



## **Cooperative Education Report**

**Title:** A case study on the organizational Behavior  
in a Construction Company

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We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2/2017


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### **Abstract**

This internship is conducted at Rabina Construction Pvt. Ltd, which is widely known as a class construction company in Nepal. A construction company should understand its culture as a mean to improve the performance and efficiency. This analysis shows the organizational behavior of Construction Companies.

The main aim of the study is to find out how organizational Behavior affects the employee. It is very much important to improve the organization's business management and let the organizational culture have the right impact on employees.

The results of the study indicate that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision-making and solving conflicts.

**Keywords:** Construction Company, Organizational Behavior, Employee Behavior

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.....  
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## Acronyms

B2B	: Business to Business
B2C	: Business to Customer
HRM	: Human Resources Management
GM	: General Manager
CBA	: Cost Benefit Analysis
SEO	: Search Engine Organization
CRM	: Customer Relationship
HR	: Human Resources



## **Chapter 1: Introduction**

### **1.1 Company Profile**

Rabina Construction Pvt. Ltd Company is a family owned and operated business servicing the construction industry since 1983A.D. It is an A class Construction company of Nepal. We have built a strong reputation for delivering a quality service on time, and at a competitive price. We are very proud of ourselves for being capable and experiences in all aspects of Civil construction and this, Combined with our broad knowledge of the construction business in Nepal. It has challenged us and has established us a major player in this industry.

As we are the one of the renowned company to use quality centric organization and satisfy our customer. Quality and Customer satisfaction is our prior aim. We use high-quality raw materials for the project we do. We purchase the raw materials from a quality driven organization that is checked at quality inspection as to provide unique quality service to our respected clients. We offer these services after complete planning and designing of the project.

We service the heavy construction line of business from small to large projects. On the first phase of Rabina aim to provide service on constructing road, highway, water supply, building but later they extend their aim to provide services providing service in the construction field of tunnels, bridge, drainage, irrigation, sewerage treatment, river training, hydro-power, airport and various industrial complexes etc. Our team members and professional engineers are achieving experiences from past years in the area of civil engineering. We use the latest and high-performance machinery and equipment in our service. We provide these services in various parts of the country and make a permanent relationship with our respected clients.

#### *Company Value:*

1. To enhance the quality of constructions.
2. To enhance customer relationship and value.
3. To maintain the rules and regulation, a legal requirement
4. To serve with an environment of expertise, teamwork, and excellence.
5. To serve with the best value for money and high return on the project.

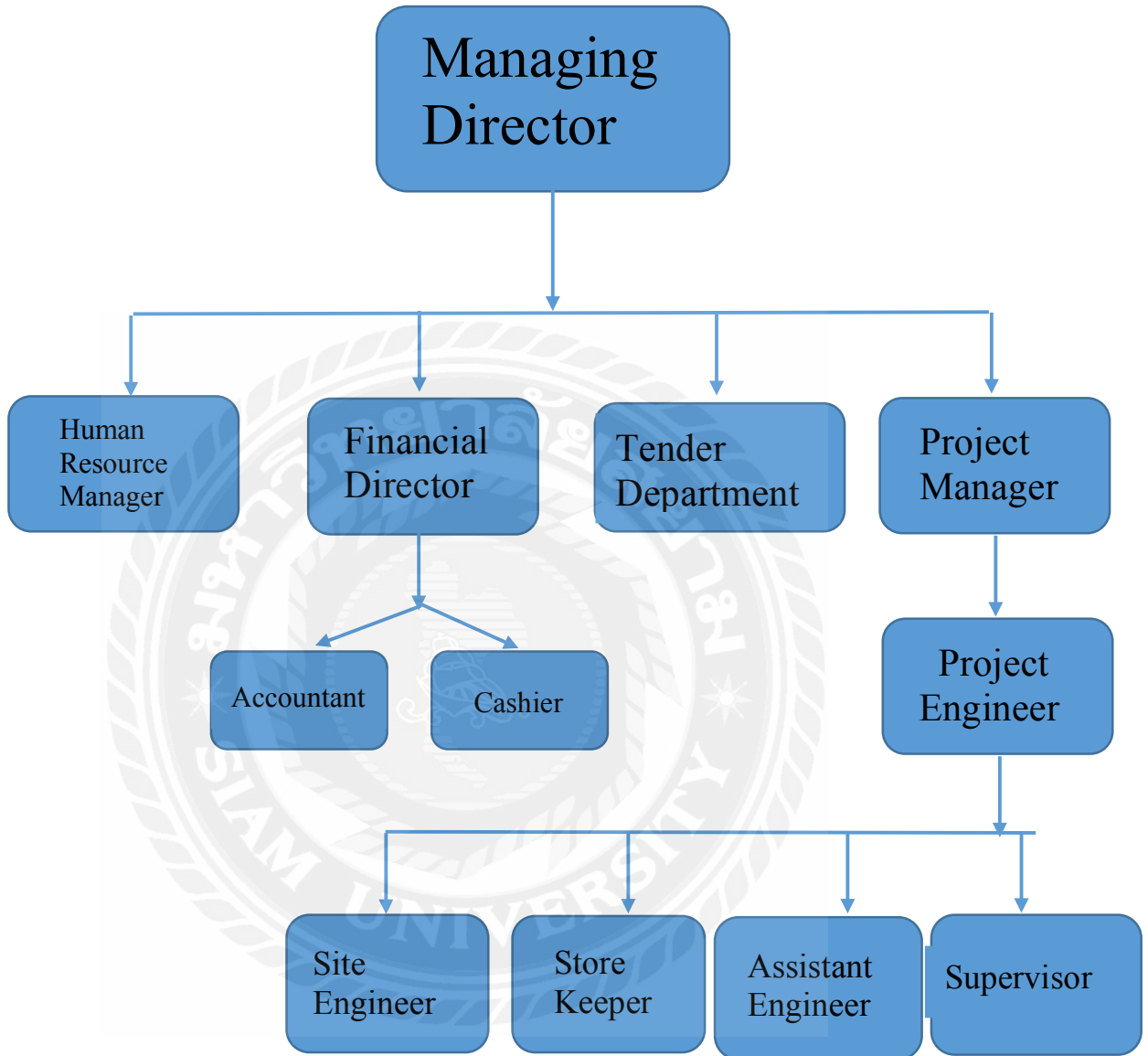
#### *Vision:*

To become the number one renowned engineering and Construction Company in Nepal and also in South-Asia, by providing the project that meets in international standards.

#### *Mission:*

To safely deliver high-quality, cost effective project on schedule by employing and supporting passionate, flexible and focused project team. To remain focused on controlled organizational growth. To develop an effective management that stresses productivity, perpetual development of the organization, and instilling work ethics in all personnel. We value the importance of our relationship and will continue to remain fair and true in our dealings with all employees, customers and subcontractor.

## 1.2 Organization Structure



### **1.3 Statement of Problems**

In the current context, Construction Company are growing and doing good. Nepal is a poor country and one of the developed country. So the construction businesses are running and growing rapidly. Every coin has two sides, as it is in a growing phase people are neglecting the small thing which might affect and create problems in the coming future. Although the worker's safety and health are quite reinforced with strict safety assessment by the company itself but the accident at the sites are still being alarming. Not only that, this company is still in traditional marketing practices, and maintaining reports and records. They need to determine why they are backward in this situation being an A class construction company they need to strictly look after these problems.

To understand the construction site's management on safety and health. Although cases were reported directly to the office but in the construction are still lacking in operation. Awareness on safety and health is important and must in a construction company. The company should provide the safety gear to the each and every worker in a site, as the company provides the safety gear to the workers but they need to look after the health problems. Company should follow the guide lines provided by the government as health and safety of a worker is must.

To study the lack of understanding on the gaps of Traditional marketing and advanced marketing. Company is neglecting the fact that it's a 21<sup>st</sup> century and they are still using the old approach of marketing. Till now they are doing the advanced work but later people will look after the profile of the company. As there are many construction company in Nepal. As this company is renowned and A class Construction company but marketing should be must for the future benefit and sustainability in the market.

To maintain the irregularities in reports and records which are essentially the proof of all the activities held relating to the organization. The proper maintaining of the records and reports shows how much the company is strong from internal and external way. In the company, confusion arises while dealing with specific project. To understand the effects of not having trade union that support and represent the construction companies. This company has not provided any kind of policy to form a Trade Union. It is specially done for the welfare of the workers and to provide equal rights to the workers of the company. They have not given the platform of Trade Union. It might increase the turnover of the company, as alone they cannot fight for their rights and they ended of leaving the organization and search for new.

### **1.4 Objective of the study:**

The main objective of the study is to learn how an organization works in terms of finance, investment and marketing. The objectives of the study could be listed as follows:

1. To study the demand of construction company
2. To explore the organizational practice behavior "Rabina Construction Pvt. Ltd"
3. To study the scope of customer relationship with the company

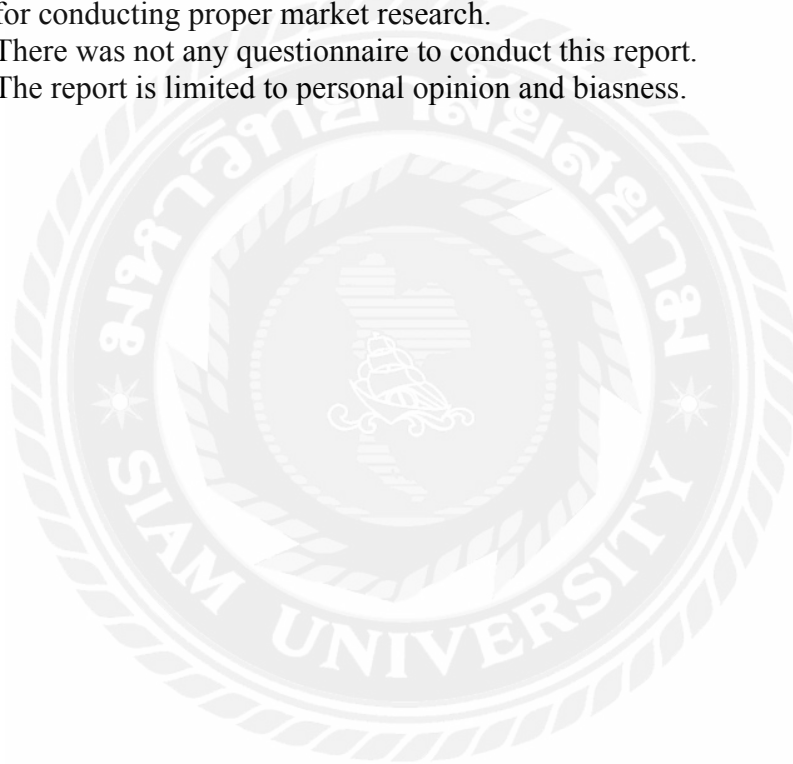
### **1.5 Expected Outcomes:**

At the end of this research project I have expected to know about the working environment, organizational behavior as well as quality assessment of the products of Construction Company of Nepal.

### **1.6 Limitations of the study**

There were a few setbacks for the study. Some of those limitations can be listed as follows:

1. Time frame in the organization was only 3 months
2. The context of the study is affected by political instability.
3. Communication barrier with the clients.
4. It was a huge market and time frame was not enough to cover up all the area for conducting proper market research.
5. There was not any questionnaire to conduct this report.
6. The report is limited to personal opinion and biasness.



## **Chapter 2: Literature reviews**

### **2.1 Main theories and concepts applied**

The review of literature contents all the theories part which we used while solving the organizational problem given to us. Some theories were very much helpful for us to tackle with the problem. Rabina Construction gave us challenging work and we manage to solve it. Things related to the Cost Analysis, Planning and Implementing Marketing, HRM, Research of Quality Products and Coordinating with Project Engineer.

#### **2.1.1 Human Resources Management (HRM)**

Human Resources Management is a department in an organization which helps to hire workers according to the need and requirement. HR in construction sector - In the environment, there was a noted preference for informal performance management characterized by frequent dialogue as opposed to formal annual reviews that are highly structured and documented. Additionally, in the construction firms we learned about, general management (GM) development is relatively unstructured—culture plays a role in an ‘organic’ or systemic development of talent. Values and principles are important to managers, but they have to be matched with action to be relevant. There needs to be an active, clearly visible connection between the values and principles and the actions taken by the firm, the firm’s leaders, and the employees. With increased outsourcing and splitting off of the administrative functions of HR, some have suggested new measurements of HR effectiveness are required. HR departments can no longer rely on traditional measurements of transactional activities. Indeed, most of the data indicated that many in the profession are making this transition. Companies are using employee surveys designed to measure subjective aspects of the individual’s experience in the firm.

##### *a. Recruitment:*

Recruitment means finding the best applicants for the employer’s open positions. Company has their own way to recruit the new employee. Recruiting method are superior to others, depending on the type of job. Even in employment law prescribes what you can and cannot do when recruiting. Recruitment is the process of discovering potential candidate for actual or anticipated organizational vacancies. (Robbies/Decenzo). There are different types of stage they are: -

1. Defining Requirements: - company have to Prepare JD and JS and also deciding terms and condition of employment.
2. Appealing Candidates: - In this we reviewing and evaluating alternatives sources of applicants. After the JD and JS first company can search inside the company if there is no one to fulfill the requirement then the company can search the applicant outside the company with the help of advertisement and also can use agencies and consultants.
3. Selecting Candidates: - Selecting candidates is the hardest job of HR. Just by the few quires HR should select the best candidates among all. Selecting applications, Interviewing, testing, assessing candidates,

assessment centers, offering employment, obtaining references and after the selection process the company should prepare a contracts of employment.

*b. Employee Testing and Selection*

The process of gathering information for the purpose of evaluating and deciding who should be hired, under legal guidelines, for the short and long-term interests of the individual and the organization. (Schmitt and Schneider). In other words, the process of gathering information about job applicants in order to determine who should be hired on what basis. After the interview the applicant are shortlisted according to their performances. The HR manager should be very much careful while selecting the right person to fit the right job. If they do mistakes, then that new recruit will not be able to fulfill the organizational role and the work will not be essentially productivity. Selection is important because in an organization small things matters and it might affect the performance, cost might be high if the wrong candidate is selected and legal obligation might arise after the contract is don't within both the parties. There are many ways for employment tests: -

Obtaining Reliability and validity

- Validity: - It measures the person's attributes. It is the degree to which a test or selection procedure.
- Reliability: - It is the degree which interviews, tests, and other alternative methods.

We can also get the information about the candidate by Polygraph Tests, Background Investigation, Interviews, Integrity and Honesty tests, Medical Examinations. There are also the type of test like Cognitive abilities, Measuring personality and Interests, Work Samples and Simulations, Management assessments Centre, Background Investigations.

*c. Training and Development*

In the current scenario, Technology has radically change the life of a person. Nowadays, People are influenced by the technological changes. As it changes people need to upgrade themselves according to it. So, the organizational employee needs training and management development. Upgrading their co-workers according to the new invention should be must in a construction company. It is linked with Productivity and performance efficiency. Training and development works helps employee to do their current work better and prepare individual for the future, focusing on learning and personal development.

*d. Performance Management and Appraisal*

Performance refer to an employee's completing and facing the challenges the assigned work. After the performance we can easily find out the strengths and weaknesses of a workers. Moreover, Appraisal means a judgment of an individual's performance.

Performance Appraisal means evaluating an employee's performance, tasks of a job, whether or not they have fulfilled the work given. After the data, the HR manager motivates the employee for the better performance. The first step of

performance appraisal is to define the job and appraising performance and lastly feedback session.

Performance Appraisal Tools are really helpful. It also increases the efficiency of the work. The workers will know their weakness and try to improve that area.

### **2.1.2 Cost Benefit Analysis (CBA) of a product**

The economic impact of a construction cost overrun is the possible loss of the economic justification for the project. A cost overrun can also be critical for creating policies within sustainable development on the basis of economic costs. The financial impact of a cost overrun results also in demand for construction investments credits. It is considered important to develop a methodology to enable contractors to assess the true costs of accidents and the associated benefits of accident prevention as part of pre and post contract project evaluation. A framework is proposed based on an examination of economic viability of management of construction health and safety. The method developed incorporates accident cost elements, health and safety measures and benefit elements to improve decision making processes and guide contractors and designers in developing efficient and effective construction health and safety management practices. Moreover, we can also use Comparative analysis, Trend analysis, and composition analysis.

Comparative analysis basically used to judge the quality products of a project by comparing quality costs against specified element.

Trend analysis is a method to evaluate current level of quality control activities by analyzing the trend of quality cost by time period.

Composition analysis is performed for examining the changes in proportions of each quality cost item. While implementing it to the real world, manager or any other users check the proportion of each item along with the changes of overall quality cost.

#### *a. Construction Bidding Process:*

Construction bidding is the process of submitting a proposal to undertake and manage the undertaking of a construction project. The process starts with a cost estimate from blueprints and material take offs. The tender is treated as an offer to do the work for a certain amount of money called firm price, or a certain amount of profit which is usually cost plus. The tender, which is submitted by the competing firms, is generally based on a bill of quantities, a bill of approximate quantities or other specifications which let the tenders to attain higher levels of accuracy and the statement of work.

For instance, a bill of quantities is a list of all the materials and other work such as amount of excavation of a project which have sufficient details to obtain a realistic cost. The tenders should not only show the unit cost per material or work, but should also if possible, break it down to labor, plant and material costs. In this way the individual who is selecting the tender will be quite confident that the tender is feasible. Bids are not chosen on cost alone. Sometimes contractors submit lower tenders to win the contract and win the work. Either the costs that the contractor incurs are greater than the price he is charging the client and thus is likely to go insolvent, or it is claimed for "loss



and/or expense" due to discrepancies in the contract documents. The lowest tender is not always a feasible tender. The lowest tender is the most likely to increase the contract sum the most throughout the course of the project.

### **2.1.3 Search Engine Optimization (SEO):**

SEO, or Search Engine Optimization, means setting up your website and content to show up through online search results. While many marketing tactics rely on reaching out to the targeted audience, SEO gives the power to reach people when they are actively searching out information related to a company's products and services (Paquet).

SEO helps a company to make themselves the most visible on internet. By using SEO, the company can reach out to its prospective customers in a more effective manner.

For a construction company like this, marketing strategies to be used is very limited as they target mainly Business-to-business (B2B) sector of the market. They solely depend on referrals and WOM basis. To make themselves more visible in the business sector as well, they should create a website on their company's profile. And with a little more investment they should link words like 'construction' with their website. By which when viewers surf the internet for anything related to construction, their webpage will be the first link to be listed on Google. This practice of SEO in their business will make their company more visible and known to their targeted audience.

Thus, a theory like SEO plays a vital role in marketing a B2B oriented company like Rabina Construction Pvt. Ltd in their type of business industry.

### **2.1.4 Customer Relationship Management (CRM)**

Customer relationship management (CRM) is a term that refers to practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving customer service relationships and assisting in customer retention and driving sales growth (Rouse)

It is said that retaining new customers is 5 times more affordable than attracting new customers. For retaining customers, a company should build and maintain a good relationship with their current customers. Old customers also bring in new customers through referrals.

Managing customer relationships can be done through various techniques or using technology. For a construction company, the relation with a customer should not end with the termination of the contract. Rather the company should regularly be in contact with the customers who can refer other customers for making a contract or who will contact the company for their own construction contracts.

The company can use technological techniques like direct mail. Updating their old customers about the projects being done or attracting new customers whoever logs into their website or Facebook page.

### **2.1.5 Quality Assessment**

Quality is considered to be one of the important key factors for survival in today's competitive market scenario. Quality management has been an

important issue for many years in various sectors of the market. The implementation of effective quality management has been witnessed and documented in the manufacturing industry, which set up a paradigm for other disciplines such as the design and construction industry. But as the market changes with rising of new competitors in the past few years, things have changed in the construction sector. It has opened its doors by welcoming policies that would improve construction process and lead to successful business strategies, effective quality management, especially total quality management. (Tang S. e., 2005)

Since the 1990's quality has been given the main importance in the construction company because not only people have invested their money but also emotions of the clients are attached with it. To ensure the quality of the products in a construction company, many government departments have made it mandatory for contracting firms to have their quality system accredited. They have created a system called ISO 9000 which is the international standard accepted for certification of quality management systems (QMS). The smaller firms are repeatedly report complains regarding the difficulties and obstacles using the system whereas some large contractors are enjoying benefits from implementing their QMS.

In the past the attempts at tracking quality within construction have inevitably failed due to the fact that quality is subjective and what one person may accept as high quality may be considered by another to be insufficient. In addition, the past attempts have approached measuring quality using *indicators of quality*, such as the number of punch list items, the number of requests for information, or the number of callbacks for projects. (Tang S. e., 2005)

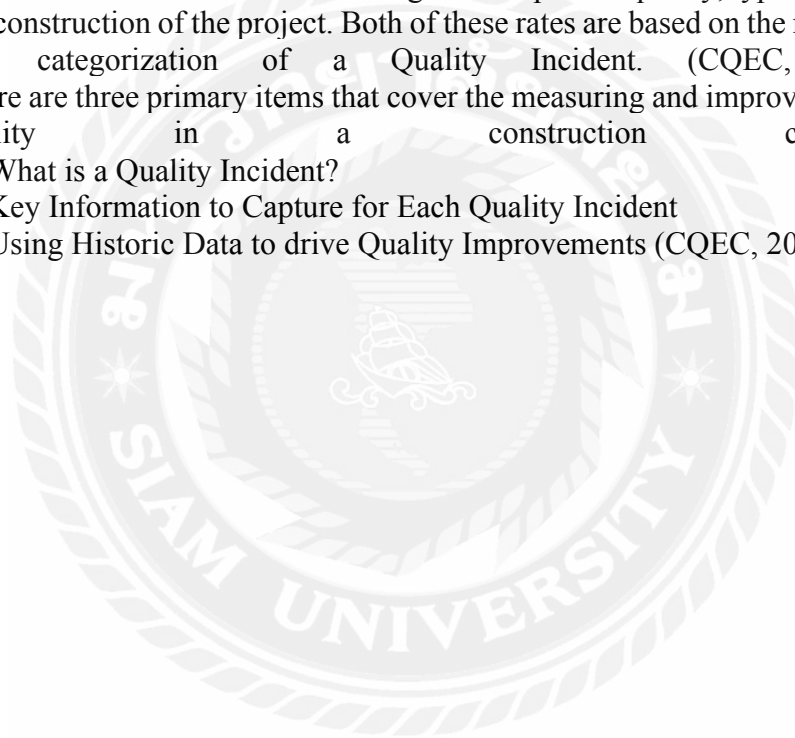
The problem with using the "indicators of quality" approach is that it was impossible to determine what an acceptable level of quality was for a project. Complicating the indicators of quality approach is the fact that not all indicators are negative – for example, requests for information that resolve installation issues and improve the quality of the end result is a positive. (Tang S. e.–6.; Tang S. e.–6.)

Therefore, in order to go beyond the "indicators of quality" approach and measure quality metrics that are comparable across projects and companies, there are two fundamental categories of quality metrics: preventative and resultant. (Tang S. e.–6.)

a. Preventive metrics: (**Leading Indicators**) for any company to run in a long term it must follow or take preventive measures to sustain in the market as well as for a quality program to be successful, it is critical that a company implements preventative activities to proactively evaluate and ensure the implementation of quality on construction projects. Typical quality preventive metrics measures include: (CQEC, 2015)

- Application of Lessons Learned/Best Practices
- Alignment of Expectations
- Creation of Project-Specific Quality Plans
- Submittal Reviews

- Pre-Installation Meetings
  - Initial and On-Going Verifications
  - On-Going Project Quality Evaluations
  - Risk Analysis
- b. Resultant Quality metrics: (lagging indicators) understand how to measure resultant quality in the construction industry, it is important to first agree that there are certain outcomes on a project that should not happen, and when they do, it is a clear indicator of a “poor quality process”. This concept is already the foundation of measuring our safety programs – any injury is unacceptable and indicates a failure of the overall “project safety process”. Therefore, for quality, there is the Construction Quality Rate that measures the quality of during the construction of projects and there is a Claim/Latent Defect Rate that measures of the long-term impact of quality, typically after the construction of the project. Both of these rates are based on the reporting and categorization of a Quality Incident. (CQEC, 2015) There are three primary items that cover the measuring and improvement of quality in a construction company.
1. What is a Quality Incident?
  2. Key Information to Capture for Each Quality Incident
  3. Using Historic Data to drive Quality Improvements (CQEC, 2015)



## **Chapter 3: Methodology**

### **1.1 Roles and responsibilities assigned by the company**

Following are the major jobs and responsibilities performed by us during our course of time in Rabina Construction Pvt. Ltd.

#### **1. Coordinating with Project Engineer:**

Rabina Construction was involved in a project of constructing hospital building for Nepal Medical College located in Jorpati, Kathmandu. We were supervised under this project. One of our job responsibility was to coordinate with the project engineer regarding the procurement of materials used during construction. When procuring those required materials we were made to communicate with the local suppliers about the amount of materials brought in and report it to the project engineer. Sometimes due to lack of communication between the project engineer and the suppliers, there would occur miscalculations for the required amount of procurement. Here we handled the order of materials that should be brought in for the particular day's work. Every order was to be recorded in the register and later would be consulted with the project engineer before the orders were made. The project engineer would let us know about the next lot of required materials for the next day and we were to communicate with the suppliers and make the orders as per this supervision. Also, when the ordered materials were brought in the site, any one of us were made responsible to record the number of orders brought in and report it to the project engineer.

We were also made responsible for the extra inventory that would be stored in the store. Here every stock would be kept track of coordinating with the store keeper. These stocked inventories would be later reported to the project engineer on every last day of the week.

#### **2. Planning and Implementing marketing strategies**

Rabina Construction Pvt. Ltd was involved in both business-to-business (B2B) and business-to-consumer (B2C). They were majorly doing business-to-business practices. Thus, due to their type of business industry, this company follows mainly traditional marketing practices. Currently they are involved in word of mouth communication and referrals marketing basis. But anyhow, they are also targeting the local consumers in Kathmandu valley. When doing B2B business, companies do not invest heavily on marketing themselves to their target audience as most of the business deals are done through personal contacts and referrals basis. But if the company wants to make itself known to their local customers (i.e. B2C) then they should be involved in differentiating themselves in this competitive market.

For this, we were made to brainstorm marketing ideas for this type of industry. For a construction company marketing practices is very limited as they cannot collaborate with other products that's there in the market. Because these construction companies do not have a production unit and they have to outsource materials and products from different suppliers. This is the reason why a construction company cannot collaborate with other related products to

advertise/ promote their brand. Those suppliers do not just rely on one client thus they do not collaborate with only one company for promotions.

However, the company can contribute to marketing itself through internet medium. Other activities can be involving in CRS strategy and outdoor advertising for this type of industry.

Therefore, under this responsibility we were made to brainstorm possible marketing ideas for the company by which they could differentiate themselves in the B2C market. And build a brand that would attract more and more local customers.

### **3. Cost analysis of a product**

Cost analysis in a construction company is the most important thing to do. Company should maintain the quality product in an estimated price to satisfy their clients. We did the cost analysis for the various materials like civil materials, Small miscellaneous. Moreover, we have a trivial idea about the machinery materials. For the further research, they provided us with the list of current suppliers of the ongoing project. We did a research and compare the prices of the current suppliers and market suppliers. We verbally talked to the market suppliers and got to know that there is a differences in the prices. Somewhere high and somewhere at low cost. We list down the differences and gave to the project manager. But, project manager stated that they are bind in a contract with current suppliers so they can't breakdown the contract at the moment but they took our research as a references for the upcoming project.

As we all know about the fact that in Nepal political situation is not stable which also heavily impacts any type of businesses. This political instability gives a rise to a new government with in a very short period of time. This leads to change in rules and regulation. When new rules and regulation are being implemented by the government, other political parties do not agree with the new set of rules and thus put up strikes against the government in the whole country. As for producing products the production units have to import raw materials from outside the country, majorly from neighboring countries. And when these strikes happen importing activity is brought to a hold and also transporting the required materials becomes impossible for the companies like ours.

*The prices are strictly to be kept confidential as per the company policy.*

S.N	List of Civil Materials	Price
1.	Steels	-----
2.	Rod	-----
3.	Cement	-----
4.	Sand	-----
5.	Fine Aggregate (Sand)	-----
6.	Course Aggregate (Crushed Stone)	-----
7.	Bricks	-----

Table 1: List of civil materials

S.N	List of Miscellaneous Materials	Price
1.	Hammer	-----
2.	Wheel Barrow	-----
3.	Nails	-----
4.	Binding Wire	-----
5.	GI Wire	-----
6.	Shovel	-----

Table 2: List of miscellaneous materials

#### **4. Coordinating with HR manager for Organizational Behavior**

It is known that any type of business cannot operate without efficient productivity of their employees. No any company is complete without its employee. Likewise, in this construction company also the employees play a very vital role for sustainability of the company. Organization is a place where different people works together to achieve the organizational goal. People from different culture, religious, work together for the benefit of the organization. Organization are social structure. If the HR recruits a new employee, the new employee should understand how they operate and should help the company to achieve the goal. Organizational behavior investigates the impact that individuals, groups and structure have on behavior within the organization.

HR maintain the evaluation sheet of each and every individual of the organization. They observe each activities and evaluate according to it. It is done to know the performance of the individual and their contribution towards their organization. According to the evaluation they promote and give benefit to the excellent workers and motivates the other people to do so.

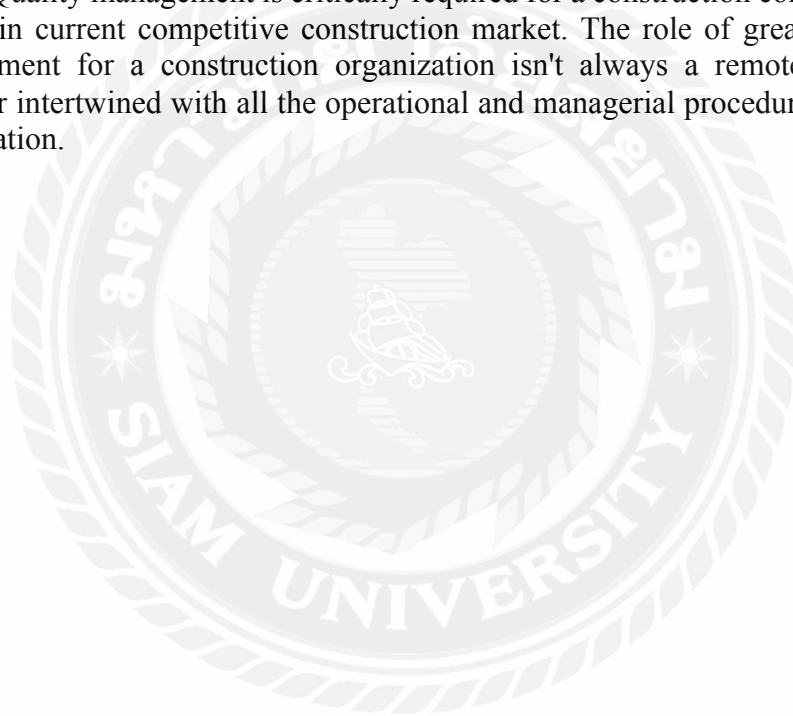
We coordinate with the HR manager. We talked about the process of the recruiting, Interview and also written. We discussed about the new ideas and HR manager really liked our idea. For the efficient productivity performance evaluation, benefits, good working environment should be must. In all the organization hierarchical label are there top level management and lower level management. Even in this organization they use the same methods.

### **5. Communicating with the clients**

Communicating and convincing the client is a difficult job to do when it comes to constructing something. Bad communication can lead to losses of thousands or even millions of dollars. One of our roles and responsibility during the internship period was to deal with the clients who come with a tenure or a project.

### **6. Researching on quality product availability**

The concept of quality management is to ensure efforts to achieve the required level of quality for the product which are well planned and organized. From the perspective of a construction company, quality management in construction projects should mean maintaining the quality of construction works at the required standard so as to obtain customers' satisfaction that would bring long term competitiveness and business survival for the companies (Abdul-Rahman, 2015). Quality management is critically required for a construction company to sustain in current competitive construction market. The role of great quality management for a construction organization isn't always a remote hobby, however intertwined with all the operational and managerial procedures of the organization.



## Chapter 4: Results and Discussion

### 4.1 Contribution

As an Intern, the Rabina Construction assign me lots of work and gave me an exposure to utilize my theoretical knowledge into the real world practice. I even Support them in making the Job Vacancy, analyzing the standard to meet the organizational needs. I even did the cost analysis of the product, and many more.

#### 1. Support the HRM in making Job Description i.e. for Accountant.

This is the example of Job vacancy made for the Accountant. It was also approved by the HR Manager and also uploaded online and even also in local Newspaper. It was good to see success, we received lots of phone calls and E-mail too. As we have only list down the job description because of confidential purpose stated by the company.

#### Job Description for the post of an Accountant: -

- All Account keeping including VAT statement monthly
- Should be responsible for handling all transactions related to account
- To prepare profit and loss statements and monthly closing and cost accounting reports
- To establish, maintain, and coordinate the implementation of accounting and accounting control procedures
- Responsible to prepare and review budget, revenue, expense, payroll entries, invoices, and other accounting documents.

#### 2. Cost Analysis of products

We were given to analyze the cost of products. Cost analysis is very much important for the company like construction company. Small difference in price matters as they have to order more and more order means more money. So, cost analysis of the product should be done compare the price of the materials needed. I have already listed in the table above. I also find out that prices are effected by the current scenario like, Political instability, natural disaster, neighboring country's rules and regulation. We searched the different suppliers and know about the differences in price. We found out that, transportation cost makes the product expensive.

For example, there are two company from where Rabina construction get the quality product. XYZ company and ABC Company. They give order for the project to this company. XYZ company supplies product which are provided in local market but ABC company supplies their product from another district, so the price of ABC company is higher than XYZ company because ABC company gets their materials from another district.

#### 3. Team Work

As an intern, Rabina construction always want us to engage in some work. We had to work in a team to make a work done. We all used to divide the work and do the discussion afterwards. We had to coordinate with the project manager, storekeeper, Project engineer and so on. We worked as a team and gave the equal contribution while working in it.



Likewise, this work can also be really helpful for the company. In the future they can use our work while dealing with the suppliers. And even the HR will think about the benefit of the employee. As we discussed about the importance evaluation and performance of the employee. The organization can survey and can find out the weak and strong point in the working environment. By this, employee can freely speak and share their problem to the HR. Rabina construction should also focus on the organizational culture as their culture could transform the individual self-interests into something bigger which coincides with an organization goal. Additionally, the relationship between the company and the employee should be good otherwise it might effect in coming future.

#### **4.2 Learning process and new knowledge**

It was a great experience to apply the theoretical knowledge into the real world. I learned and got chance to know how the company really works. I learned the process of HR, found out how recruitment process take place, and the quality employee needed for the organization, and what decision affects the company affair, and also learned how the simple decision can effect the cost benefit analysis of construction company. In an organization small things matter. Everyone should perform their best to make the organization successful. Each and every contribution matters no matter what the post is. And also learned that how does the organizational culture and behavior effects the employee's behavior.

##### **4.2.1 Process of Recruitment in a construction company**

Recruitment: - It is the process where an organization- specific plan for finding the new brains in the market and to hire them. The Human Resources (HR) department process, with the help of other company staff. Organization-Specific means each and every company has their own way of running their business. One company choice might not be the best choice for the another company. This recruitment process takes place in Rabina Construction.

1. Identify the hiring needs: In the company where I worked they first identify the hiring needs. They believe that “you can't get what you want unless you know what you're looking for.” All the process is done to find out the best and suitable person for the job. HR made a questionnaire that should be answered by the departments
  - What missing skills in us does this employee need to fit or fill?
  - How does this role fit into the departments?
  - What skills and qualities are needed for this position?After the HR Manager gets the answer, then after that they start the other process. Even with my contribution
2. Prepare a Job description
3. Develop and execute the recruitment plan: They post their vacancy announcement in the newspaper.
4. Review applicants: The HR manager compare the candidate resume and the job description and prior the experience and skills. Before bringing someone into the office, they conduct phone screenings and check the background.

5. Interview: After the background check Rabina construction call the candidate for the interview. They try to make the environment comfortable for the candidate. It is the rules of HR that 2 people are should be there for the interview because one person can ask the other question which another person might not have thought of it. They prepare the question for the candidate but it depends upon their mood. They interviewer might not follow the questionnaire and can make his or her own question for the candidate during the interview.

But in some case, the company can test the candidate by doing in the job training. They can make them do to check whether the candidate can work in the working environment or not. So, that after hiring they do not have to face the problem related to it.

So, these are the process which I learned working with Rabina Construction. I am really amazed that something which I only read in the book are really applied in the real field.

#### **4.2.2 Quality cost of a product**

Simple decision also can make the huge differences in the cooperative world. And this decision directly affects the cost analysis of a project or a product. I also learned that quality control is the most important thing in construction company. The company's efforts are in maintaining and improving the quality of buildings. The item which the company uses have objective in order to use them in the public sector. The items are in standardized structure to prevent confusion because the structure of quality cost will influence in analysis process and the connection with schedule and cost. There are many ways to analyze the quality cost by Comparative analysis, Trend analysis, Composition analysis.

- Comparative analysis: - It is performed to judge the quality level of a project by comparing quality costs against specified product.
- Trend analysis: - It is a method to evaluate the current level of quality control activities by analyzing the trend of quality costs by time periods.
- Composition analysis: - It is performed for analyzing the changes in proportions of each quality cost item. Managers check the proportions when applying this method, of each item along with the changes of the overall quality cost.

#### **4.3.3 Organizational Behavior**

Organizational Behavior simply means the behavior which take place in an organization. Moreover, the interaction between people and the organization to understand their employee and to over come their problem. Organization is a group of wise people who work together and have a common goal to maximize the profit of the organization. Organization runs when the employee brings the best out of them and keep the efforts to their work. People are an organization most important jewelry.

In an organization, every person in unique in their own way. In Nepal, there are 4 castes and 36 sub-castes. Moreover, in an organization there are lots of people from different human nature and different background. It is very much

important to know your employee because to learn about the organization itself and to deal with others. In 21<sup>st</sup> Century, there are competition in the market. Organization should also think about the sustainability in the market. And to make it correct, the source of the organization is employee.

Likewise, In Rabina construction they keep the record of each and every employee from the top level to low level. The record helps Rabina construction to see the performance of the each and every individual during a certain period of time. The most important thing they understand their employee and if they have any problem they mitigate it. As, problem brings disappointment and the also effects the performance. It also helps us to know the impact of globalization in the workplace and the employees.

Challenges and the opportunities of Organizational Behavior

1. Job satisfaction: - We can know the individual opinion towards the company. Whether, they are satisfied from the job or not. If they are not then the company can know the weak point and can improve it.
2. Behaving Ethically: - “To get respect we need to give respect”. Likewise, company always expect the better performance of the workers so do the employees. Behaving ethically in a work place is must to run the company smoothly.
3. Effective Employees: - Organizational Behavior creates the effectiveness in an employee. It makes the environment adjustable and the employee like to where they are comfortable. By doing so, the absenteeism rate will also decrease and turnover will also decrease i.e. the assets of the company remains in the company.
4. Creating positive work environment: - It creates the favorable environment for each and every worker which creates positivity towards work.
5. Organizational culture and diversity: - It refer to shared the belief, norms and value that influence the behavior of the employee. The positive organizational cultures are: High performance orientation, encouraging risk taking, emphasize teamwork and innovation.

In every organization, there is a division in the department for the better performance and to be more specific to their roles and responsibilities. Manager do the job which directly support the work efforts of others. Hence, manager's roles can a coordinator, coach or team leader. Managers are the one to assign the work to his/ her employees and the one who understand and know the employees' nature, achievements, weakness and point to be improved. So the manager can also help to do the managerial work. Organizational Behavior is a knowledge base that helps people to work together and to improve the organizational performance.

## **Chapter 5: Conclusion**

### **5.1 Self-assessment as a future professional**

“Confront the dark parts of yourself, and work to banish them with illumination and forgiveness. Your willingness to wrestle with your demons will cause your angels to sing.” (Wilson)

Internship help us to acknowledge the world that we need to face in future. In true manner, Internship has really helped me to develop my mental as well as physical strength. Assignments like internship, project work, Presentation helps a student a lot to understand how actually a corporate world runs.

However, this time I was more benefitted than before because I got to work with much experienced and humble people who taught me “how to manage time”. Not only that working with construction company helped me to build a good social network” which might be useful for me in future days. This internship also set my career foundation. It helped me to understand the difficulties and ways to deal with them. Internship are great tools to improve our chances as a job applicants and help to make us a better potential employee. Every company wants to hire a strong resume holding employee, who has much working experiences in corporate world rather than unexperienced one. So, this internship also helped me to strength my resume for job opportunity in days to come. I had to communicate with the clients directly so it also helped to build my confident level and tackle the problem like a professional.

Throughout I enjoyed the days I worked with Rabina construction Pvt. Ltd. The staffs were friendly and helpful. They used to treat equally to all the staffs because of which it became easy for me to learn more and sustain in that particular organization. Internship is something that act as a booster in student’s life. I would like to recommend to add such assignment more often so, that student could figure out more clearly what they are learning.

### **5.2 Comparison of practical learning vs theory**

To know, is to know that you know nothing, that is the meaning of true knowledge”. (Socrates)

Learning is the process of collecting the realistic and technical knowledge. There are different forms of learning like, reading books, taking classes, tuition, media, institution and other sources, it is theoretical knowledge. Practical knowledge is gained from the life experiences and with dealing with real situation. Classroom learnings and discussion on a certain topic is totally different thing from experiencing the same work from the field. Theoretical knowledge involves the knowledge to make the different process to make a business successful and on how to stay on the top. But practical knowledge provides the idea and techniques which are necessary to put theory into practice. For example; I am a finance student and interested in the financial and economic side of business and enjoy creating structured environment, theoretical business program will help to put you on track for that type of career but you need to come in the field to make it possible.

Theoretical Knowledge leads to a deeper understanding through seeing it in context of whole understanding but practical knowledge leads to a deeper understanding through the act of doing and experiences There are few things that we cannot learn from theories doing it in actual an experiencing helps. Theories are learned in the ideal of a space where practical knowledge help us to understand circumstance in a deeper manner because we involve ourselves in it on day to day activities.

Moreover, Theory and practical knowledge both are very much important. We cannot avoid each of it. Although most business positions involve both the theoretical knowledge and practical knowledge, it can be useful to focus on one or the other. IT go hand to hand each has their own importance. Theoretical knowledge gives guidance to the mind and mind guide the body to convert the theoretical learning into practical performance. To have the perfect learning experiences one should gain both the practical and theoretical knowledge.



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## Annex 1: Photo Gallery



Figure 1: Nepal Medical College Building



*Figure 2: Construction site with the engineers*



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