

Report On
**Analysis of Factors affecting Employee Attrition & proposed
solution for Dabur Bangladesh**

By

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Report On
Analysis of Factors affecting Employee Attrition & Proposed solution for Dabur Bangladesh

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An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Studies

Brac Business School
Brac University
September, 2019

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Declaration

It is hereby declared that

- The internship report submitted is my/our own original work while completing degree at BRAC University.
- The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
- The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
- I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Fabliha Bushra
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Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Zaheed Husein Mohammad Al-Din

Senior Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Factors affecting organization of employee attrition in Dabur - Asian Consumer Care Pvt. Ltd.”

Dear Sir,

This is my pleasure to display my entry level position provide details regarding ' Factors affecting employee attrition of Dabur Bangladesh', which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. Without your guidance and support, it would have been impossible for me to complete my internship program and the report. I am eternally grateful to be your student and forever in debt to your teachings.

I hope you will accept my report by considering the limitations and errors of my study I trust that the report will meet the desires.

Sincerely yours,

Fabliha Bushra

Student ID: 15304069

BRAC Business School

BRAC University

Date: 26th September 2019

Non-Disclosure Agreement

This agreement is made and entered into and by between **Asian Consumer Care PVT. Ltd** and the undergraduate student of BRAC University-**Fabliha Bushra** for the purpose of preventing any unauthorized disclosure of the confidential information of the company. Both the parties agree to keep information confidential and non-disclosed during the study of the topic. As sales based multinational institution Dabur-ACCPL has its own organization rules that not to share confidential information to outside. Maintaining the policy of the ACCPL, the report has been made.

Acknowledgement

I tried my best to accurately represent my organization and my subjective area, so for any inaccurate assumption or information I ask pardon from the reader.

First and foremost, I am eternally grateful to my family for bringing me to this world, giving me a proper education and also for completing this report. Then I would like to thank all the teachers including my Supervisor **Zaheed Husein Mohammad Al-Din** who helped me enormously during my difficult times and taught me the most valuable lessons for the initiation of my career. I would also like to thank **all the people of ACCPL** for helping me throughout the months, considering my errors and correcting me as gracefully as possible. Special thanks to my Supervisor **Mr. Rashed Mosarof (Head of HR Department)**, **Mr. Humayon Kabir (HR Admin)** and also **Mr. Shepon Sarker (HR Executive)** for giving me insights of the HR activities of the organization. The internship is the first step to getting into a new world, a world full of anomalies and practical problems and solutions. A good start always indicates a good journey ahead and I will be forever in debt to the people who brought me here, my family, friends, and teachers.

Executive Summary

Dabur India Ltd is conducting key role in the FMCG Company in India & ACCPL of Dabur's registered branch is also leading in the FMCG Industry of Bangladesh. This report represents the deep analysis of how Employee motivational factors are affecting to reduce employee attrition in ACCPL. HR processing are likely similar responsibilities in other organization but after I join here, I got to know there is more responsibilities for HRM personnel to take and managing the employee of the organization. It is really a tough job to take care of all the branches across the continent for a MNC like Dabur ACCPL. I found that different factors which HR team of ACCPL are following to motivate their employees. From the day to day tasks to recruitment criteria of HR team, I have learned every little thing from the company & honorable supervisors. I am going to describe those in further part of the report.

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List of Acronyms

| | |
|-------|-------------------------------|
| FMCG | Fast moving Consumer Goods |
| ACCPL | Asian Consumers Care Pvt Ltd. |
| HR | Human Resource |

Chapter- 01(Company Profile)

1.1 Introduction of FMCG Industry

Fast Moving Consumer Goods also termed, as FMCG is not a popular acronym known to general. Hence, the knowledge of it is pretty brief to new career onlookers whose area of study is not related to this part of our economy. Currently, the FMCG industry in the country is in a declining state as the duration of it has surpassed the maturity stage and looking forward to a refreshing or rebirth cycle.

Let us cut to the point, of breaking down Fast Moving Consumer Goods, simply known as FMCG relating to our economy. Almost all the developed and developing countries in the world uses FMCG for daily necessities. For example, daily commodities like bread, to processed rice, milk, eggs, perfume, deodorant, insect repellent, shampoo, oil, chips, etc. anything that has a short shelf life with daily needs. Even though these goods have a lower price thus lower profit margin, but the volume it gains in sales make up for the lower profit margin.

The FMCG marketplace is huge and some of the largest FMCG companies in Bangladesh are Unilever, Nestle Bangladesh, Akij Foods & Beverage Ltd., Bashundhara Group, Pran Ltd., etc. FMCG is the most consumed industry in the market and they are one of the least involved purchase for general consumers. The reasons behind that is that, Consumers are more likely to get involved in purchasing something like a Toyota Car or a set of furniture or a 40” UHD TV that symbolizes their status in the society, but something like daily commodities like juice, detergent, soap, vegetables, snacks, cooking essentials, groceries do not reflect status. As they have either too many variations or none and people deal with them through availability and quality on a regular basis like a monthly subscription.

The components which are the most essentials in an FMCG cycle are Packaging (Primary and Secondary), Product (External and Core), Supply and Demand, Shelf life, Label (Information) and lastly but not the least promotion. For example, why do people prefer Lux Beauty soap to any generic local soap, because they have idol or renowned personnel to promote, better packaging, longer shelf life, surplus supply. It’s a psychological manipulation to insert an idea through visualization or auditory and repeating it quite a few times to engrave it in your mind

unconsciously, which later reflects over the decision when you again see at the point of choosing between multiple variations.

1.2 Overview of ACCPL- Dabur:

Dabur Bangladesh registered, as **Asian Consumer Care (PVT) Ltd.** is a subsidiary of Dabur India Ltd. which is one of the leading FMCG companies in India and also in this region, with revenues of over Rs 7680 Crore & Market Capitalization of over Rs 48,800 Crore in India. As the whole operation in Bangladesh includes in the India region, ACCPL's operation is considered as a branch of the parent company. **Dabur is currently India's most trusted name and the world's largest Ayurvedic and Natural Health Care Company** by building on a legacy of quality and experience of over 137 years.

The idea of Dabur coined in the mid-1880s when an Ayurvedic practitioner Dr. S.K. Burman formulated medicines for diseases like cholera and malaria. After that, he set up Dabur India Ltd. to mass produce his formulations to help the common. Fast-tracking to 1998 the 5th generation of Burman family, the current chairman Dr. Anand Burman and vice-chairman Amit Burman was among the first in India to separate ownership from management of the business and handing them over to professionals for the betterment of the organization.

Dabur has now 11 overseas office across the world from Dubai (UAE), to Egypt, to Bangladesh, Nigeria, London (United Kingdom), USA and Nepal. They even have a factory in Nepal. Dabur India is a world leader in Ayurveda with a portfolio of over 250 Herbal/Ayurvedic products. Dabur's FMCG portfolio today comprise of five flagship brands with distinct brand identities. Dabur as the master brand for natural healthcare products, Vatika for premium personal care, Hajmola for digestive, Real for fruit juices and beverages and Fem for fairness bleaches and skin care products in Bangladesh. Their current product portfolio consists of Vatika Amla & Beautiful Hair oil, Vatika Shampoo, Hajmola, Fem & Honey. Asian Consumer Care Pvt. Ltd has joint venture with ACI Ltd. Dabur has distributed its food items through the channels of ACI Consumer Brands. They are Dabur Honey, Dabur Chawanprush. Besides Dabur has also some personal care products which are Dabur Amla Hair Oil, Dabur Vatika Hair Oil, Vatika Shampoo & Dabur Vatika Face Pack etc. Customers are already know Dabur brand through various satellite channels and bringing good name for both Dabur & ACI.

Asian Consumer Care Pvt. Ltd. entered Bangladesh market in 2003 and initiated commercial products in 2004. After a decade of doing business in Bangladesh in 2014 Dabur successfully opened a state of the art manufacturing facility in Dhamrai , Dhaka.

1.3 Company Background of ACCPL:

Asian Consumer Care (PVT) Ltd.'s head office is situated in 52, South Breeze Square, Gulshan Avenue, Dhaka-1212. Currently, the family consists of around 127 employees directly working with ACCPL and outside around 380 employees working through third-party affiliation. The attrition rate is under 8% which is standard in the industry. The organization is constantly developing by implementing different innovative techniques to increase the productivity and revenue of the company, also taking care of the employees. ACCPL has standard facilities for employees like other organizations, such as providing healthcare insurance via third-party affiliation, law professionals on a consult for advice, and free health checkup. ACCPL is a traditional FMCG company with a modern touch.

Chapter -02

2.1 Objectives of the Report:

Objective of this report study is not to expose and blatantly praise of my organization rather hold my ideas and understand the reality comparing to my text lessons. The purpose of making report is to find out how they have reduced employee attrition in recent years in Dabur Bangladesh and which are the initiatives they have taken to reduce. These are two objectives of the report. They are:

- ✓ **Primary Objective:** Completing my internship program successfully. Understanding my position in the corporate world and learning from the experienced also learning the corporate culture as they vary in advertently and learning to confront with it. As there is no alternative to perseverance and kindness.
- ✓ **Secondary Objective:** To understand the organization and analyze the HR activities from an intern's point of view. Moreover, find out those factors are related to reduce employee attrition in Dabur Bangladesh.
 - a. Learning the attrition analysis of Dabur
 - b. Reason for employee attrition
 - c. Day to day tasks of an HR personnel along with employee motivational factors
 - d. Recruitment criteria
 - e. Understanding employees and designing incentives and programs based on that.

Elaboration: Now to the explanation of the objectives.

Primary Objective: It is common among the interns of this society to get frustrated easily at an early stage for not being able to cope up with the older generation or diversity in culture and lifestyle. It is a common tendency among the generation Y and Z to enjoy reward first then completing objectives to accomplish goals. As much we have been fed the idea that every job is designed to reward for hard work which includes modern tools in the office, leisure in between tasks, personal computer on every desk, personal space/cubicle for every newly joined employee is nothing but an illusion, promoted to calm the herd of job onlookers and attracting candidates to organization needs (not the candidates). Change makes an employee grow in career and

learning to adapt work out of comfort zone is climbing the first steps of career building. In a tight competition for jobs in Bangladesh, it is not unusual to land a job out of your comfort zone, which is good if one is able to hold onto senses and patiently learn step by step.

Fortunately, ACCPL is completely different of the case. As the organization is continuously developing and changing to be better to do better. They provide as much of diligence to their employees as possible in the industry and the places they lack of, they are doing continuous research to improve. As changes come for better or worse.

Secondary Objective: It is to accomplish all the tasks to be a part of the organization and in the meantime analysis of the HR activities to compare the experience with the textbook study. Although I tried to find out how HR team motivate their employee to work in this organization with comfortably & gladly also how they could manage the employee attrition rate in recent 4 years. In a country like Bangladesh it is common that most of the organization do not follow any standardized rules, hence the diversity. The secondary objective is a complement to the primary objective as no one gives their secret formula out unless you earn your place to learn the inside information, the skeleton and the bones of an organization.

2.2 The rationale of the report:

The internship is the beginning of a student's career; it takes a tremendous effort nowadays to get a job let alone a decent job. To learn and apply my learnings in a practical environment, even a fraction of it would mean the success of my education. This report entails the deep analysis of a leading FMCG company especially how *Human Resource Management team reducing employee attrition through some motivational factors* and the basis of differentiation of textbook knowledge and practical skills. How our education is far from the reality of an FMCG organization from an intern's point of view.

2.3 Methodology:

As we worked through different tasks, we examined every aspect of the organization in details understanding through the theories of *Employee motivational factors* to reduce employee attrition in *Human Resource Management* for clear understanding of the activities of the organization.

First to note an organization's activity, development, culture and structure varies from one organization to another especially in HR activities. Hence these international theories may not necessarily applicable to my organization due to the cultural differentiation.

Explains the different needs for motivation to reduce employee attrition in ACCPL, as motivation is the key to long term and successful employment and it is *HR's* prerogative to make it right by the employees when they are under pressure for various reasons.

2.4 Limitations:

Throughout my internship, I gathered lots of information of Employee attrition & motivation in ACCPL (Asian Consumer Care Pvt. Ltd). For the time constraints, I could not manage doing factory employee survey & have done survey with specific number of employees in the corporate office of Dabur. Due to small volume of working area, a smaller number of people are working in ACCPL Corporate office. So, I could consult with those employees only regarding my report topic issues & survey methodology. Besides, interactions with employees was low with me because there are more male working employees than female in ACCPL.

Chapter-03

3.1 What is Employee Attrition?

Employee Attrition is the retrenchment of staff by voluntary or involuntary reasons. Employee attrition can increase for various reasons like retirement, resignation, termination of contract or when a company decides to make a position unwanted.

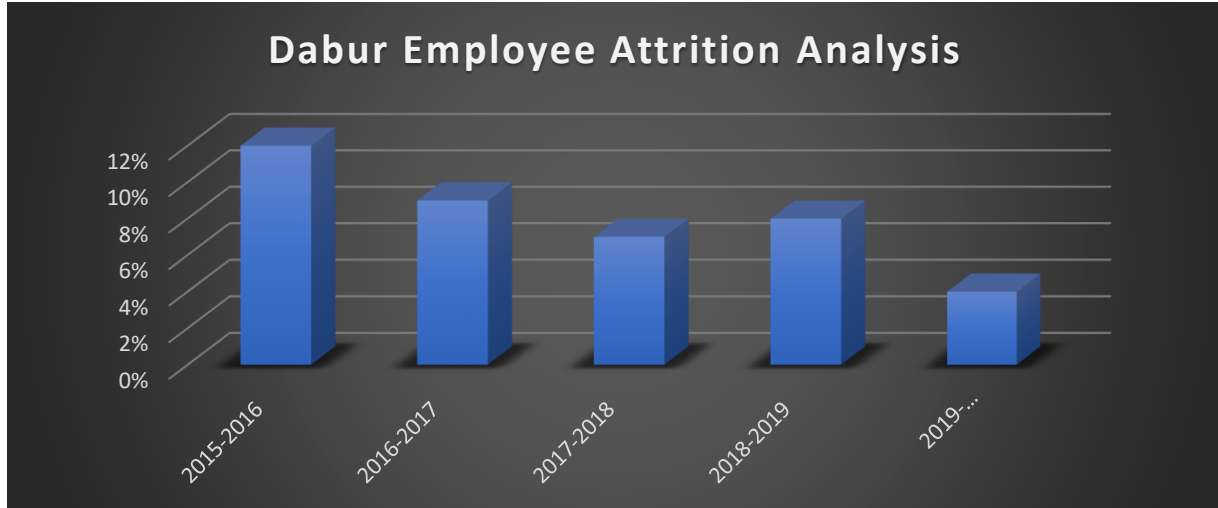
In Dabur, Employee Attrition rate is 6%-7% which is too standard rate for a FMCG Industry. For any FMCG Industry below 8% is the standard employee attrition rate.

Attrition Rate Analysis: Attrition in a company is usually weighed with a metric called attrition rate which measure the number of employees leaving the organization (voluntary resigning or lay off by the organization). Attrition rate is also prescribed as chum rate or turnover.

3.2 Employee Attrition Rate in Dabur:

The aim of Human Resource Management is to assist a company to meet strategic goals by attracting and maintaining employees and also to handle them effectively. The exponential rate at which companies are rising, there is a constant requirement of maintaining and holding the efficient employees. The attrition rate is one of the barriers faced by various companies. The attrition rate is number of employees moving out of the organization. $\text{Attrition} = (\text{No. of employees who left in the year} / \text{average employees in the year}) * 100$. Asian Consumer Care Pvt (Ltd) ACCPL organization could manage to reduce employee attrition rate from the past 4 years record. After Data Analysis of Dabur, it is found that ACCPL could reduce 4% attrition rate from the year 2015 to the current year 2019. In 2015-2016, it was 12% and now it is 8% which is the standard rate for a FMCG Industry.

Graph:



In the above graph, it has been shown that ACCPL employee attrition rate was 12% in 2015-2016. ACCPL could reduce its attrition rate 12% to 8% through employee engagement activities. I am going to discuss in details in the below about how ACCPL could able to reduce attrition rate from the following years 2015 to 2019.

3.3 Factors Affecting Employee Attrition:

When employee attrition happens in a company, several factors can be affected in the organization. The word attrition is used to narrate voluntary and involuntary terminations, deaths and employee retirements that result in a retrenchment to the employer's physical workforce. ACCPL could manage employee attrition somehow successfully by the HR Team of the organization. The factors which are related with employee attrition of ACCPL given below:

1. **Monetary Concern:** The anticipation of employees is growing higher day by day. One of the major issues of increasing employee attrition in the company is high expected salary of employee from the employers. People who are leaving the company because they have been offered higher salary from other company. An employee who doesn't get for his better performance, he/she can get disinterest of working with delightful. In the recent competitive scenario, it is not difficult for employees to find positions that leverage their work experience and pay better.

2. **Slack career growth for internal talent:** There are tardy career growth for internal talent might happen in the organization which discourages an employee to work with delightful in the current company. Employees with previously relevant experience are a great commodity in today’s fast-growing market. Besides, it is not for fast-growing companies to fill new jobs with external applicants who have earlier related experience with other companies, bringing them in at one level higher than their current level of providing them a new role with greater obligations. This contributes to the thought by “passed over” internal taken that career growth is tardy in the current company which results in further attrition.
3. **Working Sphere:** Attrition because of work environment in ACCPL is generally due to lack of trust issue in the fairness of the system around safety and care of employee, usefulness of the channels to address employee miseries, accessibility of the senior management team & other related environmental issues might affect. Through the survey I have found that people are somewhat satisfied with working environment of Dabur which you can see in the pie chart. Here the statement was “Workplace gives you friendly environment. Do you support the argument?”-Blue Portion-Agree, Green portion- Neutral, Grey portion- Disagree.

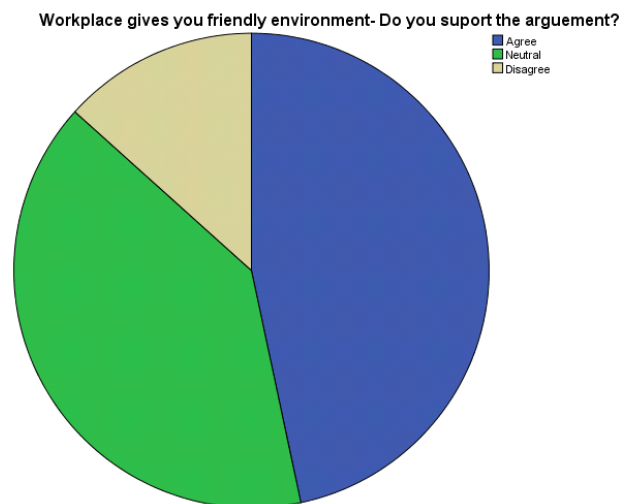


FIG 2.0: Friendly Working Environment at ACCPL

4. **Small business volume:** ACCPL is still running small business volume in Bangladesh. It has bigger volume business in India corporate headquarter. Because of small business volume, there is few numbers of people working in the corporate office. Rest of employee are working as territory executives and factory working employee. So, there is

less chance to hire more new employees in ACCPL and an employee also look for moving to big volume organization for ensuring their position and other facilities. ACCPL doesn't hire fresh employee, they hire employees who have experience working in FMCG Organization.

5. **Inadequate training and development opportunities:** This might be the major reasons for leaving of employees in any organization. ACCPL organization still confined with small volume working area inside the organization. So, there might have shorten of ample opportunities to learn new skills or undergo training or further education is occasionally cited as a cause of leaving.
6. **Lacking on recruitment process:** Recruitment process is one of the vital factors in analyzing employee attrition rate for any organization. To meet high demand levels quickly meet high demands levels of an organization, service providers are not always hiring resources with the appropriate skills and experience when and where they are necessary. If there is lacking on recruitment process, unworthy employee might get to sit in the compatible position. Thus, ACCPL like any organization start losing revenues.
7. **Misunderstanding with Supervisors:** Conflicts between employee with their line manager can make an employee demotivate. Employee might lose his/her interest of working in the organization if misunderstand arise with supervisors. It also creates bad impression for an organization. In ACCPL, this factors often might arise between employee & line manager. The graph showing below is there good relationship avail between employees & line manager: Here the question was- "Do you feel your views and opinion are taken into account when decisions are made?" Blue- Always, Green-Sometimes, Grey-Rarely, Violet-Never.

Do you feel your views and opinion are taken into account when decision are made?

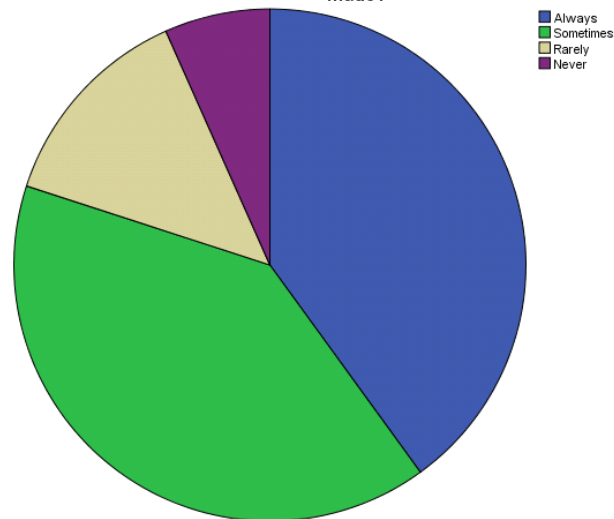


Fig 3.0: Employee's opinions are taken into account

- 8. Insufficient Breaks:** Workload can also be the major factor affecting employee attrition in the organization. Too much work pressure doesn't make an employee delighted to work more for the company. Breaks come in motivational factors which an employee demands. When there is too much work pressure, ACCPL employees hardly get breaks which make them disinterested for working further. Working for too long time, an employee badly needs a break in the middle of work to get refreshed.
- 9. Health issues:** An organization must take precautionary steps or necessities if an employee gets sick or feeling unwell while working in the office. The HR team of ACCPL has arranged those necessities for their employees if any emergency happens in the office while working. Besides, an employee can get sick leave if he/she is unable to work under organization policy. If an organization fails to ensure employee health factors, employees get low attractions to work for the company.
- 10. Retirement:** ACCPL has its organization's retirement policy. After a certain age of an employee can take retirement from the company. In such a way, employee attrition may increase.
- 11. Layoff:** Layoff can be another important reason of employee leaving. When there is insufficient work for them to do, the employer has moved or closed, or their position or shift is being abolished, then the employee loses their job or leaves the job.

12. Short space for promotion: As there is small business volume of ACCPL, so there is short space for promotion of an employee. If an employee cannot get promotion after working for long years in a company, he/she might not stay in the organization. Analyzing of exit interview who left ACCPL, it is found that most of the employees left the company because of better opportunity in other company like higher position, higher salary etc. Analyzing the survey, the graph showing about if the Employees are interested to work in this company or not:

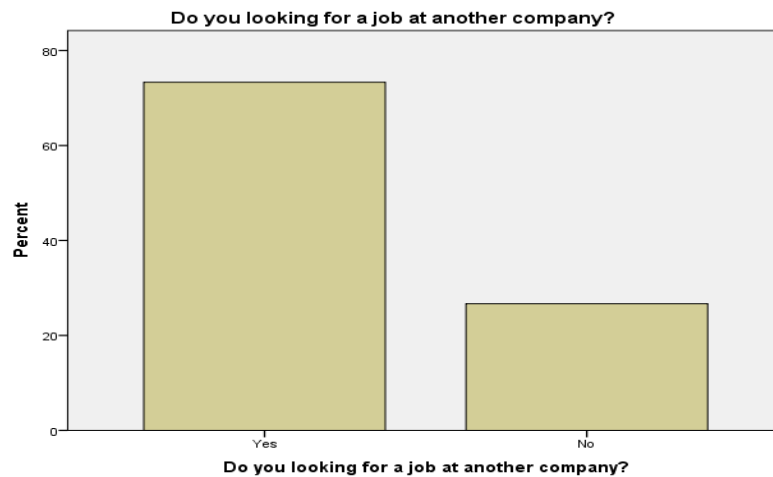


Fig 4.0: Dabur Employees are looking for job at another company

3.4 How ACCPL manage Employee Attrition:

ACCPL has various reasons that cause attrition. These might be internal and external both. There are various factors for attracting efficient employees. According to MASLOW'S NEED HIERARCHY THEORY and HERZBERG'S TWO FACTOR THEORY factors which are used to specified higher order needs from lower order needs factors responsible for satisfaction and dissatisfaction levels e.g. rewards for extra-ordinary performers, salary rise, growth opportunities, training program & so on. Strategies to retain talented people, psychological sphere, transparent HR policies etc. are some of the ways through which attrition rate can be decreased. Organizational environment like work culture, engaged leaders, effective communication practices, challenging actions, international exposure, flexible worktime, quality of life, work-life balance etc. can increase employee engagement and improve workplace productivity. Human resource is the most important commodity of any organization and hence need to be retained. I have surveyed a question among Dabur employees that- "Which factors

motivate them most in terms of Employee engagement activities?” Recognition-middle, Promotion-left, Salary increase- right.

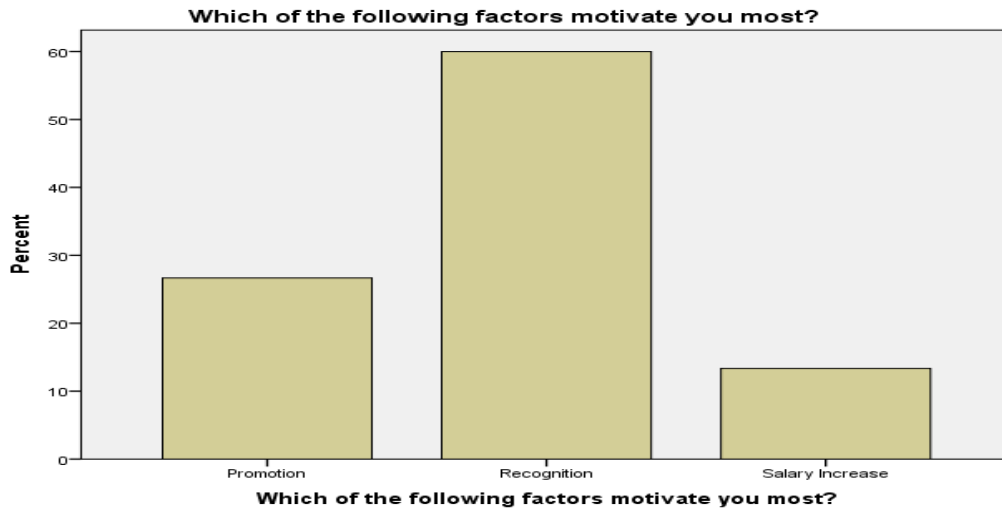


Fig 5.0: Factors that attracts more Dabur Employees

- Employee Engagement:** Managers can not oppose that employee engagement and retention are at the top of their priority list. Every organization wants to grab & attract best latent. HR team of ACCPL has promoted transparency and team assistance within a department across the workplace. They can best ensure of their employees need to be fully involved with the organization. Engagement like family day out (day long activities with their wife, kids, lottery, food festivals, magician), monthly birthday celebration, Iftar party in Ramadan, traditional celebrations (Pohela boishakh), Office decoration, Corporate lunch in special day, pizza & ice-cream party, Summer fruits festival 2019, Medical check-up (free health check-up every year). Incentives are a type of reward system where somehow an individual receives some type of motivation for their performance.



- **Reward Management:**HR team of ACCPL has different reward management policies for their employees like New employee welcome party, farewell party, Early applause award(Best cost selling performance), spot award, marriage gift, Housekeeping award, Gifts on Eid-ul-Fitr, Gift item on annual picnic, Eid payments to driver & stuff, Dental check-up(Giving Red tooth paste among the school going fellows).



- **Employee Motivational Programs:**Except money, rewards, ACCPL has promoted some motivational programs to attract employees and to increase employee retention. Employee motivational programs need so that employees don't feel unappreciated, bored with their responsibilities or unhappy with the benefits and flexibility. Motivational activities help to effect on employee's performance in positive way or negative way both. The survey result showing in the graph below. ACCPL

Employee motivational programs like Igniting Team Spirit, Partners meet and motivational seminars conferences etc.

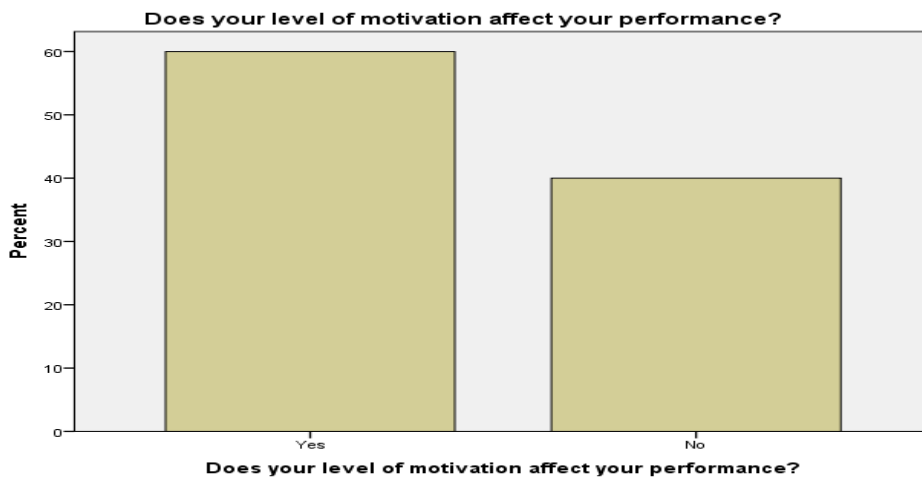


Fig 6.0: Level of motivation effects on Dabur Employees



- **Recognition:** After conducting a survey in Dabur, I got to know that employees are being attracted by employee recognition mostly in the office. This factor motivates them most. This type of program can include verbal praise, some type of awards or maybe even a public announcement when an employee does an exceptional job. Many individuals from ACCPL surveyed continually state that they would like employee recognition programs as much if not more than monetary programs. Graph showing below how frequently employee get recognition from their line manager from the survey of Dabur employees:

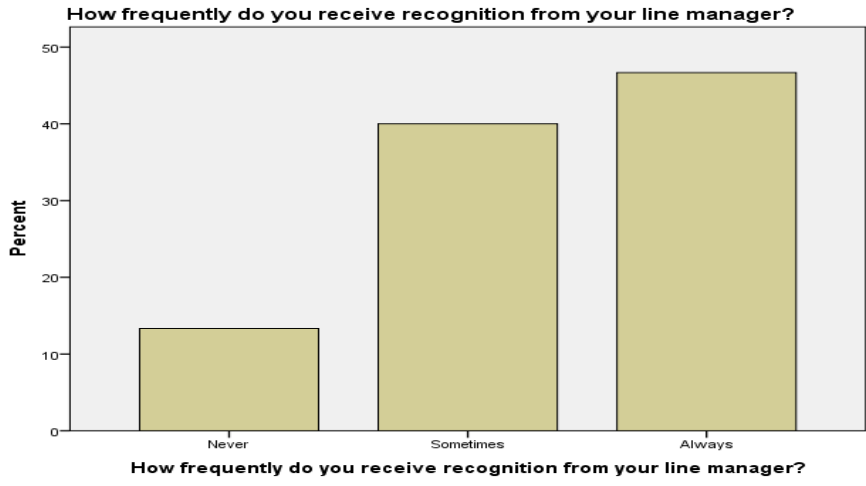


Fig 7.0: Dabur Employees receive recognition from line manager

- Training:** Training is a manufactory workshop designed to increase engagement by helping participants understand where they find passion, meaning and drive and apply it to their jobs. ACCPL has promoted team building training, Base Camp activities, SAP Training, Management & Leadership skill training, Performance appraisal training to communicate. Throughout my internship period, I had to conduct sales training program 2019 at Ascott Residence, Baridhara, Dhaka, Bangladesh for Dabur. I personally observed the program and maintained my responsibilities as a HR intern. My supervisors guided me about my activities. My whole HR team successfully organized the training program. One of the Dabur Employees training picture is showing in the following:



3.5 Impact of Employee Attrition on Organization:

The impact of attrition on a business can be detrimental to both the bottom line and morale. Attrition can involve the loss of employees or the loss of customers. Many employees in today's job market quickly feel uninspired by their work get bored after 2 years and start job hunting for something new. When employees resign from companies, costs are incurred in recruiting new employees and training them. Productivity will be lower until new hires learn the business. As Dabur is Sales-Based Organization, it needs their employees to train up in sales activity & knowledge. If the new employees are not well train-up, they will be unable to satisfy the customers. The business could lose customers who are dissatisfied with service. Revenue would decrease. In fact, I have also surveyed the length of service of each employee. By that it can be found out over 2 years working employee has one of kind perspective then newly joined employee. So, it is also clear that who have tendency to leave the job and who can stay in the organization. Length of service helps to know employees are satisfying with the working culture and management style of Dabur or not. Graphs are ensuring the answers of individuals through the survey:

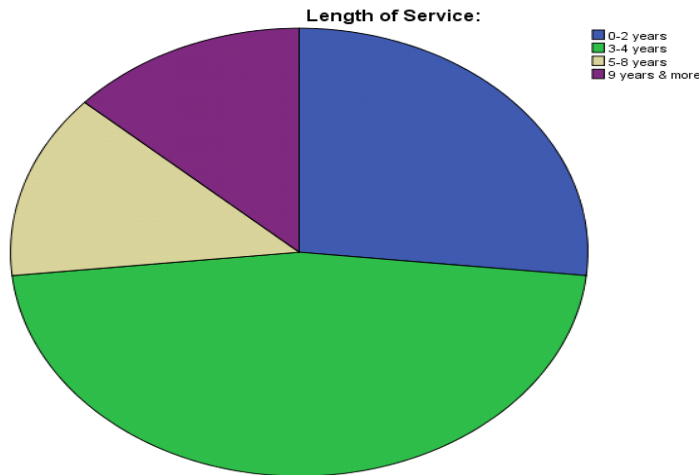


Fig 8.0: Length of service of Dabur employees



Fig 9.0: Employee's satisfaction rate of ACCPL

Chapter- 04

4.1 Proposed Solution of Employee Attrition for Dabur:

For any organization, Employee attrition has its positive sides and good sides too. ACCPL could already reduce its employee attrition rate from the past 4 years. Yet it is found that, in 2018 the employee attrition rate was 7% then again it has increased to 8% in 2019. So, to maintain the standard employee attrition rate for ACCPL, I came out with some proposed solutions for Dabur.

Certain strategies can be obtained to reduce attrition rate in the organization. Various strategies can give different dimensions to control attrition rate. They are:

- ✓ **Recruit:** Concentrate on the right-fit model, strong evaluation procedure (both technical and practical tests) and reference checks are some of the ways of sourcing talent.
- ✓ **Develop and train:** Training helps in defining the potential talent from employees and later helps to sharpen their latent skills. The best people have to be elevated into potential prospects of succession planning.
- ✓ **Retain:** Retention of efficient employees is always the most important agenda for any company to grow. Giving them high salaries, Fast growth opportunities, Better performance-based bonus amounts. Promoted training opportunities, Recognition awards, reflect in salary increase are some factors used to specified rewards for superior performers.
- ✓ **Psychological Kin:** Psychological relationship between leaders and employees is very authentic. Psychological relationship focuses on relational contract, transactional contract, employee's obligation to employee, employee's commitment, employer's relationship with employee to develop among them.
- ✓ Growing **"WE FEELING"** among the employees so everyone owns the organization. Engaging employees more during different initiatives so everyone feels himself/herself important for the organization.
- ✓ Dabur Employees suggested to implement **"Paternity Leave"**

4.2 Conclusion:

Even though the report may reflect, some obvious flaws of the current job market in the country and Dabur-ACCPL is no exception. ACCPL is in fact a great organization with some of the most talented minds. I would say knowing them this while, the people of the organization are very well-mannered, professional and derivative with strict idealism. As a beginner in the corporate sector I was given variety of tasks, tips, advises on how to be part of the corporate movement. What to follow and what to not. Prioritize goals according to time and situation. So, I did my best to serve the organization and also fulfill the internship program recruitment and I am also proud to be a part of two such organization ACCPL and BRAC! Thanks to all.

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Appendix

1. Length of service:

- A) 0-2 years
- B) 3-4 years
- C) 5-8 years
- D) 9 Years & More

2. Are you satisfied with the organization's policies on rewards & recognition?

- A) Very Satisfied B) Somewhat satisfied C) Neutral

3. Are you satisfied with the management style of your company?

- A) Very Satisfied
- B) Satisfied
- C) Average

4. How frequently do you receive recognition from your line manager?

- A) Never
- B) Sometimes
- C) Always

5. Is there is a strong feeling of teamwork & participation in the organization?

- A) Yes B) No

6. Do you feel your views and opinions are taken into account when decision are made?

- A) Always B) Sometimes C) Rarely D) Never

7. Does your level of motivation affect your performance?

- A) Yes B) No

8. Do you feel work is adequately evaluated & praised?

- A) Yes B) No

9. Do you think about looking for a job at another company?

- A) Yes B) No

10. Would you refer someone (Non relative) to work here?

- A) Yes B) No

11. I am determined to give my best effort at work each day –

A) Strongly Agree B) Agree C) Neutral D) Disagree E) Strongly Agree

12. “Workplace gives you friendly environment”- Do you support the argument?

A) Strongly Agree B) Somewhat Agree C) Neutral

13. Which of the following factors motivate you most?

- A) Incentives Awards
- B) Promotion
- C) Recognition
- D) Salary Increase
- E) Leave
- F) On time Salary Disbursement

14. Rate your level of satisfaction with the working culture in Dabur Bangladesh?

A) Highly Satisfied B) Satisfied C) Neutral

15. What suggestions do you have for the improvement of employee satisfaction?

Some Sort of Dabur Products:



