

Report On
Building an Inclusive Workplace: How Employee Branding Activities Enhance
Diverse Talent Acquisition at Unilever Bangladesh Limited

By
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20104110

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

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BRAC University
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Declaration

The following declaration is made & acknowledged:

- The internship report was submitted by myself and while I was pursuing a degree at BRAC University & this is my unique word.
- This report does not contain any content that has been submitted or approved for credit towards another degree or diploma at a university or other educational establishment.
- This report does not include any previously written or published material from a third party unless full and accurate referencing is provided.
- I have acknowledged all major derivations of assistance.

Student's Full Name & Signature:

Abida Ibnat Safa

Student ID: 20104110

Supervisor's Full Name & Signature:

Tania Akter

Senior Lecturer, BRAC Business School BRAC University

Letter of Transmittal

Tania Akter

Senior Lecturer,

Brac Business School

Kha 224 Bir Uttam Rafiqul Islam Avenue, Dhaka

Subject: Submission of report of Internship on “Building an Inclusive Workplace: How Employee Branding Activities Enhance Diverse Talent Acquisition at Unilever Bangladesh Limited”

Dear Ma’am,

I am an undergraduate student from BRAC Business School and am delighted to submit my internship report as a part of my BRAC University Bachelor’s degree while working and doing my internship at Unilever Bangladesh Limited. During my internship tenure, throughout my internship, I have had several opportunities to experience and analyze how an FMCG company's employer branding efforts are suggested and how they impact bringing in the brightest minds in the nation and setting itself apart from the competitors. However, this report and my internship experience have provided me with the chance to acquire valuable knowledge on Unilever Bangladesh's talent acquisition process and the effects of their employer branding initiatives.

Therefore, I hope & pray that any disparities in my report will be taken into account. Furthermore, I would want to convey my appreciation to all those involved for their inspiration, support, and direction. Without their significant contribution, this report would not have reached a decisive conclusion.

Sincerely,

Abida Ibnat Safa

ID: 20104110

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement was made and entered into by and between Unilever Bangladesh Ltd and the undersigned student at BRAC University Abida Ibnat Safa.

I, Abida Ibnat Safa, will show my proper professionalism and will not disclose any confidential information of the company even after my tenure ends with the company.

Abida Ibnat Safa

20104110

BRAC Business School

BRAC University

Acknowledgement

This report was completed as part of the prerequisites for a bachelor's degree in BUS400 at BRAC University. I would like to extend my heartfelt appreciation and gratitude to all those who played an important part in the successful completion of this report. First and foremost, I would want to convey my deep appreciation to my academic supervisor, Ms. Tania Akter Ma'am, for her unwavering advice and support during the whole process. The clarity of her instructions and her guidance played an essential role in completing this report.

I would like to convey my appreciation to the HR Team with whom I had the opportunity to interact over the duration of my internship report. Acquiring knowledge and being associated with them during my period of employment demonstrated myself to be really valuable. The discussions that we had not only greatly enhanced the analysis in my report, but also had a beneficial influence on the entire organization.

For the completion of this report, ultimate recognition is attributed to Lamia Bintey Hakim, Assistant Manager - Employer Brand & Employee Engagement, who served as my supervisor and line manager, as well as Aanisha Mahmood, the Human Resources, HR Expertise Talent Learning and Organization at Unilever Bangladesh. Throughout my internship journey, they guided me with all the necessary documents to complete this report.

Thank you.

Sincerely yours,

Abida Ibnat Safa

ID: 20104110

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List of Acronyms

UBL	Unilever Bangladesh Limited
UFLP	Unilever Future Leadership Programme
ULIP	Unilever Leadership Internship Programme
EB	Employer Brand
POU	Power of You
PWD	People with Disabilities
HR	Human Resources
CD	Customer Development
NOC	No Objection Certificate
LOU	Letter of Undertaking
MTO	Management Trainee Officer
FMCG	Fast Moving Consumer Goods
AI	Artificial Intelligence

Executive Summary

This report details my internship experience within the HR department at Unilever Bangladesh Limited (UBL). The main purpose of the internship was on understanding the initiatives promoting **employee branding** and **talent acquisition**. The purpose of this paper is to understand the current working environment of inclusion and retention at UBL, highlight future opportunities for enhancement, and provide recommendations for expanding employee engagement and talent acquisition. For having a better understanding, I have used a multifaceted strategy which involves the use of quantitative data. Through Google Forms survey representative sample of UBL workers was collected. This survey was analyzed using SPSS software, with the intention of collecting unbiased data on employee attitudes regarding issues related to inclusion and branding. As an alternative I have used qualitative data. For which, a number of informal interviews were covered from variety of individuals from different functions of Unilever and varying degrees of expertise. The interviews provided a detailed qualitative input about inclusive practices and factors that contribute to employee retention. The conclusions of this report are obtained from a thorough analysis of both numerical and descriptive information. This report reflects detailed findings and analysis on different aspects, including employee perspectives on inclusion in the workplace, factors affecting talent acquisition at UBL as well as the correlation between the findings and the initial hypothesis on inclusion and branding. The research paper will provide practical recommendations for UBL's HR team to enhance workplace inclusion activities and improve future data collecting for more inclusive analysis. This paper acts as a catalyst for further investigations into the concepts of inclusion and branding at UBL. In order to improve future research opportunity, the paper offers increasing the sample size for collecting quantitative data, using additional qualitative research methodologies like focus group discussions, and integrating benchmarking data from other organizations in the FMCG industry. Future research can use these ideas to further expand on this first exploration and offer more profound insights for UBL's Human Resources department.

Topic: Building an Inclusive Workplace: How Employee Branding Activities Enhance Diverse Talent Acquisition at Unilever Bangladesh Limited

Choosing to work on the topic “Building an Inclusive Workplace: How Employee Branding Activities Enhance Diverse Talent Acquisition at Unilever Bangladesh Limited” is a relevant research topic with a wide range of research questions for several reasons. Firstly, based on primary observation, it is evident that FMCG constitute a significant industry in Bangladesh, stimulating employment creation and fostering economic growth in depth knowledge of how employee branding activities affect the recruitment of highly intelligent persons has concrete consequences for the growth and efficiency of the workforce, considering the continuous effect of technology and branding in these areas worldwide.

Second, talent acquisition is a very notable feature behind every successful industry. The FMCG and technology industries often face trouble regarding recruiting and retaining the best employees. In addition, there is a resistance towards technology or a lack of strong branding, it may be possible to assess and address these issues by analyzing the challenges to enhance the talent acquisition process. Addressing these issues might improve the company's performance and enable the recruitment of higher caliber individuals.

In today’s rapidly growing business environment, organizations are always looking for strategies to gain a competitive advantage. AI has the capacity to revolutionize the hiring process by elevating criteria, minimizing stereotypes, and optimizing resource allocation. By examining the obstacles that hinder organizations from establishing a standardized talent pool, companies in the sector may identify deficiencies in their strategies and make informed decisions.

Employer branding not only aims to attract fresh graduates and potential candidates, but also recognizes the contribution of existing employees working in the organization, motivating them to work harder for the growth of the company. This research can assist firms in devising strategies to adapt and thrive in a dynamic business environment.

Chapter One: Internship Overview

1.1 Information of Student

Name: Abida Ibnat Safa

ID: 20104110

Program: Bachelor of business administration (BBA)

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Period: 5 months

Company Name: Unilever Bangladesh Ltd

Department: Human Resources

Address: Shanta Forum, 188/B Bir Uttam Mir Shawkat Sarak, Tejgaon-Gulshan Link Road, Dhaka - 1208.

1.2.2 Internship Company Supervisor's Information

Line Manager Name: Lamia Bintey Hakim

Designation: Assistant Manager - Employer Brand & Employee Engagement

Organizational Mentor: Aanisha Mahmood

Designation: Human Resources; HR Expertise Talent Learning and Organization.

1.2.3 Job Scope

Initially, I had been assigned as an intern of Employer Brand team. I have also worked in mentorship project and worked on social media campaigns for different projects. Undoubtedly, working in multiple teams has helped me to gain a better understanding of the HR processes and practices of this organization. Nevertheless, the job scope is described below –

1. Assisting in Unilever's significant Management Trainee Recruitment (Unilever Future Leadership Program- UFLP) and onboarding new batch of Management Trainees including arranging their Induction session and managing their documents.
2. Preparing documents and updating ULIP interns project documents.
3. Organizing ULIP Masterclass for interns to get insights about all the Brands and functions of Unilever.
4. Assisting in first ever mentorship program UPLIFT, arranging their inductions sessions and connection the students at different Universities to mentors of Unilever.
5. Working on new Recruitment project designed for People with physical disabilities.
6. Creating a new social media campaign for PWD Recruitment aligning with global recruitment policy of Unilever.
7. Creating social media posts for employer branding of different roles and their success story like My Unilever Journey, Behind the Job Title, POU, My ULIP Journey, UPLIFT Mentorship Program, Management Trainee Campaign-UFLP, Internship Program ULIP and PWD Recruitment.
8. Coordinating interviews of different recruitments of Employees, Non ULIP Interns, PR Interns.
9. Creating hard copy files for each joiner with required documents like Offer letter, Closing letter, NDA and Industrial attachment certificates.
10. Maintaining several excel files using different functions based on the necessities.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

During my tenure, I believe that I have contributed to the company by fulfilling the assigned tasks timely and smoothly. As a ULIP intern, I have worked on four projects at Unilever which are Management Trainee Recruitment, organizing ULIP Masterclass, New Batch of ULIP Recruitment and Social Media content creation. As my main responsibilities were surrounded by employee branding activities, I had to communicate and obtain information from employees of the organization of different levels and functions to place them in the right branding spots, highlighting their specialization & unique expertise. I have worked as a facilitator in 12 Discovery center

assessment and final selection process. During my tenure, I have created 20+ Social media contents including reels of different projects like My Unilever Journey, Behind the Job title, Power of U, My ULIP Journey, UPLIFT, UFLP and ULIP onboarding posts. Alongside my projects, I have worked on PWD Recruitment where I have successfully onboarded 4 interns with disability. I had to conduct numerous campus activation campaigns, supervise a newly launched mentorship program UPLIFT designed for university students, maintain communication with the respective campus ambassadors of different universities, assess and sort numerous applicants' resumes, and schedule interviews. Within the process, I got to learn fundamentally about how employee branding works and what impact it has on attracting talented minds to this organization from all over the country.

1.3.2 Benefits to the Student

While working here I was able to develop my own skillset and knowledge and comprehend how academic knowledge can help in real world situations. Moreover, my communication and time management skills have developed a lot. In addition, the company has a good learning and welcoming atmosphere which enabled me to take part in multiple functions. Furthermore, the organization also accepts the interns to rotate in between different teams within the same department to ensure better learning. Notably, I was invited to take part in a training session named “ULIP Masterclass” where speakers from different functions shared insights about the organizational structure and functionality of different teams. Hence, Unilever helped me to gain firsthand learning experience of the corporate world as well as assisting me to improve my academic knowledge.

1.3.3 Difficulties Faced during the Internship

As this was my first time experience in working in a Employer Brand team of HR function, I faced difficulties to lead multiple recruitments in a similar time. As well as, while working on these projects, I had to make social media contents which I didn't have previous experience, but over the time I learned it by myself. Moreover, working on a previously unfinished project was a very challenging one and I had to communicate and deal with several individuals to run the project again. I have also faced issues while preparing this report due to confidentiality concerns of the organization. Due to limited opportunities for cross-validation, I mostly relied on the interview

data, which may introduce biases into the conclusions. Because of the requirement to interact with a wide range of personnel occupying various administrative and leadership positions, it sometimes proved difficult to capture their attention and get appointments within the designated time constraints.

1.3.4 Recommendation

From my experience with the company, I have observed that some aspects of the company can be improved for further internships which are described below –

1. I would recommend more feedback sessions on an intern's improvement areas to improve performance.
2. Furthermore, I would suggest adding more requirements of candidates in requirements in social media contents, so that candidates can have a clear understanding.
3. In addition, the company can introduce 3 batches of internship rather than 2 throughout the year to be in top priority list of good candidates as some students hesitate to commit for 4 long months of internship.

Chapter 2: Organization Part

2.1 Introduction to Unilever Bangladesh Ltd

Unilever Bangladesh Limited (UBL) is a renowned global consumer products firm that has been operating in Bangladesh for over five decades. UBL, a subsidiary of Unilever PLC, a multinational corporation operating in more than 190 countries, entered the Bangladeshi market in the 1960s. It made its debut by introducing the famous Lux soap. Following that, Unilever has seen growth and success, broadening its range to include a wide variety of products, such Surf Excel, Pepsodent, Lifebuoy, and Sunsilk. The company's strong efforts in production, research and development, and branding have not only driven its own growth but have also made a huge contribution to the overall progress of wider economy. The firm continually provides high-quality products that are specifically designed to satisfy the changing demands of our modern-day customers. These also include home care basics, personal care products, and a variety of food and beverage options. In addition to its economic projects, UBL demonstrates a strong dedication to sustainability and social responsibility. The company's reputation is evidence of its expertise in adapting to the constantly evolving consumer market while staying committed to its fundamental principles of excellence, creativity, and ethical obligation. Unilever Bangladesh Ltd is recognized as a pioneer in promoting sustainable business practices and CSR, establishing itself as a leader in driving positive transformation in the areas it operates.

Enhancing People's Health, Confidence, and Wellbeing: UBL dedicates itself to developing products that enhance physical and mental health, self-assurance as well as the general welfare of its customers. This dedication is evident in the wide range of brands created to cater to the changing requirements of people from different demographic groups.

Preserving and Renewing the Environment: Unilever proactively participates in activities with the goal of reducing carbon footprint. They aim to protect and regenerate the environment by responsibly obtaining raw materials and using environment friendly packaging solutions. It endeavors to connect its operations with global sustainability objectives.

Creating a More Equal and Inclusive Society: UBL proudly contributes in creation of a more equal and inclusive society. Through initiatives such as women's empowerment and community development projects, the company endeavors to uplift underprivileged communities and promote social equality.

Unilever has a significant influence in Bangladesh as Unilever Bangladesh holds a dominant position in 8 of the 10 market categories it participates in. The organization has been at the forefront of market expansion and has had an important impact on a lot of facets of marketing. 95% of homes in Bangladesh uses Unilever's products, resulting in a strong and long-lasting customer loyalty towards the brand. Significantly, 85% of Unilever product consumers belong to the LSM 0 to 6 group, highlighting the brand's extensive accessibility and expanded popularity. Unilever's innovative approach in Bangladesh is demonstrated by the introduction of items made locally, the creation of a high-quality packaging system, the adoption of sustainable packaging methods, and the development of a thriving raw material industry. These efforts demonstrate Unilever's ability to take charge and come up with new ideas, influencing the business environment while remaining strongly dedicated to sustainability and social responsibility.

2.1.1 Purpose of Unilever

- Unilever's primary objective is to promote the concept of "making sustainable living commonplace." This objective demonstrates the company's dedication to integrating sustainability into the everyday lives of people worldwide through its goods. Unilever prioritizes sustainability in its corporate operations and consumer products, in line with its Corporate Social Responsibility (CSR) policy. Unilever's vision and mission statements define the corporate purpose, influencing the company's brand, manufacturing procedures, and product offers. The relevance of Unilever's purpose goes beyond the mere functionality of its consumer products. Unilever's sustainability objectives are intrinsically advanced by the ordinary use of goods such as Dove shampoos and Vaseline lotions in customers' daily routines. The company's vision statement and mission statement directly mention its overarching aim. Unilever sets its strategic emphasis in the Unilever Compass, a comprehensive company plan, to meet three significant problems:
- Engaging Others and Inspiring Change: Actively involving others in Unilever's purpose to drive behavior change using their brands.
- Integrating Sustainability: Further embedding sustainability into every facet of operations.
- Inviting Others to Join: Encouraging others to actively participate in their sustainability journey.

The Compass draws on past experiences, mistakes, and knowledge, providing a roadmap to achieve Unilever's goal of leading sustainable business globally. It resolves the ongoing debate about the business value of sustainability, affirming its benefits.



Figure 1: Unilever Compass (Source: Unilever Bangladesh)

The purpose statement can be segmented into three parts:

- **Brands With Purpose Grow:**
 1. Improve people's health, confidence, and wellbeing through innovative, sustainable brands.
 2. Enhance the health of the planet by combating climate change and preserving resources.
 3. Contribute to a socially inclusive world by supporting equality and human rights.
- **Companies With Purpose Thrive:**
 1. Through a digital business model, it delivers long-term superior value
 2. Uses data-driven connection to serve people.
 3. Use scale for good through purpose-driven business models.
- **People With Purpose Thrive:**
 1. Create proficiency through lifelong learning, encouraging progress and wellbeing.
 2. Explore growth potential through agility, streamlining, and a diverse workforce.
 3. Cultivate a culture of pioneering through leadership and innovation.

The Unilever Compass serves as a sustainable corporate framework, establishing goals for health, environmental influence, and livelihoods to be achieved by 2030. This framework expedite decision-making processes, highlighting Unilever's dedication to sustainability and setting an example for the industry. In the context of Bangladesh, the Compass is aligned with the company's endeavors to collaborate, impact, and cultivate a conducive atmosphere for development. Unilever's initiatives extend beyond their

corporate walls, advocating for climate action, forming alliances for improved health and societal equality, and actively contributing to the nation's progress. From the perspective of Bangladesh, this compass aligns with 3 areas which are

1. Improve the Health of Planet
2. Improve People's Health, Confidence, and Wellbeing
3. Creating a fair and inclusive society

Unilever's commitment to the Compass proves its strong commitment to sustainable business practices, establishing a standard for FMCG industry and confirming company's mission to promote sustainable living as the norm.

2.1.2 Vision Statement

Unilever's one of the key goals stated in its corporate vision statement is to become the "global leader in sustainable business." This strategy places the organization at the forefront of the consumer products market, highlighting its leadership in financial success and in sustainability. Unilever's corporate concept embraces some crucial factors which are:

1. Commitment to Sustainability
2. Future-Ready and Purpose-Driven Model
3. Superior Achievement in the Business

Unilever's corporate vision relies on sustainability, purpose, and outstanding business performance, which aligns with its strong dedication to promoting sustainable living as a normal practice. Unilever sets a standard for the industry by actively pursuing leadership in these areas, demonstrating its commitment to becoming a global leader by promoting a more sustainable and responsible future.

2.1.3 Mission Statement

Unilever's business purpose statement demonstrates its dedication to enrich fundamental requirements for nourishment, cleanliness, and individual well-being. This mission statement defines the company's responsibility in augmenting individuals' aesthetics, wellness, and general standard of living through its wide array of goods. Unilever's company objective encompasses several fundamental principles:

Commodities for Everyday Use:

Unilever's mission emphasizes the provision of products that are integral to daily life. By focusing on commodities for everyday use, the company aims to be an essential part of consumers' routines, offering items that cater to basic needs and contribute to their daily wellbeing.

Many Facets of Consumers' Lives:

The mission statement acknowledges the complex and diverse aspects of customers' life. Unilever recognizes the varied requirements and inclinations of its worldwide customer base and endeavors to provide a wide-ranging assortment of products that cater to different facets of their life. The company's commitment to diversity is demonstrated by its focus on meeting a diverse array of consumer needs.

Positive Impact on Living Quality:

Unilever's primary objective is to have a significant and beneficial influence on the overall well-being and standard of living. In addition to offering necessary goods, the organization aims to enhance customers' overall health and physical beauty. This dedication encompasses enhancing quality of life and exerting a beneficial impact on individuals and communities worldwide. Unilever's mission statement extends beyond simply providing products and emphasizes the company's wider obligation to improve the overall well-being of consumers. Unilever strives to have a good impact on people's lives worldwide by prioritizing important products and recognizing the many aspects of consumers' lives.

2.2 Corporate Structure of UBL

Corporate Governance

Throughout its organizational structure, UBL places their priority on corporate governance, emphasizing transparency, accountability, and ethical behavior.

Key Pillars:

- UBL's governance framework is based on transparent policies, guidelines, and codes of conduct, establishing alignment with values and ethical principles.

- Embracing risk management, financial reporting, and regulatory compliance- these policies form the basis of UBL's commitment to sound governance.

Management Committee Oversight:

UBL's Management Committee contains experienced professionals who oversee strategic direction, risk management, and financial performance.

Ethical Conduct:

UBL strictly maintains its comprehensive Code of Business Principles and that's why they prioritize ethical conduct and responsible business practices. This code sets expectations for behavior in significant areas like human rights, labor practices, and anti-corruption measures.

Transparency Commitment:

UBL is committed to transparency, constantly sharing accurate information through financial reports, sustainability reports, and online platforms. With their active engagement with stakeholders, they ensure well-informed partners and stakeholders.

UBL's governance framework is based on integrity and transparency which not only safeguards ethical standards but also fosters sustainable growth, benefiting all stakeholders affiliated with Unilever Bangladesh Limited.

2.3 Management Committee

Empowered to drive corporate strategies and overseeing routine operations, the UBL Management Committee is pivotal in ensuring the efficient and effective functioning of the organization.

Leadership Structure:

Led by the Managing Director, the Management Committee consists of functional heads, convening bi-weekly to navigate business affairs and meet obligations, assuring seamless operations aligned with strategic objectives.

Core Responsibilities:

The main objective of the Management Committee is to supervise UBL's daily operations. This involves setting objectives, formulating and executing plans, and leveraging the company's resources to align with its values, goals, and strategic objectives.

Stakeholder Engagement:

The Committee actively oversees the company's interactions with stakeholders, including customers, partners, employees, and shareholders beyond its internal operations. The goal is achieving strategic objectives while harmonizing business operations with stakeholder needs while.

Risk Management:

One of the significant roles of the Management Committee is risk management. This includes identifying and assessing risks to company operations, creating strategies for mitigation, ensuring compliance with laws and regulations, and safeguarding the company's reputation.

Talent Management:

Within the purview of HR, the Management Committee plays key role in talent management. From recruitment and development to retention, they ensure UBL attracts and retains top-tier talent, empowering the company with the requisite skills to meet strategic objectives.

Committee Members:

The Management Committee comprises key leaders, forming a well-integrated unit dedicated to driving UBL's success and ensuring its operations embrace the highest standards of governance.

Name	Designation
Zaved Akhter	Chief Executive Officer & Managing Director, UBL

KSM Minhaj	Chief Executive Officer & Managing Director, UCL and Customer Development Advisor
Durdana Kabir	Director, Human Resources
Shamima Akhter	Director, Corporate Affairs, Partnership & Communications
Zinnia Huq	Chief Financial Officer & Finance Director
Nadia Tabassum	Business Unit Head – Beauty & Wellbeing
Nilushi Jayatileke	Business Unit Head – Personal Care
Md. Shadman Sadekin	Business Unit Head – Home Care

Table 1: Management Committee ([Source: Unilever Bangladesh](#))

In essence, the UBL Management Committee stands as the foundation, facilitating operational excellence, risk mitigation, stakeholder satisfaction, and talent optimization to accelerate Unilever Bangladesh Limited toward sustained success.

2.4 Functional Dynamics at UBL

Go-to-Market (GTM) - Sales & Marketing:

The GTM function leads to effective sales and marketing strategies to achieve UBL's business goals. The team conducts an analysis of market trends, customer needs, and competition, and interacts with the research and development and supply chain departments to ensure effective product delivery. By maintaining important connections with key stakeholders, such as distributors and retailers UBL ensures product accessibility to the intended audience.

Finance:

The finance function plays a significant role in overseeing and managing UBL's financial resources. The finance team works together with other departments to effectively distribute resources, including areas such as financial planning, analysis, and risk management. By consistently delivering financial reports to both internal and external stakeholders, they actively participate to the process of making well-informed decisions.

Human Resources:

The HR function at Unilever Bangladesh is divided into five primary divisions which are:

1. Human Experience: This includes areas such as Data Specialist, Workplace Safety (WPS), Rewards, and Hiring.
2. Individuals' expertise includes performance management, employee engagement, and recruitment and onboarding of new staff.
3. Employee Relations: This aspect of the job mostly focuses on the manual laborers employed in the production facilities.
4. Employer Brand refers to the combination of an organization's social media presence, employee support, and work culture.

In the realm of health and wellness, business partners collaborate with business units to provide assistance or address inquiries as required.

Supply Chain:

The supply chain function ensures the prompt and efficient delivery of products and services at a reasonable cost. The team works together with the research and development and finance departments to optimize production by managing procurement, logistics, warehousing, and distribution. Effective management of supplier relationships guarantees a dependable and streamlined supply chain.

Information Technology:

The IT function offers technical solutions that support and facilitate corporate operations. IT, which includes managing information systems, software development, and technology infrastructure, works together with other departments to explore potential for technological improvements. Ensuring the security of data and systems is of utmost importance.

Research & Development (R&D):

Research and development (R&D) is dedicated to creating innovative goods that effectively cater to the changing demands of customers. The team works along with marketing and supply chain departments to

ensure effective product launches. Collaborations with external universities and research institutions utilize the most recent breakthroughs.

Essentially, these tasks work together to strengthen UBL's operational abilities, promoting innovation, efficiency, and strategic expansion.

2.4.1 Business Units of UBL

Within Unilever Bangladesh Limited's (UBL) intricate framework, business units (BUs) function as independent units inside a broader corporate structure, with a focus on certain products, services, or market segments. These business units link their aims with the overall goals of the organization while also having distinct strategies, resources, and performance measures.

1. Beauty & Wellbeing:

This business unit strives to enhance consumers' appearance and well-being by offering high-quality personal care products in areas such as Haircare and Skin Care. The projects prioritize the promotion of body confidence among young people while also emphasizing sustainability and social responsibility.

2. Personal Care:

The Personal Care Business Unit oversees the management of categories such as Skin Cleansing and Oral Care. Its primary objective is to cater to the varied demands of consumers in areas such as hair care, skin care, and oral care. A dedication to innovation drives the ongoing improvement and broadening of product offerings.

3. Nutrition:

This business unit focuses on providing cost-effective and easily obtainable nourishment, with a particular emphasis on children and families. It oversees popular brands such as Horlicks, Boost, and Maltova. Partnerships with healthcare experts and the government demonstrate a dedication to advancing the cause of encouraging proper nutrition and fostering healthy behaviors.

4. Home Care:

The Home Care Business Unit manages categories such as Fabric Solutions, Life Essentials, and Home & Hygiene. Its goal is to enhance consumers' lives by offering top-notch cleaning and fabric care solutions.

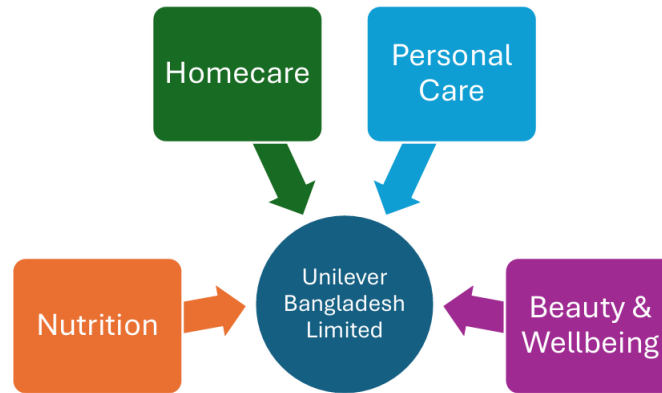


Figure 2: Business Units of UBL (Source: Unilever Bangladesh)

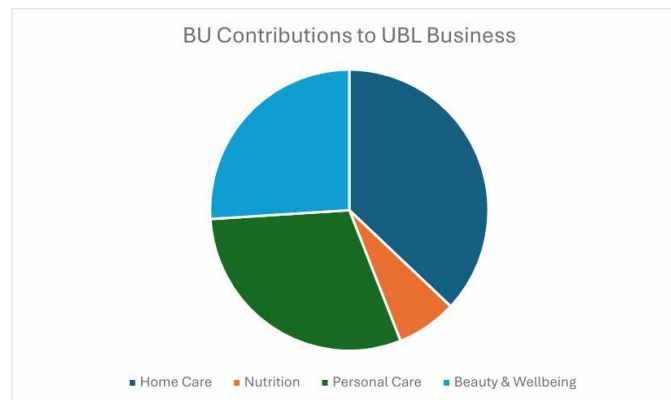


Figure 3: BU Contributions to UBL Business (Source: Unilever Bangladesh)

Every business unit is equipped with a team of specialists that has diverse expertise in areas such as product development, marketing, sales, and supply chain management. This distinctive arrangement enables each business unit to promptly adapt to changing market trends and developing consumer demands.

The primary goal of these business units is to foster strong customer loyalty and increase their market share by providing high-quality products that align with consumers' specific needs and preferences.

Product Categories of UBL

Unilever Bangladesh Limited is currently working with 22 brands under 4 business units.

Home Care:

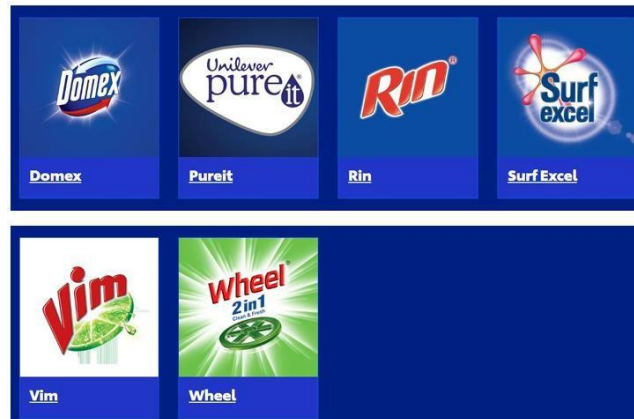


Figure 4: Home Care Products

Nutrition:



Figure 5: Nutrition Product

Personal Care:



Figure 6: Personal Care Products (Source: Unilever Bangladesh)

Beauty & Wellbeing:

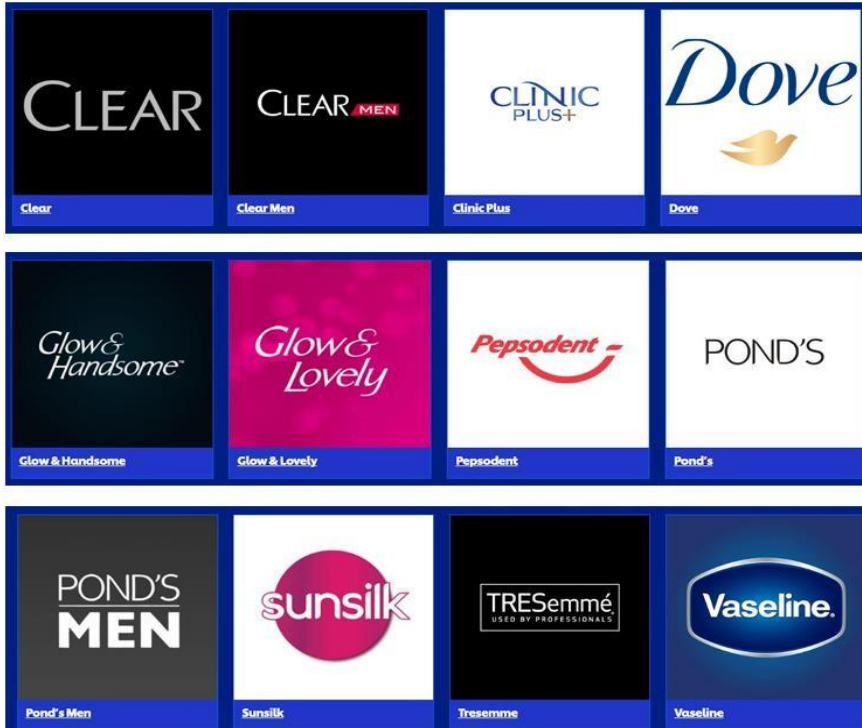


Figure 7: Wellbeing products

Table 2: Product Categories of UBL

2.4.2 Market Position of UBL

Unilever Bangladesh Limited (UBL) is a prominent company in the FMCG industry of the nation, known for its high-quality products and strong brand awareness. The company's financial strength is evident in its market leadership, continuously demonstrating robust performance and a solid financial position.

UBL demonstrated remarkable endurance in 2021 by achieving an excellent 19.45% revenue increase, despite the hurdles presented by the COVID-19 pandemic in 2020. The company's dedication to innovation and research and development (R&D) is seen in its ongoing endeavors to improve goods in order to fulfill the changing demands of consumers.

UBL's financial statistics highlight its strength, since it routinely achieves a strong return on equity. The effective utilization of shareholders' capital is demonstrated by a growth rate of 35.64% in 2023. The debt-to-equity ratio of 2.27 in 2023 indicates a prudent equilibrium between debt and equity funding. Integral to its success is UBL's extensive distribution network, seamlessly reaching

consumers through a well-connected web of distributors, wholesalers, and retailers. This, coupled with a focus on quality, brand strength, and continuous innovation, cements UBL's formidable position in Bangladesh's competitive FMCG market.

2.4.3 Management Strategies

To get and keep a competitive edge in markets that are already well-established, Unilever Bangladesh Ltd. uses a range of functional-level strategies.

They can do this by using learning effects and economies of scale. For example, Unilever makes 1,023,810 bags of detergent powder, 154,430 tubes and sachet SKUs for toothpaste, 349,530 tubes and sachets for shampoo, and 176,109 tubes, jars, bottles, and sachets for cream and lotion.

They use flexible manufacturing methods, train workers to improve their skills, and do research and development to make products that are easy to make.

They answer clients' calls faster. A lot of study is done so that they can make new products and change old ones to fit the market better.

Strategic managers at Unilever use the company's resources and unique advantages to beat its competitors. They are always coming up with new goods, advertising strategies, and packaging. It is up to the MC (management committee) to approve these plans. This list includes:

Companies use cost leadership because they sometimes have more capacity than they need and can make money from economies of scale. This way, they might be able to make useful things at fair prices.

To meet the specific wants of each client, they use a differentiation strategy for some items.

They want to appeal to a wide range of customers, so they offer a wide range of goods. They lower the risk of entering the market by making more products that fit a wider range of needs.

Incorporated as Unilever, Unilever Bangladesh Ltd. As a part of a big company like Unilever, it follows some of its main goals and ideals. However, they also change some methods based on how things are in different areas. Here is a list of the different global tactics they use:

As a globally recognized company with globally recognized names, they have special advantages that help other companies be more productive, creative, or provide better customer service. All of Unilever's policies, strategies, and knowledge are available to Unilever Bangladesh Ltd. To achieve location economy, they

bring in raw materials from places where they are cheaper. They react to what's around them. They are always willing to improve and change their products to meet the needs of customers in the area. As part of UBL's multi-domestic strategy, the companies greatly change their product line and marketing plan to fit the needs of different countries.

They make short-term deals with suppliers to get the raw materials they need for output. Diversifying means that Unilever Bangladesh sells a lot of different goods, some of which are related to each other and some of which are not.

They are competitors in nine different businesses, selling a wide range of goods, such as food, personal care products, and things for the home. Economies of scale help goods because many of them use the same raw ingredients, manufacturing methods, and transportation networks.

2.5 Unilever Bangladesh Career Gateway

The campus ambassadors for Unilever Bangladesh are known as SPARKS. They are employed for a duration of one year to serve as an intermediary between Unilever Bangladesh and the educational institutions they attend. Each year, Unilever selects five interns from the pool of SPARKS candidates based on their exceptional performance.

Unilever's flagship business competition, BizMaestros, offers students the opportunity to gain firsthand experience in tackling authentic company challenges. For the past 12 years, this school has gained a reputation for having highly intelligent pupils and well-maintained facilities. In the event of their victory, the winner will be granted direct access to the final interview for the UBL Management Trainee program. Additionally, they will have the opportunity to represent Bangladesh in the Unilever Future Leaders League, which is held in London.

The Unilever Leadership Internship Program (ULIP) is another flagship internship program which Unilever does globally. UFLP Recruitment gives ULIP interns the first choice for jobs, based on how well they do.

The Unilever Future Leadership Programme (UFLP) is a comprehensive management trainee program that encompasses all positions within the company. An outstanding feature of the training is Global Attachment, which enables managers to advance rapidly following a 15-month period. It is anticipated that individuals with the designation of MTs would possess the ability to navigate without restrictions inside the country of Bangladesh.

Customer development Trainee (CDT) refers to recruitment program lasting for six months that equips individuals for positions in sales. Upon successful completion, applicants are assigned responsibility for certain areas.

The Graduate Engineering Trainee (GET) programme is an 11-month paid initiative designed for those seeking employment in Supply Chain positions. After successfully completing their training, individuals are strategically placed in suitable positions across the whole supply chain.

2.5.1 Key Business Focus

Unilever Bangladesh assists Unilever in managing their employment processes.

- **Direct Recruit (DR):** This strategy involves directly recruiting new employees from external talent pools, evading internal channels within the company. This strategy allows the firm to explore fresh ideas and perspectives, broaden its presence in the Bangladeshi market and understand different need of its various product lines and personnel. For achieving this, UBL uses a range of recruitment methods, including job advertisements, recruitment agencies, direct applications and other strategies to identify and select candidates who are fit with the missions and visions of Unilever.
- **Mid-Career Recruitment (MCR):** This strategy focuses on identifying and hiring experienced professionals who have already established expertise in their fields. Being a part of subsidiary of the global consumer goods corporation Unilever, UBL employs the skills, knowledge and real-world experience of mid-career professionals to expand business growth and innovation. By attracting and recruiting top talent, Unilever Bangladesh strengthens its competitive advantage in the market, facilitates critical thinking and solidifies its position as a market leader. To meet the goal, Unilever applies different recruitment strategies and reinforces effective channels to assess and select the best candidates for open positions.

Like many other businesses to hire people, Unilever Bangladesh also offers part time roles. These roles are used for many purposes, such as:

- **Contractual Project:** Based on specific projects or tasks, Unilever Bangladesh offers contractual roles. Depending on the duration and workload of these projects, contractual roles are decided. This recruitment helps the organization to hire experts and specialists for the time necessary time period.
- **Seasonal Hiring:** During holidays or any other big events, Unilever offers working opportunities for freshers.
- **Interim Substitution:** Contractual roles are offered when an employee is on a prolonged absence, such as a professional or maternity leave. This enhances the amount of personnel retention inside the organization due to the organization's commitment towards an employee.

2.5.2 Recruitment Platform

Unilever Bangladesh uses BDjobs to attract a wide range of candidates from their website. Furthermore, to attract the talent pool, Unilever strongly get engaged and go for partnership with different institutions by offering internships, participating in career fairs, talent hunt programs and conducting on-campus interviews. Moreover, Unilever Bangladesh also promotes job opportunities, corporate culture, and recruitment-related content via different social media platform like Unilever Career page of Facebook, Instagram and LinkedIn.

2.5.3 Recruitment Stages

In the beginning, to get selected for the initial stage of recruitment a candidate needs to fill up forms with their updated details. Through conducting recruitment interview, Unilever assess a candidate's capability and cultural fitness with the organization focusing on their details they have provided in resume if that is aligning with that individual's talent. As part of these, Unilever evaluates if a candidate is UBL fit for the roles, assesses their proficiency in communication, and identifies their alignment with the values and goals of the organization.

As part of the recruitment and selection process, Unilever often incorporates aptitude tests. The purpose of these tests is to evaluate the applicant's professional competence and cognitive ability. Unilever along with other renowned organizations may utilize various aptitude tests that are in line with the unique job requirements.

Basically, aptitude test assesses the applicants' aptitude for analysis, capacity to comprehend numerical data, and problem- solving capabilities. This taste might cover topics, for example mathematics, percentages, ratios, and cognitive ability.

Furthermore, logical reasoning tests assess a candidate's capability to see patterns, solve problems, and make well-informed judgments based on provided information. Along with that attitude evaluations, although distinct from aptitude testing, can provide useful insights about a job candidate's department, work-related preferences, and compatibility with the organizational culture.

Just like any other renowned organization, Unilever conducts final interviews to assess a candidate. This last stage of the selection process takes place after day long assessments, focus group discussion and many interview rounds, aims to reevaluate the candidate's suitability for the role and their alignment with the values and culture of the company.

2.6 Competitors

Unilever goes through strong competition from local and foreign companies in the fast-moving consumer goods (FMCG) business of Bangladesh. All of these competitor companies are all trying to get a greater share of the consumer market.

Key Competitors:

1. Procter & Gamble (P&G) Bangladesh:

P&G Bangladesh is an exceptionally proficient competitor who established their presence in the detergent and personal care sector with its well-known worldwide brands such as Tide, Ariel, and Pampers. Since 1992, P&G Bangladesh has been operating their business in Bangladesh. By operating their business over three decades, this organization is carrying the trust of customers on them by meeting the need of consumers with their wide range of products and excellent marketing strategy.

2. Square Group:

Square Toiletries Ltd is a subsidiary of Square Group who offers a big range of fast-moving consumer goods (FMCG) items. With the strong market position of their brands like Meril and Radhuni, Square Group has successfully managed to retain its market position, which has a significant presence in 19 categories including personal care, home care, and food.

3. Nestle Bangladesh Limited:

Nestle Bangladesh Limited is a subsidiary of Nestle SA is a very renowned company in FMCG sector, known for its global brands like Nescafe, KitKat, and Maggi. Starting from 1994, this company has established a good market positioning in a wide range of products including in the areas of coffee, milk, and gourmet products. Their main competitive advantage is their high-quality product and excellent market strategy.

Other Notable Competitors:

4. Reckitt Benckiser Bangladesh Ltd.:

Reckitt Benckiser Bangladesh Ltd. is a renowned company in the personal and home care industry, known for its popular products such as Dettol and Harpic. Their main competitive advantage is their marketing strategy and wide range of distribution houses.

5. ACI Limited:

ACI Limited is known for its products such as Savlon and ACI Pure, and is an important competitor that holds a substantial market share in the personal and homecare sectors. The company's success is based on its unique marketing strategies and its amazingly established distribution network.

2.7 Strategic Imperatives for UBL:

In this fiercely competitive environment, UBL must prioritize the following to maintain and enhance its competitiveness:

- Continuous focus on developing high-quality products.
- Implementation of innovative marketing strategies to capture consumer attention.
- Establishment and optimization of an efficient distribution network ensuring nationwide coverage.

Unilever Bangladesh Limited encounters significant competition in the booming Fast-Moving Consumer Goods (FMCG) sector of Bangladesh. To maintain competitiveness, it is necessary to have a strong dedication to producing high-quality products, innovative marketing strategies, and a well-coordinated distribution system to reach clients nationwide.

Chapter 3: Project Part

3.1 Introduction

Unilever positions itself apart on a global scale through its products and commitment to creating a dynamic ecologically sustainable and ethically responsible workplace. The employer branding team of Unilever Bangladesh works efficiently to hire the top talents from all over Bangladesh. This team provides working experience and growth opportunities to employees which aligns with the company's values, goals, and principles. For achieving this, the Employer Brand team applies four initiatives which are: UPLIFT, BizMaestros, the Unilever Leadership Internship Programme (ULIP) and Unilever Future Leadership Program (UFLP).

Unilever's constant commitment to the phrase "Every U Does Good" depicts their goal to improve the welfare of individuals and have a significant effect on the globe. The Employer Branding Team of UBL strives to achieve this goal through the application of initiatives such as UFLP, UPLIFT, BizMaestros, and ULIP programs. Through these initiatives they bring out the best talents out of the candidates and prepare them for the leadership role. BizMaestros is a case solving program designed exclusively for freshmen University students. It helps them to expand their understanding of business and show their creative talent by learning and the inside of the organization and presenting their idea.

Additionally, Unilever offers a mentorship program which is called UPLIFT, through which they provide guidance to university students from the experts of different functions of Unilever. Unilever professionals offer mentorship and assistance to students, sharing important trips and the trick of working in a multinational company and how to prepare themselves for the job market. The main goal of this program is to share the organizational values with the students and prepare them for the job market.

The Unilever Leadership Internship project (ULIP) offers an individual experience professional environment in an organization while working the best professionals. The ULIP program not only enables individuals to acquire skills, but also fosters a strong sense of belonging within the Unilever employee team. Through this internship program, Unilever helps an individual to experience their working capacity and find out the inner creativity while leading different projects all by themselves.

The Employer Brand team utilizes these different initiatives such as UPLIFT, ULIP, UFLP and Bizmaestros to attract the talent and then convert the talent into company resources which helps the organization to hand pick best talents all across Bangladesh. Unilever's constant dedications towards their contribution in

Education, and sustainability program reflects their missions and vision of being part of a sustainable world a creating a better working felid for students by providing different leadership programs. These efforts demonstrate the company's commitment to cultivating a highly proficient staff.

3.2 Duties and Responsibilities

During my journey as an EB intern, my primary task was to smoothly run on going recruitment projects and different programmes as well as work on social media contents. This involved a range of activities designed to attract, screen, and ultimately hire qualified candidates while fostering a more inclusive recruitment process as well as creating meaningful communication bridge between different functions.

3.2.1 Organizing Management Trainee programme UFLP

I have worked on organizing Unilever's flagship management trainee program UFLP which is one of the most lucrative opportunities for the fresh graduates all over Bangladesh as well as globally. I contributed in effectively communicating with candidates to ensure their participation in the Discovery Center and final interview as well as oversaw the entire process to ensure smooth operations and candidate evaluations. Furthermore, I coordinated with assessors to securely share confidential documents, maintaining the confidentiality of all materials from printing to distribution throughout the recruitment process. Moreover, I created and published UFLP Onboarding content on the Unilever Career Page, ensuring all management trainees had access to essential information and resources. Additionally, I arranged induction sessions for UFLPs, creating detailed schedules from scratch, inviting necessary facilitators, and successfully organizing and conducting the sessions. Lastly, I facilitated communication and document arrangement, acting as a bridge to ensure all necessary documents were processed until their final placement.

3.2.2 ULIP Masterclass

My second project involved organizing learning sessions for ULIP interns, during which I arranged 7 ULIP Masterclasses for interns, covering all functions, brand activities and work process of Unilever. After

compiling a speaker list from different functions, I communicated with all facilitators to compile the list of contents each facilitator would share in their deck. I ensured to review all decks before each session with my LM to provide interns with a comprehensive understanding of Unilever's functions. Additionally, I ensured the participation of all interns in the sessions. After every Masterclass, I gathered feedback from the interns to continually improve the sessions for better understanding. For the last three Masterclasses, I included UPLIFT mentees, ensuring they also gained insights from the sessions. For the convenience of student participation from across the country, I have also ensured online participation. Also, I have prepared a Reel on the ULIP Masterclass, to share learning opportunities of a ULIP Intern which is featured from Unilever Career page.

3.2.3 Creating Social media Content for Career Page

I led the ideation and planning for multiple social media campaigns starting with ULIP 2024 January Batch onboarding post. I have created a new social media campaign "My ULIP Journey", featuring the personal experiences of our interns in Unilever. Additionally, I crafted recruitment posts to attract candidates for the upcoming ULIP recruitment drive and Onboarding posts to introduce our new management trainees. I also worked on creating and directing content for various social media campaigns Behind the Job Title, My Unilever Journey, and Power of U, which aimed to provide insights and inspiration to our audience, significantly strengthening our social media presence.

3.2.4 PWD Recruitment

Another project of Unilever, which helped me learn creating inclusive working environment in corporate culture is People with disability recruitment. For this, I have created social media content to attract candidates as well communicated with different universities to gather database of these candidates. After that I worked on sorting recruitment candidates and I have successfully created a strong candidate pool from which in this summer session, 4 candidates got selected for internship. Through this project I have collaborated with the pwd consultants and experts of Unilever UK and India. In addition, I have arranged recruitment sensitization session for the HR employees and line manager of this candidates to ensure smooth communication and create a inclusive working environment for disabled people.

3.2.5 Organizing UPLIFT Mentee Session

One of my challenging projects was restarting UPLIFT mentorship program. This mentorship programme was paused because of some complications. During my tenure I worked on reengaging mentees with the Unilever mentors. I have organized mentee sessions by connecting mentees with mentors and created their onboarding social media post. Throughout this process I have shared in detail session runner plan with the employees to make sure students get in depth idea about Unilever and shape themselves for future opportunities in corporate world. Additionally, I designed a feedback form for both mentees and mentors to evaluate their performance, facilitating future role recommendations. Based on this I have created their certificates which recognized them participating in the mentorship programme. I also crafted their closing session plans to ensure a comprehensive conclusion to the mentoring program by creating social media post which will be shared in the end of June.

3.3 Research Methodology

3.3.1 Conceptual Framework

The conceptual framework is established by taking prior literature review as a base. The study assumes Human Resources (HR) practices as the independent variable and Employee Retention to be the dependent variable. HR practices are measured through four dimensions - recruitment & selection, work-life balance, training and development and compensation. Employee retention is, on the other hand, measured through 5 different questions through a questionnaire.

3.3.2 Definitions of Key Dimensions

HR Practices: The actions, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives within the internal environment of organizations are referred to as “Human Resources Practices”. (Jeet & Sayeeduzzafar, 2014)

- **Recruitment & Selection:** It means hiring the appropriate individual for the right position the first time around (Roselius & Kleiner, 2000)
- **Work-life Balance:** Work-life balance refers to a person's ability to meet work and family duties, as well as other non-work activities and pleasures. (Delecta, 2011) Work life balance may alternatively be defined as a sense of fulfillment and wellbeing at work and at home, with as little role conflict as possible.

- Leadership Program: It is defined as a tool used by businesses to train employees and target audience. (Huang & Kleiner, 2005).
- Training & Development: It is defined as the systematic improvement of employees' knowledge, abilities, and attitudes for them to do a task or job effectively (Olaniyan & Ojo, 2008)

Independent Variable 1	Recruitment & Selection	Singh, 2018
Independent Variable 2	Work-life Balance	Nura & Osman, 2013
Independent Variable 3	Leadership Program	Lardner, 2015
Independent Variable 4	Training & Development	Joo & Park, 2010

Table 3: Independent Variables with References

3.3.3 Hypothesis Development

Hypothesis Statements	
Hypothesis 1	
H1	There is a significant and positive relationship between recruitment & selection and employee branding.
H0	There is no significant and positive relationship between recruitment & selection and employee employer branding,
Hypothesis 2	
H2	There is a significant and positive relationship between work-life balance and employee branding.
H0	There is no significant and positive relationship between work-life balance and employee branding.
Hypothesis 3	
H3	There is a significant and positive relationship between leadership program and employee branding.
H0	There is no significant and positive relationship between leadership program and employee branding.
Hypothesis 4	
H4	There is a significant and positive relationship between training & development and employee branding.

H0	There is no significant and positive relationship between training & development and employee branding.
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Table 4: Hypotheses statements

3.4 Data Collection

Primary Research

To gain a well-rounded understanding of employee experiences at Unilever, I employed a multi-pronged approach to data collection.

Interviews:

I performed many informal interviews with people from different departments and varying degrees of expertise. The interviews were centered around the participants' viewpoints of HR rules and work culture, the possibilities for training and development that were offered, and their general level of happiness. The interviews were carried out with the workers listed below.

Name	Function	Designation
Samreen Ahmed	Human Resources	Talent Advisor
Shabit Shafiullah	Go-to-Market	Senior Category Head – Hair Care
Aurpa Saha	Finance	Brand & Marketing Investment Manager

Table 5: Informal Interview Speakers

Observations: I actively participated in and observed various workplace activities. This included attending seminars and workshops, where I gained insights into training programs and development initiatives. Additionally, I observed the logistics and employee engagement during inclusive workplace activities, allowing me to assess the effectiveness of these programs in fostering a diverse and welcoming environment.

Secondary Sources

Official Documents: Utilized official documents, including reports from Unilever Bangladesh Limited, industry publications, and academic research, to supplement primary data. These documents provided background information, historical perspectives, and industry benchmarks.

Online Platforms: Explored relevant online platforms, including Unilever's official website, industry reports, reputable news sources, and competitive landscape. These secondary sources contributed to a comprehensive analysis.

Combining Perspectives

Qualitative Analysis: Applied qualitative methods to interpret interview responses, and observations. Thematic analysis was employed to identify recurring patterns, challenges, and success factors. I used the IBM SPSS Statistics tool to do the whole analysis and the methods used are, hypothesis analysis, regression analysis, correlation coefficient analysis, and reliability and variability analysis.

Quantitative Analysis: Employed quantitative techniques to analyze survey data and numerical insights derived from official documents. This statistical analysis provided a 40 quantitative perspective on market trends, employee sentiments, and the effectiveness of organization development strategies.

The triangulation of insights from interviews, observations, consumer interactions, official documents, and online platforms formed the bedrock for informed analysis and strategic recommendations in the subsequent stages of the internship report.

3.5 Research Approach

Inductive and deductive techniques to research are the two main methodologies commonly used. (Saunders, Lewis, & Thornhill, 2009). This research, on the other hand, is relevant to the deductive method. Employee retention was chosen as the study's subject since it fits within the Human Capital Management umbrella. The study was able to put this particular theory to the test.

3.6 Research Design

The study employed a quantitative approach to analyze the relationship between HR practices and employee retention in Unilever Bangladesh Limited. This method relies on the empirical investigation of employee responses to find the effects and associations between the variables.

As the sample of the study, the employees of UBL working under various functions are chosen. For the data collection purpose convenient sampling technique is employed.

The data is collected through self-administered questionnaires both physically and through virtual medium (Google Forms). The questionnaire has been developed based on prior literature. The questionnaire consists of 20 questions relating to the factors of HR practices and employee retention excluding the demographics. All the questions, except questions for work life balance, have been rated on a Likert scale of five points with 5 referring to as strongly agree and 1 referring to as strongly disagree because they are easier for respondents to answer.

The work-life balance questions were answered with “Yes” or “No” options where if the responses were “Yes” a score of “1” was given and if it was a “No”, a score of “2” was given. The questionnaire is divided into three sections. A nominal scale was used to measure the demographic characteristics. A Likert and Yes/No scale is used to assess HR practices across four primary dimensions. The dependent variable, employee retention, was likewise assessed using a Likert scale with 5 dedicated questions.

3.7 Employee Retention Survey

The following survey is for gathering information to perform research on the impact of HR practices on employee retention in Unilever Bangladesh Limited. 80 Responses has been collected from the employees based on this questionnaire.

- **Demographics**

1. Name of organization
2. Age
3. Gender
4. Years of service

- **Recruitment & Selection**

Rate your satisfaction with the following aspects of the university: (Strongly disagree-1, disagree-2, neutral-3, agree-4, strongly agree-5)

1. You were content with the recruitment process that you faced to get selected for the company you work for.
2. You are satisfied with how the recruitment process reflected your skills
3. In your opinion, the recruitment process that prevails in your organization is accurate and fair

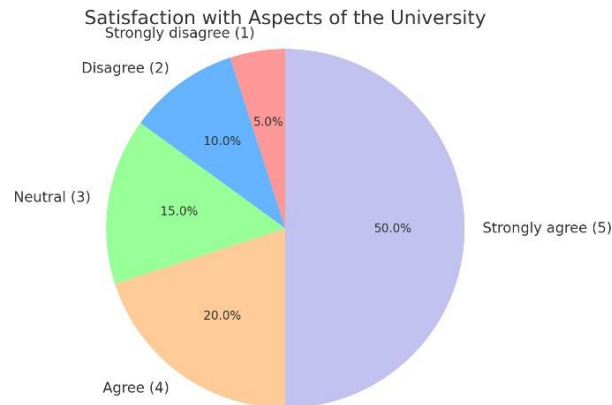


Figure 8: Survey

Work-life Balance

Rate your reactions to the following aspects in your workplace with "Yes" or "No"

1. You can have a good balance between work and other activities
2. Your work allows you to have time for social activities outside work
3. You are satisfied with the time that you get for your personal activities
4. Your organization provides you with support for cultural, physical, and recreational activities

Rate your satisfaction with the following aspects of the university: (Strongly disagree-1, disagree-2, neutral-3, agree-4, strongly agree-5)

Compensation

1. The rewards and recognition that you receive from this job are attractive and fulfilling
2. The remuneration and rewards that you receive are fair
3. You are satisfied with the income & benefits that you receive
4. You are satisfied with the increments that you receive in your organization?

Training & Development

1. When people start in new jobs in your organization, they are given enough guidance and training
2. There is a commitment to ongoing training and development of staff
3. The training and development you have received has improved your performance

3.8 Model Development

The regression model, as demonstrated below, has been developed and was used to assess the relationship between the selected variables and Talent acquisition.

$$TA = b_0 + b_1RS + b_2WLB + b_3LP + b_4TNG$$

Where, TA: Talent Acquisition, RS: Recruitment & Selection, WLB: Work-life Balance, TNG: Training and development, LP: Leadership Program.

3.8.1 Reliability and Validity Analysis

The degree to which your data gathering techniques or analysis procedures will produce consistent results is known as reliability (Saunders, Lewis, & Thornhill, 2009). Cronbach's Alpha value reflects the reliability of the questionnaire used to collect data and whether the method employed could accurately measure what it was intended to measure. The table below shows Cronbach's Alpha value for this study which is:

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.824	5

Table 6: Reliability Statistics for Dependent & Independent Variables

The higher the reliability, the closer it approaches 1.0. (Sekaran, 2006). Furthermore, a reliability rating of less than 0.60 is deemed bad, while a value of 0.60 to 0.70 is considered acceptable. Over 0.80 is considered the highest reliability range. According to the table, all the 5 items in the survey received a combined score that is greater than 0.8, indicating stronger reliability. For instance, the data collected could adequately and accurately measure what it was meant to measure. Since all the respondents answered all the questions in the survey, the validity of the data collection process is 100%.

3.8.2 Correlation Analysis

In this internship report, correlation analysis can be a strong tool alongside the surveys and interviews. It helps me to explore potential connections between variables without assuming one causes the other. For example, employees who feel more included tend to stay with the company longer, or if aspects of recruitment like transparency and job fit correlate with higher retention rates. While correlation doesn't prove causation, significant findings can guide further investigation through interviews to understand the "why" behind the connection. Ultimately, correlation analysis adds a layer of quantitative data to the report, strengthening exploration of how inclusion, retention, and recruitment practices might be linked at UBL.

The correlation coefficient is represented by the letter 'r' and is a measure of how closely two variables are related. The range for "r" lies between the range of -1 and +1. On the other hand, the degree of "r" indicates a linear relationship's strength and direction. (Saunders, Lewis, & Thornhill, 2009). To get closer to a perfect linear relationship, the correlation should be as close as it can to +/-1.

		TA	RS	WLB	LP	TNG
TA	Pearson Correlation	1	.729**	0.037	.793**	.786**
	Sig. (2-tailed)		0.000	0.643	0.000	0.000
	N	160	160	160	160	160
RS	Pearson Correlation	.729**	1	0.118	.727**	.755*
	Sig. (2-tailed)	0.000		0.137	0.000	0.000
	N	160	160	160	160	160
WLB	Pearson Correlation	0.037	0.118	1	-0.005	0.082
	Sig. (2-tailed)	0.643	0.137		0.948	0.301
	N	160	160	160	160	160
LP	Pearson Correlation	.793**	.727**	-0.005	1	.813**
	Sig. (2-tailed)	0.000	0.000	0.948		0.000
	N	160	160	160	160	160
TNG	Pearson Correlation	.786**	.755**	0.082	.813**	1
	Sig. (2-tailed)	0.000	0.000	0.301	0.000	
	N	160	160	160	160	160

Table 7: Pearson Correlation Matrix

** . Correlation is significant at the 0.01 level (2-tailed).

A test was conducted to check if any multi-collinearity issue exists within the variables as the correlations among the variables seem to be very strong. Evident from the table (Appendix- Table 1), there is no multicollinearity problem among the variables, with a mean VIF value of 2.63, which is much lower than 10. (Gujarati & Porter, 2003)

Pearson's correlation was conducted at 1% significance level. The table shows the results from the correlation matrix. From the correlation matrix, it was found that correlation of Employee branding and Recruitment & Selection was strongly positive and statistically significant. ($r=.729$, $p<0.001$). As for the correlation between Employee branding and talent acquisition and Training & Development, both the variables showed a positive and statistically significant relationship with r values of 0.793 and 0.786 respectively with p .

3.8.3 Research Analysis

The first hypothesis "There is a significant and positive relationship between recruitment & selection and employee branding" was established based on prior studies and our study was inconsistent from the perspective of UBL. The process of recruitment & selection that UBL follows does not have any significant impact on employee branding in the organization.

Even though prior studies have shown that there is a positive association that is significant between work-life balance and employee branding, the findings of the study have also revealed that there is no significant relationship between work-life balance and employee branding in Unilever Bangladesh Limited. The existing employee may view work-life balance differently or probably think it is not crucial in employee branding or the sample size used to test the hypothesis was too small that led to a buildup of a weak model. Whichever it is, no significant trend or influence on the degree of employee retention was observed.

However, consistent with prior studies, hypotheses 3 and 4 being "There is a significant and positive relationship between leadership program and employee branding" and "There is a significant and positive relationship between training & development and employee branding" have both been accepted in this study as per the results.

Hypothesis	Beta coefficient	P value	Accepted/Rejected
H0- There is no significant and positive relationship between recruitment & selection and employee branding	.345	.002	Accepted
H1- There is a significant and positive relationship between recruitment & selection and employee branding			Rejected
H0- There is no significant and positive relationship between work life balance and employee branding	-0.47	.773	Accepted
H2- There is a significant and positive relationship between work life balance and employee branding			Rejected
H0- There is no significant and positive relationship between Leadership Program and employee branding	.466	0.000	Accepted
H3- There is a significant and positive relationship between Leadership Program and employee branding			Rejected
H0- There is no significant and positive relationship between training & development and employee branding	.466	0.000	Accepted

Table 8: Hypotheses Checklist

3.9 Findings

The aim of the research was to investigate employee branding which we tried to define with the HR practices factors. However, the results have revealed some findings that may be considered valuable and can be useful to give an insight into the impact of HR policies in talent acquisition. Some of the findings of the paper were analogous and supported the hypothesis of the prior literatures whereas others were new and unique to Unilever Bangladesh Limited. The first hypothesis “There is a significant and positive relationship between recruitment & selection and employee branding” was established based on prior studies and our study this was inconsistent from the perspective of Unilever Bangladesh Limited. The

process of recruitment & selection that UBL follows does not have any significant impact on retaining employees in the organization. Even though prior studies have shown that there is a positive association that is significant between work-life balance and employee branding, the findings of the study have also revealed that there is no significant relationship between work-life balance and employee branding in Unilever Bangladesh Limited. The existing employee may view work-life balance differently or probably think it is not crucial in employee branding or the sample size used to test the hypothesis was too small that led to a buildup of a weak model. Whichever it is, no significant trend or influence on the degree of employee branding was observed. However, consistent with prior studies, hypotheses 3 and 4 being “There is a significant and positive relationship between leadership program and employee branding” and “There is a significant and positive relationship between training & development and employee branding” have both been accepted in this study.

Conclusion

The Employer Branding Team of Unilever Bangladesh Limited is strongly cultivating a diverse workforce that encompasses a wide range of identities prevalent in today's global society. They are implementing these initiatives through UFLP, Uplift and ULIP programs. To do this, they promote both success and diversity. These programs have altered individuals' career trajectories and fostered a more amicable work environment. By employing a combination of quantitative and qualitative research approaches, we may obtain a comprehensive understanding of their respective impacts.

Unilever has a strong dedication to innovative concepts and cultivating skilled individuals. The corporation is also implementing measures to ensure that its workforce is representative of the varied and dynamic environment we inhabit. These shows demonstrate Unilever's belief in the collective ability of individuals to collaborate and improve the world via achievement, innovation, and positive transformation, provided that everyone is given the opportunity to contribute. Unilever is establishing a cohort of individuals with leadership potential through their programs and these leaders will not only influence the future of the organization, but they will also contribute to improving the globe as a desirable place to live and work, all while advancing their careers.

Recommendation

Based on my report and findings, this internship report can offer valuable recommendations to UBL's HR team on how to strengthen their efforts in fostering workplace inclusion and employee retention. Here are some potential areas to focus on:

- Develop targeted programs based on the findings. For instance, if specific demographics felt less included, create workshops or mentoring programs addressing their needs.
- Employ efficient communication tactics to guarantee that all workers comprehend and appreciate UBL's dedication to inclusivity. Possible approaches may include periodic updates sent throughout the whole organization, testimonials from employees, or publications specifically focused on promoting diversity and inclusion.
- Provide leadership training to enhance the cultivation of a more inclusive work environment. This training will prioritize addressing unconscious prejudice, establishing psychological safety for all employees, and encouraging open communication. Offer clear and accessible career development opportunities for all employees. This could include mentorship programs, internal training programs, or tuition reimbursement for relevant continuing education.
- Conduct regular analysis of data obtained from interviews ends to discover common and repetitive factors contributing to employee turnover. This can assist UBL in taking proactive measures to address any retention concerns.
- Introduce measures to establish a healthy equilibrium between work and personal life in order to mitigate burnout and enhance employee contentment. This may encompass adaptable work schedules, childcare assistance choices, or wellness initiatives.

Thus, it will have the capacity to generate superior outcomes, along with more effective suggestions for management to make more astute decisions and develop enhanced HR strategies that will contribute to employee retention.

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