

Report On

**Adaptation of Employee Engagement Activities while
working from home during Covid-19**

By

Samiha Hakim
ID: 17304096

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

BRAC Business School
BRAC University
September 2021

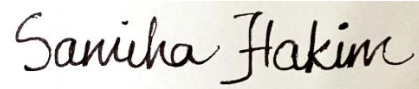
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. 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.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Samiha Hakim
17304096

Supervisor's Full Name & Signature:

Mohammad Atiqul Basher
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Mohammad Atiqul Basher

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

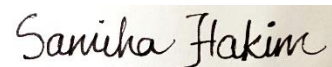
Subject: Submission of Internship Report

Dear Sir,

This is my tremendous honor to inform you that I, Samiha Hakim, have had the opportunity to be under your guidance during my Internship Program and it gives me immense pleasure to be able to submit the Internship report on Marico Bangladesh as a requirement of the BBA Program. I have worked as a Sales-HR intern at Marico and created this report on "Adaptation of Employee Engagement Activities while working from home during Covid-19" in compliance with your directions. Being able to work in Marico Bangladesh has been really insightful, and I feel that these lessons will aid me in my future pursuits.

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.

Sincerely yours,



Samiha Hakim

17304096

BRAC Business School

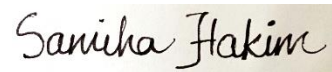
BRAC University

Date: 12 October, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Marico Bangladesh Limited and the undersigned student at BRAC University.

A handwritten signature in black ink on a light beige rectangular background. The signature reads "Samiha Hakim" in a cursive script.

.....

Samiha Hakim

17304096

Acknowledgement

The completion of this report would not have been possible if the people who have guided and helped me throughout the past 3 months did not support me. First and foremost, I would like to thank my internship supervisor, Mohammad Atiqul Bashar, Lecturer, BRAC Business School, for his constant inspiration, support and guidance throughout all the difficult phases. It was an enormous experience to be able to do my internship under him. Secondly, I would like to thank my supervisor, Md Rezaul Hossain, for his immense support and playing a crucial role in assigning me with tasks and projects which allowed me to gain hands-on knowledge on the corporate tasks that are performed on a daily basis. He had his constant support throughout my internship period which allowed me to successfully complete my internship at Marico Bangladesh. Also, I would like to be thankful to every member of the team who has helped me to complete and deliver my work. Along with that, the whole Marico HR team who has helped me exclusively, supported me and provided me with all the help in every step of my internship journey.

Executive Summary

This report is an overall highlight of my internship experience at Marico Bangladesh Limited and is aimed towards the portraying an overview of the whole organization and my research project – “Adaptation of Employee Engagement Activities while working from home during Covid-19.” This report assesses the Marico Bangladesh Limited business overall and their day-to-day activities across the 13 departments. It shows an analysis of the industry competitiveness and MBL’s strengths and weaknesses portrayed through Porter’s Five Forces Model and SWOT Analysis. Furthermore, it has an in-depth information about how Covid-19 has affected employees and organizations and how it has impacted employee engagement leading to lower productivity rates. Also, Marico’s way of handling this situation has been discussed here and what measures they have taken to overcome it.

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List of Acronyms

MBL	Marico Bangladesh Limited
BRAC	BRAC Bangladesh Rural Advancement Committee
HR	Human Resource
FMCG	Fast-moving consumer goods
PBT	Profit before tax
PAT	Profit After Tax
NAV	Net Asset Value
NOFC	Notification Of Future Change
EPS	Earnings per share
EBITDA	Earnings Before Interest, Taxes, Depreciation, And Amortization
MIDAS	Maintenance Integrated Data Access System
ROE	Return on equity
VAHO	Value-Added Hair Oil
PCNO	Parachute Natural Hair Oil
TVC	Television Commercial

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Samiha Hakim

ID: 17304096

Program: Bachelors of Business Administration

Major: Human Resource Management and Operations Management

1.2 Internship Information:

1.2.1 Company Details

Period: 1st July, 2021 – 30th September, 2021

Company Name: Marico Bangladesh Limited

Department/Division: Sales HR

Address: Glass House, 38 Gulshan Ave, Dhaka 1212

1.2.2 Internship Company Supervisor's Information

Name: Md. Rezaul Hossain

Position: HR Manager

1.2.3 Job Scope

I was given the task of working with the sales HR team and helping out with developing a few projects. I have been included in various diverse type of works. Starting from planning an initial buddy program for the new joiners, coming up with employee engagement plans, preparing the whole year's employee engagement timeline to updating the employee database, I was given full opportunities to perform a major role in the tasks. I have been brainstorming and coming up with various different ideas that the organization can incorporate to enhance their employee engagement. I have drawn up a buddy program outline that, after a few trial-and-error sessions, came to be an approved writeup of guideline to be followed by the organization for their new members. Furthermore, I was in charge of keeping records of the CVs that were forwarded or recommended by existing MBL members. In Marico, members of the organization gets a compensation if their recommended candidate gets hired. I was mainly forwarded emails and CVs to keep track of and update in an excel file to be used in a later period. Also, Marico has been advancing on a development plan for their members where I have been included in the project

of preparing a development program for the Marico members. The Development Program included a lot of research, brainstorming, creating a mascot and a timeline calendar. I was included in a lot of these works. In addition, I am also working on Marico's Campus Ambassador program, Ignite, and on the new batch of interns. One of the most important learning I got was getting to do market mapping for the specific vacant position and career mapping for the different departments.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

During my internship tenure at Marico Bangladesh Limited, I had remarkable contributions as an HR Intern. Most of my internship period was online, where I was assigned to create the Audio Visuals for the induction programs of all the Sales Department. This video is and will be shown to all the new members who come new to the organization. I have also updated the employee database for sales which is a very important task as every month there are new members joining in different regions, mostly for territory managers and above, and also includes many existing members who are relocated to a different area. This database is very important for the smooth running of the department. I have also had major inputs in the Marico Development Center, including parts in research, development and assessment.

1.3.2 Benefits to the Student

Marico Bangladesh Limited is one of the top most FMCG in Bangladesh, and having the opportunity to work here as an intern for the Sales HR team has been immensely rewarding and a has given me huge opportunities of learning. In these 3 months on my tenure period, I have had major hand on experience in the HR field. Being a student of HR, we were mostly taught how the program works in theoretical books and descriptions. However, working here in Marico, I have learned a lot about how the daily activities of HR, about the recruiting system, relocation of employees, and the induction process. Furthermore, I learned about how the sales team works and how important role the HR team plays in it. To top these off, my best experience was when I was given the opportunity to design and conduct the employee engagement plan during the pandemic lockdown. But most importantly, this internship opportunity evolved me as person by allowing me to acquire certain traits in aspects such as time management, communication, organizational and professionalism skill at the workplace.

1.3.3 Problems/Difficulties

My internship at Marico has been filled with tons of learning scopes and opportunities. However, there were some hurdles in the way, the biggest challenge being that since it was during the pandemic where I mostly worked from home for half of my period, I felt like I did not get the opportunity to build a strong connection with entire team as much as I could have been physically present at office. I had faced a lack of communication with the members which had caused a little

hurdle in my work and limited me to certain resources. Also, a lot of my work required extensive PowerPoint skills for which I had to look up online. Other than that, Marico has been an amazing experience with full of learning.

1.3.4 Recommendations

Marico Bangladesh Limited has given me a great experience and allowed me to explore my area of specialization through this internship. Also taking in consideration that I have had to work under an unconventional situation, that is during the global pandemic, this in itself had a huge impact on how my internship was conducted. However, I believe, this experience can be enhanced for the future interns by involving them primarily in the daily activities. In addition, while working at the office, they can promote team works through an open work area instead of cubicles. This also promotes communication and transparency within the members of the organization. Despite this, I have had a great experience of working with Marico and all the senior management and employees were extremely warm and supportive.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Objective

The objective of this report is to understand how Marico Bangladesh Limited is currently operating and performing, which will allow me to analyze and figure the strategies they follow to manage their day-to-day activities. Getting to know about the organization in details would aid me to know about the company's culture and how management ensures seamless experience for the staff and other people associated to management and organizational goals. This report focuses on how the organization works internally and also points out the problems it faces and provides innovative solutions to. Also, on how they build coordination between the organizational departments.

2.1.2 Methodology

In order to prepare this report and to learn about the organization in details, I had to collect and analyze both qualitative and quantitative data. These data were collected using both primary and secondary resources from various interviews, literature reviews and personal observations that I had, while working at MBL. My supervisor, Rezaul Hossain, played a very vital role here and has helped me get the access to many resources from the organization. I had also interviewed my colleagues who works in various departments of the organization to understand how the departments operate. Moreover, I had to read through thoroughly about the management practices online. Furthermore, I have was thoroughly studied the Annual report of Marico Bangladesh Limited to understand the financial health, which the organization has acquires currently.

2.1.3 Limitation

While preparing this report, the major problem which I had faced was the limitation that I was provided on data sharing. During my internship timeline of learning from Marico and its operations, I had come across several data which were confidential and I was limited to sharing only a very few parts of it. Along with that, since I was working from home, it had restricted me to knowing and experiencing the whole work culture completely. However, with the help of my colleagues, I was able to reach out for alternatives, which helped me to prepare and complete this report.

2.1.4 Significance

The most significant outcome of preparing this report was to get a clear picture of how the different departments in Marico operates to achieve one prevalent vision. This report has brought in my knowledge of the strengths and weaknesses of the organization. I have tried by

best to portray both my educational and internship experience and for the readers of the report to be able to get an in-depth idea of how the operations in Marico is currently being managed.

2.2 Overview of the Organization

2.2.1 Background

- About Marico Group

Marico Limited is one of India's leading consumer products companies operating in the beauty and wellness space. Empowered with freedom and opportunity, they work to make a difference to the lives of all their stakeholders - members, associates, consumers, investors and the society at large. Marico is currently operating, directly and indirectly, in 25 countries across emerging markets of Asia and Africa. Marico has nurtured multiple brands in the categories of hair care, skin care, edible oils, health foods, male grooming, baby care and fabric care. The International business offers unique brands such as Parachute, HairCode, Fiancée, Caivil, Hercules, Black Chic, Code 10, Ingwe, X-Men and Thuan Phat that are localized to fulfil the lifestyle needs of our international consumers.



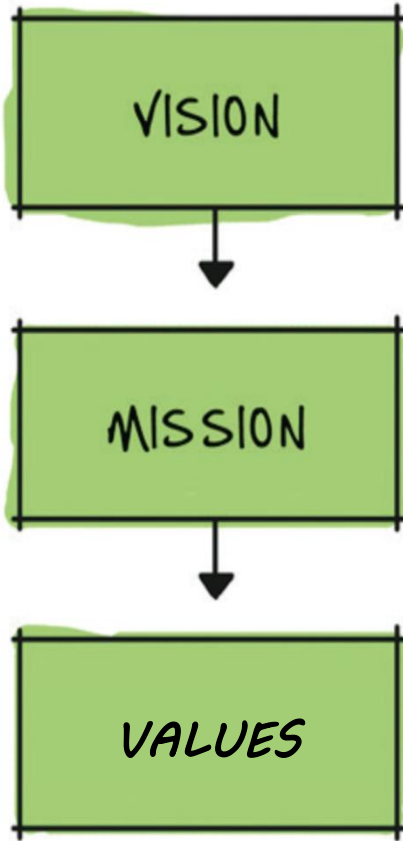
Figure 1: Marico Logo

Marico is a leading Indian Group in Consumer Products & Services in the Global Beauty and Wellness space. The Overseas Sales franchise of Marico's Consumer Products (whether as exports from India or as local operations in a foreign country) is one of the largest amongst Indian Companies and is entirely in branded products and services.

- About Marico Bangladesh Limited:

Marico Bangladesh Limited is amongst the top 3 FMCG MNC companies and a trusted brand in beauty and wellness space in Bangladesh. The company touches the lives of 1 out of every 2 Bangladeshis with an array of brands in various categories, including hair nourishment, edible oil, baby care and male grooming, through a strong distribution network that reaches more than 700,000 retail outlets throughout the country. The brand has been amongst top 10 most trusted brands continuously since 2009 and was awarded the title of "Best Brand" by Bangladesh Brand Forum and Nielsen in 2011. Over the years, the company has strengthened its brand portfolio, most notably through the expansion of its VAHO (Value Added Hair Oil) segment and a whole range of Baby Care products. The company continued to diversify its portfolio with the introduction of Saffola Active (a healthy edible oil) in 2013 and StudioX mens care range in 2020.

2.2.2 Vision Mission and Objectives



Marico’s vision is to make a difference because they believe that “everyone can be a change-maker.”



Figure 2: Marico’s Vision

Marico Bangladesh Limited’s mission is to be a company of 2000k by the year 2025.



Figure 3: Marico’s Mission

They have enables employees to create a unique culture at Marico Bangladesh. Their values are: 1) Opportunity Seeking 2) Innovation 3) Boundarilessness 4) Transparency and Openness 5) Bias for Action 6) Excellence 7) Reducing Boundaries 8) Global Outlook

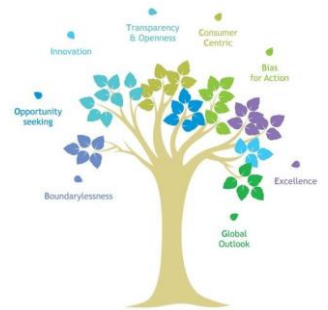


Figure 4: Marico’s Value



2.2.3 Organizational structure

Marico Bangladesh Limited operates through primarily of 13 departments that work in cohesion to achieve their common goal. Each and every department plays an active important role in the daily activities of the whole organization. They follow a flat organizational structure where there are only 5 stages between the managing director and the shop floor operator.

2.3 Management Practices

Marico Bangladesh Limited practices a very positive and cohesive environment. One of the main reasons for it is, it's strong management practices throughout the years. As Marico follows a flat structure for their organization, every member in the organization feels valued. At Marico, everyone is a member and not an employee. As a member, each member is empowered. Any member from any position can come up with an idea and present it in front of the higher management, and that is strongly taken into consideration. Marico encourages and highly supports feedback and innovative ideas from every member, including cross functional ideas for a smoother operation of the organization. Marico's evaluation system is based not only on just each individual's performance, but also on their potential. They have a Personal Development Planning (PDP) program, where the members can create their own career path rather than following a pre-determined course, and thus, unlock the limitless possibilities of your true potential.



Figure 5: Management Strategy

2.4 Marketing Practices:

Marico Bangladesh Limited is amongst the top 3 FMCG MNC companies and a trusted brand in beauty and wellness space in Bangladesh. The company touches the lives of 1 out of every 2 Bangladeshis with an array of brands in various categories and they are:

- Branded Coconut Oil
- Value Added Hair Oil
- Hair Dye
- Hair Serum
- Male Grooming
- Skin Care
- Baby Care
- Hygiene
- Edible Oil & Foods

- Hair Cleaning

The purpose of Marico Bangladesh is to enrich people’s lives and add value to them. It lives to lead its customers toward a happy and healthy life. This is reflected in their product portfolio which is full of products that people use in their everyday life. For example, “Saffola” is positioned as an oil which is healthy for the heart. It helps to maintain a low blood pressure. Marico currently has 29 brands and 152 SKUs. Different brands have different tag line and serving a different purpose to enrich people’s life and give a solution to them. Some of the brands, their tag lines & positioning strategies are:

Brand Name	Tag Line	Target Customer	Positioning Strategy
Parachute Skin Pure Coco Olive Luxury Beauty & Health Soap	Healthy ও Younger লুকিং স্কিনের জন্য	Adult Women	Mass marketing all over Bangladesh via distribution channel
Nihar 5 Seeds Hair Oil	চুল পড়া ডাউন বিউটি মিটার আপ	Women of all ages	Mass marketing all over Bangladesh via distribution channel
Parachute Just for Baby	নিরাপদ যত্নে মায়েদের পরামর্শ	Children age 0- 12	Mass marketing all over Bangladesh via distribution channel
<u>Parachute Advansed</u>	মজবুত চুল মজবুত বন্ধন	Women of all ages	Mass marketing all over Bangladesh via distribution channel

Table 1: Marico Brands, Tagline, Positioning Strategy

Marico Bangladesh Limited is using different marketing channels in order to reach to their consumers. They are following the distributor-based distribution network to reach all the outlets available all over the Bangladesh. The marketing channel of Marico Bangladesh Limited is given below:



Figure 6: Marketing Channel

Marico's mission is to become 2000 crore. Taka company by 2025. In order to achieve that Marico highly focuses on the new product development. They have a research and development team, packaging team, consumer technical in sighting team who are working with the brand team to come up with new products that have good market demand in Bangladeshi market. In the last 2 years, some of the NPD (New product development) launches are:



Figure 7: Recent New Product Development

In order to ensure reach to the target audiences and ensure off take of Marico's products, the marketing team is conducting different branding activities. Some of the branding activities are:

Display Programs: Marico has a scheme for the retailers as well as some wholesalers. The scheme program is called "Amar Dokan". The company is paying to the shops in order to run their display programs in those outlets. The programs ensure visibilities of their products and also attracts the customers to easily find and relate the products with their needs.



Figure 8: Amar Dokan, Wholesale campaign

Television Commercial: Majority of Marico's brands are for the mass population of Bangladesh. As a result, the presence in the TCV is very high. The media team of Marico ensures the maximum reach by assigning the advertisements in the major TV channel at the high reach.



Figure 9: TV Commercial

Social Media Marketing: In order to cope up with the new era, all the brands have their own social media pages and promoting the brands from the pages. They are creating contents to ensure the connectivity of the target groups and ensure sales getting generated from the connections.



Figure 10 : Social Media Marketing

Activation Programs: Activation helps to ensure trials of Marico brands and get future sales. For different brands different activation programs are conducted by Marico. Some of the activation programs examples are: for Parachute Advanced Beliphool, Marico has conducted School &

Garments activation programs. For Parachute Advanced Extra Care, Marico has conducted Parlor activation.



Figure 11: Activation Program

Sponsorship: Marico gives sponsorship to different Bangla telefilms. These telefilms ensures that the brands are highlighted to the target customers and generate trials for the brands. Recently for the Thanda original Natok, Red King Men's cooling oil has sponsored.

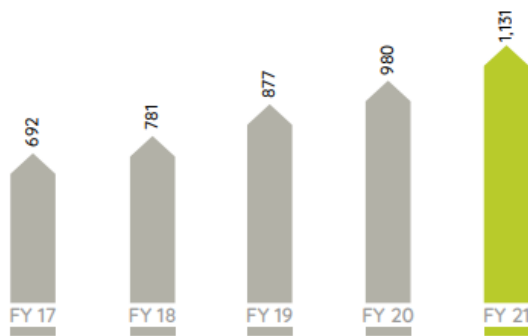


Figure 11: Sponsorship

2.5 Financial Performance and Accounting Practices:

Marico Bangladesh Limited is a privately listed company. It has to publish its annual reports on a yearly basis. So, the financials of the organization is crystal clear. From the annual report, the financial analysis is done. The last 5 years financial Highlights of Marico Bangladesh Limited is given below:

Turnover (BDT Crores)



Profit from Operations (BDT Crores)

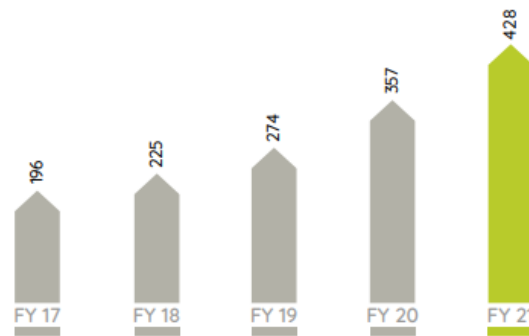
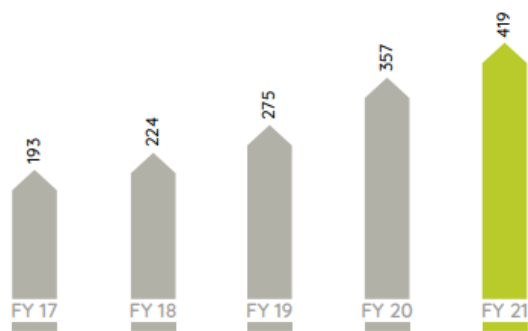


Figure 13: Comparison of Turnover and Profit from 2017-2021

PBT (BDT Crores)



PAT (BDT Crores)

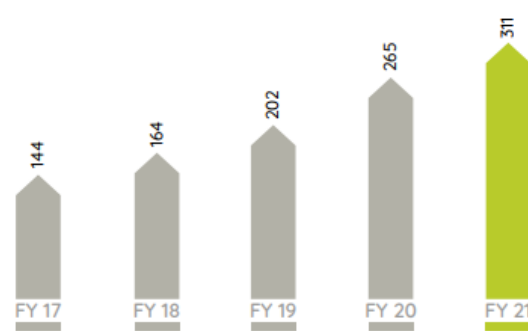
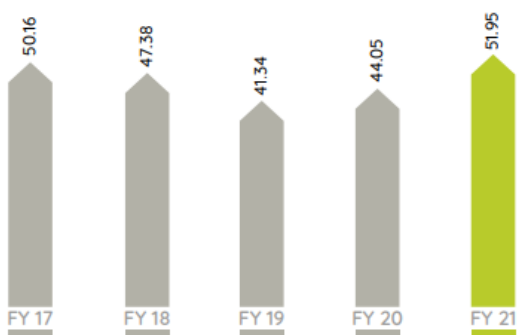


Figure 14: Comparison of PBT and PAT from 2017-2021

NAV Per Share (BDT)



NOCF per share (BDT)

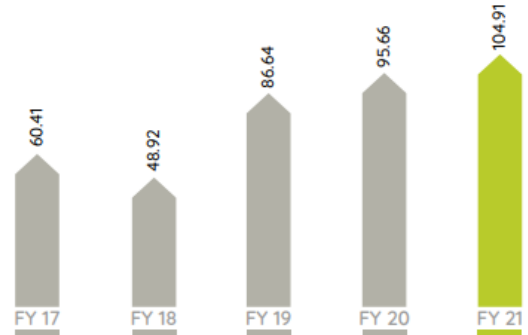
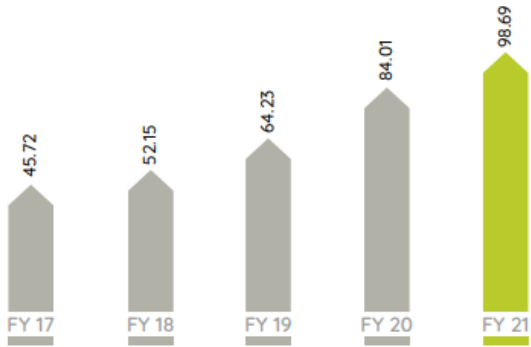


Figure 15: Comparison of NAV and NOCF per share from 2017-2021

EPS (BDT)



EBITDA (BDT Crores)

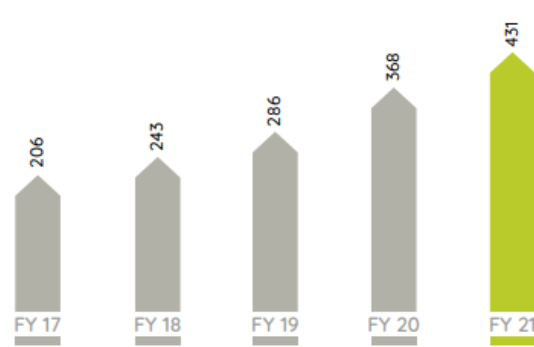
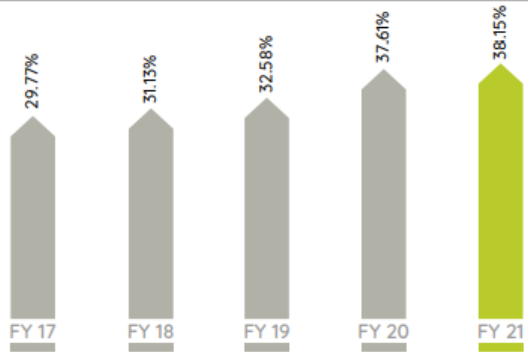


Figure 16: Comparison of EPS and EBITDA from 2017-2021

EBITDA % Margin



Gross Margin %

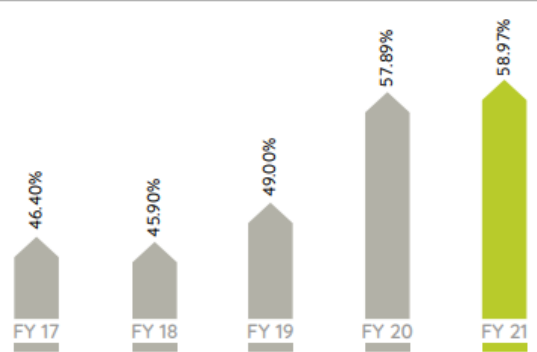
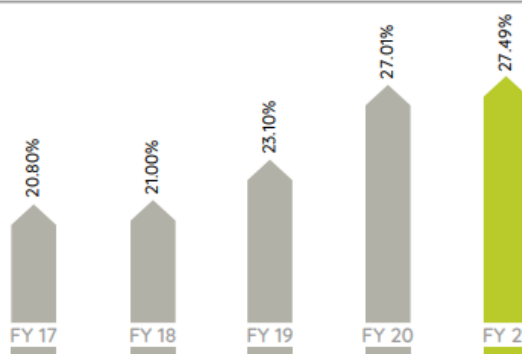


Figure 17: Comparison of EBITDA and Gross Margin in percentage from 2017-2021

Net Margin %



Return on Equity (ROE)

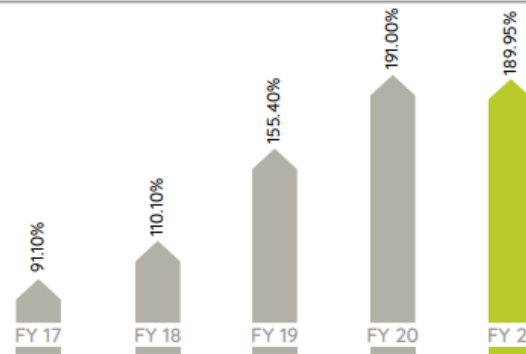


Figure 18: Comparison of Net Margin and ROE in percentage from 2017-2021

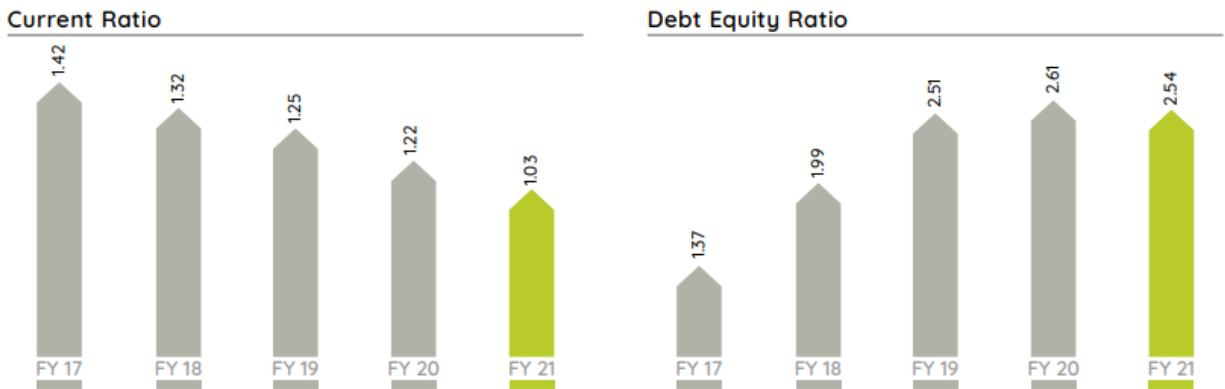


Figure 19: Comparison of Current Ratio and Debt Equity Ratio from 2017-2021

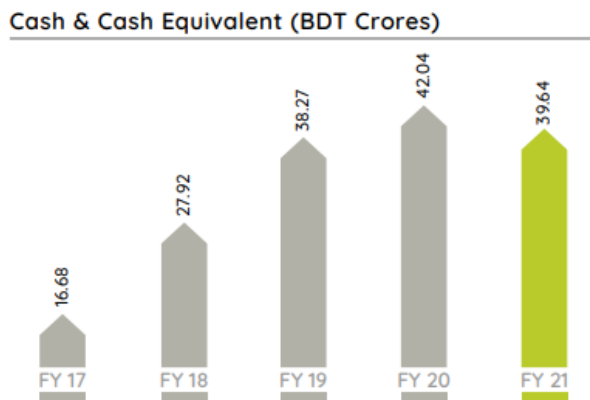


Figure 20: Cash and Cash Equivalents from 2017-2021

The financial performance of Marico Bangladesh has been very impressive. It has been consistently improving its margin. Turnover had been increasing over the period and the last year's growth is 15.4% which is the highest among the FMCG multinational companies. Its EBITDA margin increased year on year proving operating excellence. This can be mostly lauded because of the Management's keen interest in cost minimization and operating efficiency. On an average 61.8% of its revenue is contributed by its flagship brand 'Parachute Hair Oil'. The debt-to-equity ratio which was rising in last few years has decreased last year. Which is a good sign for the company as it shows low risks for the shareholders. Cash & cash equivalents has increased in first four months but in last year it has decreased which can be a negative sign for the investors. Along with the revenue, the gross & net profit has increased.

The financial report indicates that, despite of the COVID pandemic situation, Marico Bangladesh Limited has performed well. When the country was suffering badly, Marico has taken new steps, launched new brands, changed the marketing strategies and ensured good business.

2.6 Operations Management and Information System Practices

2.6.1 Operation Management

Marico Bangladesh Limited has 29 brands and 152 SQUs. In order to ensure the supply of the products, they are maintaining their operations process they have two teams who are working relentlessly.

Supply Chain department: The supply chain team is doing the following activities:

- ✓ The team is conducting the supply and demand planning. Based on their forecasting, the future raw material or finished goods need is placed to the procurement team and production plan is given to the factories.
- ✓ The procurement team is ensuring all the raw materials and packaging materials are in the inventory before the production plan dates.
- ✓ The NPD team is working on developing the infrastructures required to produce the new items in house.
- ✓ The depot operation team is handing the billings from the distributors and ensuring logistics support to reach the products to the distributors.

Operations Department: The operations team is doing the following activities:

- ✓ The team is ensuring all the production lines are running at the most efficient ways.
- ✓ They are doing the quality control for all the raw materials and finished goods.
- ✓ They are establishing new machines to ensure new products developments.
- ✓ They are constantly doing machine maintenance to ensure 100% productivity and minimum raw material and time loss.

In summary, the operational process of Marico Bangladesh Limited is given in the diagram:



Figure 21: Operational Process of MBL

2.6.2 Information System Practices

Marico Bangladesh Limited is using multiple software to ensure smooth daily operations. Different departments are using different applications to easily complete their tasks. The different software used by the organization are given below:

SAP FI Module: SAP FI is used for Financial Accounting and it is one of important modules of SAP ERP. It is used to store the financial data of Marico Bangladesh Limited. SAP FI helps to analyze the financial conditions and as well as to get the monthly, quarterly & annual performance of Marico Bangladesh limited.

SAP MM Module: For the factory operations, raw material handling, inventory and warehouse management capabilities Marico Bangladesh Limited is using SAP MM (Materials Management) module. The software helps to maintain FIFO methods for both raw materials and finished goods.

Success Factor: For HR record keeping, performance appraisal, leave management system and other HR activities, Marico is using success factor by SAP.

Sales in house-built apps: For the sales tracking and relevant services, Marico has the below apps developed by their IT team:

- **MIDAS:** MIDAS helps sales team to take orders online, generate bills, get sales reports and so on.
- **Real Time:** Real time app helps to track the distributors sales representatives.
- **Darpan:** Darpan is used to take any market related complains

- **Quality App:** Quality app helps to input Marico’s product related issues from all over the country.

2.7 Industry and Competitive Analysis

Marico Bangladesh Limited is operating in a very competitive FMCG industry where different big players such as Unilever, Dabur, Hemas, ACI, Square and so on are operating. In order to sustain in the market, industry and competitive analysis is very important.

In this part of the report, Porter’s Five Forces Model will be used to analyze the industry structure and the competitiveness of the FMCG sector of Bangladesh. Moreover, a SWOT Analysis of Marico Bangladesh Limited will be carried out to assess the organization’s strengths, weaknesses, opportunities and threats.

2.7.1 Porter’s Five Forces Model

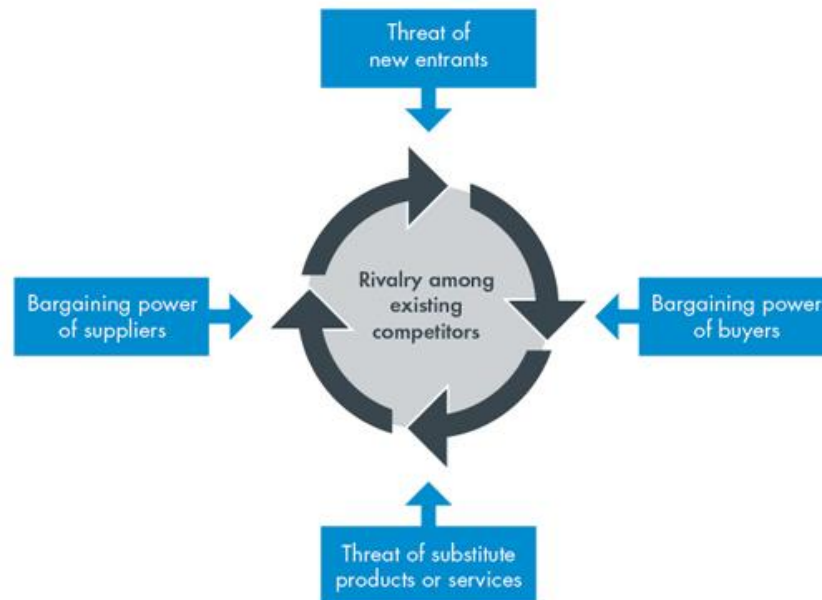


Figure 22: Porter’s 5 Forces

Threat of New Entrants:

In Bangladesh, setting up a new FMCG requires a lot of finances, research, documentation and paperwork. But Bangladesh government welcomes new investments in the country. Bangladesh

being an emerging economy it is a very lucrative country for foreign brands. As a result, the threat of new entrants is moderate in the FMCG industry operating in the beauty and wellness market.

Threat of Substitute:

Marico Bangladesh Limited's 61% business contribution comes from their signature brand Parachute Coconut Oil. The younger generation is not much fond of hair oil as it looks very sticky. Marico is well aware of the fact that their top brand may be one day substitute by other hair care products. As a result, they are introducing substitute products such as non-sticky hair oil, shampoo, conditioner, hair serum and so on. So, the threat of substitute is low as they are adopting and developing new products to survive in the changing customer needs.

Bargaining Power of Buyers:

In the FMCG industry, the profit margin for each product is very low and the most dominating matter is the volume sale for the profitability of the organizations operating. Moreover, the prices of the goods need to be declared and MRP is printed on the body of each of the products. As a result, the bargaining power of the buyers are low.

Bargaining Power of Suppliers:

Most of the raw materials that Marico uses are being imported from the international market. The highest imported raw material is Copra (white shell of Coconut) is imported from Indonesia. For all the entities of Marico Limited, the vendors are enlisted from the India R&D team. All the entities have to get the supplies from the selected suppliers as they choose the best quality raw material suppliers. So, the bargaining power of the raw materials suppliers are moderate. The suppliers cannot bargain a lot as they may lose all the entities at the same time and loose a big share of business. There are some finished goods imported from other units of Marico. In that case, the bargaining power of supplier is low.

Rivalry among existing competitors:

Marico Bangladesh Limited is leading in some of the categories they are operating. As a result, they are constantly attacked by the rival organization. On the other hand, Marico is also struggling to establish their brand in some categories such as Baby & male grooming categories and so on. So, we can state that the rivalry among the existing competitors is high.

2.7.2 SWOT Analysis

In order to assess the strengths, weaknesses, opportunities and threats, a SWOT Analysis of Marico Bangladesh Limited was carried out. The outcomes have been elaborated in the given table:

S = Strength	W = Weakness
<ul style="list-style-type: none"> • Marico is dominating the hair oil market with Parachute and Parachute Advanced brands • Marico successfully diverting their organization from a hair oil company to a personal care company by launching innovative new products. • Marico focuses on natural ingredients in their products. In the new health aware populations Marico has established believe in them with their quality. • Marico has a massive distribution network • Marico has strong financial performance which ensures trust among the investors • Marico has advanced quality control team which ensures best quality product • Marico has experienced management and good R&D 	<ul style="list-style-type: none"> • Marico largely depends on one brand which is Parachute • Marico has a lot of failed products such as Parachute Hot oil, Saffola Masala Oats and so on • Marico is unable to build a premium image as a result Kaya a skin care brand failed its operation in Bangladesh Market • Marico products has stiff competition from big domestic players and international brands
O = Opportunities	T = Threat
<ul style="list-style-type: none"> • Marico has a huge growth in the current market with the new categories introduced. • Marico has export opportunities and gain revenue from the export business • Mergers and acquisitions to strengthen the brand 	<ul style="list-style-type: none"> • The FMCG industry has a huge number of competitors which is a big threat for Marico • Commodity price fluctuation • Competition from unbranded and local products • Threat from look-alike and fake products

Table 2: SWOT Analysis

2.8 Summary and Conclusions

To summarize, Marico Bangladesh Limited has been operating in Bangladesh market for last 22 years. It is the 3rd largest multinational company with the business size of 1131 cr. Taka with a vibrant multi-product brand portfolio across haircare, skincare, baby care, male grooming, hygiene and food categories. The Company's flagship brand Parachute is a beloved household name in Bangladesh with leadership in the coconut oil category and also commands leadership

in value-added hair oil. The new product development is ensuring the company's growth continues while their contribution from the core brands sustains. The operational excellence is ensuring a very good financial performance for the company and which is very lucrative for the investors investing in the organization.

Marico is providing an excellent workplace culture for its employees. The company focuses on developing its members by empowering, enriching and trusting them. As Marico witnessed the covid-19 pandemic, they came together in "One Marico" spirit to deliver double-digit revenue and profit growth. They launched 10 new products all the time while enabling our members to work from the safety of their homes and ensuring all health protocols at our manufacturing locations.

2.9 Recommendations/ Implication

As an Intern in the Office of the HR department at Marico Bangladesh Limited, I was privileged to have gotten the opportunity to directly work with some of the Senior Management official of the organization and contribute towards successful organizing of engagement activities and modification of the induction program. The wide range of responsibilities and projects which I was assigned with allowed me to learn more about the organization and attain skills, which will help me out throughout my lifetime.

However, while working as an Intern over the past few months, I have realized that there is still a lot of scope to develop. The coordination among the can be improved. Moreover, they can fix the joining date to avoid 5/6 induction program in one month. This can actually decrease the productivity of all the team members who gives induction to their respective field of work. Moreover, digitalization of the induction program can hamper the connectivity among the team members. As we all know firsthand learning can help to learn better.

Chapter 3: Project Part

Topic: Adaptation of Employee Engagement Activities while working from home during Covid-19.

3.1 Introduction

Employee Engagement is a very crucial and important part of a successful running of the organization. An engaged employee is considered to be one who produces productive results, does not change job at short intervals and most importantly, acts as the diplomat of the company at all times. Employee engagement defines an employee's level of enthusiasm and dedication toward their job. An engaged employee is more likely to invest more into their work and work with passion towards the organization's goals. They feel more valuable and that their efforts make a difference. In recent times, employee engagement has become a management priority as every organization constantly looks out for different and innovative methods in order to keep their work-force engaged and motivated. It has become one of the most important priorities for the human resource departments of organizations today, and has generated a great deal of attention and brainstorming of innovative ideas. Through this, not only the employees are happy and motivated, but also the employee turnover rate has declined with higher employee retention.

Covid-19 pandemic has a serious impact and has turned our lives upside down. The swift worldwide spread of COVID-19 has caught all the people and organizations off-guard and unprepared. In this recent time of the global pandemic when every workplace is shutdown, and people are working from home, employees are not as much engaged which has had a huge impact on their motivation and productivity levels. Due to the Covid-19 pandemic, there has been hundreds of companies that were forced to shut down due to the lack of resources, response from consumers and many other factors, that lead to a great deal of people losing their jobs. Not only that, but the employees who are working from home for the company also have an increased pressure, both mentally and physically. In 2020, it has been recorded that in the U.S. millions of people filled the form of unemployment (Kniffin et al., 2020). According to Wanberg (2012) due to the unemployment factor, most people face conditions related to stress and resulting in consequences that have been deteriorating the mental health of the people. Employee Engagement activities have taken a huge downturn to almost nonexistent. And hence, the emotional commitment an employee has to their organization and its employees, vision and goals were down with decreased productivity rate. Even the small breaks in between work at the workplace and small chitchats with among employees played a very big role on the mental health and motivation for the employees which even encouraged cross functional communications that helped the employees working in the organization be more efficient. Hence, the COVID-19 pandemic's reach raises the question of whether the extreme event of local COVID-19 case fluctuation has an impact on organizational members' work behavior, and how organizations, particularly their leaders, can step in to prevent negative spillover of external events on their employees.

During the covid-19 pandemic, Marico has had to initially face a difficult challenge where every employee was working from home and it was strenuous for the members to adapt to the change. Also, given that communications were done only online, it led to an adverse effect on the employee relations, creating a huge mental pressure of job security and a significantly decreased level of productivity among the employees. However, the whole HR team had put together various methods of employee engagement plans in order to help their members overcome the constraints and work more efficiently.

3.1.1 Literature review

The covid 19 pandemic has had a huge impact on the working style and employee engagement in every sector of the industry. In the current situation, employee engagement has been shed highlights on and is a major important factor for human resource managers. As stated by Blustein et al. (2020), the COVID-19 pandemic evoked massive unemployment and global challenges across the entire world. This research is mainly focusing to evaluate how COVID-19 pandemic close down the work performance of employees in various departments of the companies around the world. Since the beginning of COVID-19 lockdown across the world, it suddenly stopped all activities along with employees working from their workplace. The movement of people from their homes was restricted and hence the organizations were facing a crucial time, along with the entire work performance of companies coming to a halt. It has been analyzed that to maintain social distancing, it will be crucial for the working employees to work from home (Lane et al., 2020). As a consequence, COVID-19 triggered the impact of the work performance of the companies. Due to this, the interaction among employees, who previously they were engaged in various tasks or was motivated through, has had a drastic decrease. Not only that, but also due to the lack of constant stable internet connectivity, laziness among employees have increased and has had an impact on the company's overall productivity. In the article of 'Building Engagement in This Economic Crisis' by Robison, she suggests on how to manage employees in unstable times and keep them focused and engaged in work during these times of change. Here she talks about some ideas, some of which include informing employees about the organization's expectations toward them, giving employees time to time recognition for their work, ensuring employees have the right materials and equipment, providing employees with facilities that show care towards them, and most importantly to keep the employees constantly encouraged in their development. Working from home has also allowed the employees to maintain a flexible work schedule. A report by Bedarkar and Pandita (2014), has displayed an integrated model of employee engagement where the study result has shown that leadership, communication, and healthy work-life balance are the main agents of change in employee engagement. It is also highlighted here that the companies across industries have been striving to survive and rise above the rigid competition, given the covid-19 situations, and along with that the employees are also under vast pressure of both physical and mental well-being having a substantial impact on their productivity level. This is one of the important aspects that HR managers need to focus on. Employee engagement is an important determinant of organizational commitment and has a significant positive effect if taken care of properly. Employee engagement can be used as an intermediary that relates the developing behavior of employees, their attitudes and intentions to an improved work performance at work, as concluded by Andrew and Sofian (Andrew &

Sofian, 2012; Saks, 2006). During this pandemic situation, organizations are prioritizing in developing many distinctive engagement activities like online team building activities, virtual learning and development for both mental and physical health, online family engagement practices, team meet-ups over video conference for lunch, short online game sessions and many more creative learning sessions (Chanana and Sangeeta 2020). Furthermore, studies suggests that employee engagement is a continuous process of learning, improvement and action. Also, in another report by Sapling, “How to Keep Engagement and Collaboration Flowing Post-pandemic”, talks about methods organizations can adopt in order to keep the positive work flow going in the workplace and ensuring the employees feel involved and valued. Therefore, organizations today should work forward with different employee engagement methods with great endeavor and generate an impact on the performance of the employee as it directly has an impact on the organization's performance.

3.1.2 Objectives:

Broad objective

This report tries to depict an accurate situation of the current work environment during the time of the pandemic and ways to overcome this situation. The broad objective of this analysis is the find out alternative employee engagement activities in order to ensure employee mental health, connection with the organization, informal connection among team members and to overcome monotonous work environment from working at home due to the effects of the covid-19 pandemic.

Specific objectives

- Find rationale behind undertaking the project
- Find the key insights that affect the employee connectivity with the organization and their team
- Review and evaluate the original communication strategies and find scopes for new communication strategy over various engagement plans
- Ensure effectiveness of the engagement activities and increase wellness and mental wellbeing of employees during this pandemic
- Provide recommendations for any further activities.

3.1.3 Significance of the report

This report is about how organizations today are trying to overcome the gaps that has occurred, due to the covid-19 pandemic and working from home, thorough using innovative and creative employee engagement plans. Due to the pandemic, employees have had immense pressure, both mental and physical, from their workplace and the surrounding situations, which has led to a decreased employee productivity level and hence a loss for the organization as well. This report focuses on how employee engagement activities can help employees with their work, wellbeing and increased level of production and hence create a profitable organization. I will be utilizing

my textbook knowledge and enhance it with my internship experience at the company. For anyone searching of workplace constrains that are faced during this pandemic and various ways to overcome it, will find something of significance through this report.

3.2 Methodology

The research done in this report to find out the factors that played a role in the adaptation of employee engagement during the pandemic is based on mainly information gathered from two different sources-

- Primary sources
- Secondary sources

And requires the analysis of both qualitative and quantitative data, which has been acquired through the primary and secondary sources.

The primary data collected has been acquired by thorough examining of the annual reports of Marico Bangladesh Limited of the last 5 years. In addition, a questionnaire was also distributed among the members of Marico, in order to get access to crucial primary data. Also, a lot of primary source information is collected through observations of activities at the workplace by working directly on the employee engagement activity project and calendar preparation, and launching some of the activities and events.

For the secondary research, it is mainly through extensive review of research papers published by different people that helped to understand the different activities that affects the employees and their productivity and what measures of activities can be taken to engage them into activities that would eventually help to in successful operations of the business. Additionally, I have explored through different websites on employee engagement activities for a more in-depth knowledge and collected from data of previous past activities successfully conducted by Marico Bangladesh Limited on employee engagement.

The report will be useful for human resource management students/graduates, researchers and academicians, who are willing to get an in-depth knowledge on the MNC industry or about Marico Bangladesh Limited, more specifically, their work culture and operations.

3.3 Findings and analysis

3.3.1 Factors affecting employee engagement

Several diverse factors have been playing a vital role that has have an adverse effect in the levels of engagement of an employee in an organization. A few of them are discussed in here. Firstly, career development, is a global factor that plays a very important role in employee engagement. Organizations who provide their employees with substantial number of opportunities to learn and develop their skills and abilities, acquire knowledge, train to reach their potential tend to have a highly engaged and motivated employees. Not only this, but a talent management strategy comprising of career planning, organizational support and incentives can result in higher engagement and retention in the organization. Marico has newly introduced a development

program for their members, in order to help them improve and enhance their skill set that will help them to perform better at their workplace. This is specially for the Sales team, where they are provided with numerous trainings, depending on their shortfall areas, that include negotiation skills, leading a winning team, analytical decision-making and many more.

Secondly, when employees see themselves and their work being complimented by their immediate supervisors, they become more engaged with the business and feel motivated and value to get the leadership's attention. The appreciation acts as a motivator and drives in the productivity levels. Through my research, I have got to know that Marico has been following monthly and quarterly recognition plans for their members, evaluating on the member's work performance and the projects they are working on. The monthly appreciation program, Kudos, recognizes each member's work in a team meeting among all the members and directors. This provides the members with a feeling of achievement and that they are valued, leading to an increase in the member's productivity and satisfaction, keeping them motivated and to improve and work harder on their good work.

Thirdly, researches have shown that a work culture wherein respect is valued results in employees to feel more appreciated and they are better engaged and motivated in work. Another essential factor for determining an employee's degree of involvement is a fair evaluation of the employee's performance. Employee engagement is better in organizations that use an appropriate assessment process that is known to be unbiased and open. It is also more transparent and easier when the employees are given goal sets and performance expectations along with a healthy communication connection between the manager and employee. According to my research, in the sales department, Marico undergoes work performance evaluations through various performance indicators, including few activities such as product knowledge, market knowledge, implication skills, case study etc. They also endure separate plans for member promotions and exhalations. Along with these, a lot of other factors play an influential role such as health and safety, talent recognition, emotional factors, nature of the job, personality factors.

3.3.2 Impact of COVID-19 on Employees

Since January 2020, workers have seen a total shift in their workplace as a result of the COVID-19 pandemic, which has disturbed their work experience and have had adverse effects on their productivity. In the United States of America, Quantum Workplace has investigated the influence of COVID-19 on employee engagement. The analysis of the investigation has shown that employee engagement had been significantly increasing in the research, with a minor drop owing to COVID-19. In the art and entertainment business, there was an almost 7% drop in involvement, according to the research. Nonprofit organizations, on the other hand, saw a 15% boost in engagement level after COVID-19. Due to the results of this, employees around the world have been facing delayed bonuses and performance appraisal for the year 2020. Almost 56% of the companies polled are still undecided about their compensation approach for the upcoming years due to the loss they have faced.

While many people have lost their employment, 'essential employees' have seen a near-complete change in their standards and operational methods. It has been the complete opposite and the needs for healthcare workers and treatments has not been more solicit. According to NCSL, a gigantic number of workers have taken sick absence during COVID-19, among which numerous employees were not even entitled to take a paid sick leave. Because of the greater number of jobless people during the epidemic, the 'Federal-State Unemployment Insurance Program' in the USA had to give temporary unemployment payments to a large number of people who were qualified.

Although it was not easy, but Marico have been able to pull off a growth of 15.4% revenue growth, 17.7% profit growth in their sales during this pandemic. This had helped them to conduct the business, maintain their daily activities and retain their members. Not only this, but they also set up numerous methods of assistance for their members during this tough time.

3.3.3 Impact of COVID-19 on Organization or Employers

According to Prudent Brokers, 13% of firms were negatively impacted since they were forced to shut down their whole business unit during the Covid-19 pandemic hit. Every industry including the manufacturing, logistics, construction, transportation, and engineering industries have been badly impacted. Employers all around the world expressed concern about employee productivity during COVID-19. In another research, almost 28% of businesses polled said they couldn't comment on staff productivity during COVID-19. The worldwide epidemic has ushered in a new era of remote teleworking, resulting in a flexible but occasionally unmanageable scenario. Although work from home setting has provided a huge time and location flexibility to the employees but it has also raised a great agitate for the organizations and employers to evaluate the effectiveness for performance appraisal. Covid-19 has brought in numerous diverse complications for the organization and the employers. Marico has faced a lot of struggles in evaluating their employees, fair and proper interviewing of candidates and in many projects that had to be postponed.

The COVID-19 epidemic produced a dystopian society with stalled business growth, an unstable business climate, and a nervous and sick workforce. COVID-19 has a wide range of negative consequences. Employers must consider employee engagement strategy scientifically in such a bleak and dismal atmosphere where the workplace system has become murkier.

3.3.4 Employee Engagement and COVID-19

COVID-19 appeared to have the most impact in the year 2020, coming with its own sorrow and madness. After almost a whole year of near-complete halt, the economies in our country have reopened ensuring social distance and other complete protective conventions, as well as persistent employment insecurity. The whole definition and set of activities of employee engagement has taken an adverse turn due to COVID-19 and has taken on a new meaning. Due to severe business losses caused by the shutdown, many businesses began to de-prioritize employee engagement as a result of declining profit and the increased number of layoffs.

However, MBL has taken great measures for their members during this time. MBL has arranged ambulance services in urgent situations, oxygen cylinders for medical emergencies, provided health insurance coverage for covid, tied up a contract with hospitals for emergencies, arranged full time doctor support for Marico members and extended field support exclusively for the Covid-19 situation. All these measures have had a conspicuous effect on the members and how valuable they are to the organization. Not only this, but MBL has also taken interactive employee engagement measures for their members in order to keep them motivated, engaged, increase communications and interactions while working from home which is later discussed in the report.

As economies are progressively recovering, it is critical to invest in employee engagement activities in a more meaningful way in order to keep the 'new normal' in mind.

3.3.5 Theoretical Framework: Employee Engagement and Wellbeing in Times of COVID-19

Organizations that aspire to work towards a healthy work culture tend to take workplace measurements and practices in order to create and sustain a sense of well-being among their employees, resulting in improved performance. On the other hand, unhealthy organization describes the opposite model, which is defined by a poor workplace measurements and practices and also involves increased rates of absenteeism and employee turnover. This results in a firm having to go through heavy financial and productive losses. Whereas, healthy companies, on the other hand, have a staff that produces high levels of production and is happy and motivated, which contributes to their strong financial health.

Employee engagement refers to the level of positive attribution, higher levels of energy, dedication, and concentration at that is felt by workers when at work. However, when working from home, distractions and the absence of structure may lead to a loss of rhythm and motivation, making us feel anxious because we are not making enough progress. A drastic change in work routines may have an impact on activation, focus, and performance. Several studies support a positive effect of employee engagement on the wellbeing of employees.

3.3.6 5Cs Model to Reinforce Employee Engagement and Wellbeing in Times of COVID-19

During the Covid-19 pandemic crisis, a vast number of organizations have extensively focused their work activities on part time/provisional employment and temporary unemployment schemes rather than on full time permanent employment. Companies have additionally taken important steps to sustain employment and economic activity, most of which are connected to occupational health and safety. Many companies also sponsored wellbeing initiatives in this effort, understanding the impact of the pandemic on employee well-being.

Following the changes brought on by the COVID-19 health crisis, the workplace is confronted with a slew of problems and roadblocks when it comes to employee engagement. In order to limit the spread of the disease and pandemic situation, the lockdown, social distance, and safety

precautions were implemented. The pandemic's containment efforts, including as the lockdown and social distance and safety precautions, have had a major influence on the general well-being of people. Due to the high degree of infection caused by the worldwide pandemic, the COVID-19 crisis has compelled businesses to take immediate steps to sustain their operations and protect their personnel. Because the epidemic is still raging, it is too early to give a broad evaluation of whether businesses are coping well with these changes. Yet, whether it's government plans, actual laws, or examples of effective measures adopted by other firms, we can identify key factors they should embrace in order to maintain their operations.

According to research by Kahn, W.A. (Psychological conditions of personal engagement and disengagement at work) the analysis was based on the five categories that were presented as deciding variables for employee engagement reinforcement. This research allowed for the identification of the variables that make up these categories, as well as the metrics that can be used to assess the well-being of the workforce in each business. These indicators may be utilized at any time during a crisis or a period of plenty, but they were chosen to illustrate how the COVID-19 epidemic is affecting employee well-being. Table 3 presents the key factors for reinforcing employee engagement and the indicators chosen for their assessment.

Category	Indicators
Communication	<ul style="list-style-type: none"> • Through available IT resources • Two-way transmission among employees • Frequent performance reviews
Confidence	<ul style="list-style-type: none"> • Psychological assistance • Continuous feedback and appreciation • Keeping employee privacy importance
Conciliation	<ul style="list-style-type: none"> • Physical and relational separation • Productivity and Sustainability
Compensation	<ul style="list-style-type: none"> • Related risks and health and safety allowances • Remote working allowances • Performance incentives
Cultivation	<ul style="list-style-type: none"> • Security in geographical and communication barriers • Professional career • New technology and Development opportunities

Table 3: 5Cs Model to Reinforce Employee Engagement

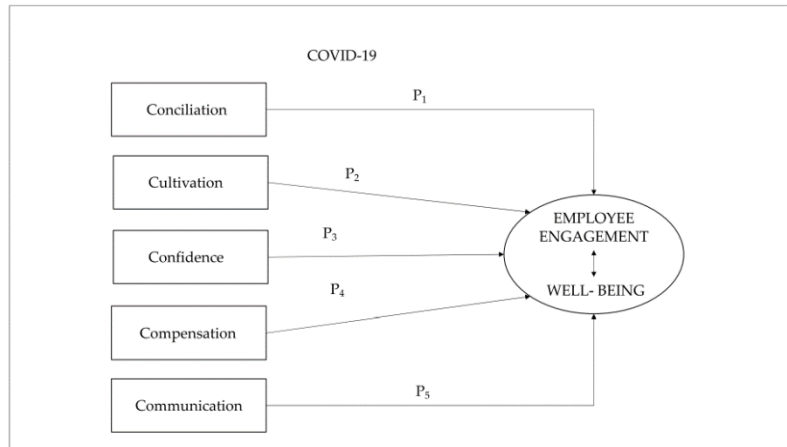


Figure23: 5Cs Model to Reinforce Employee Engagement

3.3.7 V-5 Model of Employee Engagement During COVID-19 and Post Lockdown

The COVID-19 epidemic produced a catastrophic environment, stalled organizational growth with an unstable business industry, and has left a nervous and noxious workforce. COVID-19 has had a wide range of negative consequences. Hence, employers must consider employee engagement strategy scientifically in such a bleak and dismal atmosphere where the workplace system has become gloomier.

Table 4 shows the details of the matters related with each element through analyzing extensive literature that can be used by HR managers to enhance the level of employee engagement during and after the pandemic and its effects. It focuses on the V5 Model of Employee Engagement focusing on the elements of Value, Voice, Variety, Virtue and Vision.

Elements	Variables	Operating Definition
Value	Recognition	Giving recognition to the employees' endeavor, exertion, diligence and achievements.
Voice	Continuous Feedback	Continuous feedback provides an assurance of whether the employees are in the right path and gives opportunities for them to navigate in the right direction.
	Support and Cooperation	Specially from the supervisor helps employees to be more confident in their work and creates an environment where they feel heard.
Variety	Significance	When the employee's work creates a change, they feel to be an important part of the organization and hence stay motivated.

	Challenging jobs	Challenging jobs motivate the employees to work harder and creates a drive within them even while working from home
Virtue	Trust	Trust is a very important issue specially during this pandemic situation. A supervisor trusting their employees can create a positive moralistic support during this time.
	Harmony	This includes waiving unethical behaviors, biasness and inequality in the organization.
Vision	Goal Chart	Clear communication of the organization’s goals can keep employees dynamic and focused.
	Objectives	Setting up objectives or a plan for the employees to follow will help them to stay on timeline and active.

Table 4: V-5 Model of Employee Engagement

3.3.8 How Marico has been ensuring Employee Engagement during Covid-19 Pandemic.

Marico Bangladesh Limited had invested in a vast manner into employee engagement before the Covid-19 pandemic hit. However, after the pandemic hit, since everyone was working from home, they had been facing a lot of challenges and difficulties in engaging everyone through an engagement program. So, they came up with alternative ideas of game tournaments and achievement announcements to keep them motivated and encouraged. They introduced a monthly session, called “Cha er Sathe Adda”, which is an informal meeting where members talk about their time spent or a certain subject/goals, play an online team game, highlighting or appreciating best performers etc. This helped them to improve their communication throughout the team and to keep them engaged and motivated despite of the gloominess of the surrounding. The appreciation and conversations with all the levels together also has had a great impact in the member’s performances and productivity. Marico also has a quarterly recognition program, “Marico WOW”, and a monthly program of “Marico KUDOS”, where they recognize the best performers and provide them with certificates. Along with that, Marico has also launched their Family Week online for all their members and their families where everyone participated in competition and fun games. In addition, during the Eid vacations, there was a fun tournament session of LUDO and UNO where members from all functions had joined and played. This also encouraged a cross functional communication and was a very fun session for the all members. MBL has been trying to invest in creative possible ways to keep their members happy and engaged at work.



3.4 Conclusion

The Covid-19 pandemic has been having a big change in all of our lives, for all employees, businesses, and society as a whole, and has been revitalizing. For the case of rising infection rates, elderly employees, who are most at risk of serious health problems as a result of the virus, exceptionally reduced their engagement. Furthermore, it is justified that an individual leadership behavior is of greater benefit in reducing the negative effects of a pandemic on job engagement for people of all ages. For numerous people, working from home is a struggle. Even after all the struggles faced by employees, the lessons learned about employee engagement during this tough time will help to bring significant positive changes in employee mindsets and also has given employee engagement wider and more creative ways to imply.

Also, lastly, due to the tough times, there has been a development of emotional connections among employees which, in the future, might help to lower employee turnover, increase productivity and motivation in the organization.

3.5 Recommendation

Employee Engagement plays a vital role, over the monetary values, in keeping an employee happy and productive in their respective job. The elements discussed above focuses on the individual employee as well as the organizational aspect of the engagement. However, employee engagement alone is not enough to keep the employees happy. Specially for the new employees who are working from home, during the pandemic, face a very hard time to adjust and get to know everyone. Therefore, a buddy program can be combined with in order for an extensive and productive result.

3.6 References

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- About the author Ariana Roy Kewalramani Analyst akewalramani@deloitte.com +35. "What Has COVID-19 Taught Us about Employee ENGAGEMENT?" *Deloitte Malta*, 28 Sept. 2020, www2.deloitte.com/mt/en/pages/human-capital/articles/mt-employee-engagement-and-covid-19.html.
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