

Report On

"HR practices of a transformational corporate culture (construction to hospitality service) and challenges to retain employees in a new work environment: An analysis on Cityscape International Ltd"

By

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Student ID: 19104013

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
February 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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Student ID: 19104013

Supervisor's Full Name & Signature:

Zaheed Husein Mohammad Al -Din
Senior Lecturer
BRAC Business School
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Letter of Transmittal

Zaheed Husein Mohammad Al -Din

Senior Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of the internship report on **"HR practices of a transformational corporate culture (construction to hospitality service) and challenges to retain employees in a new work environment: An analysis on Cityscape International Ltd"**

Dear Sir,

With due respect, I want to state that I am Shusmita Rownok, Student Id: 19104013, from the department: BRAC Business School, a student of BBA programme. I am really grateful for the opportunity to present my report on my internship experience with the title **"HR practices of a transformational corporate culture (construction to hospitality service) and challenges to retain employees in a new work environment: An analysis on Cityscape International Ltd"** which is a quantitative research-based report. It is a part of the course BUS400 which is mandatory to complete my Bachelor's degree in Business Administration.

I would like to add that, I have got the opportunity to complete my internship at Cityscape International Ltd., a private company in Dhaka as an HR Intern for long three months. There I have got the chance to take part in their regular HR operations of their own operated ventures named Happiness Cafe, Aandaaz Restrunt and Cityscape International Ltd. as well. With my all-gathered experience from the site and academic knowledge regarding HR practices, I have

prepared this report. With the help of co-operative HR team of Cityscape International Ltd., I have got the on-site experience to relate it my academic knowledge so far.

May I therefore, hope you would be kind enough to consider my minor mistakes and give your precious suggestions to improve my mistake.

Sincerely yours,

Shusmita Rownok

ID: 19104013

BRAC Business School

BRAC University

Date: February 17, 2024

Non-Disclosure Agreement

This agreement is made and entered into by and between Cityscape International Ltd. the undersigned student at BRAC University

.....Shusmita Rownok.....

Acknowledgement

I am very grateful to express my appreciation to Mr. Fuad Hasan, QHSE Manager, Md. Shahidul Islam, Deputy Manager, Md. Wasim Akram Shojib, Senior HR Executive, and Md. Eliyash Ahmed, Senior HR Executive of Cityscape International Ltd., for their immense support and assistance in preparing this internship report by maintaining all the confidentiality. Also, I am very grateful to all of the respondents who gave their valuable time to fill up the questionnaire circulated by me which helped me to collect authentic data for completing my final project. Lastly, I would like to Thank and express my deepest gratitude to , Zaheed Husein Mohammad Al -Din, Assistant Professor, BRAC Business School, BRAC University for his co-operative behaviors, helpful guidance from topic selection to project making and submission. Without his assistance, valuable suggestions and guidance it was almost impossible for me to prepare this report on my internship experience.

Executive Summary

The paper contains an overview of changed HR practices of a transformational corporate organization named Cityscape International Ltd., and challenges faced by HRs to retain employees in that organization which is a sole proprietorship-oriented company. In the report the previous background of the organization has been explained and how it has been transformed its sector from construction to hospitality service sector has been discussed. Besides, the details about their newly launched ventures and upcoming projects have been mentioned as well with pictures. The present state of the company, the challenges it is facing as a new entrance business has been described and how these challenges are failing to satisfy the employee's satisfaction from the organization they are working. Moreover, due to changes of industry how the HR practices has been changed as per company's need has been briefly discussed and how HRs are facing the challenges to keep the employees attached to the work environment and motivating them not to leave the organization at this temporary crisis situation. Furthermore, responses have been collected to show the relationship how the company's current situation is not attracting the employees to work with proper enthusiasm and making employee dissatisfaction, which creating the big challenge for HR to keep motivating the employees to work. All the findings are clearly described with clear pie chart figures for better understanding. Lastly, a short summery and recommendation has been discussed for the good will of the company Cityscape International Ltd.

Keywords: Employee Dissatisfaction, Incentives, New Entrance, Ventures, Self-Proprietorship Oriented, Hospitality, HR, Construction, Temporary Crisis Situation, Work Environment, Retain, Motivate, Cityscape International Ltd.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	v
Acknowledgement	vii
Executive Summary	viii
Keywords.....	viii
Table of Contents	ix
List of Figures.....	x
References of figures	xi
List of Acronyms	xii
Glossary	xiii
Chapter 1 [Overview of Internship:].....	(1-2)
Chapter 2 [Over view of Cityscape International Ltd.]	(3-15)
Chapter 3 [Project on HR Practices of Cityscape International Ltd. & How it became a Challenge for HRs to Retain Employees on that company.].....	(16-32)
References	(33-34)
Appendix.....	(35-39)

List of Figures

Figure 1: Logo of Cityscape International Ltd. & Picture of Cityscape Head Office.	4
Figure 2: Logo & Interior Pictures of Happiness Cafe.	5
Figure 3: Logo & Interior Pictures of Aandaaz (Continental Restaurant)	6
Figure 4: PESTEL Analysis.....	12
Figure 5: Responses and Pie Chart	23
Figure 6: Responses and Pie Chart.....	24
Figure 7: Responses and Pie Chart.....	24
Figure 8: Responses and Pie Char.....	25
Figure 9: Responses and Pie Chart.....	26
Figure 10 Responses and Pie Chart.....	26
Figure 11: Responses and Pie Chart.....	27
Figure 12: Responses and Pie Chart.....	28
Figure 13: Responses and Pie Chart.....	28
Figure 14: Responses and Pie Chart.....	29
Figure 15: Responses and Pie Chart.....	30
Figure 16: Responses and Pie Chart.....	30
Figure 17: Responses and Pie Chart.....	31

References of figures :

Link of Google Form :

https://docs.google.com/forms/d/e/1FAIpQLScmhMP0FX3b7G99oe9keTubBenGrp3MgRDYBGqtwy5YzoFeIg/viewform?usp=sf_link

List of Acronyms

NDA	Non-Disclosure Agreement
OD	Operation Director
PMS	Performance Measurement Systems
	Political, Economic, Social, Technological, Environmental,
PESTEL	Legal
SWOC	Strength, Weakness, Opportunity, Challenges
HR	Human Resources
INT.	International
LTD.	Limited
ED	External Director
MD	Managing Director

Glossary

HR: The term "HR" usually refers to the Human Resources department, which is in charge of handling personnel-related tasks within businesses. This covers duties like recruiting, onboarding, employee relations, and benefits management.

Transformational Leadership Style: Transformational leadership refers inspiring and encouraging subordinates to surpass expectations and realize their full potential. Leaders that use this approach frequently promote creativity, intellectual stimulation, and the development of solid, cooperative connections within the team.

Autocratic Leadership Style: One decision-maker with considerable power and control is the hallmark of autocratic leadership. With this approach, the team member's input is frequently minimal and the leader makes decisions on their own. Although it can result in speedy decision-making, the absence of collaboration can also lower team morale and innovation.

Incentives: Rewards or motives known as incentives affect people's behavior by pushing them to do particular things or choose particular courses of action. These can be material, like discounts or bonuses, or they can be immaterial, like approval or fulfilment of one's own desires. Incentives are used to promote desirable behaviors

Chapter 01:

Overview of Internship:

1.1 Student Information

Overview of Internship:

1.1 Student Information:

Name: Shusmita Rownok, Student ID: 19104013, Program: Bachelor of Business Administration (BBA), Major : Human Resources and Management Minor : Marketing

1.2 Internship Information:

- Working Period: 2 September 2023 to 2 December 2023 (3 months) , Company name : Cityscape International Ltd., Department : HR, Address : 53, Gulshan Avenue, Cityscape Tower.

- Internship Company Supervisor's Information:

Name: Md. Fuad Hasan, Position: QHSE Manager

- Job Scope:

Job Description /Duties/ Responsibilities : Collecting CV, Fixing Interview Schedule, Calling Interview sessions, Welcoming selected employees Grooming newly employed employees, Collecting all documents of employees and making personal file database, Applying for bank salary accounts, Distribution of Bank cards, Distribution of ID cards, Collecting leave forms, Late forms and other Applications, Issuing office orders, Condolence letters, Show-cause letters, Termination letters, Ensuring clearance forms, Hand over-Takeover and NDA after resign or termination, Taking feedbacks of employees in every Department, Employee Performance Evaluation form collection,

Issuing Increment Letter and Promotion Letter according to performance or after completing probation period.

1.3 Internship Outcomes:

- Student's Contribution to Company: Keeping the records of all employees in hard copy and soft copy by scanning, and helping HR managers, Senior executives and Junior executives in execution of various duties, keeping the record of the assets like stamp papers, cartage papers, seals properly. Updating CV banks regularly, invigilate written exams before verbal interview of applicants, Following the senior's instructions as per situation to keep the office operation smooth.
- Benefits to student: Have learned how to deal with official emergency situation, practiced HR policies in real, taking challenges to solve any corporate issues, Though interview sessions, learned how we should ask questions to interviewee, basic manners of interview sessions, learned how to conduct icebreaking sessions with new employees and how to keep employees engaged with working environment through motivation.
- Difficulties faced during the Internship period: The difficulties faced in maintaining the rules and regulations properly as due to some technical inconvenience employees were getting demotivated to work accordingly, keeping the perfect track of employee's absenteeism, late arrivals, early exit from office as some portion of employees has to maintain roaster duties.
- Recommendations to the company on future internships: Transport facilities should be encouraged for female employees, without benefit extra office time duty practice in most of the days per week should be stopped, Weekly holiday should increase to Saturday.

Chapter 2:

Over view of Cityscape International Ltd.

2.1 Introduction:

In this chapter the overall up to bottom short summery about Cityscape International Ltd. has explained that what kind of organization it is, how the operation goes on, the vision, mission and values of the company. How they run their operation, their business process, the management process of the company, details about marketing practice of the company, operation management and information system practices, the analysis of internal and external environment with SWOC analysis and PESTLE analysis to showcase the main structure of the organization and lastly an overall conclusion with recommendations has been given. All the information's explained here are taken from the on-site internship experience and the official website of the company. The information which are confidential and strictly forbidden to disclose by the company has been avoided like financial statements.

2.2 Overview of the Company:

An industry leader in real estate and construction, Cityscape International Limited operates in several market sectors. The organization, which has its headquarters in Dhaka, Bangladesh, has a long history of community service dating back to the 1940s.

As a brand today, Cityscape is known for taking on large, challenging projects, encouraging creativity, developing cutting-edge green building technology, and improving the lives of its stakeholders, clients, and communities.

But though this company has started its journey in construction sector, now it has been changing its track to hospitality and service sector. The head office located at Gulshan 1; Cityscape Tower is made by this company on its owned land. Previously the company used to give the floors of that building in rent to different corporate offices, restaurants. But now the whole building is getting prepared to launch different ventures by Cityscape International Ltd. For example, there will be lifestyle based ventures like Gym, Sauna ,Bar, Suits, IT farm and so on. That is the reason the company's current position is in a transitional state. Currently this company is operating two ventures named “Happiness” which is a premium coffee bar and savory food restaurant another is “Aandaaz” which is a premium category restaurant for traditional & continental foods like kebab and all. Though the cafe Happiness is newly launched venture, but Aandaaz is launched mainly on replacement of famous “Chap Ghor”. As Chap Ghor was well known traditional food restaurant and Cityscape mainly gave their floor to Chap Ghor in commission-based rent but as the Managing Director and owner of Cityscape International Ltd. Md. Nahid Sarwar had a vision to make this whole property as a hospitality service center, he decided to wipe out Chap Ghor and establish his own restaurant named Aandaaz with the almost same chef and menu of Chap Ghor. Currently these two restraints are main operating system of Cityscape International Ltd. Not only restraints now the company is preparing itself to launch different kind of luxurious services like Sauna, Spa, Bar, Premium Suit rooms named Cityscape Lifestyle.



Figure 01: Logo of Cityscape International Ltd. & Picture of Cityscape Head Office.

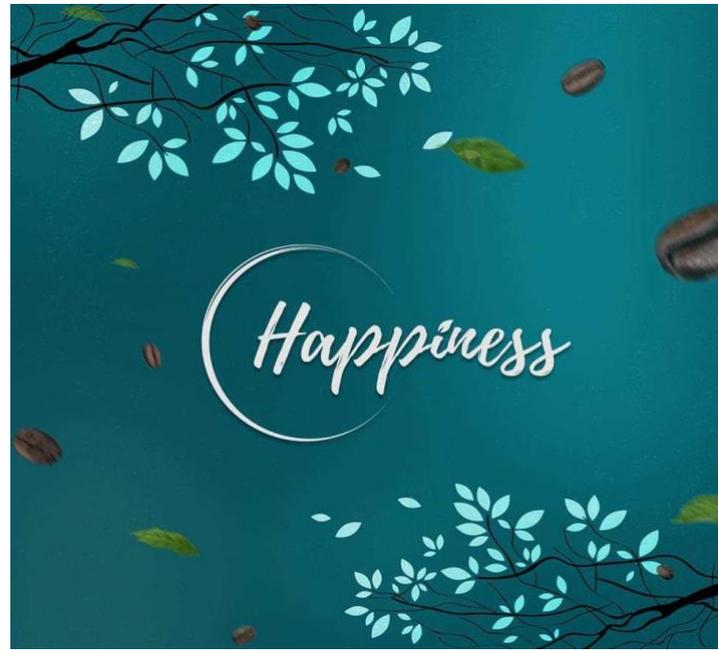


Figure 02: Logo & Interior Pictures of Happiness Cafe.



Figure 03: Logo & Interior Pictures of AandaaZ (Continental Restaurant)

2.3 Management Practices:

Different leadership philosophies might be useful in human resources management depending on the goals and culture of the company. As per need HR has to blend the leadership styles for some time. After experiencing the whole tenure ship it has been noticed that Cityscape International Ltd. follows autocratic and transformational leadership both according to the situation.

As in a company which is changing its track from construction company to hospitality and service, autocratic leadership practice has to be followed for some instances. For example, when the company was construction based, the demand of architecture and engineers were good but when it is changing into hospitality service, the demand of service providers like Guest Relationship Officer (GRO), Barista, Stewards, Chefs, Waiter, Servers, House Keepers are very high. In this case the decision mainly comes from the governing body and HR has to do everything as per their order. Furthermore, as company is also focusing on launch new ventures like Cityscape Lifestyle, HR has to practice transformational leadership style as we have to keep the employees who are in architecture, carpenters, graphics designer for the future venture design makings. In the field of human resource management, transformational leadership entails encouraging innovation, establishing a positive workplace culture, and inspiring and motivating staff members to reach their maximum potential. In order to develop a driven and enthusiastic staff, this leadership style places a strong emphasis on empowerment, teamwork, and communication and these are being maintained in this organization.

2.4 Marketing Practices:

Businesses use marketing strategies to draw clients, advertise their goods and services, and eventually increase sales. Good marketing aids in raising awareness, establishing a company's reputation, and setting it apart from rivals in the industry. Additionally, it is essential for determining the demands of the consumer, customizing the products, and preserving customer loyalty. In general, marketing is critical to the expansion and long-term success of businesses. Company's marketing process is being handled by competent marketing team who are making contents for social media engagement and publicity of the company. Because the target audiences are mainly young generations and their family members as well. All of the marketing projects take place after getting the permission of the governing body like Director, Managing Director, Operation Director and so on. Also marketing team organizes various kind of music performances for marketing and to do so after getting the approval of governing body marketing team takes financial allowances from Accounts & Finance team to proceed with the steps of organizing musical night or evening performances. Furthermore, the pictures and videos of performances are also getting share on social media page for marketing.

All the marketing activities are done based on new trends like EID, Bishakha, Halloween, Christmas, New year etc. theme-based decorations and performances are also taking place to attract the target audience.

2.5 Financial Performance:

As this company is based on sole proprietorship, all kind of financial information are kept strictly confidential. Even while joining the company the NDA (Non-Disclosure Agreement) a clause has been mentioned that using the information regarding any financial documents are not allowed. As they have some issues for new projects which needs to keep in privacy.

2.6 Operation Management and Information System Practices:

Good information system practices are essential to operations management because they help to improve decision-making, communication, and process optimization. By centralizing data and automating repetitive procedures, the integration of technology like as ERP (Enterprise Resource Planning) systems facilitates the streamlining of operations. Better production, inventory, and logistics monitoring is made possible by real-time data availability, which helps to facilitate more educated decision-making. Though all the operations like payroll making, salary sheet preparations, employees documents, records were being done manually. But recently a Indian software Zoho has been purchased by the company to run the HR operations more faster. To help HR procedures run more smoothly, Zoho provides a whole suite of HR software called Zoho People. Performance evaluation, leave management, personnel management, attendance monitoring, and more modules are included. Workflows can be altered by users, and a central dashboard provides data access. Improved workforce management, more collaboration, and streamlined HR duties are the goals of Zoho People. The software is now on its trail and development phase by software experts. After the final modifications that will be used for the HR operations. To help HR procedures run more smoothly, Zoho provides a whole suite of HR software called Zoho People. Performance evaluation, leave management, personnel management, attendance monitoring, and more modules are included. Workflows can be altered by users, and a central dashboard provides data access. Improved workforce management, more collaboration, and streamlined HR duties are the goals of Zoho People.

2.7 Industry and Competitive Analysis:

As in restraint business there are numerous completions in the market. In a location like Gulshan, it is tough to make the sustainable public preferences. There are some analyses to predict the company's position in the market among the competitors.

The most well-known method for auditing and analyzing a company's overall strategic position in relation to its surroundings is SWOC analysis. Its main goal is to pinpoint the tactics that, when combined, will provide a business model unique to the company that best matches its assets and competencies to the demands of the industry in which it works. The SWOC serves as the basis for assessing the potential and constraints within the organization as well as the opportunities and risks that may arise from the outside world.

On the other side, to evaluate and comprehend the external macro environmental elements that may have an impact on an organization, a pestle analysis is carried out. Political, Economic, Social, Technological, Legal, and Environmental issues are what it stands for. By identifying possible opportunities and dangers, this research assists firms in making well-informed decisions, adjusting to changing conditions, and developing strategies that take into account the larger environment in which they operate.

For a short glimpse, SWOC analysis and PESTLE analysis about this company done below to explain about company's position and how much competitive situation the company is facing right now.

2.7.1 SWOC analysis:

The identification of Strengths, Weaknesses, Opportunities, and Challenges (SWOC) is a critical component of organizational strategy. Effective decision-making and strategic planning are aided by the insights this structured review offers about internal capabilities and limitations.

A SWOC analysis in human resource management (HRM) evaluates both external opportunities and threats as well as internal strengths and weaknesses.

Strength:

- Beautiful interior of office
- Dedicated employees in different department
- Unique business expansion ideas

Weakness:

- Frequent changes in office interior
- Weak employee incentive policies
- Extra hours of work after office hour
- Sometimes salary diverse gets late

Opportunity:

- It is the very first any private company taking the initiative to launch a lifestyle based service center like Gulshan club, Banani Club etc., so it can be a good chance to those who want to get same kind of facilities like restraints, gym, sauna, bar, suits under the same roof at a reasonable cost.
- Guests from another country can also enjoy the facilities in a reasonable price
- The building is located in such a peak point of Gulshan that any one from anywhere can come easily as it is nearby Banani, Gulshan 1 & Gulshan 2, Tejgaon, Mohakhali

Challenge:

- The organization has taken a big risk on head by launching new business model that costs very high, to recover the investments with profit will be quite challenging for keep it on market
- It's a challenge to attract and fulfil the content of those members who are already in Gulshan club members
- Man power planning and recruitment in a high volume also a big challenge
- As in the business, alcohol bar is also a part, many of legal permissions and license collection is a challenging part

2.7.2 PESTLE analysis:

The most popular model for assessing the extremely dynamic external business environment is the PESTLE Analysis, which is employed as a situational analysis tool for company evaluation reasons.



Figure 04: PESTEL Analysis

Political:

- As it is a hospitality and service concerned company now, different political movements in recent times by political parties hampered the business as public gathering got reduced due safety issues.

Economical:

- In recent time, due to price hike, restraint business is suffering to balance the food cost, profit margin and customer's preferences
- In this present time as economical inflation is increasing, it's a challenging thing to make the new ventures a successful business plan

Social:

- Young generations are being encouraged to come and enjoy food with a aesthetic ambiance, as the photogenic interior design with warm lights, greenery encourages to come and take a cup of coffee.
- Many of guests come to make social celebrations on different occasions

Technological:

- The whole office is furnished with smart gadgets to drive the operation smoothly, wide monitor desktop set-up, latest model tablets, laptops, smart watches are being used to run the tasks.
- For smooth HR operation Zoho people has been purchased recently
- For attendance of employee latest fingerprint punch systems are there

Environmental:

- Cityscape has always been a good example of green construction where with the construction the combination of greenery of trees are seen. Still it has been following the same tradition, where presence of eco-friendly atmosphere, decorations with indoor real trees, birds, rabbits, fishes makes people close to nature.
- A team of experienced gardeners are present to take care of all the trees and nurture them accordingly
- Smoking is strictly forbidden in office area

Legal:

- All the policies of the office are maintained by Law experts for instance, all the clauses of NDA (Non-Disclosure Agreement), Undertaking are made by them as per lab our law.

2.8 Summery and Conclusion:

To sum up, as a private self-proprietorship-oriented organization, the company is trying its level best to be in the market and flourish the business, expand it in a big margin. A company which has changed the track from an industry to another totally different kind of industry facing a vast change in work environment. But as we know every start-up has some difficult up and downs the organization is facing those presently. As a HR personnel, in this situation its a big challenge to make a balance between being efficient for the company and in the same time to keep the employees motivated towards new changing work environment. The organization's governing body and competent HR team are always trying to work for employee's betterment but for the new work environment all the things are not getting managed in a proper way though we hope the crisis moments will not last for long and the company can introduce good facilities for the employees.

2.9 Recommendations:

From the personal on-site internship experience hereby, some recommendations can be suggested for Cityscape International Ltd. which can make some good required changes in the present situation.

As company's employees are the main source of daily operations company should bring some least incentives or extra facilities outside of regular salary. For example: those employees who does extra time office work they should be given transport facilities, in a week at least two days holiday like Friday and Saturday (except public holiday) should be encouraged to avoid employee's boredom. Giving instant recognition or appreciation of employee's good efforts in work also boosts the employee's engagement in work.

Investing on employees are also a part of business for the betterment of the business. If employees cannot get attached to the company, no matter what how good the business plan is the chances of lower profit will increase in real.

Chapter 3:

Project on HR Practices of Cityscape International Ltd. & How it became a Challenge for HRs to Retain Employees on that company.

3.1 Introduction of Chapter 3:

This chapter includes the core objectives of the project which has been completely done on basis of three months tenure ship experience at Cityscape International Ltd. There has been explained about the major HR practices of the company and the challenges faced by HR to maintain the manpower of the company in a critical work environment.

Furthermore, the background of the research says about how it is challenging for HR to retain employees in a new work environment. Moreover, the objectives behind the project have been described briefly to enlighten the company's present state and employee's expectations, thoughts, dilemma. In significance part, it has been described how the raised problems are hampering to build a healthy work environment by HR at the company.

After that, in methodology part the tools I have used for collecting quantitative data through gathering the responses of employees working in several companies. All the findings and descriptive explanation of the findings are described thoroughly in findings and analysis part.

Lastly, short summery about the entire project with some recommendations are explained.

3.1.1 Background / Literature Review:

The core theme of this paper is to present the HR practices of a newly transformed organization and challenges to retain employees at that organization named Cityscape International Ltd. A company which has a background on construction industry with so many successful construction projects like they are the one who built first LEED (Leadership in Energy and

Environmental Design) platinum certified commercial building in Bangladesh. Commercial construction structures like Cityscape Tower located at Gulshan Avenue, NBL Twin Tower located at Kawran Bazar lead the company to take more construction projects like Bangabandhu Tri-Tower at CBD, Purbachal , Naf Cable car Station at Teknaf, Cox's Bazar, Sikder Centre at Banani, Dhaka etc. But now, as the company is sole proprietorship oriented, all the major decisions about business expansion comes from the Managing Director of the company Mr. Nahid Sarwar. So, presently MD has came up with a new vision to make it hospitality service oriented company. To elaborate more, in their own built cityscape Tower, the will serve people different kind of luxurious, premium life style based services like Premium Cafe, premium Restraunt, Spa, Sauna, Beauty Salon Studios, Gym, Bar, Premium Suits to stay-over. As the vision and idea approach very recently, all the projects are being launched one by one. At first they have launched a premium Cafe named "Happiness" and a luxurious continental restraint named "Aandaaz" and on these two ventures the company is depending to maintain the company at present. Other ventures like sauna, gym, bar is on under construction and will be launched soon. So this is how a construction based company has changed in hospitality service concerned. So, obviously the HR practices has been changed as per the need of company. For instance, the recruitment volume has been increased from before because in hospitality based services it is very important to recruit eligible candidates otherwise the company's reputation gets down immediately. After that, positions like Guest Relationship Officers, Waiter, Waitress needs to give proper training by experienced trainers, Employee code of conducts has to be followed very frequently, for any kind of discrepancy immediate action needs to be taken as per company policies and labour law of Bangladesh. Besides, performance appraisals of every month needs to be checked very strictly and roster duty attendances are strictly maintained. Which has been described to this project paper, how many challenges arise when a company changes its track like maintaining new

departments, employee categories, keeping record of employees, maintaining employee code of conducts. Besides, every newly launched venture face some difficulties at first to establish the business, on that crisis moment not every employee understand the side of company rather than think about own career growth that kind of things made it difficult for HR to retain the employees in new work environment. The start-up community and the nation at large were taken aback by the latest global innovation

index's ranking, which was soon disseminated via social media. The headlines said, "Bangladesh, the least innovative country. Quota; Even though these statistics only relate to Asian nations, they aroused curiosity among all parties, and the negative news regarding our nation was depressing. It caught the attention of all the government agencies that work with start-ups, including the ICT sector. They were unable to understand why such a significant claim was made. Having stated that, everyone can observe that Bangladesh has not recently seen any original company concepts in any industry. Nothing new has happened. It is impossible to exaggerate the importance of start-ups and businesses to the economy. Maintaining development is essential to preventing one of the fastest growing economies in the world from becoming linear and stable. The company as in its new phase of launching facing various challenges among so many competitors in market and struggling to make desirable profits which making the temporary financial turmoil. The profits are not always good enough to maintain a very good incentive policy for all the employees they are expecting. That is what making challenge to keep the employees in the new work environment and attached to hard work for the organization. All the responses of the questions on the questionnaire for collecting the quantitative data supports my above stated situation. From the quantitative data It has been found that most of the employees do not like frequent changes in office interior as it is disturbing when office's Interior is changing frequently to meet with trend but hampers the concentration of work as employees has to move with work stations here to there.

Additionally, most of the employees try to fit in the new office environment if the organization has changed the sector from construction to hospitality service because most of the people want to accept the diversity and as hospitality business may have a good future scope for their career but few of people are concerned whether it may be good for them to switch job to other company. Most of the respondents indicated that frequent late salary hampers their daily work performance at office as it is not motivating at all now a days. Late office trends without any extra bonus payment or extra facilities with salary is also discouraged by maximum of the respondents. Moreover, there are 43.8% of people who think this kind of transformed company is not good for their career growth though 43.8% people think it can be a good option for their career growth. In the case of incentives, most of the respondents chose to be paid for monthly bonus payment for their extra work time after office hour. Moreover most of the employees want weekly 2 days holiday for Friday and Saturday otherwise it becomes too monotonous for them to have only one day office break weekly after working whole week. After that, most of the response says it may have a chance for this kind of transformed company to flourish the business in future as hospitality business have a good chance of success if maintained properly. Apparently, most of the employees feel disturbed if their office set up like desks and office floors get change within every 3 to 4 months because it is not comfortable for them to work from different places so frequently. Besides, though most of employee feels demotivated for inter office politics among different departments but though in the crisis moment of the company they would give their best at work and try to meet this crucial time of struggling organization. Most positive side of the colleting response is most of employee's response indicates if the organization is having a temporary crisis situation at the business, and employees are not getting satisfied from their workplace, though they try to move other company but they may change their decision if they have a good understanding HR team who motivates them and help them in their problems as HR works as a heart of the organization.

Academics’ job satisfaction is examined using a conceptual model of job satisfaction that has been created. The findings show that the academics’ job satisfaction is positively correlated with their salary package, supervisory support, job security, training and development opportunities, team cohesiveness, career growth, working circumstances, and organizational culture and policies. If the employees are not getting benefited according to their work it’s a obvious thing they will not get any interest to work on that company. To conclude, collected responses are related with the project in a way that a newly transformed company may have some internal crisis for some period of time and for this they can fail to introduce good incentive packages on time for the employees but this failure can be the reason of employee’s dissatisfaction and this situation makes a tough task for HR to motivate the employees to work for the betterment of the company and things will get better soon if they stay with the company in this crisis moment and work with patience.

3.1.2 Objectives

The analysis is all about a transformational corporate organization named Cityscape International Ltd. The reason of the tag “Transformational” is the company has changed their industry recently from construction to hospitality service. And for that reason, the HR practices of the company has been changed as per the need of company and as a new work environment has been introduced to employees, it has become a big challenge for HR to maintain the employee's content and office policies at the same time. Moreover, It is a big challenge for HR to retain the employees in the new work environment as the business overall is struggling as a new entrance business, weak incentive policies, the employee's dilemma whether is the company good enough for their career growth and so on.

3.1.3 Significance:

The report is all about the core HR practices of a newly transformed organization and the reason behind the research is to show the relationship how it is challenging to retain employees in a newly transformed corporate organization as an HR personnel.

To prove the stated information above, based on current situation of Cityscape International Ltd. a set of question has been made to test the employee's preferences from the office and if those preferences are not fulfilled, they become dis satisfied and do not show interest to work on that kind of office. Thus it becomes a challenge for HR to motivate them to work. This signifies how challenging it is for HR to maintain a newly transformed corporate organization and the employees at the same time.

All the questions have been made in the questionnaire are relevant to employee's preferred expectations from a newly transformed corporate organization. As there are so many diversities in responses all the findings and descriptions has been mentioned clearly with figures of pie charts (3.3).

3.2 Methodology:

HR's one of the core duties is to manage the manpower with proper discipline but when the company is in a struggling position it becomes a challenge to motivate and keeping employees engaged to work as to do so, proper treatment has not been given to employees. Every employee has some extra expectations keeping aside basic salary, those facilities boost employee's work performance and company's growth. So, to predict employee's expectations from the

organization and why it is a challenge to retain employees in the organization quantitative research has been done by me (based on Cityscape International Ltd.).

The objective of quantitative research is to identify patterns, connections, or trends by gathering and evaluating numerical data. It is widely used in disciplines including psychology, economics, and the natural sciences and frequently employs statistical methods for data interpretation.

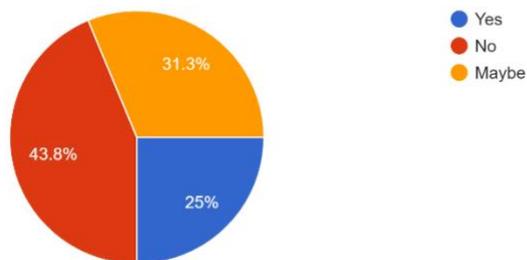
So, to do the research I have made a questionnaire with 12 questions through google forms and circulated it to some individuals who are currently working in any organizations as an employee. After collection of the response the findings clearly indicates that why it is a big challenge for HR to keep the employees attached to work on that particular organization.

All the questions were about employee's expectation from any healthy work environment, and to keep the response authentic only the questionnaire was given to the employees of different organizations.

3.3 Findings and Analysis:

3.3.1 Finding 01: On this figure, it has been shown that 43.8 % of people do not like it if the interior design of the office gets change very frequently as it creates distraction from work but 31.3% of people said maybe in the responses and only 25% of the people said yes, they would like it which is the lowest percentage among all.

As an employee would you like very frequent interior changes in your office ?
16 responses

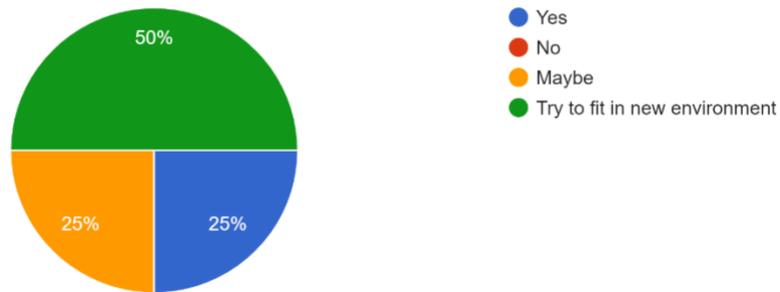


Figures:05

3.3.2 Finding 02: This figure shows response regarding the transformation of the organization that if the organization shifting its sector from construction to hospitality would they switch their job another office or try to fit in the new environment and 50% of people said they would try to fit in the new work environment as it may add an advantage if the company becomes successful in future and 25% people said maybe they would switch the job and 25% are surely said to switch the job.

If your organization is changing its certain sector to another sector (Example : Before it was a Construction sector , Now changed to Hospitality Se... switch your job or stay in that new environment ?

16 responses

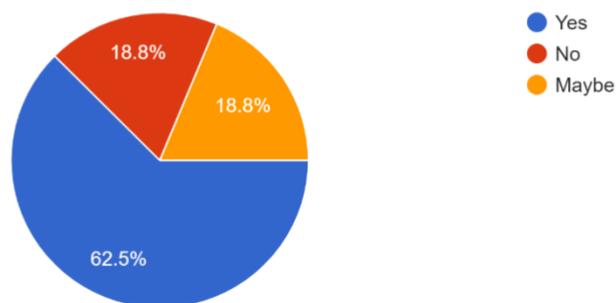


Figures:06

3.3.3 Finding 03: This figure shows the response percentages if the salary comes late will it hamper employee's daily work performance at office or not. Here, majority 62.5% said yes to the fact that will hamper their contribution as it can be a very demotivating thing for them. 18.8% said maybe and same 18.8% said no that will not affect their performance.

Every month for any reason if your monthly salary comes late, will it hamper your actual performance at office ?

16 responses

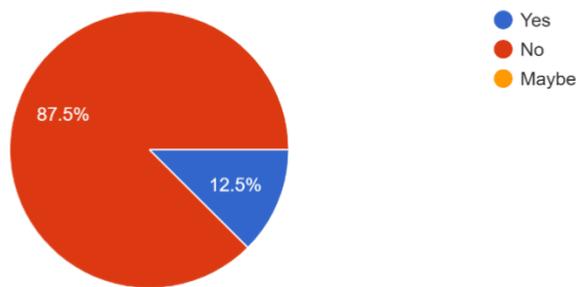


Figures:07

3.3.4 Finding 04: This figure shows the response regarding extra hours staying at office after ending working hours for most of the days of months, without any extra benefit. Where 87.5% of people clearly said “No”, they do not like to work on this kind of company which practice this culture. Only 12.5% said yes, they do not have any issues with it.

If you are asked to stay at office most of the day for a long time after your working hour is finished (without any bonus or extra benefit) , would you feel...couraged to continue your job on that organization

16 responses

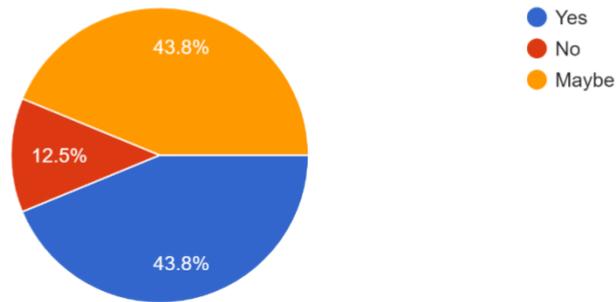


Figures:08

3.3.5 Finding 05: In this figure the percentages show that how many people see their career growth in this kind of transformed company which is not established yet but may be successful in future here 43.8 % said yes they can take the chance of career growth here but 43.8% said maybe as they cannot be so sure because in such a competitive market it is tough to be successful and 12.5 % did clearly no.

Would you like to grow your career in such kind of organization which is not yet established successfully but struggling to expand the business ?

16 responses

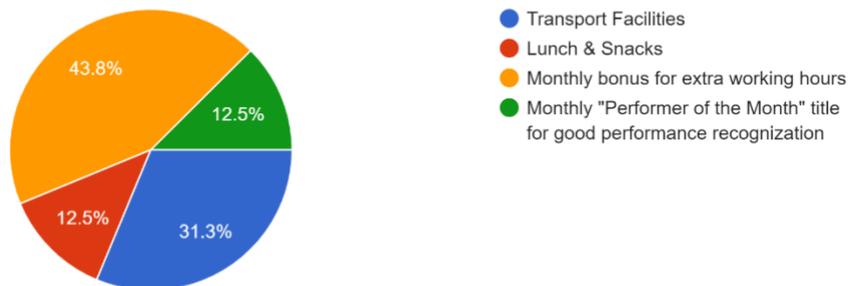


Figures:09

3.3.6 Finding 06: This figure shows which incentive package is mostly desired but the employees from their office, 43.8% of people which is majority chose extra bonus payment for extra working hours after office time ends. 31.3 % chose transport facilities, 12.5 % monthly “performer of the month” title for monthly good performance and 12.5% chose lunch and snacks facilities.

Which facilities offered from the organization boosts your work interest and daily performance?

16 responses

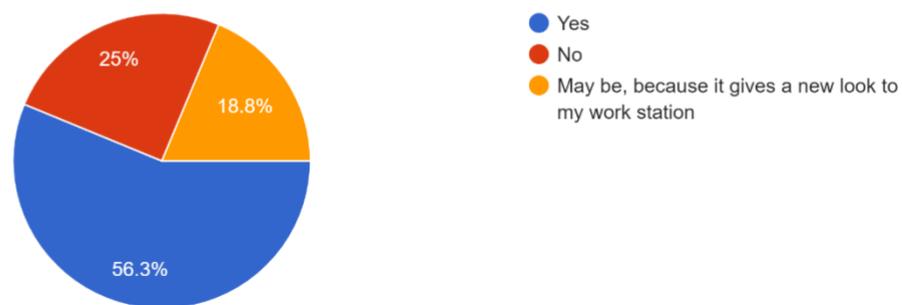


Figures:10

3.3.7 Finding 07: This figure shows the response regarding how much disturbing it is to change the office setups in every 3-4 months for an employee. Here 56.3% people said they would get very disturbed because it may create problem to move so frequently and destroy the comfort zone of employees at work. 25% people said it would not be disturbing for them and 18.8 % people said may be because they feel good to see their work stations in new places frequently.

If frequently your office set-up gets changed (for example in every 3 to 4 months), will you feel disturbed ?

16 responses

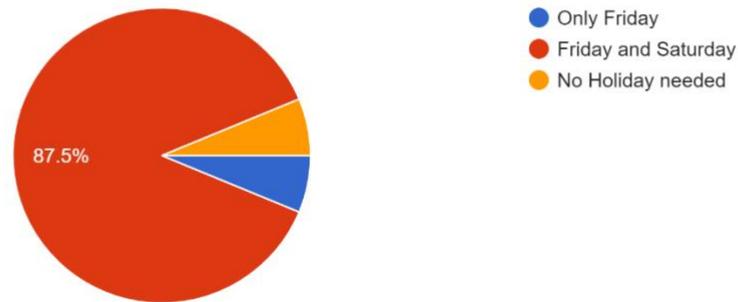


Figures:11

3.3.8 Finding 08: This figure is about the responses about except public holidays, how many holidays employees prefer weekly and 87.5% the majority said Friday and Saturday 2 days in a week they want as weekly holiday. Rest of the people wanted only Friday is enough as weekly holiday.

In a week , how many holidays you prefer (except public holiday) ?

16 responses

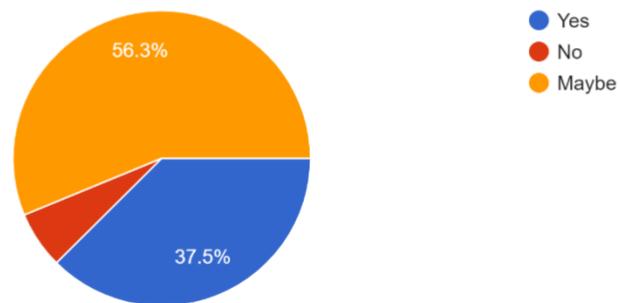


Figures:12

3.3.1 Finding 09: This figure shows the percentage of presumptions of the employees if the company has transformed from construction to hospitality service concerned, will the company be successful in future or not and 56.3% people said maybe and 37.5% said yes, they think so the company can the success.

If your office change the industry from Construction to Hospitality service, do you think , will this transformation can make a big success in future ?

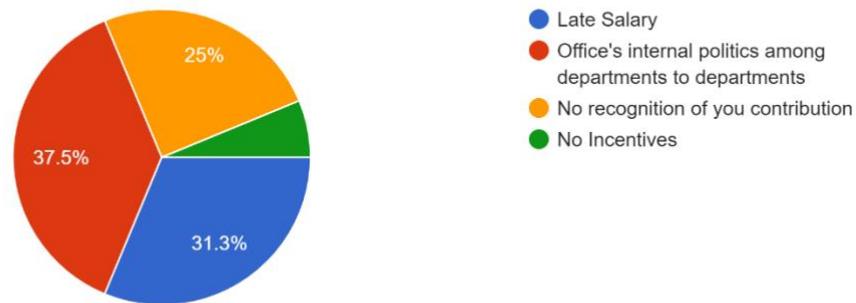
16 responses



Figures:13

3.3.10 Finding 10: This figure shows, which thing is most disappointing at work place for an employee. Here, 37.5 % response said internal office politics among department to department are most disappointing. 31.3% said late salary tradition is most disappointing, 25% people said not getting proper recognition for their hard work is disappointing

According to you as an employee which thing is most demotivating thing in workplace ?
16 responses

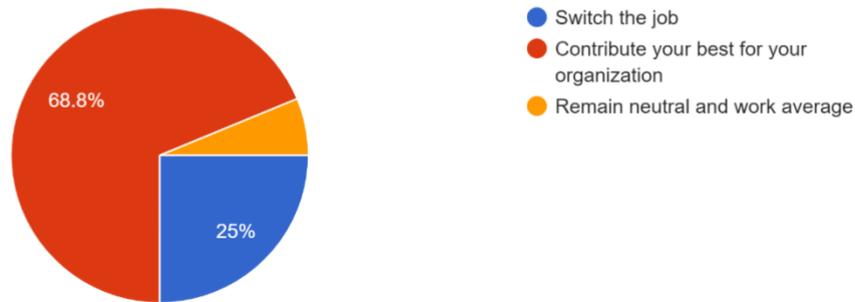


Figures:14

3.3.11 Finding 11: This figure portrays the responses about if the company is facing temporary crisis moment and struggling to expand the business what would they do. Here, 68.8% response said they would give their best to contribute in company's bad situation and 25 % people said they would switch their job.

If you see your company is struggling to expand their business in a big way and facing a crisis situation what would you do?

16 responses

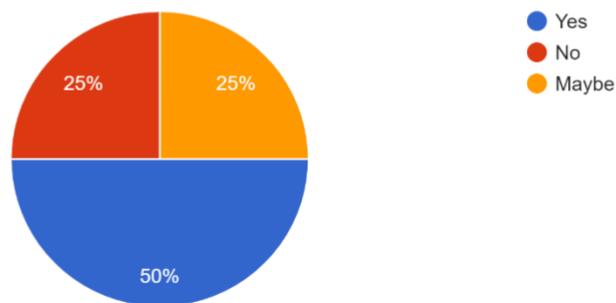


Figures:15

3.3.12 Finding 12: Here, the figure shows the responses about an situation like if the organization health is bad for some internal reasons but it is temporary and too much work load is present, due to these if employees want to quit the job but if the HR is cooperative, motivating, helpful would they (employees) change their mind and stay in this organization or not. Here, 50% people said yes, 25% people said maybe and 25% people said clearly no.

If your organization health is bad for any internal reason but this situation is temporary crisis moment , though you are suffering from immense wor... try to face the situation and continue your job ?

16 responses



Figures:16

3.4 Summery and Conclusion:

In brief, the study examines the human resources policies of Cityscape International Ltd., a construction company that has evolved into a hospitality service provider. Challenges resulting from the Managing Director's new vision included lower profits, paying all employees on time as the business entered a new financial phase, struggling to offer sufficient incentives and benefits that affected employee satisfaction, and more. Employee worries about weekly one-day holidays, employment insecurity, extra working hours after office hours end without pay, and frequent changes to office arrangement are highlighted by quantitative data.

Despite the difficulties, a bright spot is that the restructured business has the potential to grow effectively in the future with the right management, which is encouraging for the employees who are already employed there. The article's conclusion highlights the significance of HR's involvement in inspiring workers throughout the internal crisis and makes the case that cooperation and patience can produce better results for the workforce as well as the business.

3.5 Recommendations: There are few recommendations for Cityscape International Ltd., which can be beneficial for them if they apply, the application of software Zoho should be introduced by all so that can help HRs to give more concentrations on recruitment and selection, and executing other disciplinary actions. Though it is self-proprietorship-oriented organization, before launching any big ventures it would be good if it is discussed among whole governing body and expert councilors about the risks and drawbacks because in recent times Bangladesh's economy has been changed as well, so taking risk may bring more danger. Vision needs to be realistic and executable. Employees are the main soldiers of organization, if company is not able to introduce adequate incentive plan for this time, they can be given two days weekly holiday Friday and Saturday, Pressurizing employees to stay at office for long hours after office time ends can be stopped. Employees who are performing well they can get appreciation letters in front of all departments These things may encourage employees to work with satisfaction without investing a single penny so it would get easier for HRs to motivate them to work with more enthusiasm.

Reference:

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Appendix:

← Questionnaire to predict "Employee'...
docs.google.com

As an employee would you like very frequent interior changes in your office ?

Yes

No

Maybe

If your organization is changing its certain sector to another sector (Example : Before it was a Construction sector , Now changed to Hospitality Service Sector) will you try to switch your job or stay in that new environment ?

Yes

No

Maybe

Try to fit in new environment

Every month for any reason if your monthly salary comes late, will it hamper



Would you like to grow your career in such kind of organization which is not yet established successfully but struggling to expand the business ?

- Yes
- No
- Maybe

Which facilities offered from the organization boosts your work interest and daily performance?

- Transport Facilities
- Lunch & Snacks
- Monthly bonus for extra working hours
- Monthly "Performer of the Month" title for good performance recognition

If frequently your office set-up gets changed (for example in every 3 to 4 months), will you feel disturbed ?





If frequently your office set-up gets changed (for example in every 3 to 4 months), will you feel disturbed ?

- Yes
- No
- May be, because it gives a new look to my work station

In a week , how many holidays you prefer (except public holiday) ?

- Only Friday
- Friday and Saturday
- No Holiday needed

If your office change the industry from Construction to Hospitality service, do you think , will this transformation can make a big success in future ?

- Yes
- No





If your office change the industry from Construction to Hospitality service, do you think , will this transformation can make a big success in future ?

- Yes
- No
- Maybe

According to you as an employee which thing is most demotivating thing in workplace ?

- Late Salary
- Office's internal politics among departments to departments
- No recognition of you contribution
- No Incentives

If you see your company is struggling to expand their business in a big way and facing a crisis situation what would you do?





If you see your company is struggling to expand their business in a big way and facing a crisis situation what would you do?

- Switch the job
- Contribute your best for your organization
- Remain neutral and work average

If your organization health is bad for any internal reason but this situation is temporary crisis moment , though you are suffering from immense work load and not willing to continue your job there , if you have a competent and motivating ,helpful HR team would you try to face the situation and continue your job ?

- Yes
- No
- Maybe

