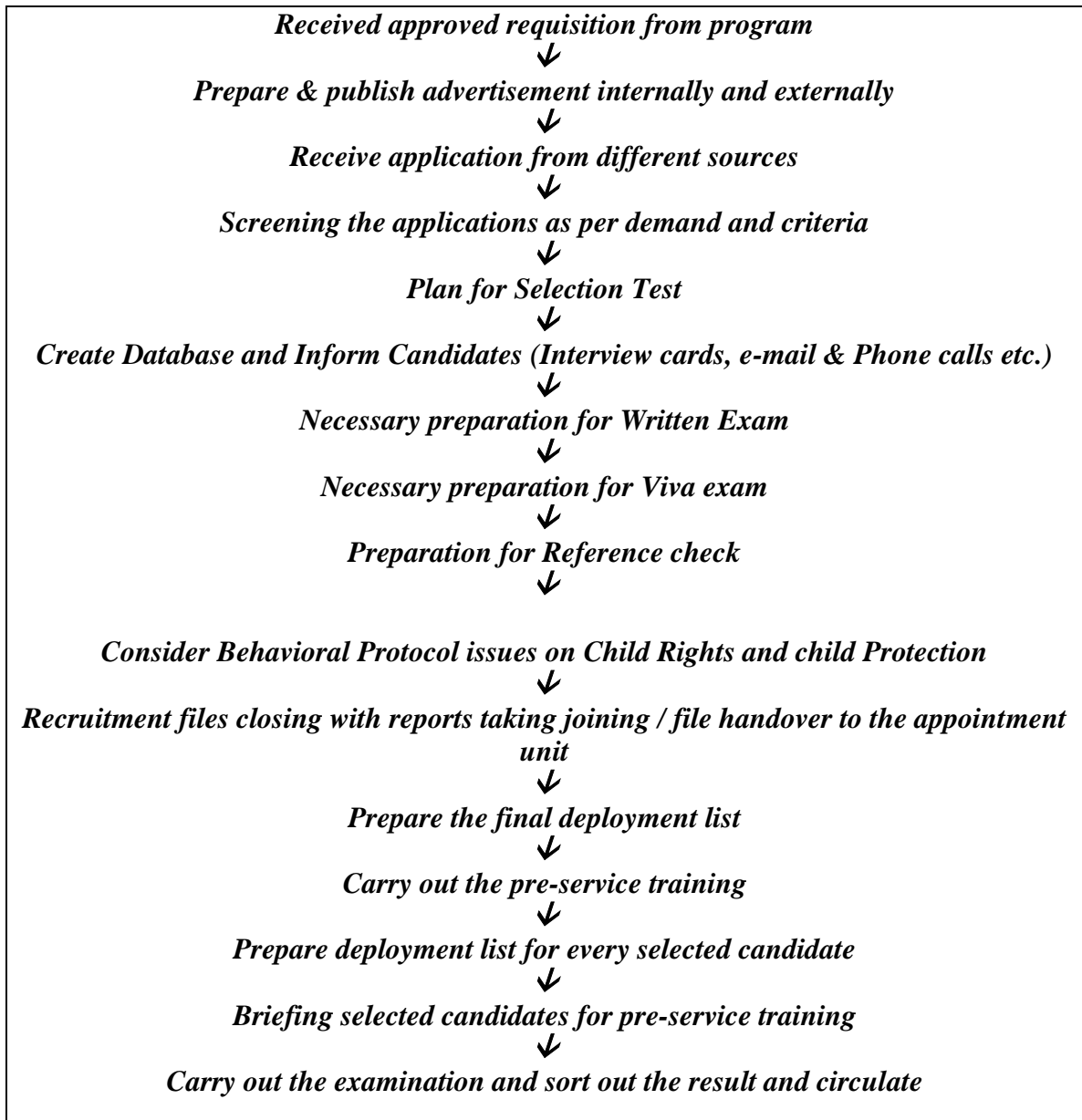


Figure 1: Recruitment and Selection Flow-Chart of World Vision Bangladesh

Source: www.wvcentral.net

Method of recruitment:

There are two method of recruitment:

1. Internal recruitment
2. External recruitment

Internal recruitment:

Most of the time, organizations fulfill vacancies internally whenever possible through internal circular. A number of internal recruitment methods are use for different level of jobs here. Lower-level jobs such as manual and clerical jobs are often called nonexempt jobs because their incumbents are not exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. These people typically are paid an hourly wage. In contrast, higher-level administrative, managerial, and professional employees are paid on a salary basis and are exempt from the overtime provisions of the Fair standard Labor Act.

External recruitment:

In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. Through the recruiting process, the hiring manager should stay in close touch with the recruiter. The hiring manager should examine resumes or application that have passed initial screening by the recruiter and should also review some of the application that the recruiter rejected during the first steps. Such involvement on the part of the hiring manager allows feedback as to whether or not the recruiter's decisions are consistent with the hiring manager's preferences.

External recruitment methods are often grouped into two classes:

1. Informal and
2. Formal.

Informal Method:

Informal recruiting methods tap a narrower labor market than formal method. Informal method includes rehiring former employees or former cooperative education students, hiring people referred by present employees, and hiring from among those who have applied without being solicited (such applicants are called walk-ins or gate hires). Employee's referral, also known as word-of-mouth advertising, is quick, effective, and usually inexpensive. Because employees who refer their friends and acquaintance as candidates have their own credibility on the line, they tend to refer people who are well qualified and well motivated and then to mentor these individuals once they are hired.

Formal Methods:

Formal method of external recruiting entails searching the labor market for candidates who have no previous connection to the organization. These methods traditionally have included newspaper advertising, use of employment agencies and executive search firms, and campus recruiting. Posting jobs ads on the Internet, either on the organization's own site or a commercial job board, has also become extremely popular in the last few years. Historically, newspaper advertising has been the most commonly used method of recruiting.

Formal method includes:

- ✓ Recruitment Advertising
- ✓ Internet Recruiting
- ✓ Employment Agencies
- ✓ Additional Recruiting Methods
- ✓ Campus Recruiting
- ✓ Executive Search Firms etc.

Selection:

Selection the right employees are important for an organization. First own performance always depends in part on subordinates. Employees with the right skills and attributes will do a better job for the company. Employees without these skills wouldn't perform effectively and as a result the firm will suffer.

Process of selection:

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

Initial screening interview

1. Completing the application form
2. Employment test
3. Comprehensive interview
4. Background investigation
5. Consideration of restriction in case of any violation of Child Rights and Child Protection issues
6. A Conditional job offer (Short term Project or Long term project)
7. Medical or physical examination
8. Provide job appointment letter as WVB staff.

Initial Screening:

As a culmination of our recruiting efforts, organization should be prepared to initiate a preliminary review of potential acceptable candidates. This initial screening is, in effect, a two steps procedure: (1) the screening of inquiries and (2) the provision of screening interviews

Completion of the Application Form:

Once the in initial screening has been complicated, applicants are asked to complete the organization's application form. The amount of information required may be only the applicant's name, address, telephone number and other information.

Employment tests:

Organization historically relied to a considerable extent on intelligence, attitude & morality, aptitude, ability and interest tests to provide major input to the selection process.

The comprehensive interview:

The applicant may be interviewed by HRM interviewers, senior manager within the organization.

Background investigation:

The next steps in the process are to undertake a background investigation of those applicants who appear to offer potential as employees. This can include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance, contacting other job- related and personal references, verifying the educational accomplishments shown on the application, checking credit reference and criminal records, and even using third party investigation, to do the background check.

Conditional job offer:

If a job applicant "passed" each steps of the selection process so far, it is typically customary for a conditional job offer to be made. Conditional job offers usually are made by an HRM representative. In essence, what the conditional job offer implies is that if everything checks out "okay- passing a certain medical, physical or substance abuse test" the conditional nature of the job offer will be removed and the offer will be permanent.

Physical/ Medical Examination:

Physical exams can only be used as a selection device to screen out those individuals who are unable to physically comply with the requirements of a job.

Job offer:

Those individual who perform successfully in the preceding steps are now considered to be eligible to receive the employment offer.

Method of selection:

There are two statistical methods of selection- correlation and regression. **Correlation** is use to assess the strength and direction of a relationship between variables, whereas **regression** makes use of the relationship to predict scores on one variable from scores on one or more other variables.

4.5: Orientation

Meaning of orientation:

Employee orientation provides new employees with basic background information they need to perform their jobs satisfactory, such as information about organizational rules.

Process of orientation:

Orientation is actually parts of the employer's new- employee socialization process. Socialization is the ongoing process of instilling in all employee the prevailing attitudes, standard, values, and patterns of behavior that are expected by the organization and its departments.

Orientation programs range from brief, informal introduction to lengthy, formal programs. In either, new employees usually get a handbook or printed material that cover

things like working hours, performance reviews, getting on the payroll, and vacations, as well as a tour of the facilities. Other handbook information typically includes employee benefits, personnel policies, the employee's daily routing, company organization and operation, and safety measures and regulations.

The HR specialist, who explains such matters as working hours and vacations, usually performs the first parts of the orientation. The employee is then introduced to his or her new supervisor. The letter continues the orientation by explaining the exact nature of the job, introducing the person to his or her new colleagues, familiarizing the new employee with the workplace, and hopefully helping to reduce the new person's first day jitters.

Why orientation:

Orientation is helping the new employees, who join the organization. By orientation the employee will be able to understand the rules and regulations of the organization and also know about the working hours, working condition, organizational profile etc.

4.6: Training & Development

Training:

The process of teaching new employees the basic skills they need to perform their jobs. Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training might thus mean showing a machinist how to operate his or her new machine, a new salesperson how to sell his or her firm's product, or a new supervisor how to interview and appraise employees. Training basically provide to the entry-level employees.

On the job training:

It means learning by doing. It means employees training completed while he works. It is basically a practical oriented training program.

Off the job training:

It means training provided to the employees out of the office in a training institute for a particular period of time i.e. for 3 to 5 days. During this time the employee does not have to go to office.

Development:

Development basically provide to the management level. Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. The ultimate aim of such development programs is, of course, to enhance the future performance of the organization itself. For this reason, the general management development process consists:

- (1) Assessing the organization's needs (for instance, to fill future executive openings, or to boost competitiveness),
- (2) Appraising the managers' performance, and then
- (3) Developing the managers (and future managers) themselves.

4.7: Performance appraisal**Performance appraisal:**

Performance appraisal is defined as evaluating an employee's current or past performance relative to his or her performance standard. The appraisal process therefore involves:

1. Setting work standard

2. Assessing the employee's actual performance relative to these standard and
3. Providing feedback to the employee with the aim of motivating the person to eliminate performance deficiencies or to continue to perform above per.

Why performance appraisal:

There are four reasons for appraise performance.

1. Appraisals provide information upon which promotion and salary decisions can be made.
2. Provide opportunity for supervisor and subordinate to review the subordinate's work- related behavior.
3. Appraisal is part of the firm's career planning process, because it provides an opportunity to review the person's career plans in light of his or her exhibited strengths and weakness.
4. Finally it helps the Manager or the supervisor to better manage and improve organization's performance.

Steps in Appraising Performance:

The performance appraising process contains three steps:

1.1 Define the job:

It means making sure that supervisor and subordinate agree on his or her duties and job standard.

1.2 Appraise performance: Appraising performance means comparing subordinate's actual performance to the standards that have been set; this usually involves some type of rating form.

3. Provide feedback:

Performance appraisal usually requires one or more feedback sessions. Here the subordinate's performance and progress are discussed and plans are made for any development that is required.

Appraisal Methods: The appraisal itself is generally conducted using a predetermined and formal method like one or more of those described in this section.

1.1. Graphic Rating Scale:

A scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the scale that best describes his or her level of performance for each trait.

1.2 Alternation Ranking Method:

Ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all are ranked.

1.3 Paired Comparison Method:

Ranking employee by making a chart of all possible pairs of the employees is for each trait and indicating which the better employee of the pair is.

1.4 Forced Distribution Method:

Similar to grading on a curve; predetermined percentages of rates are placed in various performance categories.

1.5 Critical Incident Method:

Keeping a record of uncommonly good or undesirable examples of an employee's work related behavior and reviewing it with the employee at predetermined times.

1.6. Behaviorally Anchored Rating Scale (BARS):

An appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good and poor performance.

1.7 Management by Objectives (MBO):

Involve setting specific measurable goals with each employee and then periodically reviewing the progress made.

4.8: Compensations, Rewards and Benefits

Compensation:

Employee compensation refers to all forms of pay or rewards going to employee and arising from their employment, and it has two main components. There are direct financial payments in the form of wages, salaries, incentives, commissions, and bonus and there are indirect payment in the form of financial benefits like employer- paid insurance and vacations.

Reward:

Reward basically provided to the employees of the organization for their good performance. It is of two types (1) Intrinsic and (2) Extrinsic.

(1) Intrinsic Reward:

It is the personal satisfactions one gets from the job itself. These are self-initiated rewards, such as having pride in one's work.

(2) Extrinsic Reward:

It includes money, promotions and benefit. Their common thread is that they are external to the job and come from outside source, mainly management.

Benefits:

Benefits include mandatory protection programs, pay for time not worked, optional protection programs, private retirement plans and a wide variety of other services.

4.9: Employee Relation

Employee Relation:

Employee relation means managing the relationship between Managers and Workers. Firms in which only some of the employees are unionized may have both employee relations and labor relation functions for dealing with the two types of employees.

Reasons for employee relation:

Employee relation in an organization is necessary for the welfare of the organization. If the relationship is well then organization is benefited. It also helps the Management to take decisions effectively by taking advice from the employees. It also includes research and meetings with top Management to develop a position on pay and other expensive benefits.

Major Labor Laws:

Some of the major laws given as under:

1.1 Railway Labor Act (1926): Railway workers are permitted to organize and bargain collectively. Airline workers were added in 1934.

1.2 National Labor Relations Act (Wagner Act) 1935: Establishes right to organize, to bargain collectively and to engage in concerted activities, creates the National Labor Relations Board to implement and enforce the act.

1.3. Labor Management Relations Act (1947):

Amends the NLRA. Adds union unfair labor practices. Weakens the right of workers and unions.

1.4 Executive Order 10988 (1962):

Encourages bargaining in federal sector Followed by state laws encouraging bargaining by state and local Government employees.

1.5 Postal Re-organization Act (1970):

Places the U.S. Postal Service under the NLRA.

1.6 Health Care Amendments (1974):

Places the private sector of the health care industry under the NLRA.

1.7 Civil Service Reform Act (1978): Establishes the current system for regulating labor Management relationships in the federal Government.

CHAPTER FIVE

Employee perception regarding HRM in World Vision Bangladesh

From the analysis of the observation and face to face interview some factors are found of the HR practices. Mainly the outcomes of the analysis are mentioned in the report. 32 employees of WVB of different programs were selected for this study work. All of them were observed minutely at their work in different times in different condition and situation. All of them were interviewed in course of time with individual and common questionnaire. Written answer sheet was also collected from the interviewees under multiple-choice system. The two instruments of data collection in this regard were:

- a. Observation and
- b. Face to face Interview

The questionnaire for interview is in appendix in chapter seven.

5.1 In answer of respondent's name

In answer of respondent's name everyone said his or her name.

5.2 . In answer of respondent's sex

Table 1: Respondent's sex

Respondent's sex	Sampling Size	Percent
Female	8	25%
Male	24	75%
Total	32	100%

Source: Prepared by Author.

From the above table, we can find that, in total 39 employees- 36% are female and 64% are male.

5.3 In answer of respondent's position

Table 2: Position in the organization

Position	Sampling Size	Percent
Top management	4	12.5%
Middle management	8	25%
Support staff/lower management	20	62.5%
Total	32	100%

Source: Prepared by Author.

From the above table we can find that in total 32 employees 12.5% from Top management, 25 % from Middle management and 62.5% from Support staff/lower management

5.4 Having HR Policy copy among the employees

Table 3: Having HR Policy copy among the employees

Having HR Policy copy	Sampling Size	Percent
Yes	16	50%
No	16	50%
Total	32	100%

Source: Prepared by Author.

From the above table, we can find that 50% employees have HR Policy copy of their organization and they all are in top level and mid level management.

5.5 Core function of HRD

In answer the question of core function of HR the respondent said Job Analysis, Recruitment and Selection, Orientation, Training and Development, Compensation activities and Support to solve any HR related problems. Respondent of top and mid level management have answered perfectly than the respondent of support staff/lower management

5.6 Performance of HRD within the organization

Table 4: Performance of HRD within the organization

Job Performed Properly by HRD	Sampling Size	Percent
Yes	4	12.5%
No	28	87.5%
Total	32	100%

Source: Prepared by Author

From the above table we can see that most of the respondents (87%) answer that their HR Department does not perform their job perfectly.

So we can say that the HRM Practices are not properly followed by WVB.

5.7 Existing of Job description and specification in your program

Table 5: Existing of Job description and specification in your program

Existing of Job Description and Job Specification	Sampling Size	Percent
Yes	32	100%
No	00	00%
Total	32	100%

Source: Prepared by Author. Job

Above table represents that Job description and specification are exist in the organization.

5.8 Assessing the demand and supply gap by the HRD

Table 6: Assessing the demand and supply gap by the HRD

Assessing the demand and supply gap properly	Sampling Size	Percent
Yes	16	50%
No	16	50%
Total	32	100%

Source: Prepared by Author.

Above table shows that most of the respondents (50%) said that HRD does not assess the demand and supply gap properly.

So we can say that in the case of demand and supply of their human resource in different department and branches the HRD usually assess the demand and supply gap properly, as a result employee surplus and shortage have been found in their several department and branches as well.

5.9 Informing the HRD about the demand and supply gap by the Regional Field Director & P&C Coordinator of your program

Table 7: Informing the HRD about the demand and supply gap by the Regional Field Director & P&C Coordinator of your program

HRD informed by Regional Manager about supply gap	Sampling Size	Percent
Yes	32	100%
No		0%
Total	32	100%

Source: Prepared by Author.

Above table represents us that most of the respondents (100%) said that Regional Field Director & P&C Coordinator usually inform the Human Resource Department about demand and supply gap of human resources in different department.

In this case what they did, if there is shortage of employee they have tried to find out the area and then search employees from other areas and by giving proper training they sent them.

5.10 Ways of recruiting employees in your organization

In answer of the question of ways of recruiting employees in their organization all respondents said that employees are recruited in their organization in formal and informal that means both ways.

5.11 Facing problem in recruiting new employees

Table 8: Facing problem in recruiting new employees

Facing problem in recruiting	Sampling Size	Percent
Yes	20	62.5%
No	12	37.5%
Total	32	100%

Source: Prepared by Author.

From the above table we find that organization faces problem in recruiting new employees.

The problems they face during recruiting are: political pressure, nepotism and more applicants against the required number of post.

5.12 Arranging the orientation program for the newly recruited employee

In answer of the question of arranging the orientation program for the newly recruited employee all respondent said that WVB arranges the orientation program in a formal way.

In orientation program, HRD invited their new employees who are selected for the job in a certain place. They inform them about their job hour, organizational rules and regulations, about their top managements and also their organizational's profile.

5.13 Types of trainings are offered by your organization

In answer of the question of types of trainings are offered by their organization the respondent said these are: a) Leadership training, b) Facilitation skills training, c) Report Writing training d) Health and Nutrition training, e) Financial Management, f) Gender Sensitization Training, g) Project management training, h) Conflict management training, D) Training on Agricultural issues, j) Sponsorship foundation training, k) Training on Sponsorship 2.0 version

5.14 Method of training is frequently used by your organization

In answer of the question of method of training is frequently used by your organization, all the respondent said, off-the –job method is frequently followed by their organization.

5.15 Evaluation of The training courses arranged by your organization

Table 9: Evaluation of The training courses arranged by your organization

Training courses are	Sampling Size	Percent
Theoretical	16	50%
Practical	16	50%
Total	32	100%

Source: Prepared by Author.

From the above table we find that a large number of respondents (50%) think that the training courses providing by their organization are more theoretical rather than practical.

5.16 Having any training institute of your own

In answer of the question of having any training institute of your own all the respondent said they have no training institute across the whole country.

Skilled human resource is nucleolus of any service-oriented organization. By keeping this in mid- level they give priority in human resource development. For human resource development and making them updated WVB training to its employees throughout the year in its well-decorated training institutes. The institutes have own expertise to conduct training session and also bring specialist or trainers from outside as a guest speaker for providing training. Besides employees are also being sent to outside training institute of WVB at national and international level for better training.

5.17 Method(s) is/are followed for performance appraisal

In answer of the question of method(s) is/are followed for performance appraisal all the respondents replied that WVB partially follows Graphic Rating Scale method. Here each individual have different format for appraising. Almost junior to senior employees have similar format to fill in but there is some exception for the senior level. The format is designed in the way like Fist page has to be filled up by the employees by himself but they have to sign in all the pages. There is score system for appraising employees. Both employee and supervisor put marks and evaluate for final score. After that the appraisal form will send to Human Resource Department. Usually HRD receives this form from all over the country. After received completely all the forms they make it ready for the final evaluation for the top management. Usually there exists evaluation team where they finally select the deserving candidates. After that a list has been sent to the Board for the final approval.

5.18 Types of compensation are offered by your organization In answer of the question of types of compensation is offered by your organization all the respondents replied that both types financial and non-financial compensation is offered by their organization.

5.19 Have any reward system in your organization

In answer of the question of Have any reward system in your organization, the entire respondent expressed that there is no reward system in your organization.

5.20 Types of relations are prevailing among your peer colleagues

Table 10: Types of relations are prevailing among your peer colleagues

Types of relations among peer colleagues	Sampling Size	Percent
Good	24	75%
Moderate	8	25%
Bad	00	00%
Others	00	00%
Total	32	100%

Source: Prepared by Author.

From the above table we can find that the relations are prevailing among their peer colleagues are good.

5.21 Types of relations are prevailing with your Supervisor

Table 11: Types of relations are prevailing with your Supervisor

Types of relations among peer colleagues	Sampling Size	Percent
Good	8	25%
Moderate	20	62.5%
Bad	4	12.5%
Others	00	00%
Total	32	100%

Source: Prepared by Author.

From the above table we can find that the relations are prevailing with their Supervisor is moderate and good in terms of answer of respondent's percentage. The employees have well access to their boss and can provide their opinion regarding any issues.

Summary and conclusion

6.1 Summary of Findings

Every research or activities reached to certain destination or find out some findings. Like this during my internship program I have found some important issues that can be regarded as findings of my internship report. These are as follows-

1. Most of the respondents are male.
2. Most of the respondents are Support staff/lower management
3. HR Policy copy is available in Top Management and Middle Management. Support staff/lower management has not a single copy of HR Policy.
4. Top Management and Middle Management have answered about core functions of the organization perfectly rather than the support staff/lower management.
5. HR Department of the organization does not perform their job perfectly.
6. Job description and Job specification are existing in the organization.
7. Human Resource Department does not assess the demand and supply gap properly.
8. Regional Manager usually does not inform the Human Resource Department about demand and supply gap of human resources in different department.
9. Both ways formally and informally Employees are recruited in their organization.
10. Organization faces problem in recruiting new employees such as political pressure, nepotism and more applicants against the required number of post.

11. Organization arranges the orientation program in a formal way for the newly recruited employee.
12. Different types of trainings are offered by their organization the respondent said these are: a) Leadership training, b) Facilitation skills training, c) Report Writing training d) Health and Nutrition training, e) Financial Management, f) Gender Sensitization Training, g) Project management training, h) Conflict management training, I) Training on Agricultural issues, j) Sponsorship foundation training, k) Training on Sponsorship 2.0 version .
13. Training courses providing by their organization are more theoretical rather than practical.
14. The organization has 21 training institutes across the whole country.
15. Organization partially follows Graphic Rating Scale method for performance appraisal.
16. Both types financial and non-financial compensation are offered by their organization.
17. There is no reward system in the organization.
18. The relations are prevailing among their peer colleagues are good.
19. The relations are prevailing with their Supervisor is moderate and good in terms of answer of respondent's percentage. The employees have well access to their boss and can provide their opinion regarding any issues.

6.2 Suggestions

After completion the study I have gathered some practical knowledge about the Human Resource practices in WVB. Now I would like to provide some recommendations, which might be helpful to upgrade the Human Resource practice of WVB is given as under:

1. First of all the main important thing for an organization is the Recruitment, which exists in this organization, is not well designed. The organization usually recruited people in tradition way. In this case what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people. Because the institutes are well equipped than the organization. They can also go for online recruitment, which is a modern method.
2. From the point of Training it can be said that their training course is well but not that much practical. They provide training to their employees is their training institute or send them to the reputed institution to be trained up. In this sort of training they usually get theoretical idea. In this case they can also arrange on the job training which will enables the employees to learn more effectively.
3. Another thing is that after getting training the employee usually not posted in their properly area. For example an employee got training in Climate Change but he has been posted in Education Program, in this case what happened is that after couple of time he forgot the content of the training. So it should be kept in mind that after training they should be properly posted.
4. Another problem is in their performance appraisal system is quite back dated. Usually an employee is eligible to get promotion based on his or her better performance. In this case it has to me taken into consideration that promotion is motivation, which is useful for employees. As a result it will also useful to reduce employee turnover.
5. Existing compensation of this organization is comparatively very low which should be increased.

6. There should be also option for reward system which is not present in this organization.

6.3 Conclusion:

The organization should care against manpower and its capital to use these in such a way that will produce a maximum output in future and motivated the staff to meet the organization's goal. The organization should take care to reduce unnecessary expenses. If the organization keeps its expenses at satisfactory level it produces a maximum output in future.

The benefits of employee expectation management would always supersede every hindrance. The aim for 'alignment of belief' to strive for the best for both, an employee and employer remains the soul to this process. In Anil Ambani's words "I think you have to work with people, and when I talk about managing relationships, don't think the derogatory managed relationships". It is a question of sharing emotion and feelings. The common denominator of everything can't be money and it should not be money.

WVB the largest non-governmental organization in the country having enough branch offices all over the country. They also could not retain their employees only because of their some lack of concentration in some areas. It should be kept in mind that efficient employees of an organization is the assets of that organization and that is why it should be taken up carefully. If they can meet up their shortage they will do much better in the NGO sector in Bangladesh

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4. www.hrd.undp.org/en

Appendix

Questionnaire:

Topic: Human Resource Management Practice in World Vision Bangladesh.

1. Name of respondent:

2. Sex (please tick one)

Female

Male

3. Position in the organization

Top management

Middle management

Support staff/lower management

**4. Do you have any copy of Human Resource Policy of your organization?
(please tick one)**

Yes

No

5. What are the core functions of Human Resource Department (HRD) of your organization?

Please specify:

.....

.....

.....

6. Are the HR Department performed their job properly? (please tick one)

Yes

No

7. Job description and specification exists in your organization?

(please tick one)

Yes

No

8. Does the HR Department assess the demand and supply gap properly?

(please tick one)

Yes

No

9. Does the Regional Manager of your programmer inform the HRD about the demand and supply gap? (please tick one)

Yes

No

10. In what ways your organization recruited its employees? (please tick one)

Formally

Informally

Both

**11. Does your organization face any problem in recruiting new employees?
(please tick one)**

Yes

No

If yes, please specify:

1.....

2

3.

12. Does the organization arrange the orientation program for the newly recruited employee? (please tick one)

Yes

No

If yes, please specify

1.....

2

3.

13. Which types of trainings are offered by your organization?

Please specify:

1.....

2

3.

14. Which training is frequently used by your organization? (Please tick one)

On-the –job methods (frequency in a year)

Off the-job methods (frequency in a year)

Both

15. The training courses arranged by your organization is

(Please tick one)

Theoretical

Practical

Others

If others, please specify?

1.....

2.....

3.....

16. Do you have any training institute of your own?

Yes

No

If yes, then where and briefly describes about its programmes

.....
.....

17. Which and how the method(s) is/are followed for performance appraisal?

Please specify:

1.....

2

3.

18. Which types of compensation is offered by your organization?

(Please tick one)

Financial

Non-financial

Both

19. Do you have any reward system in your organization?

(Please tick one)

Yes

No

20. What types of relations are prevailing among your peer colleagues?

(Please tick one)

Good

Moderate

Bad

Others

If others, please specify?

1.....

2.....

3.....

21. What types of relations are prevailing with your Supervisor?

(Please tick one)

Good

Moderate

Bad

Others

If others, please specify?

1.....

2.....

3.....