



**A BUSINESS HOUSE OF YOUR TRUST**

***Internship Report On Human Resource  
Activity  
Of United Group.***



Inspiring Excellence

**Internship Report**  
**on**  
**Human Resource Activity of United Group**  
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**Report Submission Date:**  
**5<sup>th</sup> April, 2018**

## LETTER OF TRANSMITTAL

2<sup>nd</sup> March, 2018

Mr. Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

**Subject: Submission of Internship Report**

Dear Sir,

I am hereby submitting my Internship Report, which is a part of the BBA Program curriculum. It is a great honor to work under your active support and supervision.

This report is based on, “Human Resource Activity of United Group”. I have got the opportunity to work in United Group in “Human Resource Department” under the supervision of **Farhana Afreen Mahmood**, GM-Head of Human Resource Department, United Group.

To prepare this report I have collected most relevant information to make this report more logical and reliable. My primary sources of information regarding this report are my superiors and colleagues. I have tried my best to achieve the objectives of the report and hope that my effort will serve the purpose.

I shall be grateful if you are kind enough to enlighten me by providing your valuable judgment regarding this report. It would be my huge pleasure if you find this report useful and informative to have an apparent perspective on the issue. Thank you for your concentration and patience.

Sincerely Yours

Md. Rabbi Khan

ID: 13304129

BRAC Business School

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# ***ACKNOWLEDGEMENT***

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. I am deeply indebted to my University Advisor **Mr. Feihan Ahsan**, Lecturer of BRAC Business School for her whole-hearted supervision during my organizational attachment period. I am also grateful to **Farhana Afreen Mahmood**, GM-Head of Human Resource Department, United Group, as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without their guidance. My gratitude goes to entire BRAC Business School for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation. Last but not the least; I would like to convey my gratitude to Md. Rasel Hossen, Senior Executive-HR, Md. Rasel Kabir, Deputy Manager-HR, Md. Hasibur Rahman, Assistant Manager-HR, Md. Khaled Hasan Imam, Executive-Procurement (Admin), for helping me in furnishing the report. Moreover, I would also like to express my gratitude to my United Group fellows, seniors and colleagues who gave me good advice, supports, suggestions, inspiration. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

## **Executive summary**

In 1978, a few close friends decided to get together, pooled their assets and formed a company, United Enterprises & Co. Ltd. (UECL). They hoped that their unique business perspectives would help build a firm that would last for decades and would one day become a pioneering organization in the country. After about four decades from that day, United Enterprises & Co. Ltd., now more widely known as United Group, has come a long way to becoming one of the most recognized business houses of the nation.

This report has been presented based on my observation and experience gathered from the company.

The organization has many divisions and departments, but the focus is given more on the HRD in the Gulshan Centre Point 10th floor, employees as I only got the opportunity to work in this division.

The report is based on Human Resource Activity of United Group. The purpose of this report is to understand how the Human Resource Activity of United Group is practicing with their employee. After knowing the scenario of United Group in terms of their HR activity a lot of recommendation came up. The report also consists of recommendations and conclusion, according to my point of view, which I think would improve the environment of the organization if implemented.

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# 1.0 Report Preview



## ***1.1 Introduction***

You have to be very careful with our strategy in this business world. Every company in each and every industry takes different strategies to survive in this dynamic world. Most of the companies are now using different HRIS in their operation to make their business more effective and efficient. Even some companies start a business transforming program to get a competitive advantage over their competitors. This report is actually made to present the work life condition of United Group. This report is a study of the recruitment process, supportive management, and working environment in the context of United Group in summation the whole HR activity. I have focused on the current HR practices that UG is performing in their HR process to make their employee enforce more productive.

## ***1.2 Origin of the report:***

Internship Program of BRAC University is a Graduation requirement for the BBA students. This study is an I requirement of the Internship program of the BRAC Business School. The main purpose of the internship program is to get the student exposed to the job world. Being an intern the main challenge was to translate the theoretical concepts into real life experience. An internship is like a glimpse of the real job.

The Real Purposes of the Internship Program are:

- Practical knowledge about the job responsibility.
- To experience the real corporate world.
- To compare the real situation with the lessons learned in the Academy
- To fulfill the requirement of BBA Program.

This report is the result of three months long internship program conducted in United Group and is prepared as a requirement for the completion of the BBA program of BRAC Business School. As a result, I need to submit this report based on the “HR Activity of United Group”. This report also includes information on the products and services of United Group, the overview of the organization and also facilities they offer to satisfy their Employees and stuffs.

## ***1.3 Objective of the report:***

- The main objective of the report is to provide an analysis of the Employee Turnover of United Group with an aim to show why it occurs and how it can be prevented.

### ***1.3.1 Broad Objective***

- To explain the whole employee turnover management of United Group.
- To enhance my work experience.

### ***1.3.2 Specific objective:***

- To identify the actual reasons of turnover
- To analyze how turnover affects productivity on organizations.
- To find out the possible solutions of reducing turnover.
- To help business organizations by identifying their problems, analyzing the information's and recommending for possible solutions.

### ***1.4 Scope of the study:***

This report is sort of a real life case study, which means it is the illustration of the real scenario of the selected organization United Group. So the scope of this report is limited. The first scope of this report is to have practical experience about how a research is done in the business organizations. The report has the scope to cover different aspects of HRM, which includes HR practices like Recruitment, Selection over all the parts of the HRM activities. It was part of my academic program to learn HR practices of United Group to understand a real life scenario of the business world. Hence, this report does not go into the deep of the HRM activities of the selected company, it is beyond this report's scope to make focused suggestions or recommendation other than relating the observed and reach to a conclusion.

### ***1.5 Significance of the study***

This report will be useful for the Human Resource Department of United Group, the employees, the Company and the Community as a whole. What are the ongoing HR policies in United Group and what can be done to improve their strategy? The recommendations I am going to offer some of them might be beneficial to the company to perform better and will be effective to know the flaws from inside.

### ***1.6 Methodology***

Mixed research approach was employed for this study completion to generate rich data from multiple sources, which are both quantitative and qualitative type. I was interested to present the view of HR team and managements attitudes towards retaining employees of the Enterprise. In addition, it also helped me to generate rich data from multiple sources in the context of study enterprise. Therefore, the study followed descriptive type of research and survey research strategy was used. Primary data from survey questions has quantitative characteristics. Qualitative data was gathered through key informant interview and Focus Group Discussion (FGD).



The study is conducted in a systematic procedure starting from selection of the topic to final report preparation. The integral part was to identify and collect data; they were classified, analyzed, interpreted and presented in a systematic manner to find the vital points. The overall process of the methodology followed in the study is explained further.

### ***Sources of Data:***

- Data are collected from both primary and secondary sources –

#### ***1.6.1 Primary Sources***

- Observation of the organization
- Discussion with officials and concerned experts
- Face to face conversation

#### ***1.6.2 Secondary Sources***

- Annual report
- Newspapers
- Internet
- Textbook

### ***Collection of Data:***

Primary data I collected from observation method, face to face communication with the official's employee. Secondary data was collected from United Group websites and other related websites and documents.

### ***1.7 Limitations***

Depending on the feedback from employees of Human Resource Department, Sales and Commercial department this report has prepared. Though the report would be helpful to United Group some people were reluctant to provide feedback. Some concerned might think that the information associated with them was confidential enough to disclose to the external world. Another problem was time constraint. In case of research, the sample size was quite small as it was not possible to analyze a large sample due to time constraint. The duration of my work was only three months. But this period of time is not enough for a complete and clear study. It is because of the limitation of information some assumptions were made. So there may be some personal mistakes in the report. Although there were many limitations I tried to give my best effort to furnish the report smoothly.



**A BUSINESS HOUSE OF YOUR TRUST**

## ***2.1 About United Group:***

United Enterprise & Co. Ltd. was formed in 1978 by the founding directors who envisioned a firm with a core set of values including innovative thinking commitments to its stakeholders, and being ethical in all its practices. Today, after over three and a half decades of pioneering business, it is now well known as United Group: one of the most recognized business houses of the nations. The core value has been tremendously beneficial for the group over the years. Its unique understanding of economic & industrial priorities and our dedication towards excellent client service has helped us to branch out in a number of commercial ventures. Power generation, health care, real estate, yarn spinning, higher education and land port services are just a few of the areas we are directly involved in. As a result, the group has a present valuation of almost TK. 82,000 million, a very honorable achievement in the space of 40 years.

## ***2.2 History***

### **1978**

Initiation as United Group.

### **1979**

Incorporated as a Limited Liability Company.

### **Early 80s**

International exposure via Barter Trade.

### **1983**

Koppers Inc. USA's Exclusive representative.

### **Late 80s**

Acquisition of Oil Tankers, Participation in various Government projects.

### **Early 90s**

Incorporation of Dream Builders Limited.

### **1992**

Acquisition of Summit United Tank Terminals Limited.

### **1995**

Acquisition of Van Omeron Tank Terminals Ltd.

### **1996**

Joint-Venture in Comilla Spinning Mills

### **1997**

The First IPP, Khulna Power Company Ltd.

### **1998**

The Birth of United Polymer Ltd.

## **2002**

United House becomes United Group's new Home

## **2004**

The Launch of United Rotospin Ltd, United International University and Novo Healthcare & Pharma Ltd.

## **2005**

Establishment of Neptune Land Development Ltd.

## **2006**

Launch of United Hospital Limited. & Operation began in United Land Port Teknaf Ltd.

## **2007**

Launch of United Power Generation & Distribution Company Ltd.

## **2011**

Launch of United Ashuganj Power Ltd.

## **2013**

Launch of Gunze United Ltd., Shajahanullah Power Generation Company Ltd. & Unimart Ltd.

## **2015**

Commissioning of the Country's 1st Combined Cycle, Modular Power Plant.

United Group shifted its Corporate Headquarters to Gulshan Centre Point.

United Power Generations & Distribution Company Ltd listed in Dhaka & Chittagong Stock Exchanges.

Largest loan sanctioned by United Ashuganj Energy Ltd. amounting to US\$ 58.5 million through the IPFF facility in Bangladesh

## **2016**

United Engineering & Power Services Ltd. acquired Integrated Management Systems (IMS) certification from Bureau Veritas.

United Ashuganj Energy Ltd awarded the Best Private Power Generation Unit at National Power & Energy Week 2016.

## ***2.3 Mission & Vision***

### ***Mission***

Committed to socio economic development of the country and continuously enhancing value for our stakeholders. To be a socially responsible corporate entity by supporting community development activities

### ***Vision***

To be the best brand committed to excellence in all our endeavors.



### **Values**

- ❖ Trust & Respect
- ❖ Keep Promises
- ❖ Integrity
- ❖ Customer Focus
- ❖ Socially Responsible

### **2.4. Objective**

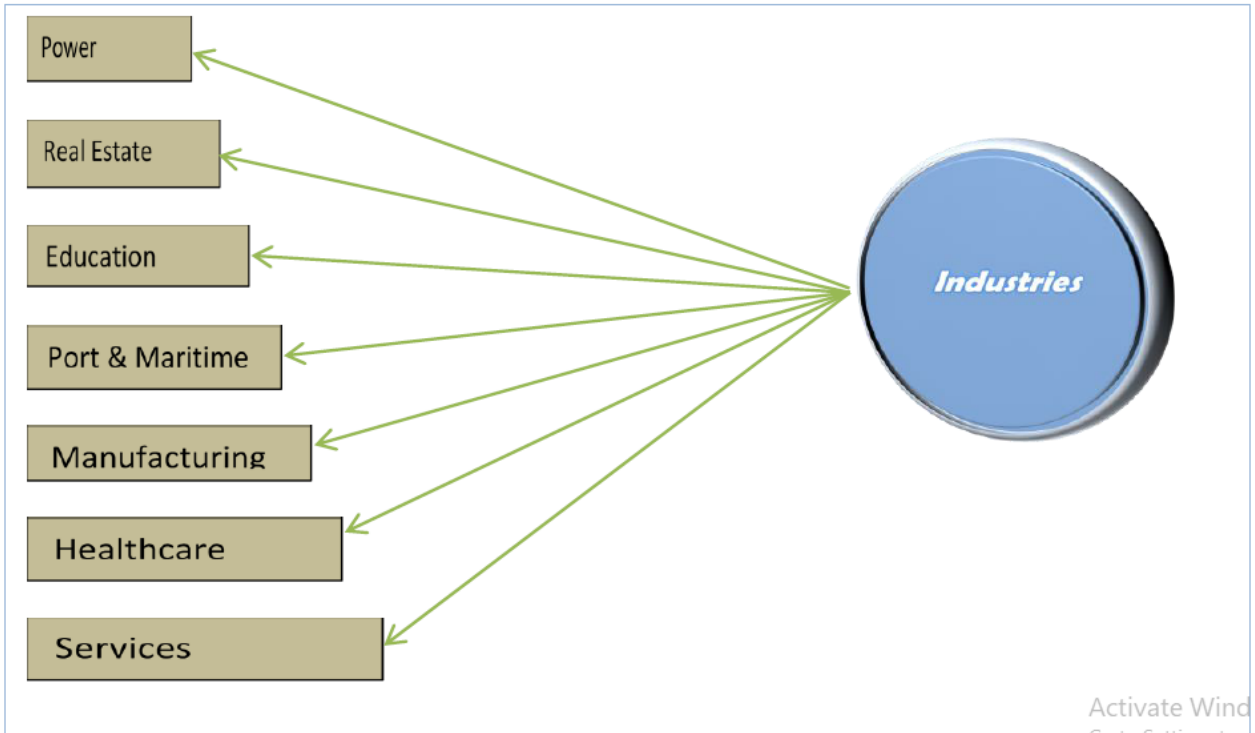
- ❖ Our main objectives are to conduct transparent business operations within the legal and a social framework with aims to attain the mission that reflected by our vision.

### **2.5 Quality Policy**

- ❖ Dedicated to make every effort to understand consumer needs to provide maximum satisfaction and to achieve market leadership.
- ❖ Committed to achieve quality objective through continuous employee training and maintaining congenial working environment.

## 2.6 Industrial areas of United Group:

Figure 1.0: Industrial Areas



### **Power**

- ❖ United Power Generation & Distribution Company Limited (UPGD)
- ❖ United Ashuganj Power Limited (UAPL)
- ❖ United Ashuganj Energy Limited (UAEL)
- ❖ Khulna Power Limited Company (KPCL)
- ❖ Khulna Power Limited Company (KPCL)-II
- ❖ Shajahanullah Power Generation Company Ltd. (SPGCL)
- ❖ Khanjahan Ali Power Company Ltd. (KJAPCL)
- ❖ United Power Generation & Distribution Company Ltd. (UPGD)
- ❖ United Anwara Power Ltd. (UANPL)

### **Real Estate**

- ❖ United Properties Solutions Limited (UPSL)
- ❖ IPCO Development
- ❖ Neptune Land & Developments Ltd.(NLDL)
- ❖ Gulshan Centre Point

### ***Healthcare:***

- ❖ United Hospital Limited:

It started its operation in August, 2006 besides the picturesque Gulshan Lake with a capacity to house over 450 patients covering area of over 400,000 square feet. It includes departments of cardiology, Gynecology, pediatrics and orthopedic which are staffed by the most esteemed doctors in respective fields.

### ***Education***

- ❖ United International University (UIU):
- ❖ United Maritime Academy (UMA):
- ❖ United Nursing College:

### ***Manufacturing:***

- ❖ United Polymers Limited:
- ❖ Comilla Spinning Mills Ltd.
- ❖ Gunze United Ltd.
- ❖ United Lube Oil Ltd.

### ***Port & Maritime***

- ❖ United Land Port Teknaf Ltd.

### ***Services***

- ❖ IPCO Hotels Ltd.
- ❖ United Engineering & Power Services Limited
- ❖ United Makka Madina Travel Assistance Co. Ltd.
- ❖ United Energy Trading Pte. Ltd.



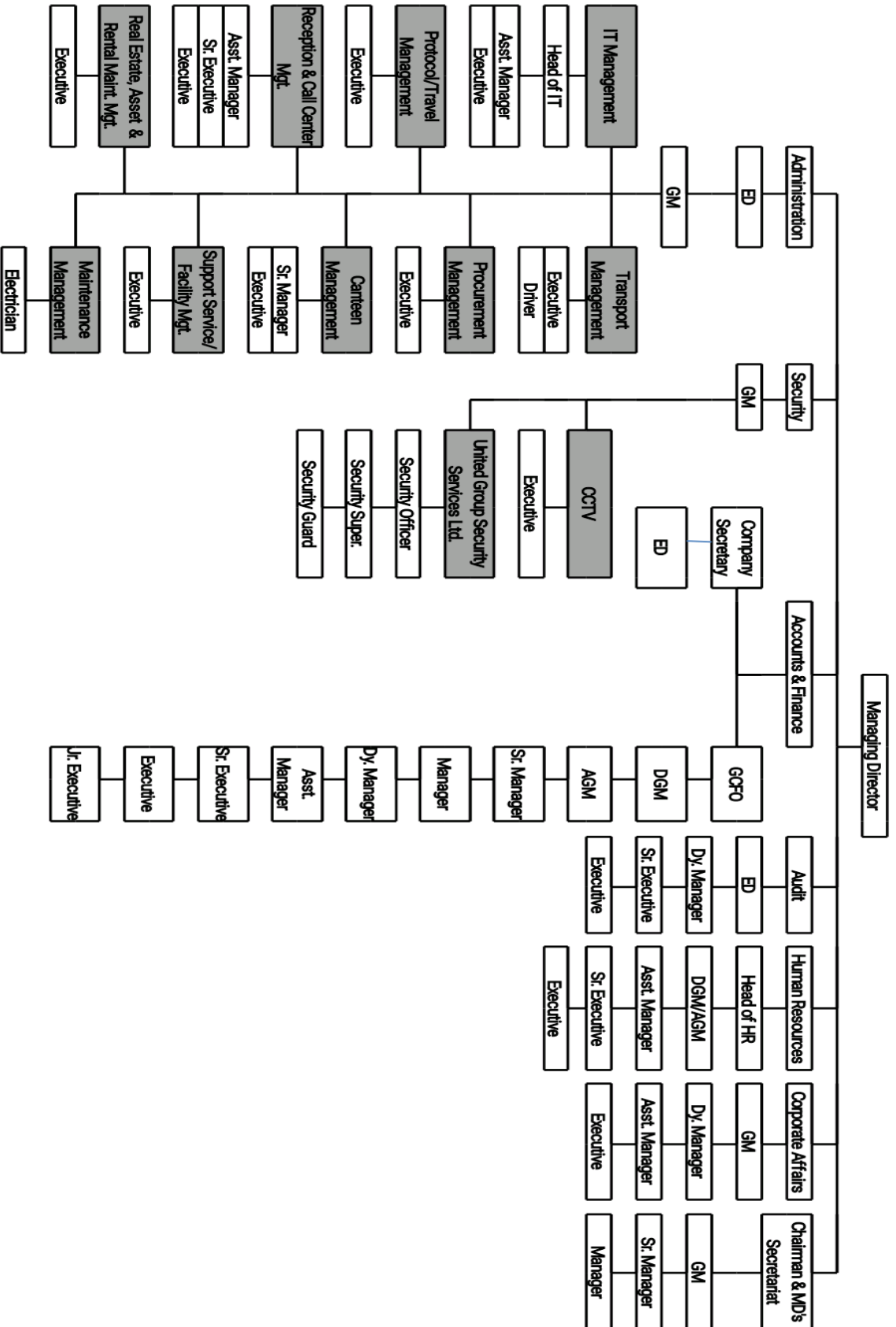
### 2.7 Departments of United Groups:

- ❖ **Admin Department:** Employee attitude behavior disciplines are controlled by the admin department. It shows the limitations of the employee.
- ❖ **HR Department:** Recruiting right employee for the right job and give them a proper working environment and increment is the main motto of the HR department.
- ❖ **It & MIS Department:** This department is related with the information technology and computer works. Developing the application , analysis, design the data flow management, content management, Data entry, updated the service, data base administration, backup management, performance tuning, Data Synchronization Service, Disaster Recovery these are the part of It & MIS department.
- ❖ **Accounts Department:** Accounts related work cash in out, employee salary, monthly expenditure, making an annual report on money transfer.
- ❖ **Marketing Department:** Whole company advertisement, promotion, Land buyer, deal with the Unimart customer, branding the land related project, finding the buyers are the main job in this department.
- ❖ **Audits Department:** In this department they check the bills, papers, documents for the verification purpose.
- ❖ **Securities Department:** Company safety and securities are depended on this department. 24 hours securities and CC cameras always active to secure the group safety.



- ❖ **Procurement & Supply Chain Department:** Company employees needs like stationary products, mobile bills, sets etc. are being full fill in this department but in a manner way.
- ❖ **Corporate Affairs Department:** Make a relationship with the other company and making a well bonding with the employee is the main job in it.
- ❖ **Unimart:** A “hypermarket” is defined as a retail space that combines a grocery supermarket and a departmental store, offering a large variety of products. In literal terms, it is where you can pretty much get whatever you need on a day to day basis – a kind of challenge easier to think than implement. It’s not new that United Group is there where the challenge is. The Group knew that the implications of hypermarket are huge and the biggest constraint to a hypermarket is the requirement of gigantic space. It had an in-house solution: Gulshan Centre Point, the state-of-the-art commercial and office building that offers gigantic space in each floor with 500 car parking facility. Thus the only hypermarket of the country, Unimart, came into being.
- ❖ **Design Construction:** In here construction related like building, store, flat designed are done by the company.
- ❖ **Electro Mechanical:** In here the mechanical sectors like buying Lift, crane, and generator mostly like related with the electrical system heavy electrical equipment are handled by this department.
- ❖ **Power:** 1000 MW is the present portfolio of United Group in the Power Generation Sector. The Group contributes 700 MW to the grid across 8 operational power plants with another 300 MW of power generation facility under construction at Anwara, Chittagong. United Group’s Power Division has introduced many pioneering solutions in the power sector of Bangladesh starting in 1997 with the introduction of the country’s first Independent Power Producer (IPP), the barge mounted Khulna Power Company Ltd. – Unit I. United’s Power Division also introduced the concept of Commercial Independent Power Plants and Combined Cycle, Modular Power Plant in Bangladesh.

## Flow Chart of United Enterprises & Co. Ltd. (UECL)



## ***2.9 Corporate Social Responsibility***

United Group, one of the most trusted business houses of the country, has all along been committed towards its responsibilities to the society and the industry it operates. Since its inception in 1978, it has been involved in activities towards transforming that commitment into a reality. United Trust (UT), formed in 2010, is the social welfare platform of the Group which started its journey with the initial objective to ameliorate the sufferings of the poor and deprived population. Its primary aim is to improve the quality of life across the board with special focus on rural society United Trust operates its work in four broad sectors:

### ***CSR of United Group***

#### **Education**

- ❖ UT patronizes 1 College, 4 High schools, 3 Madrasahs (Kamil & Fazil), 8 Primary Schools, 3 Hifzkhana and 5 Orphanages that educates more than 8000 students.
- ❖ UT also provides residential education of about 55 orphans and patronizes another 100 orphans in different institutions.

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#### **Health**

- ❖ UT has so far established rural health clinics/small hospitals at Jamalpur, Louhojong, Kishoreganj, Feni, Sherpur and Gaibandha.
  - ❖ UT facilitates over 1, 00,000 outdoor patients, provides free medicine to 15,000 patients and perform over 2,500 cataract operations almost free of cost every year.
-

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**Poverty alleviation**

- ❖ UT introduced "Interest Free Micro-Credit and Loan" for the rural women, marginal businessman and the farmers. Over 7,000 families are direct beneficiaries of this scheme.
- ❖ Last year, UT sponsored 10 distressed women (victims of gender violence) through rehabilitation training and job placement in collaboration with an NGO named TARANGO.
- ❖ UT also arranges for vocational training ('Electrical' and 'Welding') for 60 unemployed youths per year with UCEP Bangladesh, including job placement as well.

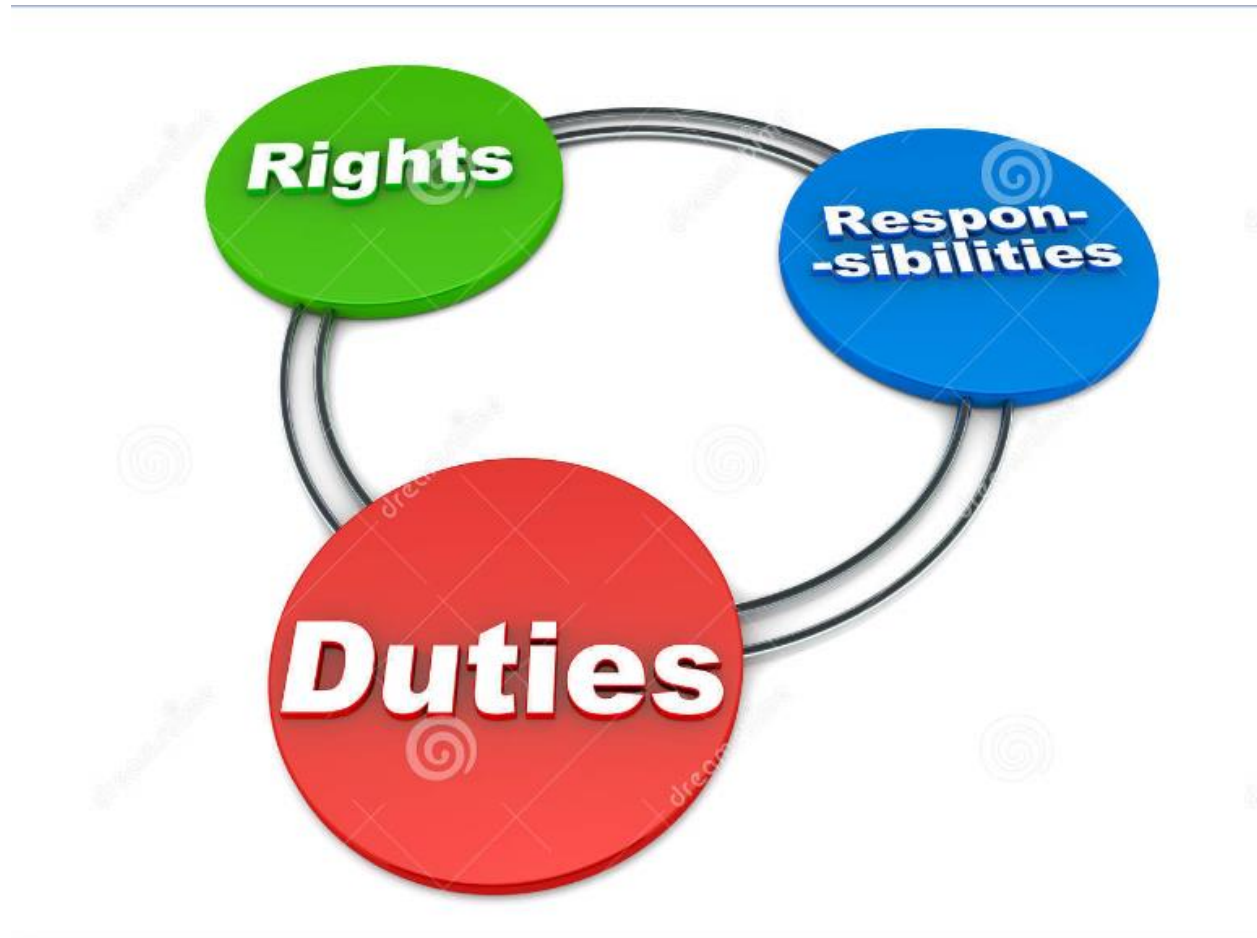
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**Social development**

- ❖ UT aims to address the immediate needs of the people. About 40-50 homes, 25 tube-wells, 600-800 semi-pucca toilets per year are being provided free of cost to the destitute families.

### *3.0 My Job Responsibilities at the United Group*

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I was given the opportunity to work in United Group for three months from January 10, 2018 to April 10, 2018; it was part of my academic program. As my major were in Human Resource Management, I worked in Human resource department as an intern trainee where I had learnt several Human Resource practices of United Group.

***Description of the job:***

As I had the opportunity to have three months long internship at United Group, I have come across with different tasks that are conducted by the HR department. I was introduced to the jobs of an HR personnel, there were different types of jobs I was made acquainted with some were regular others were periodical.

I was assigned to the following jobs regularly. Those were-

- ❖ **Collecting CV**
- ❖ **Screening CV**
- ❖ **Setting Interview & training date**
- ❖ **Calling For Interview & Training**
- ❖ **Making summary & proposals of the candidates**
- ❖ **Managing Field Visit**
- ❖ **Assisting Training Program**
- ❖ **Arranging Meeting**
- ❖ **Photocopy, scanning papers, prints**
- ❖ **Creating employee file**
- ❖ **Id card print**
- ❖ **Delivery monthly salary report which is extremely confidential**
- ❖ **Data Entry**

***Collecting CV:***

For the recruitment of different executives, engineer, plant manager, supervisor, and others the CVs are collected from Official mail box mostly, but applicants can also drop their CVs in the CV box at Gulshan Centre Point, United Group. And for other positions the CVs are collected through the bdjobs website and the CV box.

***Screening CV:***

As United Group was taking a huge number of employee for their current power plant, and land section so they want some specific area, actually they looking for experienced employee minimum 1-3 years to maximum 5-10 years. There were few areas are to be considered while

screening the CVs, these were age, education and location. For example a candidate has to be 18 years old or above to apply for a job is not selected the candidate has to be Minimum Higher Secondary passed, Diploma or B.Sc. in EEE and others as per department requirements.

***Setting Interview schedule:***

After Screening the CVs and classified them into different categories, we were to fix the Written test. And with the written test I was to fix the interview date for the selected candidate's then book a room for the candidates for the specific date.

***Calling for Interview and Training:***

After screening the CVs and separate them based on their location, it was my job to call the candidates for interview and inform them about the written test date, time and venue. The written test was held on the Gulshan Centre Point, House No 23-26, Road No -90, Gulshan-2. After the written test I quickly check the scripts and after that they have oral test or Viva.

***Making Summary & Proposals of the candidates:***

Before the interview, I needed to prepare a summary of the candidates, which includes their detail information about their educational background, working history etc. Then I had to give the summary sheet to the interviewers so that they can have an idea about candidates before taking the interview.

***Managing Field Visit:***

In United Group the HR employees had to take field visits to their understanding the working employee's behavior, all over Bangladesh. These field visits are also maintained through the HRIS.

***Assisting Training Program:***

United Group has been given in house training and its 7 days before sending them to the department its actually depends on the company policy. During this period my job was to take different written test and monitor their performance, take them to the dining room give them some company rules and regulations.

*4.0 Recruitment & Selection Process in United Group:*





## **RECRUITMENT POLICY**

### **Objective:**

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended that the policy and procedure cover all activities that form part of the recruitment and selection process, to be followed, applicable to all business units operating under Corporate Division of United Group. The policy and procedures are intended as guidelines only and subject to be modified, supplemented or revoked at any time at the discretion of the corporate management.

### **Recruitment Level:**

There are three levels of employees, considered for Recruitment in the company:

- ❖ **Top-Level**
- ❖ **Mid-Level**
- ❖ **Entry-Level**
- ❖ **Support Staff-Level**

### ***Recruitment Type:***

- ❖ **Regular:** Regular Employees are appointed for full time jobs and are expected to continue with the company till retirement with their career growth. No Regular Employee is allowed to take up any part time job or be engaged in any business activity, vacation or gainful employment, profession without first receiving written consent from the Company.
- ❖ **Contractual:** A Person may be employed on a contractual basis for specific job for fixed period of time. Contractual employee can be either full time or part time and paid on monthly, weekly and hourly basis. The terms and conditions, remuneration and scope of responsibilities of such employment will be agreed upon between the company and the employee and detailed in the contract. This type of employment is usually allowed at the

top level when required for expertise experienced service identified in particular area and or for any other specific purpose.

- ❖ **Trainee:** Company may recruit fresh or less experienced person as Trainee for the fixed period to perform a specific job. On satisfactory completion of such training the incumbent may be offered a regular employment.
  
- ❖ **Intern:** Reference to Internship Policy the Company may appoint any individual as Internee for specific period of time and terms. Such Internee is expected to acquire practical training on a specified field of the company operation. On satisfactory completion of such Internship the incumbent may be offered a Regular or Trainee Employment.

#### ***Manpower Planning:***

Manpower planning forms an integral part of the company's overall Organogram set up plan for recruitment and require following proceedings:

- ❖ All Functional Heads of each business units will make their manpower planning through organogram duly approved by the Chairman Managing Director or Executive Director or equivalent position to be submitted to the Head of Human Resources for record and compilation.
- ❖ Necessary budget provisions should be made for all level and types of positions for the year under consideration and requisitions will be made accordingly.

#### **Manpower Requisition:**

- ❖ Each Business Unit Head or the Head of concerned department shall submit requisition in prescribed form to Head of HR.
- ❖ Manpower requisition to be approved by the management of the company.

**Proceedings by Human Resources Department:**

Upon approval HR Department shall proceed with the recruitment process considering need of the position, minimum requirements, and preferred qualifications for the position and approval for recruitment of the position.

**Identify Vacancy and Evaluate Need**

HR Department will have to determine the position need and the purpose of the vacancy created that will also help departmental and individual growth. The search will include the following:

1. Newly created position
2. Replacement
3. Match with the Organogram

**Develop Role Template (Job Description):**

A role template and analysis of person's specification provides the foundation for stipulating the job title and salary of the position. Person's specification defines the education, training, experience, and competencies required by the jobholder. It also helps to develop interview questions, interview evaluations and reference check questions. HR Department will prepare this in consultation with department Head and will be provided to the employee when he/she is appointed, promoted, newly assigned or when deemed necessary.

**Select Recruitment Sources:**

HR Department shall look into sources for prospective candidates from following media:

1. Potential candidates from In House
2. Advertisement in National Dailies Online Job Portals
3. Potential candidates from CV Bank
4. Candidates from HR Consultancy Firms

**Receive & review applications and make short list:**

Selection process involves scrutinizing and appraising the applicants and rejecting those who are unsuitable for the jobs to be filled. Short listing is done by HR Dept. in the light of job

specifications of a job. The method should be qualitative one where managerial judgment plays important role.

### **Interview & Selection:**

After short listing of prospective candidates duly approved by the management, interview process can begin. Appropriate employee tests such as written tests. Verbal interview or any other tests will be arranged to assess candidate's suitability for the position. It is important to properly prepare for the interview as this is the opportunity to evaluate the skills and competencies and validate the information the applicant has provided in their application and resume, HR and concerned department will jointly organized the tests (written and verbal). Test questions will be jointly drafted by the HR department and concerned department. Details on position requirements should also be kept in hand during interview. Interview Panel will be made in accordance with merit and academic attainments as following manner:

### **Committee members for Corporate Office:**

- i) Head of Human Resources
- ii) Head of Concerned Department
- iii) Resource person from relevant Field
- iv) Psychologist
- V) Representative from HR Department

### **Interview Tools:**

1. Candidate Evaluation Form
2. Questionnaires Questions for Interviewers)
3. Question Bank /MCQ for written test.

### ***Finalize Recruitment***

Upon completion of the recruitment process the offer to the selected finalist will be made.

Checklist before initiating the offer:

- ❖ Review the duties and responsibilities of the position and ensure they were accurately described and reflected in the job description and interview process

- ❖ Review on the qualifications required for the position.
- ❖ Confirm the interview questions for written & verbal were as appropriate in the process.
- ❖ Confirm all eligible applicants participated in the recruitment, screening, interviewing & final selection process and check with information note.
  
- ❖ Justify if there be any issues with the above, other than usual process and keep record with HR.
- ❖ Check reference and obtain information on his/her work performance & behavior from previous employer and also check with academic & technical certificates if need be.
- ❖ HR department will confirm the selected candidate's name, salary, benefits and joining date and contact the candidate for negotiation.
- ❖ HR department has to ensure the salary and benefits that the management would like to offer at its level.
- ❖ Once an offer has been accepted, HR department will initiate final approval memo for recruitment.

### ***Finalizing the Offer***

- ❖ The BOD/the Managing Director shall give approval for the positions of Top level, Mid-level and Entry level. However any position below Executive shall be approved by a committee headed by the Head of the Department with intimation to Head of HR. The respective company will send all necessary documents to HR department for next proceedings.
- ❖ Upon approval, the Head of HR will issue appointment letter to the approved candidate(s) and open Employee Personal file.
- ❖ Upon notification of the recruitment being closed, the HR department will close out the process with record file.
- ❖ Recruitment of worker to be arranged by unit HR department with intimation to corporate HR.

***Appointment letter and briefing should cover the following***

- Position Title Payroll Title
- Scope of responsibility Job description
- Employee Grade
- Job location
- Salary Package
- Other benefits
- Department Name
- Department Head
- Reporting Line Manager Supervisor Name
- Tools for final recruitment
- Appointment Letter.

***Employee Joining Checklist***

- Subject to as per pre-requisites for employment the candidate is required to undergo medical examination, to be carried out by any clinic or hospital duly authorized by the Company.
- Submission of documents: The newly recruited employee has to submit the following documents to the HR department:
  - Four copies of colored passport size photograph.
  - Attested photocopies of all academic certificates.
  - Attested photocopies of experience certificates (if any)
  - Release order from the previous employer (if any)
  - TIN Certificate /Income tax certificate (if any)
- Complete EPI & Joining Report by the selected candidate. Open Bank account for salary payment.
- Inform IT department with necessary documents for issuance of Employee ID Card and creation of email address.
- Inform Admin department for Employee office facilities (work station, office stationeries, office supplies, computer, corporate SIM, cell phone and others) and requisition for visiting card.

- Circulate Employee Joining by email.
- Inform respective Business and Unit Head with necessary documents for proper processing of employee induction.
- Take necessary measures for Employee orientation through "New Employee Orientation Guideline" to cover first six months of the job until confirmation. Or as appropriate as per Employment terms and conditions.

### **NEW EMPLOYEE ORIENTATION GUIDELINE**

#### **Objective**

Employee orientation program serves as an important program for recruitment and retention process, to understand and adapt his/her own job responsibilities. Developing an effective orientation program during probation period or at initial stage of the job is a crucial factor; therefore, has to be aligned with our business needs and objectives. This program will cover the first six month's activities of a new employee. The key purposes of this program are:

**To reduce startup costs:** It helps the employees get up to speed" much more quickly, thereby reduces the costs associated with learning the job.

**To reduce employee turnover:** Employee turnover increases as employee feel they are not valued, or put in positions where they can't possibly do their jobs. Orientation shows that an organization values the employee, and helps provide the tools necessary for succeeding in the new job.

**To save time for supervisor and co-workers:** The better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employee.

**To reduce anxiety:** Any employee, when put into a new, situation, will experience anxiety that can impede his or her ability to learn to do the job. Orientation helps to reduce anxiety, and helps provide guidelines for behavior and conduct.

**To develop realistic Job Expectations, Positive Attitudes and Job Satisfaction:** It is important that employee learn as soon as possible what is expected of them, and what to expect from others.

**To evaluate performance:** A well thought out program will help not only in retention of employees, but also in productivity. A six-month's orientation program is important for:

- Defining and communicating incumbents' primary job responsibilities and Company's expectations of them:
- Reviewing and monitoring progress against assigned jobs.
- Assessing performance and providing feedback in a more meaningful way.

### ***Orientation Checklist***

#### **PART ONE: to be completed by HR Department**

##### **Activity**

##### **PRIOR TO THE FIRST DAY OF WORK: By HR**

- i. Issuance of Offer Letter and acceptance where necessary.
- ii. Provide Appointment Letter to the new employee.
- iii. Discuss benefits and other employment issues with presentation.
- iv. Provide list of required documents/items beforehand that the employee should bring on the first day of work
- v. Complete reference check where necessary
- vi. Collect Job description from concern dept Supervisor.
- vii. Confirm first day/working hours.
- viii. Review employee's work area to ensure needed office facilities are in place

##### **FIRST DAY OF WORK: By HR**

- i. Greet new employee at office
- ii. Complete joining formalities with necessary paperwork
- iii. Introduce the new employee to the reporting Supervisor (if assigned)
- iv. Tour the building and immediate area; introduce the new employee to the management; show location of fire extinguishers and fire alarms, emergency evacuation route, restrooms, dining space, etc.)
- v. Provide information/documents for opening salary account with the designated bank



vi. Tour the employee's assigned work space

**PART TWO:** to be completed by Line Manager

First Day of Work Line Manager/Supervisor

- i. Give a warm welcome and discuss the plan for the first day
- ii. Handover job description documents
- iii. Review the organizational chart and explain its relationships in incumbent's department work group
- iv. Provide reading materials, e.g. departmental work processes/procedures
- v. Any other activities as deemed appropriate by the supervisor.

**During The First Week and Month Line Manager/Supervisor**

- i. Brief meeting with the Supervisor to review the first week and month's activities.
- ii. Discuss/review and explain:
  - After hours and weekend office access
  - Policies and procedures, including confidentiality and issues related to office discipline
  - Use of office supplies, stationeries, photocopy machine, network printer, fax, etc.
  - Travel & entertainment (T&E) guidelines: use of business tools, e.g. cell phone, notebook computer, etc.
- iii. Develop and discuss on-the-job training schedule for the first, second and third months
- iv. Review:
  - Job Description
  - Status of assigned responsibilities
  - Basic skill area of the employee
- v. Assess training needs for the next six-month's period where appropriate.

**At The End of Sixth Month HR & Supervisor**

- i. Provide Confirmation Evaluation form to the Supervisor
- ii. Schedule an evaluation meeting with the employee; discuss evaluation factors, required improvement (s), supervisor's observations and above total performance feedback.
- iii. Forward completed Evaluation Form to HR (signed by the supervisor and new employee)

iv. HR Dept. will confirm employee job or extend probationary period with necessary recommendations.

## ***ORIENTATION PROGRAM***

### **General Orientation by HR**

General Orientation deals with the basic information an employee needs to understand the broader system in which he or she will work. It includes:

- Company business and objectives
- Important policies and general procedures;
- Information about compensation and benefits:
- Safety, health and environment issues;
- Physical facilities.

This program will be conducted by the Human Resources Department in association with the department manager or immediate supervisor, since much of the content is generic in nature.

### ***Job-Specific Orientation by Line Manager/ Supervisor***

Job-Specification Orientation is used to help employees understand:

- functions of the department, and how the employee fits in;
- job responsibilities, expectations, and duties;
- department's work procedures, rules and regulations:
- Procedure for reporting and reviewing of the assigned duties during the six-month orientation process.

Job specific orientation is conducted by the immediate supervisor or department head, since much of the contents are specific to the individual.

### **Implementation Process**

HR and Line Managers first need to consider key orientation planning questions before implementing process:

- What impression and impact would I want to make on new employees' first day?
- What key policies and procedures must employees be aware of the first day to avoid mistakes? Concentrate on vital issues.

- What special things (desk, work area, equipment, and special instructions) can I provide to make new employee feel comfortable, welcome and secure?
- What positive experience can I provide for new employees that they could discuss with their families? The experience should be something to make the new employee feel valued by the organization.
- How can I, as the supervisor, ensure that will be available to new employees on the first day to provide personal attention and to convey a clear message that they are important additions to the work team?

### **Guideline for employee orientation through departmental initiative**

Assign a mentor or partner and start training. The mentor should always have sufficient pre information so that he or she can make preparations.

- Start with the basics. People become productive sooner if they are firmly grounded in the basic knowledge they need to understand their job. Focus on the **why, when, where and how** of the position, before expecting them to handle assignments or work activities. Don't overwhelm them with too much information on the first day.
- Provide individual's job description, list of contact person/department, and phone number or extension with the orientation packet.
- Plan to take them to lunch (recommended for senior managerial positions. The first day on the job the employee is left in the lurch. This is a good time for the manager/supervisor to take the employee to lunch, making sure the employee is at ease.
- Ask for feedback the discussion session with the employee can provide important information on the understanding of the job position and what he/she should have known but did not and also observations of the supervisor, peers, and colleagues can help to know about the expectations, gaps and need based requirements.
- In light of above, a Job-Specific Checklist can be developed to administer a six-month orientation program.

### ***Performance Evaluation***

- Collect feedback from mentor/ Supervisor and knowledgeable others (employees of other departments, peers, colleagues) on the performance of the employee.

- Complete Performance Evaluation Form (Annexure) for probationary period, utilizing employee's job description, feedback from above and supervisor's personal observations.
- Schedule an evaluation meeting with the employee; discuss outcomes of evaluation and the next course of actions.
- Once evaluation process is completed, both the supervisor and employee will sign the evaluation report and send a copy to HR.
- This Evaluation Report will be used as one of the most vital tools in the confirmation process of a new employee. Therefore, management may confirm or extend the period of probation based on this evaluation report.
- If the probation period is extended then the Supervisor must mention the reason(s) and recommend measures or actions to be taken for improvement.
- Performance Evaluation Tool:
- Performance Evaluation Form for Probation Period

### **Job Confirmation**

After successful completion of six months' probation period with the company, employee's performance evaluation is done and on the basis of satisfactory report received from the Line Manger Supervisor, employee then gets his/her job confirmation. The HR Department shall issue letter to the employee with necessary information regarding job confirmation date. salary change, position/grade change and other benefits as appropriate.

### **PROMOTION AND CAREER DEVELOPMENT**

The following criteria will be considered to measure the professional growth and development of employees for promotion and career development in the company. These criteria are intended to serve as guidelines. Reasonable flexibility will be exercised in weighing their comparative relevance. While the applicability of these criteria to specific positions will vary, depending upon the nature of the employee job portfolio and responsibilities. It is expected that all employees has to contribute & demonstrate significant achievement within each of the criteria identified.

Consistently high quality job performance is a prerequisite for any career growth. Career growth in the company will be based on multiple factors as mentioned below:

1. Seniority as criteria for promotion eligibility career growth from company history
2. Time/tenure in current position/grade minimum 3 years in the current position.
3. Performance as main driver for promotion eligibility career growth from evaluation appraisal record.
4. Demonstrated leadership ability, managerial & supervisory role dependable & authoritative
5. Experience and expertise (skill) relevant skill experience for the position, continuous improvement.
6. Commitment to service excellence from service record & perform at high level consistently has room to grow.
7. Strong potential for progression assessment of capacity. Only employees who still
8. Fit for the new role: employee is a good fit at the time of deciding the promotion.
9. Employee repartition aligned with Manpower plan. The manpower plan, succession plan and /or re organizations plan as well as decision of repartition is useful tool for deciding eligibility for promotion/career growth.

Based on above criteria we may set some decision factors which will categorically qualify an employee's career growth through promotion:

### ***EMPLOYEE PERFORMANCE EVALUATION***

The purpose of an employee evaluation is to measure job performance and to ensure whether an employee's skill set is appropriately matched to the employee's job. It is also important to assess employee's strengths and weaknesses on regular basis through evaluation. As a result, employers are then better able to align with employee qualification to job assignments. It also helps in work force planning processes. Employee Performance Evaluations are based on following methods:

#### **KPI PART: Employee Assessment on Meeting Job Objectives through KPI:**

Employee assessment through KPI is the process by which performance goal are set in two times of a year by Line Managers. Here to identify approximately 6-10 major job functions related objectives (KPI's) that are to be set to achieve during mid-year and end year agreed by the employee and supervisor. KPI's are set based on job description and SMART (Specific,

Measurable, Achievable, Relevant, Time Bound) goals. Performance grading to be done twice a year and feedback will be provided to the employee about where improvements are needed and why.

### **EVALUATION PART: Employee Annual Performance Evaluation Form:**

Annual performance evaluation is a key component of employee status in the organization. It is intended to be a fair and balanced assessment of an employee's performance. This is the process by which a Line Manager Supervisor (1) examines and evaluates an employee's work behavior by comparing it with preset standards of job assignments, (2) documents the results of the comparison and (3) uses the results for final assessment of the employee.

### **FINAL ASSESMENT RESULT:**

Final Assessment Result consolidates the KPI part and the EVALUATION part and determines the final assessment of an employee's performance. Based on the result, recommendation for Promotion, Demotion, Transfer, Re-Designation are made.

Specific objective of the Performance Evaluation program are:

- Set performance goals and establish mutually understood standards for measuring performance.
- Clarify job duties and responsibilities.
- Strengthen working relationships between Line Manager and employee.
- To aid in recognition (promotion, reward), retention and salary decisions.
- Increase professional development through training.

## **TRAINING & DEVELOPMENT**

### **Objective**

Training plan and need assessment is vital to ensure that there is a need for training and to determine the nature of the content of training program. It helps to identify gaps and detect performance limitation that may be solved by training. Further training plan is also needed for skill development of an employee. Conducting an assessment is a way to collect information that can be used to decide what type of activities will be perceived as relevant and useful. It is important that we view training or performance improvement efforts as a "system" and continue to achieve employees as well as organizational goal.

### **TRAINING NEEDS ASSESSMENT GUIDELINE:**

#### **Why Conduct a Training Needs Assessment?**

- To determine what training is relevant to employees' job:
- To determine what training will improve performance;
- To determine if training will make a difference:
- To distinguish training needs from organizational problems; and
- To link improved job performance with our goals and bottom line.

#### **Responsibilities of Individual employees:**

- Planning and discussing training needs with supervisors;
- Identifying appropriate opportunities for their training and development;
- Seeking continuous learning and applying enhanced skills and knowledge to the job;
- Discussing training effectiveness with supervisors;
- Updating training records and assisting training effectiveness evaluation process

#### **Responsibilities of Manager(s) and Supervisor(s):**

- Supporting their employees' learning and development by identifying training needs for each position;
- Preparing, reviewing and maintaining annual training plan;
- Consolidating training needs of subordinates, coordinating and follow up
- Forward the form to HR

- Establishing priorities in relation to individual, departmental and organizational goals and making appropriate provision to meet them within the resources available;
- Ensuring equal opportunities and identifying the most deserving candidates while nominating employees for training programs;
- Reviewing training effectiveness with subordinates.

#### **Responsibilities of HR Department:**

- Consolidating Annual Training Plan;
- Ensuring that training and development opportunities are relevant to the needs of individual employees;
- Liaising with respective department heads and providing appropriate resources for training and development;
- Evaluating training and development activities in order to assure and enhance quality and productivity.

#### **TOOLS FOR NEEDS ASSESSMENT**

##### **Step 1: Annual Training Form**

- HR will circulate the Annual Training Plan form to all department heads in the beginning of each year;
- Employees and respective supervisors will discuss and identify training needs and fill out the Annual Training Plan
- Department Heads will prepare departmental training plan and forward it to HR.

##### **Step 2: External Training Recommendation**

Based on Annual Training Plan, department heads will conduct one-on-one interview with employees nominated for external/formal training programs:

Fill-out the External Training Recommendation form to highlight:

- Required enhancement of knowledge and skills to ensure optimum performance;
- The expected outcome of the program and how it is linked to departmental organizational benefits;
- Cost benefits assessment where applicable.



## **TRAINING ADMINISTRATION POLICY**

The Company offers training programs to help employees improve their efficiency and effectiveness at work. However, the objective cannot be met without having properly administered and conducted training programs.

### **Responsibilities of HR Department:**

- The HR Department will study the training requisitions received from the departmental supervisors.
- The HR will assess whether the training need is actually realized and viable for the improved performance of the employee to achieve organizational objectives.
- Once the need is determined, the HR will search for an appropriate program that will meet the training needs. A proposal will then have to be prepared for formal approval of the Managing Director.
- Once the approval is obtained, HR will provide necessary logistics and communicate with the training provider. Similarly, a planning and discussion session will take place with the employee and his/her supervisor about the proposed training and check whether the employee can attend the program as per the schedule.
- Registration of the employee for the training will then have to be done ensuring that all proper documents are kept for future needs.
- The HR will coordinate with Accounts department to make payment to the organization providing the training program.
- Once the payment and registration processes are completed, the employee will have to be notified about the training schedule and grant the employee permission to attend the training program.
- Keep record of the training programs undertaken by each employee.
- When the training is over, the HR will then initiate the process of evaluating the effectiveness of the program.

## **GUIDELINES FOR EVALUATION OF TRAINING EFFECTIVENESS**

(External/Formal Training Program)

When training programs are conducted to achieve some pre-determined objectives, it is important to analyze whether the objectives are met effectively. To do this, a thorough evaluation of training is necessary. To assure the continuous development of work force, performances of the trainees are important to evaluate to know the effectiveness of such training programs.

### **Why Conduct a Training Evaluation:**

- To determine the employees' reaction towards the training program;
- To determine the knowledge and skills that the employees have learned from the training programs;
- To determine the application of the knowledge and skills that were taught in the training;
- To determine the result of the new inputs made by the trainees

### **Responsibilities of Individual employees:**

- Aligning the knowledge and skills that they have developed from the training program and use them to solve the jobs that they have been assigned to meet the organizational goals;
- Identify the differences that the training program has made to their performance at work and give both positive and negative feedback about the training to their respective supervisors;
- Trainees should always maintain integrity and honesty in providing feedback to their supervisors:

### **Responsibilities of Managers and Supervisors:**

- Conduct interview and complete questionnaires to accumulate information about trainee reaction;
- Conduct interviews with the trainees to know what they have learned from the training program;
- Keep record of the skills and knowledge that each employee has developed by comparing with their previous employment records;

- Identify and keep track of problems regarding the training program that have been received as feedback from the trainees and take measures to prevent those in future;
- Keep record/document on the observations that the trainees have learned the identified skills for which the training program was arranged;
- Monitor whether the trainees have improved with regard to their efficiency and productivity;
- Allow and ensure the transfer of knowledge by the trainees at work;
- Assess how the new inputs of the employees are working for successful fulfillment of the jobs that they are assigned with;
- Monitor their work and conduct occasional discussions on any possible problems or ideas that employees might have;
- Keep formal record of all the evaluation of the trainees and send it to the HR.

#### **Responsibilities of HR Department:**

- Analyze the performance evaluation reports received from individual departments and determine whether the training programs are actually working for achieving not only departmental objectives but also the company objectives as a whole;
- Conduct a cost benefit analysis of the training program.

#### **Tools for Evaluation**

Step-1 Evaluation: Feedback

Step-2 Evaluation: Learning

## **EMPLOYEE EXIT PROCEDURE**

**Determine Employee Exit Reason: and take necessary measures accordingly:**

- Resignation
- Termination
- Release Discharge Details
- Dismiss

### **Responsibilities of HR Department**

- Receive Employee exit information from proper authority.
- Communicate with line Manager/Supervisor
- Communicate with employee
- Inform Senior Management
- Confirm Exit date
- Complete procedure for hand over /Take over responsibilities with concerned department and Line Manager/Supervisor
- Clearance Certificate
- Release Letter
- Experience certificate (on request)

### **Exit Procedure Tools**

- Employee Separation Checklist
- Exit Interview Form (For resigned employee)

**5. Salary Management:** United Group has fair salary management system, but because of confidentiality I could not get the salary structure.

## ***RECOMMENDATIONS***

United Group is a 40 years old company and very well-known organization in the country. It's growing day by day so it needs to focus these new entry companies so that they don't fail their vision. The HR department sometimes lacks because of work pressure adding some qualified HR new employee can boost them up and help the HR department to reach its mission for the upcoming future.

The Company could participate in the job fairs in their recruitment. A considerable volume of applications is dropped in the organizations as a result of the exposure created in the job fairs. The organization can promote its image as a potential recruiter through its successful participation in the job fairs.

The company can recruited also for campus recruiting that could bring a yield of highly educated Fresh-starters for the entry-level the organization could arrange seminars in the top business schools.

The company should facilitate online CV-posting system that is a very popular and effective practice used by the top business organizations.

## ***CONCLUSION***

HR activity is one of the most important parts in HR department. How the HR work process starts and how much effort the HR team needs to give here during recruitment and selection. How to compare the CV with the job description. Comparing and assessing CV with job description and have shown the comparison and why I cannot accept the CV s for that job position. To be successful, relentless contribution and dedication of the organizations human resource management is very much needed. To compete in the international as well as in local markets in adverse situation the HR managers work has become much more difficult in today's ever changing business environment. Developing plans in a dynamic situation demands critical analysis of the situation and strictly adhering to the core principal of the organization.

In this report, I have tried my level best to identify HR activity of United Group. What and how they recruit & select their employees. In this report, imply my acquired knowledge from HR course and try to comply with the techniques procedure and systems followed by the company. The Bangladesh government should also be considerable and cooperative to help the businesses flourish

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Company Policy & Procedure

Text Books: Fundamental of Human Resource Management by S. P. Robbins, David A. DeCenzo

United Group Annual Report

United Group HR Team

Farhana Afreen Mahmood- GM- Head of HR

Md. Rasel Kabir-Deputy Manager-HR

Md. Rasel Hossen, Senior Executive-HR

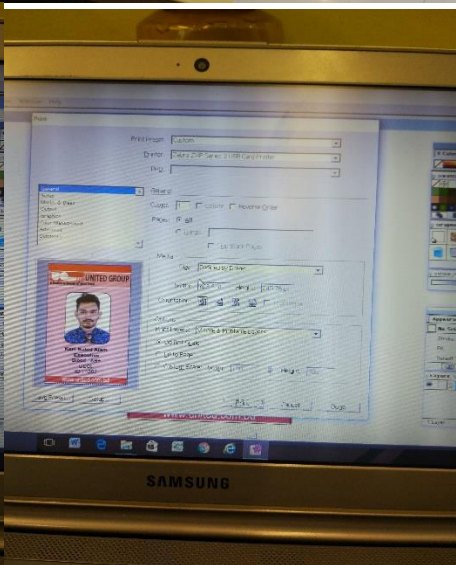
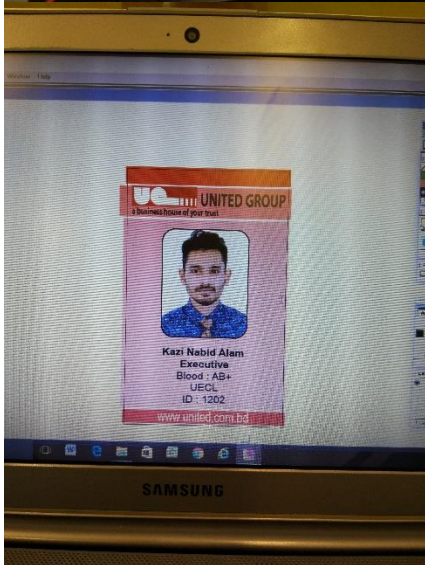
Md. Hasibur Rahman-Assistant Manager-HR

Md. Nazmul Islam- Senior Executive-HR

Sabrina Islam Nipun- Executive HR

Md. Khalid Hasan Imam- Executive-Procurement (Admin)

**Galleries:**











**Appendix**

**QUESTIONNAIRE**

A Survey Dear respondent, the present study is an endeavor to fulfill the requirements of my internship. Below various statements related to HRM practices and their outcomes are listed. Please express how far these practices and their outcomes are prevailing in your organization by indicating your level of agreement/ disagreement on a five point scale (Where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree.) The information provided by you will be used only for my Internship report and not for any commercial activity. Please spare a few minutes from your valuable schedule and share your true feelings. Confidentiality of the information provided will be ensured.

**Personal details:**

**Qualification:** .....

**Your area of specialization:** .....

**Your designation:** .....

**Date of joining the current organization:** .....

**Total corporate experience:** .....

**Age (years):** ..... **Gender (please tick):** male / female

**Marital status (please tick):** married / single

<b>Questionnaire</b>					
<b>Details</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Our organization places the right person in the right job.					
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.					
Selection of a candidate in our organization is strictly based on his/her merit.					



The training needs of the employees in our organization are assessed on the basis of their performance appraisal.					
We are being paid adequately for the work we do.					
We are assigned challenging jobs to charge our enthusiasm and develop our skills.					
<b>Perceived Organizational Support</b>					
The company values our contribution to its well-being.					
The company strongly considers our goals and values.					
Our organization does not ignore complaints from its employees.					
Our organization cares about our opinions					
Our organization duly supports its employees facing any problem.					
<b>Employee attitudes and behavior</b>					
We trust the management for keeping the promises made to us.					
We are confident that our organization has growth potential.					
Our management is competent enough to lead the organization towards prosperity.					
We believe that our supervisors never act opportunistically or exploit us.					
Management respects each employee's ability and knowledge of the job.					
I have full confidence in the competencies of my co-employees					
<b>Affective and Normative Commitment</b>					
I would be very happy to spend the rest of my career with this organization.					
I enjoy discussing my organization with people outside of it.					
This organization has a great deal of personal meaning for me.					
I do not feel any obligation to remain with my current employer.					
I would not leave my organization right now because I have a sense of obligation to the people in it.					
<b>Discretionary Behavior</b>					
Whenever my organization requires, I willingly stay at work till late.					
I avoid taking up extra duties and responsibilities.					

**Thank you**