

A Report On  
**“Contracts to Bind Employees in an Organization in perspective of  
Grumpy Coffee Marketing”**

By  
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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 2022

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## Declaration

I hereby declare that,

1. The internship report prepared and submitted was conducted while pursuing my bachelor's degree at BRAC University.
2. It contains pieces of data and information that are authentic. Furthermore, the report obligates not to use information that was previously written or published by any other individual.
3. The report acknowledges all primary sources and the help that was provided to extract them.
4. All information that has been extracted from secondary sources in this internship report has been properly cited through accurate referencing.

### **Student's Full Name and Signature:**

Name of the Student:

Sk Javed Jafree Aheen

**Date:**

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### **Supervisor's Full Name and Signature:**

Name of the Supervisor:

Mohammad Atiqul Basher

**Date:**

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## Letter of Transmittal

Mr. Mohammad Atiqul Basher  
Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

**Subject:** Internship report on the title “**Contracts to Bind Employees in an Organization in Perspective of Grumpy Coffee Marketing.**”

Dear Sir,

Under your supervision, I am hereby submitting my internship report that is required for the completion of the **BUS400** course and my bachelor of Business Administration degree at BRAC University. The report is titled “**Contracts to Bind Employees in an Organization in Perspective of Grumpy Coffee Marketing.**” I worked in Grumpy Marketing as an HR intern for the past 3 months.

This report showcases my findings, challenges, and recommendations for the company along with a research project that has been approved by you. I put forth every attempt possible to complete the report with perseverance, attentiveness, and accuracy. I sincerely hope that my effort will meet your needs and provide all the information you require. However, you are requested to contact me anytime should you have any queries or need any clarification.

Sincerely yours,

Sk Javed Jafree Aheen

ID: 19204062

BRAC Business School

BRAC University

Date: 10 September 2022

## Acknowledgment

To begin with, I would like to express my gratitude to the almighty for bestowing me with the opportunity to pursue my dream of working as an HR intern. Following that, I would like to express my gratitude to my respectable supervisor, Mr. Mohammad Atiqul Basher, Lecturer, BRAC Business School, and my co-supervisor, Mr. Jubairul Islam Shaown, Lecturer, BRAC Business School for their enormous support and guidance to prepare this report and throughout my internship tenure.

I am forever grateful to Grumpy Coffee Marketing for showing faith in me and vastly helping me enlarge my knowledge in the Human Resources field by allowing me to work with them. Mr. Mukit Anis, *Vice President, Marketing and Research* has acted as my supervisor and provided me with their knowledge to sharpen my skills. He has been an integral part of my internship and completing this report. Furthermore, I would like to extend my heartfelt gratitude to my colleagues who have guided me throughout my internship period and helped me complete my report by contributing to my research part (Part-3). Their warm support and encouragement have always helped me throughout this period.

I believe the knowledge and technical experience I have acquired after this internship will assist me to flourish in the future.

## Executive Summary

The internship report analyzes the effectiveness of contracts in workplaces and how the implementation of it can maximize the productivity of the employees, create job security and work as a good intermediary between employers and employees. The following internship report has been conducted during my tenure with Grumpy Coffee Marketing, a research-based marketing agency based in Dhaka. The report further sees my experience and journey with the company, my contribution, things I have learned from the management and my co-workers, management practices of the organization, challenges I have faced during my internship, and things that can be strengthened by the company to further increase its profitability.

The second part of the report focuses on the organization. I worked with Grumpy for over 3 months. The company is a research-based marketing agency that focuses on providing qualitative and quantitative solutions to its clients and further provides marketing insights based on the conducted research, something that is quite rare in Bangladesh's landscape. Grumpy has a laissez-faire management policy where the employees are given the freedom to work independently and can report directly to the vice presidents. It recruits from internal networking through a very unique way where the opinions of team members are also given priority. Furthermore, the company follows emergent strategies and has been working to determine its target audience. The report further analyzes Grumpy's SWOT and Porter's 5 forces and provides an accumulated result.

The final part of the report covers the project titled "Contracts to Bind Employees in an Organization in the Perspective of Grumpy Coffee Marketing." For this report, thematic analysis was conducted, where I had to take interviews of the employees within the company and then draw a qualitative analysis which is further elaborated in Chapters 3.3 and 3.4. Moreover, the research is conducted based on primary outcomes, and the secondary resources whenever used have been properly cited in the reference part.

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## Chapter 1: Overview of the Internship

### 1.1 Student Information

Name of the Student: Sk Javed Jafree Aheen

Student ID: 19204062

Major: Human Resource Management | Minor: Marketing

Department of Bachelor in Business Administration, BRAC Business School

### 1.2 Internship Information

#### 1.2.1 Company Details & Period

**Company Name:** Grumpy Coffee Marketing

**Department:** Human Resource

**Address:**

Head Office: 84 Arambagh, Dhaka-1000

Branch Office: 5th Floor, Plot 18, Road 1/A, Baridhara J Block, Dhaka-1212

**Period:** 1<sup>st</sup> May 2022 to July 31<sup>st</sup>, 2022

#### 1.2.2 Company Supervisor Information

Name: Mr. Mukit Anis

Designation: Vice President, Marketing and Research

### 1.2.3 Job Scope

#### **Job Description:**

As an intern in the HR department, I had to carry out a wide variety of responsibilities both research-based and field tasks. From conducting meetings or screening candidates to learning the salary negotiation process, employee rights, screening the best candidates, scheduling interviews, and conducting phone interviews, my experience has been nothing short of exciting and informative. I had to liaise with other departments as well. Furthermore, the role required me to serve as a point of contact between the internal and external stakeholders for multiple projects and perform other tasks assigned by the supervisor.

#### **Primary Responsibilities**

- Collecting, processing, and screening biodata and resumes.
- Setting up interviews and conducting meetings.
- Conducting primary and secondary research tasks assigned by higher management and supervisors.
- Designing materials for employee training programs and evaluating performances.
- Making interview lists, conducting primary or phone interviews, and creating employee profiles.
- Conducting primary data extraction through interviewing clients, field visits, and so on.
- Since the company is relatively new, I had to sometimes operate as a single point of contact between the agency and the client.
- Monitoring and leading logistics sometimes.
- Initiated proposals to create legal contracts for employees and worked with lawyers for the ILO.

## **Secondary Responsibilities**

- Aiding the creative and branding department to craft their deliverables and roll out their campaigns.
- Helping with social media content and research findings.

## **1.3 Internship Outcome**

### **1.3.1 Student's Contribution**

Since the company is relatively new, I had the opportunity to work with the core members very intensively. I have contributed to the company's profitability and growth by serving its HR role as well as operating with the research and development team to achieve its business goals. During my tenure with Grumpy, I have always taken ownership whenever I was assigned any task and went above and beyond to ensure that the task was completed. I had the opportunity to collaborate with clients like United Commercial Bank (UCB), Hatil Furniture, and GlaxoSmithKline Bangladesh Ltd who are huge companies in their respective fields. Moreover, I had also worked with companies like Sharif Metal, MMI Logistics Ltd, Recom Consulting Ltd, and many other clients. I have contributed to creating and rolling out campaigns which I believe would widen my skills in marketing, a field in which I am doing my minor. Furthermore, I had to organize meetings with clients, post job offerings on social media platforms and LinkedIn, write job descriptions, and carry out other tasks that were assigned to me by my supervisors.

### **1.3.2 Benefits to the Student**

My time in Grumpy has immensely helped me to shape up well for my future as well as nurtured me to hone my skills even further. I have learned to be more professional, widen my network which I believe will always help me, learned office etiquette, and also communicate with external stakeholders. I have learned to become a multitasker and adapted to unique professional challenges that I did not think I could handle before. Apart from the cognitive skills, below are the benefits I have received from grumpy:

- Networking with professionals from diverse fields. From getting to know mid-level executives to conducting meetings with top management, I have had the opportunity to experience both. Connections I believe will help me tremendously in the future and be a valuable asset to my further professional progression.
- I had the opportunity to be directly involved with some projects. As an intern, this is a huge boost for my confidence and also helped me get accustomed to challenges that I am likely to face in the future.
- I have had the chance to work not only in my field but also in other departments that I did not have any idea about. I had to collaborate with people from different departments with different visions to achieve a common goal.
- I had to create job descriptions, and employee profiles both manually and in HRMS. I had gained a thorough knowledge of the leave process, offering fringe benefits, payroll system, grievance handling, and many other tasks in which I had no previous experience.

### **1.3.3 Difficulties faced by student**

I had not faced any difficulties within the company during my internship period. However, I was left with one course in university and sometimes the class schedule clashed with my office hours which I had to compensate for later on. At times there were pressures that had been very challenging for me because I was handling multiple tasks at the same time which I had no previous experience about. However, that has enhanced my confidence in being able to work through multiple projects. Therefore, I would not classify them as difficulties.

### **1.3.4 Recommendations**

My recommendation to the company would be:

- Keeping its laissez-faire leadership style because it allows employees to reach out to top management to seek their assistance or share their ideas with them. The management practices in this company are something to admire and I would like to recommend they keep that going for their future interns.

- I do hope the company strengthens its other departments and for that, they recruit more employees and provide them with hands-on learning opportunities.

## Chapter 2: Organizational Information

### 2.1 Introduction

# OC Grumpy Coffee Oll. Marketing

In the twenty-first century, many SMBs (Small and Medium Businesses) try to seek companies that can help them with their marketing campaigns. Companies would gather resources and create campaigns and content for the product. A marketing agency is a company that serves many other companies to manage their marketing strategies and achieve their organizational goals (Carter, 2022). There are numerous marketing specializations covered by agencies such as Digital Advertisement, Creative Design, SEO management, Social Media Management, Media Planning, Copywriting, Strategy Planning, and so on and each agency has its services, ideologies, and approaches (DigitalMarketer, 2020). However, the approach Grumpy took was a bit different from the above-mentioned offerings.

In the modern landscape, data has become an essential part of any job field. Similarly, marketing is also starting to depend on data now. However, as for marketing research and customer insights, options are quite limited in Bangladesh and only a handful of organizations provide such services. Marketing agencies such as NielsenIQ or Creative Consulting Service Ltd. offer qualitative and quantitative research services, they do not rely much on customer insights and thus a prospective client has to rely on other organizations or manpower to make proper use of the findings. On the other hand, companies like Analyzen and ADA offer analytics and insights focusing more on customer insights but they are limited in terms of qualitative research.

This scenario initially inspired the founders to create Grumpy- a research-based marketing agency that focuses on both research services and actionable insights at a fair price point. Grumpy not only provide quality insights but also offers to implement those insights to ensure better customer satisfaction and engage in retail, advertising, and branding for its clientele. The company started its journey in late May 2020 and was founded jointly by Mr. Mukit Anis and Mr. Faisal Omar. Initially, Grumpy's operations started with a small team with only several employees handpicked by the owners of the company. During, 2020 Bangladesh along with the whole world was reeling from the upsurge of the Covid-19 epidemic, which shook the economies of many countries. Amidst the pandemic, Grumpy started its journey and the employees initially collaborated from their homes. The firm, later on, shifted to an in-person office arrangement in Arambagh, and further expanded its branch to Baridhara as well. The firm provides services in multiple marketing aspects and has already served multiple clients. Below is a list of clients Grumpy has served and services offered by the company:

<b>Services Provided by Grumpy</b>	<b>Clients Served by Grumpy</b>
Market Research	TAAGA
Retail Audit	Bitsy
Distribution Chain Analysis	Sharif Metal
Frontline Employee Training	MMI Logistics Ltd
Consumer Journey Mapping	HATIL Furniture
Brand Strategy	Clinicure
Brand Identity Development	United Commercial Bank (UCB)
Web Design	Sufi House
Social Media Management	Recom Consulting Ltd.
Digital Marketing	
Consumer Profiling	
Content Marketing	

Copywriting	
Print Design	
360 Degree Campaign Design	

**Company Website:**

<https://www.grumpycoffee.marketing/>

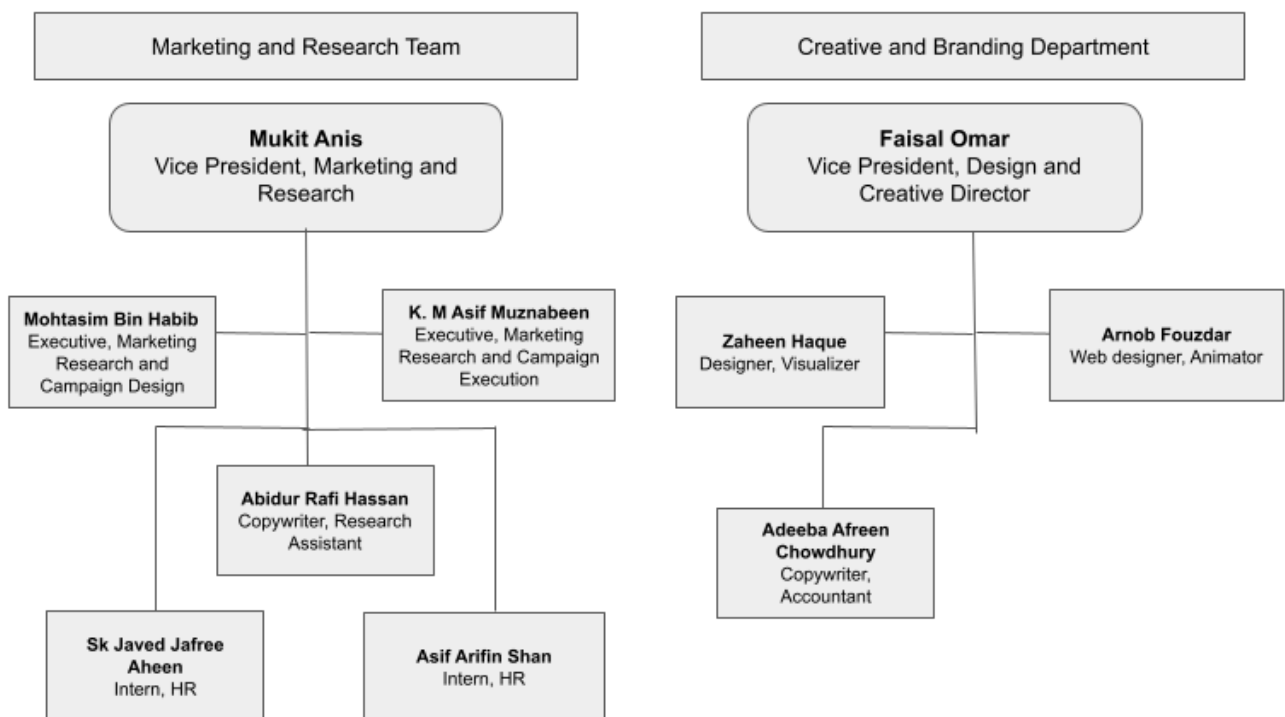


*Figure-1: Campaigns for HATIL Furniture*



## 2.2 Company Structure

The agency at the moment operates within two separate divisions led by Mr. Mukit Anis and Mr. Faisal Omar. The Marketing and Research department is led by Mr. Mukit Anis and the Creative and Branding Department is led by Mr. Faisal Omar. An organogram is presented below to further illustrate the structure of the company:



*Figure-2: Organogram- Grumpy Coffee Marketing*

Mr. Mukit Anis leads the marketing and research team, under which there are 5 employees. 2 executives work in the research, campaign designing, and execution, a copywriter, and two HR interns. I work under Mr. Mukit and directly report to him. Under the creative and branding wing, Mr. Faisal Omar leads the charge. 2 executives work as designers under Mr. Omar and a copywriter. However, both copywriters have a cross-functional role, meaning they both can work for 2 departments and report to both vice presidents for the associated responsibilities.

## **2.3 Management Practices**

### **2.3.1 Leadership Style**

Grumpy's leadership style follows a flat hierarchical structure with low power distance. The partners believe in equal opportunities and practice a Laissez-Faire Leadership style in their management of employees within the organization. Laissez Faire leadership elaborates on providing employees within the organization to make decisions, and discuss their ideas with hierarchical management (Cherry, 2022). If the ideas bring profitability to the organization and add value to achieving business goals, then supervisors will thoroughly consider them. The partners have identified a culture of open discourse within the organization and have shared it with the employees that their opinion matters and affects the decision-making process.

The management likes to keep its transparency with its employees regarding project values, profits and salaries as well. Apart from the briefing about any tasks, there is no micromanagement by the owners to its employees in terms of how they get the work done. The partners however keep the door wide open for the employees to seek guidance and help whenever they need should they face any difficulty or inconvenience. Employees are given feedback properly as well.

Another benefit of the Laissez-Faire management style is that it allows employees to take ownership of their work. Employees work with freedom and become more responsible to deliver their assigned tasks. It grows a certain sense of ownership and self-confidence in their abilities to adapt and tackle any new challenges. On top of that, such freedom helps an employee to expand their creativity, and problem-solving ability makes them more methodical and analytic and increases their productivity. Furthermore, experienced employees are given a large share of authority in their specific areas of work in terms of the decision-making process or avoiding approaches should they feel the proposal would not work out better.

### **2.3.2 Recruitment and Selection Process**

Grumpy follows headhunting to recruit talents to their company. A headhunter works from within the organization to find, scrutinize and select candidates to fill in executive-level positions (Samra, 2021). The management utilizes their networks to find potential candidates who would be a job fit and can keep up with the free reign company culture. The potential candidates also need to have the zeal to widen their capabilities, be a multitasker, and take ownership of their tasks. Most of the positions are filled with headhunting, therefore not many job advertisements are posted.

The procedure starts with finding potential candidates for the role. Among existing networks, the management tries to filter the best candidates who would not only possess skills but also fit the work culture of the company. Once the potential recruits are filtered, management shares the details with relevant team members to get feedback and their opinion on whether the candidate would be suitable for the team or can cope or not. After this, the candidates are called for skill assessment tests where they have to pass the aptitude test before being called out for the final interview. Also, the candidates are called to the office to work with the existing employees to see if they get along with one another. This gives a first-hand experience to the candidates about what is in store for them and certain transparency is maintained henceforth. This unconventional process has worked tremendously for Grumpy as the teams get along very well and everyone constantly helps each other to achieve organizational goals.

### **2.3.3 Training and Development**

The organization continuously emphasizes developing the capabilities of its employees. It just does not focus on widening hard skills but cognitive skills are also emphasized here. Employees are given access to participate in paid online courses from Udemy or Skillshare. Furthermore, employees from the Creative and Branding department are provided with materials that would widen their knowledge in web developing or designing or videography. Recruits are assigned to particular tasks as well during their probation period. They get to participate in the shadow session during their training period to learn from experienced employees. Furthermore, employees are also assigned to cross-functional tasks to get accustomed to other departments' work. They are given access to materials from other departments so that they can collaborate better. The partners at the

beginning of the company used to lead and train the then newest employees in terms of communication, coordination, and other stuff. Even today, the newest recruits receive training from the head of both departments to get them accustomed to the job.

Apart from providing hard skill training, the organization also provides training in developing soft skills such as time management, multitasking, teamwork, effective communication, empathy, and so on. Employees are included in the client meeting which enhances their capability to negotiate, conduct meetings, increase communication adaptability, and so on. Furthermore, there are field works that Grumpy does outside of the organization where the employees are also integrated. In some subsequent projects, employees get to become team leads voluntarily. This happens when an employee has a particular interest in a project. Every employee is provided feedback on their performance and the company ensures the deliverables are provided within time.

#### **2.3.4 Compensation Policy and Evaluation**

To motivate employees to increase their productivity and let them perform to the best of their potential proper compensation should be provided. Grumpy provides its employees with two types of compensation. One is industry-based compensation as their basic salary and on top of that performance-based compensation is their variable salary. Furthermore, there are two annual festival bonuses and an annual increment of base salary is promised. Due to Grumpy being relatively new, a rigid performance appraisal system cannot be implemented as of now.

As for evaluation and providing feedback, the company praises its top performers to keep them motivated and also shows care for their performance. The appreciation is made monetarily and in terms of bonuses as well. The company culture promotes the partners to praise and give recognition to employees by expressing appreciation after the successful completion of a task. On the other hand, if there is a performance drop or internal crisis, the partners tend to hold a meeting with the immediate supervisor of the employee and help to sort out the problems to get the employees back on track. Furthermore, both paid and unpaid leaves are provided to the employees. There are sick leaves and other fringe benefits provided by the organization. Also, since, the increment is tied to the firm's growth in profits, employees are motivated to put in their best efforts so that profitability remains high.

## **2.4 Marketing Practices**

### **2.4.1. Grumpy's Marketing Strategies**

Grumpy's strategic boundaries follow an emergent strategy model. An emergent strategy reflects on a business' growth strategy over time and how it balances its goals with changing circumstances (Indeed, 2021). Since the company is relatively new, the company is still exploring what works best for them and thus emergent strategies are best suited for them as it is not deliberate and the company can constantly learn and adapt.

Grumpy as an organization is very idealistic and the owners have set certain strategic boundaries for its employees, for instance not ever collaborating with any tobacco company or any other product that intends to mislead its customer through misrepresentation or cause any harm to mankind. The current strategy for the company is to hold a strong impact on the marketing aspect of Bangladesh and deliver top-notch service to its clients. According to Porter's generic strategy method, the company follows a differentiation strategy. The organization's unique selling proposition is that it acts as a one-stop solution for both quantitative and qualitative research-driven marketing solutions. The firm also emphasizes providing actionable insights and this combination differentiates Grumpy from other organizations in the market. However, whether Grumpy moves to broad differentiation or focused differentiation is yet to be discovered and the firm is still exploring that through its emergent strategies.

### **2.4.2. Target Customer, Targeting and Positioning strategy**

The operations of Grumpy have taken place for only 2 years and it is still in the early stage of its journey. Thus, there is still room for growth, and positioning itself completely would now be a little difficult for the company. Similarly, selecting a certain type of customer as its target market would be a bit difficult. The firm, however, has narrowed down to target some profiles, however, it is still exploring the ins and outs of whom it ultimately going to serve. The ideas that have been extracted to narrow down the target market are drawn below:

- Organizations that are receptive to the notion that research-driven marketing is effective.

- An organization that intends to spend at least BDT 80,000 on a project.
- An organization that does not sell tobacco products or is associated with products that mislead consumers or manipulate them.
- Organizations that do not preach sexism, misogyny, or bigotry.
- A company that emphasizes forward-thinking leadership, does not micromanage the agencies and is open to exploring new opportunities.

Analysis of Grumpy’s marketing positioning can be drawn below:

**Target Segment:** “Businesses that are wanting to reach their customers effectively.”

**The frame of Reference:** Marketing Agency

### **2.4.3. New Product Development**

Grumpy follows emergent strategies to operate its business and as a result, new offerings within the portfolio come from the result of emergent strategies. For instance, providing training services was initially not offered by the company. However, upon the request of its client, Grumpy introduced this service and now offers this. The company is still exploring and will keep on adding and developing products that aid its profitability.

### **2.4.4. Branding Activities**

Grumpy Coffee Marketing is currently going through a process of rebranding its name and tweaking a few other things. The company was initially called “Grumpy Coffee Marketing.” However, the company is now thinking of dropping “Coffee” from its name and simply calling it “Grumpy Marketing” after working with a few clients. One of the core reasons the owners have drawn for it is because the name created a misunderstanding among clients that the company was in the cafe business instead of marketing because of the inclusion of “Coffee” in its name. The company has also developed its website and the tentative date for the entire rebranding is to be completed in Q3, 2022.

## 2.5 Industry and Competitive Analysis

### 2.5.1. Porter's 5 Forces

The competitive landscape of any given market may be broken down into its parts using the Porter Five Forces Model. This is accomplished by analyzing five key elements: the existence of substitutes, the arrival of new entrants, the bargaining power of both buyers and sellers, and the degree of rivalry between the two. For Grumpy, the Porter 5 forces are written below. The forces are given numbers between 1-5 where 1 stands for weak competition whereas 5 stands for a very high degree of competition lastly there will be an average of all the 5 forces to look where Grumpy is standing.

#### **The Threat of Rivals (2/5):**

Grumpy is solely a marketing agency which does focus on the qualitative insight of its clients and based on that, it tries to come up with marketing solutions. So Grumpy is a mix of both, research and digital marketing-based agency. Not all the agencies in Bangladesh do that research part when they are serving their clients.

According to Clutch. co (n,d), 62 marketing agencies in Bangladesh focus on a research-based approach. Grumpys' strength is its research-based approach starting from doing marketing analysis, retail visits, industry visits, and many more approaches based on the client's needs and demands. There are not all the agencies that do that, and not all the agencies are legally listed as private entities as per law. Hence, there is not that much competitive pressure from direct existing competitors and that is why for this competitive force, 2 can be given.

#### **The Threat of New Entrants (5/5):**

There are few barriers to entry for any potential organization and Grumpy itself is proof of it. Grumpy is a comparatively new company from the other existing rivals. The barriers to entry could be, the business setting cost, human resources and manpower, and convincing the best of the manpower to join the company as it is a startup and cannot offer a lucrative salary to the best market researchers and designers in the market. Grumpy has got no investment from any other sources than its two founders. The basic materials for its human resources, for example, a

workstation to work on or a device was not provided as Grumpy could not afford that. On the other hand, Grumpy does not have that many resources to hire someone who is the best out there in the market to work for them as it has very little revenue compared to other big agencies. So, if agencies like Grey Dhaka or Asiatic try to get into the market research-based approach for their clients, then they will have some sort of advantage as they have more resources than Grumpy. So the threat of new entrants is very high for Grumpy and a score of 5 can be given for this.

### **The Threat of Substitutes (5/5):**

There are different marketing agencies present here in Bangladesh that is doing great. Now if the marketing firms who do not offer any research-based method and all the research firms who do not offer any sort of marketing solutions, can be a substitute. If a client goes to firms from these two categories and merges them, that will be considered as a substitute. Clients can take research from the research agencies, and take that research to the marketing firm to come up with a solution. So, the threat of substitutes is very high in this regard.

### **Bargaining Power of Buyers (4/5):**

The bargaining power of buyers depends on the services they are willing to take. If the clients are seeking just marketing services, then the bargaining power of buyers is extremely high because there are a lot of other companies providing the same services and the buyers would have a vast number of options to choose from. However, if the consumers are seeking research and consultation services, the bargaining power is going to be moderate because the number of organizations providing services is comparatively low.

### **Bargaining Power of Sellers (4/5):**

The bargaining power of the suppliers depends on the service that is going to be provided. For research-based services, the company would need access to secondary data which to some extent can be extracted from the internet, data from corporations, and journals from repositories that need to be bought by shelling an amount of money. Suppliers here have huge control over pricing whereas for marketing services, for instance, creating OVCs, billboard advertisements, event management, and so on, suppliers have moderate bargaining power. Depending on the size of the



agency, the supplier, and the scope of the task bargaining power may exist between the consumer and the supplier.

### **Overall Rating (4/5)**

Considering all the points, the overall score can be denoted to an average of 4 out of 5, indicating a competitive landscape for Grumpy.

## **2.5.2. SWOT Analysis**

### **Strengths:**

- One of its common strengths is the team members of the organization. Grumpy has a fairly small but knowledge-hungry and success-oriented team who are self-motivated, inherit leadership qualities and are oriented towards success.
- The company offers qualitative and quantitative research solutions and also provides customer-oriented marketing solutions. For the clients, it is like the best of both worlds, because the marketing services provided to the clients are researched by the same company instead of taking research from another company and providing marketing support.
- The organizations' culture is tremendously important and the opportunity to work cross-functionally is quite a lucrative opportunity for the employees as they get to enrich their skills and widen the already existing ones.
- Because the company has less manpower, the practice of Laissez Faire leadership policy and training from the top management is a huge strength for the company.

### **Weaknesses:**

While the number of employees being very small helps on multiple occasions, there are caveats to it as well. The limited number of employees indicates that the company can only serve a certain number of clients and projects at a given time. This could result in a potential loss of business and a few potential clients would seek alternatives.

**Opportunities:**

Grumpy's biggest opportunity lies within the service it provides. It offers marketing services based on the qualitative or quantitative analysis it does and the insight it gathers is solely based on its research instead of working on other companies' research. The combination of research and providing marketing services based on that is one of a kind in Bangladesh and there is at the moment, no marketing company providing such services. Therefore, Grumpy has a huge potential to gain a large market share and be a big player in this field.

**Threat:**

Grumpy's biggest threat lies within the external inclusion of new companies providing similar services or the existing companies within the market adopting this policy. All major marketing agencies have the tool to copy this business method and implement it.

**2.6 Recommendations**

A few of the recommendations for Grumpy would be the following:

- The company should start expanding its teams by recruiting new employees because they are missing out on potential candidates because of a shortage of employees.
- The company should provide clear guidelines for its employees.
- Lastly, the company should finish its rebranding process as soon as possible, make its website more effective and exploit more marketing channels.

## **Chapter 3: Project Part**

### **“Contracts to Bind Employees in an Organization in perspective of Grumpy Coffee Marketing”**

#### **3.1 Introduction**

##### **3.1.1. Research Question:**

“Does the implementation of contracts help to reduce turnover and increase their productivity?” is the primary question that is going to be tackled in this research.

##### **3.1.2. Research Objective:**

Contracts are a critical part of any organization's recruitment procedure. The purpose of this research is to investigate the importance of contracts to determine the best way possible for the organization to gain profit while also ensuring low turnover and increased productivity.

##### **3.1.3. Literature Review**

An employment contract is an agreement between an employer and an employee that outlines the parties' respective rights, obligations, and responsibilities (Doyle, 2021). A legal contract introduces the employees bound to organizational policies and strategic boundaries and violations or breaches are subject to disciplinary action. Salary or earnings to be provided to the employees, working schedule, fringe benefits, and most crucially, secrecy between the parties are all covered by an employment contract. On the other hand, psychological contracts are often required in addition to employment contracts to guarantee employee satisfaction. The idea of a "psychological contract" outlines how an employer and employee view a person's hopes, beliefs, objectives, and obligations (CIPD, 2022). It emphasizes career opportunities, employment security, training, and perceived pay equity (Gorde, 2019).

An employment agreement between an employer and employee may be inferred, verbal, or written. Either way, all of them work as a contract between the parties. The most prevalent kind of employment contract is a written one (Indeed). It denotes the positions that employees hold within the company as well as reflects on their responsibilities, privileges, and pay scale. Written agreements are crucial because they allow both parties to refer back to them in the event of a dispute or disagreement or breach of it by another party. Verbal agreements, on the other hand, are those that managers make when hiring a worker. As there is no written documentation, it can be difficult to uphold. When employers and employees are unable to agree on a specific term but the employee nevertheless begins working, an implied contract is created (ADR Times, 2022). The implied contract happens when the position needs that employee to start working immediately and there is not adequate time to process the contract. However, the company needs to agree with the employee as soon as possible.

Moreover, the employment contract further reflects on the dos and don'ts for the employees. It further reflects on how long the employee can stay within the company and employers would also feel positive about staff dropping off unless they are doing a serious violation or breach of contract. The contract further describes employees' primary, and secondary roles and responsibilities, acts as a savior to protect employment rights, denotes sick leaves, and paid and unpaid leaves, and most importantly, maintains confidentiality for the employers (Elton, 2019).

The Bangladesh Labor Act of 2006 established a 48-hour workweek, 14 days of yearly sick leave, and the requirement that wages be paid by the seventh day of each month. Additionally, they have made it so that businesses can end their contract with an employee if there is a breach or violation of the agreement, but only after giving the employee at least one month's notice. If there is any misconduct or contract violation, the employee may also face penalties if necessary.

### **3.2 Data Collection**

In the data collection, interviews were taken. As suggested by the supervisor, I interviewed three employees of Grumpy and asked them a few questions. The same set of questions was asked to each of the interviewees. During the interview, keynotes were taken and based on that the transcripts have been made. The interview was taken at the Grumpy office and the interviewees were keen to give the interview.

Interviews were taken due to two reasons. Firstly, in interviews, I could ask a broad range of questions. As I asked a broad range of questions, in some answers there were different answers from one interviewee to another. In some cases, some interviewees were focusing on a topic that is necessary to them but does not mean will be equally meaningful to other interviewees. The interview method was a structured interview and the set of questionnaires was prepared previously as mentioned before. Secondly, as the company has not had a large number of employees, a survey could not be conducted for this small amount of audience in the company. As a result, the research would not have been fruitful and meaningful. So, the interview was the only viable and acceptable option available for me to conduct.

### 3.3 Thematic Analysis

Textual Data	Code
Yes obviously. The contract exists to safeguard my rights as an employee	The necessity of legal contract for an employee
Yes. It provides a sense of security in holding the job for the employee.	The necessity of legal contract for an employee
Yes. A contract is a show of proof of my employment and ensuring of what I am offered and promised.	The necessity of legal contract for an employee
The contract is in place to protect my interests as an employee. As an employee, I need reassurance that I am bound by certain norms and regulations and that any infractions of these might have serious consequences, and a legally binding agreement can provide that.	Importance of contracts for employees
It clearly defines in writing what an employee will be doing and what they will get for that, it provides them with necessary clarifications.	Importance of contracts for employees
it provides security and rights to the employees so that the employees feel safe and secure in every manner legally.	Importance of contracts for employees
provides confidentiality for sensitive information	Importance of contracts for employees
NDA is a part of that and if it breaches, both parties can take legal actions against each other.	Importance of contracts for employees
Helps the employee to understand their duties which will be written clear-cut on their contracts.	Importance of contracts for employees
leaves less room for miscommunication which I suppose can be a major issue in some aspects	Importance of contracts for employees
ensures my employment also assures me of the rewards and remuneration that I will get upon completion of my duties, which helps me stay motivated and helps maximize my productivity	Contract to maximize productivity and bind for employment
The contract contains information regarding hours, pay, etc., the employee will know exactly what to do and what to achieve as the goal will	Contract to maximize productivity and bind for employment

be clear and simple	
secures my employment	Contract to maximize productivity and bind for employment
obtain the benefits and pay that I would earn upon completion of my obligation	Contract to maximize productivity and bind for employment
remain motivated	Contract to maximize productivity and bind for employment
Yearly bonuses, Paid leaves, and Health benefits	Expected fringe benefits mentioned in contracts
festival bonuses	Expected fringe benefits mentioned in contracts
paid leave	Expected fringe benefits mentioned in contracts
health benefits	Expected fringe benefits mentioned in contracts
paid absences	Expected fringe benefits mentioned in contracts
Transportation facilities	Expected fringe benefits mentioned in contracts
good working environment	Expected fringe benefits mentioned in contracts
challenging job responsibilities	Expected fringe benefits mentioned in contracts
Yes	Inclusion of probationary period in contracts
would allow me to make my decisions based on all aspects and also make sure that neither employer nor I can backtrack out of any ongoing situation	Inclusion of probationary period in contracts
Yes	Inclusion of probationary period in contracts
probationary period the employee will be spending time and effort	Inclusion of probationary period in contracts
should be recognized	Inclusion of probationary period in contracts

cultural fit	Inclusion of probationary period in contracts
fit	Inclusion of probationary period in contracts
perfect fit and qualified	Inclusion of probationary period in contracts
yes	Role of contract in reducing turnover, opinion on that
If a contract is preventing turnover, chances are it is doing so by restricting people	Role of contract in reducing turnover, opinion on that
inhumane	Role of contract in reducing turnover, opinion on that
possibly unenforceable	Role of contract in reducing turnover, opinion on that
shows that the company is responsible for its employees.	Role of contract in reducing turnover, opinion on that
Yes	Role of contract in reducing turnover, opinion on that
shows effort and gravitas from employers	Role of contract in reducing turnover, opinion on that
contracts to reduce turnover	HR Roles to bind employees in contracts in reducing turnovers
HR has more important concerns	HR Roles to bind employees in contracts in reducing turnovers
HR is the mediator between the parties trying to meet the employee's needs	HR Roles to bind employees in contracts in reducing turnovers
Supportive environment, helping with turnovers	HR Roles to bind employees in contracts in reducing turnovers



HR aims to attract and retain top-notch talent in the organization	HR Roles to bind employees in contracts in reducing turnovers
should not resort to unfair means	HR Roles to bind employees in contracts in reducing turnovers
HR needs to keep both parties happy	HR Roles to bind employees in contracts in reducing turnovers
Obviously, yes	Contracts for a remote worker, is it necessary?
To protect my rights as an employee	Contracts for a remote worker, is it necessary?
feel safer	Contracts for a remote worker, is it necessary?
feel secure	Contracts for a remote worker, is it necessary?
remote or contractual I still expect to have my employment contract	Contracts for a remote worker, is it necessary?
legal binding	Contracts for a remote worker, is it necessary?
Yes	Contracts for a remote worker, is it necessary?
without legal documentation, the employer could wrongfully deny me the money promised in compensation for my services	Contracts for a remote worker, is it necessary?
Concise and simple	How do you want your contract to be?
roles	How do you want your contract to be?
responsibilities	How do you want your contract to be?
Detailed and true	How do you want your contract to be?
Clear-cut, easily understandable, succinct, and free from jargon	How do you want your contract to be?
transparent	How do you want your contract to be?

### 3.4 Findings

As mentioned earlier, for this part, thematic analysis has been used. Thematic analysis is a disciplined method for organizing and dissecting large amounts of qualitative data by giving each observation and quotation a code that makes it easier to find important themes (Rosala, 2022). For convenience, a report based on the positive impact on the lives of service providers through behavioral support in training is attached here which has been conducted with thematic analysis. During the interview, notes were taken and keynotes were noted. I tried to come up with a theme for the answer from the interviewees for each question.

Firstly, the interviewees were asked about the necessity of having legal contracts and why they think that it is important. The interviewees felt that the legal contract is important to have a safeguard and security as an employee as well as proof of the employment and the terms and conditions offered and promised. They think that it is important because it helps them to protect their rights as employees and if any unwanted things happen, they can take legal action if necessary. As one of the interviewees said, “The contract is in place to protect my interests as an employee. As an employee, I need reassurance that I am bound by certain norms and regulations, and that any infractions of these might have serious consequences, and a legally binding agreement can provide that”, so they think that legally they are safe and secure regarding their job. Also, clarifications are mentioned in the contracts generally so that is why they felt the importance of having a legal contract. However, having a sense of security on the job is their main concern to have a legal contract from the company. Sometimes, in the contract, a non-disclosure agreement (NDA) is given, and neither the company nor employees can share crucial information without concern about each other, so they feel that having an NDA in contracts is also important. NDA furthermore safeguards information and helps protect trade secrets of the company as well as gives employees additional legal resources (Thomsonreuters, 2022). Sometimes, miscommunications happen if there is no contract which may cause a lot of problems, which turned out to be an important aspect of having a contract legally. As one of the interviewees said, “It leaves less room for miscommunication which I suppose can be a major issue in some aspects”, so there is a commonality between the responders. That is one finding that I found out from the employees: they want that sense of security from having a legal contract from the company.

After that, the interviewees were asked whether the legal contract will help them to maximize productivity and bind for employment. The interviewees responded by thinking of the monetary benefits. They think that, if they have a legal contract, where all the rewards and other benefits are mentioned, it will be fulfilled which will eventually motivate them and maximize their productivity. They will feel loyal to the company as it secures their employment which also will keep them motivated. As the contract will bind the employees in their employment under the company, it will have clear details about the roles and responsibilities of each employee so the employees can set their own goals as well as the binding will give them a sense of security.

Moving forward, the interviewees were asked about the fringe benefits expected by them as an employee. Most of the employees have mentioned paid leaves. However, some of the employees expect festival bonuses, for example, bonuses on eid as well as some health benefits. An employee also said, “A limited number of paid leaves can be given as it is not possible sometimes to go to the office daily and sometimes family emergencies come up”. So paid leaves are also an expected fringe benefit. A good working environment and challenging job responsibilities were expected for some as they plan to move away from the company when they get better opportunities from other firms as they think that it will help them to get better in different aspects. They do understand that, for Grumpy, as it is a startup, these fringe benefits are not a sustainable option for them now, but in the future, they expect to get these fringe benefits from the company when the company gets bigger.

Moreover, the interviewees were asked about the inclusion of a probationary period to be mentioned in the contracts and they felt the necessity of that. Many firms have probationary period clauses mentioned in their employment contracts to make sure the employee is the right job fit for the organization with the right skills and capacity while maintaining all of that in a cost-effective manner (Ponomareva, 2022). The respondents think that the effort and time they are giving in the probationary period should be recognized. As many companies try to find and see if an employee is a perfect fit for the organization and work culture and if the employee is capable of joining the company, a probation period helps the companies in that manner.

Besides that, the interviewees were asked about the roles of contracts in reducing turnover and their opinions were taken. The interviewees think that it is important as they think that it shows the dedication and seriousness of the employers towards the employees. However, some of the interviewees denied that and didn't think that is necessary but the majority of them accepted that it is important to have contracts. Because, if employees are not given contracts, the employees might not perform well or might have some confusion regarding their stability in the job at the organization which eventually will reduce turnovers. That is why they think that contracts do play a very important role in reducing turnovers.

Furthermore, the interviewees were asked if HR plays an important role to bind employees in contracts to reduce turnovers. The interviewees think that HR does play an important role as they are the bridge between the employees and employers for job security and it is their job to provide a supportive environment helping with turnovers. On the other hand, they think that HR aims to retain the top talent in the organization and contracts play a very important role in retaining the top talent. Also, HR has to keep both employees and employers happy as they are the connectors to each other in this aspect. Moreover, the interviewees were asked if they expect contracts if they are working remotely. They think that, yes, it is important because no matter if they are working remotely or not, they still expect an employment contract as it binds the employees remotely and if anything, unwanted happens, they will have the option to take legal action. One of the interviewees said that "HR is the mediator between the parties. They work in company demands while trying to meet the employee's needs. This creates a supportive environment, helping with turnovers" so they solely believe and rely on HR regarding this. Also, it will help them to feel secure and safer and can also help them to protect their rights as an employee if they are working remotely and have a contract.

Lastly, the interviewees were asked about their desired contract and they expect their contract to be concise, and simple where their roles and responsibilities will be mentioned clearly which is easily understandable, transparent, and true.

### **3.5 Summary and Conclusions**

From doing the thematic analysis, I found out that, the interviewees who are the employees of the company are expecting their contract to be very concise, simple, and transparent and they are expecting their contract to be true. They think their contract is really important because the roles and responsibilities of every individual employee are written in the contract clearly and as a result, the employees can create a goal among themselves to achieve and follow those roles and responsibilities. They want their contract to feel safe and secure having a job and they will know that their contracts cannot be terminated without any legal means. So, job safety and security come up with the contract itself.

Also, interviewees think that the contract can help them to maximize their productivity as well as it can help the company to improve revenue turnovers. Because if an employee feels safe and secure about their job, and knows their roles and responsibilities clearly, they will be able to meet the employers' demand and can certainly achieve the target set by the employers. As a result, it will increase the revenue of the company as the interviewees suggested and the company can benefit financially.

### **3.6 Recommendations**

1. Grumpy can certainly give a very concise and simple contract to each employee which is very transparent and easily understandable but should be followed by the rules of the ILO.
2. A certain probation period should be mentioned in the contract. That probation period will help both employees and employers. Employees can see if he/she can match the office environment. On the other hand, Grumpy can see if the person is a cultural fit or the right person assigned for the task.
3. Roles and responsibilities should be mentioned clearly in the organization. It will be checked by the supervisor if the roles and responsibilities are being met.
4. Providing a contract on the first day of the job to the employees if possible. The employees will get motivated and confident with that I suppose.

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## Appendix

### **Q1: Do you feel the necessity of having a proper legal contract as an employee? Why?**

**R1:** Yes obviously. The contract exists to safeguard my rights as an employee. If I have a proper legal agreement then I will feel safe as an employee. I fall under some rules and regulations, and violations of them can be bad. On the other hand, it gives me a sense of security that, even if I get laid off, I will get some sort of compensation.

**R2:** Yes. It provides a sense of security in holding the job for the employee. I will feel secure if I have a proper legal contract at grumpy. On the other hand, it highlights the responsibilities of the employee. As I know that, in the contracts Job description, roles and responsibilities are written. So, I will write documents of my roles and responsibilities. Lastly, it will protect my employee's rights. If something unwanted happens, I will have some legal consequences, and the same for Grumpy. They can also take action legally. So, I think these are the necessary factors for having contracts as an employee.

**R3:** Yes. A contract is a show of proof of my employment and ensuring of what I am offered and promised. If something unwanted happens from any of the sides, I/they can take legal action, and having this sort of security is important as an employee I feel.

### **Q2: Why do you think contracts for employees are important?**

**R1:** I answered the first question itself. The contract is in place to protect my interests as an employee. As an employee, I need reassurance that I am bound by certain norms and regulations, and that any infractions of these might have serious consequences, and a legally binding agreement can provide that. However, knowing that I would be financially supported in the event of a layoff is reassuring.



**R2:** It clearly defines in writing what an employee will be doing and what they will get for that, it provides them with necessary clarifications. So that is why I think that contracts are very important.

**R3:** It helps in many aspects. Firstly, it provides security and rights to the employees so that the employees feel safe and secure in every manner legally. It also provides confidentiality for sensitive information. NDA is a part of that and if it breaches, both parties can take legal actions against each other. Also, it helps the employee to understand their duties which will be written clear-cut on their contracts. Lastly, it leaves less room for miscommunication which I suppose can be a major issue in some aspects.

**Q3: According to you, how does a contract help you to bind for employment and maximize your productivity**

**R1:** As previously mentioned a legally bound contract that ensures my employment also assures me of the rewards and remuneration that I will get upon completion of my duties, which helps me stay motivated and helps maximize my productivity.

**R2:** If the contract contains information regarding hours, pay, etc, the employee will know exactly what to do and what to achieve as the goal will be clear and simple. So yes, it sorts of help to maximize my productivity.

**R3:** Having a legally binding contract that secures my employment also ensures that I will obtain the benefits and pay that I would earn upon completion of my obligations. This helps me remain motivated and helps optimize the amount of work that I can get done.

**Q4: What are the fringe benefits you expect in the contract provided to you?**

**R1:** Some sort of fringe benefits that I can expect are, Yearly bonuses, Paid leaves, and Health benefits. If the company gives festival bonuses on both eids, that would be great for me. On the other hand, a limited number of paid leaves can be given as it is not possible sometimes to go to

the office daily and sometimes family emergencies come up. On the other hand, health benefits for example health benefits for parents can be given at times.

**R2:** There is a limit on the number of paid absences that may be granted since it is sometimes impossible to attend the workplace every day and because there are occasions when there are unexpected problems in the family. Transportation facilities can be given as my home is far from the office but I know Grumpy can't provide that as it's a startup with limited resources. So, I expect these benefits from my contract.

**R3:** From Grumpy, I don't expect fringe benefits because I know it's a startup with limited resources. So, it is not sustainable and possible for them to provide fringe benefits. But I consider a good working environment and challenging job responsibilities as fringe benefits as I am planning to move from Grumpy.

**Q5: If there is to be a probationary period before confirmation of employment, do you wish to keep that in the contract? Why?**

**R1:** Yes, I wish for it to be in the contract as this would allow me to make my decisions based on all aspects and also make sure that neither employer nor I can backtrack out of any ongoing situation. It is important for me for this reason.

**R2:** Yes, because even in the probationary period the employee will be spending time and effort on the company which should be recognized. I actually would want my efforts and time I spent here to be recognized, so I will be expecting that to be kept in my contract.

**R3:** Probationary periods are important to ascertain employee-organization cultural fit. If an employee doesn't fit in the organization, during the probation period, the employers will get the idea of that and if the employees are a perfect fit and qualified for the company, the employers will understand that too and might offer them a permanent job as well. So yes, it is important.

**Q6: Do you think contracts play a part in reducing turnovers? Why?**

**R1:** No, they don't, and certainly shouldn't. If a contract is preventing turnover, chances are it is doing so by restricting people who want to leave from doing so. Any contract of that sort is both inhumane and possibly unenforceable in a court of law.

**R2:** Yes, because it shows that the company is responsible for its employees. For me, my workplace must be responsible. So yes.

**R3:** Yes, I believe they do, as this shows effort and gravitas from employers towards their employees and their needs.

**Q7: What is HR's role to bind the employees through a contract that benefits both parties while reducing turnovers? Your opinion on this?**

**R1:** If you have to rely on contracts to reduce turnover, there is something already deeply wrong with your organization, and HR has more important concerns to address.

**R2:** HR is the mediator between the parties. They work in company demands while trying to meet the employee's needs. This creates a supportive environment, helping with turnovers.

**R3:** HR aims to attract and retain top-notch talent in the organization. Having said that, they also should not resort to unfair means of making employees unable to leave the organization. So, HR needs to keep both parties happy when drafting legal agreements.

**Q8: If you are hired as a remote worker or contractual employee, will you be expecting any contracts? If yes, why do you think it's important?**

**R1:** Obviously, yes. To protect my rights as an employee, the contract is in place. As an employee, I will feel safer knowing that I am subject to laws and regulations and that breaking them may have negative consequences if I have a formal legal agreement. On the other side, it makes me feel secure knowing that I will get some type of payment even if I am fired. So, it doesn't matter if I am a remote worker or a contractual employee, I will be expecting contracts.

**R2:** Be it remote or contractual I still expect to have my employment contract, as this would ensure a legal binding of my needs and earnings from the company. So, it is very important to me at least.

**R3:** Yes. Because without legal documentation, the employer could wrongfully deny me the money promised in compensation for my services once my end of the agreement is fulfilled.

**Q9: Any suggestion on how you want your contract to be?**

**R1:** Concise and simple. So that I can understand my roles and responsibilities.

**R2:** Detailed and true. At times, some contracts are not true or the company doesn't follow the contract, I don't want that.

**R3:** Clear-cut, easily understandable, succinct, and free from jargon. I want my contract as transparent as possible to be given.

	Textual Data	Code
1	Yes obviously. The contract exists to safeguard my rights as an employee	The necessity of legal contract for an employee
2	Yes. It provides a sense of security of holding the job for the employee.	The necessity of legal contract for an employee
3	Yes. A contract is a show of proof of my employment and ensuring of what I am offered and promised.	The necessity of legal contract for an employee
4	The contract is in place to protect my interests as an employee. As an employee, I need reassurance that I am bound by certain norms and regulations, and that any infractions of these might have serious consequences, and a legally binding agreement can provide that.	Importance of contracts for employees
5	It clearly defines in writing what an employee will be doing and what they will get for that, it provides them with necessary clarifications.	Importance of contracts for employees
6	it provides security and rights to the employees so that the employees feel safe and secure in every manner legally.	Importance of contracts for employees
7	provides confidentiality for sensitive information	Importance of contracts for employees
8	NDA is a part of that and if it breaches, both parties can take legal actions against each other.	Importance of contracts for employees
9	Helps the employee to understand their duties which will be written clear-cut on their contracts.	Importance of contracts for employees
10	leaves less room for miscommunication which I suppose can be a major issue in some aspects	Importance of contracts for employees
11	ensures my employment also assures me of the rewards and remuneration that I will get upon completion of my duties, which helps me stay motivated and helps maximize my productivity	Contract to maximize productivity and bind for employment
12	contract contains information regarding hours, pay, etc, the employee will know exactly what to do and what to achieve as the goal will be clear and simple	Contract to maximize productivity and bind for employment
13	secures my employment	Contract to maximize productivity and bind for employment
14	obtain the benefits and pay that I would earn upon completion of my obligation	Contract to maximize productivity and bind for employment
15	remain motivated	Contract to maximize productivity and bind for employment
16	Yearly bonuses, Paid leaves, and Health benefits	Expected fringe benefits mentioned in contracts
17	festival bonuses	Expected fringe benefits mentioned in contracts
18	paid leave	Expected fringe benefits mentioned in contracts
19	health benefits	Expected fringe benefits mentioned in contracts
20	paid absences	Expected fringe benefits mentioned in contracts
21	Transportation facilities	Expected fringe benefits mentioned in contracts
22	good working environment	Expected fringe benefits mentioned in contracts
23		

24	challenging job responsibilities	Expected fringe benefits mentioned in contracts
25	Yes	Inclusion of probationary period in contracts
26	would allow me to make my decisions based on all aspects and also make sure that neither employer nor I can backtrack out of any ongoing situation	Inclusion of probationary period in contracts
27	Yes	Inclusion of probationary period in contracts
28	probationary period the employee will be spending time and effort	Inclusion of probationary period in contracts
29	should be recognized	Inclusion of probationary period in contracts
30	cultural fit	Inclusion of probationary period in contracts
31	fit	Inclusion of probationary period in contracts
32	perfect fit and qualified	Inclusion of probationary period in contracts
33	yes	Role of contract in reducing turnover, opinion on that
34	If a contract is preventing turnover, chances are it is doing so by restricting people	Role of contract in reducing turnover, opinion on that
35	inhumane	Role of contract in reducing turnover, opinion on that
36	possibly unenforceable	Role of contract in reducing turnover, opinion on that
37	shows that the company is responsible for its employees.	Role of contract in reducing turnover, opinion on that
38	Yes	Role of contract in reducing turnover, opinion on that
39	shows effort and gravitas from employers	Role of contract in reducing turnover, opinion on that
40	contracts to reduce turnover	HR Roles to bind employees in contracts in reducing turnovers
41	HR has more important concerns	HR Roles to bind employees in contracts in reducing turnovers
42	HR is the mediator between the parties trying to meet the employee's needs	HR Roles to bind employees in contracts in reducing turnovers
43	Supportive environment, helping with turnovers	HR Roles to bind employees in contracts in reducing turnovers
44	HR aims to attract and retain top-notch talent in the organization	HR Roles to bind employees in contracts in reducing turnovers
45	should not resort to unfair means	HR Roles to bind employees in contracts in reducing turnovers
46	HR needs to keep both parties happy	HR Roles to bind employees in contracts in reducing turnovers
47	Obviously, yes	Contracts for a remote worker, is it necessary?
48	To protect my rights as an employee	Contracts for a remote worker, is it necessary?

49	feel safer	Contracts for a remote worker, is it necessary?
50	feel secure	Contracts for a remote worker, is it necessary?
51	remote or contractual I still expect to have my employment contract	Contracts for a remote worker, is it necessary?
52	legal binding	Contracts for a remote worker, is it necessary?
53	Yes	Contracts for a remote worker, is it necessary?
54	without legal documentation, the employer could wrongfully deny me the money promised in compensation for my services	Contracts for a remote worker, is it necessary?
55	Concise and simple	How do you want your contract to be?
56	roles	How do you want your contract to be?
57	responsibilities	How do you want your contract to be?
58	Detailed and true	How do you want your contract to be?
59	Clear-cut, easily understandable, succinct, and free from jargon	How do you want your contract to be?
60	transparent	How do you want your contract to be?

*Figure 3: Filters of Thematic analysis on Excel*