



Inspiring Excellence

**INTERNSHIP REPORT ON EMPLOYEE RETENTION
OF ROUTE TO INTERNATIONAL LTD
(RTM)**

Prepared For

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Preface

We learn knowledge from different things, experiences, and environments by reading different categories of books. Generally, as students, we gather theoretical knowledge in our whole student life. So, we need practical knowledge in our real life. We gather practical knowledge and theoretical knowledge which are different from each other. We gain practical knowledge which is required for matching theoretical knowledge. BRAC University has taken effective step such as Internship Program for the BBA students so that we can gain practical knowledge.

As the students of BBA, we should be practical to see the real life in business environment. The objective of the internship program is to produce the learners with practical organizational environment so that we can tune up ourselves for the job in future and can get an opportunity to reconcile the theoretical knowledge with real life situation. For this reason, internship program is an indispensable for the BBA program. Assignment is the inseparable part of university education. It is the combination of university education and practical knowledge. Realizing the above facts, faculty of BRAC Business School, BRAC University has given an opportunity to prepare a report for BBA students. I have prepared my internship report on the basis of experience and activities that I have observed and performed during my whole service life. I have tried my level best to submit this report and overcoming the limitations.

Letter of Transmittal

2th August, 2018

To

Ummul Wara Adrita

Lecturer of BRAC Business School

BRAC University

Subject: Submission of Internship Report on Employee Retention of Route to Market International Ltd.

Respected Mam,

I am very pleased to submit my internship report on Employee Retention of Route to Market International Limited (RTM) which you assigned me as a part of my course curriculum. It has been a great gratification for me to have the opportunity to apply my academic knowledge in practical field. The theoretical knowledge is of no worth if it is not applied in reality. The report is prepared on the basis of the theoretical and practical learning from the three months' internship program in Route to Market International Limited (RTM).

I tried to my level best put careful effort for the preparation of this report. As an intern it is usual that shortcomings or flaws may arise and it may lack professionalism in some cases. For any unintentional inadequacy in the report, your sympathetic consideration would be highly appreciated. Furthermore, I will heartily welcome any clarification and suggestion about any view and conception disseminated in the report. I truly appreciate your patience and support.

I sincerely expect that you would be kind enough to accept my report for evaluation and oblige thereby.

Sincerely yours,

Farjana Akter Lipy

ID-15204006

BRAC Business School

BRAC University

Disclaimer

I am Farjana Akter Lipy, hereby declare that the presented report of internship entitled Employee Retention of Route to Market International Limited (RTM) is prepared by me after the completion of three months' internship program in Route to Market International Limited (RTM).

I also confirm that, the report prepared only for my academic purpose not for any other purpose. It might not be used with the interest of opposite party of the organization.

.....

Farjana Akter Lipy

ID-15204006

BRAC Business School

BRAC University

Certificate of Approval

This is to certify that, Farjana Akter Lipy, ID-15204006, student of BRAC Business School, BRAC University, has prepared this internship report entitled Employee Retention of Route to Market International Limited (RTM)” under my supervision and guidance. I approve the formation and contents of this internship report. To the best of my knowledge the report has been prepared by her. I have supervised her throughout the preparation of the report.

I wish her all success.

.....

Signature of the Supervisor

Ummul Wara Adrita

Lecturer of BRAC Business School

BRAC University

Acknowledgement

At first, I am grateful to almighty Allah who made me able to complete the work presented in this report. It is due to Allah unending mercy that this work moved towards success. I am very thankful to my ever caring and loving parents whose prayers have floated me in the deep seas of troubles and give me financial support. I would like to thank Route to Market International Limited (RTM) for providing me nice academic environment for the successful completion of the program.

My sincere gratitude also goes to my supervisor lecturer Ummul Wara Adrita, who has guided me from the very beginning of my internship program. Her inspiration and encouragement has made me confident and self-dependent. Her tireless efforts and appreciation has greatly contributed to my report. All the shortcomings and weakness of this report, however, are incurred by me.

Besides, I am very grateful to all staff members of Route to Market International Limited (RTM), especially Mallik Intaqab Ahsan (Manager, Finance & Accounts) and Sarkar Imran Mahmud (Senior Executive HR & Admin) who have given me the opportunity to do internship in RTM. Very special thanks to sir Mahmudul Hasan and Sir Imran Mahmud for providing all the support, guidance to do the tasks in the organization. Furthermore, special thanks go to the respondents, who have spent their valuable time generously, and took the trouble of answering my queries and helped me to complete my study. Finally, I thank all my friends, roommate especially to Juthy (C.A) who has helped me a lots.

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Executive Summary

Route to Market International LTD (RTM) is the most innovative and growing (sales and distribution) company in Bangladesh. The company provides its services door to door to the target customers. A number of different local companies that are put or grouped together to form a whole but remain distinct entities such as Nestle, Malee, Dan Foods Ltd., Dhaka Ice Cream Industries Ltd., BEOL, Perfetti Van Melle, Ion Exchange and Bkash. These conglomerates are the life of RTM.

The study is designed to express the outcome of staying three months in Route to Market International Ltd as per the requirement of the internship of BBA program of BRAC University. This report will give a clear idea regarding factors that affect Employee Retention of RTM Ltd.

I have divided the whole report into four parts for the convenient of readers. First part which is main part of the report. It contains introduction, problem statement, scope, objective, limitations and literature review of the study. In this chapter, I have tried to identify the factors that affect “Employee Retention” of RTM. Besides, I have tried to show the picture of employees, attitudes on their working environment, salary structure, work life balance, reward and recognition for the better performance, their opportunity to grow and learn toward their job and organization. Second part deals with overall methodology I have followed to collect and interpret data.

Third part contains results and interpretation of the study based on the identified factors which are collected through questionnaire. Findings and conclusion, significance of the study and recommendations of the report based on the findings are described in part four. It is found that the management performance is very satisfactory indeed to ensure the factors that help the company to retain their employees. Most of the employees are very happy in their working environment, little bit happy with work life balance and reward and recognition system but very dissatisfied with salary structure and career growth opportunity of the company which are described elaborately in the whole report.

Introduction of the report:

Employee retention is the policies, practice, facilities and opportunities which are provided by the organization to retain the employees for the longer period of time. Retention of employee is very crucial as they are the backbone and valuable asset for every organization in every industrial sector. They are the medium to reach in the top of the destination for achieving all organizational goals and objectives. However, to recruit and keep the talents has become a major issue for all organization in this competitive age. To retain the employee has become the very significant topic in the organization for many reasons. First of all, to recruit and provide training the new employee is time consuming and costly rather retaining the old employee. Secondly, it is examined that employees who are staying long period of time in the organization, have the soft corner for the organization. They always want success for the organization. Moreover, they have the better knowledge about the products, polices, rules and regulations, culture, goals and objectives of the organization and these help them to solve the problems and to educate the new comers. Besides, organization wants to keep the employee to protect business privacy. When employee resigns the job, join the other company can talk about the previous company's confidential data to the competitor company. Finally, high employee turnover is related to the goodwill, productivity and profitability of the organization.

In the whole report, I have tried to express what the possible reasons that affect employee retention are. There are many reasonable factors which may be the causes for the employee to leave the organization. The major and common reason is the lower salary structure (overtime, bonuses) and compensation packages of the employee compare to Competitor Company. Even, no overtime salary is given to employee. It is given only to the laborer. Another reason is the working environment which has been figured out in the report. Employees are quite satisfied with the of opportunities of recognition of reword, training and development, clean and safety working environment which also influence the employee to search new job. Employees are more dissatisfied with long period of working hours and less weekend, as well as huge pressure here to perform their daily tasks. To retain employees, management of the organization should take the possible measures. Organization should offer better salary and good compensation packages to the employee to retain them. Ensuring good working environment as well as flexible working

schedule, secure their loyalty and trust. Besides, company should spend effort, time and money to train its employees so that employees have less probability to change their job in future.

Problem statement:

To retain employee is the main task for every organization. Employee basically good employees are the valuable asset for the organization. To retain the employee, Rout to Market International Ltd (RTM) faces a lots of challenges to handle the issue. HR department of RTM is very concern about this issue. Organization tries more focuses to keep the right candidates in the right positions. Because employees are the more important capital which very crucial to run the day to day business.

In the whole report, I have tried to express what are the main factors behind the topic of Employee Retention in Route to Market International Ltd (RTM) and what are the main strategies which will place an important role to retain its employee's longer period of time.

Purposes of the study:

The main objective of preparing the report is to achieve my BBA degree. However, the objective behind this study is something broader. Objectives of the report are summarized in the following manner:

- To identify the more influential factors which affect employee retention of Route to Market International Ltd (RTM).
- To identify the employee's satisfaction level toward their jobs as well as toward the organization
- To identify the factors that influence employee to change their job.
- To identify major strategies which help the organization to motivate the employees to stay long period in the organization
- To identify major strengths, weaknesses, opportunities and threats of RTM Int'l Ltd to retain their employees
- To evaluate the existing strategies of the organization
- To gain practical knowledge about other HR activities of RTM

- To evaluate efficiency and effectiveness of HR department
- To identify the weakness and provide the recommendations and suggestion to overcome the identified problems.

Timeline:

SL No	Prepared tasks	Dates	Time duration (days)
1	To choose the topic	15/06/18	1
2	Discussion with supervisor of the company regarding the topic	16//06/18	1
3	Submit the topic	18/06/18	1
4	Collecting secondary data	1-5/07/18	5
5	Submit the survey report to the supervisor for checking and getting approval	18-24/7/18	7
6	Collecting primary data through conducting survey	25-26/07/18	2
7	Report preparation	26-30/07/18	5
8	First draft submission	30/07/18	1
9	Final submission	02/08/18	1
	Total days		<u>24</u> days

Limitations of the study:

I have worked in RTM three months as an intern. My supervisor and all employees are very helpful. They always help me by providing proper support and guidance. But to prepare the report, I have faced some problems which are shown in the report as the limitations. The limitations are:

- The most common obligation was the time period. I have got only three months to know about the company and to prepare the report. It was difficult to collect more information and to analysis the data.
- Lack of practical knowledge was another limitation for me to prepare the report. It was my first research report. I had to face problem to collect, process, analyze, and integrate and to present the data.
- Another major problem that I have faced to collect information because employees were not interested to say about the confidential information. Besides, they did not answer all questions.
- Employees were very busy with their tasks. Even, I had to gone more than twice and thrice to some employees to fill up the questionnaires.
- Sample size was small.
- There are very limited publications of the company
- I have lack of practical knowledge regarding HR activities

In spite of these limitations, I have tried my level best to make this report as best as possible. So readers are requested to consider these limitations while reading and justifying any part of the report.

The Literature Review:

In this competitive era, to retain employees is a very difficult task for the organization. So every organization is very concern about this matter. Every organization comes up with very unique strategies to retain their valuable assets for the longer period of time. But problems are not stopping at all. There are many independent variables which are responsible for the employee retention in an organization. The first and most common factor is the salary structure of an organization. It is the main criteria to do the job. Another most important factor is the working environment of the company. It plays very crucial role to retain employees for longer period of time. Work life balance, reward and recognition system, career, personal growth and learning opportunities are the other factors of employee retention. Management needs to ensure good working environment, handsome salary, standard overtime payment, attractive bonuses, compensation packages, various training program, recognition and reward for unique and excellent performance to motivate the employee. All these will be very effective to retain employees who are the backbone of a company. Different writers gave different opinion on employee retention strategies.

According to Osteraker (1999) [20], the employee satisfaction and retention are the key factors for the success of an organization. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical. The mental dimension of retention consists of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. Stein (2000) [21], Clarke (2001) [22], Parker and Wright (2001) [23] have rightly observed that organization must utilize an extensive range of human resource management factors to influence employee commitment and retention. Walker (2001) identified seven factors that can enhance employee retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (viii) good communications. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement. Kehr (2004) [24] divided the retention factors into three variables: power, achievement and affiliation.

Dominance and social control represents power. When personal performance exceeds the set standards, it represents achievement and affiliation refers to social relationships which are established and intensified. Hytter (2007) [25] found that factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention. She also explained that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence. Pritchard (2007) [26] was of the opinion that training and development is one of the important retention programs incorporated in an effort to retain their employees. Eva Kyndt , Filip Dochy et al.,(2009) [27] have found in their study, while investigating employee retention that personal factors such as level of education, seniority, self-perceived leadership skills, and learning attitude and organizational factors such as appreciation and stimulation, and pressure of work are of great relevance in employee retention.

Therefore, if timely and proper measures are taken by the Organizations, some of the voluntary turnover in the Organization can be prevented. This condition of employee retention can be increased by providing employees training and development program, performance appraisal and by assigning competitive work to the work force (Mathur & Agarwal, 2013). Retention has been viewed as the formula of retaining crucial employees along with the organization and will only happen when there will create a trustworthy relation that will foster the job security and safe working condition (Dutta & Banerjee, 2014).

Overall methodology of the Report:

Research methodology is the scientific process through which overall research is completed. It shows how researcher how collects the data to solve the problem logically and scientifically by following different stages

Research Design:

To prepare the report I have used the descriptive research design. It helped me to identify the more responsible factors for employee retention of RTM.

Research Method:

For collecting the primary data survey research method has been used. Survey is a research technique in which information is gathered from a sample of people by use of a structured questionnaire.

Data Collection:

Both the primary and secondary form of information is used to make the report more meaningful and presentable. The details of these sources are given below:

Primary Sources:

- Data collection through structured questionnaire from resigned employees
- Data collection also from present employee through questionnaire

Secondary Sources:

- “HR manual” of Route to Market International Ltd.
- Various book, articles, compilations etc. regarding RTM Operations and Business Communication
- Published and unpublished documents of the company
- Employee retention related publications from website
- Website of RTM Company.

Data Analysis:

To analyze the collected data and information likert scaling method is used. And I have shown the factors that affect employee retention of RTM in table with percentage.

Sample size and sampling procedure:

The target population of my study were employees from Route to Market International Ltd. I have chosen 20 employees out of 200 employees for my study. The sampling method used for the study was simple random sampling. I have randomly chosen those 20 respondents from different departments like accounts and finance department, sales and marketing department, HR department, and from bkash agent to collect information.

Results of the study of “Employee Retention” of RTM:

Employees’ opinion towards salary structure:

Salary is the monetary and fixed payment paid on monthly basis by the employer to the employee for their services. It comprises bonuses, compensation and also wages. To retain employee salary structure plays a vital role for the company. Here I am trying to show opinion of employees of RTM regarding their salary structure.

SL No	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
I	RTM provides <i>handsome salary</i> as per designation compare to competitor companies	3 15%	5 25%	7 35%	4 20%	1 5%	20 100%
i	RTM provides <i>standard overtime salary</i> for its all permanent employees	6 30%	5 25%	7 35%	2 10%		20 100%
iii	Satisfactory <i>bonuses</i> and incentives paid by the company	2 10%	2 10%	5 25%	11 55%		20 100%
Iv	Compensation-packages (<i>accident</i>) provided by the organization	4 20%	1 5%	7 35%	8 40%		20 100%

Table -1: Employees opinion towards salary structure

Interpretation:

From the table, we see that 20% employees are saying that their salary is handsome compare to competitor companies. Only 5% employees strongly agree, 35% are neutral and 15% are strongly disagree with the statement. And only 10% employees have the opinion that RTM provides standard overtime salary, 25% employees disagree with the statement, 30% strongly disagree with the statement that RTM provides standard overtime salary to its employees. Regarding compensation packages 40% agree, 35% are neutral 20% strongly disagree.

Employees’ attitudes toward working environment:

It is another very important factors that affect employee retention. Working environment means the place or surroundings where the actual performance is done. It may include the physical environment which is visible and also no visible environment. It means expecting good communication procedure to all level of management and employees, treats employee in a respectful way. Here we will see how employee’s opinion about working environment.

SL No-	Statements	Strongly Disagree 1	Disagree 55% employees 2	Neutral 3	Agree 4	Strongly Agree 5	Total
i	Working environment is <i>comfortable</i>	1 5%	1 5%	4 20%	11 55%	3 15%	20 100%
ii	<i>Two way communication</i> system is maintained	1 5%	1 5%	4 20%	12 60%	2 10%	20 100%
iii	There is <i>friendly</i> working environment	1 5%	1 5%	4 20%	9 45%	5 25%	20 100%
iv	<i>Physical working environment</i> (work space, light, fan, a.c, technology and equipment) all are healthy enough	1 5%	4 20%	4 20%	9 45%	2 10%	20 100%

Table-2: Employees attitudes toward working environment

Interpretation:

From the above table, we see that 55% employees agree, 15% strongly agree, 5% disagree and 5% strongly disagree with the statement that RTM, s working environment is comfortable. And opinion regarding two-way communication system maintained 60% employees agree on the other hand only 10% employees having negative feedback regarding these factor.70% employees which are very huge in number who said that RTM has a very friendly working environment. But we see that, there is little bit problem in physical working environment. 25% employees are not satisfied with the physical working environment.

Employees' perception about work life balance:

The amount of time employee spends to perform his or her job compare with amount of time they get to enjoys personal as well as family events. it also includes the contribution of the company to the employee personal and family needs. It is very crucial criteria for the employee to stay in the company for a longer period of time.

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
i	<i>Working schedule</i> of RTM is suitable to maintain job and family needs	2 10%	4 20%	8 40%	6 30%		20 100%
ii	RTM provides <i>leave facilities</i> (maternal, paternal, sick, marriage or other personal and family emergency) for its employees.	1 5%	1 5%	6 30%	9 45%	3 15%	20 100%
iii	RTM provides <i>salary in advance</i> in case of personal and family needs	1 5%	1 5%	5 25%	10 50%	3 15%	20 100%
iv	Provides <i>job opportunities</i> for family members	3 15%	5 25%	5 25%	7 35%		20 100%
v	Provides <i>life insurance</i> facility for its employees	9 45%	3 15%	7 35%	1 5%		20 100%

Table -3: Work life balance:

Interpretation:

From the above table, it is seen that 30% respondents agree with the statement that RTM, s work schedule is suitable they maintain job and family needs. On the other hand, 30% respondents which very huge in number who have the dissatisfaction towards the tight working schedule of RTM. In case of leave facilities, 45% agree, 15% strongly agree but only 5% disagree and 5% strongly disagree with statement. The table also shows that 50% employees agree, and 15% employees strongly agree but 5% disagree and 5% strongly disagree with the statement that RTM provides salary in advance in case of emergency. Besides, the table figure outs that, 35% respondents have the positive feedback towards job opportunities for the family members by the

RTM. But 40% people are not agreeing with the statement. In case of providing life insurance facility by the company only 5% employees agree with it but 60% respondents have the very negative attitudes toward the facility.

Employees’ feedback on Rewards and Recognition system of RTM:

To motivate employee and keep them for the longer period of time, the factor that affects more strongly is reward and recognition. Employee reward and recognition means arranging program by the company to give awards for employees, better performance. it may be monetary or nonmonetary term but separate from salary. Here I have tried to express employee’s feedback on reward and recognition system of RTM.

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
i	RTM <i>provides</i> rewards and recognition for the fulfillment of tough target.	5 25%	2 10%	5 25%	8 40%		20 100%
ii	<i>Level of reward</i> and recognition for innovative ideas is very prestigious.	3 15%	4 20%	9 45%	4 20%		20 100%
iii	RTM held <i>regular program to provide awards</i> to employees for their better performance and <i>to motivate poor performers</i> .	4 20%	5 25%	6 30%	3 15%	2 10%	20 100%
iv	<i>Promotion system</i> of the company is very fair.	2 10%	2 10%	7 35%	6 30%	3 15%	20 100%

Table-4: Reward and recognition

Interpretation:

From the above table, it was interpreted that, 40% respondents agree, 10% disagree and 25% strongly disagree with factor of RTM provides RTM provides rewards and recognition for the

fulfillment of tough target. And only 20% respondents agree that RTM provides prestigious rewards for innovative ideas. But 20% employees disagree and 15% employees strongly disagree with that statement. Besides, 15% respondents agree, 10% strongly agree but 25% disagree and 20% strongly disagree with the variable of RTM held regular program to provide awards to employees for their better performance and to motivate poor performers. From the table we also notice that promotion system of RTM is not fair to all employees. 30% employees agree, 15% strongly agree, but 10% disagree, 10% strongly disagree with the statement.

Employees’ opinion about Career and personal growth and learning opportunities:

Company is a place which ensures ongoing training and learning opportunities to its employees to achieve the goals and objectives of the company. Every organization arranges different training programs for its new comers as well as old employees to enhance the productivity and profitability. It not only helps employees to achieve organizational goals but also helps the employees to develop KSAs (knowledge, skills, ability). It is very crucial factor to retain the employees in a high rate. In this study, I have tried to level best to analyze employee’s opinion regarding Career and personal growth and learning opportunities in RTM.

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
i	Held <i>adequate training</i> and development programs for its employees to grow and learn	3 15%	5 25%	9 45%	3 15%		20 100%
ii	Employees get <i>adequate support & direction</i> from their seniors and supervisors for skills development	1 5%	1 5%	7 35%	8 40%	3 15%	20 100%
iii	<i>Job rotation and job transfer strategies</i> are taken by the management to enhance knowledge about different tasks.	2 10%	5 25%	8 40%	5 25%		20 100%

Table-5: Career and personal growth and learning opportunities

Interpretation:

From the table, we notice that only 15% respondents agree, but 25% disagree and 15% with the statement that RTM arranges adequate training and development programs for its employees to grow and learn. And 40% respondents agree, 15% strongly agree and only 10% respondents have the negative opinion that employees get adequate support & direction from their seniors and supervisors for skills development. Moreover, 25% employees agree, 25% disagree, 10% strongly disagree with the statement job rotation and job transfer strategies are taken by the management to enhance knowledge about different tasks.

Findings and conclusion:

Findings:

After data analysis and interpretation, the facts I have got are shown in this part.

Findings from salary structure:

1. Most of the employees are not happy with the salary structure of RTM. Employees said that they get very low salary compare to other companies.
2. Majority of employees have expressed their opinion that RTM does not pay standard overtime salary for its all employees.
3. Only half of employees are satisfied bonuses and incentives paid by the company.
4. Some employees are not happy with compensation packages.

Findings from employees' attitudes toward working environment:

1. Employees are very happy in their working environment. They said that RTM ensures comfortable, friendly and communicative working environment.
2. But it is seen that there is little bit problem in physical working environment.

Findings from Employees perception about work life balance:

- The study shows that majority of the respondents do not get the scope to maintain work and personal life because of tight working schedule.
- And employees are happy with leave facilities provided by RTM.
- There is lack of job facility for family members and insurance facility is rare here.

Findings from Rewards and Recognition system of RTM:

1. Most of the employees have negative opinion on rewards and recognition for the fulfillment of tough target and innovation.
2. Promotion system is average

3. Most of the employees disagree with the statement that RTM held regular program to provide awards to employees for their better performance and to motivate poor performers.

Findings from Career and personal growth and learning opportunities:

1. There is less opportunity to learn and grow through formal training
2. But employees get appropriate guidance and support from supervisor which helps employees to learn more.
3. Job rotation and job transfer strategies are taken by the management to enhance knowledge about different tasks is very effective to develop skills. But it is a matter of sorrow that employees get very less opportunity to do it.

Conclusion:

Human capital is the impetus to run any organization. There is other capital but no human capital, to run the organization is impossible. There is a proverb that the asset which can make and break an organization is employee. Retaining this valuable asset help the company in many ways. It will help the company to grow, enhance efficiency, effectiveness, popularity, productivity as well as profitability. But to retain and satisfy this resource is very challenging for the company. Many researchers come up with many unique strategies to retain employees for the longer period of time but the problem is not stopping at all. To enhance the level of employee retention for long time, HR professionals of the company should take into consider the very crucial independent variables such as salary structure (handsome salary, standard overtime salary, compensation practices), alternative working hours, flexible timing, healthy working conditions, training facility and reward and recognition planning.

Significance of the study:

The significance of the study is very broad for all level of organizations because to retain the employees is the main concern for every organization. Through this study, management can know the factors or reasons that influence or tend employee to change their job. The study shows valuable suggestions and solutions to reduce poor employee retention. Besides, it helps the management to discover the core weakness of the company to retain employees for life time. And from the study, management gets the possible therapy to resolve the problem. The study also offers sufficient knowledge about current strategies practiced by the company and company can improve the dissatisfied areas.

Recommendations:

Recommendations based on findings and from my own working experience in RTM are given here.

- We all know that salary is the main option to motivate and retain employee. Company should be more and more concern about its salary structure to retain employees for longer period of
- More than half of the employees which is a very huge number who have the negative opinion on overtime salary. Company should ensure overtime salary for all permanent employees. If the company offers overtime salary for all employees, they will not look at the watch again and again.
- Little bit focus on compensation packages and bonuses because these motivate employees to stay in the company longer period of time.
- Management needs to take measures to improve working environment. If working environment is not good enough, it will effect on profitability of the company. Because it hampers employees' mode and time to perform tasks.
- Organization must give flexibility in working schedule. To ensure it management can change working schedule like (office hour of Thursday from 9am-5pm or 10am-5pm in Saturday)
- RTM must be very careful to improve life insurance policy for the employees. in this case organization should take this policy at least for the drivers and employees who works outside of the organization.
- Organization may sometimes offer job facility for family members which build trust, responsibility, and soft corner for the company.
- Management should give proper value of employees' contribution to the company which motivates employees to do more and more hard work and good things for the company.

- Organization must help program at least once in every year to reward employees for their exclusive performance. It helps the company to reduce its cost of salary and it effects on high employee retention.
- If the employees are not happy with the promotion system of the company, they will search the new jobs and leave the current company. Thus RTM also gives focus on this issue to retain its valuable assets.
- RTM must arrange regular training program for its employees as many employees feel the demand of training opportunities. To retain the employees or to increase employees' morale this factor will place a very crucial role.
- Implementation of job transfers and job rotation strategy for employees to enhance knowledge helps the company to reduce high employee turnover rate and cost.
- HR professionals must be more effective and efficient to handle any issue.
- Treat employees in a respectful way.

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Appendix-1: Questionnaire:

Questionnaire on the Study of “Employee Retention” of Route to Market International Limited:

Dear Sir/ Madam

Please help me by providing the following information. This information will be used to identify the independent factors that affect “**Employee Retention**” of Route to Market International. Please be honest to provide your opinion.

[This is done only for academic purpose. Your responses will be kept confidential.]

Farjana Akter Lipy

ID-15204006

BRAC Business School

BRAC University

Personal information:

Name::

Age :

Gender:

Designation :

Signature:

Department :

1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Salary structure:

SL No	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
i	RTM provides <i>handsome salary</i> as per designation compare to competitor companies					
ii	RTM provides <i>standard overtime</i> salary for its all permanent employees					
iii	Satisfactory <i>bonuses</i> and incentives paid by the company					
iv	Compensation-packages (<i>accident</i>) provided by the organization					

Working environment:

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
i	Working environment is <i>comfortable</i>					
ii	<i>Two way communication</i> system is maintained					
iii	There is <i>friendly</i> working environment					
iv	<i>Physical working environment</i> (work space, light, fan, technology and equipment) all are healthy enough					

Work life balance:

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
i	<i>Working schedule</i> of RTM is suitable to maintain job and family needs					
ii	RTM provides <i>leave facilities</i> (maternal, paternal, sick, marriage or other personal and family emergency) for its employees.					
iii	RTM provides <i>salary in advance</i> in case of personal and family needs					
iv	Provides <i>job opportunities for family members</i>					
v	Provides <i>life insurance</i> facility for its employees					

Rewords and Recognition:

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
i	RTM <i>provides rewords</i> and recognition for the fulfillment of tough target.					
ii	<i>Level of reward</i> and recognition for innovative ideas is very prestigious.					
iii	RTM held <i>regular program to provide awards</i> to employees for their better performance and <i>to motivate poor performers</i> .					
iv	<i>Promotion system</i> of the company is very fair.					

Career and personal growth and learning opportunities:

SL No-	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
i	Held <i>adequate training</i> and development programs for its employees to grow and learn					
ii	Employees get <i>adequate support & direction</i> from their seniors and supervisors for skills development					
iii	<i>Job rotation and job transfer strategies</i> are taken by the management to enhance knowledge about different tasks.					

Additional comments or suggestions (if any)

Thank you so much for spending your valuable time

