

Report On

“Impact of Psychological Contract Violation on Job Satisfaction and Turnover Intention in the Retail Clothing Industry: A Study on Employees of SPLAYD”

By

Labib Jahan

18304159

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

BRAC Business School

BRAC University

June 2026

© 2026. BRAC University

All rights reserved

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Labib Jahan

18304159

Supervisor's Full Name & Signature:

Tarnima Warda Andalib, PhD

Assistant Professor, BRAC Business School

BRAC University

Letter of Transmittal

Tarnima Warda Andalib

Assistant Professor

Brac Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Letter of Transmittal for Internship Report

Dear ma'am,

It is an honor for me to under your supervision for my internship in spring'26 semester. I am pleased to

display my internship position at SPLAYD where I worked for a three-month period as an intern.

I have tried my best to complete the report with essential elements and materials with a comprehensive

and detailed analysis as possible.

I hope the report will meet your expectations

Thank you so much sir

Sincerely Yours

Labib Jahan

18304159

BRAC Business School

Non-Disclosure Agreement

This agreement is made and entered into by and between SPLAYD and the undersigned student at Brac University.....

Executive Summary:

This report outlines a study on psychological contract violation (PCV) from the perspective of the employees of the lifestyle retail brand, SPLAYD in Bangladesh. Chapter 2 discusses the company's history, operations, marketing, finance, human resources and the market environment. It shows that SPLAYD is a young retailer, a brick-and-mortar retailer, and a retailer that is facing extreme pressure and financial difficulty. This chapter deals with the reactions of workers when their work expectations are not fulfilled. It examines PCV and its relationship with turnover intention, disengagement from work and job satisfaction. A quantitative survey is conducted of the employees of SPLAYD. If employees feel that the organization has defaulted on its commitments, their satisfaction will decrease, and they will be more likely to leave the organization, often because they have disengaged. The main part of this study is to help management improve employee satisfaction, retention and trust in the retail sector.

Key Words

Psychological Contract Violation (PCV)

Job Satisfaction

Turnover Intention

Work Disengagement

Retail Lifestyle Industry

Employee Retention

Table of Contents

• Declaration	2
• Letter of Transmittal	3
• Non-Disclosure Agreement	4
• Executive Summary	5
• Key Words	6

Chapter 1: Overview of Internship

1.1 Student Information	10
1.1.1 Internship Information	10
1.1.2 Internship Supervisor Information	10
1.1.3 Job Scope	11
1.2 Internship Outcome	13
1.3.1 My Contribution to SPLAYD	13
1.3.2 Student Advantages.....	14
1.3.3 Challenges	15
1.3.4 Recommendations	16

Chapter 2: Organization Part

2.1 Introduction	18
2.1.1 Objective of the Chapter	18
2.1.2 Study Scope	19
2.1.3 Methodology	19
2.1.4 Significance of the Study	19
2.1.5 Limitations	20
2.2 Overview of the Company	20
2.2.1 Nature of Business	21
2.2.2 Vision, Mission, Brand Orientation	21
2.2.3 Organizational Presence	21
2.3 Management Practices	22
2.3.1 Leadership Style	22
2.3.2 Human Resource Planning	22
2.3.3 Recruitment and Selection	23
2.3.4 Training and Development	23
2.3.5 Performance Appraisal	24
2.4 Marketing Practices	24
2.4.1 Marketing Strategy	24
2.4.2 Segmentation, Targeting, Positioning	25
2.4.3 Product Strategy	25

2.4.4 Distribution Strategy	25
2.4.5 Digital Marketing	26
2.5 Financial Performance	26
2.6 Operations & Information Systems	26
2.7 Industry Context	31
2.8 PESTEL Analysis	32
2.9 Industry & Competitive Analysis	34
2.10 Summary & Conclusion	36
2.11 Recommendations	36

Chapter 3: Project Part

3.1 Introduction	39
3.1.1 Background & Problem Statement	40
3.1.2 Objectives	40
3.1.3 Importance	41
3.1.4 The study's scope.....	41
3.2 Literature Review	42
3.3 Methodology	44
3.3.1 Research Approach	44
3.3.2 Research Design	44
3.3.3 Population & Sample	44
3.3.4 Data Collection	45
3.3.5 Approach of Data Analysis.....	45
3.4 Findings & Analysis	46
3.5 Summary & Conclusion	52
3.6 Recommendations	52
Implications.....	53
References	53
Appendix	55

Chapter 1: Overview of Internship

1.1 Student Information

Name – Labib Jahan

ID – 18304159

Department –Bachelor of Business Administration

Major – Human Resource Management

Minor – Marketing

1.1 Internship Information

1.1.1 Period- 3 Months (full time now)

Company Name- SPLAYD

Department/Division- Human Resources Division & Marketing

Address - Head Office: 86 Lake Circus, Dolphin Goli, Kolabagan, Dhaka-1205

1.1.2 Internship Companies Supervisor Information

MD ABIR HOSSAIN

Officer In-charge and Deputy Head Human Resource,

SPLAYD

Head Office: 86 Lake Circus, Dolphin Goli, Kolabagan, Dhaka-1205

Mobile: +8801685002507

Email – abirspayd@gmail.com

1.1.3 Job Scope

Job Responsibilities

Completed retail station support (store operation and human resource) internship at the retail lifestyle brand SPLAYD in Bangladesh. This internship was from 1st January to 31st march (three months). This full-time internship program allowed me to have a firsthand look into the world of retail employee management procedures and HR operational activities. I obtained hands-on experience in hiring support, employee paperwork, onboarding procedures, and general HR administrative tasks in a hectic retail setting during this time.

Core Tasks

- File Management and employee documentation Assisted with the development and filing of employee records for trainees and recent hires for store staff. To ensure proper HR documentation, I ensured that all relevant documents, including resumes, joining letters, ID copies and contract-related documents were kept organized and updated in a systematic manner.
- Help with the Hiring/Selection Process Assisted with candidate communications, interview scheduling and documentation at various stages of the interview process. Worked with HR to schedule interviews, notify candidates and maintain recruitment related documentation under his supervision.
- Help with New Hire Onboarding to support the joining process of newly hired employees, prepped the required joining documents, worked with HR officers and

helped candidates with the initial joining process. I was also involved in arranging that the induction procedures were carried out smoothly. Organizing Interns and Recruitment. Participated in organizing intern recruitment process including contacting shortlisted candidates, providing instructions to join and sending interview schedule and required documents for the intern induction process. -Record keeping and documentation in the digital age scanned and collated files to create structured PDF records for HR files to convert hard copy HR documents to digital format. This helped to maintain an efficient and easy-to-use digital HR filing system.

- HR database management and data entry. Maintained records of employee information, including personal information, education and work related information in Excel spreadsheets. Managed to ensure that the HR database was maintained and organized properly.

- Open and Closed Listening Tasks for Writing assisted HR staff in setting up employee records and ensuring data consistency across digital and physical formats for smooth HR operations.

- Inserting and removing the tape on the machine's tape deck Support HR executives with day-to-day operations, filling various administrative roles as required and aiding in keeping the department running smoothly.

1.2 Internship Outcome

1.3.1 My Contribution to SPLAYD

While I was with SPLAYD, I had the opportunity to help with various operational and administrative duties in store operations and human resources. Some of my main responsibilities involved aiding in the recruitment process, filling out paperwork for staff members, and assisting new hires and interns with onboarding. One of the key contributions I made was managing the preparation and documentation of employee files for the newly recruited store level workers and the trainee workers. Organized and updated key employee records to ensure accurate and systematic records are maintained in HR. This increased the availability of employee information and ensured that HR records were maintained properly. Also, I was an active part of the process of support for recruitment and selection. I helped HR staff by organizing interview times, corresponding with applicants, and keeping track of paperwork pertaining to hiring. This experience gave me a true understanding of what it's like to be hired in a retail lifestyle company. A big part of my contribution was supporting new hires as they came on board. To ensure a smooth onboarding and induction process, I helped prepare the relevant induction documents, supported new employees in the onboarding process and worked with HR officers. In addition, Intern coordination and communication was also handled, where interns were contacted to inform them of the interview dates, the required documentation, and the process for joining the internship. This allowed candidates and the HR division to better communicate. In addition, I assisted the department in record and digital documentation by scanning key HR-related documents to efficiently store them in PDF format. Also, I helped to update and maintain employee's information in excel sheet, which includes personal information and educational information. Overall, the HR and operational team at SPLAYD benefited from my contributions during the internship by maintaining better documentation, increasing communication effectiveness, and ensuring that the company's hiring and onboarding procedures ran more smoothly.:

1.3.2 Student Advantages

I had a great chance to obtain real-world experience and professional exposure during my internship at SPLAYD, which will greatly aid in my future professional growth. My job in the HR and operational support of a retail lifestyle company gave me an understanding of how store level coordination and HR function in a fast-paced business. One of the most valuable takeaways from this internship was the hands-on experience with the hiring, selection, and onboarding processes in a retail environment. I learned about the screening process, interviewing process, and HR's communication with candidates, all through being active and observing. This experience will help me better understand the process of talent acquisition in real-world organizations. Furthermore, I developed my interpersonal and communication skills during the internship. I've used my professional and structured communication skills as I was forced to work with interns, new hires, and HR people. Also I learned about answering a question, giving clear instructions and proper communication at the workplace, which will definitely be beneficial for my future professional life. The employee records, documentation and data management also helped me with my administrative and organizational skills. I gained an understanding of the significance of accuracy, confidentiality, and methodical record-keeping in HR operations by managing HR files, organizing paperwork, and keeping Excel-based employee data. Also got to learn to use digital office tools and documents such as scanning HR documents and maintaining digital pdf records. The use of digital files and Excel spreadsheets improved my technical skills and productivity in handling structured data. Moreover, this internship has provided me with hands-on experience in the dynamics of the workplace in a retail environment, involving operational coordination, discipline, teamwork, and time management. Through this experience, I learned that HR in retail is not just a theoretical aspect but a practical one, intricately connected with employee behavior and performance. Overall, my internship at SPLAYD was a highly rewarding and enriching experience that helped me develop my skills and abilities, gain confidence, and prepare for future opportunities in the corporate world and in HRM. It has helped me in my preparation for my future career, by helping me understand how to fill the gap between the theory and the procedures of an organization.

1.3.3 Challenges

Guidance on adapting to the Retail Business Environment One of the most challenging things was getting used to the professional retail lifestyle company — SPLAYD for the first time. It took time and continued education to familiarize yourself with workplace culture, store operations discipline, professional behavior and communication standards in a fast-paced retail environment.

- Expert engagement with workers and prospects ▪ The initial communication with interns, newly-hired staff, and job seekers was challenging. It required to be confident, clear and professional in giving instructions, answering questions and coordinating phone and face-to-face recruitment and onboarding events.

- Understand the practical recruitment and selection procedures. At first, it was challenging to completely comprehend how hiring and selection are carried out in an actual retail company. It was necessary to observe and adapt quickly to the interview coordination, candidate screening, HR communication flow, and onboarding process.

- Multitasking Additionally, handling multiple tasks such as data entry, employee file management, onboarding assistance, and document scanning was a challenge. Prioritizing and keeping productive while under pressure due to work load was important.

- Sustaining Efficiency and Time Management Periodically completing work during office hours was difficult to ensure accuracy and work quality. The time management skills and ability to work well under pressure were key in the rapid paced retail environment of SPLAYD.

- Displays an understanding of the organizational structure and the capabilities of buildings and their systems. Technical accuracy was required for activities such as Excel spreadsheet handling, scanning of documents, converting files to PDF and maintaining an electronic HR record. Initially, it took constant practice and learning to get used to these tools and guarantee error-free work.

▪. It needed to be responsible, learn quickly and flexible to deliver what the HR team needed, and to gain real life experience.

1.3.4 Recommendations

Internship experience at SPLAYD can be enhanced by introducing a structured orientation for new interns to familiarize them with the functioning of the company and HR processes. Some basic training on excel, documentation and recruitment work will make things easier. HR officers can provide regular supervision and feedback, which can further improve learning and performance. Work distribution need to be made clearer to alleviate the pressure on workload. Last but not least, it was suggested that the amount of interns needs to be expanded to give them more hands-on experience with actual HR-related tasks so that they can make better use of the knowledge and skills they have acquired.

Chapter 2: Organization Part

2.1 Introduction

This part does an business review of the location of the internships, SPLAYD. It adopts the PESTEL analysis which addresses key aspects of the business including its past history, business model, management, marketing, operations and external environment. Bangladeshi lifestyle & sneaker shop SPLAYD combines streetwear fashion with other consumer items such as clothing & accessories. It is a multi-location, multi-category lifestyle brand that it calls itself an "expanding" brand. This chapter is significant as it brings the theoretical knowledge to the practical application in the business; hence it is easier to understand how the various functions of the organization operate in a retail lifestyle organization like SPLAYD.

2.1.1 Objective of the Chapter

Analyzing the organization of SPLAYD and the various functional areas and how they are influencing the position of SPLAYD in the retail lifestyle market of Bangladesh. Specific objectives are:

- To provide an overview of SPLAYD history, SPLAYD business and its market presence. To assess company's management practices;
- to assess the position of the business's brand and marketing strategies;
- to be able to make a realistic and academic approach to defend its financial and accounting approach; • to evaluate its information system and operations management operations;

2.1.2 Study Scope

The organizational and strategic analysis of SPLAYD is the only aspect that is emphasized in this chapter. It emphasizes on official public information, the company's visible business operations and beneficial information that can be derived from the internship exposure. Some

of the concepts, notably financial analysis, are obviously more subjective than factual, since SPLAYD is a private retail organization and does not appear to provide detailed audited annual reports on its website. So, this chapter is not only based on the complete financial disclosure, but descriptive, analytical and inferential approach has been used too

2.1.3 Methodology

This chapter has been prepared using descriptive and analytical approach. There were two sources of data. Firstly, understanding comes primarily from practical exposure to the operational context of the organization, observation during internships. Second, Secondary information has been gathered from the official website of SPLAYD, public sources of business information of the company and relevant policy and macroeconomic sources related to the business environment of Bangladesh. The mixed approach is suitable since the internship reports should combine academic analysis with real-life experiences within the building of organizations.

2.1.4 Significance of the Study

Significance of this part is that it is able to capture the day-to-day activities of a lifestyle brand getting started in Bangladesh. Retail fashion and lifestyle businesses are affected by rapidly changing consumer tastes and trends, the way outlets are merchandised, digital engagement, pricing and employee performance. This makes it possible to study the theoretical concepts of management, marketing, finance, operations and strategy in relation to an actual Bangladeshi business, namely, SPLAYD. The chapter also provides a good grounding for Chapter 3 as a comprehensive analysis of a specific organizational problem would require knowledge of the organizational environment and organization.

2.1.5 Limitations

First, the number of businesses that provide formal ratio based analysis is limited since the information in the detailed internal financial statements, profitability reports and management

accounts is not publicly available at the time of writing. Secondly, unlike many internship reports, some of the insights come from exposure to a particular part of or the duration of the internship within an organization discourse takes place on publicly available data and analysis which may not be able to incorporate all of the company's private strategic decisions. This must be recognized in order to preserve academic transparency.

2.2 Overview of the Company

Bangladeshi retail lifestyle brand SPLAYD has operations in the three segments of fashion, footwear and accessories. According to the official “About Us” page, the company is more than a brand, it is a cultural movement that's about self-expression, innovation and individuality. It's a place where “edge-like streetwear” and more everyday fashion and lifestyle consumption converge, it says. This indicates that the firm's identity is not only functional, but symbolic as well, fashion oriented and it relates to the customer's self-image. This is backed by their product offering. It has a variety of different categories on its website, including sneakers, shirts, t-shirts, polos, pants, hoodies, jackets, sweaters, sunglasses, watches, belts, wallets, perfumes, women's bags, women's clothing and sneaker-care items. This spread suggests that SPLAYD's strategy is to use category extension, moving from a single product, namely footwear, to a full lifestyle brand which can attract a wide variety of fashion conscious customers. A broader category structure, while requiring improved merchandising and inventory management, could boost the average transaction value, improve cross-selling opportunities and reduce the risk of depending on one particular product line. There are also signs of physical growth in SPLAYD, as they have sought to raise their brand awareness by putting shops in key urban commercial centers. The company has nine branches nationwide, as per its official website's 'About Us' page, which includes locations in the Bashundhara City Complex, in Jamuna Future Park and even a women shop in Bashundhara City, Sylhet, Khulna, Chittagong and Rajshahi. The business hours of the branches on the outlets page are 10:00 AM – 8:00 PM. The multi-city footprint suggests that in SPLAYD is looking to become a retail network as opposed to a mere boutique brand. Business model wise, SPLAYD appears to be an online/offline shopping fusion. The company has a website that includes an e-commerce section with its products, prices and categories as well as options to make purchases. This hybrid approach is particularly important in today's retail landscape since consumers often discover products online but often trust, convenience, and stock availability are the drivers for

completing their purchase process online or in-store. A combination of digital and physical media can help expand a Lifestyle brand's audience and help to strengthen brand cohesion.

2.2.1 Nature of Business

SPLAYD is a fashion/lifestyle retailer. More accurately, it is a part of urban fashion retail, which encompasses not only clothing and accessories and shoes, but also brand image as well as consumers' lifestyle aspirations. The product mix of SPLAYD points towards a broader value proposition, one that is more focused on style curation and consumption through identity as opposed to the traditional clothing retail stores that have a narrow focus on clothing. It helps the brand tap into the multiple markets of digital lifestyle commerce, casual fashion, sneaker culture and mall retail.

2.2.2 Vision, Mission, and Brand Orientation

A concept of Vision, Mission, and Brand Orientation is provided. Although there is no corporate vision statement in the traditional report language, the sites "About Us" page, effectively communicates a mission identity. Individuality, style, quality, boldness, creativity and confidence are all an integral part of the company. Themes suggest that the brand wants to appeal to the younger urban consumer, and fashion conscious consumers in general. On a strategic side, this sort of positioning is beneficial as the lifestyle brands battle on aspiration, experience and community identity as well as on price and product functionality.

2.2.3 Organizational Presence and Contact Footprint

The presence of the organization and its contacts on the ground. The details to contact the public are also mentioned on SPLAYD website which contain a customer contact number, an email address, and a Dhaka address at the Bashundhara City Complex. The fact that this information is publicly accessible means that the company cares about the accessibility of its information and credibility in the retail sector. For a fashion retail company, contact infrastructure is visible and helps facilitate customers' communication, trust and complaints handling as well as after sales engagement.

2.3 Management Practices

This is because, execution is key to their success and management practices are different in retail lifestyle businesses than in manufacturing businesses or in purely digital companies. No amount of branding can help in such businesses, unless there is synergy at the store level and the way the staff behave, the discipline of merchandising, the way customers are handled and the inventory coordination all go with the brand. Thus, the management of SPLAYD can be thought of as a combination of operational level outlet execution and strategic management at the central level. Having multiple outlets requires the company to standardize the customer experience, implement the same brand and operational policy at all outlets as well as synchronize the supervision of the outlets.

2.3.1 Leadership Style

Retail leadership is often practical, rather than conceptual. It is likely that for a business in a store, close supervision, target orientation, visual discipline, attendance monitoring and customer service control are required. The outlet-based model and the nature of the business could be summarized as structured and performance-oriented with space for participatory coordination at the operational level to be characterized as SPLAYD's leadership style. Outlet managers or in-charges are responsible for employee's behaviour, presentation quality, customer service and day to day operations, whereas head office/senior management likely sets the direction of the business, category emphasis, campaign priority, and branch standards. This type of organization can be effective in a retail organization because it allows for autonomy so branches can respond and make decisions quickly.

2.3.2 Human Resource Planning

It is especially important in the retail industry due to the impact of human performance on the customer interaction, the conversion of sales and the visual maintenance of the store. Outlet expansion, seasonal sales, campaign intensity and staffing needs to maintain consistent quality service in multiple categories are likely to have an impact on SPLAYD's staffing needs. The optimal distribution of manpower for a multi-outlet retail network generally involves more than just salespeople and cashier staff; it also requires the presence of floor supervisors, visual display staff and online support staff. As the brand grows and expands across the geographical area, workforce planning is no longer just administrative planning, but becomes more strategic.

2.3.3 Recruitment and Selection

Although full HR documents aren't available for public consumption, it can be presumed that SPLAYD values communication skills, grooming, customer service skills, product knowledge, discipline, team spirit, and adaptability when hiring for retail positions. The fashion retail business is a place where technical skills often are not enough – employees have to reflect the brand. This is especially true for a lifestyle brand, in which the customers' experience is defined by the ambiance which the staff creates. Aside from skill and competency, recruitment will likely seek to hire people who are good people skills and a good fit for the brand. This fits the logic of fashion, and of the mall based retail operation.

2.3.4 Training and Development

Training of workers at a company like SPLAYD will likely focus on inventory awareness, selling skills, customer interaction, product knowledge and visual merchandising. In a lifestyle store the salesperson needs to go beyond answering questions, suggest add-ons, influence tastes and express attitude. So, in some cases training can be informal, in others formal. Formal aspects include the onboarding, the rules of salesmanship and the discipline of the process; informal aspects encompass the process correction manager will do on the floor, the daily briefing and the observation. This type of mixed teaching is common in retail businesses where there is considerable people interaction and time is of the essence. This section of your Final Report can be further reinforced by adding your personal observation of how employees learn, are supervised and how briefing is done during your internship.

2.3.5 Performance Appraisal and Motivation

Perform the assessment and motivate individuals in their work. Retail businesses normally rely on numbers such as attendance, punctuality, conversion rate, sales contribution, customer feedback, target achievement, team work and discipline of display to measure performance. Advancement, management treatment, schedules, commission, and recognition are all factors that can affect the motivation in a lifestyle brand. In the retail sector, where the work is customer-facing, target-driven and emotionally demanding, it is fair to say that, even when a

business doesn't make its HR policies apparent, employee motivation is very susceptible to reward systems and interpersonal management. Store performance and consistency of service may well be a crucial element in effective people management at SPLAYD.

2.4 Marketing Practices

It is without any doubt one of the most important aspects of a Lifestyle Retail business because people purchase identity, image and experience along with the product. The company doesn't try to be a generic low-cost retailer, SPLAYD's official branding language states. Instead, it wishes to be a place for trendy customers that appreciate modern style and uniqueness. Confidence, creativity and individuality are core messaging traits of identity-driven branding.

2.4.1 Marketing Strategy

SPLAYD appears to be implementing a differentiation approach. It distinguishes itself through its different categories, young and trendy look, lifestyle brands, sneaker culture references and its stores in big shopping centres. With customers able to easily compare and contrast products and prices on different brands, differentiation is particularly important in the fashion retail sector. One of the most common mistakes made by a brand that can't create a unique identity is to compete on price. By comparison, SPLAYD's selection of products and messaging of the brand's aspirations indicate that it is trying to go head to head not only against the price, but also the image and shopping experience.

2.4.2 Segmentation, Targeting, and Positioning

From the information available on the website and the location of stores, it appears that the primary audience of SPLAYD is urban, fashion conscious youth and young adults who are interested in shoes, casual wear, accessories and lifestyle expression, such as mall-goers and online shoppers. The brand's initiative of reaching out more women and making more relevant products is also signified by having a dedicated outlet for women. How it's situated is a trend-

forward, readily available fashion for lifestyle. It's not simply a basic utility retailer, nor it's simply a luxury brand. Instead, it exists in a space of aspiration which presentation, assortment and branding are all important.

2.4.3 Product Strategy

SPLAYD provides a range of footwear, clothing, accessories and care products as opposed to just one. This strategy has a number of benefits. Firstly, it can help customers to increase the size of their baskets as it encourages them to purchase related products together. Second, it helps the business to remain relevant even if there is a drop in demand for a specific category. Thirdly, it provides the brand the control of the overall fashion experience of the customer. However, it also makes managing inventory, replenishment and display quite challenging. Thus it is essential to have disciplined operations to serve product strategy.

2.4.4 Distribution and Channel Strategy

SPLAYD's multi-channel distribution system is comprised of physical stores and a direct e-commerce platform. This is helpful as today's shoppers can easily switch channels. They might do research on the Internet, read about it on social media, go to a store, or comparison shop. Consumers are more likely to be familiar with a brand and rely less on just one sales channel if it functions in both. Physical in addition to online channels play a key role in trial, touch, instant purchase, and experience. The hard part is making both channels feel as if it's a single brand.

2.4.5 Promotion and Digital Marketing

Although no detailed public media plan has been found, the fact that SPLAYD's website and brand communication is more of visual merchandising and digital presentation indicates a strong dependence on these media. The site attempts to promote and discover the brand by highlighting categories, new and popular products, outlet promotions and deals. This illustrates a marketing strategy that is in line with consumers' digital-first browsing habits.

2.4.6 Critical Marketing Issues and Gaps

While these are all added benefits, there are a number of marketing challenges that are typical of the lifestyle retail sector that have yet to be resolved in the case of SPLAYD. One of them is the need to be relevant all the time: fashion buyers quickly move on to the next look, to the other brand. The second is maintaining brand identity in an environment where there are many other brands out there that can be easily copied on social media. Third is consistency, in terms of channels and locations: people are unlikely to be as loyal if the brand promise isn't delivered online as it is in-store. Finally, although category expansion can be a good thing, if done too much, it could become a negative if the line isn't trimmed and the assortment becomes too broad. These issues highlight the importance of consumer understanding and a marketing approach.

2.5 Financial Performance and Accounting Practices

The chapter 2 should focus on Accounting procedures and financial performance which should be based upon financial statements of last three to five years. As I do not believe SPLAYD's website has comprehensive public annual reports, it would be a disservice from an academic perspective to simply fabricate numbers and/or ratios. Consequently, this section is realistic, detailing how the business made financial sense, what factors might affect the retailing performance and what pieces of data would be useful to the business internally for the submission.

2.5.1 Financial Performance Orientation

As a retail lifestyle company, variables such as sales volume, product mix, gross margin by product, outlet productivity, inventory turnover, markdown management, rental and utility expenses, payroll expenses, logistics costs and promotional expenses are likely to impact SPLAYD's financial performance. But for retail businesses, which are often the opposite of manufacturing businesses, slow-moving or over-estimating seasonal demand can also cause financial difficulties. This means that the decisions on merchandising and discipline of a business have an immediate impact on finances. It is not just about the ability to generate sales but margins as well, which is key to profitability in these types of businesses, as well as

attracting customers, eliminating dead stock and matching stock with consumer demand. An understanding of the economics of multi-category retailing fits this interpretation.

2.5.2 Revenue Drivers

The primary revenues of SPLAYD are likely to be from online and in-store sales. Revenue at the store level is impacted by customer footfall, conversion rate, average basket size and repeat customers. Revenue is affected online by digital traffic, trust, usability of the website, ease of paying, delivery reliability and return policy. The business is not dependent on any one category and this likely ensures that there is more revenue stability in the product range. For example, a lousy performing running shoe season can be compensated by attire or accessories. Being a lifestyle retailer as opposed to a single-line seller has this benefit.

2.5.3 Cost Structure

Outlets rent, salaries and incentives, utility costs, online operating costs, warehousing/stock holding costs, delivery costs, packaging and marketing expenditure are likely to be the primary cost heads for SPLAYD. Brands are able to benefit from sales visibility and brand prestige, but retail stores in large urban shopping malls also increase fixed commitments in operating the stores. Thus, to achieve financial sustainability, a balance between outlet level productivity and presence for building the image is needed. That is even more relevant when a business goes on the ground expansion mode, geographically in the other cities.

2.5.4 Importance of Inventory Turnover

In the fashion and lifestyle industry, inventory turnover is particularly important as inventory values tend to erode over time when not sold. Seasonal or trendy items can be harder to sell if there are quick changes in demand without having discounts. Therefore, forecasting demand, stock rotation, and stocking of popular items and depleting the stock of slow moving items is likely critical to the company's financial health. Stock in clothes shops is dangerous as well as beneficial on paper. A company with a good inventory control is likely to be able to safeguard its gross margin and cash flow.

2.5.5 Accounting Practices

Although public financial statements do not exist, it is fair to discuss the accounting procedures which are essential to a business such as that of SPLAYD. Some of these include sales recording, cash and digital payment reconciliation, purchase recording, inventory tracking, and managing returns and exchanges, to name a few. With the company's many facilities and online activities, data collection in a timely manner may be a key to good accounting. In a retail business having numerous branches, the accounting procedures should facilitate decision-making within the business as well as legal compliance.

2.5.6 Tax and Compliance Relevance

Bangladesh's tax landscape is impacting all retailers., lays down important definitions from an operational perspective for companies with transactions and separately kept branch records including definitions of concepts relating to VAT, supply and branch units. It's especially crucial in retail businesses with multiple shops and multiple locations that track sales across the different shops. Due to this, the accounting and tax compliance are embedded in the core control system and not as a side business. National Board of Revenue (NBR)

2.5.7 Practical Note for Final Submission

You will be creating your final submission. You will be making your final piece. Then, this area should be further improved by adding real indicators, such as monthly sales trend, gross margin trend, top performing categories, stock aging, outlet-wise sales comparison, current ratio or inventory turnover (available as in-house SPLAYD data). The current version is still academically sound even if you don't have access to it, as it doesn't state anything about facts that you can't access. It is not based on invented numbers, but is instead based on business logic and explains the business's financial situation.

2.6 Operations Management and Information System Practices

This is crucial to a retail lifestyle company as it affects the availability of products, outlet preparedness, quality of service and customer satisfaction, amongst other factors. Procurement coordination, stock receiving, product display, inter-outlet stock distribution, customer service, billing, order fulfillment, and return management are probably all part of SPLAYD's operations. The company's business involves not only store floor operations, but also online order processing and offline and online inventory management as it has both online and offline stores.

2.6.1 Store Operations

A lifestyle brand may commonly present their products on shelves and racks, fit and trial support, checking the stock, billing, upselling, and handling customer concerns regarding exchange, etc. Responsiveness of staff and store presentation may be pivotal factors for the brand experience as SPLAYD's stores are located in shopping malls and major cities. In these types of businesses, operations management is a very obvious aspect to their consumers and operational shortcomings may instantly impact their brand's picture. An otherwise trendy, upscale brand can also be hurt by an under-stocked, disorganized and/or unevenly-staffed store.

2.6.2 Inventory and Merchandising Operations

The volume of sales and purchases of goods and services. With SPLAYD having multiple categories it becomes more complex in terms of stock allocation and merchandising. The business needs to decide on the amount of space on the floor or shelves that will be available to women products, women clothes, women accessories, women shoes, seasonal etc. Trend movement, size variation, color variation and outlet specific demand pattern should also be considered for Inventory planning. Effective merchandising is not only visually appealing but also its purpose is to convert consumers' interest into sales. Operations and merchandising need to work closely hand in hand in a lifestyle brand scenario, therefore.

2.6.3 E-commerce and Order Fulfillment

The company's website reveals that apart from their physical stores, SPLAYD is also engaging in online sales. As a consequence, e-commerce becomes a requirement in terms of online product catalog, price updates, stock visibility, payment processing, customer communication

and delivery coordination. For any retail business, with an online presence, any promises made online need to be operationally possible. If the website shows that it has different types of order handling, slow shipping and out-of-stock products, customer trust will be hurt. Consequently, the digital storefront can increase opportunities but has come with increased accountability of operations.

2.6.4 Information System Practices

While SPLAYD does not reveal the exact nature of software it uses, its activities indicate that it operates digital systems for order management, billing, maintenance of product catalogues and records sales information. Multi outlet retail businesses need information systems to manage their inventory, sales and performance of outlets. Without these systems, decision making processes slow down, and errors are made. Consequently, information systems are not only auxiliary mechanisms, but rather the foundation of operation in retailing today for precision, control and customer response.

2.6.5 Operational Risks

Some of the operational risks that SPLAYD may face include delivery delays, lack of a consistent store presentation, slow-moving inventory, and inventory mismatch between stores and online sales, as well as inconsistent customer service at stores. The company is a fashion retailer, so there's a lot of uncertainty regarding the demand for the company's products. Items which seem to be popular in a push may not be as popular in other areas. Merchandising, stock flow and sales information need to be tightly integrated to maintain the flexibility of the business. With multiple branch locations, flexibility of operations is particularly important.

2.7 Industry Context

SPLAYD operates in the larger Bangladeshi consumer landscape which is impacted by inflation, purchasing power pressure, urban retail development, digitalization and consumer expectations. According to the World Bank, the earnings of the poor workers have failed to rise with the cost of goods and the rate of inflation in Bangladesh is still high at 8.5% in FY26. High price pressures can affect other discretionary retail categories, such as lifestyle fashion, as consumers may be more hesitant to make non-essentials during a price pressure period. The process of digitalization is also increasing in the development journey of Bangladesh, so it is also expected that digital service usage will be increasing. The World Bank notes that a number of systems have been created that have facilitated payments in the digital sphere, as well as governance Reforms to support digital efficiency have been put in place. It's not just about retail, but a business world that is more used to digital interaction and transaction systems that are becoming familiar to consumers. This macro-context sets the relevance of e-commerce and digitally-enabled retail activities for a business like SPLAYD. (World Bank) Thus the lifestyle retail market in Bangladesh is full of opportunities and challenges. Opportunities abound in urbanization, the mall culture, youth fashion consumption and digital exploration. The competition, imitation, changing consumer tastes and the necessity to transform brand image into repeat business are all reasons for pressure. To appreciate SPLAYD's performance, one must put it in this broader context.

2.8 PESTEL Analysis

2.8.1 Political Factors

Ongoing public system reforms have an impact on Bangladesh's business environment, while more general macroeconomic factors have an impact on operating stability and private sector confidence. Political factors indirectly influence SPLAYD by the import related conditions, taxation, urban business regulation and policy continuity. Enforcement is consistent and

processes are consistent, which is a good thing for a retail brand with multiple stores. Conversely, poor governance, management or a lack of stability can lead to higher costs of operations and growth.

2.8.2 Economic Factors

External influences that have an important impact on SPLAYD include the state of the economy. During the period of inflation, people's real purchasing power might be reduced, which could lead to a drop in demand for items like fashion and lifestyle goods, which are often seen as 'discretionary' items. The World Bank's report on April 2026 on the inflation rate of 8.5% in FY26 is thus very relevant. Inflation also can encourage consumers to be price sensitive, as well as increase the cost of sourcing and operating. It's a challenge for a lifestyle brand, as they need to maintain their margins whilst not losing demand. Outlets' productivity and category performance may also suffer from an increase in rent, exchange rate pressure, and household budget caution. (World Bank)

2.8.3 Social Factors

Social factors are a great support to the growth logic of a company like SPLAYD. The target market is fashion conscious customers who like expressing themselves with fashion, following trends and being a conscious choice of their own personal style. It's own brand language conveys self-assurance, originality and creativity, indicating it's aligned with social trends of younger urban consumers. The trends of mall culture, social media fashion and lifestyle identity consumption, highlight the relevance of the business model of SPLAYD. Social taste on the other hand, is fluctuating; what are popular today may be common tomorrow. This means that there is a demand potential in the social environment and a need for constant adaptation.

2.8.4 Technological Factors

Technology is reshaping the landscape of retail today in various ways, such as e-commerce, digital payments, inventory management, online visibility and customer communication. SPLAYD is involved in this model of retail which is influenced by digital, as shown by its

online presence. The World Bank highlights the digital transformation, which is happening in Bangladesh and the increasing scale of digital payments on the national level. SPLAYD's online sales and integrated stock visibility, order accuracy, customer interaction and data-driven merchandising are vitally important points where technology plays a significant role. If a retailer doesn't stay up to date with technology, it could be looked over by its faster competitors.

2.8.5 Environmental Factors

Although not necessarily branding themselves as brands that take sustainability seriously, the importance of environmental issues is growing in the fashion and retail sectors. The consumer, regulatory and business partner focus on waste, packaging, energy use and the environmental footprint of fashion consumption is growing. The World Bank identifies significant investments and policy focus on resilience and environmental improvement, in a country with significant climate and environmental risks. The packaging choices, the energy consumption in the stores, the perception of the ethical supply of the products and the management of the unsold stock can all affect the environmental relevance of SPLAYD. Even though sustainability isn't necessarily a brand's primary messaging, it is becoming a long-term brand strategy for all retail brands.

2.8.6 Legal Factors

Legal aspects play a very significant role in SPLAYD. Laws that influence tax compliance in business transactions include the Consumers' Right Protection Act, 2009 provides the basis for consumer-rights protection; and the Labor Act of 2006 regulates the relationship between employer and worker and workplace conditions. In addition, the Industrial Designs Act, 2023, is relevant for the market which considers product aesthetics and imitation risk. Compliance with the law for a lifestyle retailer is not just about the registration; it also covers aspects like fair dealing and labor practices, tax reports, customer rights and product claims. By adhering to strict compliance, both the continuity of the business as well as the brand reputation can be protected.

2.8.7 Implication of PESTEL to SPLAYD

Overall, the PESTEL analysis reveals that there are a significant amount of external pressures and it is a market where there are growth opportunities for SPLAYD. While the company's lifestyle-retail approach can be seen as a general trend along with social trends and technological developments, there are also limitations imposed by the economic pressure, the law and sustainability requirements. For the response to be successful, agility, disciplined management, and a good understanding of operating risk and consumer behavior are needed.

2.9 Industry and Competitive Analysis

2.9.1 Porter's Five Forces Analysis

This approach is used to understand the factors affecting the industry. Danger of new competitors: There is a moderate to high risk of new competitors. It's not an impossible road to go down, there are ways to get into the fashion retail industry, especially with social media pages and online sales. However, it's more difficult to establish a brand name, maintain multiple stores and to convince customers on a larger scale to trust you. For smaller rivals, it could be a challenge to quickly replicate SPLAYD's existing outlets. Suppliers' Bargaining Power is medium. The quality of the product, design flow and stock availability are the key for a lifestyle retailer. If the business relies on specific supply chains for certain products that are subject to trends, pricing and inventory could be affected due to disruptions from suppliers. As the product variety increases so does the need to coordinate. There's a lot of room for negotiation with the buyer. Customers of fashion retailers have many options and are able to conveniently compare styles, pricing and online impression. They're also affected by trends and if their perception of value declines they could soon move on to another brand. Threat of substitutes: the consumers can easily buy in the same category from other brands in the region, other websites, international retailers, other competitors in malls as well as the unofficial market. When it comes to fashion, the “replacement” is often a change of an identity as well. Industry competitiveness: There is considerable competitiveness among industries. The Bangladeshi fashion and lifestyle retail market is highly saturated and is very visual. Besides price, brands are fighting it out on the above things: display, product freshness, service, shop ambience and digital communication. This implies that SPLAYD needs to continue making investments in customer experience and differentiation.

2.9.2 SWOT Analysis

Strengths:

Some of the benefits of SPLAYD are its strong lifestyle-based brand identification, wide variety of categories, being visible in multiple outlets and merging offline and online channels. It's messaging is aspirational and youthful, and is simple.

Weaknesses

Its weaknesses may be that it is hard to manage huge collections, it is not consistent across stores and is easily affected by fashion trends. While it is a commonplace of private companies, the absence of corporate reporting to the public also limits external awareness of the governance and performance of the company.

Opportunities

Amongst the opportunities are deeper growth in women's and accessory lines, better omni-channel integration, better data-driven merchandising, brand-community building and loyalty-building programs. Bangladesh's young population and ongoing digital transformation are other factors that will drive future expansion.

Threats:

Some of the threats include inflation driven demand pressure, competition, imitation fashion offerings and issues with the law or customer confidence that service quality is not consistent. With the economy being what it is, this pressure is especially important as high inflation can lead to less discretionary fashion spending.

2.10 Summary and Conclusions

In this chapter the lifestyle retail brand SPLAYD, a growing Bangladeshi brand with both offline and online presence was studied. The analysis shows that they have become a place for fashion and self-expression and not only a place where you can purchase products. All of the above are part of its goal to achieve this objective through its many products, outlets in several cities and lifestyle branding. But as it can be difficult to control the category size, brand

consistency and customer experience without ordered systems and people management, it requires a lot of internal coordination. Additionally, this chapter illustrates the operation of SPLAYD in a challenging and promising outside environment. Social trends and digital adoption are in favor of the business model, yet Pressure from inflation, competition, legislation and consumer demands. Outlet productivity, outlet protection and outlet effectiveness likely underpin the company's financial performance. It works on the basis of channel and store coordination, operation-wise. It has to be in a fashion market where it has to be strategic and strategic in setting itself apart in a crowded fashion market. All these findings indicate that SPLAYD has a great commercial potential, but flexibility and disciplined execution will be required in the long term for success. (World Bank)

2.11 Recommendations/Implications

Make Omni-channel integration stronger.

1. As much visibility of stock as possible, order accuracy online and store channel coordination should be achieved, to ensure that customers get the same level of reliability on the digital and physical platforms.
2. Increase the use of data driven merchandising.
3. The company should leverage on the outlet-wise performance, stock aging, category velocity and customer response for product planning as one of their strengths is category breadth.
4. 3. Uniform outlet experience.
5. If the customer experience is not maintained, then retail expansion (multiple locations) will not be worth it. Service recovery, employee behavior and store appearance should all be "standardized.
6. Invest in staff training on an on-going basis.
7. The first-hand employees play a vital role in a lifestyle brand. Product knowledge, selling skills, appearance and attitude, dealing with complaints and customer service attitude should be continually enhanced.

8. Create more effective strategies to retain customers. Repeat business is essential in the retail fashion business. Customer follow-up, loyalty programs or more personalized interaction could help increase the lifetime value and customer retention.
9. Insist on complete compliance of the law and taxes. As the company serves customers through the branches and customer-facing channels, compliance with the regulations on labor, VAT and consumer rights should remain a priority for the management. (International Labor Organization)
10. Gradually take environmental responsibility into account.
11. Packaging discipline, reducing inventory waste and ethical communication of the business can all contribute to long-term brand value, not necessarily the initial brand messaging, but it is still important.

Chapter 3: Project Part

3.1 Introduction

This chapter presents the research project that was conducted as a part of the internship program at SPLAYD, a lifestyle and retail business in the fashion, sneaker and apparel sectors in Bangladesh. The aim of this chapter is to investigate employee perceptions of key organizational behavior constructs and particularly the impact of psychological contract

violation on levels of job satisfaction and turnover intention. In addition, the study considers work disengagement as one of the important mediators which help to explain employee attitudes and behavioral intentions in the workplace. In today's organizational contexts (especially in service and retailing) employee behavior is an important aspect of overall organizational success. Staff members help to carry out operational responsibilities and are the front line of the brand's presence to the consumers. Consequently, their motivation, psychological commitment to the organization and their satisfaction are significant factors in customer satisfaction, the long-term performance of the organization and service quality. At SPLAYD, a fast paced, retail lifestyle company, it is important to encourage positive employee attitudes, as staff are in regular contact with customers. When employees feel that there is a failure by the organization to meet promises or expectations it is called psychological contract violation. Some of these expectations include fair treatment, job security, recognition, advancement opportunities and positive management. If people feel these expectations are not being met, they can react emotionally to their employers, which can lead to such feelings as feeling disappointed, annoyed or a loss of trust in the organization. Such negative views can have significant repercussions on job satisfaction in the long term and influence employees' desire to leave the organization. Job satisfaction, on the other hand, is about the satisfaction of the employee with his/her job, working conditions and company culture. Usually job satisfaction is correlated with stronger organizational commitment, higher levels of motivation and higher performance. Conversely, low job satisfaction may result in a higher turnover intention and low productivity. An employee's deliberate choice or readiness to depart the company in the near future is referred to as turnover intention. It is considered one of the best measures of real employee turnover and important to companies seeking to retain valuable and motivated employees. Further, this research introduces Work Disengagement as an important behavioral consequence of psychological withdrawal from the work when they are dissatisfied or their expectations are not met. Disengaged employees have the potential to be less enthusiastic, committed and emotionally connected to their job. In retail environments like SPLAYD, this disengagement may directly influence the level of customer service and the overall performance of the business. This study is designed to understand the relationship between the psychological contract violation, job satisfaction, work disengagement, and psychological commitment, which involves intention to continue working with SPLAYD. This study aims to gain an understanding of employee perceptions and the impact it has on employee behaviour and decision making in relation to these factors. Also, it is hoped that the findings of this study will provide management with some useful information that can be used to improve the relationships

between management and employees, the satisfaction of employees and to decrease the intent to leave. The basic concepts are explained and how they can be applied to SPLAYD's organizational context, as well as the importance of studying the psychological and behavioural aspects of employees in retail organizations. In general, this chapter provides the framework and foundation for this study.

3.1.1 Background and Problem Statement

Employees have their expectations of their employers and these expectations are job security, advancement, help, fairness and a good working climate. Though they may not be explicit in the employment contract, the expectations create a psychological contract between the company and its employees. Employees are placed in a retail environment, such as SPLAYD, with a lot of activity. These could include things like the length of the workday, sales pressure, customer service, and performance standards that have an impact on employee satisfaction. If they don't feel fulfilled or supported, they could lose interest in their job and leave the firm. This study examines the relationship between psychological contract violations, job satisfaction and work disengagement.

3.1.2 Goals

The study aims to:

- 1.To find out how much SPLAYD employees have broken their psychological contract.
2. To explore the correlation of psychological contract violation and job satisfaction.

To investigate how psychological contract breach is related to intention to quit.

4. To investigate whether a breach of the psychological contract and work disengagement are related.
5. To provide ideas for enhancing worker satisfaction and decreasing the rate of exit from SPLAYD.

3.1.3 Importance

For retail companies, employee satisfaction and retention are important factors, making this study significant. The frontline workers are critical to the day-to-day operations, sales, customer satisfaction, and the brand of SPLAYD's stores. This can affect the organization's productivity or service quality due to employee turnover or employee disengagement.

This study draws upon the concept of psychological contract violation in an academic context and extends it in the context of a retail lifestyle brand in Bangladesh. The findings may be helpful to SPLAYD in improving their HR processes and understanding their employees' expectations.

3.1.4 The study's scope

The scope of the study is the period of winter, spring, and summer. This study only included the employees of SPLAYD, which is a lifestyle retail business of the fashion, sneaker and clothing industries in Bangladesh. The main purpose of the study is to gain knowledge about the perceptions that are relevant to the study, which are psychological contract violation, job satisfaction, work disengagement and turnover intention of the employees. They were chosen as they are all especially pertinent to understand the motivation, attitudes and behaviour outcomes of employees in a retail environment. This study does not include customers, external stakeholders or employers of other organizations, but rather only SPLAYD's own employees. To gather the primary data a structured questioner was used for this study. was sent to staff members at various levels across the organization for staff to respond to. 71 valid responses were collected and analyzed. The responses are the employees' viewpoints at a specific time of the internship period. The main purpose of the study is to examine the influence of employees' psychological relationships with their employers on their level of job satisfaction, emotional attachment to their employer and their intentions to quit. Since SPLAYD is a fast-paced retail organization, employee behaviors and employee satisfaction are critical to maintaining service quality and the overall organizational performance. These behavioral and practical aspects are crucial to both academic and practical purposes. psychological elements. But in this study only descriptive analysis is done. Data not analysed over time or with sophisticated mathematical models. Employees' opinions may change and conclusions are drawn from the self-reported responses. Despite these limitations, the study provides valuable insights into employee behaviour at SPLAYD and contributes to the understanding of the effects of psychological contract issues on

employee outcomes in a retail lifestyle company. Overall, this study provides an analysis of the key behavioural features of SPLAYD that relate to HR, and is a valuable instrument for linking theory with actual HR practices in the retail environment.

3.2 Literature Review

Literature Review (Scholarly Works and Proposed Plan)

Factors	Findings	Authors
Psychological Contract Violation (PCV)	Employees feel deceived and are more likely to quit when they believe the company has broken significant commitments. Additionally, PCV heightens withdrawal-type responses like discontent and disengagement.(Emerald)	Azeem et al. (2020); Turnley & Feldman (1999)
Psychological Contract Breach (PCB)	From a meta-analytic source, breach can be seen to be negatively associated with organizational commitment and job satisfaction, and positively associated with turnover intention..(ResearchGate)	Zhao et al. (2007)
Unmet Expectations / Job Dissatisfaction	When workers' expectations are not met, their level of dissatisfaction rises, which helps to explain why they begin to consider leaving.(Wiley Online Library)	Turnley & Feldman (2000)
Work Disengagement	Turnover intention is more likely to develop in workers who become emotionally and cognitively disengaged from their jobs. PCV and intention to leave are significantly correlated with disengagement.. (Emerald)	Azeem et al. (2020); Malik & Khalid (as indexed in search result)
Job Satisfaction	Increased job satisfaction consistently lowers the intention to leave. While low satisfaction raises the intention to quit, satisfied employees are more likely to stick around.(PMC)	Chen et al. (2019); Tumpa & Rahman; Zeffane & Bani Melhem (2017)
Trust	Turnover intention is significantly predicted by management and organization trust. Reduced	Zeffane & Bani Melhem (2017)

Factors	Findings	Authors
	intention to depart is linked to increased trust.(ScienceDirect)	
Perceived Organizational Support (POS)	Engagement, commitment, and job satisfaction are all strongly positively impacted by perceived organizational support, which also reduces the intention to leave.(IDEAS/RePEc)	Ahmed et al. (2015)
Organizational Justice / Fair Treatment	While unfairness increases the intention to leave, fair procedures and just treatment enhance job satisfaction and intention to stay. (Emerald) . (Emerald)	O’Callaghan (2024); Knezović & Neimarlija (2022)
Training and Development	Job satisfaction is enhanced by job training, and turnover intention is decreased. Opportunities for professional growth also reduce the likelihood of employee turnover.(Emerald)	Huang & Su (2016); Rahman & Nas (2013)
Occupational Stress / Workload	Turnover intention is increased by high levels of occupational stress. Employees who work in stressful environments are more likely to leave and look for other employment.(MDPI)	Gautam & Gautam (2022/2024 indexed version)

3.3 Methodology

3.3.1 Research Approach

The research approach used in this study was quantitative approach, because the data obtained from the employees were in the form of numbers and used a structured questionnaire. The purpose was to determine the employee perceptions and to examine the correlation between the variables chosen.

3.3.2 Research Design

The type of research in this study was descriptive and explanatory. Descriptive section includes the degree of psychological contract violation, job satisfaction, work disengagement and intention to leave. In the explanatory section, the relationships between these variables is discussed.

3.3.3 Population and Sample

This study's target demographic was the employees in the SPLAYD. There were 71 responses from the employees. Convenience sampling was employed since the respondents were selected as per accessibility as the internship period was only of 12 weeks.

3.3.4 Data Collection Method

Primary data was collected by the use of a structured questionnaire. There were four main sections to the questionnaire:

Psychological Contract violation

Contentment at Work

Disengagement from Work

Intention to Turnover

A five point Likert scale was used:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.3.5 Approach of Data Analysis

All the data obtained from the respondents were analyzed using descriptive statistics. 71 SPLAYD employees completed questionnaires which were then reviewed, sorted and loaded into Microsoft Excel for analysis. Main focus of the analysis was to provide a summary of the responses in the form of frequency distribution, mean values and percentages. Descriptive data on the respondents' demographic information and distribution of the responses for each item on the questionnaires were obtained through frequencies and percentages. Descriptive analysis of the overall psychological contract violation, job satisfaction, work disengagement and turnover intention of employees was done based on the mean scores. The results were displayed in tables and pie charts as they would be easy to understand and interpret. From the data collected, a descriptive interpretation of each of the variables was provided to help explain the employees' attitudes and beliefs in general. The method for this descriptive study was to only give a summarization and analysis of the data obtained. No advanced statistical techniques, such as regression, correlation or hypothesis testing were used. The objectives of the analysis were to uncover general trends in the survey responses and to provide a clear understanding of the employees' attitudes towards the variables selected.

3.4 Findings and Analysis

3.4.1 Introduction to Analysis

In this section, the results of the study will be presented and the results were derived from the number of valid responses received in the survey which was 71 in total from the SPLAYD employees. It is a purely descriptive analysis which is graphically presented using pie charts, frequency distribution and percentage analysis. The variables studied are: Psychological Contract Violation, Job Satisfaction, Work Disengagement and Turnover Intention.

Questionnaire for the employees of SPLAYD (Responses) excel sheet link:

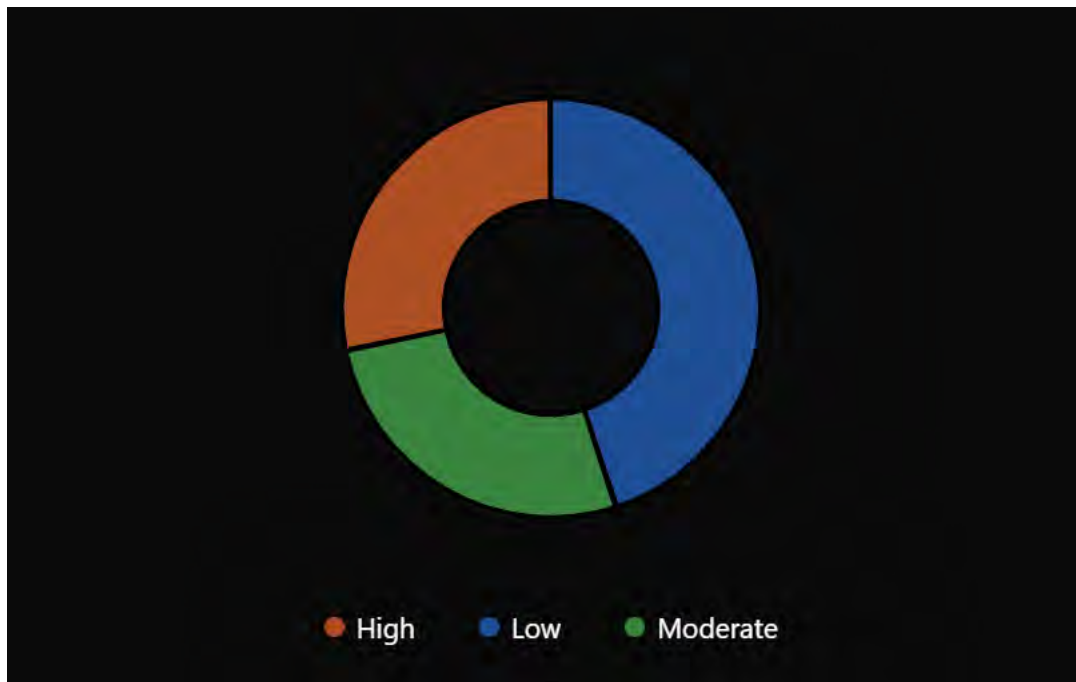
<https://docs.google.com/spreadsheets/d/1ynISwfk1883fDAd21-2WzS4qbEV9xi0SjMeBgMKkI5E/edit?usp=sharing>

3.4.2 Psychological Contract Violation Level

Employees' psychological contract violation was divided into low, medium and high levels according to the answers to the questionnaire.

Psychological Contract Violation Level

Employees' distribution according to their perception of the psychological contract violation.



High-28.2%, Low-45.1%, Moderate-26.8%

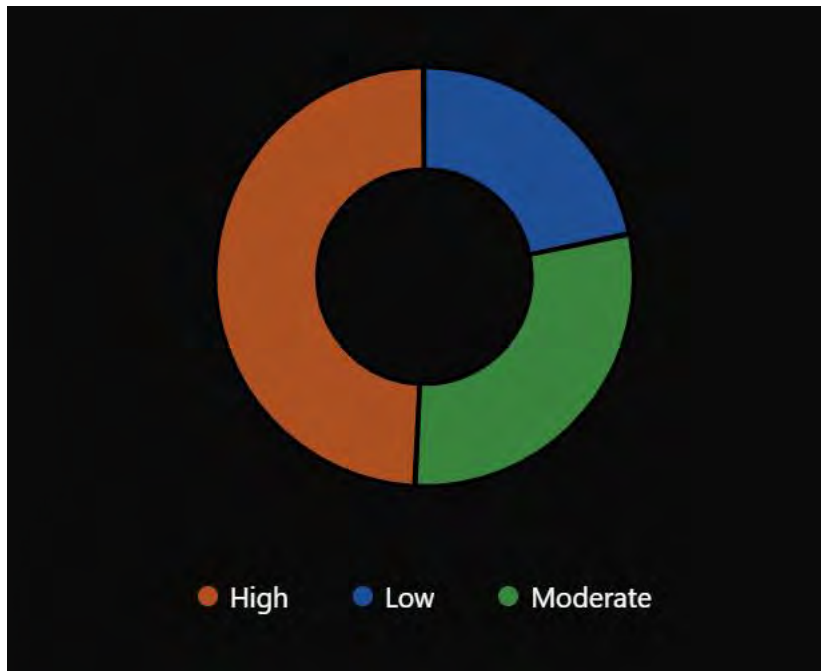
Interpretation:

Most employees indicated that they had experienced low to moderate levels of psychological contract violation, indicating that although generally expectations are met, a significant number of employees experienced some level of unfulfilled expectations.

3.4.3 Job Satisfaction Level

Job Satisfaction Level

The distribution of the job satisfaction levels of employees



High-49.3%, Low-21.7%, Moderate-29%

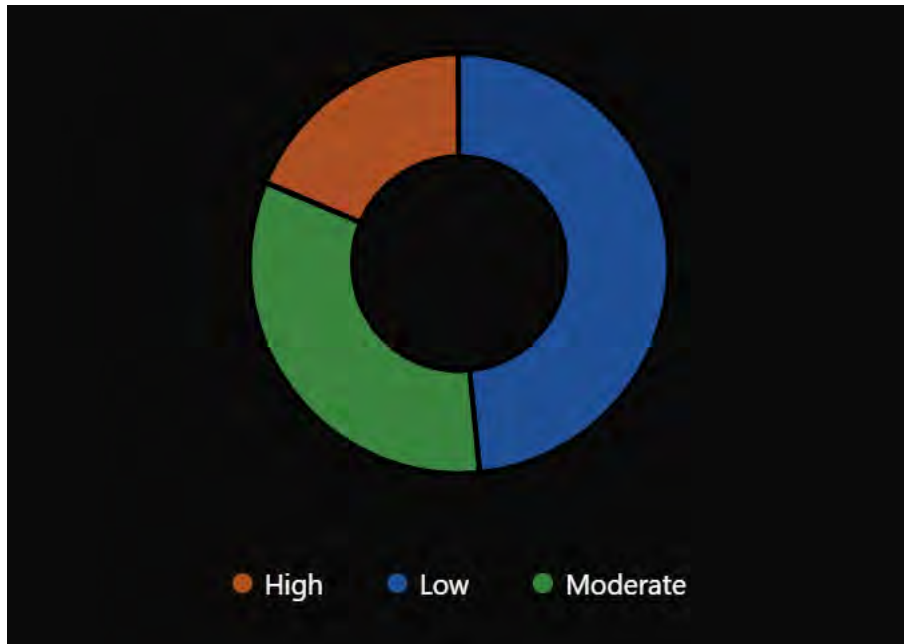
Interpretation:

Most of the workers reported a high satisfaction with their job, meaning that they are generally happy with SPLAYD's workplace.

3.4.4 Work Disengagement Level

Work Disengagement Level

Level of employee emotional and mental disengagement from work.



High-18.6%, Low-48.6%, Moderate-32.9%

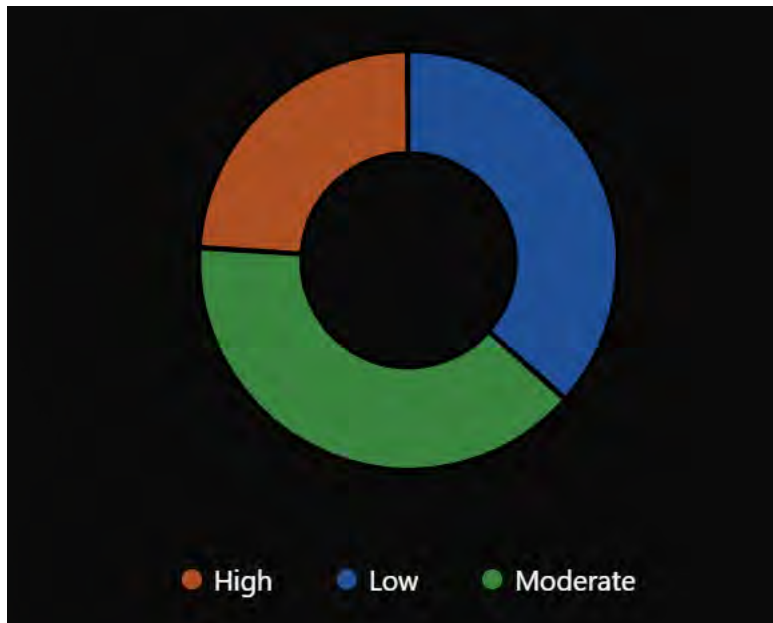
Interpretation:

Most workers are not very disengaged, meaning they are emotionally engaged in their work. There is some disengagement within a moderate group.

3.4.5 Turnover Intention Level

Turnover Intention Level

Employee's willingness to quit.



High-23.9%, Low-36.6%, Moderate-39.4%

Interpretation:

Most employees will likely be moderately inclined to leave, and may be tempted to do so if alternative prospects come their way.

3.4.6 Summary of Findings

The majority of psychological contracts violations are low to moderate.

Overall there is a high level of job satisfaction.

Work disengagement is kept to a minimum, overall.

Medium level of intention to leave.

Most SPLAYD staff members are satisfied with their jobs, but there are still a few who have unrealized expectations, leading to disengagement and wanting to quit.

3.4.7 Final Summary

The results overall show that the employees of SPLAYD have a balanced perception. Although workers' satisfaction is not high, it is not low either. While most of the expectations of the psychological contract are met, there is a moderate disengagement and turnover intention, which can be attributed to inconsistent organizational support and employee experience.

This indicates that improving consistency, communication and employee support at the workplace can help improve employee satisfaction and reduce the risk of turnover even more.

3.5 Summary and Conclusions

This chapter presented the analysis of the employee responses on PCV, JS, WD and TI collected from 71 employees of SPLAYD. To get a clear and significant understanding of the general perception of the employees, descriptive statistical techniques – frequency, percentage and mean values were used in the analysis.

The findings of the study confirm that the psychological contract violations of workers are generally low to moderate, indicating that although there might be some differences, the workers' expectations of the company are largely fulfilled. Moderately high level of job satisfaction suggests that employees at SPLAYD are overall satisfied with their job, job roles, and support in the company.

The findings also indicate that work disengagement is also at low to moderate level which means that although a small proportion of workers may be less motivated or emotionally attached to work, the majority of workers remain engaged and interested in work. Similarly, the Turnover Intention is moderate, meaning that while many employees may be satisfied with their present employment, they may consider their options should better alternatives arise.

The overall findings of the study show that generally staff members of SPLAYD have a positive attitude towards their work environment, but there are some areas that need improvement. To minimize psychological contract violation and improve job satisfaction, it is possible to enhance work experience, provide support for employees, and ensure communication.

For retail organizations such as SPLAYD, the findings highlight the importance of HR practices as their employees' actions directly impact the quality of customer service and the effectiveness of the organization. By addressing employee concerns and improving working conditions, SPLAYD can help to further improve employee retention, motivation and improve long term organizational success.

3.6 Recommendations / Implications

A number of recommendations can be provided for SPLAYD to improve employee satisfaction, psychological contract violations and intention to quit. The first and foremost priority should be for SPLAYD to focus on improving effective communication between management and employees. Employees should be fully informed about the job expectations, responsibilities and the company policies. Misunderstandings and breaches of the psychological contract can be decreased with open communication. Secondly, the company should enhance their systems of employee's supervision and support. Frequent feedback, encouraging leadership and supervisors' advice can help to improve workers' self-esteem and job satisfaction. Supported workers are more likely to stay motivated and engaged in their work. Thirdly, employee motivation and recognition systems should be implemented and/or improved in the organization of SPLAYD. Simple praise, awards and recognition of good work go a long way to increase employee satisfaction and reduce disengagement. Fourthly, to reduce the work pressure and improve the quality of the workplace should be emphasized. It is important to provide fair scheduling, workload balance and even distribution of tasks for workers so as to enable them to cope with their tasks and reduce their stress. Fifth, the company should concentrate on employee engagement tactics like team-building exercises, training courses, and chances for skill development. These programs can enhance workers' emotional connection to the organization and reduce worker disengagement. Finally, to know about employee issues early on, SPLAYD should create employee feedback channels periodically, for example, questionnaires, or informal discussions. This will help management to take timely action to improve working conditions and reduce the sickness of wanting to quit.

Implications

The study's conclusions show how crucial it is for retail companies like SPLAYD to control employee expectations. In a retail environment, employee satisfaction and motivation are key factors in achieving success, as they directly affect customer service and overall business performance. The study found that if employees feel appreciated, supported and treated fairly, their job satisfaction is increased and their desire to leave the company is decreased. This means that positive employee experiences go a long way towards improving retention and reducing turnover. The results also indicate that fulfilled psychological expectations lead to the enhanced loyalty and trust of employees in the company. Engaged employees and higher productivity comes from employees feeling safe and appreciated. It was concluded that good HR practices like

treating employees fairly, good communication and support relates directly to an increase in performance, retention and long-term success for SPLAYD.

References:

1. Azeem, M. U., Bajwa, S. U., Shahzad, K., & Aslam, H. (2020). Psychological contract violation and turnover intention: The role of job dissatisfaction and work disengagement. *Employee Relations: The International Journal*, 42(6), 1291–1308.
2. Johnson, J. L., & O’Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24(5), 627–647.
3. Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22(1), 226–256.
4. Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139.
5. Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage.
6. Turnley, W. H., & Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, 52(7), 895–922.
7. Turnley, W. H., & Feldman, D. C. (2000). Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior*, 21(1), 25–42.
8. Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60(3), 647–680. Azeem, M. U., Bajwa, S. U., Shahzad, K., & Aslam, H. (2020). Psychological contract violation and turnover intention: The role of job dissatisfaction and work disengagement. *Employee Relations: The International Journal*, 42(6), 1291–1308.
9. Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22(1), 226–256.

10. Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.
11. Turnley, W. H., & Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, 52(7), 895–922.
12. Turnley, W. H., & Feldman, D. C. (2000). Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior*, 21(1), 25–42.
13. Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60(3), 647–680.
14. Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245–259.
15. Guest, D. E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Applied Psychology*, 53(4), 541–555.
16. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
17. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
18. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
19. Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
20. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Rand McNally.
21. Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240.
22. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.

Appendix

Project Title: Impact of Psychological Contract Violation on Job Satisfaction and Turnover Intention in the Retail Clothing Industry: A Study on Employees of SPLAYD

Institution: BRAC University

Intern Name: Labib Jahan

Organization: SPLAYD

Work place and internship activities:



My signing with SPLAYD



The Managing Director of SPLAYD



This is our Head office



Some of our outlets accros Bangladesh



In total GRAB is having 4 outlets across Bangladesh

- **Jamuna future park, south Court, level 3, shop number 3C-0013B**
- **Bashundhara city shopping complex , Level-5 ,Block-C ,Shop number: 39-40**
- **Plaza A.R. Ground floor, Shop-101 Dhanmondi-28**
- **Soyful Mansion , House 40,Kumar para , Sylhet**