



Daffodil
International
University

Internship Report
on
Human Resource Management System
of Holiday Inn Dhaka City Centre



Date of Submission: 19 October, 2024



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Internship Report
on
Human Resource Management System of Holiday Inn Dhaka
City Centre

Prepared for

Mr. Mahbub Parvez

Associate Professor

Department of Tourism and Hospitality Management

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ID: 0242310004083018

Major in HRM

Program: MBA

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Date of Submission: 19 October, 2024

Letter of Transmittal

Date: 19 October, 2024

Mr. Mahbub Parvez

Associate Professor

Department of Tourism and Hospitality Management

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my internship report on the **“Human Resource Management System of Holiday Inn Dhaka City Centre”**. This report reflects the knowledge and insights I gained during my internship at the Holiday Inn Dhaka City Centre.

I am grateful to everyone who provided valuable information and advice throughout this process. I would appreciate it if you could review the report thoroughly, and I am more than willing to address any questions or concerns you may have about the assignment.

I have made every effort to ensure the report is comprehensive and accurate. Should you need any clarification or further assistance with the report, please do not hesitate to contact me.

Sincerely,



.....
(Linda Parara)

ID: 0242310004083018

Program: MBA

Major in HRM

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Student's Declaration

I declare that the internship report titled “**Human Resource Management System of Holiday Inn Dhaka City Centre**” represents the results of my independent research, conducted under the supervision of Mr. Mahbub Parvez, Associate Professor Department of Tourism and Hospitality Management, Faculty of Business & Entrepreneurship at Daffodil International University, Bangladesh.

I further affirm that this work is original and has not been submitted by any other student for the completion of an MBA or any other degree.



.....
(Linda Parara)

ID: 0242310004083018

Program: MBA

Major in HRM

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Certificate of Approval

This is to certify that **Linda Parara**, ID-0242310004083018, pursuing an MBA with a major in HRM at Daffodil International University, has completed her internship report “**Human Resource Management System of Holiday Inn Dhaka City Centre**” under my supervision. The data and findings presented in this report appear to be accurate and reliable. Therefore, the report is approved for presentation in the internship defense.

I extend my best wishes to her for continued success in her future endeavors.



.....
Mahbub Parvez

Associate Professor

Department of Tourism and Hospitality Management

Faculty of Business & Entrepreneurship

Daffodil International University

Acknowledgement

The successful completion of this report is the result of the support and contributions from many individuals to whom I am deeply grateful. I would like to take this opportunity to extend my heartfelt thanks to everyone who assisted me in preparing this report on “**Human Resource Management System of Holiday Inn Dhaka City Centre**”.

First and foremost, I am profoundly grateful to Almighty God, my Creator and Sustainer, to whom we all ultimately return.

I wish to express my sincere gratitude and respect to **Mr. Mahbub Parvez**, Associate Professor Department of Tourism and Hospitality Management, Faculty of Business & Entrepreneurship at Daffodil International University for his invaluable supervision and guidance throughout the preparation of this internship report. His insights and direction were crucial in shaping the report to its present form.

I would also like to extend my thanks to my supervisor, **Mr. Md. Tazrul Islam**, Manager (Human Resources), and **Md. Rakibul Hassan**, Assistant Manager (Human Resources), who provided me with numerous opportunities to gain practical knowledge in Front Office operations and offered essential training and guidance in human resource management.

Lastly, I am deeply appreciative of my parents, family members, faculty members at Daffodil International University, friends, seniors, juniors and all other hotel associates who provided valuable advice, suggestions, inspiration, and support throughout the completion of this report.

Executive Summary

During my internship program, an opportunity was provided to work at one of the top-performing hotels in Bangladesh. The placement was in the HR department of Holiday Inn Dhaka City Centre. This experience offered insights into the practical workings of HR activities, particularly in the Recruitment and Selection processes at the hotel. The report aims to illustrate the practical application of HR activities at Holiday Inn Dhaka City Centre.

The report is based on a three-month internship at Holiday Inn Dhaka City Centre designed to bridge theoretical knowledge with real-life experience. It provides a detailed overview of the activities and operational strategies of Holiday Inn Dhaka City Centre with a particular focus on human resource management practices.

Both primary and secondary data were used for the study. Secondary sources, such as annual reports, published reports, and the Holiday Inn Dhaka City Centre were utilized for the organizational information. Primary data was collected through interviews and discussions for developing a general understanding of HRM in the hotel sector. The report includes a theoretical analysis of human resource practices and an overview of the intern's roles and responsibilities. The report concludes with findings, recommendations, and references.

This report aims to present a comprehensive view of the corporate human resource practices at Holiday Inn Dhaka City Centre.

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Chapter-1

Introduction

1.1 Introduction

Holiday Inn Dhaka City Centre is renowned as one of the premier 5-star boutique hotel in Bangladesh. This report is based on the experience gained while working in the Human Resource Department of this esteemed hotel.

The Human Resource Department is crucial to any organization, often considered its heartbeat, with the primary goal of ensuring that the company maximizes the potential of its personnel. The report, titled “Human Resource Management System of Holiday Inn Dhaka City Centre” has been prepared to fulfill part of the requirements for an MBA degree.

The focus of this report is on the human resource management practices at Holiday Inn Dhaka City Centre. It details the overall responsibilities and tasks undertaken by the HR staff, as well as the specific duties performed during a three-month internship in the Human Resource Department. The insights and knowledge presented in this report are drawn from the practical experience gained while working at the hotel.

1.2 Background of the Study

The purpose of this report is to highlight the human resource management system at Holiday Inn Dhaka City Centre. It provides an overview of the roles and responsibilities within the HR department, reflecting the practical experience gained during a three-month internship.

As an MBA student majoring in Human Resource Management, I sought an internship in HR to enhance my practical knowledge. The requirement for an MBA degree to complete an internship relevant to the major is a valuable initiative by Daffodil International University, enabling students to apply theoretical concepts in real-world scenarios.

For this internship, I chose Holiday Inn Dhaka City Centre 5-star hotel, believing it would offer significant practical experience beneficial for my career development. During the internship, I was assigned the role of providing administrative support to the HR department under the guidance of the HR manager, with a focus on human resource management practices.

Thus, the topic of this report, “The Human Resource Management Practices of Holiday Inn Dhaka City Centre” was selected to reflect the insights and experiences acquired through this internship.

1.3 Origin of the Study

This internship report is a requirement for all students of Daffodil International University who have completed the necessary course credits. To fulfill the MBA degree requirements, every student must complete an internship with a reputable organization. This hands-on experience is designed to enhance students' understanding of real-world job environments.

After completing the internship program, each student is required to adhere to a schedule with a university supervisor to prepare an internship report. This report is intended to cover all relevant topics pertaining to the specific organization where the internship was conducted.

1.4 Scope of the Study

The scope of this study is confined to examining the impact of employee benefits on the performance of employees at Holiday Inn Dhaka City Centre. The research will utilize both primary data from the hotel and secondary sources to gather essential information.

1.5 Objectives of the Study

Main objective of the report is to identify and analyze the human resource management system of Holiday Inn Dhaka City Centre which include the following objectives:

- 1) To identify the recruitment and selection practices of Holiday Inn Dhaka City Centre.
- 2) To evaluate training and development methods of Holiday Inn.
- 3) To analyze the performance management of Holiday Inn.
- 4) To find out the compensation management policy.
- 5) To identify the problems regarding overall human resource management practices of Holiday Inn Dhaka City Centre.
- 6) To provide some suggestions on the basis of problems that are identified.

1.6 Methodology of the Study

This report is based on a combination of my hands-on experience, a survey conducted among customers to gather their perspectives, interviews with several employees, and data from both internal and external sources.

i. Primary Sources:

- Supervisor

- Employees
- Clients
- Internal reports

ii. Secondary Sources:

- Published Policy & Brochure
- Internet
- Article

iii. Method of Data Collection:

- Face to face conversation
- Desk job
- Discussions

iv. Data Analysis Technique

In the investigation, the information has been dissected through Microsoft Office Package®.

1.6 Limitations of the Study

During my internship, I encountered several issues that can be considered limitations of this report:

1. **Lack of Information:** The hotel's website did not provide sufficient information, which hindered my ability to compile comprehensive details for the report.
2. **Lack of Support:** As Holiday Inn Dhaka City Centre is a large boutique hotel, the Human Resource Manager and Assistant HR Manager were often occupied with their busy schedules. Consequently, I had to rely on information from other associates and trainees.

Chapter-2

Company Profile

2.1 About Holiday Inn

Holiday Inn is a hotel chain based in Atlanta, Georgia, and is a brand under IHG Hotels & Resorts. Founded in 1952 by Kemmons Wilson (1913–2003), the first Holiday Inn was established in Memphis, Tennessee. The chain was previously a division of Bass Brewery from 1988 to 2000, followed by Six Continents from 2000 to 2003, and has been part of IHG Hotels & Resorts since 2003. Holiday Inn operates under several brands, including Holiday Inn, Holiday Inn Express, Holiday Inn Club Vacations, and Holiday Inn Resorts. As of 2018, the chain boasts over 1,100 locations worldwide.

2.2 History of Holiday Inn

Kemmons Wilson, a Memphis, Tennessee resident, was inspired to establish a motel after a disappointing experience with roadside accommodations during a family road trip to Washington, D.C. The name "Holiday Inn" was coined by Wilson's architect, Eddie Bluestein, as a playful reference to the 1942 musical film *Holiday Inn*. The first Holiday Inn, originally called "Holiday Inn Hotel Courts," opened in August 1952 at 4941 Summer Avenue in Memphis, then a major highway (U.S. Hwy. 64/70/79) to Nashville. This location was demolished in 1994.

Wilson partnered with Wallace E. Johnson to expand the motel chain, with additional Holiday Inns established along major routes entering Memphis. By 1953, three new Holiday Inns were built on U.S. 51 South, Highway 51 North, and U.S. 61.

The chain grew rapidly, with 30 Holiday Inns by 1957. Wilson began marketing the chain as "Holiday Inn of America," and the number of locations surged to 50 by 1958, 100 by 1959, 500 by 1964, and 1,000 by 1968. Early franchising included locations managed by the Albert Pick corporation of Chicago. However, conflicts arose when Albert Pick franchisees began directing customers to other Albert Pick hotels. In response, Holiday Inn enacted a rule prohibiting franchisees from owning other hotel brands, leading to the departure of Albert Pick-franchised locations by the late 1950s. This rule was challenged and overturned in 1973 when the United States District Court ruled it violated anti-monopoly laws.

In 1965, Holiday Inn introduced Holidex, a centralized reservation system allowing guests to book stays at any Holiday Inn location via teleprinter. The chain also launched a call Centre following the introduction of AT&T's 800 toll-free number service in 1967. In 1970, Holiday Inn opened its first campground, Trav-L-Park, in Angola, Indiana.

Promoted as "The Nation's Innkeeper," Holiday Inn exerted significant financial pressure on traditional motels and hotels, setting a benchmark for competitors like Ramada Inn, Quality Inn, Howard Johnson's, and Best Western. By June 1972, with over 1,400 locations worldwide, Wilson appeared on the cover of Time magazine, and the franchise adopted the motto "The World's Innkeeper."

In 1963, Holiday Inn entered a long-term agreement with Gulf Oil, allowing Gulf credit cards for food and lodging charges at Holiday Inn locations in the U.S. and Canada. In return, Gulf built service stations on many Holiday Inn properties, particularly along major highways. This arrangement was emulated by other chains and oil companies but ended around 1982 following the 1973 oil crisis.

In 1971, Holiday Inn established the Holiday Inn University and Conference Centre in Olive Branch, Mississippi, a training hotel for new employees. In 1973, the company also constructed the Olive Branch Airport as a base for its corporate aircraft.

The company later diversified into various ventures, including Medi-Centre nursing homes, Continental Trailways, Delta Queen, and Show-Biz, Inc., a television production company specializing in syndicated country music shows. Wilson also developed Orange Lake Resort and Country Club near Orlando and a chain called Wilson World Hotels. The company sold Trailways in 1979. As of 2014, Wilson's family continues to operate hotels under the Kemmons Wilson Companies of Memphis.

2.3 Holiday Inn Dhaka City Centre

Holiday Inn Dhaka City Centre is a prominent 5-star hotel located in the heart of Dhaka, Bangladesh. Renowned for its modern amenities and strategic location, the hotel caters to both business and leisure travelers seeking comfort and convenience.

- **Location:** Situated in the bustling central business district of Dhaka, the hotel offers easy access to major corporate offices, shopping areas, and local attractions.
- **Accommodation:** The hotel provides a range of well-appointed rooms and suites designed to meet the needs of various travelers. Each room is equipped with modern amenities including high-speed internet, flat-screen TVs, and comfortable bedding.
- **Dining:** Guests can enjoy a variety of dining options within the hotel, including international cuisine and local specialties, served in its on-site restaurants and bars.

- **Facilities:** Holiday Inn Dhaka City Centre features a range of facilities such as a fitness Centre, business Centre, meeting rooms, and event spaces, making it suitable for both corporate and social gatherings.
- **Service:** The hotel is known for its high standards of service, with a dedicated staff committed to providing a welcoming and efficient experience for all guests.
- **Accessibility:** Its central location allows for convenient access to major transportation hubs and business districts, enhancing its appeal to business travelers.

Overall, Holiday Inn Dhaka City Centre stands out for its blend of contemporary comfort, strategic location, and exceptional service, making it a preferred choice for travelers visiting Dhaka.

2.4 Brands

Holiday Inn currently operates hotels and resorts under several distinct brands:

- **Holiday Inn:** This is the most recognizable brand within the chain, featuring two main types: high-rise, full-service plaza hotels and low-rise, full-service hotels. The high-rise properties, often characterized by their round, central-core construction from the 1970s, offer amenities such as restaurants, pools, room service, exercise rooms, and comfortable rooms.
- **Holiday Inn Hotel & Suites:** These properties provide all the amenities of a regular Holiday Inn, but with a mix of standard rooms and suites.
- **Holiday Inn Resort (formerly Holiday Inn Sunspree Resort until 2007):** This brand offers the amenities of a full-service Holiday Inn with a focus on leisure and tourism. Although marketed under the "resort" name, it is essentially a branding extension rather than a separate brand.
- **Holiday Inn Select:** This upper-range, full-service brand catered primarily to business travelers and was often located near international airports. However, as of 2006, the Holiday Inn Select brand began to be phased out, with many properties transitioning to Crowne Plaza or standard Holiday Inn hotels. Some locations remained as Holiday Inn Select as of 2014.
- **Holiday Inn Club Vacations:** These resorts, located exclusively in the U.S., are designed for families and feature villas and suites. They operate on a flexible timeshare basis, offering vacation ownership opportunities.

- **Holiday Inn Garden Court:** Found only in Europe and South Africa, these properties are designed to reflect the local culture and offer a regional touch.
- **Holiday Inn Express:** Initially focused on providing economy and limited service, Holiday Inn Express properties now include many amenities found in higher-end Holiday Inn brands, such as restaurants, bars, conference rooms, and fitness Centres with swimming pools. Traditionally located in suburbs and along highways, Holiday Inn Express properties often offer a hot breakfast option, distinguishing them from the more urban-focused Holiday Inn locations.

2.5 Facilities, Services and Amenities of Holiday Inn Dhaka City Centre

i. Business Services

- ✓ Currency Exchange
- ✓ Copy/Faxing Services

ii. Guest Services

- ✓ 24-hour Grand Executive Lobby Reception
- ✓ On-site Multi-Cuisine Restaurant
- ✓ Movie Theater, Game Centre, Fishing & Boating Facilities
- ✓ Banquet and Wedding Hall
- ✓ Conference and Meeting Hall
- ✓ Laundry Services
- ✓ Airport Pickup and Drop-Off
- ✓ 24/7 Security with CCTV Surveillance
- ✓ Fire and Earthquake Safety Measures
- ✓ 24/7 Power Backup with High-Quality Generators
- ✓ High-Speed Elevators from Reputable Brands
- ✓ Room Upgrades Based on Availability
- ✓ Early Check-In and Late Check-Out Based on Availability
- ✓ Complimentary Airline, Bus, and Launch Ticketing Services
- ✓ On-Call Doctor Available

iii. Complimentary Facilities

- ✓ Complimentary Welcome Drinks
- ✓ International or European Buffet Breakfast
- ✓ Daily Replenished Mineral Water in Room
- ✓ Tea and Coffee Making Facilities in Room
- ✓ 24/7 In-Room Wi-Fi
- ✓ 24/7 Public Area Wi-Fi
- ✓ IP Telephone in Room
- ✓ Safety Locker Facilities at Front Desk
- ✓ Fitness Centre & Spa (Under Development)
- ✓ Credit Card Facilities (Accepted from Any Country)

iv. Transport Service

- ✓ On-Site Car Parking
- ✓ Limited Airport Pick-Up and Drop-Off

v. Room Facilities

- ✓ Complimentary Self- and Valet Parking
- ✓ Limousine Service
- ✓ Terrace Garden Room
- ✓ Outdoor Rooftop Garden
- ✓ Hot Water Available Throughout the Hotel
- ✓ Android Smart LED TV with HD Set-Top Box
- ✓ Enclosed Rainfall Shower
- ✓ Luxurious In-Room Shower Amenities

vi. Check-In / Check-Out Times

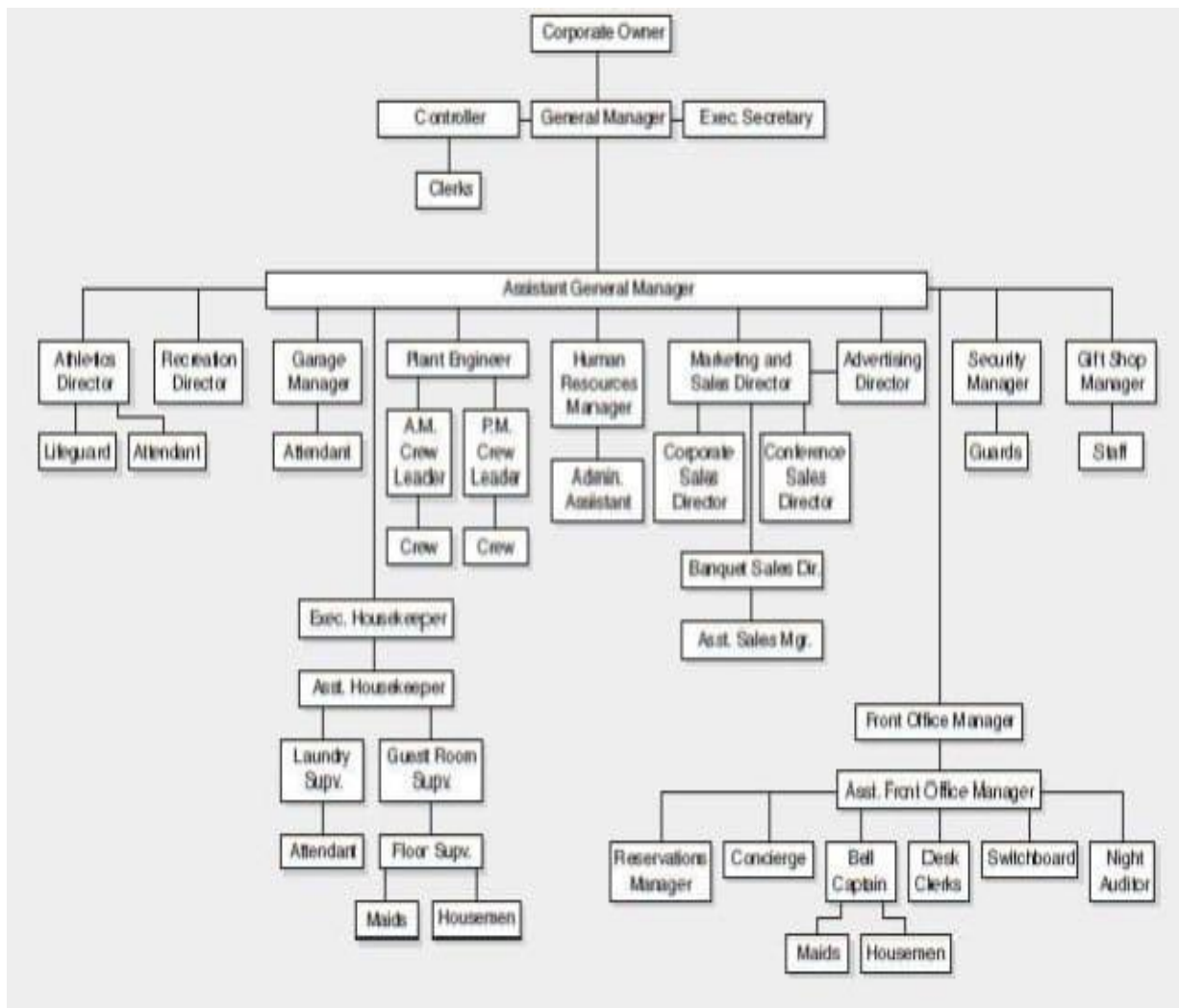
- ✓ Check-In: 02:30 PM
- ✓ Check-Out: 12:30 PM
- ✓ Late Check-Out: Available Based on Occupancy
- ✓ Early Check-In: Possible if Rooms Are Vacant
- ✓ Half-Day Late Check-Out: 12:00 PM - 08:00 P

- ✓ Full-Day Late Check-Out: After 08:00 PM

vii. Meeting Rooms and Facilities at Holiday Inn Dhaka City Centre

- Meeting Room: 965 sqft, Capacity 42-52
- Banquet Hall: 2930 sqft, Capacity 225-240
- Movie Theater: 485 sqft, Seats 22
- Game Centre: 472 sqft, Accommodates 10 People at a Time

2.6 Organogram of Holiday Inn Dhaka City Centre



Chapter-3

Human Resource Management System

3.1 Definition of Human Resource Management

Human Resource Management (HRM) encompasses the theory, policies, procedures, and practices related to managing people within an organization. It serves as the organization's staffing function, including activities such as human resources planning, recruitment, selection, orientation, training, performance appraisal, remuneration, and safety.

HRM involves establishing a formal structure within an organization to ensure the effective and efficient utilization of human resources to meet organizational goals. It consists of a series of interconnected policies, procedures, and programs designed to attract, socialize, motivate, maintain, and retain employees. HRM is integral to every managerial role, with each manager contributing to these essential human resource management activities.

Human Resource Management comprises of the following aspects:



3.2 Definition of Selection

The process of selecting the most suitable candidate for an open position within a company is known as selection. Essentially, selection involves interviewing and evaluating candidates for a specific role before choosing the best fit for the job.

The selection process generally consists of the following eight steps:



3.3 Definition of Training

The purpose of training is to unlock and enhance an employee's potential by providing the knowledge, skills, and abilities necessary to perform essential tasks effectively. Training is a structured activity aimed at changing attitudes and behaviors. It is an ongoing and interactive process, as learning never truly ends and individuals continuously encounter new technologies and methods.

Training equips employees with the necessary skills and prepares them for real-life work situations, enabling them to complete their tasks proficiently. It involves developing both manual and cognitive abilities through instruction, practice, and discipline.

As Edwin B. Flippo defines it, training is the process of enhancing an employee's knowledge and skills to enable them to perform their job effectively.

3.4 Definition of Development

Employee development focuses on enhancing current skills and abilities while also fostering new ones to help the organization achieve its objectives. As defined by Griffen, development involves equipping managers and professionals with the skills required for both their current roles and future positions.

Common methods of employee development include:

- Job Rotations
- Coaching and Mentoring
- Workshops, Committees, and Working Groups
- On-the-Job Training
- 360-Degree Performance Reviews

3.5 Rewards & Control System

Reward and control systems are meticulously designed to encourage behaviors deemed essential for market success. Employees who fail to align with the organization's cultural and behavioral norms receive clear warnings to either adapt to the company's values or consider leaving, due to a mismatch between their personal principles and the organization's standards.

3.6 Responsibilities of HR Department at Holiday Inn Dhaka City Centre

The Human Resource Department at Holiday Inn Dhaka City Centre is responsible for managing various HR-related operations. Each organization has specific activities handled by different departments, and the HR Department oversees the following tasks:

- Recruiting employees according to the Monthly Management Review (MMR).
- Preparing, maintaining, and updating employees' personal information.
- Issuing appointment letters and ID cards in a timely manner.
- Ensuring that newly hired staff open a bank account.
- Entering employee information into the software system.
- Collecting and managing miss punch data within the specified timeframe.
- Overseeing leave management for the unit.
- Handling all tasks related to monthly salary processing at the head office.
- Processing any unpaid wages.
- Organizing orientation and training programs for new hires.
- Planning and coordinating birthday celebrations.
- Preparing final settlements for departing employees.
- Accepting and processing resignations.
- Conducting exit interviews.
- Sending farewell letters to departing employees.

- Managing the maternity leave process.
- Performing other duties as assigned by the authority.

3.7 Recruitment & Selection Process of Holiday Inn Dhaka City Centre

Meaning of Recruitment

Recruitment is a critical process for any organization, as having skilled and capable people on a team provides a significant competitive edge. Hiring the right individual for a role can greatly enhance the performance and productivity of the team as a whole. Conversely, selecting the wrong person can lead to decreased performance, increased operating costs, diminished morale, and higher turnover rates among staff.

Essentially, recruitment is the process of identifying and hiring the most qualified candidate for a job opening in a timely and cost-effective manner. Organizations continuously need to recruit new employees to fill vacancies caused by departures or promotions, to acquire new skills, and to support organizational growth. Recruitment becomes even more crucial during periods of low unemployment and strong economic growth, as companies compete to attract the talent they need to thrive.

Effective recruitment follows HR planning and is closely linked with the selection process, which involves evaluating candidates for various positions. Without proper planning, organizations risk hiring the wrong number or type of employees. Edwin B. Flippo defines recruitment as the process of searching for potential candidates and encouraging them to apply for employment within the organization.

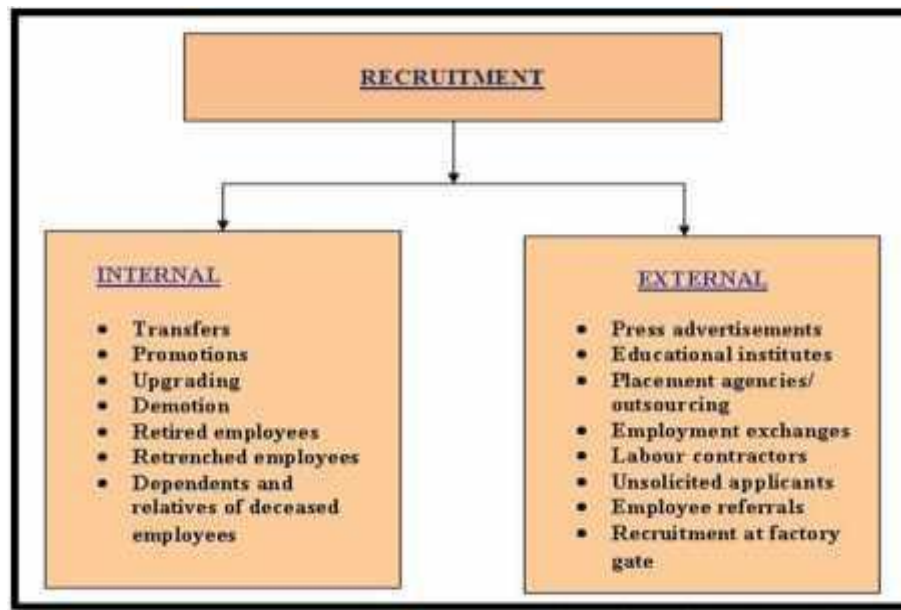
Aim of Recruitment

The aim of recruitment is to attract a pool of suitably experienced and qualified candidates for a job opening.

Objectives of Recruitment Policy

The objectives of a recruitment policy are to ensure that the right candidates with the appropriate skills are hired while adhering to best practices and legal requirements. The success of the recruitment process relies on the effectiveness of each stage.

Types of Recruitment



Recruitment can be categorized into two main types:

1. Internal Recruitment

- Definition: Filling job vacancies with existing employees from within the organization. This includes promotions, transfers, and internal job postings.

- Benefits: Enhances employee morale, reduces hiring costs, and accelerates the onboarding process as internal candidates are already familiar with the organization.

2. External Recruitment

- Definition: Sourcing candidates from outside the organization to fill job vacancies. This can involve job advertisements, recruitment agencies, and online job platforms.

- Benefits: Brings in new skills and perspectives, which can be vital for innovation and addressing skill gaps not available internally.

Recruitment and Selection Process of Holiday Inn Dhaka City Centre

i. **Vacancy Creation:** At Holiday Inn Dhaka City Centre, vacancies can be created in the following four ways:

1. **Resignation:** When an employee resigns, the position becomes vacant and needs to be filled to continue operations.

2. **Disciplinary Action:** Vacancies may arise when an employee is terminated or dismissed from their position.
 3. **End of Contract:** A vacancy is created when an employee's contract ends, unless the contract is renewed by the authority.
 4. **New Vacancy:** New positions can be created for the betterment of the company, which are referred to as new vacancies.
- ii. **Employee Requisition:** Once a vacancy is created, a requisition form must be completed. This form includes the job title and originates from the department where the vacancy has arisen. The process involves:
1. **Department Approval:** The requisition form is first approved by the relevant department.
 2. **HR Approval:** It is then submitted to the HR department for the HR Director's signature.
 3. **Finance Approval:** Next, it goes to the Finance Department for the Finance Director's signature.
 4. **General Manager Approval:** Finally, the form requires the General Manager's approval before recruiting a new employee.
- iii. **Advertisement:** There are two types of advertisements for filling a vacancy:
1. **Internal Advertisement:** This is for employees currently undergoing training in the relevant department.
 2. **External Advertisement:** Typically, vacancies are advertised through BdJobs.com, where candidates can submit their CVs.
- iv. **CV Shortlisting:** CVs received are shortlisted based on the Job Description (JD). Additional factors such as experience, age, and availability are also considered during the shortlisting process.
- v. **Candidate Calling:** Shortlisted candidates are invited to participate in the interview process.

vi. **Interview Process:**

1. **General Posts:** Candidates first undergo an interview with the Departmental Head, HR Head, and other officers. Successful candidates are then invited for a final interview with the General Manager of Holiday Inn Dhaka City Centre.
2. **Technical Posts:** Candidates for technical positions must first pass a written test and a computer test. Following these tests, an interview board is convened to conduct the final interviews.

Holiday Inn Dhaka City Centre predominantly employs local Bangladeshi staff, with a few international professionals in senior positions. Consequently, the resort adheres to both local and international standards and regulations for managing white-collar and blue-collar employees.

To attract white-collar workers, Holiday Inn Dhaka City Centre posts job advertisements on bd.jobs. The selection process involves department heads and the HR Head conducting interviews to choose the best candidates. The focus is on evaluating attitudes, potential contributions to the resort, communication skills, and proficiency in English, both written and spoken. Relevant job experience is required for some positions. For top-level positions, interviews are conducted by the Group of Directors.

For instance, Holiday Inn Dhaka City Centre recently hired a Russian chef with extensive experience in the global hospitality industry. In contrast, the resort advertises for blue-collar staff on Facebook and other social media platforms. The HR officer interviews these candidates, with a preference for those with prior work experience.

Due to Covid-19, Holiday Inn Dhaka City Centre experienced online recruitment for the first time, conducting a white-collar interview via Zoom. It has been observed that white-collar employees are often more interested in their job titles and overall perks, whereas blue-collar employees, particularly CEOs, are more focused on hourly pay.

Recruiting blue-collar employees is relatively straightforward, as they receive on-the-job training from their supervisors and do not necessarily need prior experience or skills. Positions such as housekeeping staff, cleaners, waiters, and servers fall into this category. However, roles like front office executives or guest service agents typically require at least two years of relevant experience.

3.8 Training and Development Process of Holiday Inn Dhaka City Centre

Training and Development

Training generally involves instructive or motivational activities designed to improve an individual's knowledge, skills, and performance. It refers to a structured effort by a company to enhance employees' job-related competencies, including knowledge, skills, and behaviors critical for effective work performance.

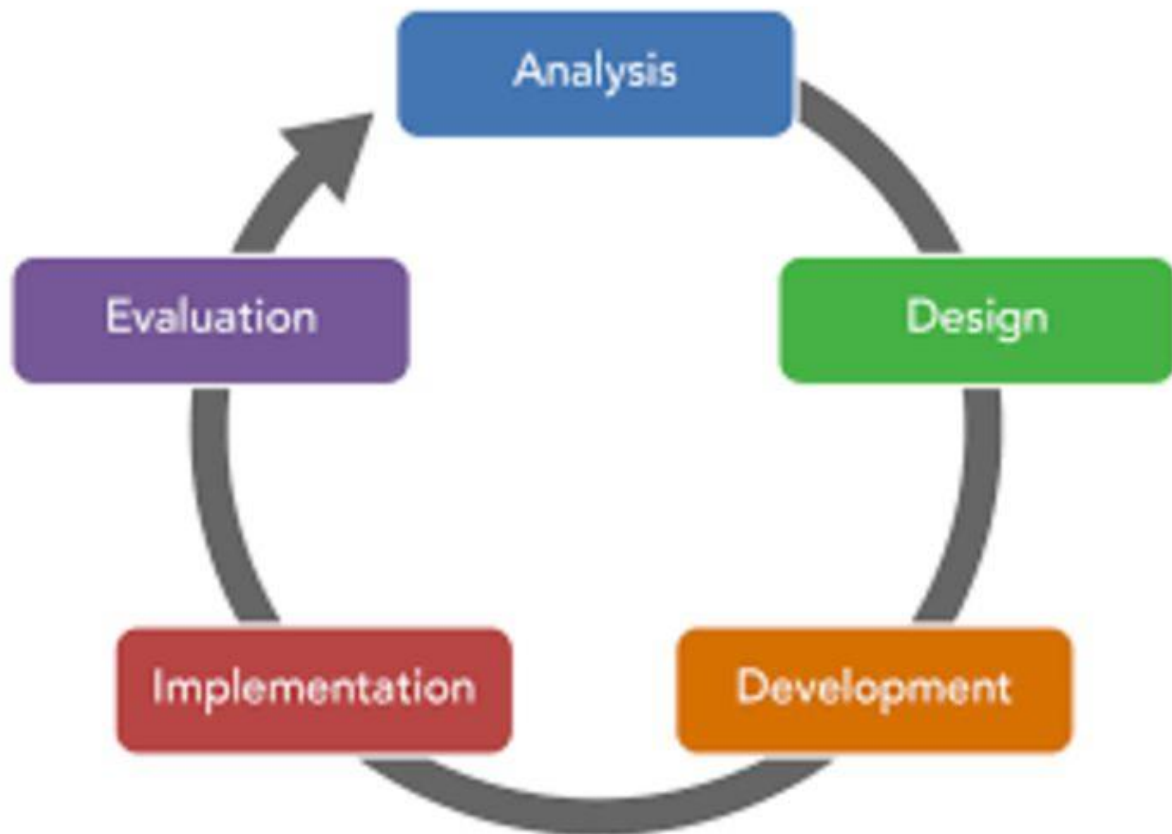
Development is a continuous process aimed at enhancing employees' skills, behaviors, attitudes, and abilities through ongoing learning and training. This process helps employees perform effectively and comfortably within an organization, fostering changes in behavior, attitude, and actions that align with organizational goals and measurable outcomes. According to Griffin, “Development refers to teaching managers and professionals the skills needed for both present and future jobs.”

Importance of Employee Training and Development

Employee training and development are crucial for addressing skills gaps and keeping up with industry changes. They help in:

- **Keeping Up with Industry Changes:** Ensuring employees are aware of the latest trends and technologies.
- **Addressing Skill Gaps:** Identifying and bridging weaknesses in employees' skill sets.
- **Maintaining Knowledge and Skills:** Ensuring that employees' skills remain current.
- **Advancing Employee Skills:** Enhancing employees' capabilities and competencies.
- **Providing Motivation:** Encouraging employees to learn and grow.
- **Increasing Job Satisfaction:** Improving overall work satisfaction and engagement.
- **Offering Internal Advancement Opportunities:** Preparing employees for promotion within the organization.
- **Attracting New Talent:** Creating an appealing environment for prospective employees.

The Five Steps of Training and Development



1. Needs Analysis: Identify specific job performance skills required, assess the current skills of potential trainees, and set measurable performance objectives based on identified deficiencies.

2. Instructional Design: Develop and compile the training program content, including workbooks and exercises, to address the identified needs.

3. Development: Test the training program with a small group to identify and resolve any issues before full implementation.

4. Implementation: Conduct the training program with the target group of employees, putting the plan into action.

5. Evaluation: Assess the effectiveness of the training program by evaluating its success and identifying areas for improvement.

Methods of Training

On-the-Job Training: This method involves employees gaining skills by working alongside experienced colleagues and receiving ongoing coaching and feedback. It allows employees to

learn practical, job-specific skills and understand how the company operates. For example, at Proficient Trading Limited, new employees are rotated through various departments as trainees to gain comprehensive knowledge of the organization.

Off-the-Job Training: This includes training conducted outside the regular work environment, such as classroom lectures, case studies, and workshops on new equipment. Proficient Trading Limited provides various off-the-job training opportunities to enhance employees' theoretical knowledge and support their smooth operation within the company.

Holiday Inn Dhaka City Centre offers a range of training programs that benefit both employees and the organization. Some of the key training programs include:

- 1) **Yes, I Can:** This mandatory training is required for all new employees. Upon completion, participants receive a "Yes I Can" certificate and a pin.
- 2) **Behavior Training:** This program educates employees about organizational behavior and the culture of Holiday Inn Dhaka City Centre.
- 3) **Information Security and Data Privacy Policy Awareness Training:** Employees learn about data safety, how to secure and maintain confidentiality, and the importance of protecting sensitive information, crucial for a multinational hotel chain like Holiday Inn.
- 4) **Orientation Training:** This session provides new hires with an overview of the hotel and its working environment to help them integrate smoothly.
- 5) **Living Responsible Business:** Employees gain a clear understanding of their responsibilities and how to perform their tasks effectively through this training.
- 6) **Training on Making It Right:** This training covers how to handle and resolve guest complaints or issues, focusing on corrective actions to ensure guest satisfaction.
- 7) **Training on Workplace Harassment:** This program addresses the company's zero-tolerance policy on harassment, emphasizing that any such behavior will result in strict consequences.

Training at Holiday Inn Dhaka City Centre several methods, including Technology-Based Learning, Simulators, On-the-Job Training, Coaching/Mentoring, and Instructor-Led Training. When the resort identifies employees in need of training, it organizes a training group to ensure effective development. For employees lacking experience in specific areas, the resort arranges

training sessions lasting up to one month, compensating them on a piecework basis to expedite their production readiness.

To enhance employee performance, Holiday Inn Dhaka City Centre conducts monthly training programs. These programs are designed to help employees achieve optimal performance. The board of directors mandates these training sessions and closely monitors whether the HR department is delivering the required training effectively.

3.9 Performance Appraisal Methods at Holiday Inn Dhaka City Centre

Performance Appraisal

Performance appraisal is a systematic process for evaluating an employee's performance and commitment to an organization. It provides feedback to employees, helps justify salary increases and rewards, and supports decisions regarding promotions or terminations. While appraisals can be conducted at any time, they are typically performed annually, semi-annually, or quarterly.

At Holiday Inn Dhaka City Centre, performance appraisals are conducted in an organized manner, including:

- **Compensation Assessment:** Managers for Holiday Inn Dhaka City Centre evaluate employee performance relative to organizational goals and objectives to determine compensation levels.
- **Performance Improvement:** Managers identify areas for performance enhancement and guide employees toward better performance.

Objectives of Performance Appraisal at Holiday Inn Dhaka City Centre

The objectives of performance appraisal within the organization include:

- **Identifying Performance Gaps:** Determine discrepancies between actual and expected performance.
- **Strengthening Supervisor-Employee Relationships:** Enhance communication and understanding between supervisors and employees.
- **Recognizing Training and Development Needs:** Analyze individual strengths and weaknesses to identify training and development requirements.
- **Providing Feedback:** Offer employees feedback based on their past performance.

- **Determining Remuneration:** Evaluate performance to make decisions about salary structures, raises, and other compensation-related matters.
- **Assessing Potential:** Evaluate employees' potential for future development and advancement.

Performance Appraisal Tools and Techniques

Holiday Inn Dhaka City Centre uses various tools and techniques to ensure a comprehensive evaluation:

- Ranking Method:** Employees are ranked from best to worst based on their overall performance. This method helps identify top performers but can be challenging when many employees perform similarly.
- Graphical Rating Scale:** Employees' performance is rated on a Likert scale (e.g., excellent, good, average, fair, poor). This method is simple, cost-effective, and requires minimal training but may lack depth.
- Field Review Technique:** An external evaluator, often from the Human Resources department, assesses employees' performance. This technique is useful for administrative promotions and provides an unbiased perspective.
- Essay Evaluation:** Employees are evaluated based on a written narrative that details their qualities, strengths, weaknesses, and potential. This method is detailed but can be time-consuming and relies heavily on the evaluator's writing skills.
- Management by Objectives (MBO):** Managers and employees collaboratively set performance objectives, periodically review progress, and reward based on the achievement of these objectives. This method aligns employee goals with organizational objectives.
- Behaviorally Anchored Rating Scale (BARS):** This system combines quantitative and qualitative data by rating employees based on specific behavioral patterns and performance criteria. BARS integrates narratives, critical incidents, and numerical ratings to provide a comprehensive evaluation.

The HR department at Holiday Inn Dhaka City Centre implements a daily evaluation policy, assessing each employee's performance on a daily basis. They maintain detailed records of performance quality, including both positive and negative aspects, to facilitate promotion decisions and support the organization in upholding work standards and improving efficiency.

This policy applies to white-collar workers, while blue-collar employees are promoted based on their skills and competence.

As an intern, although I did not have access to the company's software, I learned that the HR department uses it to keep performance records for both white-collar and blue-collar employees.

3.10 Compensation and Benefits at Holiday Inn Dhaka City Centre

Compensation

Compensation refers to the remuneration an employee receives in exchange for their contributions to an organization. It is a structured practice that aims to balance the employee-employer relationship by offering both monetary and non-monetary benefits. As a crucial component of human resource management, compensation helps motivate employees and enhance organizational effectiveness.

In addition to basic salary, compensation packages may include bonuses, profit sharing, overtime pay, recognition rewards, and sales commissions. Non-monetary benefits can also be part of the compensation, such as company cars, stock options, company-paid housing, and other taxable perks.

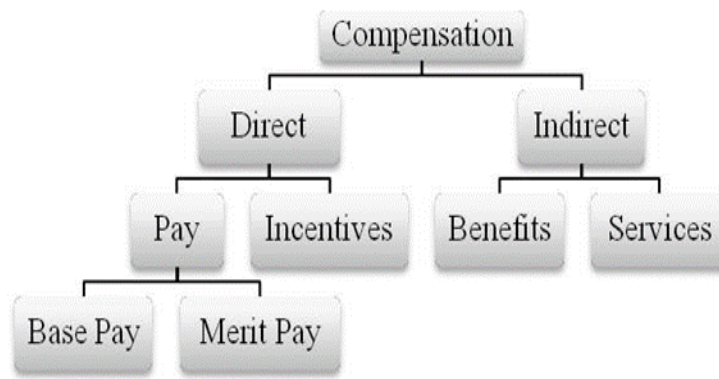
Factors Influencing Compensation

Compensation decisions are based on several factors, including:

- 1) **Market Research:** The value of similar jobs in the market helps determine competitive pay rates.
- 2) **Employee Contributions and Achievements:** Recognition of individual performance and accomplishments.
- 3) **Skill Availability:** The supply of employees with relevant skills in the marketplace.
- 4) **Employer Goals:** The need to attract and retain employees who add significant value to the organization.
- 5) **Financial Capacity:** The company's profitability or available funds in non-profit and public sectors influences the ability to offer market-rate compensation.

Types of Compensation:

Compensation can be of **two** types. They are Direct or Indirect Compensation



Major Components of Compensation

1. Basic Wages/Salaries

Basic wages or salaries refer to the fixed cash component of an employee's compensation. This amount may be adjusted periodically through annual increments or pay hikes, and varies based on the employee's position and grade within the organization.

2. Dearness Allowance

Dearness allowance is designed to help employees cope with the rising cost of living and inflation. It is an additional payment to offset increases in prices of goods and services.

3. Bonus

Bonuses can be structured in various ways, such as a fixed percentage of the basic wage paid annually or based on the company's profitability. Additionally, government regulations may prescribe a minimum statutory bonus for all employees.

4. Commissions

Commissions are often paid to managers and employees based on sales revenue or company profits. It is typically a fixed percentage of the revenue or profit targets achieved.

5. Mixed Plans

Mixed plans combine a base salary with performance-based commissions. Employees receive a fixed salary along with a percentage of commission tied to sales, profits, or performance objectives. This approach, also known as a variable compensation plan, is widely adopted in the corporate sector.

6. Piece Rate Wages

Piece rate wages are common in manufacturing, where employees are paid based on the quantity of goods produced. This pays structure compensates laborers for each unit of production.

7. Sign-On Bonuses

Sign-on bonuses are lump-sum payments made to new employees as an incentive to join the organization. While not universally common, this practice is prevalent in sectors like equity research and investment banking to attract top talent.

8. Profit Sharing Payments

Profit sharing involves distributing a portion of the company's profits to employees. This can be done through cash payments or stock options (ESOPS) and aims to encourage competitiveness and boost productivity.

9. Fringe Benefits

Fringe benefits are non-monetary perks that enhance overall compensation packages. These may include:

- Company cars
- Paid vacations
- Memberships to social or cultural clubs
- Entertainment tickets or allowances
- Discounted travel tickets
- Family vacation packages

10. Reimbursements

Employees may receive reimbursements for expenses incurred as part of their job duties, depending on their role and level within the organization. These reimbursements are based on documented and substantiated expenses.

11. Sickness/Maternity Leave

Companies increasingly provide financial support for employees during sickness or maternity leave. This includes compensation for expenses related to illness or pregnancy, as well as support for families of bereaved employees. These benefits are often covered through insurance policies such as medical and life insurance.

Compensation and Benefits Package at Holiday Inn Dhaka City Centre

- 1) **Medical Facilities for Employees:** Holiday Inn Dhaka City Centre provides medical facilities for its employees, including a dedicated doctor who is always available at the on-site medical Centre. The hotel also has contracts with Ayesha Memorial Hospital and Crescent Hospital for additional medical care.

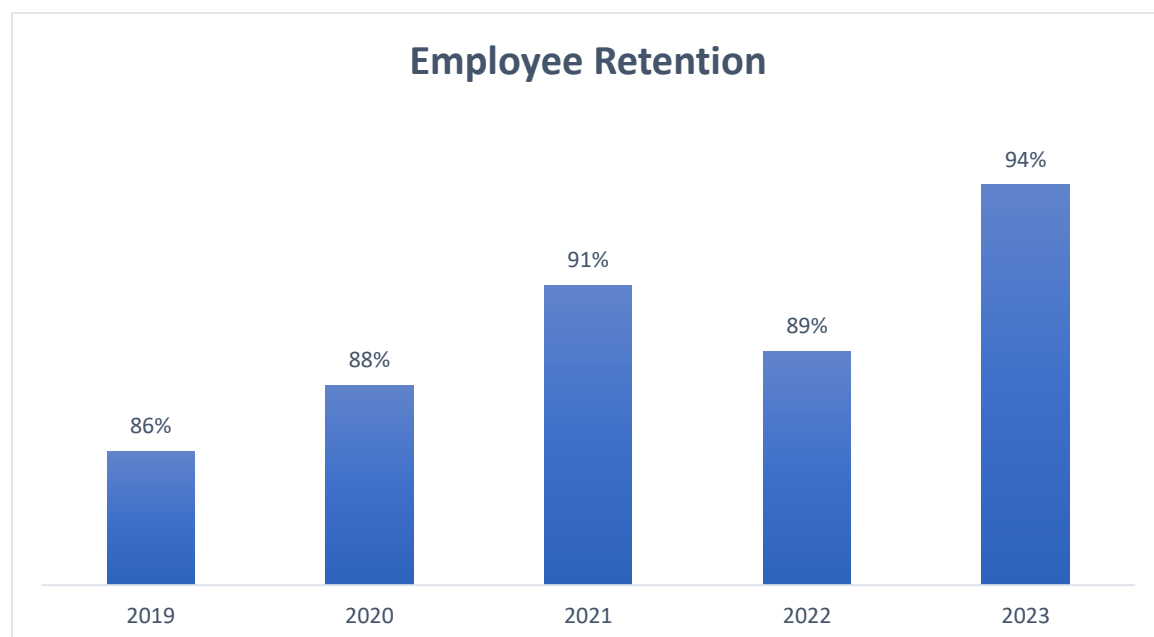
- 2) **Transport Services:** The hotel offers a shuttle service for employees after working hours to facilitate their commute.
- 3) **Staff Cafeteria:** The HR Department manages the staff cafeteria, which offers healthy food options at no cost to employees.
- 4) **Guest Discounts at Restaurants:** Employees receive discounts at all resort dining outlets when they bring guests.
- 5) **Special Rack Rate Service Worldwide:** Holiday Inn Dhaka City Centre employees can enjoy special rates at any Holiday Inn globally by presenting their ID cards, paying just \$60 per stay.
- 6) **Locker Room Services:** Each employee is provided with a locker upon joining, which includes access to a shower facility for use before or after work.
- 7) **Recreation Services:** Employees have access to a gym in the basement and can enjoy recreational activities such as Table Tennis, Badminton, Carom, and Chess in the health club.
- 8) **Retirement Benefits:** Holiday Inn Dhaka City Centre offers retirement benefits, including a provident fund and additional perks.
- 9) **Uniform and Laundry Services:** The resort provides uniforms to employees, along with laundry services for their upkeep.
- 10) **Provident Fund:** Employees contribute a portion of their salaries to the provident fund, which is paid out to retirees or, in some cases, to employees who are unable to work due to disability.
- 11) **Leave Benefits:** Employees enjoy flexible leave options:
 - Casual Leave: 10 days of casual leave annually, with a maximum of three consecutive days.
 - Sick Leave: 14 days of sick leave, requiring a medical certificate from an attending physician and verification by the hotel's designated doctor.
 - Annual Leave: 18 days of annual leave, available to all employees.
- 12) **Additional Benefits:** Holiday Inn Dhaka City Centre also offers other benefits such as gratuity and health insurance. Employees who resign after completing six months to one year of service receive a one-month basic salary as part of their severance package.

3.11 Performance of Holiday Inn Dhaka City Centre

During my time at Holiday Inn Dhaka City Centre, I received encouraging feedback from my supervisor and colleagues, which motivated me to concentrate on my work. They valued my quick learning, timely task completion, and adaptability to the HR department and its environment. I made sure to absorb information carefully, taking detailed notes whenever they explained new concepts. My communication skills also garnered positive remarks. These experiences not only enhanced my internship but will also serve me well in my future endeavors. Overall, this first practical learning experience has been both enriching and memorable, and I am truly grateful for the knowledge I gained at Holiday Inn Dhaka City Centre.

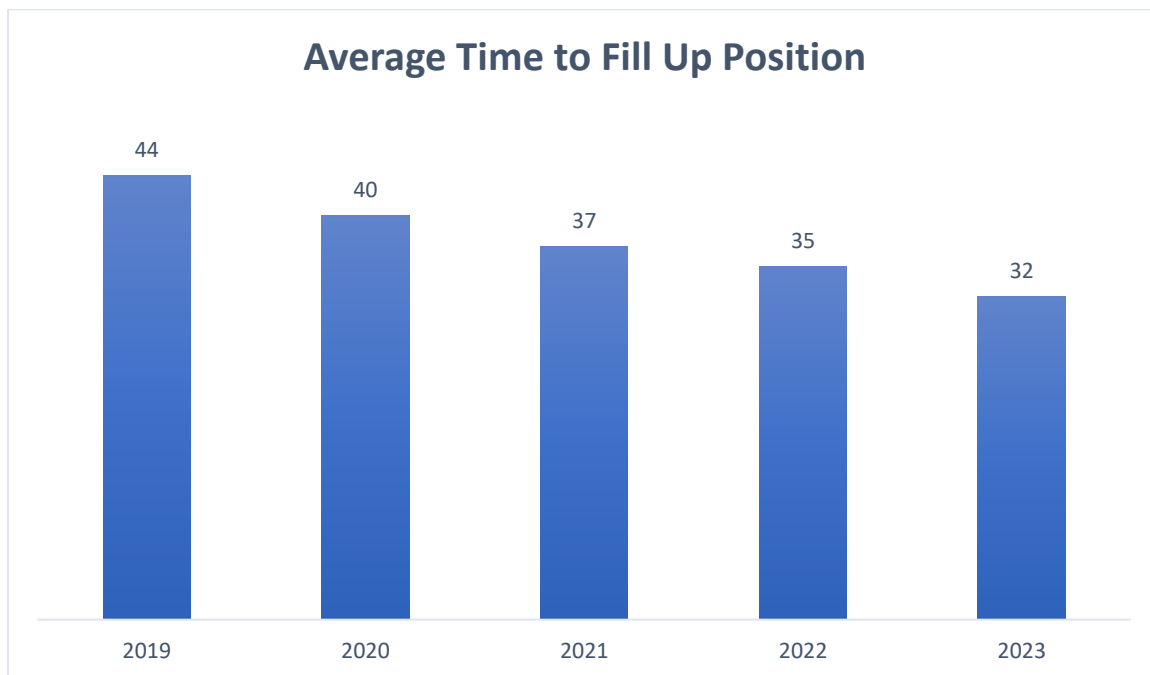
3.11.1 HR Department Performance

At Holiday Inn Dhaka City Centre, employees exhibit remarkable teamwork and enthusiasm for their work, fostering an environment focused on quality and collaboration. The supportive work culture and effective HR policies further enhance this dynamic. Their employee retention rates reflect this success: in 2019, the retention rate was 86%, which increased to 88% in 2020. By 2021, it rose to 91%, showcasing consistent improvement. Although it slightly dipped to 89% in 2022, it rebounded to an impressive 94% in 2023. This upward trend in retention underscores the hotel's commitment to employee satisfaction, directly contributing to enhanced overall performance and organizational growth.



3.11.2 Average Time to Fill Up Position

Another key point at Holiday Inn Dhaka City Centre is the significant reduction in the average time taken to fill employee positions. In 2019, it took 44 days to fill a vacancy, which improved to 40 days in 2020. This trend continued, with the average time dropping to 37 days in 2021 and further decreasing to 35 days in 2022. By 2023, the average time to fill a position reached just 32 days, representing a remarkable 12-day reduction since 2019. This efficiency is crucial for the organization, and I remain optimistic that this timeframe will continue to decrease in the future.



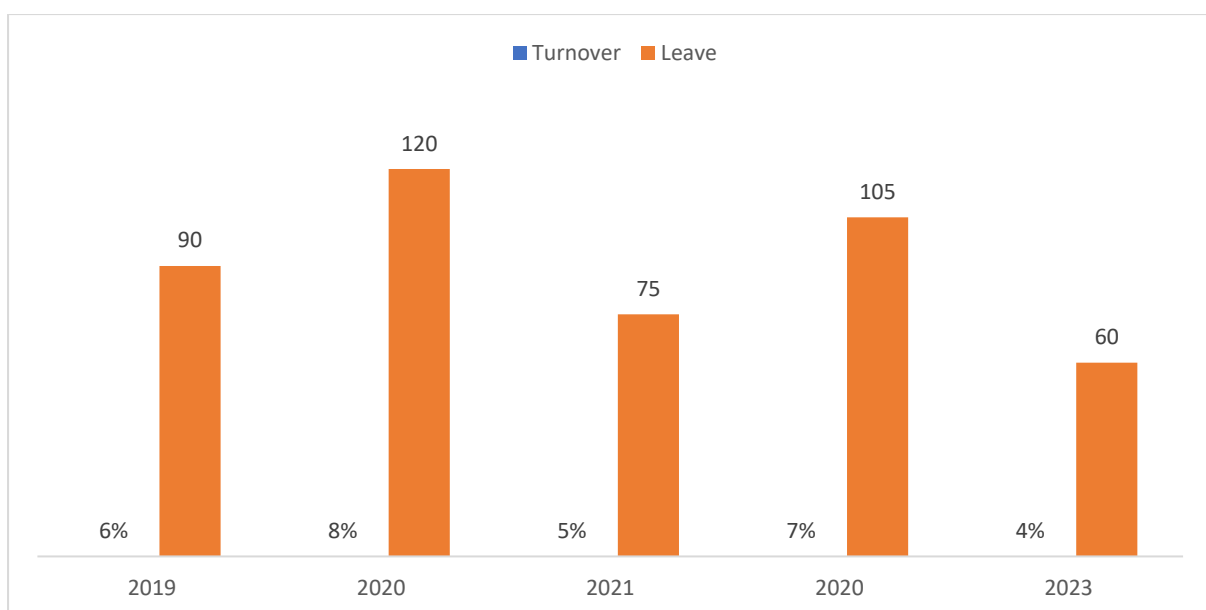
3.11.3 Recruitment

Holiday Inn Dhaka City Centre has made notable progress in its hiring rates over the years. In 2019, the placement rate was 11%, resulting in 165 new hires. This increased to 13% in 2020, with 195 new employees joining the team. However, in 2021, the hiring rate dipped slightly to 9%, bringing in 135 new hires. The recruitment rate surged in 2022 to 16%, with an impressive 240 new recruits. According to the latest data, the hiring rate for 2023 stands at 12%, resulting in 180 new hires. This upward trend in recruitment underscores the hotel's commitment to expanding its workforce and enhancing its service quality.



3.11.4 Turnover

Additionally, the turnover rate at Holiday Inn Dhaka City Centre has shown positive trends over the years. In 2019, the turnover rate was 6%, equating to 90 employees leaving the organization. This figure increased to 8% in 2020, with 120 employees departing. In 2021, the turnover rate improved to 5%, reflecting a decrease to 75 employees. The trend continued in 2022, with a turnover rate of 7%, resulting in 105 departures. According to the latest data for 2023, the turnover rate further declined to 4%, with only 60 employees leaving. This gradual decrease in turnover indicates a positive environment, and it's beneficial for the organization, as it suggests greater employee satisfaction and stability.

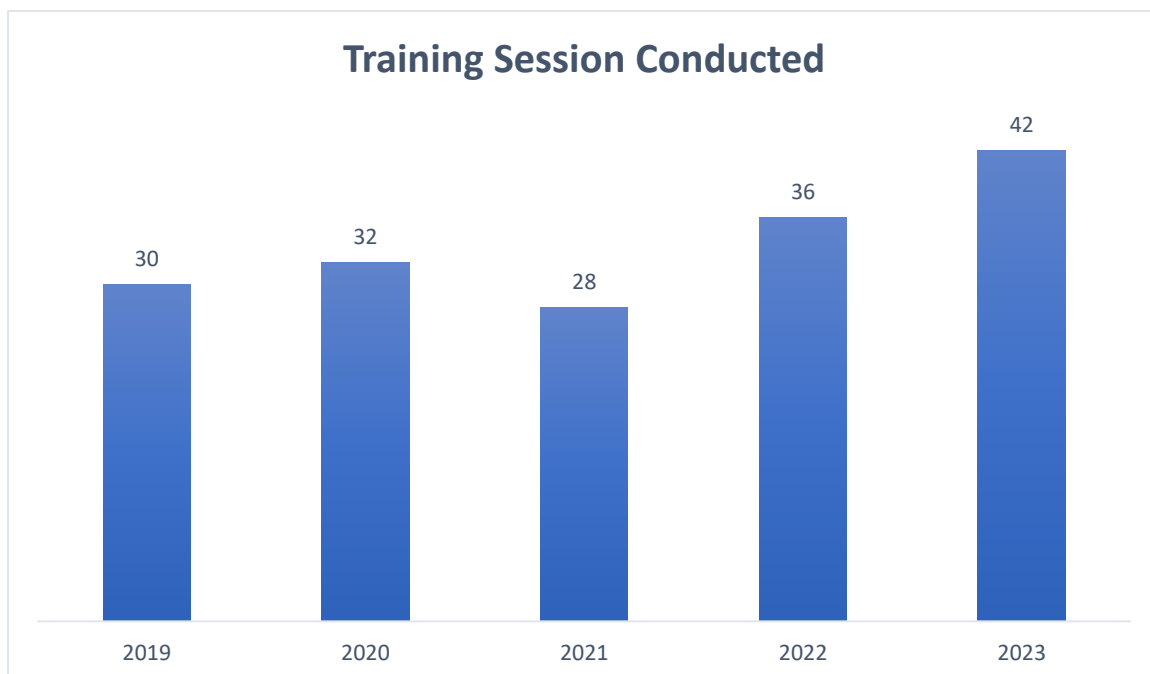


3.11.5 Training

Every company has a diverse range of employees, from highly talented individuals to those who may need further development. When Holiday Inn Dhaka City Centre embarks on new initiatives or projects, employees with less experience may encounter challenges. As the work environment, technology, and responsibilities evolve, the hotel recognizes the importance of continuous skill enhancement. To address these challenges, Holiday Inn Dhaka City Centre organizes annual training sessions aimed at strengthening employees' skills and helping them adapt to changes, ultimately driving the company forward in a competitive landscape.

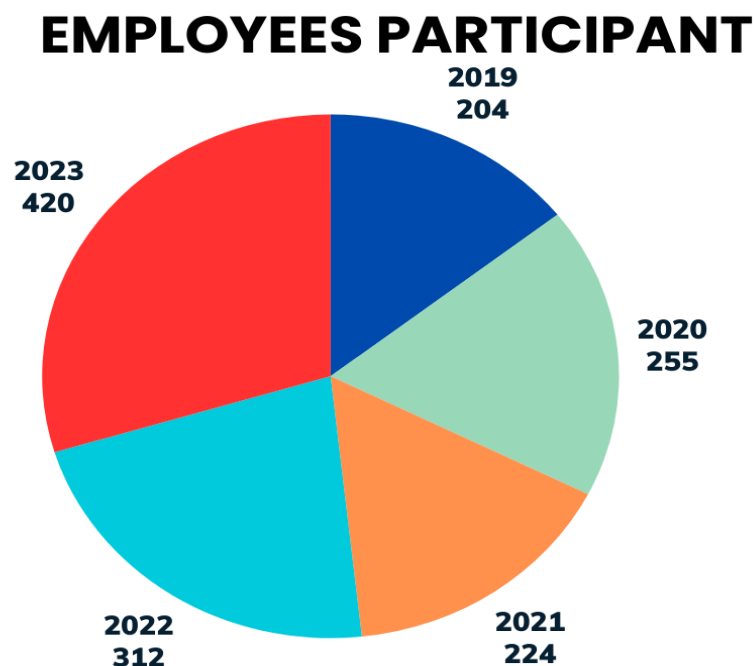
Training Session Conducted

At Holiday Inn Dhaka City Centre, a commitment to employee development is evident through the training sessions offered each year. In 2019, the hotel conducted 30 training sessions, which increased to 32 sessions in 2020. Despite global challenges in 2021, they managed to hold 28 sessions. The following years saw a significant boost in training initiatives, with 36 sessions in 2022 and an impressive 42 sessions in 2023. These training programs are designed to familiarize employees with new technologies, enhance their skills, and improve their work practices, ensuring they stay competitive in an ever-evolving market.



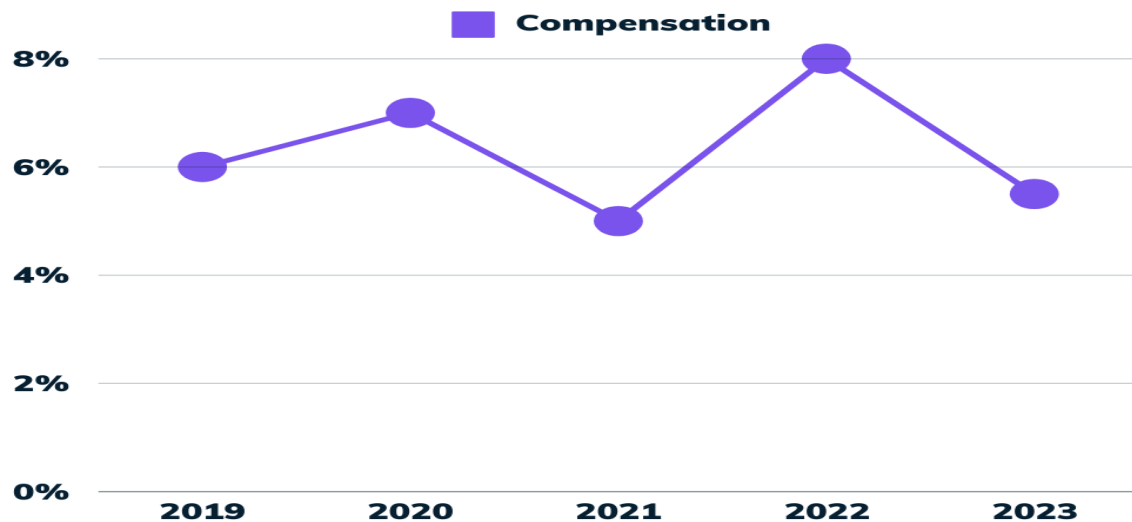
Employee Participation Rate

At Holiday Inn Dhaka City Centre, the need for innovation and engagement in training sessions is recognized to combat boredom and reluctance among employees. Over the past five years, participation rates in these sessions have shown a positive trend. In 2019, the participation rate was 68%, with 204 out of 300 employees attending. This increased to 73% in 2020, involving 255 employees. Despite a slight dip to 70% in 2021, which accounted for 224 participants, the following years saw a resurgence. In 2022, participation rose to 78%, with 312 employees, and in 2023, it peaked at 84%, with 420 attendees. These training sessions are not only motivational and educational but also focus on enhancing work skills and keeping employees updated with new technologies, contributing significantly to their overall performance and proficiency.



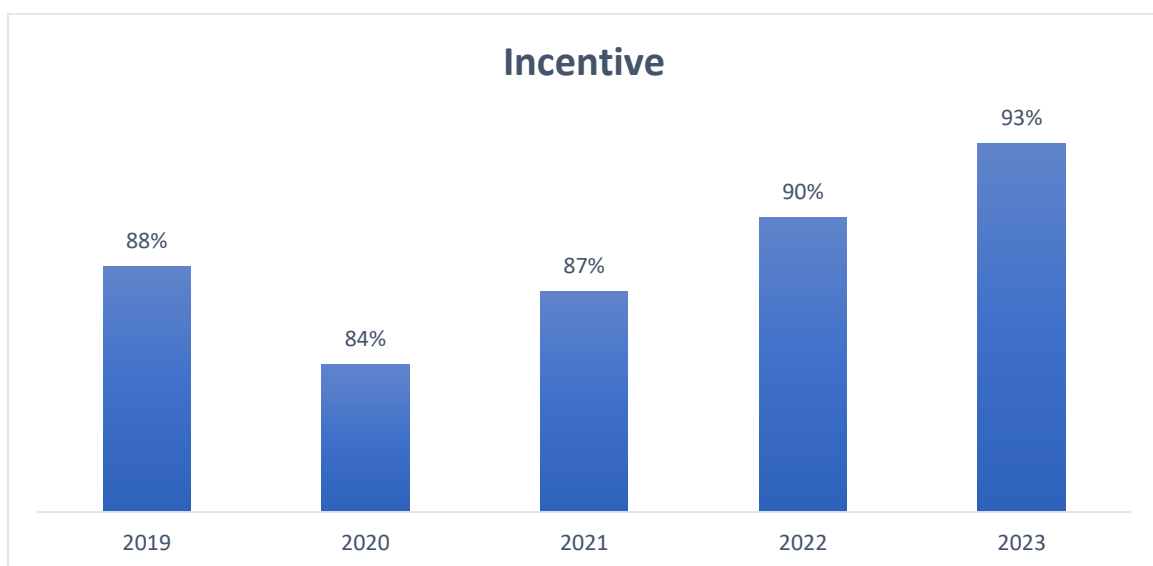
3.11.6 Compensation

At Holiday Inn Dhaka City Centre, employee compensation is a key focus to ensure diligence and drive profitability. From 2019 to 2023, the hotel has made notable adjustments to salary increases. In 2019, employees received a 6% salary increase, which rose to 7% in 2020. However, in 2021, the increase returned to 5%. In 2022, there was a significant boost, with salaries increasing by 8%, the highest rate during this period. In 2023, the salary increase was set at 6%. These consistent raises, alongside monthly rewards and recognition programs, reflect the hotel's commitment to motivating employees and enhancing their engagement at work.



3.11.7 Incentive

The incentive distribution rate at Holiday Inn Dhaka City Centre has demonstrated impressive trends from 2019 to 2023, reflecting the company's commitment to employee motivation. In 2019, 88% of employees received incentives, which set a strong foundation for engagement. Although the percentage dipped to 84% in 2020, it rebounded to 87% in 2021 due to strategic improvements. The incentive rates continued to rise, reaching 90% in 2022 and peaking at 93% in 2023. These figures indicate that employees at Holiday Inn Dhaka City Centre are highly motivated and engaged in their work, as evidenced by their strong performance and commitment to their roles.



Chapter-04

Findings, Recommendations and Conclusion

4.1 Findings of the Study

1. **Employee Retention:** The upward trend in employee retention rates at Holiday Inn Dhaka City Centre, increasing from 86% in 2019 to 94% in 2023.
2. **Average Time to Fill Up Position:** The average time to fill employee positions at Holiday Inn Dhaka City Centre has significantly decreased from 44 days in 2019 to just 32 days in 2023.
3. **Recruitment:** Holiday Inn Dhaka City Centre has demonstrated a fluctuating but overall positive trend in hiring rates, with a notable increase from 11% in 2019 to a peak of 16% in 2022.
4. **Training:** Holiday Inn Dhaka City Centre has significantly increased its commitment to employee development, conducting a total of 42 training sessions in 2023 compared to 30 sessions in 2019.
5. **Compensation:** Holiday Inn Dhaka City Centre has demonstrated a strong commitment to employee compensation, with salary increases ranging from 5% to 8% between 2019 and 2023.
6. **Incentive:** Holiday Inn Dhaka City Centre has shown a positive trend in incentive distribution, with the percentage of employees receiving incentives rising from 88% in 2019 to a peak of 93% in 2023.

4.2 Recommendations

1. **Employee Retention:** Holiday Inn Dhaka City Centre should continue to invest in professional development programs and team-building activities that foster collaboration and skill enhancement.
2. **Average Time to Fill Up Position:** Holiday Inn Dhaka City Centre should consider implementing advanced recruitment technologies, such as applicant tracking systems and data analytics, to streamline the hiring process.
3. **Recruitment:** To capitalize on the positive hiring trends, Holiday Inn Dhaka City Centre should enhance its recruitment strategies by actively promoting its employer brand and leveraging social media platforms to attract a diverse pool of candidates.
4. **Training:** Holiday Inn Dhaka City Centre should gather employee feedback on training content and delivery, allowing for continuous improvement.
5. **Compensation:** Holiday Inn Dhaka City Centre should consider implementing a transparent compensation structure that includes regular salary reviews and additional performance-based bonuses.
6. **Incentive:** Holiday Inn Dhaka City Centre should consider diversifying its incentive programs by incorporating non-monetary rewards, such as recognition events and professional development opportunities.

4.3 Conclusion

Serving as a trainee in the Human Resource Department at Holiday Inn Dhaka City Centre, a prestigious 5-star organization, was a significant honor. Over a three-month internship, it became evident that the hotel's approach to human resource management was exemplary. The employees demonstrated high competence, effectiveness, and a deep understanding of the hospitality sector.

Throughout the internship, staff members were observed handling challenging situations with patrons with notable ease and professionalism. While mistakes were made, they provided valuable learning opportunities. The theoretical knowledge gained from university was complemented by practical insights obtained at Holiday Inn Dhaka City Centre highlighting the distinct nature of academic and practical knowledge.

The internship offered a comprehensive learning experience in various aspects of human resource management, including guest problem resolution and other critical functions. The internship report aims to provide a detailed overview of the human resource management practices at Holiday Inn Dhaka City Centre.

The experience was highly rewarding, working in a dynamic environment with the Human Resource Department team at such a renowned and luxurious hotel. Being part of this esteemed team was truly gratifying.

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