

Report On

The Work-life Quality, Stress Management, and Development of BRAC International Employees

By:

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

BRAC Business School
BRAC University
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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.

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Letter of Transmittal

20 September, 2022
Mohammad Atiqul Basher
Lecturer
BRAC Business School
BRAC University
66, Mohakhali, Dhaka-1212.

Subject: Submission of Internship Report on “The work-life quality, stress management and development of BRAC International Employees”.

Dear Sir,

It is an immense pleasure and honor to submit my Internship Report on “The work-life balance and stress management of BRAC International” to you.

I have made honest efforts to study and collect the relevant materials, documents, and outfitted system of BRAC International. Also, I have studied several reading materials and articles regarding BRAC International to prepare my internship report. I have tried my best to prepare and visualize the current situation of BRAC International in this internship report and make this as comprehensive, instructional, informative, truthful, and helpful as possible given the time constraints. Due to many constraints, there may be some inaccuracies, for which I apologize.

In a summary, working with such a terrific and successful NGO while working on my final report has been a fantastic journey and experience. I am gratified for your advice, comments, and constructive criticisms during the creation of this report, which inspired me to work even more. I sincerely hope that this project breathes up to your high expectations of me.

Thanking you,
Tasnia Tanzin Hassan
ID: 14304057
BRAC Business School

Non-Disclosure Agreement

It is hereby declared that the internship report submitted to you is my work during completing the degree at BRAC Business School, BRAC University. It does not contain any material that is published previously or written by a third party except where is appropriate and therefore, the citations are made. This report does not contain any information that has been published to meet the requirement of any Degree in any discipline. I have acknowledged all major sources of support which are used to prepare this report.

Signature of the student

Signature of the Supervisor
Lecturer, BRAC Business School
BRAC University

Acknowledgment

To begin, I want to express my gratitude to Almighty Allah for His blessings and for providing me the patience to complete this report successfully. I would never have finished my paper unless My Lord made it feasible.

I am grateful to Mr. Mohammad Atiqul Basher, Lecturer at BRAC University, who guided me throughout my project work. He gave me the resources I needed to complete the task. In challenging times, his great support and collaboration made my job simpler.

I would like to express my appreciation to BRAC International's Safeguarding Unit as well as the Human Resource Division, where I worked for my Internship. My supervisors in the organization were Mrs. Moushumi Reza, HR Business Partner of BRAC International & Recruitment Specialist Mrs. Nasima Akter. I would also like to thank Mrs. Farzana Ahmed the Talent Acquisition Senior Manager, Mr. Shafquat Jawad the Deputy Manager of Finance, Miss Tusqa Tarannum, Deputy Manager of the Safeguarding Unit, and Mrs. Sinthia Ali the Senior Manager of Communications, besides my supervisors in BRAC International. These are the individuals that have assisted me throughout my time at BRAC International. Furthermore, they are the ones that gave me vital knowledge and resources, which are the true jewels in my Internship Report. Nonetheless, while working alongside experts, I gained real-life job experience. I would also want to thank my coworkers who helped me by providing useful information and guidance. I would also love to thank my family for their immense support.

Finally, I want to thank BRAC University for providing me with a platform to instruct myself while expanding my knowledge and abilities to help me in my work and be shaped better for my future.

Executive Summary

BRAC is a success story in the development sector, promoting anti-poverty measures in Bangladesh and 11 other countries beyond Asia and Africa. BRAC launched its first initiative in Afghanistan in 2002 under the Dutch-registered as “Stitching BRAC International”. BRAC International was officially registered as a foundation on March 16, 2009, with the goal of engaging in charitable amendments and social welfare operations in any country around the world that are firmly based on a non-profit basis, as well as doing all other things that are relevant or composite materials to the achievement of the goal. Currently, the BRAC International initiative is linked to 11 nations. Afghanistan, Sri Lanka, Uganda, Tanzania, Pakistan, South Sudan, Sierra Leone, Liberia, the Philippines, the United Kingdom, and the United States are among them. Currently, BRAC has around 9000+ employees and BRAC International has around 65 employees who are engaged together to inaugurate their mission and vision.

Nevertheless, the internship report includes information about BRAC International's Human Resources approach. BRAC International's HR department is significantly more solid in terms of interacting with the HR procedures of 11 nations. They have certain benefits and drawbacks in the HR process. This study on work-life balance and stress management focuses on the organization's work environment and employee acceptance of it. According to an anonymous interview with several Human Resource Division employees, their hectic work schedule disrupts their daily lives owing to great work pressure, as well as it frequently diminishes their work spirit, and mental health, as a consequence they lack confidence more frequently, delay the work process and behave frustrated with each other that impact on individual performance.

Some possible solutions to the problems include employee expansion to have flexible and balanced work arrangements, weekly stress management activation to have a proper work environment, a monthly leisure program, and performance assessments for overtime or devotion to work. Before making final annotations on this report, please bear in mind that due to confidentiality, this report may not be capable of processing all of the data required for this research and locating the precise solutions. Yet as an intern and observer, I feel this research and preparation of the report indicates which approach and technique shall be beneficial to both the organization and the personnel.

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Chapter-1

Organizational Overview

BRAC International:

Stitching BRAC International was established in 2009 as a non-profit foundation in the Netherlands to administer and manage all BRAC organizations other than our subsidiaries. The entities are lawfully registered with appropriate authorities in each of these countries, in accordance with all applicable laws and regulations. The foundation was established on March 16, 2009, with the goal of engaging in charity and social welfare initiatives.

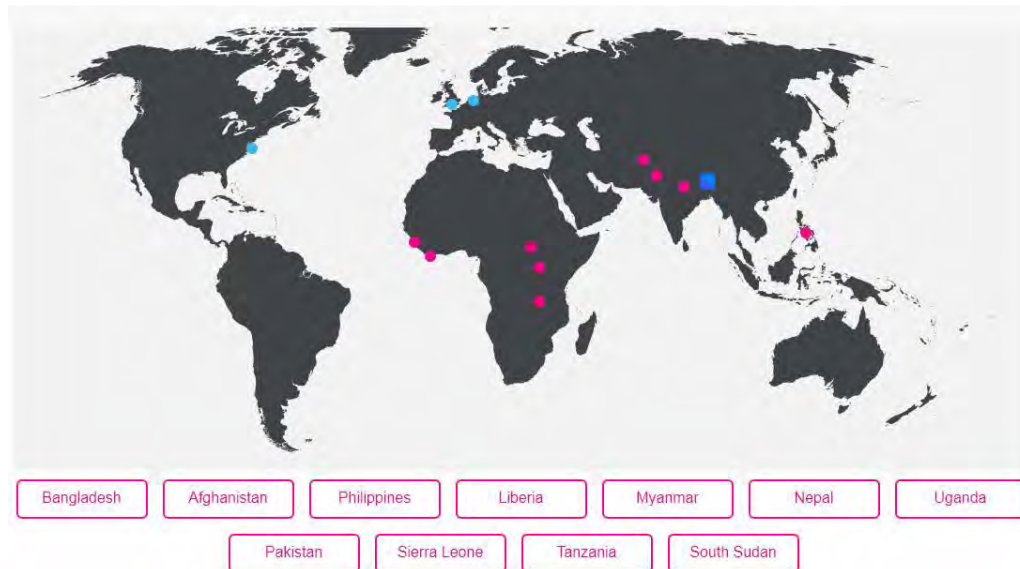


BRAC International Programmes of Learning and Development around the world

BRAC first offered relief and rehabilitation assistance to refugees returning from India during the independence struggle. Later, BRAC shifted its attention to long-term objectives such as poverty reduction, economic development, increasing literacy rates, raising public health awareness, gender equality, and empowering the poor in rural parts of the country. Currently, BRAC International encourages revenue production for the poor, mostly impoverished rural people, utilizing microcredit and healthcare plus literacy programs that provide elementary education and training around the globe.

BRAC International is a socially accountable for-profit organization that engages people in economic activities and assists them to generate sustainable income. It offers funds for Stitching BRAC International's social development initiatives. BRAC International's institutional

experience in successfully executed programs is used in countries wherein their models are reproduced or adapted to the local environment.



FG: BRAC International across Asia and Africa Region

Vision:

Stitching BRAC International sees a universe that is enlightened, healthful, and democratic, free of hunger, misery, and ecological degradation, and that all forms of oppression are based on age, gender, or ethnicity.

Mission:

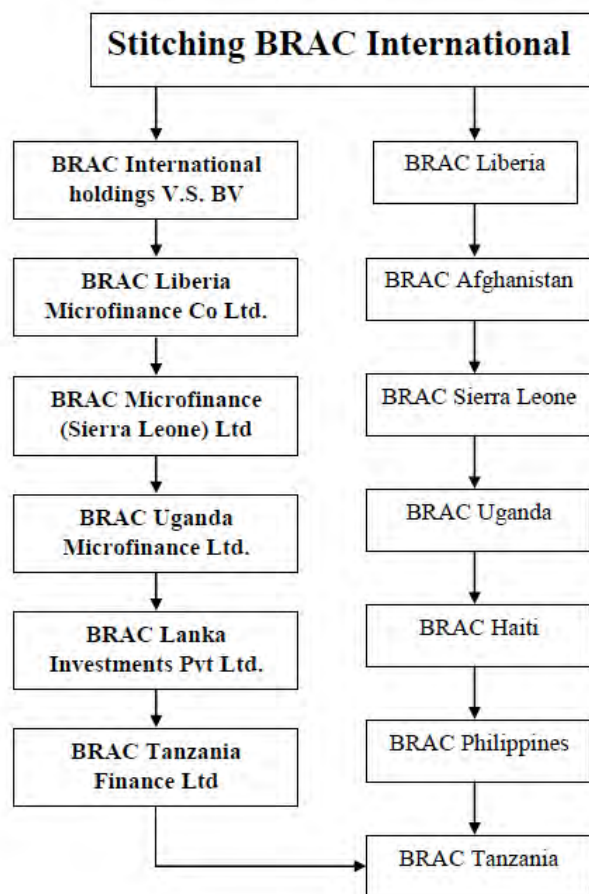
BRAC International's purpose is to empower individuals and communities affected by poverty, illiteracy, illness, and racial inequality. Our initiatives seek to effect humongous, positive change by implementing social and financial programs that help individuals and women to realize their full potential.



Values:

The core values of BRAC are comprised of 4 main concepts. BRAC's four guiding principles are integrity, innovation, inclusion, and effectiveness. These are so important to the organization that all workers are evaluated annually based on both performances KPIs and evidence of BRAC ideals in their work. As a component of employee recognition, a few of outstanding employees who uphold BRAC's four fundamental principles as proven by unique examples and situations get 'BRAC Values Awards' each year Employee nominations are solicited from the whole 110,000-person workforce and extensively reviewed by an inter committee. The Chairperson bestows awards on the celebration of BRAC's anniversary, which is observed each year as BRAC Day.

BRAC International Current Operations:



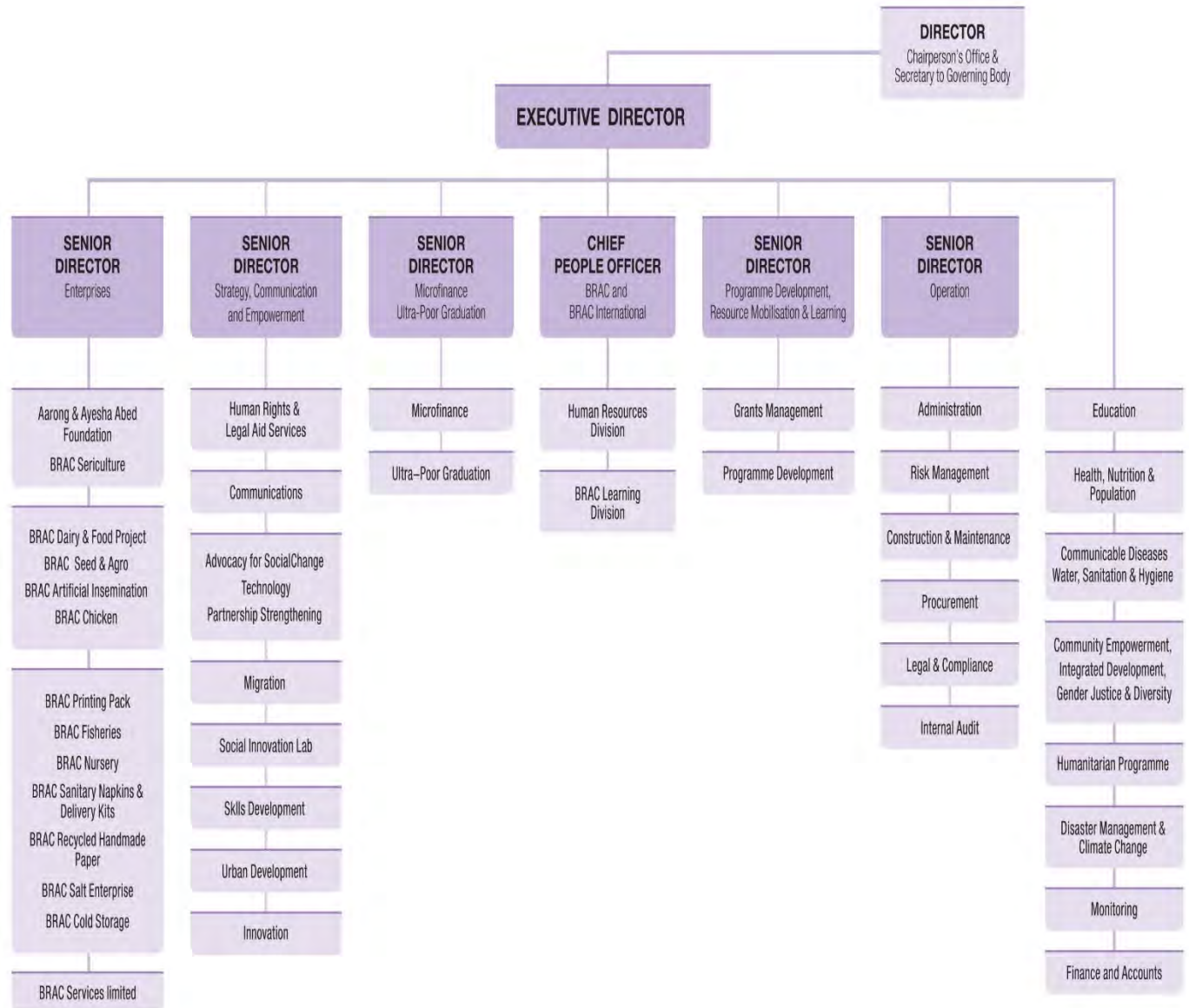
Stichting BRAC International will obtain grants, charities, and other aid in order to achieve its objectives. Thinking locally, acting globally - In addition to Bangladesh, BRAC works in ten additional developing countries: Uganda, Tanzania, Sierra Leone, South Sudan, Liberia, Haiti, Afghanistan, Pakistan, Sri Lanka, and the Philippines. The unprecedented scale and reach - With approximately 180,000 employees globally, BRAC now serves an estimated 135 million individuals.

BRAC International Global and Country-specific Governance:

BRAC International is managed by a governing body comprised of outstanding persons with a strong reputation in the field of social development, industry, or professions who have showed a deep commitment to ultra-poor causes. These individuals are chosen to provide varied talents, expertise, and experience to BRAC International's governance. The governing board now has ten members and meets 4 times a year in accordance with the guidelines of Stichting BRAC International. Each nation's entities are managed by a local board that oversees the operations of country development programs, social businesses, and financial regulated companies. The board of Stichting BRAC International appoints members.



BRAC International Organogram:



Source: <https://bracinternational.org/globalboard/>

BRAC Programmes:

1. Improving Livelihoods

- ✓ Microfinance (capital support for the cohort of self-employment)
- ✓ Agriculture, Agriculture and Food Security Programme (provide support to small and marginal farmers to increase productivity)
- ✓ Challenging the borderline poverty reduction with the Aim of the ultra-poor (graduating Households from extreme poverty to moderate poverty)
- ✓ Migration Programme

2. Breaking the Cycle of Poverty

- ✓ Education and Scholarship Programme
- ✓ Health, Nutrition and Population Programme (HNPP), Food Security and Nutrition
- ✓ Essential Health Care (EHC), Malaria Programme, Nutrition Programme
- ✓ Poultry and Livestock, Small Enterprise Programme
- ✓ Water, Sanitation and Hygiene

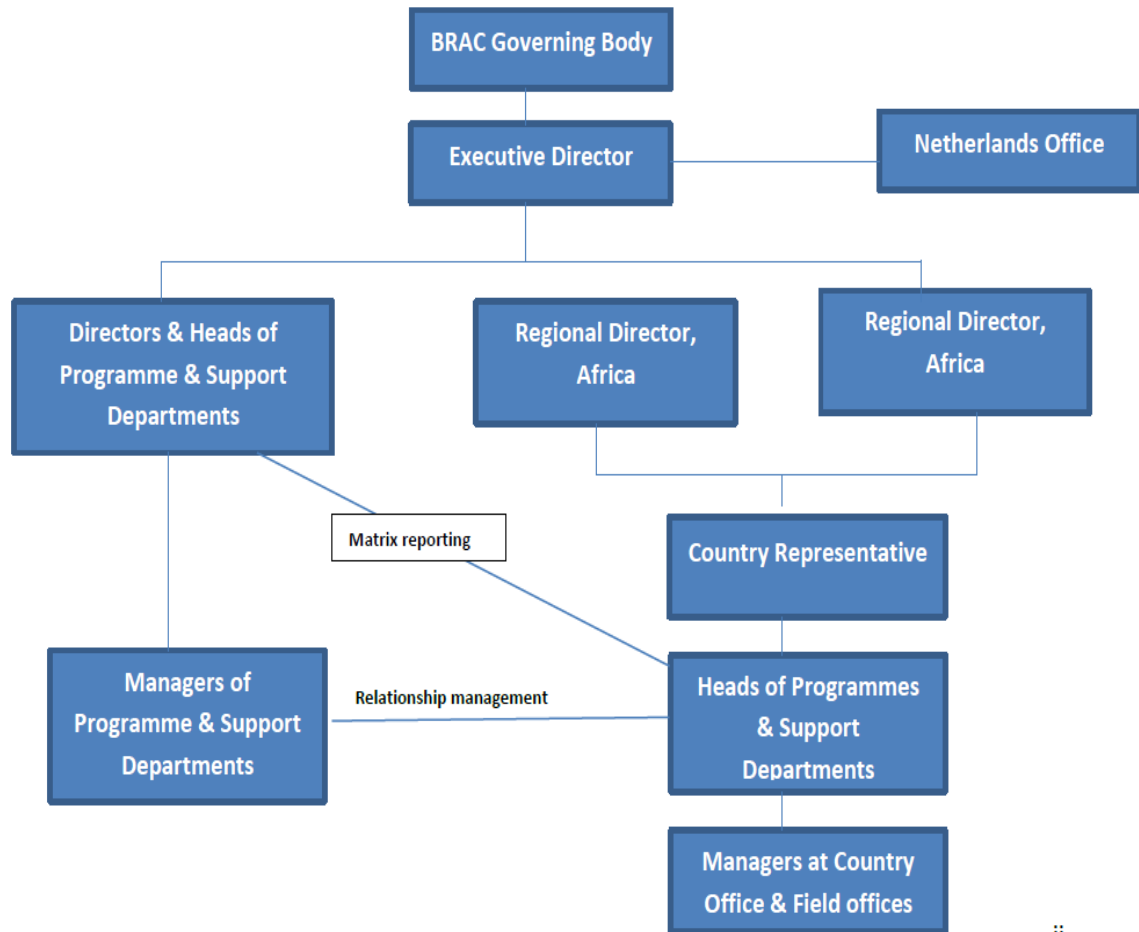
3. Empowerment of Sidelined and Vulnerable People

- ✓ Community Empowerment Programme, Integrated Development Programme,
- ✓ Human Rights and Legal Aid Services (HRLS), Human Rights and Legal
- ✓ Empowerment (HRLE), Capacity Development Programme (CDP)
- ✓ Gender Justice and Diversity
- ✓ Youth Lead Programme, Early Childhood Development
- ✓ Empowerment and Livelihood for Adolescent (ELA), Adolescent Girls Initiative, Adolescent Reading Centers (ARCs)

4. Emergency Preparedness and Response

- Disaster & Risk Management, Environment and Climate Change

Organisational Structure of BRAC International Programmes



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BRAC has begun the process of establishing disaster response capability with the collaboration of BRAC International country offices, as well as six vulnerable communities, six schools, and six local governments in Myanmar, Sierra Leone, and Uganda. In the microfinance programme 525,414 borrowers were contacted, including low-income individuals, small businesses, farmers, low-income salaried employees, and adolescents, representing an 18% increase over 2015. USD 223 million was disbursed, a 33% increase over 2015. Women made up 96% of the customers we serviced, and ELA girls are 72% more likely to engage in income-generating activities. Teen pregnancy decreased by 26%, while early marriage/cohabitation decreased by 58%. (BRAC International website source).

BRAC Logo:



FG: The Past & Present BRAC Logo

The color of the logo is Pink which expresses that BRAC is women-centered. The shape indicates the multidimensionality of the organization that believes in moving in dynamic nature with their program expansion.

BRAC International's Human Resources and Other Functional Divisions:

BRAC International has a core HR staff in Bangladesh and country-specific HR in international country offices. The section is led by a Chief People Officer (CPO), who reports directly to BRAC International's Executive Director. The CPO directly manages a staff of six HR professionals at the headquarters and assists 11 HR in 11 countries via matrix management.

In 3 years, there has been a change from HR working as an operational and implementation partner to HR functioning as a business partner to the organization. There are now enhanced HR Information Systems (HRIS) that have increased delivery of services and transparency. The organization maintains procedural fairness by giving all workers with an awareness of new policies, due benefits, and the processes necessary to fulfill them through new labor law-specific

human resource policy and procedure (HRPP) manuals. A greater emphasis on organizational development has resulted in country-specific and market-driven salary structures, concise reporting and supervision structures. They have launched new performance-based traditions for rewards depending on KPI achievement and exhibition of BRAC Values, and enhanced succession planning to embolden national staff members in senior positions. BRAC International Communications department handles the relationship externally in collaboration with the Programme team that helps the organization to surface their ongoing projects and reach as many people as possible and maintain the relationship with the outer worlds. The HR specialists at the headquarters serve in two capacities: one as a Country Relationship Manager for assigned BRAC International countries, and the other in a specialized area such as Talent acquisition and Talent management, Recruitment Specialist, Performance Management, Safeguarding, Legal, Finance, Organizational Development, HR operations, IT, HR Enterprise Resource Planning (ERP), and HR communications. BRAC International has currently 65 employees serving in their different divisions.

Industry Position:

BRAC is the world's biggest non-governmental development organization in terms of both personnel numbers and persons served. It works in 11 countries and impacts the lives of 138 million people. In June 2016, NGO Advisor's Top 500 NGOs World Rankings named BRAC the world's leading development organization. Internationally, BRAC Liberia has become the country's largest NGO, while BRAC Uganda and Tanzania are among the top international NGOs in their respective nations.



SWOT analysis:

A SWOT analysis is a technique used to identify a company's strengths, weaknesses, opportunities, and threats. When this process is done, the SWOT analysis evaluates what further the organization can do to help it achieve its goals, as well as the problems it will encounter.

Strength:

- **Think local, act global:** BRAC also offers anti-poverty solutions to Afghanistan, Pakistan, the Philippines, Myanmar, Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda, in addition to Bangladesh.
- **Unprecedented Scale and Reach:** With a global population of about 135 million, BRAC employs around 100,000 individuals. They have one of the best human resource pools in the industry.
- **Tax Exemption:** NGOs provide several benefits, including the feature that they are typically tax-exempt. BRAC is likewise free from paying taxes on temporary limited assets
- **Diversified Experience:** BRAC, unlike any freshly created NGO, has vast experience operating at the local and state level both domestically and internationally. They have traveled to the most rural parts of our nation in order to eradicate exploitation and inequity in defense of the poor. They are extremely competent of handling a large-scale calamity.

Weakness:

- **Finding Donor and Fund:** The main drawback is that, like that of an NGO, they would rely on third-party investment groups as well as individual donations and grants. Despite operating under the country's legislative framework, BRAC is made responsible to donating agencies instead of the Bangladeshi government. Even though they have the right to take funds from their own firms' profits in addition to investments in trust funds and fixed deposits, BRAC would suffer financially if they do not fulfill their contribution target. Finding sponsors is difficult.
- **Government Rules and Regulation:** No work can be carried out without the government's oversight and approval. Predicated on the access mechanisms of proposed legislation on foreign grants to assure clarity, transparency, and appropriate utilization of foreign resources, NGOs 13 would need authorization from Bangladesh's NGO Affairs Bureau prior to actually undertaking any project and putting it into action with foreign donations, thus according to recent laws. Furthermore, in its registration application, a company must properly specify its funding instruments and areas of expenditure.

Opportunity:

- **Support from Donors:** Since developing a strong image as a non-profit, public service organization that exists independent of the state, BRAC has gained support from virtually all international donors and other sector-specific groups. People may put their faith in BRAC since it has an outstanding reputation both at home and internationally.
- **Up to Date:** BRAC is aware of the most recent trends and advances inside the divisions and is willing to broaden its horizons. BRAC, for instance, recently sent a humanitarian team to Nepal to assist earthquake relief in building inexpensive, safe homes, and they raised funds by removing one day's wages from every employee. The sum is estimated to be about BDT 20 billion.
- **Popularity:** BRAC is the world's biggest non-governmental organization. It has since been a pioneer in recognizing and tackling the various facets of poverty. They currently have a superb global reputation and strong relations with a number of nations, including the US and the UK. As a consequence, they will find it simpler to obtain a conviction.

- **Diverse Workforce and Diversity Campaign:** Discrimination is not tolerated in this group that advocates for gender equality. For instance, anyone of any creed, color, or gender from any part of the country can qualify for any position within the organization. They even think that having physically impaired individuals is beneficial. When an employee is hired, they are offered Gender Sensitization Training (GST) and a Gender Awareness and Analysis Course (GAAC), which educate employees on how to approach their colleagues with respect.

Threats:

- **Vulnerability:** Throughout economic downturns, every nonprofit organization is more exposed. Regrettably, when budgets are tight, one of the initial financial outflows that people reduce is charity giving. BRAC is totally dependent on donations and sponsorships, making it difficult to get funding from potential contributors during recessions.
- **Counterfeit NGOs:** Many unscrupulous NGOs have taken billions of pounds from the impoverished and escaped with it. As a result, both the underprivileged and the givers have lost faith in non-governmental groups.
- **Emergence of new NGOs:** There are approximately 2,000 recognized non-governmental groups in this country, and the number of competitors is tremendous. More NGOs are rising up in this country, presenting a challenge to BRAC because more NGOs imply fewer donations per organization. A sustainability problem arises as a consequence of a lack of monetary help.
- **Poverty is still increasing:** The most serious criticism claimed against all large NGOs is that, despite the existence of dozens of NGOs in Bangladesh and other countries for many years, no progress in breaking the cycle of poverty has been made. Poverty, in contrast, is steadily increasing. BRAC is unlikely to be capable of handling all of it and making big changes by itself, no regardless of how hard it attempts.

Conclusion:

BRAC is an exceptional workplace due to its woman-centric atmosphere, HR regulations, zero-tolerance approach policy for sexual harassment, accessible services like psycho-social counseling, and open discussion boards to discuss common issues. BRAC attracts employees with benefits such as daycare for children up to the age of four and six months of paid parental leave. The work culture, albeit hectic, is more friendly than in other local organizations or corporations. All ranks of the hierarchy, whether Chairperson, Executive Director or Office Assistant, are addressed as 'apa' or 'bhai,' which helps to eliminate hierarchy and develop rapport. The senior management team works hard to maintain a relaxed atmosphere. Any employees who leave the job at BRAC return again only for this environment here. Innovation is among BRAC's four core values, and the organization takes it extremely seriously. BRAC was named the world's No. 1 NGO due to its innovative and sustainable strategy, in which a portion of the revenues created by social businesses are invested in development initiatives and programs, reducing BRAC's need on external financing to 25-30%, with the remaining 70% self-funded. The transition from microfinance to banking is just another illustration of the need to approach with a focus. BRAC also makes an attempt to highlight innovation by creating a specific section called the Social Innovation Lab, which hosts relevant weekly events and a yearly Frugal Innovation Forum addressed by worldwide participants.

Chapter-2

Overview of Internship

Student Portfolio:

This internship report is prepared by myself **Tasnia Tanzin Hassan** with the student identification code **14304057** from **Brac Business School**. Even though I have always been a student from a science background I ended up with my honors degree in Business Studies specializing in two fields which are the **Human Resource Division** and **Marketing**. I am glad that I got the opportunity to graduate with a double major from a university like Brac.

Company Information:

I am lucky to be a student of Brac University and made me even luckier that I got the chance to do my internship in an organization that is another crucial organ of BRAC. I complete my internship at **BRAC Center**, 7th floor 75 Mohakhali, Dhaka 1212. I worked for **Human Resource Management Division (BRAC International)** which is the world's largest NGO.

Supervisors:

I have done my internship at BRAC International in International Human Resource Division (IHRD). My supervisor is one of the leading members of the organization. **Mrs. Moushumi Reza, HR Business Partner** of BRAC International was my main supervisor and I am lucky to work under her. Besides her, my Co-supervisor was **Mrs. Nasima Akter, Recruitment Specialist** who is another amazing human. I got the chance to work with several leading roles in the organization from time to time which really makes me feel special. I have worked under **Mr. Mijanur Rahman, DGM of IHRD**, **Mrs. Farzana Ahmed, Senior Manager of Talent Acquisition Unit**, **Mr. Shafquat Jawad, Deputy Manager of Performance Management unit**, and **Mrs. Juliet Usha Roy, AGM of BI Finance**. My internship period was supposed to be **3 months** long but based on my performance and their personal need they extended my internship period to **4 months and further**.

Job Description:

BRAC does not have any Job Description Format for interns, they hand over the assignments based on the intern's capacity and performance, so naturally not all the interns face the same amount of work pressure and experience in the house. I have got the opportunity to take participation in multi-dimensional tasks that other interns with me barely received the chance of doing.

My Internship Responsibilities at BRAC International:

- 1. Advertisement & Billing Track Record:** I was in charge of promoting advertisements for vacancies on different platforms on behalf of BRAC International from time to time and following them up with the categories and deadlines for the CVs to collect. I was also responsible to make a list of the advertisements we are uploading to various platforms in a month and the cost per advertisement and tracking them month-wise.
- 2. Talent Acquisition:** I worked as a talent acquisition expert under specialists. The BRAC International headquarters is in charge of hiring all senior jobs, including Country Representatives, Assistant managers to EDO, Directors, Department Heads, and Program Managers. I was given several important and sensitive roles in the organization to screen the CVs and direct shortlisting and send it to the relevant program head.
- 3. HR Communications:** Another part of my responsibilities was to maintain communication inside the organization among the different divisions leading positions of BRAC International, providing them with the necessary information or queries and making sure to maintain confidentiality about internal communications. Along with internal communications I was responsible to maintain communication on behalf of BRAC International regarding recruitment progress with the candidates both at home and abroad. Following up on the candidates was one of my core responsibilities till the final selection.
- 4. Interview arrangements:** One of my crucial duties was to set interview arrangements for the candidates. From setting dates to booking interview rooms, creating links for the online interviews and communicating them for the procedure fulfillment, and following them up till the interview date was my everyday duty along with preparing their interview documents for the panel members. I had to make the same arrangements for all the country offices of BRAC in different countries for all the interview rounds. The communications are mostly held through Emails, Phone calls, Skype, Zoom, WhatsApp, and Google Meet with foreign country offices of BRAC.
- 5. Test Arrangements:** Another regular activity of mine was to prepare written test arrangements for the candidates who are to be employed by the organization. I had to ensure all the laptops are functioning correctly and written test question papers are ready

and put them in each laptop for the candidates, following up as an inspector and answering their queries and solving all the technical difficulties immediately during their tests while keeping track of examination time duration. After the test was done I was responsible to collect all their answer scripts and putting codes on their papers instead of their name and sending it to the relevant programme unit and making sure no one reaches the answer script before they were given the codes.

6. Finalizing Recruitment Procedures: I was responsible to maintain the recruitment files of each candidate on behalf of the HR Business Partner of BRAC International. From collecting all the necessary documents to preparing the file and completing them, and checking them. I had to prepare both Soft files and Hard files for each recruitment process for each working employee of BRAC. A recruitment file is usually completed with the documents; Staff Requisition, Job Description, Advertisement, CV status, Short Listed candidates information, CVs with their Pre Screen and Self Disclosure Form, Signed Attendance papers, Signed Note of Declaration, Test documents if taken, Final round Candidate summary, Signed Interview Outcomes, Necessary email conversations printed and soft, Signed Offer letter for the selected candidates or Transfer order for internal candidates, Reference check forms and Pay slip or Salary documents.

7. Closing and Signing Recruitment Files: Finally after the completion of the recruitment procedure and joining of an employee, I was responsible to check the file and finalize them by putting a signature on the files as closed files. Later after the check, I had to maintain my signed recruitment files on the separate magazine holder box with the tag list of naming the closed files for the month.

8. Staff Joining Handling: I was also responsible for tracking the joining dates of the employees in a month, and making excel arrangements for the whole year. On the joining day of an employee, I had to prepare, arrange and collect all the necessary documents of the staff and prepare their staff file in both soft and hard copies. A staff file usually consists of a Signed Code of conduct, Personal Information form, Guardian insurance Form, Joining and Deployment Form, Passport, and NID copies with other necessary and confidential documents of an employee. However, both the recruitment file and staff file arrangements are different when we hire internal candidates.

9. Employee Leave & Travel application arrangement: On behalf of my supervisor HR Business Partner of BRAC International, I had to look after the leave documents of all the employees of BRAC International as they need the final verification and authorization of Moushumi Apa. I had to check the documents, arrange them in order of name and number, email my boss the scanned renamed copy, and arrange them in a folder as both soft and hard copies and keeping the track of each one of them.

10. Consultancy Agreements, Staff requisition file Maintenance: I was assigned to another confidential work which was to maintain the consultancy agreements in a file with an order with the employee name tags and dates and keep them on track. I was also responsible for the documents arrangement of staff requisition along with job description to organize them in a file and to keep a record of the number of employees required for different divisions of BRAC International in different grades, bands, and slabs and if the requisition form is approved by the relevant members.

11. Employee Attendance and Field Visit Dates Tracking: I was also responsible for tracking and checking the attendance papers and if the employee correctly input their field visit dates on a said date along with their attendance at meetings and if they participated or did not on the exact date when an employee leaves the organization and marks them.

12. Checking Offer Letters, Contract & Secondment of Contract Renewal Letters, Job Descriptions, Salary Improve: In the contract renewal and secondment of contract renewal, I had to cross-check the terms and conditions, repair any errors, alter the date, pin, and identity in the format, and mail it or print in the organization note pad and put them with the employee name in the cover and hand them on my supervisor to send them to the relevant staff. For the Job description, I had to compare similar positions and point out errors or mismatches if there were any. Besides I had to check the salary improve documents and final check if the inputs were correct and prepare them for the employees with their named envelope.

13. Salary Expectations & Circular Handbook: I had to participate in the making of excel arrangements of salary distribution and expectations of the employees for the past 3 years in BRAC International along with Mr. Shafquat Jawad; Deputy Manager of

Performance Management Unit BI. Besides, I had to participate in the making of a circular handbook for the BI employees with him.

14. Other Confidential assignments: I have been more of a personal secretary to my boss Mrs. Moushumi Reza rather than just an intern to supervisors so I had to do many other confidential assignments for the organization that I am not allowed to disclose about. I had to scan, print, and email a lot of confidential documents to my supervisors and delete the history of the record from the machine, PCs, and Laptops. I was in charge of destroying day-to-day confidential papers of the HR division that needed to be destroyed. I had to write a lot of confidential notes as summarization to the leading faces of the organization along with participation in several important discussions about the employees and organization and keep notes of them while maintaining confidentiality.

15. Interviewer: This was one of the most exclusive opportunities I was given of I am sure none of the interns received in BRAC International. I got the opportunity to sit as a panel member and HR representative during the hiring process for BRAC International Finance Interns. This was an amazing experience working with Mrs. Juliet Usha Roy the AGM of BI Finance and casting two interns for the Finance unit. From arranging interviews to becoming a panel member in this very short time was one of a kind.

16. Training up the next Interns: Another exclusive and amazing experience was to train up the interns who are to join after me. I was instructed to train them for a whole week since I had the chance to work with almost all the leading faces in the house they have versatilities in their work and I was well aware of it. In my last internship days, my core task was to prepare well the next interns about their assignments and how BRAC International works.

Internship Outcomes and How I benefited the Organization:

1. My Contribution to the Organization: To start with I am really lucky to work for an organization like BRAC International. Their expectations of me were high from the beginning and based on my performance the expectations kept rising to a point where it

became intolerable for me. The pressure was immense with no guidelines and I had to help all by myself. After my joining of me, they brought a few changes to their systems which are the following,

- **Recruitment File Checklist:** There was no proper list to maintain when it was about arranging the files in proper order before and the files were extremely disorganized and a lot of documents were missing in the previous year's files, so I have made a checklist that will help anyone to organize the file in proper order, especially the next interns.
- **Templates and Track Folder:** When I joined this organization there was no fixed template they provided me to prepare employee documents so, in the beginning, I used different formats for different employees. These formats were existing but different people used them in different ways so now we have generalized the format for everyone. Now along with my supervisors, I have created a separate folder for the next interns where they will receive proper guidelines along with templates in a fixed format for all the necessary documents we prepare on a regular basis. These templates include Employee Joining List of BI 2022, Advertisement Billing Track Record, Candidate Summary Sheet, Interview Outcome Sheet, CV status and Short Listing Sheet, Regret Letter Format, and Interview Invitation Format for both Internal and External which are different, etc. This same format will be followed for the upcoming years and the track folder will be conveyed from one intern to the next intern from now on.
- **Starting of Intern Training:** When I joined the organization there was no proper training and guidelines I were given and they barely had time to instruct me on a particular task. So this time they decided to train the next interns by me about the organization, the supervisors, and the assignments they will be given since I got the opportunity to work with most of the leading faces of the organization. Before I came, there was no training session culture for the interns. I am proud that I have started the procedure in the organization.
- **Stress Management Session:** Since the employee here always work under extreme pressure it is difficult for them to behave nicely and keep a beautiful

empathetic working environment inside the organization. Since they have no work-life balance and are always under stress they behave extremely rudely to each other which hampers the working environment. Of their behavior, at the beginning of my internship, I was about to leave the organization and somehow this matter whistle blew. I was extremely demotivated because my hard work was not appreciated with kindness but rather some more workloads, and responsibilities with zero instructions. After this, the Safeguarding team decided to hold a weekly meditation where the self-appraisal will be done with background music closing the eyes for 30 minutes and two boxes will be kept for anonymous messages about both bad behaviors and good behaviors that we receive. Surprisingly, this method worked so well that now the inter-working environment is quite empathetic, appreciative, and tolerable now.

- **Intern Management:** When I joined this organization, I was assigned to only one supervisor. I was hired along with another intern in HRD. Somehow only I was being called to do the assignments by everyone while another intern barely got the opportunity to work for even her supervisor. Somedays were so rushed for me that I did not have the time for the supervisor mainly I was assigned to and this led to a clash among them. This happened only because we were not instructed and introduced properly to our supervisors and the assignments we were supposed to do maintaining the priority. After my informal complaint and seeing the situation, I had to go through during my internship period they have now decided to sit with their assigned interns on their first day and make them clear the working priority and hierarchy and order.

How I am Benefited by BRAC International:

To begin with I am extremely lucky that I have got the opportunity to serve an organization like BRAC that too for International Human Resource Division because what I have taken away with me from this internship period is immeasurable. I got the chance to work closely with the leaders of these organizations. Throughout my internship period, my assignments were more than just

being an intern and the close of a secretary. I am so lucky to receive some exclusive opportunities that other interns have barely received not only from this organization but from anywhere. At the start of my career, I witnessed the multidimensional complex situation and humans in this organization. My learning was more than just an internship. I have tried to reflect on all my assignments in this paper. I have learned the whole recruitment, joining and many internal HR confidential procedures from this organization and I want to thank them for trusting me with all the documents and giving me the opportunity to learn in a multidimensional way with as much versatility as possible. Every critical situation in this organization will help me in the future in handling relationship management and how to handle complex situations without being reactive. My academic knowledge about Human Resource Management expanded to a level in this organization and they have prepared me to play a senior role in this division which I am proud of. Mostly, I am welcomed with the opportunity to work with them in the future. The respect, love, and relationship I have made with them in this short time is something that I will cherish forever.

Problems Identification of Brac International:

- Immense workload on every employee
- No Stress Management Procedure
- No Work-life Balance
- Internal Employee Communications gap
- Employee Shortage I BRAC International
- No Training and Development Management for Employees about their role

Problems I have Faced During My Internship Period:

- **Mismanagement and Lack of Guidelines:** Even though they had two interns for the HR division, all the assignments were given to me by everyone in the organization and

they barely communicated internally about the task they were given to me. Most of the time this led to clashes among them as there was a matter of priority of work and hierarchy to maintain while doing assignments. They barely talk about the deadline when giving an assignment and suddenly rushed to ask for the outcome. Moreover, they never instructed me properly on how to do the assignments they have given me, those were always half or not instructed at all due to their tight schedule and all day in the house and over skype meetings.

- **Extreme workload and mental pressure:** The employees here are always under extreme pressure and mental stress so naturally being their intern I was also under the stone all the time. The pressure was expectedly high as I alone was helping as an intern the 5-6 leading faces of the organization to complete their confidential tasks. Moreover, their stressed life led them to the point where they rarely behave well with each other, and sometimes that can make somebody feel insulted. The assignments they have given me with bare minimum instructions were really sensitive and confidential to make even a few mistakes in it. My internship days were full of extreme physical and mental pressure.
- **No Work-life balance:** Even though the employees can take a 40-minute break for lunch any time between 12:30 pm to 2:30 pm, my supervisors used to have their lunch half while even working and I barely could even manage to take a spoon most days. They do not even have the time to ask each other if they are okay or feeling sick. We all had to work on our days off as well, even though they tried their best to not put me in that situation. All the supervisors I have worked under in the organization were also active from their homes even after office hours to late at night since it is a global organization.

Recommendations:

- Hiring more promising interns and giving everyone equal treatment and opportunities will help this organization and take off some inhuman work pressure on an individual.

- Proper training sessions, weekly meetings, and assignment briefings to the interns can make the task easy, less of an error, and less time-consuming for everyone.
- Hiring more faithful employees in BRAC International can eliminate the workload and stress to an extent which will help them to become empathetic towards others and make a good working environment for everyone including interns.

Chapter-3

Project Plans:

Origin of This Study:

To obtain the BBA degree, students must complete at least ten to twelve weeks of internship at an organization. The internship program includes course credits as well. Academic studies only provide us with theoretical information. The intern program is the only way to gain practical experience in a real-world working setting while also applying academic knowledge. It also provides an excellent opportunity to study to the greatest extent possible as well as prepare for potential future work opportunities. However, I interned at BRAC, perhaps the world's largest non-governmental organization. I had a great time and learned a lot throughout my time there.

Literature Review:

Goddard et al., 2006: Workplace demands combined with psychologically generated stress have indeed been linked to burnout, decreased job satisfaction, and a lack of organizational commitment. Hardie et al., 2005: High stress causes illness, especially when a person lacks cognitive resources or employs inefficient stress-coping mechanisms. Allen and colleagues, 2000: Importantly, a positive work-life balance and relatively low conflict were associated with non-work results such as life, family, marital, and leisure satisfaction, as well as family competence.

Aderman et al., 1983: Person-centered stress management approaches might be advised to lower perceived job threat stresses on work-life difficulties and employee wellness.

Offering stress relief meditation sessions, promoting exercise, and offering services such as gymnasiums, promoting healthy eating and giving decent food options, and counseling are some examples. BRAC International has decided to launch spa sessions and body massage sessions, yoga centers, and gyms for the employees to get a little relief from their everyday stress since after the covid-19 the situation is different the pressure is suddenly high. Also, a weekly medication of 30 minutes long on Thursday at 10 am where self-appraisal will be done and anonymous notes will be read if an employee is hurt by others. Two licensed specialists from BRAC's in-house psychological counseling team give free mental health treatments to all workers.

Objectives:

- **To look for symptoms of a poor work-life balance.**
- **To determine what companies can do to improve work-life balance in the workplace.**
- **To make recommendations for improving work-life balance.**

Problem Statement:

Due to heavy work pressure, these employees occasionally do not receive sufficient work bendable time, resulting in less time for relaxation in between tasks and even doing work during lunch hours. They also fail to spend quality time with family because many of them are required to work late after normal office hours since it is a global company. This essentially causes a disparity between expected and real performance. Also, this situation causes stress to a point that they behave toward

each other in a way that results in feelings of insult in their mind and hampers individual reputations.

Significance of this report:

This research focuses on employees' work-life balance issues, including challenges caused by intense work pressure and solutions proposed by them, as gathered through an anonymous interview of the employees of BRAC International. Going through this study might aid the Human Resource Management division of any organization because it discusses real-life challenges as well as answers to work-life balance concerns.

Methodology:

At BRAC's Head Office, I worked for four months. As a result, I had the opportunity to gather enough evidence through personal observations, interviews with the employees, and secondary data sources. My supervisors and other employees could barely manage time to help me gather the other necessary documents so I had to take short interviews whenever they could manage a little time.

Primary Source:

- ☐ Interview with 25 Internal employees of BRAC International.
- ☐ Interview with 9 past and present interns of the Human Resource Division BI.
- ☐ Current Records of Employee turnover
- ☐ My personal working experience and observation.

Secondary Source:

- ☐ BRAC & BRAC International official web page.
- ☐ Human Resource Policies.
- ☐ Annual Report of HRD
- ☐ Web-based source

Timeline and Limitations:

My internship duration was 4 months and it is never enough to gather necessary data and work on them fully in this hectic schedule since BRAC International HRD interns are evidently always under extreme workload and pressure. Also, HR data are completely confidential to share on any report which was another constraint besides time. The most difficult part was to get support from the supervisors from the organization to get some help preparing this report as they barely could manage time to even instruct me on the assignments I was given. Keeping all the limitations and difficulties aside I have prepared this report with some fair observations and honest data collection from the interviews and other sources. Also, I was forbidden to mention any of their names in the report while objecting to any problem during the interview session.

Sample of the Interview Questions:

Interview Session with BRAC International Employees

1. How long have you been working with BRAC International?
2. Are you happy with the working environment of BI?
3. Do you think you work under pressure or have a regular work life?
4. How do you feel about the working stress of BI?
5. What do you think is the main reason behind this workload?
6. Have you been trained properly for the role that you play here in BI?
7. How do you think BRAC International should handle their employees in terms of their development?
8. As an employee of BRAC International, do you have a work-life balance?
9. What does BRAC International do about the stress management of their employee?
10. Do you think employees currently are satisfied with the present situation of BI?
11. Is the remuneration satisfying comparing the work pressure?
12. What is the turnover rate of this organization?
13. How BI is handling these problems?
14. How do you think BRAC International should act upon its responsibilities towards the employees and vice versa?
15. Any future plan of BRAC International HR division about the ongoing situation? What are they?

Interview Session with BRAC International Interns?

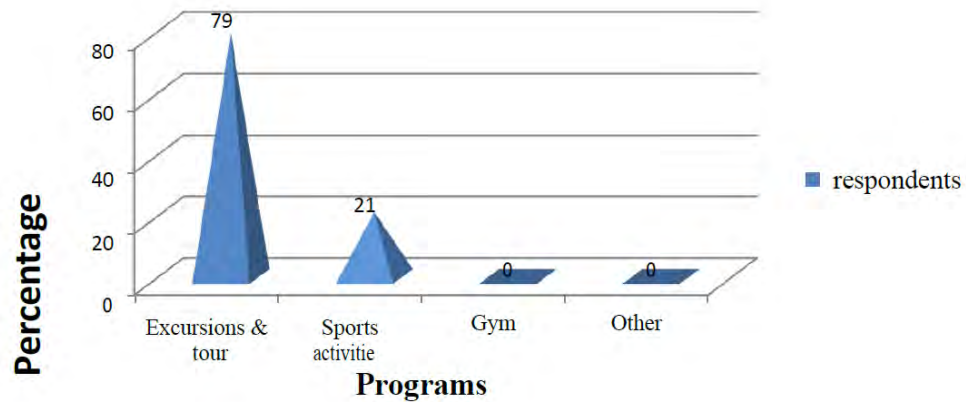
1. Which division have you worked for as intern and which year?

2. What are the problems that you have faced?
3. Did you like the working environment?
4. Tell us about the work load and pressure?
5. Were the employees helpful and cooperative throughout of your learning period?
6. Was the work well instructed?

Findings from the interview:

- 100% of the participants agreed without a second thought that the pressure is inhuman
- 95% agreed they do have a messed up life because of the extreme workload
- 90% employees agreed they do not give proper time to their family and themselves which making them an unhappy individual and this Unhappiness causing them trouble during work as well
- Employees are not satisfied with their remuneration structure in terms of pressure.
- 68% agreed, this extreme work pressure creates a performance gap and causing harm to personal reputation.
- 97% of employees agreed they expect better instructions about their roles and performance in the organization.
- 100% agreed they expect better support from the organization about this ongoing problems.
- 56% of the participant HR interns agreed they go through immense pressure
- 100% participant interns agreed they do not receive proper guidelines, training and briefing for the assignments they are given.

Stress Management Team initiatives and success in minimiing employee Stress



Classingfication of suffering when employees go through stress

Factors	No of respondents	Percentage
Head ache	42	42%
Digestive problem	11	11%
Hyper tension	39	39%
Nervousness	8	8%
Total	100	100%

Chart 5.23:Showing Past 12 month leave taken relatedto work stress

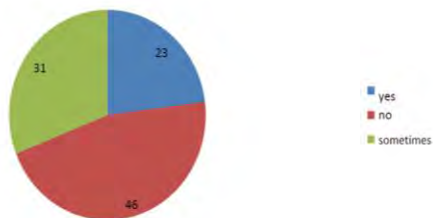
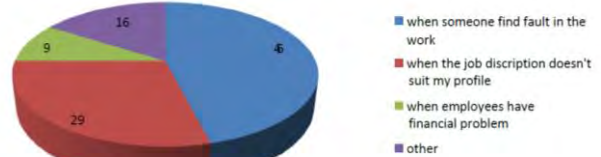


Chart 5.24: Showing Employees get more stress



When Employees are stressed they experience the following

Factors	No of respondents	Percentage
Feeling tired	39	39%
Unable to take decision	26	26%
Forget thinks and get confused	14	14%
Feeling angry or irritated	9	9%
Others	12	12%
Total	100	100%

Possible Solutions:

- Hiring more employees in supportive role who are faithful and more interns who are promising.
- Succession planning has to be done in more effective way
- Stress management team needs to be formed and be more active
- Employees should be more sensitive and empathetic towards each other
- There should be an in house Training and Development session about employee roles and proper guidelines for the interns.

Conclusion:

Implementing these ideas might be advantageous to both the business and the employee. The business must ensure that the designated employee receives adequate rest and refreshment in the midst of large and demanding work. In additional time, an employee must assure his or her own advancement and may request a brief break to increase productivity. Hardworking employees might also take the necessary holidays provided by corporate policy. This will improve their excitement and work attitude. However, if these characteristics are met, every employee will consider it to be their ideal job.

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