



Inspiring Excellence

Internship Report

On

“Work-life balance and its impact on employees overall performance”

Of

ACI Limited

Submitted To:

Mr. N.M. Baki Billah

Lecturer

BRAC Business School

BRAC University

Submitted By:

Ahnaf Mosaddek Samin

BRAC Business School

ID: 12204005

BRAC University

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Letter of transmittal

Date: August 13, 2017
Mr. N.M. Baki Billah
Lecturer
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir

I am hereby submitting my Internship Report, which is a part of the BBA Program curriculum. It is great achievement to work under your active supervision.

The report is based on the employees work life balance of ACI Limited. Which I did under the supervision of Sirajum Monira Asha, Executive Assistant, ACI Agribusiness.

The work gave me both corporate and practical knowledge about how the employees expect and want their work life to be. It also helped be to develop my communication skills along with official experience of taking anonymous interview.

Therefore, I shall be highly obliged if you are kind enough to receive this report and provide your valuable comment. It would be an honor for me if you find this report informative and useful.

Sincerely

Ahnaf Mosaddek Samin
BRAC Business School
ID: 12204005

Acknowledgement

Executing an internship report does not depend on individual effort rather it is the sum of valuable assist by a number of personnel. I want to appreciate all the contributors who helped me prepare this report explicitly and implicitly.

I prepared the report on ‘work-life balance and its impact on employees overall performance’ by a primary research and with the guidance of Miss Monira Asha, Executive, ACI Agribusiness, ACI Limited and Mr. N.M. Baki Billah, Lecturer, BRAC Business School, BRAC University.

I want to thank each and every one who helped me preparing this report and I hope this will be beneficial for the HR departments who want maximum usage of their workforce as well as ensuring their work life balance.

Table of Contents

Executive Summary	1
Introduction.....	2
Statement of the problem	2
Origin of the report	2
Significance of the report.....	2
Limitation of the report.....	3
Data collection procedure	3
Company Overview	4
Strategic Initiatives	6
Future Plans	7
Organization Structure:.....	8
Product Lines:	9
SWOT Analysis	10
ACI Agribusiness.....	11
Knowledge Gained:	12
Work Life Balance:.....	13
Importance of Work Life Balance:	13
Impact on Employee Efficiency.....	14
Problem of the Department.....	15
Work life balance Situation at ACI Limited	15
Solution.....	18
References.....	19

Executive Summary

ACI was established as the subsidiary of Imperial Chemical Industries (ICI) in the then East Pakistan in 1968. After independence the company has been incorporated in Bangladesh on the 24th of January 1973 as ICI Bangladesh Manufacturers Limited and also as Public Limited Company. This Company also obtained listing with Dhaka Stock Exchange on 28 December, 1976 and its first trading of shares took place on 9 March, 1994. Later on 5 May, 1992, ICI plc divested 70% of its shareholding to local management. Subsequently the company was registered in the name of Advanced Chemical Industries Limited. Listing with Chittagong Stock Exchange was made on 22 October 1995.

Advanced Chemical Industries (ACI) Limited is a conglomerate that has spread its wings in pharmaceuticals, consumer and commodity, agricultural and packaging products. It also has extended into retail business. With seventeen SBUs and eight functions, it has an employee strength of around eight thousand. The yearly revenue of the company is around USD 280 million.

Being a socially responsible corporation, ACI finds ways to return some of its reward to the community. ACI is committed to the development of the community, protection of the environment and in bringing about qualitative improvements in the workplace for its employees. In 2012, ACI continued some sustainable projects that had been started earlier and also initiated some new activities. As a part of ACI's CSR approach, "Adopt a Village"- this program has further expanded into 11 villages by using the experience of the pilot project. ACI endeavors to improve the living standard of the rural community by spreading the project across the country. (ACI Limited, 2013)

This report on work-life balance and its effect on employees overall performance focuses on the organizations work environment and the employees acceptance to it.

Based on anonymous interview on some employees of the Agribusiness department of ACI Limited indicates that sometimes their busy work schedule hamper their daily life due to immense work pressure as well as it often decreases their work spirit as a result they lack confidence more often which basically creates performance gap.

In solution with the problem, some possible solution could be flexible work arrangements thus proper work environment and monthly recreational program as well as performance appraisals for overtime or dedication to work.

The report recommends both for the organization and the employees about which path and procedure will be beneficial.

Introduction

ACI Limited is a huge business entity and as the conduct business both locally and globally, they have an enormous workforce. The workforce is divided on different business entity and subsidiaries. This report focuses on employees work life balance which includes their problems due to immense work pressure and some solution suggested by them which was collected by an anonymous interview. Going through this report Human Resource Management department of any business entity can be benefitted because it states real life problems as well as solutions to the problems regarding work life balance.

Statement of the problem

Due to excessive work pressure these employees sometimes do not get proper work flex time thus less time for rest in between their tasks also they fails to pass quality time with their families as many of them have to work late after regular office hours. This basically creates gap between expected performance and actual performance.

Origin of the report

The report has been prepared as a part of internship program of BBA course conducted by the BRAC University. This report a part of 90 days internship program planned by the Business School and a student has to undergo to an organization based on his major to conduct that organizations specific task and to learn practical knowledge. I did my internship at ACI Limited and this report is the reflection of three-month long internship program on practical experience.

Significance of the report

By reading this report corporate entity, more specifically their Human Resource department can be benefitted. They can gather knowledge about the usefulness of work life balance and plan or structure their policy according to it as this report contains detailed problems shared by the employees as well as their proposed solutions.

Limitation of the report

Every work faces some limitations. This report is also not an exception. Main limitations to prepare this report were less number of personnel interviewed in accordance with the total employees. I have managed to take interviews of only 11 people but the total employees were almost thousands. Moreover, the interview process was time consuming and I had to make it quick as there was less time.

Data collection procedure

The data that I collected was primary data as it was face to face interview of the employees. Anonymous interview was taken from each of the employees and was noted down duly.

Company Overview

ACI was established as the subsidiary of Imperial Chemical Industries (ICI) in the then East Pakistan in 1968. After independence, the company has been incorporated in Bangladesh on January 24, 1973 as ICI Bangladesh Manufacturers Limited and as Public Limited Company. This Company also obtained listing with Dhaka Stock Exchange on 28 December 1976 and its first trading of shares took place on 9 March 1994. Later on 5 May 1992, ICI plc divested 70% of its shareholding to local management. Subsequently the company was registered in the name of Advanced Chemical Industries Limited. Listing with Chittagong Stock Exchange was made on 22 October 1995.

Advanced Chemical Industries (ACI) Limited is one of the leading conglomerates in Bangladesh, with a multinational heritage. The company has diversified into four major Strategic Business Units.

Mission:

ACI's mission is to enrich the quality of life of people through responsible application of knowledge, skills and technology. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees to provide the highest level of satisfaction to its customers.

Vision:

- Endeavor to attain a position of leadership in each category of its businesses.
- Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology and alignment with our core competencies.
- Develop its employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth of its employees.
- Provide products and services of high and consistent quality, ensuring value for money to its customers.
- Encourage and assist in the qualitative improvement of the services of its suppliers and distributors.

- Establish harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

Strategic Business Units:

- Pharmaceuticals
- Consumer Brands & Commodity Products
- Retail Chain
- Agribusinesses:
 - ❖ Crop Care Public Health
 - ❖ Animal Health
 - ❖ Fertilizer
 - ❖ Motors
 - ❖ Cropex
 - ❖ Seeds

Subsidiaries of ACI:

- ACI Formulations Limited
- ACI Logistics Limited
- ACI Pure Flour Limited
- ACI Foods Limited
- ACI Salt Limited
- ACI Motors Limited
- Creative Communication Limited
- Premiaflex Plastics Limited
- ACI Agrochemicals Limited
- Flyban Insecticides Limited
- Apex Leather Crafts Limited
- ACI Edible Oils Limited

- ACI Healthcare Limited

- ACI Chemicals Limited

Joint Ventures with ACI:

- ACI Godrej Agro-vet Private Limited

- Tetley ACI (Bangladesh) Limited

- Asian Consumer Care (Private) Limited.

Strategic Initiatives

- Moved broader from local to global business
- ACI Limited has a vast capture of markets over different products regarding ACI Seeds and Fertilizers
- The company works for the betterment of the farmers by providing those seeds to pesticides as well as providing them with agricultural solutions and suggestions.
- Improved CSR activities; includes tree plantation, raising awareness regarding mosquito menace etc.

ACI represents Colgate Palmolive Company as exclusive marketing partner and distributor for the territory of Bangladesh. Also after achieving targeted goals and trust from the consumers by the pharmaceuticals unit, ACI enhanced their focus on agriculture and plastic section. Moreover, farmer friendly attitude and CSR activities are also helping the company to step ahead.

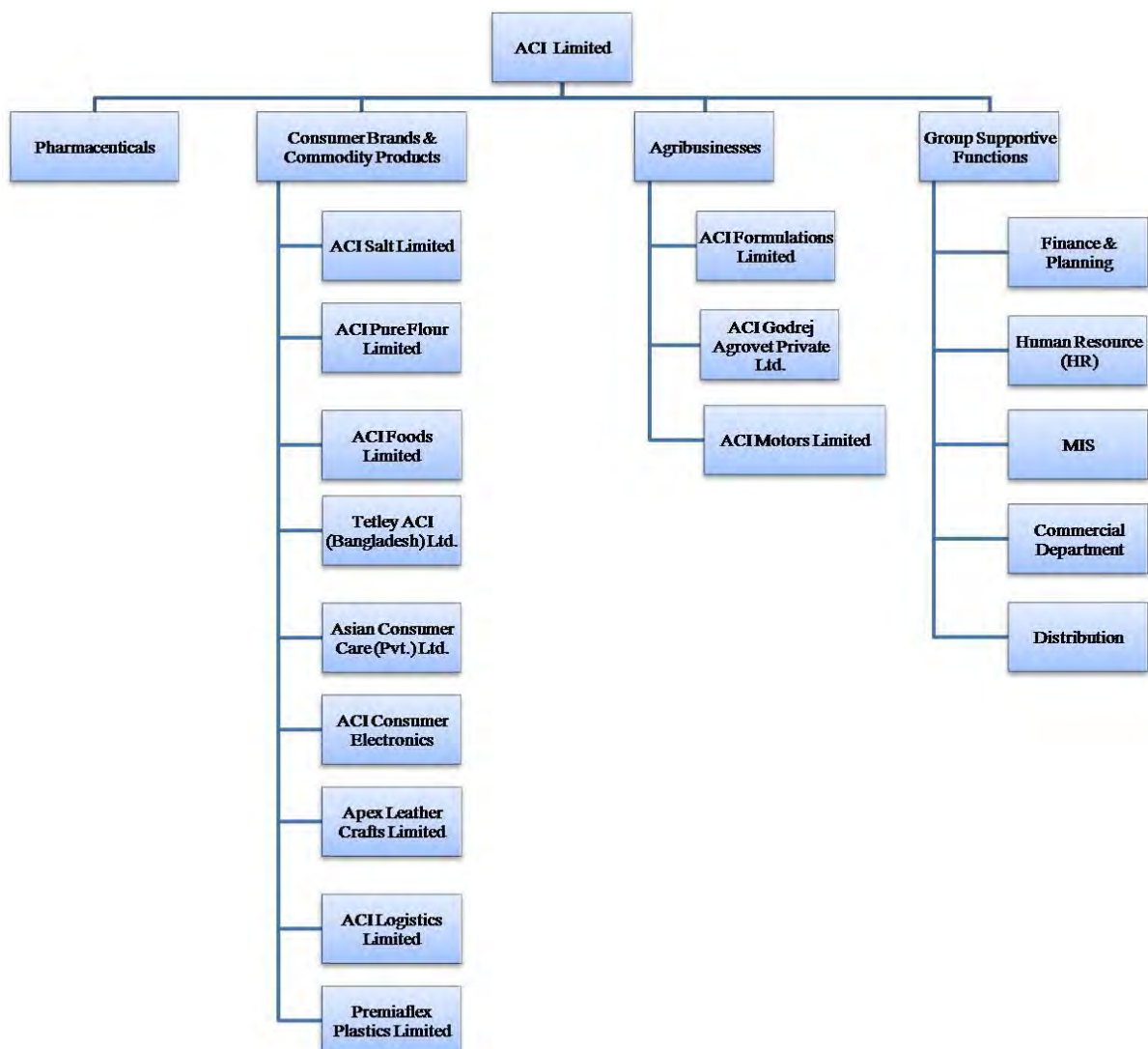
Future Plans

For the future plans, ACI Limited is planning to extend and improve their plastic department named ACI Premaflex, in the coming years. For this, they are hiring dedicated employees as well as high officials for the extension of their plastic unit. Also, they are importing raw materials from a reputed country as they want to produce quality plastic consumer products to the mass and to remain in this competitive sector.

Also, ACI Pharmaceuticals is expected to be introducing three new lines of medicine products namely Anti-Cancer, Hormone & Steroid and Amino Acid. For this new initiative, Company needs funding facilities to allow it to import capital machinery and carry out construction of physical facilities. Out of the total proceeds of BDT 1.00 billion that will be raised through issuance of 20% convertible zero-coupon bond, BDT 597,194,166 (i.e. approx. 60%) is earmarked for the expansion for scheme of the pharmaceuticals division. (ACI Limited, 2016)

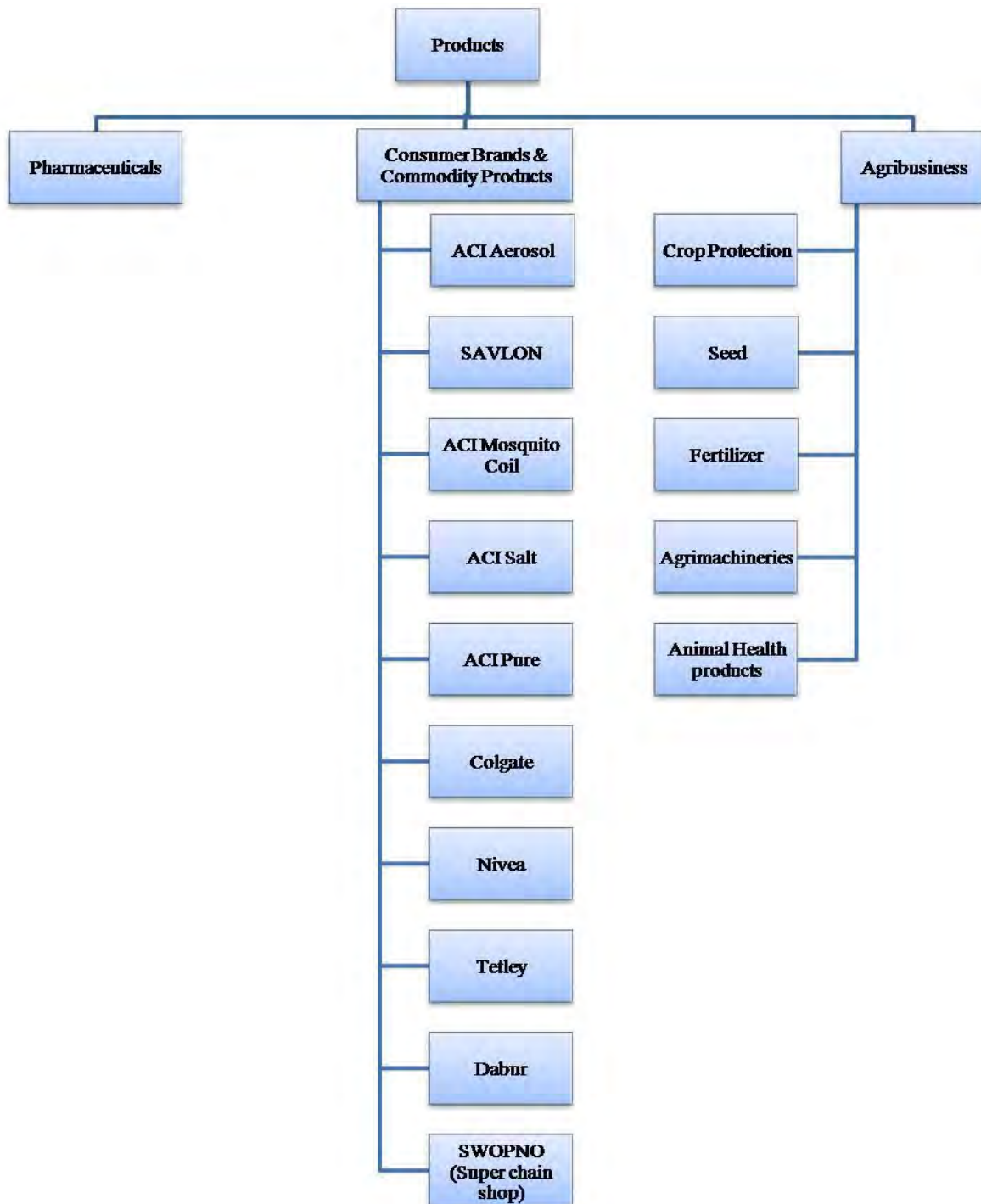
Organization Structure:

ACI Limited essentially takes after a divisional structure for the organization. It essentially comprises of 3 (three) main product wise division under which various subsidiaries and joint Venture consists Some functions, like finance and planning, MIS, distribution, Commercial, and HR are provided under group supportive services. And all the subsidiaries have separate management to perform other organizational activities, like production. The hierarchical structure of ACI Limited is as per the following:



Product Lines:

ACI Limited has an extensive variety of items under each of its units. As the quantities of items are immense in Pharmaceuticals and Agribusiness, they are not isolated in this study subsequently considered as single item.

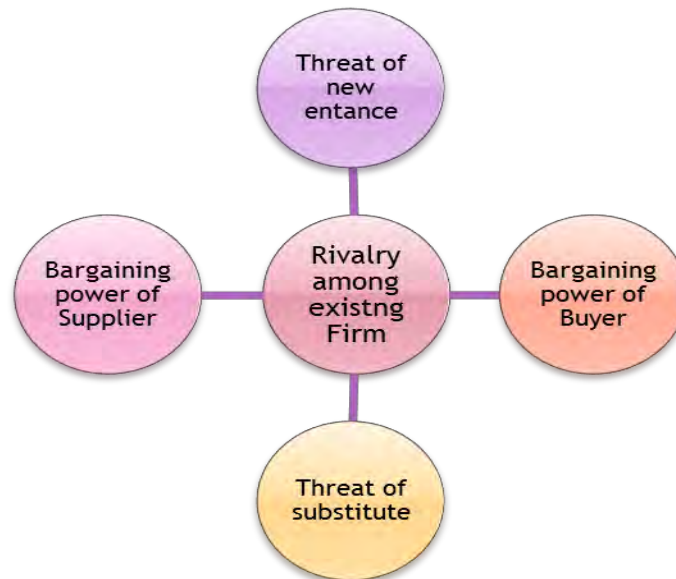


SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> ✓ Settled brand image ✓ Diversified products and businesses ✓ Well thought of by buyers ✓ Recognized pioneer in market ✓ Well-conceived functional area strategies (production, marketing, finance) ✓ Access to economies of scale ✓ Innovation progressed ✓ Advancement capacities ✓ Demonstrated and skilled administration ✓ Out of the copyright demonstration in pharma. 	<p>Weaknesses</p> <ul style="list-style-type: none"> ✓ Much expansion causes complex system <ul style="list-style-type: none"> ○ Popularity of ACI Black-fighter, Hi-booster and Hi-power mosquito coil has damaged the sales of ACI Super coil. ✓ Feeble market picture for couple of products <ul style="list-style-type: none"> ● Bad marketing hampered and put a negative impact on Nivea products.
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ Capture new local and global market ✓ Expand product line to meet broader range of customer needs ✓ Diversify into related products ✓ Vertical integration ✓ Capacity to move to better vital gathering ✓ Carelessness among rival firms ✓ Quicker market development 	<p>Threats</p> <ul style="list-style-type: none"> ✓ well-established rivals ✓ Rising sales of competitor products ✓ Slower market growth for some products ✓ Excessive competitive pressure ✓ Expanded swelling of the economy ✓ Developing haggling energy of clients or providers ✓ Changing necessities and tastes of purchasers

ACI Agribusiness

Porters Five Force Model



Bargaining Power of Suppliers:

- Large number of substitute inputs
- High competition among suppliers
- Diverse distribution channel
- Low cost of switching suppliers

Bargaining Power of Customers:

- Low buyer price sensitivity
- Limited buyer information availability
- Low dependency on distributors
- Limited buyer choice

Rivalry Among Existing Firm:

- Large industry size
- Fast industry growth rate
- Relatively few competitors

Threat of Substitutes:

- Substitute is lower quality
- Limited number of substitutes
- High cost of switching to substitutes
- Substantial product differentiation

Threat of New Competitors:

- Advanced technologies are required
- Strong distribution network required
- Industry requires economies of scale
- Customers are loyal to existing brands
- Geographic factors limit competition
- High switching costs for customers
- Entry barriers are high

ACI Agribusiness give broad preparing to marketing and field compels to enhance their execution and to enhance their specialized learning. Additionally, we give concentrate on enhancing their relational abilities with the goal that they can disperse learning and attitudes to various retailers, distributors, farmers and outside influencers through demonstrations, gatherings, and seminars. We have a total scope of perceptive items including bug sprays, herbicides, fungicides and development promoters that can give fitting answers for the farmers. Our future techniques incorporate the presentation of biotech items.

We have an innovative formulation plant that produces quality items and in addition a solid showcasing system to help the ranchers. Exchanging present day innovation and expanding profitability of agriculturists is our fundamental goal. We give broad preparing to our showcasing and field constraint to enhance their execution and to advance their specialized information. Additionally, we give concentrate on enhancing their relational abilities with the goal that they can disperse learning and attitudes to various retailers, wholesalers, ranchers and outside influencers through demonstrations, gatherings, and seminars.

Knowledge Gained:

At the beginning of my internship, I was assigned under an Executive Assistant Manager in the department of ACI Fertilizer which reports to the ACI Agribusiness, one of the principle departments of the organization. At first I was provided with the basic training about how to deal with different personnel, corporate etiquette and behavior. Also, I was assigned with certain jobs which fulfill my field of study of Marketing and Human Resource Management. Besides that I have also performed certain tasks and research about daily agricultural news and articles from daily newspapers and weekly journals and make a daily as well as monthly

report according to it. Based on that a meeting was held regarding the work design of assigned department was done. My working period was from May 10, 2017 to August 10, 2017. I can relate my work with Marketing Research course (MKT 426) of my academic period. As my job required day to day basis research on agricultural news and prepare report on it. Which also included data mining, sorting etc. The key responsibilities that I was assigned were:

- i. Forestalling, data mining and unifying requirements.
- ii. In supporting with the current business cases and coping up with the maneuver concepts of the organization
- iii. Demonstrating Procedures and strategies for productive business process.
- iv. Examining present market culture and applying the best technique in current setup.
- v. Opportunity investigation, relative information sourcing, information mining and leading studies

Case Study

Work Life Balance:

Work-life balance refers to the level of prioritization amongst individual and expert exercises in a person's life and the level to which exercises identified with their occupation are available in the home. (Vivian Giang, 2014)

Importance of Work Life Balance:

In today's fast paced business world, the ability to achieve work life balance is becoming more and more difficult. Employers expect more from staff, and we are increasingly putting additional pressure on ourselves to achieve greater results. But when did it become acceptable for our 9am to 5pm working day to become 8am to 7pm? Many of us have allowed this to happen, whether it is through conforming to the workplace culture, or feeling obliged to put in more hours, however this should not be the case. Maintaining work life balance is not only important for your personal health and relationships, but it can also improve the efficiency of

your work performance. If you need further convincing - familiarize yourself with the below three reasons:

- ❖ We become less susceptible to burnouts
- ❖ Attention is paid where due
- ❖ We experience fewer health problems (Laura Hutton, 2016)

The advancements in the way individuals get to access information, interaction, and finish tasks have taken into account for flexibility in the working environment. However, they have likewise decreased the refinement amongst work and family.

Lack of recreational or rest time can create a huge gap between expected performance and actual performance.

The HR department will have to ensure that under the immense work pressure, employees are both healthy and satisfied on an off the job.

Moreover, offering work flextime, mandatory vacation and advice to overworked employees to stay away from the pitfall.

Impact on Employee Efficiency

Interference between work and non-work responsibilities has a number of negative outcomes that have been well established in the literature. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict tend to exhibit lower levels of job satisfaction and organizational commitment. Behavioral outcomes of both directions of conflict include reduced work effort, reduced performance, and increased absenteeism and turnover (Greenhaus, Collins, Singh, & Parasuraman, 1997). Both work-to-life and life-to-work conflict have also been associated with increased stress and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees (Tausig & Fenwick, 2001). The implications for organizations are

clear: work-life conflict can have negative repercussions for employee performance.

(Mwangi Lucy Wambui, 2017)

Problem of the Department

After interviewing the 11 employees I have chalked out the major four problems that they are facing. These are:

- Immense workload
- Less flextime
- Improper remuneration or sometimes no extra benefits
- Sometimes personnel gets less respect according to his/her efforts.

Work life balance Situation at ACI Limited

To collect information I have arranged an anonymous interview of some employees and asked them some structural questions (mentioned below). Their answers were open and detailed as I assured them that their name will not be mentioned anywhere. The questions that were asked are mentioned below:

Question 1: Did I successfully complete my important routine activities today?

We must achieve our daily bread as a foundation for surviving and potentially prospering. Accomplishing the important routine projects and activities of our job and life are essential. But all activities that come up in the course of the day are not important. Too often we procrastinate by distracting ourselves with unimportant busy work because it is easier to address than the priority we were working on. When that happens we are shortchanging our achievements for the day. Neglecting our most important to do's also adds stress to tomorrow because our highest priority expectations were put off. Knowing you will be asking yourself at day's end, "Did I complete my important routine activities today?" focuses you on what they are and motivates you to complete them. And being able to answer "Yes" to that question adds a bit of a smile to your evening.

Question 2: Did I complete at least one activity on a high priority bigger project to make my future better?

You are always going to have "bigger" opportunity projects or challenges waiting in the wings to be addressed. These are major impact projects that add to or safeguard your life and future. They may address your work, career, health, finances or family. Because your routine time is so filled with daily expectations and distractions these "longer term" plans often get put off until you find a larger block of time to address them. Although valuable, those larger blocks of time have a way of constantly getting pushed out. Another equally helpful and necessary way to make progress on your life changing projects is with a small investment of time on a routine daily basis. This begins by committing to doing something every day to moving a bigger project along. 30 minutes a day is 15 hours a month, 180 hours a year. You can make a lot happen on major items in that much time. But to get a yes answer to this big priority question on any given day your investment of time might be as short as 3 minutes. It could be a phone call to set an appointment with a doctor or a financial planner. It could be an email to seek an answer you need. Early in each day ask yourself what activity you will do to advance an important, non-routine project today. Why not find 30 minutes to: search options on the web - outline talking points for an important conversation at work or with a family member - advance your education - or write your novel. As your day progresses the desire to answer yes to the question, "Did I complete at least one activity on a high priority project to better my life?" can prompt you to make a call, open the file, or plan your next step. And on some days, once you start with a little step, you will continue and accomplish even more than you expected.

Question 3: Did I do something extra to positively improve a relationship today?

The things we attain in life - food, shelter, transportation, toys, provide for our survival and more. But for most of us it is relationships that make our lives especially worthwhile. Because of that, doing something a little extra each day to positively impact a relationship is an important way to make your day and your ongoing life better. Do something unexpected, or more than expected, or sooner than expected. Score a yes on the question by congratulating or thanking someone you might not have otherwise. Find a different way to tell someone you love them. Reach out to a friend, a client, a relative you have not reached out to in some time with affection, humor or support. Take a few minutes and chat with the new person who joined your office a few months ago but you've never gotten to know. Or do

a little something for yourself today, to improve your happiness or satisfaction with who you are.

Question 4: Did I enjoy something today?

Remember Work-Life Balance is defined as daily Achievement and Enjoyment at Work and with Family, Friends and Yourself. What good does it serve us to achieve the world but not experience and share the joys of the journey? Each of us needs to appreciate and celebrate the many joys of life as we check off our accomplishments. But routine daily enjoyment doesn't come automatically to your life every day. You need to keep it in the forefront of your mind so you take advantage of and create opportunities for it. Regularly asking yourself this question will make that happen. Each day that you can answer yes to these four questions is a day you will have successfully completed your important routine activities, moved a key project forward to better your future, positively improved a relationship and enjoyed yourself during the process. That's a day you can be proud of. Every day you ask yourself these questions you will be prompted to do things to get "Yes" answers. And the more yeses you have each day going forward, the better your daily and lifetime work-life balance will be. (Jim Bird, 2013)

Outside of these questions I have also asked them some effective question regarding work life balance as they all agreed to speak up freely.

According to their answers, those who are in higher positions, their personal life and work life is pretty much balanced. On the contrary, those who are in mid-level and in entry level positions mostly fails to maintain the work life balance. Their principle complaint was that the time management is not profound. They have to work for extra hours even when the office is empty. Though working overtime is not a bad thing but sometimes they do not get proper remuneration. In addition they also do not get work flextime and there is no departmental recreational activities on holidays, as a result their work spirit as well as productivity level decreases rationally. At the end of the interview, every one of them suggested some their solutions regarding the issue. Work flextime was supported by all of the 11 employees whom I interviewed. Some of them suggested that there will be at least an arrangement of official recreation ceremony like picnic or office tea party where the individuals' family members can also attend. Some of them suggested for resting time during extra work loads. But they emphasized on extra benefits thus proper remuneration for extra

working hours. Moreover many of them have to take public or hired transport as the last office transport leaves at 6:30pm, they suggested that at least one office transport can be dedicated for those who work late or if not possible at least to provide them the transportation cost.

Solution

As suggested by Shannon Gausepohl and I quote the solutions below:

- Recognize the role of work
- Don't be afraid to unplug
- Create (and stick to) a daily routine
- Make time for yourself
- Take your vacation
- Be present, consistent and accountable

"It's so easy to get caught up working, but it's so important to spend time with family, friends or other people who bring joy into our lives," Stone said. "Though it might not seem obvious at first, the memories that we create while spending time with those us love help spark new ideas, and ways of thinking." (Shannon Gausepohl, 2016)

Adapting these solutions can be both beneficial for the employer and the employee. The organization have to make sure that the appointed employee can get proper rest time and refreshment in between a huge and hectic task. At the same time an employee will have to ensure his betterment and can ask his/her supervisor for a short break that can boost their productivity more. Also, workaholic employees can take the mandatory vacations that are given par company policy. This will increase enthusiasm and work spirit among themselves. However, if these traits can be fulfilled then every employee can feel it like their dream job.

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