

Internship Report

On

Contemporary Organizational Behavior

Of

IDLC Finance Ltd





**UNITED
INTERNATIONAL
UNIVERSITY**

Internship Report
On
Contemporary Organizational Behavior
Of
IDLC Finance Ltd

Submitted To:

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Letter of transmittal

21th March, 2018

Dr. Mohd H R Joarder

Professor, School of Business & Economics

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Subject: Internship Report Submission

Sir,

With great honor and respect wants to tell you that I am Nurunnessa (111131066) , submitting my internship report on the topic “**Contemporary Organizational Behavior of IDLC Finance Ltd**” that I have chosen to prepare a internship report on it and tried to analyze a overall organizational cultural view through this topics. It is really a great opportunity for me to gather vast information and grasp the subject matter in an appropriate way. I have found the study is quite attention-grabbing, beneficial & insightful.

I tried my level best to construct an effective & creditable report. The report will provide clear Description about the overall behavioral practiced in IDLC Finance Ltd. I welcome all query & criticism on the report, as it will give me the opportunity to learn more and enlarge my knowledge. I hope you will consider the errors that may take place in the report in the spite of my best.

Sincerely,

Nurunnessa

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Department of BBA

Acknowledgement

First of all I would like to express my deepest gratitude to the Almighty for fruitfully completing the internship report. I want to evolve my deepest sense of gratitude and healthy respect **of Dr Mohd H R Joarder**, Professor of School of Business & Economics, United International University, whom I got as my honorable supervisor and from whom I received all the valuable suggestion and instructions for completing this internship report also very thankful to all my faculty members who helped a lots to complete BBA program. I am thankful to the manager of IDLC Finance Ltd for giving me the authority to work with the team in to the organization. Also thankful to my organizational supervisors, HR team those who helped me to figure out all of the given tusks and provided me all of the regarding information which I had needed to completed the daily tasks and or preparing this whole report.

Lastly I really would express my gratitude to all of the employees and management team in this branch for their great support of whole journey of entire Internship journey to make it success one.

Executive Summary

IDLC Finance Ltd is known one of the most reputed and non-financial organization now day in our country. Since 1985 it began its activities and now it became the pioneer financial institution in Bangladesh. It offers lots of products and services to its customers. I have prepared my internship report on “Contemporary Organizational Behavior of IDLC Finance ltd”. Human resources is considered as the most important factors of every organization .There are several way that are used globally by different organizations to create a competent workforce by managing human resources. The particular behavioral practices can be determined a set of principles that is used as a potential contribution to find suitable personnel for and improve their commitment, productivity and loyalty toward the company.

This report formulizes the summery of “**Contemporary Organizational Behavior**” of IDLC Finance Ltd and how it creates influence to improve their manpower adaptability of situation. The analysis is based on my journey as Credit Risk Management Department. I tried to show here the overall behavioral practices, HR policies of the organization throughout observing behavior. There are sets of different versions and uses of these theories. But my experience tells me, not many organizations follow those bookish theories. They tend to modify them, update them and even just drop them when necessary.

In my report, I modestly tried to uphold all the behavioral HR activities and practices conducted and followed by IDLC finance Ltd , find the flaws which are drawing them back and make some observed opinions of my point of view which may better their situation.

Table Of Contents		
Particulars		Page No.
Chapter-01	<i>Introduction</i>	1
1.1	Introduction of the Report	2
1.2	Background of the Report	3
1.3	Objective of the Report	3
	1.3.1 Broader Objective	3
	1.3.2. Specific Objective	3
1.4	Sources of data collection	4
1.5	Methodology of the Study	4
1.6	Limitation of the Study	4
Chapter-02	<i>IDLC Finance Limited: An Overview</i>	5
2.1	IDLC Finance Ltd at a Glance	6
2.2	Shareholder Structure	7-8
2.3	Guiding Principles of IDLC Finance Ltd	9
2.4	Vision of the Company	9
2.5	Mission of the Company	10
2.6	Organ gram of the IDLC Finance Ltd	10
2.7	Chairman from the Reliance Insurance Company	11
	2.7.1. Activities of Board of Directors	11
	2.7.2.Activities of the Managing Director	11
	2.7.3.Activity of the Deputy Managing Director	11
2.8	The products and services of IDLC Finance Ltd	11
	2.8.1. Leasing	12
	2.8.2.Team Loan	12
	2.8.3. Equity Financing	12
	2.8.4. Inter Corporate Deposit (ICD)	12
	2.8.5. Factoring	12
	2.8.6. Securities	12
	2.8.7. Bridge Financing	12
	2.8.8.Cap Investment	13
	2.8.9.Deposit Schemes	13
	2.8.10.Car Loan	13
	2.8.11.Home Loan	13
	2.8.12.Real Estate Finance	13
	2.8.13.Private Placement	14

	2.8.14.Issue Management	14
	2.8.15.Finnacial Advisory Service	14
	2.8.16.Margers & Acquisition	14
	2.8.17.Trust Ship Management	14
2.9	Departments & Division	14
2.10	SWAT Analysis	15
	2.10.1.Strengths	15
	2.10.2.Weakness	15
	2.10.3.Opportunity	16
	2.10.4.Threates	17
Chapter-03	<i>Literature Review</i>	18
3.1	Contemporary Organizational Behavior	19
3.2	Theories Of Management	20
	3.2.1Contingency behavioral theory	20
	3.2.2.Systematic Behavioral Theory	20
	3.2.3.Choas Theory	21
3.3	Objections & Befits of Adopting Contemporary Organizational Behavior	21
3.4	Contemporary Organizational Design	22-23
Chapter-04	<i>Contemporary Organizational Behavior of IDLC Finance Ltd</i>	24
4.1	Practices of Contemporary Organizational Behavior in Human Recourse Planning of IDLC Finance Ltd	25
4.2	Human Recourse Department of IDLC Finance Ltd	25
	4.2.1. HR Team Organ gram of IDLC Finance Ltd	26
4.3	Major Activities of HR Department of IDLC Finance Ltd	27
4.4	Recruitment Process of IDLC Finance Ltd	28
4.5	Training and Development process of IDLC Finance ltd	29
4.6	Types of training programs arranged by IDLC Finance Ltd	29
	4.6.1. Foreign Training	30
	4.6.2. Customized Training	30
	4.6.3. In House Training	30
	4.6.4. Public Programs	30
	4.6.5. Training and Development Methods	30
4.7	IDLC Finance Ltd determined training program as a Investment not Expenses	30
4.8	Training and Evaluation form of IDLC Finance Ltd	31
4.9	Performance Appraisal Management of IDLC Finance Ltd	32

	4.9.1. Promotion of Employees	34
	4.9.2. Rewards acts as motivation for Employees	34
4.10	Compensation and Benefits Packages of IDLC Finance Ltd	35
	4.10.1. Policies & Benefits for Employees	35
4.11	Workplace & Employee Relationship of IDLC Finance Ltd	36
	4.11.1 Ensuring a healthy work place for every Employee	36
	4.11.2. Creating Equal Opportunity & Rights	36
	4.11.3. Internal Communication Process	36
	4.11.4. Work Life Balance	37
	4.11.5. IDLC Finance Ladies Forum	37
	4.11.6.. Ethical Standards	37
Chapter-05	<i>Findings & Analysis</i>	38
5.	Findings and Analysis	39
Chapter-06	<i>Recommendation</i>	40
6.	Recommendation	41
Chapter-07	<i>Conclusion</i>	42
7.	Conclusion	43
08	References	44-47

Chapter: 01

Introduction

1.1 Introduction of the Report

Organizational Behavior is considered as most integral part to understand and compare any organization by its activities, cultural norms, values and behavioral practices of individuals of that organization. Each of the organization follows its own thumb of rules to operate activities. Applications of Contemporary Organizational Behavior describes that the specific organizations activities that creates different image among the company. In this internship report my main concern is try to hold the specific organization behavior and HR practices that made this organization market leader by its internal culture , rules and environmental attars. IDLC Finance is leading non financial organization in Bangladesh financial market. I tried my best to describe in this internship report how IDLC Finance made different identity and gained its competitive advantage by analyzing its organizational culture and HR activities of the organization.

This internship report has been made to analyze the overall effect of practicing policies of HR issues by utilizing the newly introduce contemporary cultures of the organizational activities. Strategic Human Recourse planning much more complex to implement but all the organization keeps following this because it's helpful to achieve long term goals. Human Resource department must accomplish rules of thumb to achieve it Targeted goal. So organizations are trying to adopt new strategies to start as a fresh and beat its competitors. Contemporary organizational behavior is the issue now a day to create a strategic corporate culture.

There is a quote of author **Labyrinth** about culture is that 'Different culture produces a different 'cool' and individual perception and behavior changes whatever you are.' So every organization is trying to create something new to its customs. Contemporary Organizational behavioral strategy is determining the new way to create something different than others that can help the organization to create very different images among the organizations. HR department is the part of utilizing these practices in to the organization phenomena. This study helps all how the contemporary organizational behavior effects in activities of particular corporate behavior and the proper administration of Human Resource Department to workforce management.

1.2Background of the Report:

It's no doubt that it's very thought for all organization to sustain in the competitive market. If is there no identically differentiation, scope of showing the core product and service that are provided by them, higher market gaining opportunity so none of the organization can bring them up in this market. For getting higher customer satisfaction and employee and work team engagement differentiation strategy plays a important role to achieve success.

IDLC Finance Ltd conducts its activities and maintains a proper working environment so that they can serve best to its clients. Human Recourse management plays a particulate part to make it success. Employees are highly satisfied working with this organization. Organizational Behavior is the core issue and their HR activities are highly appreciated by all employees. This report has been made based on how there organizational behavioral culture and HR activates made the way of success.

1.3Objective of the Report:

The main objective of this report is to identify the success story of IDLC Finance Ltd by analyzing the organizational culture managed and associated by HR department of the organization.

1.3.1 Broader Objective:

- To know how organizational culture and behavior cerate emphasis on achieving the human motivation and success one.
- To enhance my practical observation.

1.3.2. Specific Objective:

- To analyze the internal working environment, organizational culture
- To know HR practices and effect on overall activates
- To find and recommend the overall study.

1.4 Sources of data collection:

- **Primary Data sources:** It has been collected through visiting the office oral and face to face conversation.
- **Secondary Data Sources**
 - ✓ **Annual Report of IDLC Finance Ltd**
 - ✓ **Different books and Journals**
 - ✓ **Website of the IDLC Finance Ltd**

1.5 Methodology of the Study:

➤ **Research Design:**

This study has been completed based on the descriptive analyzing of the contemporary organizational behavioral theory and HR policies of the organization and its proper implication of workforce planning of IDLC Finance Ltd.

➤ **Data used in the study:**

This report has been made on the basis of secondary sources of data collection. Books, Journals, websites and annual report of the company have been used to collect relative information of data sources. Beside of the secondary sources there were also primary sources as practical deskwork, one to one communication, practical observation and different techniques been used to complete this study

1.6 Limitation of the Study:

For preparing this report I have faced a lots of problems because it's not possible to put here all the legal information of this organization and highly confidential. So its not possible to put all internal information disclosed here but this report has been made only based on those information can available on website and annual report of the organization. Also human error must count to making this internship report.

Chapter: 02

IDLC Finance Ltd:

An Overview

2.1 IDLC Finance Ltd at a Glance:

IDLC Finance Ltd is the biggest multi product non Banking Financial organization in Bangladesh which has 35 branches, 2 SME booths and almost 1500 employees working for them. It offers a large amount of loans with various types, deposits and capital marketplace products and services all over the country to its corporate, customers and SME client sections. It leads the financial market by three wholly owned subsidiaries are IDLC Finance Investment Ltd, IDLC Securities Ltd and IDLC Asset Management Ltd.

Over the past 30 years the IDLC Group has become the largest multi-product multi-segment non-Banking Financial Institution in Bangladesh and one of the blue-chip companies on local stock markets. The single product leasing business which started in 1986 with five staff members has today evolved into a multi-product \$750 million business which has diversified into the Corporate, SME, Retail and Capital Market segments. IDLC is today represented out of 31 branches & booths in 15 cities with over 1,200 staff. IDLC's corporate ethics are grounded in good governance statutory compliance and transparency. The company is committed to sustainable business practices and extraordinary financial activities. IDLC has been regularly recognized by independent bodies for the values underpinning its business and is proud to be a standard bearer for the Bangladesh Financial Sector. Since 2011, the IDLC Group has embarked on a journey to expand its activities and become bigger and better introducing various technology, new products, new branches, new sales teams, new sales operations etc.

IDLC Finance Ltd offers diversified monetary services and related solutions to its clients groups, individual and business groups so that they might meet up their special and unique demands. The products they are offering to its clients like Lease Funds, Real Estate funds, Short Term Long Term Funds, Term Deposit Schemes, Merchant Banking, Debauchers and corporate Advisory Administration.

In recent the company has started leveraging these venture arises, sincerely stepped for growing this business. As comparing to the recent results to the earliest years IDLV Finance started truly approaching to establish business activities than bordering skylines.

2.2Shareholder Structure:

SL No.	Name of Shareholders	Number of shares	(%) of total Shares
SPONSORS/DIRECTORS:			
1	The City Bank Limited (CBL) and its subsidiaries:	60,854,056	24.21
2	The City Bank Limited (CBL)	25,137,225	10.00
3	City Bank Capital Resources Limited (CBCRL)	24,885,352	9.90
4	City Brokerage Limited	10,831,479	4.31
5	Transcom Group	33,515,443	13.33
6	Eskayef Bangladesh Limited	20,109,375	8.00
7	Transcript Limited	10,088,022	4.01
8	Eskayef Bangladesh Limited	3,318,046	1.32
9	Sadharan Bima Corporation	19,151,663	7.62
10	Mercantile Bank Limited	18,852,538	7.50
11	Reliance Insurance Limited	17,595,702	7.00
	Sub-Total	149,969,402	59.66

Table01:General Institutions for the Company:

General Institutions:		
Investment Corporation of Bangladesh (ICB)	10,744,986	4.27
Bangladesh Fund	8,040,750	3.20
EBL Securities Limited and EBL Managed Funds	6,759,840	2.69
Eastern Bank Limited (EBL)	6,275,418	2.50
ICB Managed Funds	2,817,066	1.12
Marina Apparels Limited	2,513,671	1.00
Other Institutions	17,839,565	7.10
Sub-Total	54,991,296	21.88
Individuals:		
General Public (Individuals)	17,595,702	7.10
Sub-Total	149,969,402	14.21

Table02: Yearly Operations of IDLC Finance Ltd

January 15,1999	Commencement of Corporate Finance and Merchant Banking Operation
January 29, 2004	Opening of Gulshan Branch
November 22,2004	Launching of Investment Management Services " Cap Invest"
February 7, 2005	Issuance of Securitized Zero Coupon Bonds by IDLC Securitization Trust 2005
January 2, 2006	Opening of SME focused branch at Bogra
April 6,2006	Opening of Branch at Uttara
May 18, 2006	Opening Merchant Banking branch in the port city of Chittagong
July 1, 2006	Relocation of Companies Registered and Corporate Head Office at own premises at 57, Gulshan Avenue
September 18, 2006	Commencement of operation of IDLC Securities Limited, a wholly owned subsidiary of IDLC
March 14, 2007	Commencement of operation of IDLC Securities Limited, a wholly owned subsidiary of IDLC
August 5, 2007	Launching of Discretionary Portfolio Management Services "Managed Cap Invest"
December 3, 2007	Company name changed to IDLC Finance Limited, from Industrial Development Leasing Company of Bangladesh Limited
December 18, 2007	IDLC Securities Limited Chittagong Branch commenced operation
January 6, 2009	IDLC Securities Limited DOHS Dhaka Branch opened
August 9, 2009	IDLC Finance Limited and IDLC Securities Limited open Sylhet branch
August 26, 2009	Opening of IDLC Securities Limited, Gulshan Branch
September 9, 2006	Opening of Gazipur SME Booth
December 2009	Opening of Imamgonj SME Booth
February24, 2010	Opening of Narayangonj Branch
July 8, 2010	Opening of Savar Branch
August 8, 2010	Relocation of Merchant Banking Division at Eunoos Trade Center
October 27,2010	Opening of Nandakanon Branch
December 27, 2010	Opening of Comilla Branch
June 15, 2011	Opening of Keraniganj Branch
August 9,2011	Opening of Mirpur Branch
August 16,2011	Opening of Tongi Branch
January 18,2012	Commencement of opening of IDLC Investment Limited, a wholly owned substitute of IDLC
June 8,2014	Opening of Jessor Branch
October 28, 2014	IDLC re-brands
November 10, 2014	Opening of Nator Branch

2.3 Guiding Principles of IDLC Finance Ltd:

IDLC is a multi-product economic organization which gives various monetary forces while its client requests and gives arrangements towards organization and entity clients to know their divers and special requests. The strategy and morality that shapes the organizational exercise of IDLC is as specified.

➤ Customers First:

IDLC Finance Ltd focuses its every act in the favor of its client then the organization believes that the clients are the main of all action and among all the acts clients get facilities and gets the maximum priority.

➤ Professional Knowledge:

IDLC Finance Ltd assembled trained and imaginative intellect of the nation to settle more than then all other competitors. IDLC accumulated a set of effective skill and it has a great record containing developed data and their compete employees has agreed next them the type of benefit which is unparallel comparing to others.

➤ Professional Ethics:

IDLC financial limited has top ethical value in financial and business sector and they give full concern of their ethics in performing dealings with their clients. More than last two decades, IDLC has delivered their full attempts to meet the desires and reach expectation of its clients and financial specialist.

2.4 Vision of the Company:

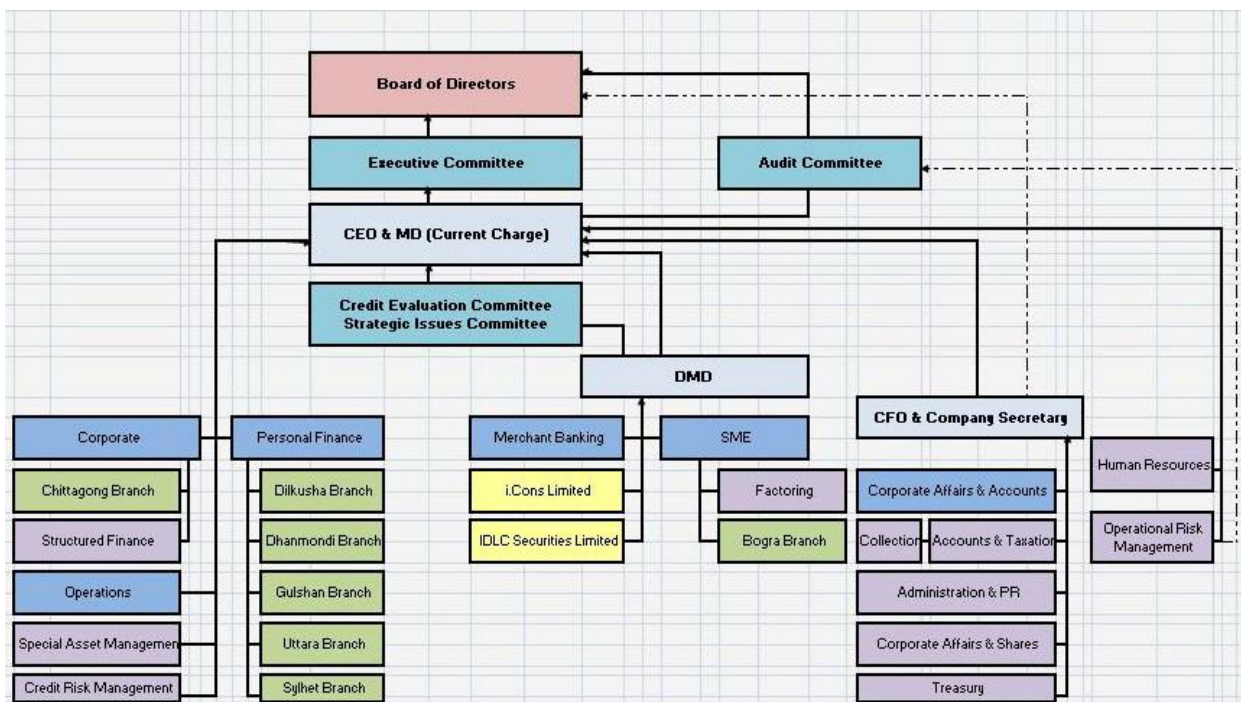
- Provide the best financial facilities
- Become innovative financial solutions provider in the country.

2.5 Mission of the Company:

- Creating maximum possible value of all the stakeholders
- Adhering to the highest ethical standards
- Relentless pursuit of customer satisfaction through delivery of top quality services
- Maximize shareholders' wealth through a sustained return on the investment
- Provide job satisfaction by making IDLC a center of excellence with opportunity of career development.
- Contribute to the well-being of the society, in general, by acting as a responsible corporate citizen.

2.6 Organ gram of the IDLC Finance Ltd:

The organ gram of IDLC Finance Ltd consists of Board of Directors, along with the managing committee and MD. The board consist the following directors:



2.7 Chairman from the Reliance Insurance Company Ltd.

- Five Directors nominated by The City Bank Limited
- One from SadharanBima Corporation (SBC)
- One from Transcom Group
- One from Mercantile Bank Limited
- One independent Director from Monowar Association

2.7.1. Activities of the Board:

Executive committee (EC) is authorized by the Board of Directors. EC is authorized to obtain choices of daily correspondence on the shake of the organization. For authorizations and payments the consent of EC is important. Corporate Strategy, Budgets and borrowing acts required the permission of EC. The permission of the EC is as follows

- Four Directors.
- Managing Administration / Chief Executive Officer and
- The Company Secretary shall be the Secretary of the Committee.

2.7.2Activitiesof the Managing Director:

The Managing Director (MD) manages the activities of the organizations. The figurehead shows the role of MD.

2.7.3. Activity of the Deputy Managing Director:

The DMD implements all rules that the company have to follow them also reviews the companies' acts to perform to which includes diversification decisions, fund procurements, budgeting and planning and giving approval to large credit proposals to work according to the company rules.02.7. Products and Services of IDLC Finance ltd are showing below

2.8 The Products and Services of IDLC Finance Ltd:

IDLC Finance Limited is the largest Non-Banking Financial institutions of Bangladesh and it acts to confirm higher modification and longer growth and ready for any act need to do in a competitive business environment. IDLC offers various products in different period to fulfill specific demand. The products and services of IDLC Finance Limited are as follows:

2.8.1. Leasing:

Property is rented to clients on fixed payment base for a set time with a buy decision at the ending. They provide all the related faculties to its clients so that they can create a trustful relationship with them

2.8.2. Team Loan:

The clients are offered loan facilities for a determined term at a negotiated rate. This is provided based on the competitive rates that are very much comparable to the others competitors.

2.8.3. Equity Financing:

IDLC invests money into equity of both publicly traded and non-traded companies for dividends and capital gain.

2.8.4. Inter Corporate Deposit (ICD):

This disbursement scheme is offered to clients under two variations:

- Non- Revolving ICD which consists of single disbursement of funds
- Revolving ICD where multiple disbursements and collections take place

2.8.5. Factoring:

Under this scheme, IDLC finances receivables of supply of goods or delivery of services on credit to help the clients realize the maximum portion of their payment soon after they have made the delivery to the buyer. The payment is collected from the customers and the balanced amount is re-reimbursed to the clients.¹⁶

2.8.6. Securities:

IDLC sell financial instruments of organizations in local financial market backed by their asset/cash flows such as loan, lease etc.

2.8.7. Bridge Financing:

This refers to short-term finance (maturity of not more than 12 months) in anticipation of immediate long term financing such as public issue, private placement, syndication, loan, lease, debenture, etc.

2.8.8. Cap Invest:

IDLC maintains a non-discretionary portfolio account for clients where they have absolute power to make investment decisions. The portfolio manager provides margin loan to clients and also prepares the list of securities in which they can invest.

2.8.9. Deposit Schemes:

IDLC offer different variety of deposit schemes for clients.

- Cumulative Term Deposit
- Annual Profit Term Deposit
- Monthly Earner Deposit Double Money Deposit

2.8.10. Car Loan:

Term loan are offered to clients for acquiring car, brand new or reconditioned, for their personal use and the ownership is transferred on loan repayment.

2.8.11. Home Loans:

IDLC offers loans to purchase apartment to individuals for their individual use. The company always more prioritized to its individual client demands and tries to fulfill it as per their requirements.

2.8.12. Private Placement:

IDLC places the shares/debenture with both domestic and overseas investors (institutions or individuals) on private placement basis.

2.8.13. Real State Finance:

IDLC finances clients to construct house, renovate and extend house, for office chamber/space for professionals etc. under two different schemes:

- Developer's Finance Scheme
- Corporate Finance Scheme

2.8.14. Issue Management:

Under this activity, IDLC plan, coordinate and control the entire issue activity of clients and direct other agencies for successful marketing of securities.

2.8.15. Financial Advisory Service:

IDLC help the existing venture or a new venture by providing various advisory services such as corporate counseling, project counseling, capital restructuring, financial engineering etc.

2.8.16. Mergers& Acquisition:

IDLC help clients to search for the right organization evaluate the concern based on different types of analysis and select the method of to make it a profitable deal.

2.8.17. Trust Ship Management:

We act as trustee for the debenture holders by accepting security created by the company and take action to safeguard their interest and enforce their rights.

2.9. Department and Divisions:

IDLC finance Ltd works in different division to have proper contribution in different sector with their different product and services; its different division performs to support the operating activities. The divisions include.

- Corporate Division
- SME Division
- Merchant Banking
- Factoring
- Personal Investment
- Operations
- Structured Finance

It has different Department to perform their task effectively which includes:

- Credit Risk Management (CRM)
- Human Resource
- Treasury Department
- Accounts and Taxation
- Operational Risk Management (ORM)
- Administration and PR
- Special Asset Management (SAM)

2.10. SWAT Analysis:

2.10.1. Strength:

Among all monetary organization in Bangladesh IDLC is one of the apparent monetary institutions which has created a brand icon and was capable to make recognition among the customers. IDLC finance limited is worldwide joint project company. The entire economic marketplace of Bangladesh IDLC finance limited is mostly estimated names which got reputation, adaptability and faith among consumers. IDL set up in 1985 and from then it marked its way by presenting different and attractive products and continues to meet the demands of numerous customers.

IDLC has various products regarding on their client to meet the demand of every sector of customers. It has diverse product portfolio for different customers and proper use of the portfolio made them the first to none to Non-Banking Financial Industry.

A competent management team performs for the organization which shows an overall work force which performs as a key tools. The employees have a bonding with all and act as a family which helps them to motivate. They are also efficient, expert and creative. They got both technical and moral support from the organization

2.10.2. Weakness:

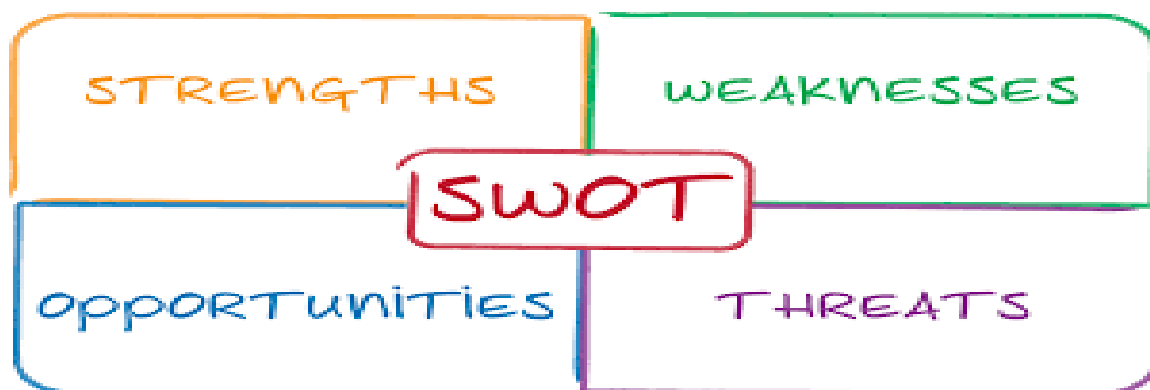
Like all other NBFIs, IDLC has high cost of fund comparing to bank. As NBFIs can receive deposit for less than one year, it is not acting to minimize average cost of fund. It sometimes

hampers main product and service by focusing on too much different product and service. Sometimes for the sake of profit or for past relationship or for the fame IDLC provide loan to customers who could hamper the portfolio quality of IDLC though IDLC has a credit risk management department to monitor asset quality.

2.10.3. Opportunity:

In recent years, Foreign Investment got higher in various sectors in our country. In different perspective their investment creates an opportunity to all financial institution to whole into new emerging sectors.

In our country, banking facilities has not yet fully provided their contribution in local areas and also there is lacking in serving project loan where the leasing company takes place. This is still occurring in this sector.



2.10.4. Threats:

Bank has designed more sectors and also forward to leasing business which is generally acted as an acts of NBFIs. This might create threaten the acts and help bigger the competition in this sector. For the weak legal framework of Bangladesh the process works with a lack of proper foreclosure law and with manual land recording systems. This process makes the possibility of cheating and create problem of loan recovery from the defaulters.

Though all the Organization, in marketplaces has to face lots of challenges and difficulties. But inspire of this they have to find their own way to success and sustainable situation to

remain in the marketplace. IDLC Finance Ltd also faced lots of problems to operate its activities as starting age but they never stopped their activities. They are now market leader because they have proved themselves and use all the available recourses and opportunists that helped then to overcome the lacking and fight against the threats.

Chapter: 03

Literature Review

3.1 Contemporary Organizational Behavior:

Organizational behavior refers to how individual, groups and large entities are influenced by organizational obligation and impacts such as rules, policies, pay structures, internal cultural norms, values, organ gram, recruitment policy, motivational factors, personality traits, workforce diversification, dynamic groups and overall process of particular organization as they have been made to specification their uniqueness comparing to other organization. According to the study of **Cathryn Masters, at Grand Canyon University** defines as Contemporary organizational behavior adds in the impacts of today's global society, social media, FLSA, FMLA, newer generations, technological advances, varying pay shapes, mixed with cultural diversification, stress management, safety and risk management practices. As the organizational shape enlarge, Contemporary organizational behavior strives to study and analyze developing behaviors at the individual, group and organizational level to provide current research for developing theories and to update historical information.

Contemporary Behavioral changes contains additional demands and abstract additional viewpoint as those who are working for guiding and managing the organization , setting the expanded forces of workers to be more beneficial , imaginative and able to adapt more changes in behavioral activities. This helps accelerate to explore for additional coordination from human resource development of the organization. This article helps us to understand the current controversy prevailing with in the field of organizational development. In deed so, it emphasis more a variety of issues, current situation and number of operations that are main focusing point that also complementary management development strategies for the organization. These articles include also helps to understand the evaluation of proper utilization of management development in organizational process pointing on actual issues of estimated results.

Social association analyzed that there has been changed in research method of the organization more than 30 years ago. This research method focuses on persons and working groups network researches view point of on the nexuses of interactions. As its ubiquity increments researchers is involving many guidelines including the new philosophies of set up dynamic multilevel ideas, complex system, advanced technology, helpful and affective ties, and cross cultural contemplation, in addition to advance in strategies and methods and recent

organizational applications. This study focuses on the way to contemporary issues in the organization networks. Research in the human science in the organization is built up global peer reviewed sequence that analyses critical broader of academics, methodological and enquiries issues in the organizational study. This study specially focuses on indication the distinctive commitments of sociological theories and research strategies to the investigation of the effect of utilizing contemporary behavioral in the organizational culture.

3.2 Theories of Management:

There are some management theories that actually help us to understand what management says about the contemporary organizational behavior. They are

3.2.1 Contingency behavioral theory:

Contingency behavioral theory helps manager to take proper action regarding the current situation and act on those aspects that are important to the situation at hand. Basically, it's the approach that "it depends." For example, the continuing effort to identify the best leadership or management behavioral style might now conclude that the best behavior on the situation. It is best style of behavior for those organization whom they are facing more challenges and higher competitive market.

3.2.2 Systematic Behavioral Theory:

Systematic Behavioral theory may seem quite basic. Yet, decades of management training and practices in the workplace have not followed this theory. Only recently, with tremendous changes facing organizations and how they act, have educators and managers come to face this new way of looking at things. This interpretation has brought about a significant change (or paradigm shift) in the way management studies and approaches organizations.

The effect of systematic behavioral theory in management is that writers, educators, consultants, etc. are helping managers to look at the organization from a broader perspective. It has brought a new implication for managers to interpret patterns and events in the workplace. They recognize the various parts of the organization, and, in particular, the interrelations of the parts, the coordination of central administration with its programs, engineering with manufacturing, supervisors with workers, etc. In the past, managers

typically didn't behave in proper ways that were mostly needed. Then they moved all attention to another part. The problem was that an organization could have a wonderful central administration and wonderful set of teachers, but the departments didn't synchronize at all. Applying systematic behavioral theories helped them to change their behavior and bring it to a system by which they can behave in proper way

3.2.3 Chaos Theory:

As chaotic and random as world events seem now days, they seem as chaotic in organizations, too. Yet for past, managers have reacted on the basis that organizational events can always be controlled. A new theory recognizes that events indeed are rarely controlled. Many chaos theorists refer to biological systems when explaining their theory. They suggest that systems naturally go to more complexity, and as they do so, these systems become more volatile and must expend more energy to maintain that complexity. As they expend more energy, they seek more structure to maintain stability. This trend continues until the system splits, combines with another complex system or falls apart entirely. This theory helped today's managers to act in a proper way according to situation in a certain way of standard for workforce.

3.3 Objections and Benefits of Adopting Contemporary Organizational Behavior:

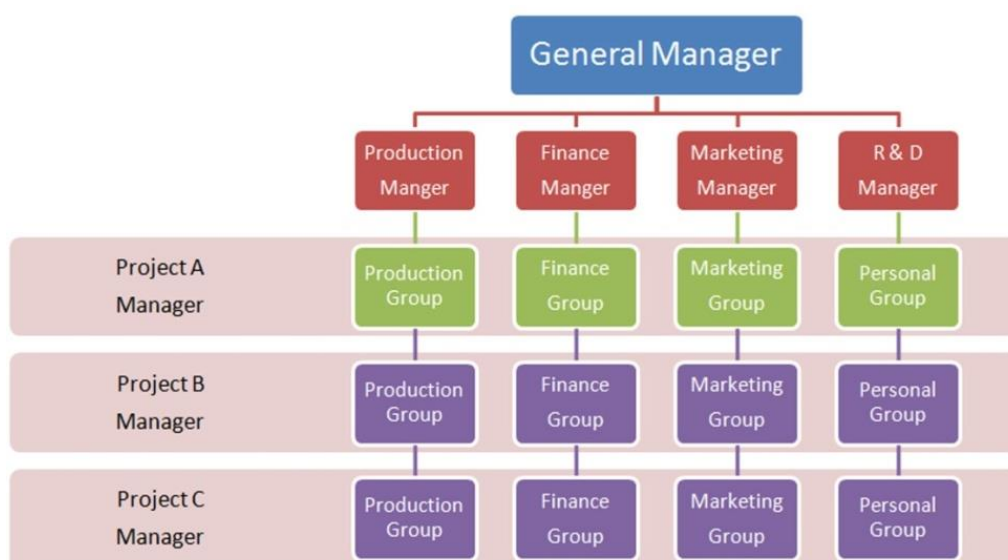
There are many more objections and benefits now a days for employees utilizing contemporary organizational behavior. This can be used such a way.

- Growing International Affairs: proper behavior is must to cope with the global world. Every organization wants to spread its activity worldwide. The organization who are already introducing this new behavioral aspect, they are recognized and achieved global acceptance from the global world
- Diversification of workforce: A lots more people working in large organization, they are combined as same rules of the organization. The organization behavior is as same as all types of employees as a same as they should be treated as standard way.

- Adjusting with anti capitalism backlash: Contemporary organizational behavior helps employees to adjust with an anti capitalism backlash because employees are always ready to adapt any new things and ready to behave as current situation.
- Getting Lower labor cost opportunities: cutting cost is the strategy to sustain in higher competitive market. If organization practices pre set standard behavior to all labors, organization will get the opportunity of minimizing the cost of labor.
- Handling personnel's during the crash of war: proper behavior reduces the chance of personnel clashes because this theory always teach employees to cope with difficult situation by behaving a proper way.

3.4Contemporary Organizational Design:

- Team Structures: the overall organizational structure consists of work group or self-empowered group of employees.
- Matrix Structures: Specification of different functional division that are assigned by the project manager.
- Project Structures: Employees have to work consistence basis on project, moving one to another as one project is done properly.



- Boundary less Structures: A flexible, unstructured organization design where there intended to break down external barriers between the organization and its customers and suppliers.
- Learning Organization: the organization that has developed its capacity as continuous basis learning, adaptation, changing by the practice of knowledge management by its employees.

Chapter: 04
Contemporary
Organizational
Behavior
Of
IDLC Finance Ltd

4.1 Practices of Contemporary Organizational Behavior in Human Recourse Planning of IDLC Finance Ltd:

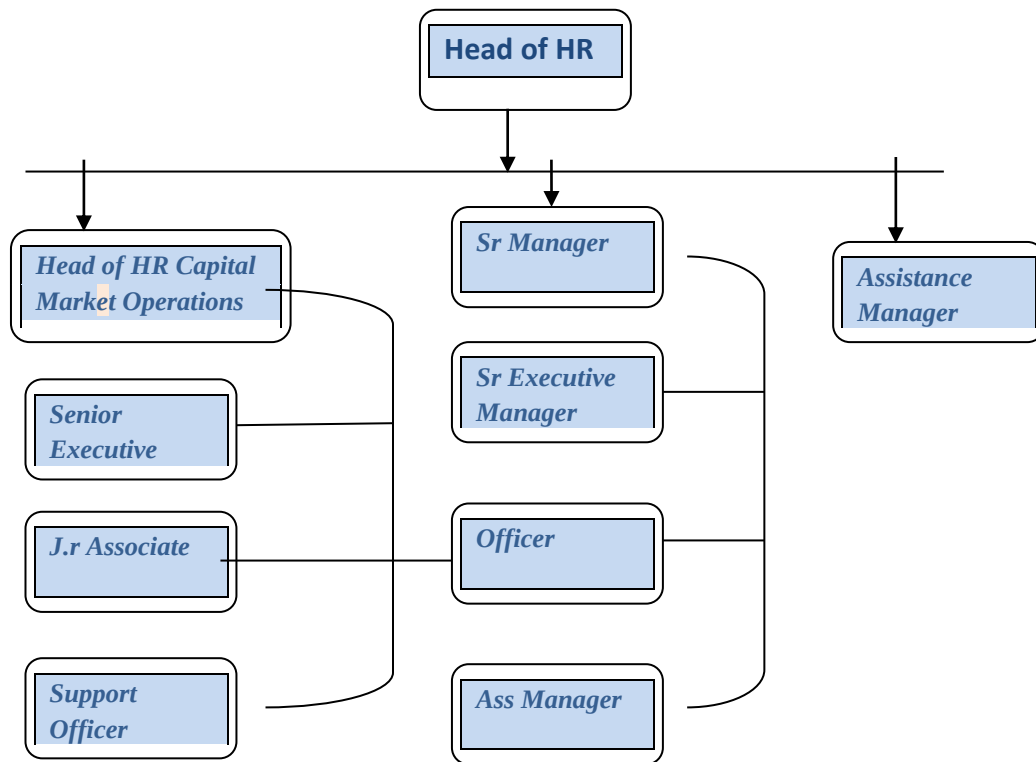
Humans are considered as a core power for the organization. As like other organization IDLC Finance Ltd use effective human recourse planning and practice proper way of behavior to its all employs and novitiate them to work towards their goal. Almost 1500 employees are still working in the organization all over the Bangladesh. IDLC believes that it is humans who are critical to understand and motivate towards work but if they are being behaved well by its supervisor and seniors so that so that it would be very easy to create motivated workforce. So considering the overall challenges the organization is practicing the contemporary organization behavioral culture. IDIC believe that each and every employee of the organization are on practicing this culture to create a different image and that made them success in the market.

4.2. Human Recourse Department of IDLC Finance Ltd:

IDLC entitled through inelegancy. It emphasis human resources as the most Valuable asset and mobilize people and by involving them in cutting-edge financial industry practices and also as an attractive employer. IDLC offers Opportunities for both professional and personal development as well as encourages a work Environment that is characterized by respect, trust, cooperation and collaboration because the skills and enthusiasm of our employees are a major force that helps Achieve sustainable results. As:

- Managing all the department and staffs, work groups.
- Management all the cross functional teams and available resource management.
- New recruitments, terminations, making strategic plans, establishing succession plans and implementation it properly.
- Employee promotion, motivation, punishment and pay roll policy creation.
- Making different strategies that helps to meet the target goal and establish corporate culture
- Managing HRD by proper conducting the HRIS.
- Performance and GAP analyses so that it can create a total balance of employee performance and providing training according to it.

4.2.1. HR Team Organ gram of IDLC Finance Ltd:



- Head of the HR department analyze the total need where the changes should be needed and send order to the lower division to analyze the situation.
- At this time this order spread all over the HR personals to the branch to assets this activities.
- After fulfill the entire requirement by the HR officer it need to permit by the top management for final approval.
- Final permission as it done then it is finally get approved by the all HR personals and order to implement changes like new recruitment, termination , promotion , payment , payroll etc totally get approved to take place.

4.3 Major Activities of HR Department of IDLC Finance Ltd:

- Managing the total workforce in the organization by designing a total of personnel management structure.
- Recruitment of personnel as according the organizational need and available recourse capacity.
- Arranging the training and development programs as per developing the human skills and determine the workforce adaptability.
- Managing the performance appraisal evaluation system to analyzing the overall performance of individual employees.
- Establishing pay roll structure for all employees.
- Developing the proper Human Recourse Policies that is beneficial for both the organization and for the employees.
- Coordinating and overseeing policies, services & programs which are beneficiary for solving any discretionary situation.
- Developing succession planning, job rotation, employee retention, key employee's job identification as per addressing the job role etc.
-

4.4 Recruitment Process of IDLC Finance Ltd:

Recruitment process of IDLC finance is very much cleaned and up to the mark. For recruiting HR publish online advertisement at **bdjobs** website and also publish it on newspaper. Applicants get call or text via phone or email. They got select iced as per requirement met with requirement criteria basis. After that IDLC Finance arranged an interview for the selected applicant. They faced the interview if they got selected for next round written test. After passing the written test they need to meet final interview arranged by the directors. Candidates finally selected for the post as they have been applied for.



IDLC Finance arranged two methods of recruitment internal recruitment and External recruitment. If any vacancy created they first try to fill up position internally. If there is no internal vacancies then they goes for external recruitment. DLC Finance uses both internal and external recruitment as per situation occurs. They always try to meet the level of employees as they are looking for the particular department.

Recruitment Assessment Sheet of IDLC Finance Ltd

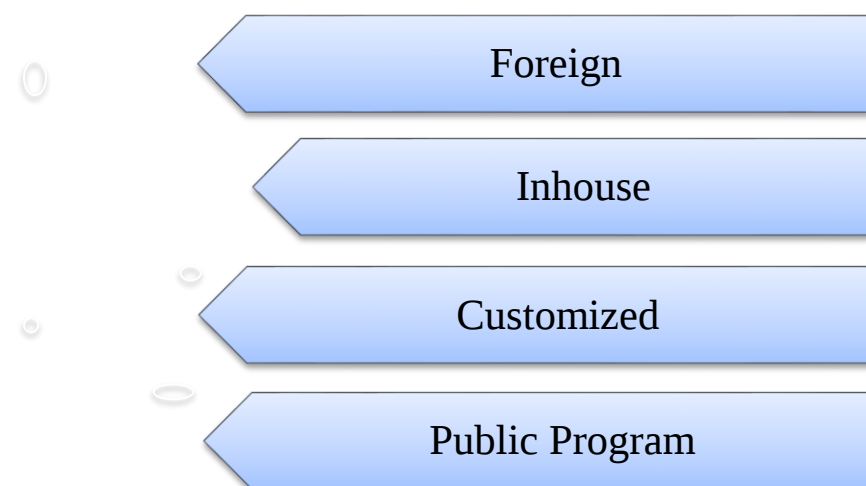
Recruitment Assessment Sheet									
Name of the Candidate	Experience	Salary		Knowledge & Qualification	Attitude/ Initiative/ Drive	Verbal Communication	Overall Presentability/ Appearance	Possibility of staying in IDLC	Your Choice (in order of preference)
		Present	Expected						

4.5 Training and Development process of IDLC Finance Ltd:

After recruitment of new employees they need mandatory training to cope with its work and task. Not for the fresher employees but IDLC arrange training and development programs for its current employees. The organization thinks that technology goes backdated as if some new technology and methods are arrived so training is must for all to introducing themselves with the new methods and technology. Whenever organization brings new methods of working, they specially arranged training programs for its employees. They have “**IDLC Knowledge Center**” at **Gulshan 01** which is specially designed to provide training to all employees as per season.

IDLC finance construct and developed high-quality learning and provides other suitable initiatives in response to the needs of individual employees. While it more focuses on training and development opportunities, employees are also encouraged to take responsibility for their own development. The organization assists its employees to be the best through providing relevant training and workshops both at home and abroad. Since it consider employees most valuable asset, IDLC Finance invest considerable time and effort for their personal and professional development.

4.6. Types of training programs arranged by IDLC Finance Ltd:



4.6.1. Foreign Training:

The training program is held in abroad. IDLC Finance organizes lot of foreign training for the high and mid level officials. these kinds of training by the foreign trainers mostly in Malaysia, Singapore, and Bangkok, USA. After the completion of the training program the trainees come back to home and they provide the training to the other employees.

4.6.2. Customized Training:

the program is organized when a lots of employees needs the same training based on the required need IDLC Finance training team goes for the training center to host the program. This type of program adds value to participants & company as such cost effective too.

4.6.3. In House Training:

It means when the training held in the office premises for the employees. These types of training run by the trainer from IDLC Finance.

4.6.4. Public Programs:

It describes as the programs which are arranged by different local training institutions based on the TNA, IDLC nominates employees for the training programs.

4.6.5. Training and Development Methods:

-  Training software tools
-  Online & E-TNA
-  Obligatory training programs
-  Divers training programs
-  Optimized training programs

4.7IDLC Finance Ltd determined training program as a Investment not Expenses:

	No of programs	No of participants	Cost (In BDT)
2015	17	114	125,382
2016	19	154	447,443
2017	20	125	164,883

This table shows that this organization expenses money to its employee's training and they think that these expenses will be beneficiary for the employees' future growth. Though all this increasing expenses but another thing they keep believe that it is determining investment of crating efficient employees by developing various skills by training programs organized by the organization .So for future development of employees and generating more workforce adaptability they do not bother expending cost for the employee training and development programs.

4.8. Training and Evaluation form of IDLC Finance Ltd:

This training and evaluation form helps the training team to evaluate the proper training assessment according the need that they successful met after conducting the training programs.

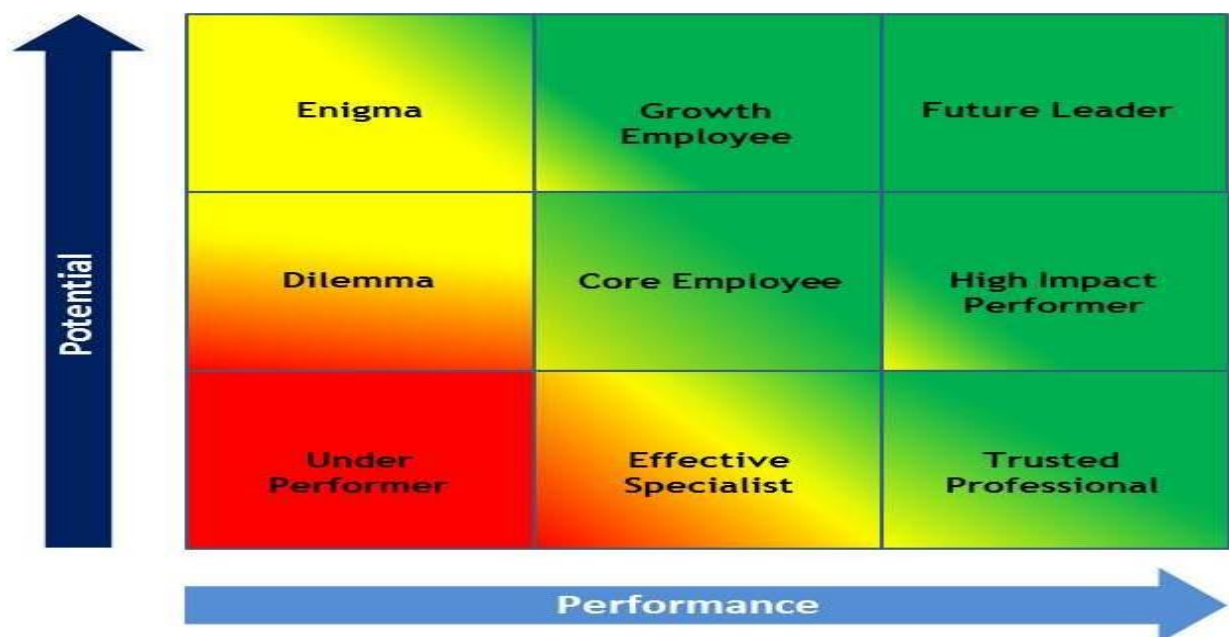
Name of the Employee	
Department	
General information	
Designation	
Title of the workshop	
Trainee Category	➤ Local ➤ Foreign ➤ Customized
Q) Will all the training programs meet the need of the employees required for? ➤ Yes ➤ No	
Q) Training materials are sufficient for the programs? ➤ Yes ➤ No	

4.9. Performance Appraisal Management of IDLC Finance Ltd:

Performance appraisal is determined as the most important factor for any organization. It helps to determine the employees performance whether employee meet the goal according the targeted goal. It's mostly beneficial if is eventuated as a proper way. IDLC Finance Ltd is also using new type of evaluation method which is known as **9Box theory Method**. Formerly they had been using **360Degree evaluation** tools for performance appraisal but

from **July 2017** they have been successfully adapt this new method of performance evaluation tools.

9Box Evaluation Tools is most commonly used evaluation tools. It seems very effective tools from other evaluation tools. Organization mostly preferred using these tools because they think that it's a tools from where employees know how efficient to meet the target according there capacity level of effort. In this tools employee have to set their annual target by their own, submitting and filling up the criteria of job nature and targeted goal. Evaluation is determined according to KPI basis.



IDLC Finance Ltd maintains strong HR culture. As a local organization it's holding top position in financial market. They need to fill the entire target to meet the goal. HR plays an important role to fix it out. Performance evaluation of employees must more emphasize to meet the goal. So the organization using 9Box Evaluation tools for proper evaluation of employees. This tool is very updated and effective for evaluation of performance.

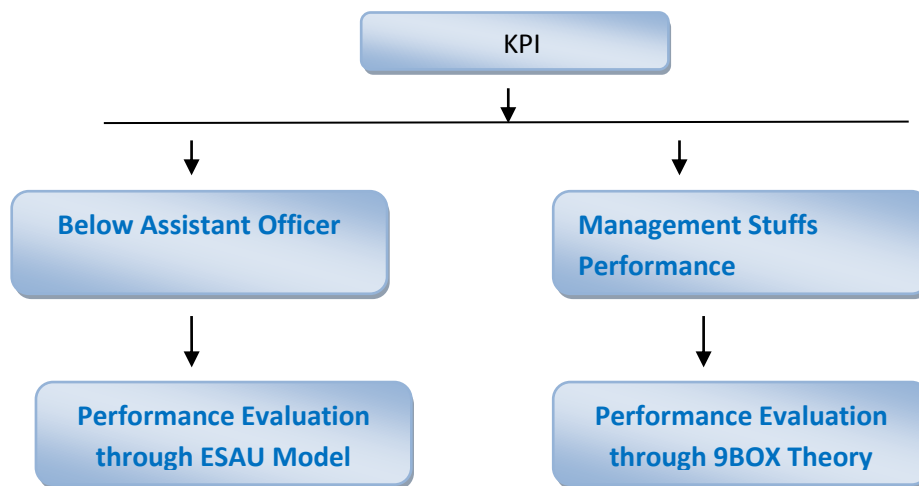
4.9.1Promotion of Employees:

Promotion opportunity of the employees of IDLC Finance ltd is determined by analyzing the KPI; if it's fully met with the target and perforce is fully scored then general employees get promotion annually.

But business department employees got promoted according their fulfillment of sales target. They are evaluated through a model namely ESAU model. Employees got promotion quarterly or semi quarterly of fulfillment of sales target.

- ESAU = Excellent, Satisfactory, Average, Unsatisfactory

Promotion of the employees has been decided considering these two factors of the employee's performance criteria and work design of the departments. As it is showing below



Employee Promotion Policy

4.9.2. Rewards acts as motivation for Employees:

IDLC Finance ltd always motivates its employees by providing performance bonus annually in the acknowledgments of individual contribution, hardworking and dedication to work. "Spot Award" is an appreciation for the employees who are self inspired to take new challenges and contributed to different work apart from their regular activities. Its employees

are specially rewarded by the management's team for their outstanding performances. Behavioral factors can be determined while evaluation of performance of employees.

Behavioral factors of marking = 05 % of overall performance, 95% of behavior and attitudes of the overall employees.

4.10. Compensation and Benefits Packages of IDLC Finance Ltd:

The organization has its own compensation policy and has a specific committee to set it as regarding as HR laws. This committee worked for developing and administering fair and transparent process to establish a strong HR policy and fair practices of beneficiary packages overall the company. Ensuring equal rights and creating opportunity is the main objective of the committee by

- Proper recruitment
- Ensure the employees merit, quality and competency
- Identify the performance gap
- Develop proper training programs
- Implement performance appraisal and promote employees according to the performance.

4.10.1. Policies and Benefits for Employees:

- Personal loans, home & car loans.
- Life Insurance, Hospitalization Schemes.
- Educational support Schemes
- Leave privileged
- Mobile phone allowance.
- Transportation support schemes
- Gift hampers for employees new born babies
- Employees birthday celebrations together annually
- Employee gratuity
- Employee welfare fund
- Outstanding allowance etc.

4.11. Workplace and Employee Relationships of IDLC Finance

LTD:

4.11.1. Ensuring healthy work place for every Employee:

IDLC Finance Ltd always tries to maintain healthy workplace environment for employees. There employees are the key assets for the organization as earlier they mentioned that they considered as the humans are core power of the organization. They are always using the safe instrument and trying to use the day light for internal organizational lightening. Work place is always net and clean every day. There training programs are also safe for employees. They have employee health insurance policy, holistic medical security, and monthly health checkup arrange annually a fire training programs etc.

4.11.2. Creating Equal Opportunity and Rights:

It committed to create equals opportunity for all employees by maintain fair rights to all scale. The workplace is free from gender bias, religious factors, age, race etc. Insuring equal rights by proper facilities by HR and company policies are mostly emphasis by the organization.

4.11.3. Internal Communication Process:

Communication is the way by every organization transfers their overall information. It's a very important to have strong internal communication channel to achieve the success. In IDLC Finance they have build strong internal commutation channel. They probable use various link and personal server based device to communicate on branch to another.

Most of the employees get connected through phone and email. Most of the meeting holds by video conference all over the branch. Meeting has been held every necessary time whenever they need for it or if any new idea or new issues need to introduce to all employees. By this way all over the employees in IDLC Finance ltd top to line manager create a internal communication network and communicate each other and that made them success in market.

4.11.4. Work Life Balance:

Employees working in this organization can maintain their work and personal life equally because IDLC Finance creating this opportunity for them. Employees are enjoying the flexible working environment as by minting the work and personal life balance. People who working here getting this benefits and enjoying their personal life as well. So this can create a distinctive image in front of all employees as a positive way.

4.11.5. IDLC Finance Ladies Forum:

IDLC Finance has ladies forum for all its female employees to get connected to each other. Every year in the last of the month this forum organized programs for female employees. In these programs they discuss the proper rights, problems, current issues, solving solutions and new challenges may come to them and many other issues of the organization. This forum organizes also cultural fest, games, motivational speeches and lunch for participated employees.

4.11.6. Ethical Standards:

Ethical code of conduct is the key success point for this organization. These rules must be followed by each and every employees of the organization. IDLC Finance encourages its employees to ensure the ethical code of conduct and fulfill the responsibility towards the society. They have a social forum name '**Khushir Khower**' this forum has been created and, maintained to create a fund for social activities like if any project like people who are seeking for financial help or other problems , so all the employees participate there and contribute money for helping these people. This is kind of maintaining ethical code of conduct and doing something for the society. They are not doing something that is harmful for the society rather than helping the society by providing various types of loans, funds and financial related advices.

Chapter: 05

Findings

&

Analysis

5. Findings and Analysis

IDLC Finance Ltd is leading financial organization in Bangladeshi marketplace to compete.

There are every few things that I have found working with them. They are:

- As working of IDLC Finance Ltd I haven't found any critical issues regarding their working environment as because they are following and ensuring the best way to maintained it.
- But one thing must to say that there HR chain of command is very much critical and very much time consuming to get and replace any order to implement. They must work on for it tries to reduce process criticalities.
- They are maintaining a very complex IT system for their daily activities.
- One thing noticeable that some of the employees are not aware of how to apply for leave system. This is one of the problems that need to be solved by providing proper education on it.
- Chain of command of the organization is much more critical to communicate. Better to make it little bit easy and flexible considering top to lower management.
- Sometimes employee profile image is not showing in their ID, it must be improved immediate basis.
- Contemporary organizational behavior is very critical issue to describe properly. Behavior cannot measure and there are not such any tools to measure it. In the organization they mostly emphasis on behavioral issues and the irinternal working environment mostly based on that.
- Sometimes the organization ignores external issues coming from outsides that can create harm for them.
- According to the analysis it's a matter of notice that there training programs are allowed for only specific level. They should manage more training and development programs for level of category employees.

Chapter: 06

Recommendations

06. Recommendation

As the name of IDLC Finance Ltd we found it as a very strong position in the marketplace. Competitors are updating their little mistakes as they can beat and achieve the higher position on financial market. I haven't found many things to recommend the organization but there are little things that they should improve as early as possible they are:

- IDLC Finance Ltd should maintain flexible chain of command as its create a lots of problem to communicate top to lower level management.
- There HR policies are more complex to implement easily, so they should make it little bit easier for their decision making purposes.
- Though it's totally IT based organization they need more development on their software which are very essential for working.
- Most of the time they are trying to recruit in house employees but they should more recruit employees from outside as create more talent and multicultural employees.
- They should provide more training to all employees about the new system of performance appraisal tools as they recently adopt.
- They should arrange more investment related campaign to attract more clients and publicity the services that they are providing for its clients.
- There internal political matters should be ignored because corporate politics sometimes create complex situation for hampering their corporate culture.
- They should go for more corporate social activities as it will help them to achieve the social recognition from the society.
- HRD should introduce management soft ware to record and update all the attendance and leave database of all level of employees.
- Construct a higher level of monitoring system in different department so that management can easily monitor of all departments at a time.
- They must arrange corporate cultural training programs yearly so that they can educate their employees if there any changes needed or occurred as it implemented
- HR team create a meetings , seminars , department consulting facilities so that they can analyze the core changes needed to their personnel's , new efficiency , development as require as their next target to meet .

Chapter: 07

Conclusion

07. Conclusion

In non financial market IDLC Finance Ltd is holding a top position now days. Lots of similar organization are there but none of them can cross of them because they are maintained a proper way of working , following business instruction , ethical code of conduct and their contemporary organizational behavioral practices that made them best and market leader from all the non financial institute of Bangladesh. Success not comes to an easy way but hard working can bring it and make it easy. Proper corporate strategy, business plan, manpower reinforcement, challenging capability, proper business growth, socio cultural activities paves the way easier to achieving the target. Finally IDLC Finance Ltd itself create a brand name to its customers because of the relentless products and services they are providing its clients as the way that nobody could do this as like them. As clients are satisfied, the company can build them self topper non financial institution in national marketplace

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