

Report On
Analyzing How Employee Engagement Drives Organizational
Commitment at Radiant Pharmaceuticals Limited

By
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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
30 December, 2025

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

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21204203

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Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

30 December, 2025

Dr. Syed Far Abid

Associate Professor,

BRAC Business School

BRAC University

Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have prepared my internship report titled “Analyzing How Employee Engagement Drives Organizational Commitment at Radiant Pharmaceuticals Limited” after successfully completing my internship at Radiant Pharmaceuticals Limited in the HR department, where I was provided with the opportunity to gain practical exposure in a professional corporate environment under proper supervision.

I have made my best effort to complete this report within the given time by incorporating relevant data, analysis, and recommendations comprehensively.

I sincerely hope that the report meets the academic requirements and expectations. Therefore, I humbly request you to accept this report and oblige me thereby.

Sincerely yours,

Noshin Torsa Hridy

21204203

BRAC Business School

BRAC University

Date: December 30, 2025

Non-Disclosure Agreement

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

Noshin Torsa Hridy

ID: 21204203

Acknowledgement

I would like to take this opportunity to express my gratitude to all those individuals who have contributed, directly or indirectly, to the successful completion of this internship report.

First and foremost, I am thankful to the Almighty for giving me the strength, patience and determination to complete my internship report in a scheduled time despite complications.

I would like to express my sincere gratitude to Dr. Syed Far Abid, PhD., Associate Professor, BRAC Business School, BRAC University for providing guidance, supervision and constructive advice in the preparation of the report. I would like to express my heartfelt gratitude to my co-supervisor Dr. Mizanur Rahman, for being consistently co-operative throughout the preparation and completion of this report. Their cooperation and support were instrumental in accomplishing this work.

The topic of this internship report, titled “Analyzing How Employee Engagement Drives Organizational Commitment: Evidence from Radiant Pharmaceuticals Limited”, was selected in consultation with my supervisor after careful consideration.

I wish to acknowledge the help of my organizational supervisor, Zinnia Islam, Deputy Manager, HR of Radiant Pharmaceuticals Limited, for her guidance, cooperation and the opportunity of achieving practical working experience in the organization during the three-month internship period.

Last but not the least, I would like to extend my heartfelt gratitude to my fellow inmates for the assistance they have given me during my internship period and valuable suggestions they have given for the completion this report.

Executive Summary

This report investigates the influence of employee engagement on organizational commitment at Radiant Pharmaceuticals Limited, drawing on insights gained during a three-month internship in the Human Resources department. Using a mixed-method approach through survey responses, observations, and informal discussions. The study examines key engagement dimensions including meaningful work, recognition, communication, managerial support, and career development.

Findings reveal that Radiant maintains a positive work environment supported by teamwork and professionalism; however, gaps persist in recognition practices, structured learning opportunities, and transparent career progression. These factors directly affect employees' long-term commitment and perceived value within the organization.

The report concludes that strengthening engagement mechanisms can significantly enhance motivation, retention, and organizational performance. Recommendations include implementing an employee engagement dashboard, expanding internal mobility programs, improving communication systems, and establishing clearer development pathways to reinforce commitment.

Keywords: Employee Engagement; Organizational Commitment; Recognition; Satisfaction; Motivation; Competitive Advantage

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List of Acronyms

RPL	Radiant Pharmaceuticals Limited
LSMW	Legacy System Migration Workbench
RCP	Radiant Center for Professionals
GMP	Good Manufacturing Practice
API	Active Pharmaceutical Ingredients
ADRs	Adverse Drug Reaction
PV	Pharmacovigilance
DGDA	Directorate General of Drug Administration
LFA	Leave Fare Assistance

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	Noshin Torsa Hridy
Student ID	21204203
Program	Bachelor of Business Administration
Major	Human Resource Management
Minor	Marketing

1.2 Internship Information

1.2.1 Internship Company Name, Department, Address & Duration

Company Name	Radiant Pharmaceuticals Limited
Department	HR
Address	SKS Tower (Level 7 & 8), 7 VIP Road, Mohakhali, Dhaka 1206
Duration	3 Months (October 1 – December 31)

1.2.2 Internship Company Supervisor's Information

Name	Zinnia Islam
Designation	Deputy Manager, HR

1.2.3 Job Scope – Job Description/Job Responsibilities

During my Internship, I worked in the Human Resources and administrative units of the company. My roles were primarily help in keeping records pertaining employees, aiding in compliance related records and carrying out data input duties with organizational systems. The internship offered me a practical experience on the actual workings of the HR and the manner in which organisations operate internally. The key activities that I carried out in my internship are discussed below:

- **Data entry under the SAP Legacy System Migration Workbench (LSMW):** I was engaged in data entry activities in SAP, as parts of the Legacy System Migration Workbench (LSMW) where precision and attention to detail were highly important. My role involved entering, updating and checking employee based information so as to provide data consistency in the system.
- **Helped in the Talent Acquisition Process:** I was also actively helping in the recruitment and selection process. These involved downloading and categorizing of CVs according to set criteria, summarizing the CVs to be used in shortlisting, and supporting the recruitment team in various periods of recruitment. I also used phone calls to contact candidates to inform them about viva schedules and also helped with coordinating interviews. In addition, I supervised assessment sessions that were to be done to candidates and assisted with documentation.
- **Document Rechecking and Verification:** The other significant area of responsibility was the documentation and administrative support. I helped in the preparation and arrangement of different HR documents, such as employee record, investigation-related documents, and salary hold checks.

- **Orientation Memo Writing:** I also assisted in drafting documents to do with orientation like orientation memos to new employees who had joined the company and proper filing of official documentation.
- **Stationery Requisition Entry:** Registered and monitored stationery requisitions to facilitate office inventory and administrative functions.
- **Pharmacovigilance Training Data Entry:** Added and modified the phone number of employees and other information to facilitate the training of pharmacovigilance.
- **Settlement Data Entry:** Computation of the period of stay of the employees that has resigned, Entered data related to employee settlement correctly to assist in making final payment and maintenance of records.
- **Helping to carry out Internal Investigations:** Assisted in the activities of investigation as the recording and preservation of confidentiality of sensitive information.

I have worked in different types of work during my internship, such as, making Word, Excel and PowerPoint slides and documents ready, proofreading HR documents, as needed, with a high level of supervision and participated in operational support with regard to implementing day-to-day HR functions of Radiant Pharmaceuticals. Overall, my internship experience provided me with the working experience related to HR functions, recruitment procedures, data management of the organization based on systems, and documentation of the organization, which led to my professional growth and operational efficiency in the organization.

1.3 Internship Outcomes

1.3.1 Contributions to the company

As an intern, I assisted the organization in different activities related to Human Resource, recruitment, and administrative systems that contribute to the operations of the organization on a daily basis. I helped to keep proper employee records by entering the data and validating it at the Legacy System Migration Workbench (LSMW) of SAP that facilitated system migration and record maintenance. I was also engaged in recruitment related tasks including downloading, sorting and summarizing CVs and sorting them according to certain criteria, contacting candidates for viva and helping with assessment, including invigilation and attendance management. Besides, I helped in HR documentation through rechecking of employee files, entering settlement data, reviewing salary hold files as well as helping in records related to investigations. I was also engaged in training and compliance procedures by updating the contact information of employees in pharmacovigilance training, and general administrative duties such as job description writing, orientation memo writing and stationery requisition entries. These areas of responsibility allowed me to ease the burden of HR and assisted in the smooth running of regular HR and administrative processes.

1.3.2 Learning Outcomes/Benefits of the Internship Program

The internship experience gave me a practical insight of the actual operations of an organization and it has given me an opportunity to implement theoretical knowledge acquired in the academic establishments. I was able to acquire professional skills and experience in the workplace through active participation in the HR daily activities.

The main lessons I learned during this internship will be as follows:

- I have acquired hands on experience of how Human Resource works especially in the area of recruitment, employee documentation, compliance operations and administrative support functions.
- I have gained practical knowledge on the work systems, in particular, with SAP (LSMW), which has made me more knowledgeable and proficient about data accuracy and confidentiality.
- The communication skills has improved as I constantly had to communicate with the job applicants, and employees during my internship.
- I have also been able to improve my time management and organizational skills by working on numerous tasks at the same time and completing them within the deadlines.
- The internship has made me understand the professional working ethics that is followed, such as maintain confidentiality, importance of teamwork, accountability and compliance with organizational policies.
- This internship has improved my confidence as before this experience I had little to no knowledge regarding professional settings, but this program has helped me regarding identification of my strengths and weaknesses.

Overall, the internship was beneficial to me as it has assisted in bridging the gap between academic and professional practice. It has prepared me to face the future challenges in my career.

1.4 Difficulties Faced During the Internship

Although the overall experience of the internship was good, but I had my own challenges during the internship process. The key issues or difficulties faced during the internship is stated below:

- Initially, I had to take time to adapt to corporate work environment because the organizational work, formal mode of communication and professional expectations were not similar to academic environments.
- The internship program also lacked a structured job responsibilities, so at the start of the internship program, it was difficult to comprehend job responsibilities fully.
- In times of peak recruitment, it was difficult to balance between work and various simultaneous tasks. Moreover, the internet connection was slow sometimes while downloading the CV.
- At times, limitations on the access to the system and technical problems led to delays in accomplishing the assigned data entry and documentation duties.
- In addition to work related challenges, it was difficult sometimes to manage daily commuting as there was transportation constraints. So long travel times sometimes caused physical tiredness especially on busy working days. However, this experience has helped me with time management and adapt to real life workplace challenges.

1.5 Recommendations

According to my experience during the internship program at Radiant Pharmaceuticals, I would like to recommend some ways that can improve the internship program and increase the effectiveness of the learning outcomes of the future interns:

- As the organization provides valuable internship opportunities for students, Radiant can introduce a structured internship program with a clear work plan, schedule and objectives that the interns will learn or their internship period will cover.
- A periodic performance feedback sessions may help interns in understanding their strengths, weaknesses and they would be able to keep a track on their progress better.
- Additionally, if transportation facilities could be provided to interns, it would reduce the commuting difficulties for them and allow them to focus more effectively on their assigned responsibilities.

Chapter 2

Company Overview

2.1 Introduction

This chapter will provide an in-depth overview of Radiant Pharmaceuticals Limited and its background, milestones, its mission, vision and core values. It will also cover its operational structure, leadership style, management practices, its affiliated companies, products, employee branding, recruitment and selection process, training and development initiatives, performance evaluation system, its management and information system, and their sustainability focus, employee development programs and overall organizational environment. The purpose of this chapter is to provide a detailed understanding of RPL's business operations and their corporate practices that is relevant to my internship experience. It also includes competitor analysis and industry analysis and recommendations are included based on the evaluation.

2.2 Company Background and History

Radiant Pharmaceuticals Limited is one of the popular, well-known and fast-growing pharmaceutical company in Bangladesh. They are famed by their devotion to provide quality, innovation and ethical business practice. The company began its operation in the year 2005. Radiant Consortium Limited was initially created to import quality medicines of F. Hoffmann-La Roche Ltd. which is among the largest pharmaceutical organizations in the world based in Switzerland (Radiant Pharmaceuticals Limited, 2025). The early partnership helped Radiant enter the healthcare industry with a strong and credible foundation.

Soon afterwards, Radiant Pharmaceuticals Limited and Radiant Distribution Limited was established, allowing the company to extend its operations more. Radiant also signed a major license agreement with Roche. The agreement allowed it to distribute and later manufacture Roche's product locally here in Bangladesh. This agreement played a huge role in building a reputation for the company in the Bangladeshi market.

A turning point came in 2008, when Radiant launched its own generic medicines in the market(Radiant Pharmaceuticals Limited, n.d.). This marked the beginning of Radiant transforming into being a full manufacturer from medicine importer. The company still had very few employees at that time. There were only 270 employees but as the time passed the company became more and more ambitious and it had its own business strategies that helped it to grow rapidly. The fact that Radiant is highly dedicated to quality is one of the primary reason for its success. Radiant ensures the strict quality standards for its product from manufacturing to distribution every step of the way. This approach has helped the company achieve one of the highest growth rates in the pharmaceutical industry almost every year since the start. Currently, Radiant has grown into a large organization, making it one of the biggest names in the local pharmaceutical sector with the headcount being over 6,000 employees.

Radiant also believes in developing its people. Radiant established the Radiant Center for professionals (RCP) which is a dedicated training center that helps employees grow through continuous learning and development. This reflects the company's belief that its biggest strength.

Radiant is also known for building strong relationships with international pharmaceutical companies. The company has been able to follow global manufacturing standards and earn several international GMP approvals through the collaboration and technology transfer agreement with the international pharmaceutical companies. This has allowed Radiant to expand into foreign markets and export its products abroad.

Over the years, Radiant has grown beyond pharmaceuticals and now operates multiple affiliate companies, which includes: Radiant Nutraceuticals Limited (RNL), Radiant Distributions Limited (RDL), Radiant Care Limited (RCL), Pharmacil Limited and Radiant Export Import Enterprise. Together, they form a complete healthcare group involved in marketing medicines, herbal products, FMCG items, hospital-focused medicines and even importing life-saving drugs from across the world.

Currently, Radiant is not only a major Bangladeshi manufacturer but it is also a growing global player, that is exporting medicines to more than 25 countries (Radiant Pharmaceuticals Limited, n.d.). Its journey from a small importer to a trusted and influential pharmaceutical company has been driven by the focus it has on maintaining the quality of the product, innovation, ethical practices and continuous development of its people.

2.3 Overview of the Company

Radiant Pharmaceuticals Limited has a very clear sense of purpose. The company's mission, vision and core values that the company has determine all its decisions and assist in its culture and identity formation.

2.3.1 Mission

The mission of Radiant is to manufacture high quality healthcare products that would align with global standards. They want to ensure the safety of patients by providing safe, effective and reliable medicines . The company is committed to innovation and diversification to attain this. They are continuously working on how to better themselves, develop new solutions and keep updated with the current scientific and technological advancement.

In short and simple terms, Radiant strives to be able to make world class medicines available to all.

2.3.2 Vision

The vision of Radiant is to be the most relied pharmaceutical company in Bangladesh.

They prioritize the trust of their consumers, doctors, patients, as well as their partners. They want these people to have confidence about their product and be satisfied with the quality and safety of their products (Radiant Pharmaceuticals Limited, 2025)

.

The company also desire to remain a leader as healthcare keeps gaining momentum in the world. It entails continually modernising their systems, introducing new technologies and introducing modern healthcare solutions in the country.

2.3.3 Core values

Radiant possesses four principal values, which determine the manner in which the company operates and how the employees conduct themselves. These values that are engrained in their culture are:

- **Quality**

The first priority at Radiant is quality. The company is striving to make sure that all the products including raw materials to end medicines comply with strict quality standards.

This commitment is evident at all levels in all the departments and their work processes.

- **Innovation**

Radiant considers that growth is impossible without innovation. New ideas, modern ways and new technology are promoted in the company. The value enables Radiant to remain competitive and keeps on enhancing healthcare solutions it provides.

- **Teamwork**

Radiant is a company that works as a team. Employees are also made to collaborate, support each other and ensure that they help to promote a good working environment.

The company holds the view that a team that is united can be more successful.

- **Integrity**

The culture of Radiant is all about integrity. The employees should be honest, ethical and responsible. The company believes in transparency and equality in all relationships be it with employees, customers, partners or the society.

Overall, Radiant's mission, vision and values outline an image of a company devoted to quality, innovations, ethical conduct and taking good care of its people. The organization operates guided by these principles in its quest to expand and provide healthcare services to the local and global markets.

2.4 Products and Operations

2.4.1 Product Portfolio

Radiant currently has over 100 pharmaceutical brands of different generics which is covering wide range of different generics which is used in different therapeutic areas. The company focuses on producing high-quality medicines using scientific precision, advanced technology and a strong commitment to patient well-being. This ensures that every product is safe, effective and reliable for users.



Figure 1: Products of Radiant

Radiant produce and sells medicine to the local and international markets and to over 25 countries across the globe. This global presence indicates that the radiant products are up to very rigid standards that enable it to serve patients in Africa, Asia and the Americas.

2.4.2 Manufacturing Operations

Radiant entered the manufacturing business in 2008 and had a mission of reinforcing the pharmaceutical industry of Bangladesh through making independent generic medicines. Since its inception, the company has emphasized high quality practices and this has made it build a reputation as a trustworthy pharmaceutical producing company.

Radiant has over the years received various international GMP approvals in several countries including: Zimbabwe, Kenya, Peru, Guatemala, Ethiopia and Uganda. These awards indicate that Radiant observes the best manufacturing practices that satisfy the international standards.

Radiant also enjoyed the advantage of huge technology transfer of internationally reputed firms, in particular through its licensing contract with F. Hoffmann-La Roche Ltd, Switzerland. This cooperation helped Radiant to embrace the new technologies of production and meet the demands of global quality.

2.4.3 Philosophy of product development

The product development strategy of Radiant revolves around the concept of global standards in the local market. The company sources high quality raw materials, like pharmacopeia APIs of US/European Origin, keeps top of the range sourcing and quality management while incessantly investing new and value added generic medicines and continuing with its tradition of producing innovator brands. This is a philosophy that assists Radiant to cut across the other pharmaceutical firms in Bangladesh.

Radiant Pharmaceuticals Limited is a company that has an excellent operational philosophy that is used to inform its business choices, culture, and long-term development. The firm has four major organizational pillars that hold it to success, and these include Product, People, Ethics and Environment. These pillars assist Radiant in sustaining high standards as well as sustainable and responsible operations.

1. Product- Putting Quality into Practice

Radiant ensures that the quality is well assured during sourcing of raw materials to the distribution of finished products. Each manufacturing phase is based on the international standards of GMP (Good Manufacturing Practice).

2. People- Providing a Great Workplace

Employees are considered as strategic resources. Radiant emphasizes on the perpetual learning, performance evaluation, supportive leadership and employee welfare.

3. Ethics- Creating a Positive Impact

The corporate ethics of the company are high in its relationship with employees, customers, suppliers, medical workers, and regulators.

4. Environment- Protecting Best

Radiant embraces green business processes, conscientious waste disposal, and energy saving mechanisms to reduce environmental effects.

The four operational pillars namely Product, People, Ethics and Environment are the foundation of the operational philosophy of Radiant Pharmaceuticals Limited. Collectively, these pillars have aided the company to provide quality healthcare products, provide a good workplace, maintain ethical practices, and ensure environmental stability. This is a middle ground that helps Radiant to attain long-term organizational success as well as benefiting the society.

2.5 Affiliated Companies of Radiant Pharmaceuticals

Radiant Group has several affiliate companies that collaborate to offer holistic healthcare and wellness services. Through these affiliates, the group is able to diversify its operations, increase its market base as well as cater to various markets within the healthcare industry in a better way. The affiliates have different roles to play even as they contribute towards the overall mission and strategic aims of Radiant Group.

2.5.1 Radiant Pharmaceuticals Limited (RPL)

The main company of the radiant group is Radiant Pharmaceuticals Limited. It is involved in the manufacture of pharmaceuticals, product development as well as exporting worldwide. RPL manufactures generic drugs of high quality that are of local and international standards. The company has good manufacturing powers, as well as international standards of compliance, which has seen it export pharmaceutical products to over 25 countries across the world.

Radiant has related businesses outside the conventional pharmaceuticals in its activities:

2.5.2 Radiant Nutraceuticals Limited (RNL)

Radiant Nutraceuticals Limited (RNL) is a company that deals with the manufacturing of herbal and nutraceutical products in Bangladesh. The firm integrates modern scientific studies and ancient herbal knowledge to provide products that promote the overall well-being and health. RNL is significant in meeting the rising consumer need of prophylactic healthcare and natural health supplements.

2.5.3 Radiant Distributions Limited (RDL)

The distribution company, Radiant Distributions Limited, is a GDP-compliant company that is in charge of distributing the pharmaceutical products of Radiant throughout Bangladesh. Besides selling RPL products, RDL deals with some of the well-known foreign pharmaceutical brands. RDL has a high-level logistics system and a national network that guarantees the safe, punctual, and effective delivery of medicines.

2.5.4 Radiant Care Limited (RCL)

Radiant Care Limited is in FMCG business whereby it manufactures a number of products in personal care, home care, hygiene as well as cosmetics. Radiant Group is able to establish itself outside pharmaceuticals and into consumer wellness and health products via RCL. This diversification makes the group business stable and competitive in the market.

2.5.5 Pharmacil Limited (PCL)

Pharmacil Limited deals in production of medicines in hospital segment. The firm specializes in higher and critical-care products and is moving to specialized segments including oncology, insulin and biotechnology-based drugs. The new strategy of Radiant Group is to cater to complex and high-value therapeutic segments with the help of PCL.

2.5.6 Radiant Export Import Enterprise (REXIME)

Radiant Export Import Enterprise is significant in importing and distributing life saving medicines in Bangladesh. Major international pharmaceutical companies like Roche, Pfizer, Boehringer Ingelheim among others are the partners of this company. Radiant is guaranteed through REXIME of access to the necessary medicines which are not produced locally.



Figure 2: Affiliate Companies of Radiant

These activities enable Radiant to offer wide spectrum of Healthcare services. The affiliate firms of Radiant Group have a combination effect to bolster the strategic point of the organization within the healthcare sector. Radiant Group operates in the pharmaceuticals, nutraceuticals, FMCG products, hospital medicines, and global trade which gives the company the diversification, operational synergy and expanded market coverage. These affiliates help Radiant to provide combined healthcare solutions and help achieve sustainable growth in the long-term.

2.6 Human Resource Practices

The human Resource practices of Radiant Pharmaceuticals Limited is an ongoing and strategic process that involves having the right number of employees with the right skill sets to fill its operational and future business needs. Being a fast-developing pharmaceutical enterprise, Radiant should always follow the principles of balancing the number of people to hire with the increase in production volumes, control demands and new product brands. Human resource management is not a one time event but a continuous process that is modified according to the requirements of the department and expansion of the business and movement of the employees in the organization. Radiant Pharmaceuticals Limited has paid much attention to the management of human resources, as it acknowledges the fact that competent, inspired and well nurtured employees are a key to the continuation of organizational development. The HR Department is also strategic in recruiting, developing and retaining talent especially in the pharmaceutical industry that needs technical skills, regulatory skills and lifelong learning. Radiant practices a systematic human resource management process that entails workforce planning, recruitment and selection, training and development, compensation and benefits and

performance appraisal. All functions are tailored to facilitate a healthy working culture and make sure the policies and the industry standards are adhered to.

2.6.1 Human Resource Planning

HRP in Radiant is conducted to make sure that an appropriate number of employees with the appropriate skills are recruited at the appropriate time. Being a developing pharmaceutical company, Radiant has to regularly demand new human resources, which is particularly true when it comes to production, quality control, sales, and regulatory affairs. The HR department consistently evaluates the manpower needs of the department, skill gap, and future needs depending on the expansion of production, new product introduction, and business objectives. This strategizing assists the firm to ensure efficiency in its operations and prevents gap in vital positions. HRP also makes sure that it becomes aligned with the strategic goals of Radiant and the workforce is more dynamic and future-proof.

2.6.2 Recruitment and Selection

Radiant has a well organized recruitment and selection process that is fair and transparent. The job vacancies are filled with the help of several sources like online job portals, company website applications, referrals and direct collection of CVs. The HR team receives and sorts applications and shortlists the candidates according to the job requirements and departmental needs. Depending on the job, applicants might pass through written exams, assessments based on subject, panel interviews or even various viva. Any final selection decisions are arrived at after consultation between HR and departmental heads because of technical competence and cultural fit. This is a systematic way of ensuring Radiant retains a Quality workforce and also minimizing hiring mistakes.

2.6.3 Training and Development

The HR strategy at Radiant is based on training and development. The company believes in life-long learning, and it pours in the enhancement of the skills of the employees via the Radiant Center of Professionals (RCP). Onboarding and orientation programs are given to new staff, whereas the existing ones are enrolled in technical trainings, leadership development workshops, GMP/GDP compliance workshops, and refresher courses. There is specific training to the manufacturing personnel, sales personnel and quality assurance personnel. Training is a regular occurrence that keeps the employees abreast of the industry rules and regulations, safety measures and technological changes. This learning orientation does not only enhance performance, but also elevates the employee engagement and the long-term career development.

2.6.4 Compensation and Benefits

Radiant has a competitive pay package that it uses to lure and keep talented employees. The company offers aligned salaries in the marketplace as well as any financial and non-financial benefits. This is in form of provident fund, gratuity, festival bonuses, annual increments, leave fare, hospitalization support, transport services, and good performance incentive programs. Employees could also be awarded with foreign travel particularly those in the sales and marketing or global business units. The benefits package of the company demonstrates the company attention to the welfare of the employees and leads to the positive organizational climate.

2.6.5 Performance Appraisal System

Radiant employs performance-based appraisal system in order to measure the contribution of the employees, as well as hold them accountable. Employees are measured based on the Key Performance Indicators (KPIs) which vary according to the department such as production efficiency, sales targets, quality measures, and the completion of tasks. The appraisals are done once in a year and are associated with the increase in salaries, bonuses, promotions, and training. The head of departments with supervisors collaborate with HR to make sure that their assessment and decision-making are objective. This system encourages employees to attain the performance standards and aligns one-on-one objectives to the organizational objectives.

2.6.6 Employee Welfare and Support Systems

Radiant Pharmaceuticals Limited is a firm that emphasizes on employee welfare as being one of its Human Resource philosophy. The company considers satisfied and supported workforce as fundamental in ensuring high productivity, quality conformity and long term organizational commitment. The welfare programs at Radiant are well-planned to promote the physical, emotional, and financial well-being of the employees.

The medical and hospitalization support by Radiant is one of the most prominent provisions of the welfare. The company provides employees with hospitalization cover and reimbursements on medical cases and this eliminates financial strain in the event of medical emergence. The company also provides company-approved hospitals and clinics where the employees can get treatment. In addition to health care benefits, Radiant offers transport facilities which enable employees to commute safely and conveniently. There are staff buses and pickup points especially in case of employees who are on shift at the manufacturing plant or those who are working on the shifts.

Radiant also has a well-developed leave policy that contains annual leave and casual leaves, sick leave, maternity leave, and government-stated holidays. Such provisions assist the employees in maintaining a balance between personal commitments and work. Also, there is the provision of long term financial security based on the contribution to the provident fund, benefits of gratuity and retirement benefits. These perks increase the loyalty of the employees and make them stable even after their services.

Another provision provided to employees at Radiant under employee welfare is the Leave Fare Assistance (LFA), which assists in giving employees time to have an annual vacation and spend some good time with their family. Bonuses and other special allowances also improve financial situation and morale particularly in the cultural and religious days. Safety in the work place is also given much concern since Radiant is in a controlled pharmaceuticals environment. The company supplies employees with necessary safety equipment, and trains them regularly on fire safety and hazard prevention and the working conditions that will be in accordance with GMP.

Radiant also maintains a comfortable working environment that is hygienic. The firm has clean and well maintained cafeteria environment that serves safe meals at subsidized prices. This helps a lot to the comfort of the employees working long hours. The other significant value of welfare at Radiant is recognition. Employees who perform highly are rewarded with awards, the achievements of employees children are also rewarded and this brings about a strong emotional attachment between the employees and the organization.

2.7 Pharmacovigilance System

Radiant Pharmaceuticals Limited has a well established Pharmacovigilance (PV) system that is meant to monitor the safety, quality and efficacy of its medicines over the entire life cycle. The firm launched its PV activities in 2013, which made its operations to meet global standards

of regulations and best practices of pharmacovigilance. The primary goal of pharmacovigilance operations undertaken by Radiant is to track, detect, evaluate and avert adverse drug reactions (ADRs) or any other medication risk that can influence patient health.

The PV department gathers the information on safety in healthcare by the medical specialists, patients, medical representatives, and international partners. The reported cases are thoroughly recorded, examined, and put into standardized safety databases. Radiant also files periodic safety update reports and risk management plans in response to the Directorate general of drug administration (DGDA) and other concerned parties when needed. This assists in keeping the regulatory bodies aware of the possible safety issues and taking necessary steps that will minimize the risks involved.



Figure 3: Pharmacovigilance System of Radiant

Radiant also cooperates with the world pharmaceutical companies like Roche, Pfizer and Boehringer Ingelheim among other partners dealing with imported life saving products. The PV team has very strict rules of monitoring safety information, reporting about serious adverse

events, and adhering to the international standards. Also, employees and field personnel are given continuous training to enhance their awareness about the appropriate reporting methods and patient safety duties.

Radiant has a very positive dedication to the public health, safety of its products and the maintenance of confidence amongst healthcare professionals, regulatory bodies and patients through the sound pharmacovigilance system.

2.8 Industry and Competitive Analysis

2.8.1 The Five Forces Analysis of Radiant Pharmaceuticals Limited

The Five Forces framework by Porter gives an insight into the forces of competition around Radiant Pharmaceuticals Limited (RPL). The pharmaceutical market in Bangladesh is very competitive and regulated and these outside forces are very influential in the strategic decision and market positioning of Radiant.

1. Competitive Rivalry – High

There is high competitive rivalry in the pharmaceutical industry of Bangladesh with such leading companies as Square, Incepta, Beximco, Renata and Healthcare Pharmaceuticals controlling the market. These rivals have large blocks of products, well-developed networks with doctors, and aggressive marketing operations. Radiant, in comparison, is a fast growing company with a relatively low market share compared to these giants in the industry.

To compete, Radiant has high-quality production standards, effective distribution management, and collaborated with international pharmaceutical companies (Radiant Pharmaceuticals Ltd.,

2025). Nevertheless, rivalry is always high due to the high frequency of product launches in the market, and promotional pressure on physicians.

2. Possibility of New Entrants - Low to moderate

Entry barriers are also very high in the pharmaceutical sector of Bangladesh with large capital requirements, approval by the DGDA, GMP-accredited manufacturing facilities, and quality testing laboratories (Khatun et al., 2024). The presence of these stringent requirements minimizes the prospective entry.

Nonetheless, local companies of small size and foreign pharmaceutical companies can enter either via licensing or importation partnerships which forms minimal competition. The distribution network and the quality standard that Radiant has developed give it an advantage over the possible entrants (Radiant Pharmaceuticals Ltd., 2025).

3. Supplier Bargaining Power - Moderate

Radiant similar to the majority of the Bangladeshi pharmaceutical firms is highly dependent on imported Active Pharmaceutical Ingredients (APIs) in China, India and Europe. This dependency enhances the power of suppliers particularly when the prices of global raw materials change.

Radiant however plays the mitigation game by having a number of international suppliers and ensuring high level of controls on quality. It is also a company with high financial stability that makes it easy to negotiate favourable terms.

4. Buyers Power - Moderate to High

The consumers in the pharmaceutical market are physicians, hospitals, pharmacies, and finally the patients. Due to the presence of numerous firms that sell generic medications, the customers have several choices, and their bargaining power grows (Khatun et al., 2024).

Physicians might favor established brands that have a good marketing background, so it is difficult that mid-sized firms such as Radiant can affect decisions based on pricing alone. Radiant neutralizes this by ensuring consistency in the quality of products and a solid physician engagement plan (Radiant Pharmaceuticals Ltd., 2025).

5. Risk of Substitutes - Mediocre.

The alternative products are herbal, ayurvedic, nutraceutical and homeopathic products. Although these alternatives cannot completely substitute prescription medicines, they are gaining popularity (especially in wellness and preventive care), posing substitution pressure. Radiant mitigates this risk by expanding into the herbal and nutraceutical products under Radiant Nutraceuticals Limited which is in line with the evolving consumer preferences (Radiant Pharmaceuticals Ltd., 2025).

In general, Radiant is in a medium competition environment with an average supplier and buyer power, acceptable threat of substitutes and low new entrant threat. The combination of these forces leads to a strategic decision of the company in terms of product diversification and compliance and the growth of the distribution and the improvement of the quality of products.

2.9 SWOT Analysis of Radiant Pharmaceuticals Limited

Strengths

There are some positive internal capabilities that Radiant Pharmaceuticals has which provides it with a competitive edge within the Bangladeshi pharmaceutical market. One of its greatest

strengths is that it follows the international standards of quality such as GMP, standardized testing systems and effective quality assurance guidelines. This enables Radiant to win the goodwill of physicians, hospitals and international regulatory bodies. The company is also diversified, whereby it manufactures various products that are used as therapeutics and owns numerous other companies that are affiliated with the Radiant Group. This financial stability and market presence are added by this diversification.

The other significant strength is that it has highly skilled and trained employees with well-organized training programs under the Radiant Center of Professionals (RCP). On-going training of employees can preserve technical precision, and it can be guaranteed that the quality of products is the same. The distribution network of Radiant is also very strong and comprised of central warehouses, regional hubs, depots and cold-chain facilities, adds to its operational reliability and the delivery of products in time within the country. Also, Radiant has established good relations with the international pharmaceutical giants, whereby they are able to access advanced knowledge, technology, and high-value imported medicines.

Weaknesses

Radiant has a number of internal constraints even though it has strengths. Radiant does not have the same product portfolio and pipeline expansion rate as industry leaders such as Square or Incepta, which restrict its competitive power in high-need therapeutic segments. Radiant is also not as well known as its competitors in product variety and brand leverage. The other weakness is that it involves high operational and regulatory compliance costs because the global standards force it to continuously invest in technology, training and infrastructures.

There is also a challenge of employee turnover particularly in the sales, production and junior technical, positions since the pharmaceutical industry is competitive. This adds to recruitment and trainings expenses. Certain internal operations remain on the way of complete

digitalization that is, some HR functions and administrative processes might be based on the manual or semi-digital systems, which is less efficient than more automated rivals.

Opportunities

Radiant has good prospects of growth. Bangladeshi pharmaceutical sector is performing exceptionally well and this aspect is generating a need of quality locally produced medicines. Radiant has a chance to increase its presence in the new market segments in oncology, biosimilars, insulin products, and specialized hospital medicines, in particular its subsidiary Pharmacil. Export growth is also huge because Radiant already sells to over 25 countries and can consolidate its presence in Africa, Southeast Asia, and Latin America.

Another growth opportunity is in the area of technological advancement, which can be achieved by further automation, data analytics, and AI-based quality monitoring of production and distribution. Another way by which Radiant can improve employee engagement and retention is through increased investment in more advanced wellness programs and leadership development programs. Also, increased nutraceuticals and personal care products demand offers chances to increase the growth of the business via Radiant Nutraceuticals and Radiant Care Limited.

Threats

Radiant is exposed to a number of external threats that can have an impact on its future performance. Bangladesh pharmaceutical business is competitive, and the market share is held by such strong competitors as Square, Incepta, Beximco, and Renata. It complicates the possible aggressive expansion of Radiant. Moreover, raw material prices (particularly because Bangladesh takes the majority of its Active Pharmaceutical Ingredients (APIs as imports) can also cause a rise in the cost of production and lower the margins.

There are also threats of regulatory pressures and alterations in government policies as pharmaceutical companies have no option but to keep changing compliance protocols. Any act of not complying may result in fines, recall of products or even tarnished image. The other threat is international market competition where venturing in the foreign markets necessitates compliance with various regulatory demands that are expensive and time-consuming. Lastly, increasing employee demands and labour mobility throughout industry poses threat of talent leakage especially in technical expertise jobs.

Comment: The SWOT Analysis highlights that Radiant Pharmaceuticals has a solid ground based on quality production, the skilled work force and their strong partnerships. The strengths assist the company to compete well in a tough industry. Nevertheless, Radiant has the drawbacks of stiff competition with other larger firms and high reliance on the imported raw materials may increase the cost and may affect operations. As the pharmaceutical market is growing, and now the export opportunities is providing Radiant a room for expansion. By utilizing its strengths properly and by addressing its weaknesses, Radiant can improve its competitiveness and will succeed to secure long term growth.

Chapter 3

Project Part

3.1 Introduction

Employee engagement is one of the main predictors of motivation, commitment and performance in all industries. It reflects to which extent the employees are emotionally invested in their work, and how much motivated employees are contribute and committed to achieving organizational goals. Engaged employees are even more vital in the case of pharmaceuticals industry where precision, compliance and coordination are paramount in the market. Here in this industry, engaged employees are not only beneficial but also it is necessary.

Radiant Pharmaceuticals is a company which works in an environment that is dynamic and competitive. Being one of the prominent pharmaceutical companies in the Bangladesh, Radiant Pharmaceuticals operates through a structured HR processes and a culture that emphasizes quality, professionalism and teamwork. To ensure quality and productivity here in the market, the company is in the need of a committed and stable workforce. However, the relationship between engagement and organizational commitment has not been assessed formally. Like many other organizations, Radiant also faces increasing pressure from industry competition, evolving employee expectations, work intensification and changes in the workplace dynamics. Because of these factors, it is important to understand how engaged employees feel and how this engagement shapes their long term commitment to the organization.

Employee engagement is strongly linked with organizational commitment. It refers to an employee's emotional attachment to the organization, their loyalty and willingness to stay in the organization. Research suggests that when employees feel valued, supported and involved in the organization, they are more likely to provide better performance in return with better alignment with organizational values. When the employee engagement is high in an organization, there is an reduction in the turnover rate that can be noticed.

Despite the importance of engagement and commitment in the organizational success, there is no formal study that is available for Radiant Pharmaceuticals. This creates an opportunity to examine how employee engagement contributes to employee's sense of commitment and belongingness at Radiant especially within its corporate office and HR department. The knowledge of the impact of engagement on the attachment of the employees to the organization will assist radiant to reinforce its HR practices and enable it to maintain the stability of the workforce over a long time.

Problem Statement

Radiant Pharmaceuticals Ltd operates in a competitive pharmaceutical landscape where maintaining a motivated and stable workforce is really important. Although the organization has their structured HR practices set in place, but the degree to which employees feel involved in the organization and are engaged is unclear. It is not clear how engagement affects their organizational commitment. Without understanding this relationship, it becomes challenging for Radiant to design targeted HR strategies that strengthen loyalty, would reduce turnover risks and enhance employee performance.

Therefore, this report seeks to answer one central question, that is: How does employee engagement affect or drive organizational commitment at Radiant Pharmaceuticals Limited?

3.1.1 Literature Review

Employee commitment and employee engagement as a subject of interest in human resource management has emerged especially in areas that require high level of accuracy, motivation, and stability of the employees on long term basis. The pharmaceutical industry is a highly controlled and knowledge based industry, so the workforce needs not only to be skilled but also emotionally involved and dedicated to the organizational objectives. This literature review outlines major ideas, theories, and empirical evidence regarding employee engagement and organizational commitment as well as reveals the gaps in the research that the current study is expected to fill.

In Forbes (2012), Kruse K. has defined that, employee engagement is more than just satisfaction. It reflects how emotionally and mentally employees feel connected to their work and workplace. According to Aon Hewitt (2013), engagement is the psychological and behavioral outcomes that leads to better performance. Although there are quite a lot of definitions but in general, engagement is the psychological state of employees in which they hold a positive attitude towards the organization and its values to perform above the job requirements (Stephanie & Gustomo, 2015).

Research shows that, engaged people are more likely to be productive, innovative, and resilient. These qualities are particularly important in pharmaceuticals, where accuracy coordination and compliance must be maintained at all times. According to Aon Hewitt (2013), engagement has been defined based on Says-Stay-Strive, where Say refers that employees will talk favorably about the organization, Stay refers that the workers indicate that they want to work with the company and Strive refers that employees are encouraged to perform their best. Similarly, clear expectations, recognition, manager support, and development opportunities are key sources of engagement in an organization.

High engagement in an organizations demonstrates high productivity, profitability, and reduced turnover rates. Within the framework of pharmaceutical firms, emotional and mental involvement is especially significant as employees should meet the quality standards and carry out the duties that demand the high accuracy and responsibility rates. Recognition has always been noted to be one of the main elements of engagement. As Brun and Dugas (2008) argue, recognition creates intrinsic motivation as it builds competence, identity, and contribution of employees in the organization. They further highlight that recognition contributes to, not only engagement, but also morale, psychological well-being and job satisfaction. This is also congruent with the results of the current research where a number of employees reported that they feel undervalued or not sufficiently appreciated and as a result, they lose their motivation and commitment.

3.1.2 Objectives of the study

To address the research question, the study aims to achieve the following objectives:

- To assess the current level of employee engagement among the Radiant employees in the corporate office and HR department.
- To examine the relationship between employee engagement and organizational commitment
- To identify the key factors that influence engagement within the organization
- To propose strategies that Radiant can implement to enhance both employee engagement and commitment.

3.1.3 Significance of the Study

Organizational Significance

Understanding engagement level can help Radiant's HR department refine policies, and they can implement better strategies. They can improve their communication, strengthen recognition practices and they may be able to identify areas where employees feel motivated and disengaged. This study can contribute to accommodate better employee retention strategies, help increase productivity and may help in enhancing the overall environment of the organization.

Academic Significance

This report contributes to the growing research of employee engagement and organizational commitment in Bangladesh especially within the pharmaceutical industry where the changes are frequent. This study provides practical evidence on how these concepts interact in in real corporate setting.

Personal Significance

This study offers the opportunity to practically apply HR theories in a real-time organization environment, enhance analytical skills and gain deeper understanding into employee behavior while supporting future academic and professional development.

3.2 Methodology

A mixed-method approach combining both quantitative and qualitative data has been used to conduct this research. The studies design used in this research was intended to conduct a systematic review of the extent of employee engagement in Radiant Pharmaceuticals Limited and determine the variables that determine the extent of motivation, commitment, and the general experience of employees at the work place. In order to reach the aims of the study, both secondary and primary sources of data were used.

Primary Data Collection:

- **Survey:** A structured questionnaire was used to measure employee engagement and organizational commitment using validated scales, which was administered to the employees in different departments like Human Resources, Finance and Accounts, Supply Chain Management (SCM) and Marketing. The questionnaire has been divided into two parts Likert-scale questions that determined the most significant indicators of employee engagement meaningfulness of work, motivation, recognition, learning opportunities, career development, communication and work environment and open questions to give qualitative information about the motivators, challenges and what employees wished to see changed. The answers in the Likert-scale were coded numerically so that they could be easily analyzed which was founded on a five-point scale that ranged between Strongly Disagree (1) and Strongly Agree (5). The survey consisted of 32 respondents.
- **Informal Interviews:** Conversation with selected employees (subject to permission) to understand the engagement drivers and challenges faced.

- Observation: Observing workplace interactions, HR practices, communication patterns and employee behavior during work.

Secondary Data Collection:

- The secondary data were collected in the form of available literature, i.e., scholarly journals, research conducted by organizations on employee engagement, and theoretical models regarding motivation and work behavior. This data helped to interpret the findings and have a basis to associate the results of the survey with general HR practices and engagement theories.
- Review organizational documents and HR guidelines.

Analysis:

- Descriptive interpretation was applied to quantitative responses and thematic analysis to qualitative comments in the analysis of the collected data. The quantitative data made it possible to determine the patterns and trends among the departments and tenure groups, whereas the qualitative data gave a background and further elaborative explanations to the numerical findings. The combination of these approaches guaranteed the full and balanced vision of employee engagement in Radiant Pharmaceuticals. Correlation analysis was done to explore the relationship between engagement and commitment.

3.3 Findings and Analysis

This section involves the findings and analysis of the results of employee engagement survey at Radiant Pharmaceuticals Limited. The quantitative data employed in the form of a response to a Likert scale, as well as the qualitative one obtained due to the employment of open-ended questions, have been incorporated in the analysis. The aims of this part would be to evaluate the level of engagement of the employees on a scale, which aspects of employee engagement need to be addressed as the most important and to explore the viewpoints in which the specified engagement practices can be improved to ensure long-term commitment to the company. The results are based on the perception of the employees working in different departments such as HR, Finance and Accounts, Supply Chain Management (SCM), and Marketing, and the majority of the respondents have one to three years of service at Radiant.

The analysis started with the perception of the meaningfulness of work by employees, which is one of the key elements of engagement. The findings have shown that a large proportion of the employees believe that their work has a purpose and relates to the values of personal goals as well as organizational objectives. Employees indicated that they are proud and have a sense of purpose in their job at Radiant Pharmaceuticals, all of which are boosted by the notion that the organization strives to improve the quality of life of patients, with particular attention to quality, safety, and ethical practices. This alignment between individual values with those of an organization has played a significant role in the high levels of intrinsic motivation and involvement.

The desire to provide best in the work also seemed to be high among the respondents at all times. Most of the employees said that they were motivated to give their best and this showed that their personal objectives and expectations of Radiant matched. According to the qualitative responses, positive work environment, teamwork culture, professionalism, the chance to make any meaningful contributions were mentioned among the motivating factors. The workplace balance and the well-structured office time were also cited as positively affecting the engagement of some of the employees, which is a positive indicator of how the organization was mentioned as supportive of the welfare of its employees.

Employee Engagement

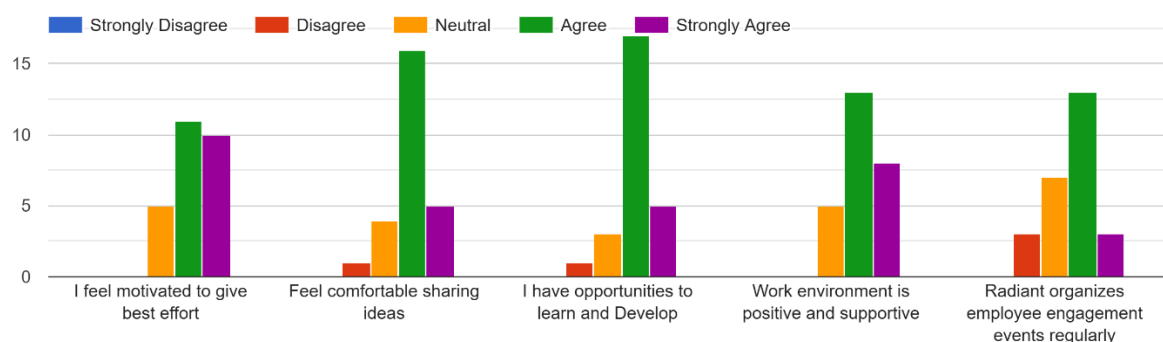


Figure 4: Employee Engagement Dimensions at Radiant

Nonetheless, the results show that the employees are aware that recognition practices exist in Radiant Pharmaceuticals overall. Although most of the respondents held a pleasant impression, some of them gave a neutral response and this indicated that there is more that can be done to assure that recognition initiatives are more consistent and visible. In general, the findings suggest that the recognition is highly appreciated by the employees and that the current practice could be extended to even greater heights to drive the employee morale and engagement to an even higher level.

The other advantageous aspect in the organizations environment was communication and management support. Most of the respondents reported that they had no reservations in expressing ideas or concerns to their immediate supervisors, a fact that showed that there is culture of trust and free interpersonal interaction. Other respondents were also interested in more formal communication channels and feedback system within the organization therefore showing that some areas could be further enhanced to ensure better clarity and transparency within the departments.

Concerning the question of learning and competency training, a large proportion of employees attested that they had acquired professional learning and development prospects within the firm. The qualitative data show that the employees are extremely interested in the continuous learning process, training activities, and experience in different responsibilities. These results show that employees are independent and active in their personal and professional development, and the organization can take advantage of this opportunity and support the systematic learning programs.

It was also on an overall balanced perception on career growth. Despite the fact that the employees were aware of the presence of the developmental opportunities, some of the respondents announced that they would like to see the patterns of career development and the levels of developmental more vividly. The quantitative data range represents moderate strength factors of strong agreement in this regard, which implies that there is a potential of the enhancement of communication and formalization of career development models in an attempt to promote long-term commitment.

However, it is noticed that the work environment is one of the greatest strengths of Radiant Pharmaceuticals, which have been posed to be consistent throughout the course of the research. All departmental workers indicated that the working environment was good, supportive and cooperative. In the qualitative responses, it was stressed that the organizational culture allows embracing teamwork, mutual respect, professionalism and healthy work-life balance. It is a major organizational strength that was repeatedly cited in the causes of employee motivation and retention factor by the employees and it is therefore considered as one of the greatest advantages of Radiant Pharmaceuticals.

The examination of the experiences related to the engagements reveal that the employees are content with the supporting culture of Radiant Pharmaceuticals and are able to provide constructive feedback that can be utilized to introduce improvements in the future. The suggestions prepared by the employees were directed at the better recognition practices, the more opportunities to develop, motivate to a greater degree more participants in the decision-making process, the teamwork, and the clarity of job description and performance expectations. These observations show how the employees have been trying to expand the organization and their willingness to be actively involved in the improvement of the working practices.

Overall Perception

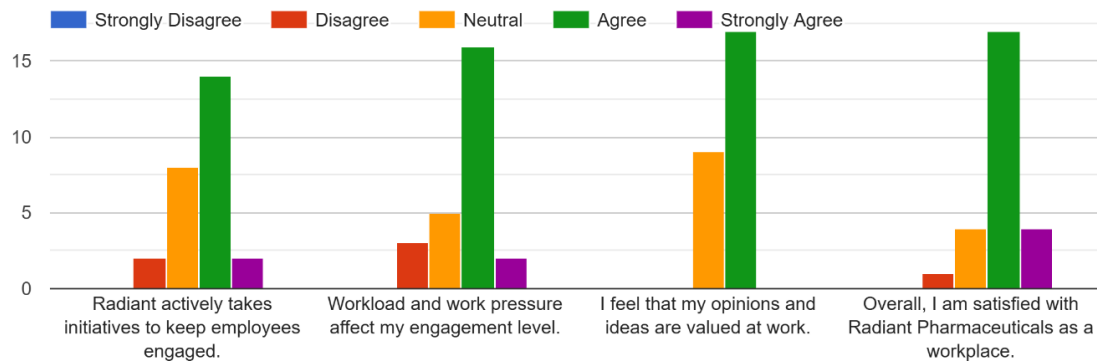


Figure 5: Overall Perception of Work Environment at RPL

Overall, the findings indicate that Radiant Pharmaceutical Limited has a strong foundation of employee engagement that is supported by pleasant work, positive organizational culture, and working relationship. The observations provided by this study indicate that there is an opportunity to carry out further enhancement in the area of recognition, learning and development, communication and career progression. Radiant Pharmaceuticals has the opportunity to improve employee engagement through its existing strengths, as well as long term organizational commitment and long term sustainable organizational performance.

3.3.2 Implication

The analysis results have significant implications about employee engagement in Radiant Pharmaceuticals Limited and ways to enhance this engagement. The findings identify the strengths as well as the challenges which are there in the current engagement practices of the organization. Although the positive working conditions and purposefulness of working are the overriding factors that drive employees to be motivated, repetitive issues touching on recognition, communication, workload division, and career development are the indicators that strategic improvement should be applied. These problems can be solved to assist the organization in increasing employee satisfaction, commitment over the long term and minimizing possible turnover risks. The information that gained through the study could help the HR department to create more organized development programs, enhance recognition systems, and establish open communication and growth channels to make the workforce more engaged and strong.

3.3.3 Limitations

There are a number of limitations that limit the analysis of employee engagement at Radiant Pharmaceuticals. To begin with, the sample size on which the survey was done was quite limited (32 respondents), limiting the ability to generalize the results to the whole population of the employees. The depiction was also not uniform among the departments as one may have had more responses than other departments and this may have affected the general trends. Secondly, the research was majorly self-reported, and thus could be influenced by personal bias, the social desirability principle, or unwillingness to speak ill openly. This has the potential to limit the legitimacy of certain responses in particular on matters that border recognition, managerial support or even communication in an organization. In addition, the study did not take into account in-depth interviews and focus groups due to the time-related constraints that could have contributed to the qualitative data. Through the organizational confidentiality, access to the internal HR data were also restricted to turnover rates or performance metrics, which limited the possibility of more thorough analysis. Consequently, the results are based on the perceptions of the employees and not the full-fledged organizational evaluation.

3.3.4 Conclusion

Employee engagement analysis in Radiant Pharmaceuticals Limited gives an in-depth insight into the perception by employees on their workplace conditions, career progressions, and experience in the company. The results show that Radiant has managed to build a comfortable and working culture, where the employees are inspired, encouraged, and attached to the sense of purpose of their work. The given strengths play a substantial role in building intrinsic motivation and maintaining day-to-day involvement.

Nevertheless, the outcomes also point to some underlying issues which can be a barrier to long term engagement and commitment to the organization. There were some recurrent themes in the responses, including the inconsistency of recognition practices, communication discontinuity, a lack of organized learning opportunities, monotonous work patterns, and unspecified career advancement opportunities, which were apparent in both the quantitative and qualitative answers. These issues indicate that although the work culture of Radiant is good, there are some strategic areas where attention should be drawn, in order to make the staff feel appreciated, empowered, and supported towards organizational objectives.

The lessons learned in this research will highlight the need to take the issue of employee engagement more planned and data-driven. Radiant Pharmaceuticals can also reinforce its human resource practices by filling the identified gaps by ensuring that the company deploys better recognition programs, implements transparent communication, development programs, and even equitable allocation of workload. Finally, the proactive measures toward increasing engagement will not only help ensure the level of employee satisfaction but also will help reach increased productivity, lower turnover, and ensure organizational success.

3.3.5 Recommendations

Considering the analysis of employee engagement at Radiant Pharmaceuticals Limited, the following actions may be taken to improve the engagement, motivation, and long-term commitment towards the organization:

- Considering the high degree of correspondence between the values of employees and the organizational mission, Radiant Pharmaceuticals Limited can strengthen their purpose-based engagement efforts. Some studies indicate that the purpose-oriented workplaces increase long-term commitment and engagement among the employees (Albrecht, 2014). The organization can continue with institutionalized storytelling sessions, internal communications and recognition programs that clearly relate the role of an individual to the organizational impact. Such a strategy also reinforces the emotional attachment of employees to the organization and maintains the level of high engagement.
- Considering the impact of the work environment on motivation is positive, Radiant Pharmaceuticals Limited needs to persist with the institutionalization of work environment practices that facilitate work-life balance, professionalism, and collaboration. Research supports this claim by pointing to the fact that employee engagement and productivity are greatly increased by the supportive working environments (Kahn, 1990). Regular team building exercises and employee climate surveys will assist in ensuring that these positive aspects are always upheld within the various departments.
- The organization can implement a more organized reward system to provide uniformity. The studies point out that recognition as a positive factor in employee motivation and engagement has a positive effect on the motivation of the employee

when implemented in a timely and transparent manner (Jo & Shin, 2025). The organization can take into account formal recognition timetables, peer recognition plans, and performance based recognition in line with well set criteria.

- Radiant Pharmaceuticals Limited can improve the current communication practices by establishing formal feedback systems to provide feedback through periodic town halls, employee forums, and online feedback systems. Trust and engagement in organizations are known to be built through effective systems of communication (Men, 2014). These initiatives can be used to supplement good supervisory relations as well as enhance information flow within departments.
- Radiant Pharmaceuticals Limited must continue to increase systematic learning programs like training calendars, mentorship programs, and cross-functional exposure. It has been researched that the contributions to employee development increase engagement and organizational performance (Noe, 2017). Such initiatives would empower individual abilities as well as organizational competency.
- The organization can institutionalize career development models by explicitly setting up promotion policies, competency conditions and in-house career mobility. Research indicates that transparent career paths are quite effective in increasing retention and long commitment among employees (De Vos & Dries, 2013). Internal job postings and regular career talks may also reinforce the confidence of the employees with regard to growth opportunities.
- Radiant Pharmaceuticals Limited may encourage cross-functional innovation projects and team projects. It has been revealed that organizational learning, among other things, works better when collaboratively structured (Harvey et al., 2022). Interdepartmental relationships can also be enhanced by means of cross-department projects and team-building events to help in enhancing organizational culture.

- Radiant Pharmaceuticals Limited can launch an Employee Engagement Dashboard that can track some of the most important indicators of engagement, including frequency of recognition, training attendance, workload changes, and satisfaction of the team members. Evidence-based HR systems help organisations to make wise decisions and take initiative in managing engagement (Ulrich et al., 2012). Also, the systematic employee engagement programs may guarantee persistent feedback and involvement. Research shows that HR analytics in real-time are used to develop evidence-based decision-making and enhance outcomes related to employees (Marler and Boudreau, 2017). This tool will enable the HR to find out early on the developing issues, monitor trends and take action in time.

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Appendix A.

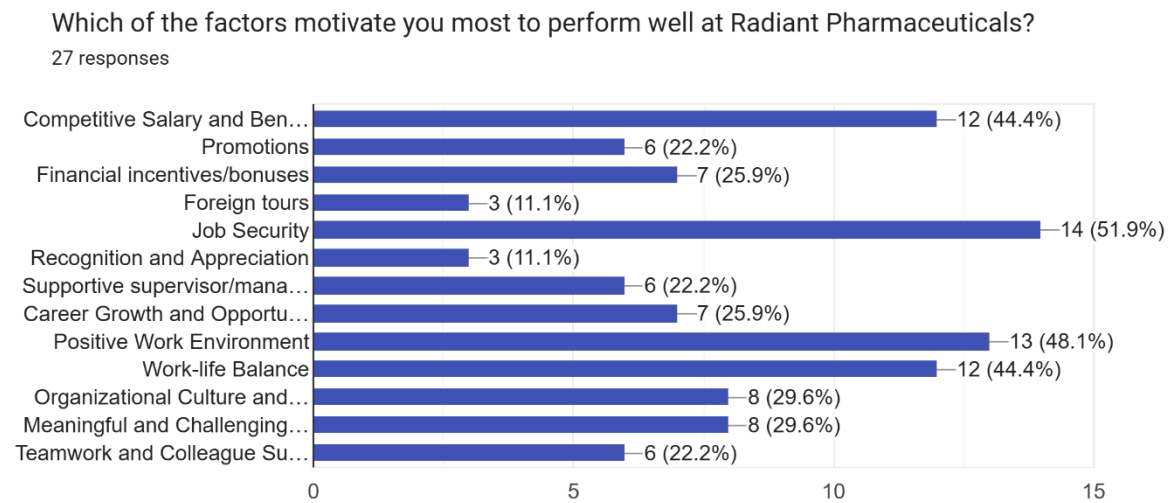


Figure 6: Key Factors Motivating Employee Engagement

Survey Responses (Qualitative Data Collection)

Q1. What motivates you the most to stay engaged at Radiant Pharmaceuticals?

17 responses

Work life balance

Diversified workplace and motivational training...

Office environment and timing tempted me to serve longer period in Radiant

Work Environment

Recognition of hard work

Good work environment

Professionalism, Better Opportunity

Work culture and dimension

Growth opportunity

I'm most motivated by the impact of the work we do at Radiant Pharmaceuticals. Being part of a team that prioritizes patient safety, innovation, and high standards gives my work real meaning, and the supportive, collaborative culture keeps me engaged and motivated.

Work environment.

Collaborative work

Collaborative culture & opportunities

Radiant's commitment to innovation, quality, and ethical standards. Also can continuously learn, the culture and support for professional growth encourage me to stay engaged and perform at my best.

Recognition & Career Growth.

Achieving challenging goals

Q2. What challenges reduce your engagement or commitment at work?

15 responses

Supportiveness

Limited growth and development opportunities, Communication gaps and lack of transparency..

Slow career in growth in pharmaceuticals industry, in general, is the biggest challenge for optimistic individuals who want rapid growth. I also feel the same

Stressful work

N/A

less career growth opportunity

Some time I feel undervalued and growth opportunity is low.

Clerical work

I can feel less engaged when there are limited opportunities to learn or take on new challenges for extended periods. I'm motivated by growth, so having chances to develop new skills or contribute in different ways helps me maintain long-term commitment.

Work pressure and stress.

Limited recognition & growth

High administrative workload

Leave adjustment

Limited growth

Q3. What suggestions would you give to improve employee engagement at Radiant Pharmaceuticals?

17 responses

Proper recognition and appreciation, Positive work environment /culture.

*Changing the perception of valuing employee in terms of their performance rather than experience

*Engaging young, capable employees in leadership roles

better work distribution

N/A

More employee engagement initiatives need to be taken

Should include everyone in decision making process

Training, and recognition can improve employee engagement.

Collaborate with employee for satisfaction

To give more engagement and growth opportunities to the young workforce and develop new leadership.

Taking feedback from employees from all levels instead of just management

Employee engagement could be improved through clearer communication, more opportunities for professional growth, and consistent recognition of employee contributions. Creating more channels for feedback and collaboration would also help employees feel valued and heard.

A fair allocation of workload.

More initiatives need to be taken

Career growth & learning opportunities

Expanding learning and career development opportunities, including clear growth pathways, mentoring, and cross-functional exposure, would also enhance engagement.

More engagement in teamwork.

Specified the job description and evaluation.