

Internship Report On

**“HRM PRACTICES AND EMPLOYEE
SATISFACTION IN REAL ESTATE
BUSINESS”**



**BRAC University
Dhaka, Bangladesh, 2013.**

**“HRM PRACTICES AND EMPLOYEE
SATISFACTION IN REAL ESTATE
BUSINESS”**



VISION 21 DESIGN & DEVELOPMENTS LTD.

Report Prepared and Submitted by:
Iftekhar Hossain Rushdi
ID: 06264013
MBA Program
Major: Human Resource Management
BRAC University

Under the Guidance of
Mr. Tareq Mahbub
Assistant Professor
BRAC Business School
BRAC University

HRM PRACTICES AND EMPLOYEE SATISFACTION IN REAL ESTATE BUSINESS

IFTEKHAR HOSSAIN RUSHDI

A dissertation Submitted in partial fulfillment
of the requirements for the degree of **MBA**.

Of



BRAC University
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CERTIFICATE OF THE SUPERVISOR

This is to certify that the dissertation on “**HRM Practices and Employee Satisfaction in Real Estate Business: A study on Vision 21 Design & Developments Ltd.**” is done by **Mr. Iftekhar Hossain Rushdi** as a partial fulfillment of requirements for the degree of “MBA in HRM” from BRAC University. The dissertation has been carried out under my guidance and is a record of the sincere work carried out successfully.

Mr. Tareq Mahbub
Assistant Professor
MBA Program
BRAC Business School
BRAC University

LETTER OF TRANSMITTAL

December 01, 2013.

Mr. Tareq Mahbub
Assistant Professor
MBA Program
BRAC Business School
BRAC University

Subject: Submission of report on “HRM Practices and Employee Satisfaction in Real Estate Business: A study on Vision 21 Design & Developments Ltd.”

Dear Sir

It indeed is a great pleasure to present before you the overall findings of the internship report on “HRM Practices and Employee Satisfaction in Real Estate Business: **A study on Vision 21 Design & Developments Ltd.**”. I have tried as far as it was possible to meet all the specifications and instructions you have provided for the report and necessary to prepare a report.

I appreciate having a chance to prepare this report. I have tried my best to prepare this project in a proper way in spite of various constraints like time and complications in understanding.

I earnestly hope that this report will meet your specifications and would be delighted to furnish you with any clarification if required.

Thanks and regards

Yours truly

Iftekhar Hossain Rushdi
ID: 06264013
MBA
BRAC Business School
BRAC University

DECLARATION

I, Iftekhar Hossain Rushdi, hereby declare that the report on **“HRM Practices and Employee Satisfaction in Real Estate Business: A study on Vision 21 Design & Developments Ltd.”** has been carried out by me after successfully completion of 3 months of internship period in Vision 21 Design & Developments Ltd. and has not been submitted to any other educational Institute for academic purposes.

I also conform that the report is only prepared to meet my academic requirement not for any other purpose. It will not act anything that will hamper the confidentiality and interests of Vision 21 Design & Developments Ltd. It might not be use with the interest of opposite bodies of Vision 21 Design & Developments Ltd.

The work I have presented does not breach any copyright.

I further undertake to indemnify the University against any loss or damage arising from breach of the foregoing obligations.

.....
Iftekhar Hossain Rushdi
Date: 1.12.13
ID: 06264013
MBA
BRAC Business School
BRAC University

ACKNOWLEDGEMENT

This report on “**HRM Practices and Employee Satisfaction Level of a Real Estate Firm Vision 21 Design & Developments Ltd.**” is an initiative to find out the satisfaction level of employees of all departments of various positions in a real estate firm, specially in viewing the salary in context with the assign duties, responsibilities and office/work environment of he employees and the consequences has been prepared for the fulfilment of the MBA degree.

I would like to begin my acknowledgement by thanking my internship supervisor **Md. Rasel Khan**, AGM (HR & Admin), Vision 21 Design & Developments Ltd. and my academic supervisor, Mr. Tareq Mahbub, Assistant Professor, MBA Program, BRAC Business School, BRAC University, Dhaka in spite of their extreme busy schedule who always had time to spare for me and for inspiring and for offering creative suggestion to prepare this report.

I would also thank my all colleagues of Vision 21 Design & Developments Ltd. for enhancing their support and time to complete my internship report.

I also thank the contributions whose articles and publications helped me to enhance my knowledge and contributed significantly in preparing my paper.

In preparing this report, I have taken help from many books that is mentioned in the references. I acknowledge my indebtedness to all those authors and teachers for their work, which had great use to me.

Iftekhhar Hossain Rushdi
ID: 06264013
MBA
BRAC Business School
BRAC University

EXECUTIVE SUMMARY

Today Bangladesh stands on the juncture of economic emancipation. The stage is set for rapid growth and development in every sector of the economy. The Real Estate sector is also experiencing significant changes. 'Professionalism' is the key word for success nowadays and in the years to come only those companies which have a total commitment to this sector will thrive. Vision 21 Design & Developments Ltd. is determined to play a leading role in the development of the Real Estate sector in the twenty-first century. Over the past three years & eight months it has worked towards building a strong foundation and establishing a professional corporate identity for our company. Today, in the field of Real Estate, Vision 21 Design & Developments Ltd. is a recognized leader; respected for its achievements, professional ethics and innovative concepts.

The corporate philosophy of Vision 21 Design & Developments Ltd. is however based on a very simple principle "Customer gets the first preference". To this end, Vision 21 Design & Developments Ltd. is constantly working towards upgrading and improving every aspect of their activities. The quality of their architectural designs or their after-sales service & the emphasis is to keep on improving. It is because of this unrelenting quest for excellence that Vision 21 Design & Developments Ltd. has earned the goodwill of so many of their customers.

Today Vision 21 Design & Developments Ltd. is dignified for a new phase of dynamic growth. Its human resource is well trained and motivated; the financial fundamentals are strong and they have an excellent goodwill in the market and vision is to constantly set challenging goals for the organisation. It will continue to expand and diversify and be an example of a progressive company playing a dynamic role in the economic development of Bangladesh.

The Human resources played a vital role for the growth of Vision 21 Design & Developments Ltd. So, I prepared the internship report of the topic HRM practices and Employee Satisfaction Level of Vision 21 Design & Developments Ltd. Lots of functions are related in the HR works to determine the employee satisfaction level and turnover is

very much important for the growth of the company. Various departments are related to the functions of a real estate firm like HR, Admin, Marketing, Sales, Credit Realization, Finance & Accounts, Land Procurement etc. For the smooth operation and coordination it is important to understand all the HR functions of these departments. I tried to highlight all the functions that normally do the HR functions of a real estate firm and especially give the emphasis of the employee satisfaction level of the various departments' employees.

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CHAPTER ONE

1.0 Introduction

In today's world, business houses create a tremendous and continuous positive contribution on national and international economy. They are multipurpose server for huge production, distribution, export and import. Business houses are developing and modifying day to day towards a successful and performance oriented organizations. These organizations are now a days finding out their key factors for both the existence and success in today's corporate and fast paced business environment. It is not only for the business organizations, all service producers, educational institutions, non-government organizations even government organizations are concern today for providing better and competitive service. Some modern organizations put their steps in the field of corporate social responsibility. These include national, international or multinational companies. Even today we see several financial institutions, banks, mobile phone companies are working for the greater welfare of the ordinary people. This is now happening in our country. This is a positive change of the attitude of the management of the companies. Managements have started to care about their soul-forces, which are their human resources. We have to look before some couple of decades ago when employees were treated as like as machine. Days started to be changed by some noble pioneers who taught to treat employees as human resources not as people at work. With the passage of time organizations become employee-friendly. This is not happened universally, all over the world but generally, even in our country. With the change of thinking of managements, employee attitude also reached on a platform where employees want to provide better service. In this context this is an attempt to reach a conclusion that what employees do and realize their duties, responsibilities, work environment with their pay-package. A firm has been selected as subject where the entire job is done. This work will reveal employee satisfaction level in context with their salary, duties and work environment and ultimately employee attitude towards their management. Multifoods options have been justified to enrich the work. Employees with higher salary and better environment, higher salary with typical environment, ordinary package and better environment or even ordinary package with typical work environment etc. Employee

duties & responsibilities are also considered with these functions as catalyst. This work will also disclose the best policy of the management that it supposed to perform for the best of all the stakeholders of the organizations.

1.1 Background of the Study

It is a great opportunity to learn about the corporate culture during the internship as an Assistant Manager of Vision 21 Design & Developments Ltd. I got a chance to prepare my internship report on the topic HRM Practices and Employee Satisfaction of the real estate firm “Vision 21 Design & Developments Ltd.” This opportunity helps me to learn about the administrative and HR Directorate. Vision 21 Design & Developments Ltd. is a real estate company and a member of REHAB. During the job I got enough knowledge about the functions of various departments and the functions of HR & Admin. It’s really impossible to highlight all the activities of the organization in this report, but I tried to summarize and give enough data related to my internship topic. I think this report is able to give enough idea about the mentioned topic.

1.2 Importance of the Study

As it is said earlier, organization is now-a-days performance based and employee oriented. This work will clearly expose the final statement regarding a better condition of the organization where employees are treated as human resources and employees also enjoy a really soothing work environment with satisfactory pay-package with future safety and security with some other beneficiary activities of the organization.

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

Management can achieve its goal by utilizing all resources including human resources with dissatisfied groups of employees. This is theoretically and practically possible. But the thing is that, management cannot realize or even think that what degree success or progress they fail to achieve due to having dissatisfied employees. A satisfied employee is the real key force of the organization. In Japanese management employees feel dissatisfied due to own realization that they might do more for the company, still though they are efficient enough. Management is also highly satisfied on them. This is an unusual picture. But for development and progress of the organization and betterment of the employees this is very much essential.

Human being is virtually created as honest. Earthly environment, its affects, competitive advantage & disadvantage sometimes make human being impatient. Human being as employees is not exceptional from this reality. Salary, inter-person relation, promotion, motivation, bossing, entire work environment effect on employees. Sometimes this is positive and of course sometimes negative. Positive affect brings satisfaction and devotion to work while negative affect brings dissatisfaction on the work. This work will help managements to take decision about management of human resources and ultimate progress of the organization with the devoted and really deserving employees.

1.3 Real Estate Phenomena in Bangladesh

Vision 21 Design & Developments Ltd. started its journey on 2010. It plays a vital role in the real estate development sector. It is environmentally responsible to response the rapid growth of urbanization in Bangladesh. Pressures of urbanization in this country are compounded by the unfavorable land man ration. Vision 21 Design & Developments Ltd. has embarked upon a mission to make the maximum use of minimum land being sensitive to both environmental concerns and social continuity. Planned development by Vision 21 Design & Developments Ltd. of the sites around the city has added value to those areas released pressure on inner cities and persecuted the city dwellers with breathing space.

Vision 21 Design & Developments Ltd. at Corporate Branch has currently around 60 employees, including drivers & peons. I have worked as an intern at Vision 21 Design &

Developments Ltd. – Corporate Branch since 2nd May, 2010. It is one of the fastest growing real estate companies in Bangladesh. In May, 2010, Vision 21 Design & Developments Ltd. launched its first land project at Bhulta, Narayangonj. That project is now under process of handing over. Next, Vision 21 Design & Developments Ltd. launched the Park View project at Purbachal near RAJUK Purbachal project & the Padma Future Park project at Nimtoli, Shirajdikhan . Vision 21 Design & Developments Ltd. participated on REHAB housing fair in November, 2010. In the fair we take a stall for selling plots. We provide the brochures, maps, other accessories & logistic supports so that the sales team can easily make their sales. Finally Vision 21 Design & Developments Ltd. has successfully established itself as one of the leading real estate developer in Bangladesh with reputation for a touch of class & dignity within the reach of all class of people.

Though there are so many real estate developers in the market, very few of them have maintained the quality, safety and customer preference. It is customary in the country that the first day quality and impression is lost after a while when people start getting a bit of familiarity. This happens mainly due to lack of professionalism. Sometimes the consumers here are in a fix to choose a particular brand out of many.

A good number of real estate companies are working under one umbrella association named 'Real Estate and Housing Association of Bangladesh' (REHAB). Almost 1500 companies are at present attached as member with this association, while more than 500 companies are working independently. Vision 21 Design & Developments Ltd. is one of the members of the REHAB.

1.4 Objectives of the Real Estate Business in Bangladesh

- To offer finest dwelling places in excellent locations to the clients;
- To provide sound construction with artistic design to the clients;
- To satisfy clients by expert-oriented service;
- To help solving the residential problem ;
- To perform social responsibility for a happy future.

1.5 Market of the Real Estate Business

In Bangladesh, the real estate business started in 1964. But from early 80's the business started to grow and flourish. Eastern Group was the pioneer in this sector. During 1970's there were fewer than five companies in Bangladesh engaged in this business. But now this is a booming sector of the country. At present, more than 1500 companies are active in business but 95% business is still dominated by top 100 Companies. Present market is growing at the rate 15%.

1.6 Reasons for the Development of Real Estate Industry

The main reasons why real estate business is developing are as follows:

- Scarcity of open space in the important areas of the city
- Hazards of purchasing land and construction of building
- Rapid increase in population
- Decrease in the rate of bank interest
- Price of land and apartments is increasing day by day
- House Rents are increasing day by day.
- Open Market Economy. Remittance of foreign currency is very easy

1.7 Research Problem

The main focus of this report is to analyze the HR practices in Vision 21 Design & Developments Ltd. and determine the employee satisfaction level of the organization. It also helps to bring the idea of the overall functions and situation of the real estate organization. Real Estate sector is now a first growing sector and for the economic development and improvement of the country it needs to emphasis the overall condition. Human Resources and their thinking are the main equipment for the development of this sector.

1.8 Scope of the Study

This particular study will approach only the employees of Vision 21 Design & Developments Ltd. conducted for fulfillment of MBA in “Human Resources Management” degree.

At the outset, the paper discusses various condition or state of employees with the work environment and management. Then the paper studies and tries to find out the reason and factors for those various conditions. Finally, the paper suggests with few policy recommendation for effective and better work environment for the employees.

1.9 Objective of the Study

1.9.1 Broader Objective

This research paper is undertaken as an assignment for fulfillment of the requirement for completion of the MBA in Human Resources Management. This paper aims to find out the actual work environment where employees feel the organization of their own. They feel home in work place and they feel work as worship.

1.9.2 Specific Objectives

To analyze and evaluate HR practices in Vision 21 Design & Developments Ltd., some objectives are identified and these may include:

- How employees treat their pay package.
- How employees treat their management.
- What employees think about switch over.
- How employees treat their work environment.
- How employees work with high dissatisfaction.
- How employees consider their organization as own.
- How employees feel their future with the organization.
- How employees think of development of their organization.
- How employees treat every minor details of the organization.
- How employees receive sudden change of their management.
- How employees put emphasis on their condition of uncertainty.

- What happens when employees do their job with ultimate satisfaction.
- What expectation employees do from the management as ordinary employees.
- Which condition do the employees prefer – salary based or supportive management.
- Actually which work-environment is the most wanted and accepted by the employees.
- What happens when employees feel like the fish out of water.
- Result of combination of employee-performance and management support.

CHAPTER TWO

Methodology of the Study

2.0 Methodology of the Study

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

2.1 Sampling

Stratified sampling technique is analyzed for selecting the sample of the population. Out of around 60 employees of Vision 21 Design & Developments Ltd. 66% employees (40 employees) were sometimes chronologically selected for interview.

A schematic presentation of the sample design

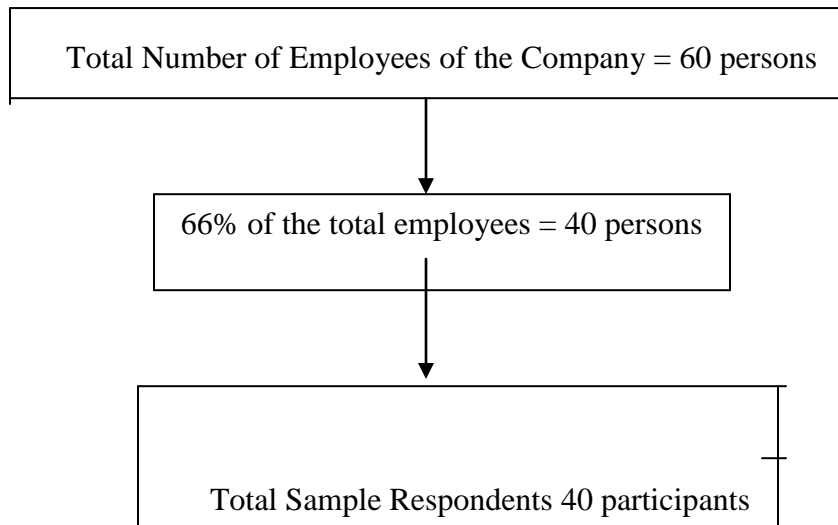


Figure: 2.1 A schematic presentation of the sample design

Since this is a small-scale study-work for identify the employee satisfaction level and I try to find out the HRM practices on the basis of both primary and secondary data.

Participants who are regular in work and at least three years passed with the organization will be approached for collecting data.

2.2 Types and Sources of Information

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

2.3 Key Variables selected for the Study

Characteristics of each individual employee; weakness of employee to organization; vindictiveness of employee to organization; obstacles of employee to disclose proper information; fulfillments of expectation of some employees; feelings of some deprived employees; employee's knowledge; educational background; activities; thoughts; feeling and behavior; human resources development; office automation; central decision making; improvement of overall performance; Employee's career development thoughts; decision making ability; ability to instant trouble shooting and handling; developing administrative capacity; motivating employees; employee's working experiences; training background and nature of organization will also be taken as one of key variables.

2.4 Primary Sources of Data

Primary sources of information include data collection from the study with the help of questionnaire, observation methods with the respondents. But it is mainly interview based.

2.5 Secondary Sources of Data

Secondary sources of information includes data collection from reports and statistical inferences, some vital statistics of such type of previous base line survey reports, of such type of records of the previous studies and reports prepared by various similar natures of organizations.

2.6 Limitations of the Study

There are certainly some limitations of study. Only one subject field was selected for the entire works. The subject matter was a real estate firm, which is not enough. Number of interviewee was also limited with the company. There was a high probability that the employees would be tuned with the management. Different types of employees were over there as interviewees. There was a probability that different educational and family backgrounds might affect the study. There was a limitation of time frame. Top management was not included in the study. There was a great probability how the truth came to light. The main limitation of the study was the question of proper mental and physical condition of the interviewees.

In spite of above-mentioned limitation there are some strong considerations for the work or study. In Bangladesh, all the real estate companies are more or less same in nature and procedures. It may be mirror image to take several subjects, which is huge time consuming. For this reason a well reputed, established and client supported company namely, Vision 21 Design & Developments Ltd. was selected for the study. The number of interviewees was 40. And this number of interviewees is considered more than enough for this type of study. As there was an excellent combination of different employees it might expect that the outcome of the study is true and genuine. All the interviewees were tuned to be honest and frankly to the interviewer. Moreover, it was done in different alternative ways for genuinely.

CHAPTER THREE

About Vision 21 Design & Developments Ltd.

3.0 Vision 21 Design & Developments Ltd.

Success lies in the ability to adopt with changing times. Understanding the changing nature of the real estate sector “Vision 21 Design & Developments Ltd.” proceeds to develop lands, introducing daring and innovative living concepts.

Vision 21 Design & Developments Ltd. believes that architecture can captivate the essence of time. Vision 21 Design & Developments Ltd. captures accordingly a particular time frame and yet continues to be appreciated eternally.

Vision 21 Design & Developments Ltd. is one of the pioneer real estate companies of the country involved in the sector. Apart from being the member of the Real Estate and Housing Association of Bangladesh (REHAB), Vision 21 Design & Developments Ltd. Is a construction company.

Vision 21 Design & Developments Ltd. not only believes in quality as a mere vision statement but also implement it in every aspect of our operations and the way it do business. To encourage the core values of quality and excellence, we have taken on board a team of dedicated and skilled professionals.

At the heart of our operations - the key word is "**Honesty**". And it is this honesty that has ensured our growth even in the face of stiff competition and unstable business environment.

3.1 Overview

Incorporated in 2010

REHAB Membership No.909

Twelve projects are ongoing.

3.2 Features

Easy Installment system

Dispute free lands

Modern Functional Design

In time handover

After Sales Service

3.3 Vision

Vision 21 Design & Developments Ltd. shall earnestly attempt to excel in every aspect of their operation and thereby provide quality products and services to their customers. The organization will have a challenging and satisfying working environment so that the talents and potentiality of their human resource is given the full opportunity to blossom & grow. Vision 21 Design & Developments Ltd. shall maintain a high degree of honesty in their business conduct and this characteristic will prevail in their dealings with their customers, their suppliers, their contractors, their financiers, their employees & indeed their entire society.

3.4 Mission

Customer Policy: To always focus on the customer; because the customer's satisfaction is their inspiration.

Business Policy: To conduct the business with honesty.

Employee Policy: To nurture the best human resource through training & motivation.

Quality Policy: To consistently develop high quality real estate to keep their standard above others.

Environment Policy: To address environmental issues appropriately & carry on their activities in line.

Future Policy: To earnestly attempt innovation to excel in every aspect of their operation.

3.5 Future Plan

Vision 21 Design & Developments Ltd. is committed to expand and diversify in the years to come. It has taken on board a number of projects which will have a definite impact on the socio-economic structure of the country and play a dynamic role in the overall economic development of Bangladesh.

3.6 Quality Policy

Vision 21 Design & Developments Ltd. will provide leadership in quality in the Real Estate Development sector.

They will provide quality in their development work, their management systems and their customer services so that they can fulfill or exceed their customer's expectation.

Their human resource will always be their greatest asset and they will provide regular training & opportunity to their employees to constantly improve the quality of their work.

3.7 Quality

Vision 21 Design & Developments Ltd. will be undoubtedly one of the leaders in the field of Real Estate Development in Bangladesh.

Vision 21 Design & Developments Ltd. is one of the Real Estate Developer in Bangladesh to be given this prestigious international recognition. They believe that it is their organizational strength that has enabled them to achieve market leadership.

3.8 Business Development

Teamed up with a band of highly motivated professionals, the business development division explores new business opportunities and comes up with the best options to meet the growing demands in the marketplace. The business development team is responsible for locating the most valuable land in Dhaka, Mymensingh, Khulna , Jessore, Chittagong, Cox'sBazar, Kuakata and negotiate with land owners to ensure a win-win joint venture or to outright purchase the land.

3.9 Design & Development

Vision 21 Design & Developments Ltd. has been known for its impressive and innovative living concepts. This has been possible by the dedicated full time professionals who constantly search, into the domain of innovation and uniqueness.

3.10 Marketing Team

A truly professional Marketing Team is in place at Vision 21 Design & Developments Ltd. to nurture and communicate numerous product offerings to its customers. The tools and techniques applied by the Marketing Department complement the efforts of the Sales Department and help to put Vision 21 Design & Developments Ltd. image and products in their right perspective.

3.11 Sales

A pro-active sales team is always in touch with Vision 21 Design & Developments Ltd.'s valued customers, to update them on the latest product offerings. Every member of the Sales Team is given extensive on-site training so that the person is totally familiar with the procedures and acquires full product knowledge.

3.12 Customer Service

A full-fledged Customer Service team remains constantly in touch with customers for any modification or optional works desired by the customer during construction of projects. Customer Service Department aims to provide full satisfaction to the customers by always being on hand to satisfy any query they may have about their cherished home.

3.13 Maintenance

A dedicated maintenance team is fully active to maintain the relationship with Vision 21 Design & Developments Ltd.'s customers. All the customers' complaints are addressed as Vision 21 Design & Developments Ltd.'s chance to improvement.

3.14 Finance & Accounts

Finance & Accounts personnel are responsible for putting in place appropriate financial control methods, cash flow management and maintenance of proper accounting principles.

3.15 Human Resource & Training

Vision 21 Design & Developments Ltd. recognizes that their people are their greatest asset. Thus, development, professional evaluation and motivation of human resource are very important goal and objective of the company. The human resource department is staffed with a competent team of HR professional who ensure the above goal.

3.16 Administration

Vision 21 Design & Developments Ltd.'s admin department ensures safety, security and maintenance of our sites, our corporate building and all our movable and immovable assets. A dedicated team is totally focused to protect the interests of the company.

3.17 Corporate Affairs

Vision 21 Design & Developments Ltd.'s corporate affairs team maintains liaison with all external agencies. As a responsible corporate citizen, Vision 21 Design & Developments Ltd. ensures integrity and professionalism in its dealings with all external agencies.

CHAPTER FOUR

HRM Practices in Vision 21 Design & Developments Ltd.

Vision 21 Design & Developments Ltd. knows that their people are their greatest asset. Thus, development, professional evaluation and motivation of Vision 21 Design & Developments Ltd. human resource are a very important goal and objective of the company. The human resource department is staffed with a competent team of HR professional who ensure the above goal. Some of the HR practices of the Vision 21 Design & Developments Ltd. are given below:

4.0 Human Resource Development

To get the maximum outcome from the human resources it is obviously necessary to implement and invent new way to complete the work activities and systems. HRD is related to upgrade the working system. It depends on some relevant information. It helps to improve the skills, requirement, control measures and training needs. Vision 21 Design & Developments Ltd. has been always conscious to improve the HR processes and working environment day by day.

4.1 Objectives of HRM:

The objectives of HRM in Vision 21 Design & Developments Ltd. can be described as follows-

- To hire the right person for the job offered by the bank.
- To reduce employee turnover on the basis of job available.
- To motivate people to perform at high effort levels.
- Not to waste time with useless interviews.
- To remove unfair labor practices.
- To maintain a high morale & better human relations inside the organizations.
- To maintain the organizational peace
- To attract competent people and retain them in the organization
- To recognize and satisfy individual needs.

The HR Department deals with five core areas of operations. It includes planning for organizations; jobs and people; acquiring human resources; building individual and organizational performance (training and development); rewarding employees; maintaining human resources.

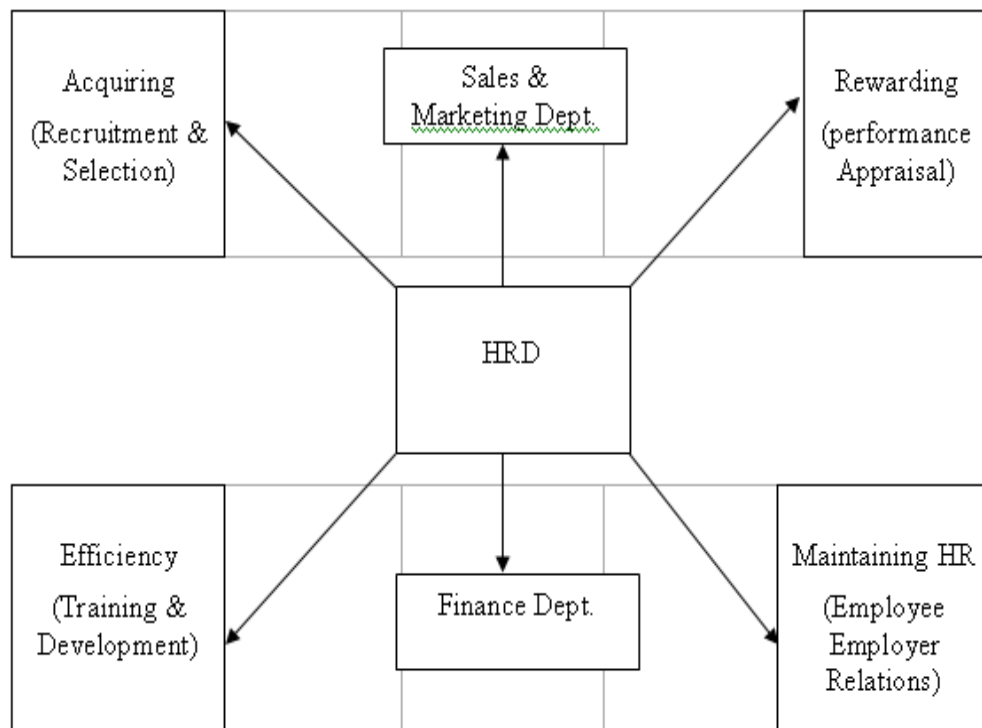


Figure4.0: HRD activities

4.2 Human Resource Planning and Information System

Vision 21 Design & Developments Ltd. plans the human resources and information system. It is a process of deciding in advance what is to be done regarding human resource acquisition to its proper utilization. It is obvious that without proper planning human resource activities cannot be implemented as per desire or the management. It deals to identify the current manpower position and desired manpower position. It helps to forecast the future skills and assess HR requirements, determine training levels and

arrange management development program and future accommodation. One sample framework of HR planning is given below:

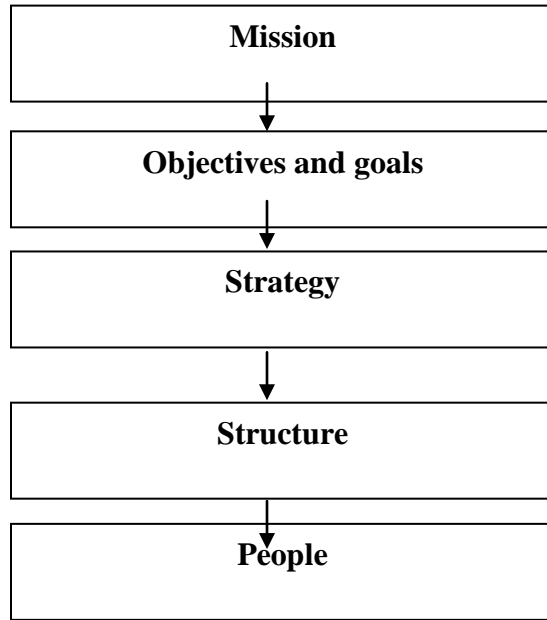


Figure 4.2.1: Flowchart of sample framework of HR planning

Human Resources are also depending on the information system. In Vision 21 Design & Developments Ltd. management Information System (MIS) gives a great contribution for the flow of the information system and management of the information system. The components and process by which HRIS and Management information system done the duties are given below:

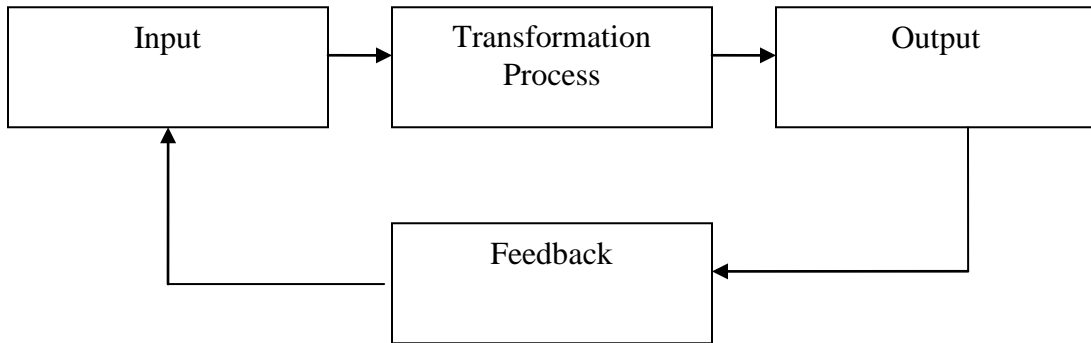


Figure: 4.2.2: The components and process by which HRIS and Management information system do the duties

4.3 Recruitment and Selection

An organization's success depends on its human resources. No matter how much an organization invests in other assets if its human resource does not have the competence then the organization will be failure. Even when deciding which fixed assets to invest the organizations go through many hurdles, so when it comes to human resource they have to be even more careful.

First an organization conducts human resource planning to identify their personnel needs. Once these needs are established a job analysis is conducted, which clarifies the job being done and the individual qualities necessary to do these jobs successfully. Then on the basis of this information a pool of qualified applicants are recruited. The next step calls for selecting the most suitable person for the job, which is the major objective of selection process.

To outline the standards those are expected of new recruits and the processes that will be followed during recruitment and selection. The foundation for this policy is that recruitment should only occur when there is a specific business need to be met i.e. vacant post and that the selection of the appropriate candidate will be on the basis of qualification, performance, potential and aptitude.

4.4 Recruitment Decision

The decision of who should be recruited is taken by the Assistant General Manager of Human Resources and individual Departmental head and other Executives relevant to the position to be filled.

4.5 The Selection Criteria

Candidates are selected after full consideration of the following factors:

4.5.1 Need

There must be a legitimate need to increase the company's hand count. In all cases the Department Manager who considers that they have a legitimate need to increase their hand count, either because an existing employee has resigned or because the expansion

has been agreed as a part of the Area Operating Plan, must submit a request to HR officer for consideration within existing manning levels and current business priorities for approval by HR Panel. Provided that the request is in line with the Area Operating Plan and current business priorities, HR Officer will begin the recruitment process.

4.5.2 Advertising

It is the company's policy to advertise its vacancies to potential candidates both externally and internally. To meet the occasional need to recruit specialist-experienced employees, advertisements will be placed in professional journals and newspapers as necessary or give advertisement in the reputed job sites.

4.5.3 Qualification

Job specifications and job vacancy advertisements will indicate the experience that is required for each job.

4.5.4 Aptitude

Candidates for all vacancies will be asked to undertake a range of ability tests prior to their recruitment. The company uses standard, professionally developed tests that are considered relevant to the positions of respective posts. Candidates who successfully pass the ability test will be invited to attend interviews with members of the Human Resources Panel and other Executives deemed appropriate in light of the particular vacancy to be filled.

4.6 The Process of Recruiting and Selecting of Vision 21 Design & Developments Ltd. Is given below:

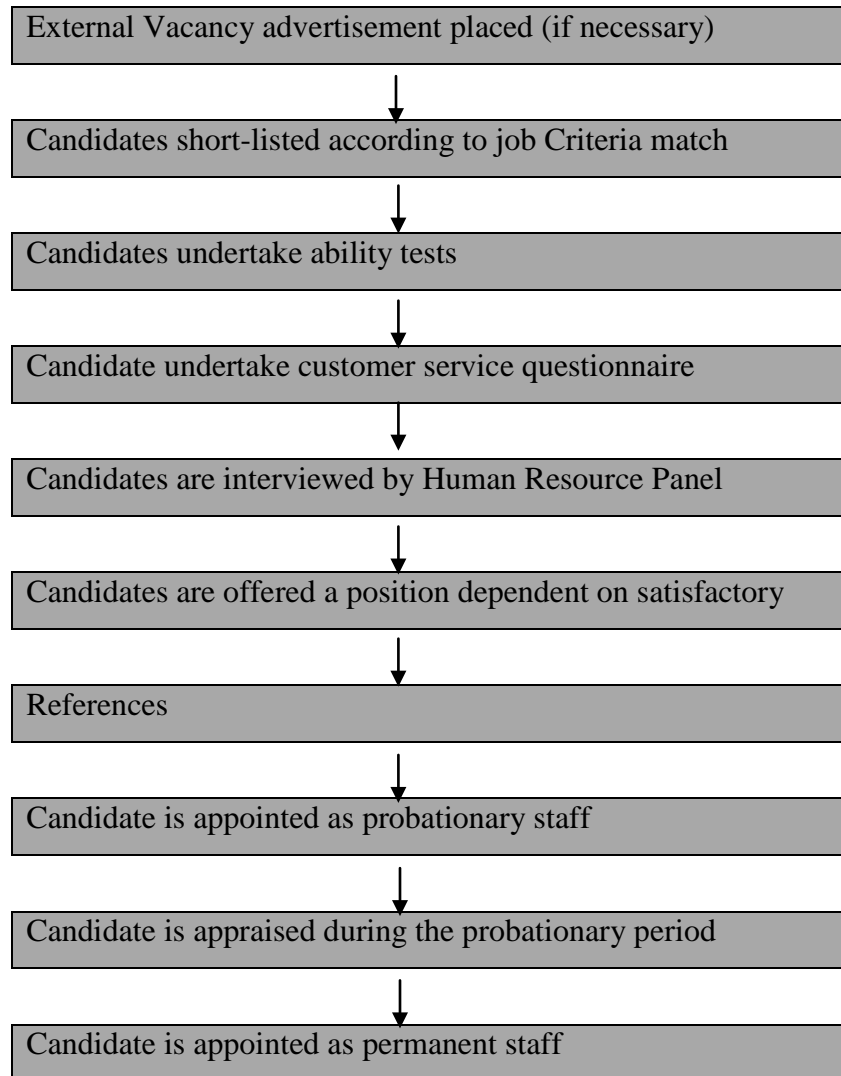


Figure 4.6: The Process of Recruiting and Selecting of Vision 21 Design & Developments Ltd.

4.7 Sample of Request for Recruitment.

Department:
Position to be filled:
Job Code: _____ Job Grade: _____
Replacement: Yes/No _____ New Job: Yes/No _____
Recruitment justification (in terms of work load):
Approved by Human Resource Panel: Yes/No _____
Action by HR Department: Authorized Signature _____ Date _____

Figure 4.7: Sample of Request for Recruitment

Vision 21 Design & Developments Ltd. Recruitment and Selection process follows a standard pattern. It begins with advertising and concludes with the final employment decision.

4.8 Steps of Recruitment and Selection Process

4.8.1 Advertising

Vision 21 Design & Developments Ltd. advertises in the national newspapers and professional journals and also to reputed job site.

The advertisement includes mainly two things:

- Job Description
- Job Specification

4.8.2 Initial Screening

- This screening consists of a two-step procedure:
- The screening of inquiries (Short-listing).

The provision of screening interviews (Preliminary Interview)

Some of the respondents are eliminated based on job description and job specification. Factors that lead to a negative decision at this point include-

- Inadequate or inappropriate experience
- Inadequate or inappropriate education

4.8.3 Ability Tests

The Ability Tests are concentrated to judge the candidates:

- Oral communication & written communication skill.
- Sales ability.
- Analysis and judgment
- Creativity Initiative
- Patience
- Conflict management skills
- Organizational sensitivity and
- Tolerance for stress

4.8.4 Interview by Human Resource Panel

The candidates who have so far survived after all the tests at this step will face the Human resource Panel and will have to give a comprehensive interview. The interview panel may consist of:

- The personnel department interviewers,

- Executives within the organization,
- A potential supervisor, potential colleagues or
- Some combination of these may interview the applicant.

The candidates are most likely to face questions concerning:

- Their last job experience,
- Their career goals,
- About their particular field of work,
- Favorite courses at university or college,
- What they expect from the organization, their reasons for choosing this organization, etc.

This interview is designed to probe into areas that cannot be addressed by the application form or tests. These areas usually consist of assessing one's motivation, ability to work under pressure, and ability to 'fit-in' within the organization.

4.8.5 Appointment as Probationary Staff

At Vision 21 Design & Developments Ltd. the new employees are initially employed under probation. The employee will be given a certain time period to prove his or her ability in those preferred area. The period is called probation period. If the employee succeeds to show his or her ability and worth in the job field, only then the job will become permanent for the new comer.

This is done to judge whether the employee is able to fulfill his or her job requirements, whether that person could cope with the organization's environment and culture etc.

4.9 Training and Development

Training is a learning process through which people get skills, concepts, attitudes and knowledge to aid in the achievement of goals. There are many objective works behind the training and development. In Vision 21 Design & Developments Ltd. there is a huge opportunity to get the training and nice accommodation is established for the training process. The schedule of training and performance is excellent. Assistant General

Manager, Human Resources look after the whole process where the training and development needed. Some of the objectives for conducting training and development are given below:

- Instruction of new employees.
- Knowledge on new method.
- Knowledge on company policy.
- Knowledge on company customer relation.
- Change of attitude.
- Personal growth.
- Ensuring loyalty.
- Reduction of labor turnover.
- To increase productivity.
- To improve quality.
- To help the company to fulfill its future growth.
- To improve organizational climate.
- Behavior change.

4.9.1 Methods of Training and Development

Some of the training methods are normally followed in Vision 21 Design & Developments Ltd. The immediate supervisor mainly responsible for giving the instructions and training to the subordinates. Some of the ways of training method like PowerPoint presentation, meeting, discussions etc. The specific topic is mentioned for the training like time management, computer maintenance, customer service etc.

4.9.2 Performance Appraisal

The employees should be evaluated on a number of specific dimensions of job performance. Each of the specific dimensions of job performance used to evaluate an individual's performance so that it is not deficient, contaminated, distorted or irrelevant.

The responsible person to conduct performance appraisal system in Vision 21 Design & Developments Ltd. is given below:

- Supervisor
- Weighted checklist

For appraisal of the employee the following process is as follows:

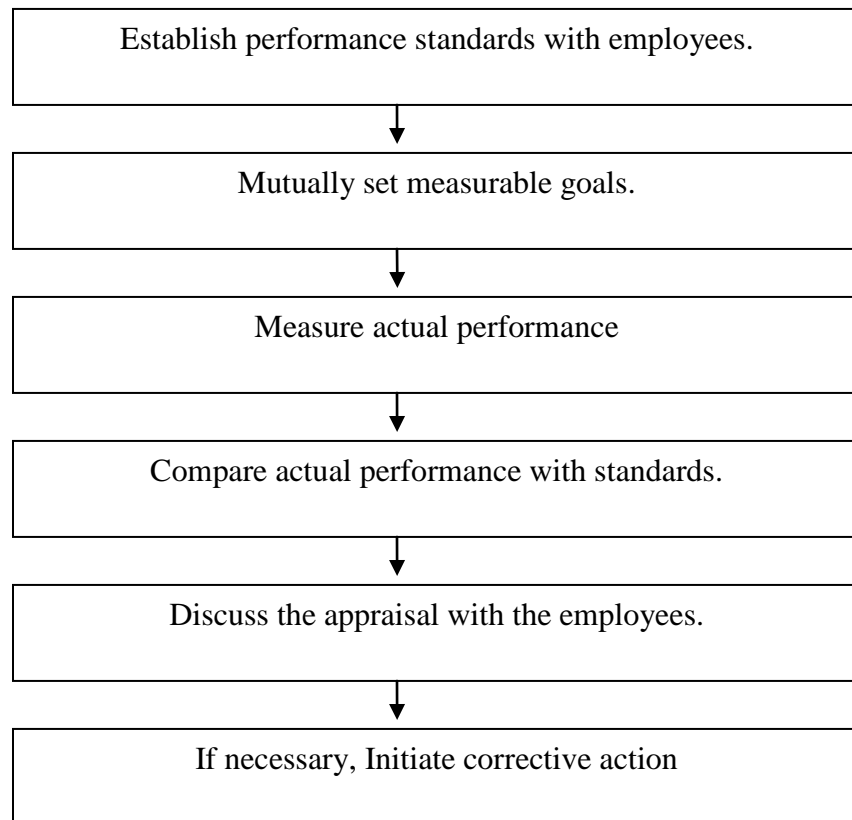


Figure 4.9.2: appraisal of the employee

4.10 Methods Using for Appraisal

Vision 21 Design & Developments Ltd. uses specific ways in which HRM can actually establish performance standards and devise instruments to measure and appraise an employee's performance. Two approaches exist for doing appraisal: employees can be appraised against:

1. Absolute standards &
2. Relative standards

4.11 Dimensions of HR Practices in Vision 21 Design & Developments Ltd.

In Vision 21 Design & Developments Ltd. the HR Department follows all the dimensions and requirements for the HR processes. The development of the HR processes are strongly observed and improved. On the other hand all the day to day activities are continuing. It is necessary for the improvement of the organization. HRM practices are strongly related to the development of the organization so it needs to give emphasis on this area.

CHAPTER FIVE

Activities of the impact study of the Employee Satisfaction Level of Vision 21 Design & Developments Ltd.

5.0 Activities of this Impact Study

Activities of the proposed study can be organized under three phases, such as

- Phase I : Beginning Phase
- Phase II : Survey/ Data Collection Phase
- Phase III : Reporting Phase

A table given below will clearly explain the above-mentioned three phases of activities of the proposed study.

Phases	Activities
Phase – I beginning Phase	Collection and review of relevant documents, Development of data collection techniques, Developing guidelines for Focus Group Discussion, Preparation for Field Investigation, guidelines in consultation with the Vision 21 Design & Developments Ltd. authority.
Phase – II Survey/Data Collection Phase/ Field Work	Development of Data gatherings, monitoring and supervision of the work, Data Analysis, Plan and techniques, Field Data Collection.
Phase – III Reporting Phase	Editing Data, Data Computation, Analysis of Data and Preparation of Tables and prepare graphical presentation, submission of tables and reports to proper authority

Figure 5.0: Table of three phases of activities of the proposed study.

5.1 Data Collection Instruments

In conducting this study-work, interviewing method will be used for data collection, while a checklist would enable to record direct observation. A combination of structured and unstructured interview schedules would help to generate information for this study. Along with interviewing techniques Focus Group Discussion technique will also be used to approach the various issues to assess and to generalize information within a very short period of time.

The following Table gives a preliminary description of type of data needed, sources of data and instruments to be used for collecting data

Type/Class of Data	Sources	Data Collection Techniques	Data Collection Tools
Application Of Knowledge	Sample Respondents	Interviewing, Administering Written Questionnaire, Focus Group Discussion	Checklist, Questionnaire, Guideline for FGD
Impediment Related to Application of Knowledge	Sample Respondents	Focus Group Discussion	Guideline for FGD

Figure 5.1: Data collection Instrument

5.2 Work Plan

The proposed work plan is presented in next table. The plan shows detail tasks, their inter-relationship and time requirement to complete the task.

SL. No.	Activities	Training	Weeks										
			In days	1	2	3	4	5	6	7	8	9	
1	Mobilization of study team	2											
2	Determination of data requirements and data specification	5											
3	Determination of sources of primary and secondary data	2											
4	Design & preparation of questionnaire for data collection	3											
5	Finalizing of questionnaire	2											
6	Reproduction of questionnaire	2											
7	Collection of primary data interviewing FGD	14											
8	Editing, completion & analysis of collected information	9											
9	Preparation of the draft of the final report	12											
10	Submission of the draft report	1											
11	Incorporation of contents & suggestions, preparation and printing of the final report	9											
12	Submission of the final report												
		61											

Figure 5.2: Work Plan

5.3 Data Collection and Analysis

In the light of variables, data collection tools and techniques discussed above, a general format will be prepared for gathering data, related to effectiveness of the study work, a special format will be devised for assessment of all required information.

CHAPTER SIX

6.0 Major Analysis of the Problem:

From the analysis of the observation, face to face interview and answering of questionnaire some factors are found of the HR practices and employee satisfaction. Mainly the outcomes of the analysis are mentioned in the report. 40 employees of Vision 21 Design & Developments Ltd. were selected for this study work. All of them were observed minutely at their work in different times in different condition and situation. All of them were interviewed in course of time with individual and common questionnaire. Written answer sheet was also collected from the interviewees under multiple-choice system. The three instruments of data collection in this regard were:

- Observation
- Face to face Interview
- Answering of questionnaire

6.1 Observations:

- I have observed the employees during entering office, at individual work, at group work, at meeting, at lunch, at tea break, at departure from office. Several and most of the conditions I have noticed and observed deeply and minutely. This observation continued throughout the tenure. All the participants were informed properly about the study work. So that I might have the actual result and picture of expression. The main observations are as follows:
- Out of total 60 employees, 52 persons work at corporate office. Rest 8 employees are in project area.
- At corporate office more than 95% employees enter in due time.
- More than 97% employees take tea and read newspaper before starting daily activities.
- Computer is used by almost 80% employees at corporate office.
- A strong Chain of Command was found.
- Decisions are mostly centralized.
- There are five different departments with individual activities.

- A strong and prominent networking was found.
- Employees seemed to be sincere at work.
- Salaries are found regular.
- Employees are strongly discouraged to take loan from office.
- Management appreciates employee's participation of different extra training & courses.
- Management wishes birthday and participate in marriage ceremony of the employees.
- Senior colleagues are found helpful.
- Head of departments are found extra attentive & caring to the top management.
- Top management is flexible for the junior employees.
- Prominent sub-culture is found under formal office culture.
- Interaction among employees is found intimate, informal and friendly.
- Incentive is paid on performance.
- Employees seem to be easy and homely at office.
- Employees wear regular and formal dresses.
- Meetings are found participative.
- Department heads are found as typical manager.
- Employees work here keeping in mind that it is a private company.
- Employees are not found at work, after regular office time.
- Besides clients a good number of people visit this office for different purposes.
- Marketing team leaders even executives are sent abroad at office expenses.
- Management organizes grand get together.
- Everyday lunch is provided by the office for the employees.
- More than 50% employees remaining in the office from the very beginning of the company.
- Regular promotion and bonus are paid on rules.
- Employees get other helps and supports from the company.
- Most of the employees feel this is their own.
- Employees are found very much respectful to seniors and top management.
- All stakeholders are found more or less happy with the company.

- Employees are found as flexible, sincere and punctual.
- Management is found rigid in much advertisement and propaganda.
- Top management shares ideas twice a month with all employees.
- Most of the employees are found around 35 years of age.
- More than 70% employees are within 30 years of age.
- Employees are recruited through written & viva voce.
- No favor for selecting any employee.
- Employees are seemed to be confident about the company.
- Employees enjoy Friday as holiday.
- Employees are entitled to have about 20 days leave in a year.
- Site or project work schedule is quite different from head office.
- Every site has a particular working schedule.
- Site deals with the workers, contractors and head office.
- Site has a close relation with land, marketing and purchase dept.
- Project supervisor works as the site in charge.
- Site employees are dependent on head office.
- There is a scope for site employees to be promoted.
- Site is inspected by head office regularly.
- Site employees are comparatively seemed to be happier than head office employee.
- Every site is being managed tactfully and with consent of head office.
- Site employees are hardworking, they are convinced and manageable.
- Site employees enjoy holiday by turn once in week.
- Project in charge reports to the Assistant General Manager, HR & Admin.
- Newspaper and tea is provided in each site.
- Every site has an entertainment budget.
- There is scope of corruption in site.
- Time is not well managed in sites.
- Site is not self-sufficient.
- Site is to face various types of obstacles.
- Site cannot provide instant decision. It depends on head office.

- Sites welcome all prospective buyers.
- All trainee executives visit different sites regularly.
- Prospective landowners also visit the sites.
- Actually sites and head office are closely interlinked and inter-dependent.
- Management is so far seems to be very caring about the employees.
- Employees seem to be treated as a family member of Vision 21 Design & Developments Ltd.
- Management puts greatest emphasis on selection of human resources.
- Management believes in long-term relation with all the employees.
- Management cares its all existing clients and landowners very whole-heartedly.
- Of course clients also pay a lot to Vision 21 Design & Developments Ltd.
- Management interested to distribute power in different level of employees.
- Still top management is aware of each employee.
- Management is found resourceful, wise, matured and dynamic.

6.2 Face to face Interview

After observation the company, management, employees and procedures I have concentrated on face-to-face interview. 40 employees are being interviewed with a preset bundle of questions. The asked questions are as follows:

1. What's your name?
2. What is your educational background?
3. How long you are been in this company?
4. What is your present designation?
5. What is your take-home now?
6. Do you enjoy your activities?
7. How you feel your colleagues?
8. What you think of your company?
9. How do you feel of your company?
10. Do you want to say something about your top management?
11. Have you ever got any extra favor from your management?
12. Have you received any amount of loan from your company?
13. Do you think company would help you in genuine case if required?

14. To what degree you can depend on the company?
15. What do you want to say about your office time?
16. What do you think about leave and holidays of your office?
17. What do you realize about different event-management of your company?
18. How management treats your different occasions?
19. Identify five positive sides of your management?
20. Identify five negative sides of your management?
21. How is your work environment?
22. Do you face bossing at your office?
23. Do you think you are still learning from management?
24. Do you think your management is honest, committed to quality and professional?
25. Do you think your management is truthful and sincere?
26. What do you think about the future of your company?
27. Do you think management can cheat you?
28. How do you realize your management?
29. Do you have any plan to switch over somewhere else?

Based on above-mentioned questions a face-to-face interview is completed.

Among 60 employees 52 persons were male and the rest 8 persons are female. The answers are now considered on analysis based.

- In answer of question no. 1 Everyone said his or her name.
- In answer of question no. 2 Masters of various subjects.
- In answer of question no. 3 From 01 to 03 years.
- In answer of question no. 4 Executive/manager/head of dept. of different level.
- In answer of question no. 5 From Tk.5000/- to 75,000/- per month.
- In answer of question no. 6 Yes / Very much / of course / 100% / partly.
- In answer of question no. 7 Helpful / Friendly / Supportive / Well-wisher / Real.

- In answer of question no. 8 Reputed / Established / Good / Renowned / Big.
- In answer of question no. 9 Umbrella / Dignity / Identity / Protection.
- In answer of question no. 10 Wise / Resourceful / Matured / Supportive / Fit.
- In answer of question no. 11 Leave / Loan / Recommendation / Gifts.
- In answer of question no. 12 Yes / No.
- In answer of question no. 13 Of course as when necessary / definitely Confused
- In answer of question no. 14 Fully / 100% / Completely / Not really / Partly.
- In answer of question no. 15 Ok / typical / long hours / don't care / needed.
- In answer of question no. 16 Ok / Satisfactory / Acceptable / Not much.
- In answer of question no. 17 Prestigious / Hard job / Participative required.
- In answer of question no. 18 Greets / Support / Organize / Participate.
- In answer of question no. 19 Best / Caring / Helpful / Supportive / Disciplined.
- In answer of question no. 20 Bad management / Hard /
.....
- In answer of question no. 21 Nice / Excellent / Typical / Better / Good / Bad.
- In answer of question no. 22 Not really / No bossing / high bossing/ Not at all.
- In answer of question no. 23 Yes / of course / Sometimes / No / Regularly.
- In answer of question no. 24 Yes / 100% / definitely / Not really / Sometimes.
- In answer of question no. 25 Yes / Not all time / I believe so / certainly.
- In answer of question no. 26 Group of companies / International /

- In answer of question no. 27 Closed.
Not at all / Never / in some case / Yes / I don't think
- In answer of question no. 28 Fine / Positive / Helpful / caring / Bad Average.
- In answer of question no. 29 Own business / Yes / Better option / No /

Never.

6.3 Answering of Questionnaire

A formatted questionnaire was served among the 60 employees for written answering based on multiple-choice option. 100% participant submitted the questionnaire after completion of answering. No hints or suggestion was given for fulfilling the questionnaire. It was just said to fill it up. We put emphasis on the matter that which condition and requirement are more desirable to an employee. It might be better work environment, it might be higher salary, it might be combination of both or it might be one with other and vice versa. Employees were also requested not to discuss with other or consult to seniors. The answer % is given by the side of options. The questionnaire was as follows:

Are you satisfied on your salary?

Yes	09%
No	71%
Of course	09%
I deserve more	11%

Do you feel honor for doing job in this company?

Yes	98%
Of course	02%
Not all times	00%
In time to time	00%

Do you think your seniors are more qualified than you?

Yes	68%
No	03%
Not at all	00%
I think so	29%

What is your opinion about sustaining of your company?

Sustain for long	68%
It is questionable	00%
Will sustain logically	32%
Will not sustain for long	00%

How you feel when personal visitors come to your work place?

I feel ashamed of	00%
I cannot entertain	00%
Visitors feel no hesitation	11%
I feel pride because it's a good environment	89%

Do you think yourself as an important part of the company?

Yes	72%
Not always	03%
In sometimes	02%
I believe so	23%

How you find your controlling officer?

Very good	65%
Supportive	34%
Bad	00%
Non cooperative	01%

I cannot be Boss suddenly, because -

This is not logical and proper way to be promoted	50%
I need to be fit for the post first	40%
Now I don't deserve the position	09%
CEO will not allow me for this position now	01%

If I have been promoted to my boss's position -

I will do what my boss was failed to do	02%
I will be more effective in taking decision	13%
May be I will follow my boss's example	85%
I will do whatever I would like to do.	00%

Do you think the management evaluates you properly?

I believe so	89%
Yes	11%
No	00%
Not always	00%

Are you sure your management is honest and committed to quality?

I am sure	97%
Yes	03%
No	00%
I am not sure	00%

Your working time shares with?

Boring time	00%
Amusement	89%
Support from colleagues	11%
Disliking	00%

When I fail to get my boss?

I ask him and try to be cleared about his instruction	98%
I fear to ask him second time the same thing	00%
I want to avoid my boss	00%
I instantly say 'Pardon, would you tell me again sir'	02%

Do you have any misunderstanding with colleagues?

I go to him and try to solve the miscommunication.	91%
I wait when my colleague will come to me to say sorry	02%
I take it as mistake and try to solve it as soon as possible	06%
I don't care. Let's see what happens.	01%

You think the most important thing in work is -

Work-nature	01%
Work-environment	97%
Pay-package	01%
Supportive boss	01%

Company pays you -

Salary	11%
Better work-environment	85%
Honor and safety	04%
Nothing, company only takes from me	00%

Have you felt company did injustice on any employee?

No and never	99%
I have never noticed	01%
Several times	00%
In some cases	00%

Is your company in top ten real estate companies?

I believe so	02%
No	00%
It is no. one real estate Company	98%
May be	00%

What is said by your associates of the company?

Management is matured and do work properly with rules	96%
Management honors associates highly	04%
It is a company with typical management like other one	00%
Associates never make positive example of this company	00%

CHAPTER SEVEN

7.0 Findings from the Study

From observation, face-to-face interview and multiple choice option based questionnaire some general findings came up with which are as follows:

- In short time Vision 21 Design & Developments Ltd. is going to be a group of companies.
- Out of total 60 employees, 40 persons were selected for the purpose of study.
- Employees are found devoted to the company with very minor negativity.
- Employees receive different salary based on performance and designations.
- Employees are found regular, systematic and work-lover.
- Employees have full and whole-hearted respect and support for the management.
- Management seems to be resourceful and matured enough.
- Management helps/ greets/ pays and supports its employees.
- Management allows extra leave for the employees.
- Employees seem to be satisfied with the company with very minor negativity.
- Employees seem to be honored for working in this company.
- Employees are found self-respected and confident of their respective works.
- Employees are trained up to do all activities of the departments.
- Employees are found very much aware of company's image and goodwill.
- Employees are department based. Very minor scope of transfer in other departments.
- Top management tries to be informed about all the employees through department heads regularly.
- Salary, bonus, incentives are found very regular and in time.
- Employees are found feeling for the company.
- Employees are found appreciating of the work environment.
- Most of the employees want to continue with the company.
- Employees feel that work volume is not high in this company.

- Employees feel accountability is high but it is not felt necessary.
- Employees highly appreciate tea, lunch and other facilities, provided by the management.
- Employees are found to believe that management would help them when it is needed.
- Employees are found very participative in the study work.
- Management put emphasis on employee's family background in selection.
- Management wants all employees as good human being.
- Management is found interested in much advertisement.
- Employees praise management, work-environment and colleagues.
- Maximum employees feel a sense of security in this company.
- This basically is a one-man based company.
- Employees have the option to place opinion.
- Generally there is no recruitment in the senior positions.
- Promotion is absolutely performance basis, like salary.
- Top management interferes in all details usually.
- Department heads have authority mostly on all the issues in department.
- Company takes place in various events management in home and abroad.
- It is a technologically advanced company.
- Supervision level of all activities is very prominent.
- Generally top management shares with employees, when necessary.
- Management provides general gifts to employees occasionally and even repeatedly.
- This management never becomes hot and angry instantly. It finds the reality.
- This is an employee-supported management.

7.1 Analysis of These Findings

Out of total 60 employees 40 persons were selected for the research of different educational and family background, different designations, different salaries and of course of different ages.

- Most of the employees are found as good human beings as efficient.

- Management is so far realized very cooperative, supportive and logical.
- More than 71% employees (43 persons) are not happy with the salary.
- More than 98% employees (59 persons) are happy with the work environment
- 100% employees appreciate office time and leave arrangement.
- 100 % employees are very much optimistic regarding the bright future of the company.
- 100% employees think management as real and fit and dynamic and logical.
- 100% employees believe this is an exceptionally good management of the company.
- 100% employees believe them secured both in financially and in support from management (though they are not satisfied with the salary).
- 100% employees believe they are in the best real estate company of the country.
- 100% employees believe their colleagues are better than him / her.
- 100% employees are found aware of goodwill of the company.

8. Measurement of Employee Satisfaction

From the analysis of the problems and data and also analysis from the finding of the study it is clear that employee satisfaction of Vision 21 Design & Developments Ltd. is satisfactory and it depends on various elements like salary, working environment and activities etc. It is important to determine the employee satisfaction for the improvement of task and workings because better the employee satisfaction the greater the outcomes of the organization.

9. Recommendations:

- Management of organization should select good human being for employment. In this context, educational, family and social background should be considered.
- Management should pay a competitive salary, bonus, and increment in time.
- Management should provide effective training to all its employees.
- Management should evaluate employees on merit, experience & efficiency basis.
- Management should be friendly, supportive & cooperative to its employees.
- Management should consider its employees as soul of the organization.

- Management should extend all its possible facilities to its employees.
- Management should follow chain of command strictly.
- Management should take action after full and through investigation.
- Management should not accept any unethical events.
- Management should organize events for interaction among the employees.
- Management should look after always the work environment for its betterment
- Management should provide congenial and soothing work environment.

CHAPTER EIGHT

10. Conclusion:

The aim of the study was to observe different condition related to employees of the organization. The key factors of the condition were salary, work-environment, dealings with colleagues, boss, management tone, organizational culture, organizational nature and some hidden matters or issues related to employees and management of the organization.

There were four edges of the conditions for evaluating:

- Better salary and better work-environment
- Better salary but bad work-environment
- Less salary but better work-environment
- Less salary and bad work-environment

The study discloses that employees want competitive salary, pleasant work environment, good management with top management's support & inter-action, scope of presenting own views, cooperative colleagues, future safety, company in right path, regular merit based promotion, increment & bonuses, expansion of company, increasing of goodwill of the company, management's support and services, management's values for the employees and management's sharing in personal or social occasions. On the other hand management wants good human being as employees who want to learn always. Management wants employees to be efficient, polite, obedient, loyal, truthful, devoted to work, honest, sincere and satisfied.

The research says finally that, employees are dissatisfied with low salary and want to switch over for bad work environment and satisfied with high salary with better work environment. But employees of this organization still getting average salary but very much happy and highly satisfied due to only having better work-environment. This is the bottom line of the entire study work.

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