

Internship Report On
High Commitment HRM and Employee Retention in Digital Platform
Companies in Bangladesh: A Study on Pathao

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

BRAC Business School
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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

Mohammad Rabiul Basher Rubel

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66 Mohakhali, Dhaka-1212

Subject: Submission of the report on "High Commitment HRM and Employee Retention in Digital Platform Companies in Bangladesh: A Study on Pathao"

Dear Sir,

With due respect, I would like to submit my report titled "High Commitment HRM and Employee Retention in Digital Platform Companies in Bangladesh: A Study on Pathao." This report, prepared as part of my internship program, explores how High Commitment HRM practices impact employee retention in digital platform companies, with a specific focus on Pathao.

I am deeply grateful for your guidance throughout this project. This research allowed me to connect academic knowledge with real-world organizational practices, analyzing Pathao's human resource strategies to understand the challenges and opportunities in fostering employee loyalty in a fast-paced digital environment. Despite the time constraints and complexities of this research, your direction and support were instrumental in successfully completing the report.

I hope this report meets your expectations and provides valuable insights into the chosen topic. I sincerely thank you for your assistance and look forward to any feedback you might provide.

Sincerely,

Anamika Akter

ID: 22164024

BRAC Business School

BRAC University

Acknowledgement

I would like to express my heartfelt gratitude to all of my team members in the HR department for their assistance in keeping up with the workforce, something I had never experienced before. The team was the ones who convinced me that HC HRM has a direct good influence on employees.

My heartfelt appreciation goes to my direct supervisor at Pathao HR, Ms. Labiba Tahsin Raisa (Assistant Manager, Human Resource and Culture). She served as a guide during my internship.

I thank Mohammad Rabiul Basher Rubel, Associate Professor at BRAC Business School, for his invaluable assistance in writing this study. I was able to complete this report in as much detail as possible because to his direction, assistance, and support.

Executive Summary

This report, titled "High Commitment HRM and Employee Retention in Digital Platform Companies in Bangladesh: A Study on Pathao," explores the impact of High Commitment Human Resource Management (HC HRM) practices on employee retention within digital platform companies, with a specific focus on Pathao.

The study's goal is to better understand the function of HC HRM components such recruiting and selection, training and development, performance management, and compensation and reward systems in building employee loyalty in a dynamic and competitive industry. Given Pathao's considerable position in Bangladesh's gig economy, where agility and innovation are important, the research emphasizes the importance of HR policies that link business goals with employee satisfaction and retention.

The report's key findings demonstrate that transparent performance management, effective training and development, and a fair reward structure are critical for ensuring employee engagement. The report also underlines the need of including young employees in idea generation and cultivating a culture of acknowledgment in order to boost motivation and prevent attrition.

The article uses primary survey data and secondary research to make actionable recommendations for Pathao and other digital platform companies. These include enhancing feedback communication channels, fine-tuning performance rating systems, and instituting consistent staff appreciation programs.

This study emphasizes the importance of HC HRM approaches in improving organizational effectiveness, particularly in fast-paced industries, and provides a road map for firms seeking to balance staff satisfaction with long-term corporate growth.

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Chapter 1 Overview of Internship

1.1 Student Information

Name: Anamika Akter

ID: 22164024

Program: Master of Business Administration

Major: Human Resource Management

1.2 Company Information

Company Name: Pathao Limited

Department/Division: Human Resource and Culture

Tenure: 3 Months

Address: House#3/A, Road#49, Kamal Ataturk Avenue, Gulshan 2, Dhaka 1212

Logo:



1.3 Job Description During My Internship Tenure

I. Recruitment Support:

Assist with the recruitment process through different platforms where I post about the job position, description and reviewing resumes and conducting interviews. Pathao has a Facebook page called "Pathao Careers" where we post current employment vacancies. I coordinate with the managers about the recruiting process to monitor for an effective interview process. Also maintain regularly the candidate's information and assist with the interview process.

II. Employee Onboarding:

I support the onboarding process for new employees to ensure that all the essential documents are completed. Additionally create papers for onboarding which are orientation timeline, employee manuals & benefit details. Also help the new employee through online or in person onboarding classes to familiarize them with the company rules and regulations along with the culture.

III. Employee Data Management:

Maintaining the accurate and important confidential employee information in the HRIS (Human Resource Information System). Support in updating employee personal data, in and out time of the employees and leave management. And ensure compliance with HR policies and regulatory obligations.

IV. HR Administration:

Help to prepare and organize the HR documents, reports and other necessary things like presentations. Coordinating internal HR communication was the important part of my work such as notices, newsletters and updating the policies. Also supporting the HR team to maintain employee satisfaction surveys and compiling the feedback.

V. Training and Development:

Participating in the employees' development and training program, assuring the logistic support and following up this time to time. Helps with tracking employee training and professional development progression. Researching into programs on best practices and trends to enhance the employee training and development program.

VI. Employee Engagement and Welfare:

Help to coordinate employee events, employee engagement activities and other wellbeing programs. Assistance in identifying talents and talents that are not being used within the organization to increase employee performance and help in tracking employee growth and contentment to improve and seek opportunities. Support in managing employee recognition programs and internal communications programs.

VII. Assist in Exit Processes:

Help organize exit interviews for employees leaving the company and ensure the interview records are documented appropriately Facilitate the exit procedure, get the company essentials back and get company assets such as company laptop, id card etc and all the final paperwork done.

1.4 Outcomes of Performing HRM Intern Activities at Pathao Foods

During my time in the internship, I have learnt so much practically about human resources, in different pillars of HR functions.

While working at Pathao Foods, I got the opportunity to be involved with recruitment, employee onboarding, training and development, data management, HR administration and many employee engagement activities. I also supported HR initiatives, working to support policy adherence and improve the employee experience. It has provided me with insight into HR functioning, developed my critical thinking skills and allowed me to add value to the growth of the firm.

The experience and insights I acquired during this internship were truly formative and will influence my future work in HR. I am summarizing the achievements below-

- Recruitment Process: By assisting in the recruitment process, I learned selecting the right people to the company because. It helps ensure only qualified individuals are selected, increasing team performance, decreasing turnover and strengthening the company's talent pool. This plays an important role in creating a well-rounded operation where everybody is in tune to work well together towards a common goal. Ultimately, this results in increased employee satisfaction, accelerated productivity, and smoother onboarding for new employees.

- Data Management: Proper management of data keeps employee records accurate and proves helpful in reducing administrative errors. This encourages the creation of systematic HR processes that ensure smooth functioning and compliance to laws and company policies and help minimize chances of data misuse and litigation.
- Improved HR Processes: Streamlined HR administration. I did accomplish this by assisting in the preparation of reports, documents, and presentations that allow the HR department to run smoothly and make data-informed decisions that impacts the organization positively.
- Training and Development: I had a privilege to organize training and development program for employees and riders. The benefit of this is to enhance the expertise of the employees and thus a better-developed company. Through developing people, you truly make a mark on the overall prosperity of your business.
- Lastly, I got to know about the importance of employee engagement initiatives lie in the benefits they create positive workplace culture, making organizations more successful and job satisfaction and employee retention increase. Valued and engaged employees are more likely to stay with the company and do their best work.

Chapter 2: Organization Overview

A digital revolution is sweeping through South Asia, creating a marriage of modern cities and ancient, traditional cultures. Leading this new generation is Pathao, a Bangladesh-born platform built on the principles of simplicity, accessibility and empowerment. Pathao has evolved from a small parcel delivery service in 2015, with motorbike taxis delivering items, into a function of daily life. They wanted to use technology to bridge gaps and empower individuals, said co-founders Fahim Saleh, Hussain Elius, and Shifat Adnan.

Pathao saw this gap and rapidly scaled up, launching an intuitive app for customers and providing services around the clock, including ride-hailing, food, courier, and e-commerce logistics. It now operates in four major cities in Bangladesh (Dhaka, Chittagong, Khulna, and Sylhet) as well as two cities in Nepal (Kathmandu and Chitwan). Pathao, which boasts millions of users, including thousands of app-connected drivers, delivery workers and retailers, has provided job opportunities, particularly for young and marginalized communities.

Pathao's success is driven by several factors:

Flexibility and Focus on Local Context: Pathao is aware of what its users need and provides affordable trips (including motorbike rides), cash, and digital payments.

It is also a Safe and Secure Option – One of the features that Pathao gives priority to is Safety with driver verification, live location sharing, and 24/7 customer support, and so on offering safe service compared to untrusted public transport.

Social and Environmental Impact: Pathao promotes sustainability with green transport options such as e-vehicles and bikes. It also supports community programs, including financial literacy and skills training for drivers and merchants.

Of course, Pathao is the story of innovation and impact. M20 has transformed transportation, food delivery and e-commerce throughout South Asia and empowered citizens while boosting the economy. Pathao, which has expanded rapidly, is a model for inclusion and sustainable digital development in the region.

2.1 Company Profile:



Pathao is also one of the fastest growing tech start-ups in Bangladesh backed by international investors and aiming to address some of the country's biggest infrastructure challenges. Examples of app-based solutions in the industry include solutions to transportation, delivery or food services. E-commerce delivery platform Pathao has grown into a ride-hailing and food delivery service, with bikes and cars delivering convenience across Bangladesh to individuals and enterprises alike.

Established in 2015 by Hussain M. Elius, Fahim Saleh, and Adnan Shifat, Pathao formed as a solution to Dhaka's crucial transportation issues. The firm has two primary verticals it serves:

E-commerce businesses can improve their operations with Pathao Fulfilments, providing delivery and cash collection solutions.

Pathao: A ride-hailing service like Uber, it provides cheaper and practical commute options through motorbike and automobile rides.

Pathao has also expanded its services beyond rides to include food delivery, leveraging the same infrastructure to meet growing market needs. Commonly known as the Go-Jek of Bangladesh, Pathao has moved at break-neck pace and has already achieved many thousands of rides and deliveries on a daily basis since its launch. Series A funding round, in which Go-Jek invested 2 million dollars to further expand growth.

While technology is the backbone of everyone, Pathao uniquely uses tech to solve the pains of traffic jam and logistical inefficiency. Their app-based platform is easy to use and was designed specifically for Bangladeshi users, considering factors such as acceptance of cash payments in addition to digital payments to enhance inclusivity.

Its innovative social media campaigns set the company apart from competitors and effectively engage customers. Such campaigns largely contribute towards painting Pathao's unique value proposition and its significance in the tech space of Bangladesh. Still, Pathao remains an example of how a technology company can drive meaningful change in an emerging market with ambitions to branch into additional delivery services and countries.

2.2 History:

Fahim Saleh was a successful entrepreneur in New York, with Bangladeshi blood running through his veins, who wanted to build a business in Bangladesh that was not just a money-making one. He aimed to serve people by offering basic services while creating room for jobs and growth. Along with the CEO, Hussain M. Elius, and Shifat Adnan, the Chief Technology Officer, they founded Pathao, convinced that it could revolutionize transportation and logistics in Bangladesh.

The founders wanted to create a platform that would revolutionize traditional logistics and public transportation systems. Thanks to their patience and effort in developing cutting-edge technology unmatched by any other logistics service provider in the country. And its slogan, "Delivery made easy," sums up its main purpose to provide fast, safe and hassle-free delivery services to customers as e-commerce businesses, vendors and individual users. As Elius used to say their goal was to make logistics as simple as sending an email. Pathao brought a solution to a problem that other courier services in Bangladesh were falling short on — inefficiency, slow delivery and an overall lack of technology.

In 2016, Pathao started offering Pathao Rides using the tagline "Your Journey, Our Duty". Through this initiative, we launched the first in the country motorbike taxi service that provided an visible solution to the transportation problem in Bangladesh By this time, we were sticking to our most valuable asset, which is using the existing infrastructure and concept. Merger of

innovation and solution ensured high-quality service and paved the way to modern services in Bangladesh by improving the silo delivery and traditional commutation system.

2.3 Mission, Vision and Objective:

Pathao mission is to be ‘Moving Bangladesh’. In Bangladesh, services like parcel delivery, ride-sharing, and food delivery have established Pathao as one of the most trusted community-driven transportation and logistics platforms. Thus, Pathao has made commuting and logistics speedy, economical, and convenient for people across the country by providing door-to-door delivery services. In Bangladesh, maddaja logistics is revolutionizing logistics services and its best services are the best example. With a vision to offer innovative and dedicated solutions, they are reinventing age-old systems and integrating tech-based solutions into everyday life.



Pathao’s vision is “Building the platform for entrepreneurs to move Bangladesh forward and upward”. Pathao is currently working to include all of its services in a single, unified smartphone application. This app is really popular and has millions of downloads on the Google Play Store. Pathao has been by integrating its services—parcel delivery, ride-sharing, food delivery and

more—under a single platform to become a one-stop destination for its customers and establish itself as a leader in Bangladesh's tech-driven service industry.

2.4 Services of Pathao:

One of the fastest-growing technology startups in Asia, Pathao started back in 2015. A company specializing in solutions for infrastructure problems. Pathao is one of the most renowned service providers that offer its employees ample opportunities for growth in a dynamic work environment. This allows them to take the initiative in the projects they work in and create a sense of ownership and success.

Offering convenience through app-based solutions, Pathao aims to support building a Digital Bangladesh. Ride-hailing, delivery food, and e-commerce logistics are a key aspect of their business, facilitating our daily lives by making it easier and more efficient.

Pathao, through technology, aims to combine all of these services on a single platform so that users can experience it all under one umbrella. The details are listed below-

I. Pathao Parcel

Pathao Rides and Pathao Food are differentiated services catering to people transportation and food delivery respectively, while Pathao Parcel, or Satisfaction, is also the backbone of Pathao's logistics network, Pathao Wherever. Pathao provides supply chain support by bridging online retailers to customers.

Daraz and other such e-commerce platforms com. bd and Ajkerdeal.



Pathao Satisfaction services are used by other companies like Daraz.com.bd to deliver their products to their clients. This encompasses cash-on-delivery (COD), return-to-sender options and ongoing services via 24/7 customer service.

This helps business also by cutting down the transportation cost and improving customer satisfaction, on the other hand, customer would be enjoying doorstep deliver package along with the other added value. The Pathao platform is proven to be easy-to-use, while providing an intuitive web, desktop and mobile application. It is convenient for customers to have 24/7 support available so that things can be resolved when they require immediate help.

II. Pathao Rides

Pathao also provides a car service called Pathao Rides, which operates somewhat similar to services such as Uber and Go-Jek. Via the official Pathao app (iOS/Android), it offers motorcycle and car rides. Users send rides by opening up the app, entering a pick up location and drop off location, and confirming the request with the push of a button.



After the booking is made, the app shows critical information like the driver's current location, estimated time of arrival, and cost. The service is especially user-friendly, thanks to its intuitive design and the ability to search for specific locations.

Pathao Rides is also economical, as it starts the price from Tk. 25, followed by Tk. 12 per kilometer beyond the

first two kilometers and an extra Tk. 0.5 per minute. Although it sounds expensive at first, faster travel and avoiding dense traffic more than compensate for the cost.

Pathao Rides is a great option in comparison with autorickshaws, as it is cheaper and saves commuters in heavily populated cities a lot of time as well. The service is operated in joint venture by the Pathao Chairmanbari office and the Pathao Headquarters in Gulshan-2.

III. Pathao Food

Pathao Food is a new addition to Pathao's growing services. This new initiative has already partnered more than 3,000 couches in Dhaka through the city, promising to reach the customers in 60 minutes. Its service relies on a network of third-party riders who pick up dishes from a restaurant and deliver it straight to a customer's doorstep (pun intended).



Only a few months since its launch, Pathao Food is already a serious competitor in the race that includes other leading local and global names such as Foodpanda, Hungrynaki, and Harriken. Here is how it is able to do so – the presence of a solid infrastructure backed by a team of experts makes it capable of faster and more reliable deliveries than any other competitor. Pathao Food has established a considerable market share in food delivery, and this combination of efficiency and quality has aided them significantly in this regard.

IV. Pathao Pay

Pathao Pay are leading the charge with its unique services that hits at the crossroads of innovation and finance. We are a fintech company built on progressive technologies and our goal is to give users seamless financial experiences and application. This approach puts speed, precision, and flexibility first — and aims to make daily financial processes easier and better. Pathao Pay is designed for trailblazers; those who strive for greatness and appreciate convenience and creativity.

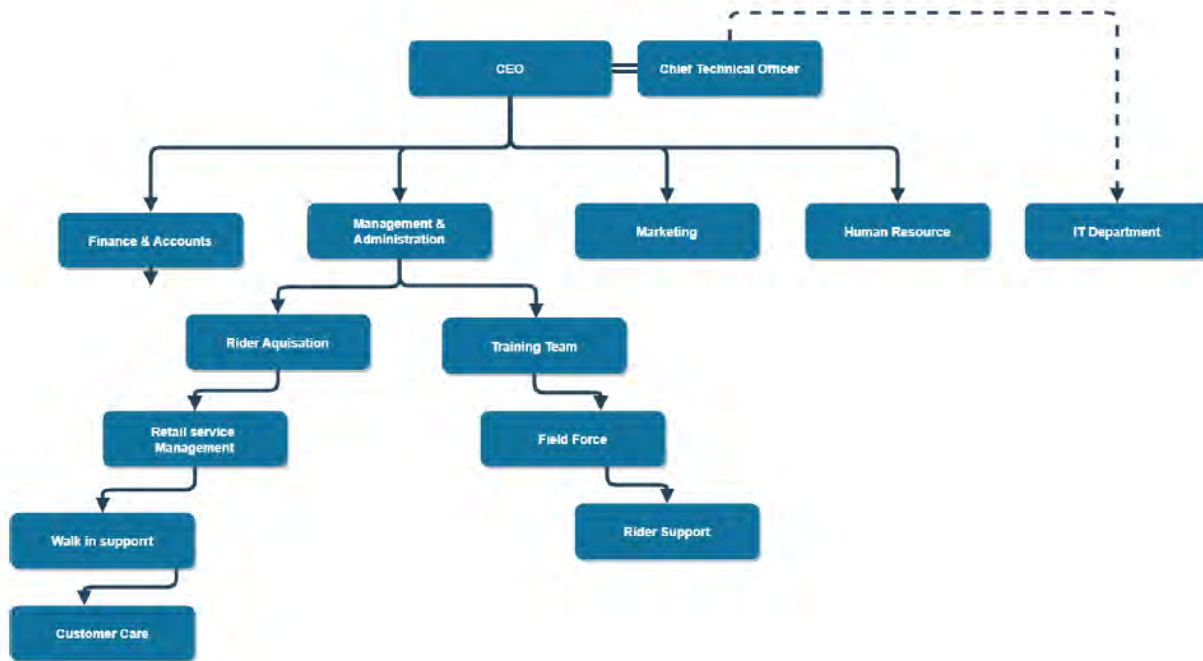


Pathao's mission at Pathao Pay is to build a world-class financial product that makes handling money incredibly easy, so that our users can cruise through their financial lives with dexterity and peace of mind.

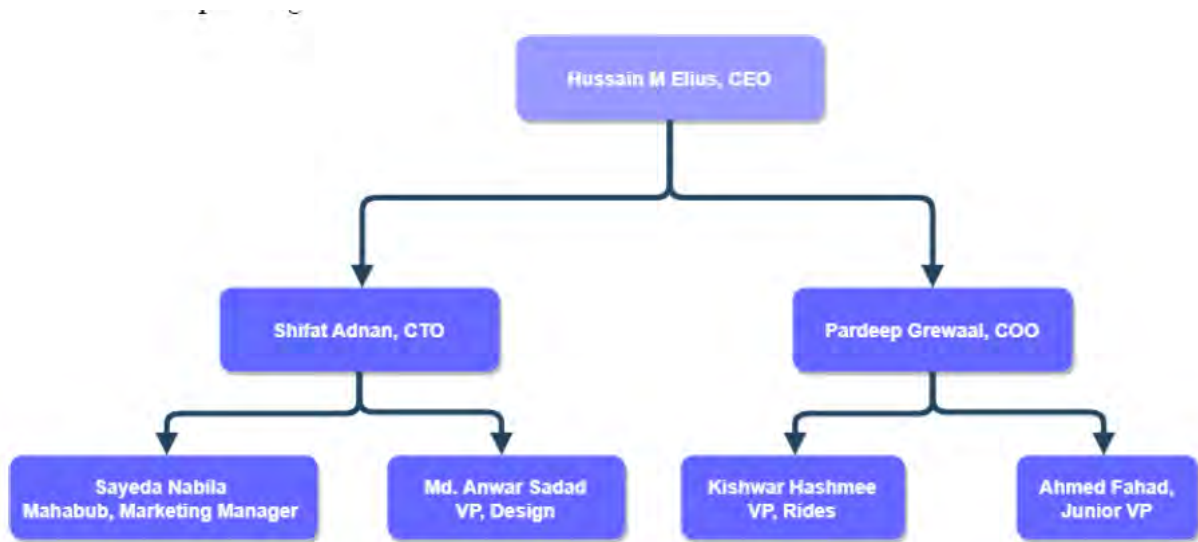
Key Features of Pathao Pay:

- **Split Pay:** Enable users to easily share bills with friends.
- **Atom:** Allows users to finalize transactions despite low balance by loading funds in real-time
- **Flexible Fund Management:** Users can top their fund using cards, bank transfer, or Nagad, afterwards, deploy the same that includes sending funds and making payment at stores or online along with withdrawing money to their bank, card, or from Pathao Pay partner ATMs.

2.5 Organizational Structure



Organogram: We highlight that there are three entrepreneurial spirits behind the foundation and sustenance of Pathao: Fahim Saleh, Hussain M. Elius and Shifat Adnan. This dynamic team, called the Team Titans, drives the company's vision led by the people in this top management diagram and with their underlings at Pathao.



2.6 Achievements:

Recognized for Exceptional Job Creation in Bangladesh

Dhaka, Bangladesh – July 30, 2023 – Prime Minister Sheikh Hasina has awarded Pathao with the distinguished Employment Catalyst Award for this purpose. This recognition underscores the pivotal role Pathao is playing in creating employment opportunities, particularly for the youth of Bangladesh.

The award was received by Pathao Managing Director & CEO Fahim Ahmed at the inaugural session of the Bangladesh Startup Summit 2023 on November 7, 2023 at Hotel Intercontinental Dhaka.

Creating over 500,000 jobs since its inception in 2015 with path-breaking innovations in ride-hailing, food delivery and e-commerce logistics, Pathao is a critical partner in Bangladesh's journey towards digital transformation.

“Pathao is an indigenous poster child of technology and innovation that has changed thousands of lives by providing self-employment opportunities,” Fahim Ahmed said. “This award acknowledges our dedication of enabling people to enhance their lives and livelihoods.” Operating across Bangladesh and Nepal, Pathao supports a wide-ranging network of over 10

million consumers, daily earners, and small businesses, establishing its pivotal role in the region's digital economy.

2.7 Industry specific factors in digital platforms companies like Pathao:

In the era of modern work practices and tech-friendly work policies, it is clear that people now have access to more knowledge on industry best practices than ever before. The introduction of digital technology, in terms of advancement of information technology, internet, and automation, has greatly transformed how businesses manage their employees. There is a significant role of digital technology in HR management strategies today (Singh Deora, 2018). This evolution is happening in small and medium-sized businesses as well as huge corporations with an abundance of resources. Digital technology has created a vision for a new era of human resource management, from cloud-based HR management systems to systems that allow virtual teams to communicate and collaborate. (Oke et al. 2021). It enables businesses to leverage technology to improve productivity and employee morale, resulting in greater competitiveness on the world stage (X. Chen et al., 2021).

A few industries factors are shared bellow-

- **Intensive Talent Competition:** The field of digital platforms is always searching for technical skills and talented personnel. It costs them dearly, and in their risk-management efforts, they must prioritize staff retention in order to mitigate the disruptions caused by high turnover. HC HRM reduces this risk in several by:
To keep your best people, offer structured career development and upskilling. Fostering innovation and collaboration to position the organization as an employer of choice in a tight labor market.
- **Increased workforce flexibility and turnover:** A large segment of gig workers, such as drivers, riders, and delivery people, rely heavily on digital platforms. It is this strategy that so often leads to very high staff turnover — there are no long-term contracts, earnings vary considerably, and many of the roles provide little job security. Maintaining talented employees in this kind of setting requires effective engagement and reward strategies.

To give a specific example, many of Pathao's drivers and delivery agents will change over to a competitor like Uber or one of Pathao's rival food delivery services if they think they can earn more or work in better conditions.

- **Service Delivery with a Focus on the Customer:** Pathao's success relies on the satisfaction of its clients, which is inextricably linked to the performance of its service providers, including drivers and delivery personnel. Quality of service are improved by HC HRM in the following ways:
 - Establishing performance management systems that align employee goals with organizational goals.
 - Implementing incentive and recognition programs that incentivize frontline employees to deliver exceptional service.
- **Flexibility and Work-Life Balance:** Working on remote in digital platform business may lead to random work schedules and fatigue. Union and management: HC HRM strategies tackling these challenges include:
 - Implementing flexible working arrangements and health programs to facilitate work-life balance.
 - Building a culture of inclusion that balances employee well-being and productivity equally.
- **The Dynamic Nature of Work and Workforce:** Many digital platform companies like Pathao operate on a hybrid workforce comprising full-time employees, gig workers, and independent contractors. This diversity involves HRM methods tailored to meet various needs and incentives. The HC HRM is crucial here as:
 - Building an organizational identity for gig workforce and full time employees – o Through engagement activities gig workers and full time employees can build a strong organizational identity.

- o Streamlined training for gig workers to enable them to improve their skills and bonding with the company.
- **Significant reliance on technology:** Tech support and IT staff, who keep these digital platform organizations running, are crucial as technology is the engine of operations in such firms. The HC HRM practices including well-programmed training and development programs ensure that employees stay well-informed of the most advanced tools and technologies recently being developed, which helps in enhancing productivity and satisfaction.

Chapter 3: Project Part

High Commitment HRM and Employee Retention

3.1 Introduction:

Retaining employees has become a growing challenge for companies, especially in fast-paced environments and where worker needs are evolving rapidly. After all, a retention of experienced human resources is not merely a strategic challenge for digital platform companies aimed at agility and scalability — it's a business necessity. High Commitment Human Resource Management (HC HRM) has emerged as a successful paradigm to promote retention, focused on employee involvement, investment in staff growth, and alignment of organisational objectives. This study examines the relationship between HC HRM and employee retention, focusing on Pathao — one of the leading digital platform companies in Bangladesh.

A pioneer of Bangladesh's digital services sector, Pathao serves up both the challenges and advantages of staff retention. Since its launch in 2015, Pathao has revolutionized ride-hailing, food delivery, and e-commerce logistics in the country. But like most companies in the gig and digital economy, it has high turnover rates, driven by the sector's rapid pace and evolving needs. Retaining key talent—like operational leaders, engineers and gig workers—is crucial to the company's long-term growth and quality of service.

International businesses like Uber and Grab have also invested in similar HC HRM practices to address retention issues. Uber, for instance, began offering its employees a more broad employee benefits program along with professional development opportunities to avoid employee turnover. In Southeast Asia for instance, Grab had focused on policies around leadership development and employee wellness programs to increase retention. Such initiatives illustrate the importance of aligning HR initiatives with the expectations of labour to build loyalty and commitment in the long term.

For Pathao, HC HRM practices of targeted recruitment, ongoing training, performance-based persuasion, and team drinking environment have fairly much scope. The current study aims to

explore how such practices facilitate employee retention and help achieve sustainable organizational success in the copious digital economy of Bangladesh.

3.2 Problem Statement

In Bangladesh, the expansion of platform companies has brought workforce management challenges that have an impact on talent retention. Furthermore, high employee turnover continues to be a major issue, creating a lack of stability in organizations, affecting productivity, and hindering long term growth. However, the role of High Commitment Human Resource Management (HRM) practices, particularly those we captured through selective recruitment, employee work-related training and development, performance-based reward, and participatory decision making (i.e. High Commitment HRM practices), in informing online workers' retention on digital platform work is not yet well-explored (on the positive relationship between High Commitment HRM practices and employee retention see; (3, 13, 53)) Job satisfaction, career developing opportunities, work-life balance and organizational support are some of factors affecting employee retention and existing studies emphasize on it (Das & Baruah, 2013; Nasir & Mahmood, 2016). But in digital platform companies, such as those within the gig economy, dynamic, non-traditional work environments can lead to a range of challenges in engagement, including job insecurity, no long-term engagement and fewer career growth pathways. Such circumstances not only affect the retention of employees but also stagnate the progression towards creating a devoted and rich workforce. Although the literature on HRM practices and employee retention is expanding, focused studies of the role of High Commitment HRM practices in enhancing employee retention and organizational commitment in Bangladeshi digital platform companies are limited. Moreover, these practices are also not being properly analysed in terms of their impact on employee engagement and creativity, which lead to organization top line and bottom-line growth. Hence, the current study attempts to bridge this research gap by investigating the impact of High Commitment HRM practices (recruitment and selection, training and development, reward and recognition, employee participation and career development) on employee retention in digital platform companies. This research will further explore how these practices encourage commitment, engagement, and creativity among employees, subsequently

retaining them and improving organizations' competitive advantage in the digital platform industry in Bangladesh.

3.3 Research Questions:

In this research, we are working with the following two broad areas –

3.3.1 Broad Research Question:

Does High Commitment HRM have influence on Employee Retention?

3.3.2 Specific Research Question:

1. Does recruitment and selection have positive influence on employee retention?
2. Does training and development contribute to employee retention?
3. Does employee participation have a positive influence on employee retention?
4. Does compensation and benefit improve employee retention?
5. Does employee appreciation enhance employee retention?

3.4 Research Objectives

Our purpose to do this research is –

3.4.1 Broad Research Objectives

1. To see the effect of recruitment and selection on employee retention.
2. To see the effect of training and development on employee retention.
3. To see the effect of employee participation on employee retention.
4. To see the effect of compensation and benefit on employee retention.
5. To see the effect of employee appreciation on employee retention.

3.5 Significance of the Study

This paper aims to provide valuable insights for future researchers by exploring the influence of High Commitment HRM practices on Employee Retention and the relationship between retained employees and their engagement within the organization. Theoretically, it will clarify how High Commitment HRM practices—such as Recruitment and Selection, Training and Development, employee participation, compensation and benefit, and employee appreciation —contribute to prioritizing Employee Retention while fostering a strong connection between retained employees and impactful employee engagement.

Practically, this study will offer a comprehensive approach to effectively implementing High Commitment HRM practices to reduce turnover and maximize employee retention rates. Additionally, it will provide organizational policymakers with insights on how to better utilize their human resources, ensuring that the best practices are followed to achieve optimal outcomes. Furthermore, the study is expected to support organizations in understanding the relationship between retained employees and High Commitment HRM practices, helping to strengthen employee loyalty, engagement, and long-term organizational success.

3.6 Literature Review

3.6.1 Employee Retention

Employee retention refers to the organizational hierarchy and processes used to prevent key people from leaving the company. Companies/Employers do everything they can to keep key people for longer periods of time and get their best performance to gain the upper position. Employee Retention depends on the success with which organizations' handle their HRM processes. Retention, however, is complicated and is part of an organization-wide human resource policies that start with hiring and continuing the right people across the organization portfolio for achieving organization goals (Azeez, 2017). The author also went on to explain different retention strategies, from bonuses, promotions and direct communication by top management, used to connect employee success to the overarching organizational objective. The idea really came into

play from the 1970s to the middle of 1980s when employee retention became popular. Individuals and businesses did not then understand the value of losing or keeping potential employees and how it would benefit the organizations. Ng'ethe, Namusonge and Iravo (2012) had earlier noted that before that point, people usually come to the organization to make enough money to cover their day-to-day needs. They remain for an extended period, sometimes for their entire professional life. As workers began coping with employees' turnover, job mobility and voluntary job shifts developed in various industries. Hence, the organizations management analysed it deeply and formulated employee retention as a management strategy to retain the talent of the organization (Nair & Malewar, 2013).

3.6.2 Factors of Employee Retention

Employees who voluntarily quit are a risk to retention (Curry, 1999). There are two types of turnover based on the description of (Mitchell, Holtom, & Lee, 2001): i) voluntary or involuntary and ii) functional or dysfunctional. Turns out, voluntary turnovers are where an employee separates from their firm willingly, i.e., the employee chooses to quit on their own accord. Involuntary turnover refers to the business firing an employee who did not want to leave the business. This may be for cause, bad performance, or at-will employment. When a low performer leaves the company, it means functional turnover will happen. Dysfunctional turnover — the kind that is expensive for an organization — takes place when a productive performer leaves. Terence et al., (2001) mentioned some factors (which can be organizational or personal) for the employees that would make them voluntarily leave the organization. Individual aspects, such as family welfare, career progression, and attractive job offers etc. Some organizational factors such as lack of promotion opportunities, poor treatment of employee and misalignment of personal and organizational values. General turnover is a big issue both for organizations and individuals. Moreover, it is made instructions about how, when people experience either the expected or unexpected shocks, their strong desires to exit from that person. Using a study (Abeysekera, 2007), it was evaluated that the HR policies that affects the employees intents to quit, which include realistic job information, job analysis, work-life balance, career prospects, supervisor support and salary and according to the authors it could be leaded towards the conclusion that compensation and job analysis has a positive impact on employee turnover. According to (Haider

& Rasli, 2015), effective human resource management techniques can significantly and positively influence employee retention and the competition in the search for and retention of talent is becoming increasingly fierce. This analysis also reveals that while culture and salary positively contribute to employee retention, training and development is negatively correlated. The exploratory factor study of employee turnover intention (Priyanka & Dubey, 2016) reported eight factors of turnover intention as- poor management practices, low salary, limited career development opportunities, lack of support by peer, supervisors and family members, limited learning opportunities, unfavourable working conditions, lack of workplace safety, low job security, upward communication gap. The different retention factors based on the outputs of past research were also tried to be identified (Kossivi, Xu, & Kalgora, 2016) which has many reasons like development opportunities, work-life balance, compensation itself, management's leadership style, ambiance of the job, autonomy, training & development, social support, etc. Their research looks more into leadership, supervision and less on organizational culture, autonomy, and training & development. Another study was carried out by (Khatun, Rahman, & Khatun, 2023) who has tried to analyze the influencing factors of employee retention in banking industries in Bangladesh. The study aims to find out-> how development opportunity along with compensation leads to job satisfaction that ultimately help organization to retain their employee.

3.7 High Commitment Human Resource Management Practices

High commitment HRM is concerned with the long-term promotion of employee organizational fit, employee involvement and employee commitment. Traditional approaches to HRM typically seek to directly meet the operational needs of the organization whereas High Commitment HRM seeks to cultivate a work environment where the worker feels a sense of value of his or her unique role in the organization and that their input is essential to the success of the organization itself. This is done by investing in employees' personal and professional development, health, and job satisfaction that stimulate their performance, productivity, and retention in the long run (Boselie et al., 2021; Reina & Scaroza, 2021).

High Commitment HRM practices are based on the idea that if employees experience the organization as sincerely caring about their well-being and career development, they will have

higher levels of loyalty, engagement, and motivation (Huselid, 1995). This approach understands that employees are not measurable entities for management, they are assets whose investment will influence in every aspect of the organization (Yesufu, 2016). As such, it highlights developing strong emotional and psychological connections between employees and the organization.

High-commitment HR practices are about how organizations and employees can create a work environment that is conducive for each other. Reina and Scaroza (2021) state that they put a positive and inclusive organizational culture in which employees participate in open communication and recognition. Such culture leads employees to perceive themselves as partners in the organization's expansion and seeing their individual progress as inseparable with that of the organization (Ichniowski et al., 1997). High Commitment HRM also entails fair treatment, opportunities for career development, and building long-term social exchange relationships, as opposed to short-term transactional exchanges (Boselie et al., 2021).

Organizations utilizing High Commitment HRM practices generally have lower employee turnover rates, increased employee morale, and improved overall performance (Huselid, 1995; Haider & Rasli, 2015) as have been identified through research. So, these types of practices help organizations align the mindset of employees with the story of the organization to form a dedicated workforce that is eager to contribute to the success of the organization, making sure that employees feel valued, empowered, and engaged with their work.

High Commitment HRM is especially beneficial for organizations in highly competitive industries, such as the readymade clothing sector in Bangladesh, where turnover rates are usually high. With the right mindset and structure, businesses can insulate themselves from the negative effects of large turnover by developing an employee work experience that values training, recognition, and career development (Mehedi Hassan, 2014).

3.8 Relationship Between High Commitment HRM Practices & Retention

High Commitment HRM (HC-HRM) practices designed to promote higher levels of emotional bonds between employees and the organization leading to increased engagement (Gallup 2020), satisfaction (Whyman and Petrescu 2016), and retention (Tremblay et al. 2009). Such practices

are: selective retention, repeat training, performance assessment, remuneration and staff recognition. According to empirical studies, HP-HRM practices help promote employee retention by nurturing a supportive work environment that makes employees' interest compatible with the organizational outcome (Beijer, Peccei, Van Veldhoven, & Paauwe, 2021).

This study aims to investigate the impact of HC-HRM practices such as recruitment, training, compensation, performance appraisals, and recognition on employee retention. It explores similar impacts on local employees and expatriates as well. Human capital management Career benefits Substantial costs Loss of valuable knowledge Employee retention refers to the ability of an organization to retain its employees. HC-HRM practices are one of the main solutions to reduce the retention. But little research exists about the impact of these practices on retention of different employee groups. This study seeks to address this gap.

To explore the relationship between HC-HRM practices and employee retention this study will employ descriptive statistical analysis and regression analysis. In this study, it will be discussed that HC-HRM practices and strategies such as cultural fitness in recruitment process, learning and development plans/rewards, competitive rewards systems for recruitment, and recognition systems will strongly and positively affect retention outputs. The paper will also investigate how these practices affect local and expatriate employees differently, suggesting that localized strategies should be developed for these employee segments.

Authors	Objectives of the study	Findings
Rashid et al. (2019)	To assess the effect of High Commitment HRM practices on retention in service-based companies in Bangladesh.	High Commitment HRM practices (training, rewards, and recognition) significantly reduce turnover rates and improve loyalty.
Hossain & Mahmood (2018)	To identify the role of HR practices in managing turnover in Bangladesh's service sector.	Lack of effective HRM practices results in high turnover; High Commitment HRM reduces this.

Rubel & Kee (2015)	To examine how training and development practices influence employee retention in the Bangladeshi service sector.	Comprehensive training programs increase job satisfaction and retention.
Ahamed et al. (2022)	To explore the impact of compensation and benefits (High Commitment HRM) on employee retention in Bangladesh.	Fair compensation systems strongly influence retention by boosting employee morale.
Islam et al. (2016)	To assess the relationship between recognition practices and retention in service industries.	Employee recognition positively correlates with job satisfaction and retention.
Chowdhury et al. (2021)	To analyze how recruitment and selection practices affect retention in logistics companies in Bangladesh.	Strategic recruitment improves employee fit and reduces turnover.
Aleem, M. U. (2018).	The main focus of the organizations is towards the training for their employees.	The findings are that training is very much important for everyone in the organization
Khan et al. (2020)	To study the influence of High Commitment HRM practices on employee engagement and retention.	HR practices focused on engagement significantly improve retention levels.
Ali et al. (2022)	To assess the overall impact of High Commitment HRM systems in Bangladesh's gig economy.	High Commitment HRM practices enhance employee commitment, job satisfaction, and retention.

3.9 Dimensions of High Commitment HRM Practices

3.9.1 Recruitment and Selection

Recruitment and Selection in High Commitment HRM focuses on hiring people who fit the organization's core values, goals, and culture. According to Mládková (2005), this implies that these employees need to be able and willing to cooperate, communicate, and share knowledge based on reciprocity, reputation, and altruism. As Schuler (1987) argued, High Commitment HRM entails broader, more implicit, and value-laden selection criteria. Mehedi Hassan (2014) articulates how refrain these types of issues are in Bangladesh, where industries like Pathao and many others appear to have retention due to poor recruitment policies.

According to (Geisler, 2006), manpower planning is "the process—forecasting, developing, and controlling—through which an organization ensures that it has the right people, in the right jobs at the right time, contributing effectively and economically". High commitment HRM stresses AMO (ability, motivation and opportunity) workplace vectors and deploys a dual focus of long-term workforce alignment with rigorous training regimes and straightforward reward systems. Ahamed (2013) benchmarks that these approaches are fundamental to TQM and can help to maintain a committed labour force.

High Commitment HRM aims to resolve problems related to standardization and employee dissatisfaction by improving the quality of labour by emphasizing employee empowerment and fair labour practices, leading to a climate of reciprocity between the employer-employee relationship. Overall, these practices are helpful to improve employee retention and decreasing turnover in competitive sectors.

3.9.2 Training and Development

High Commitment HRM emphasizes to develop Training and development in order to improve employee capabilities, growth, and match individual aspirations with organizational strategies. According to Guest (1997), structured training programs not only construct technical expertise but develop employee engagement and loyalty to the organization's values.

Bangladeshi sectors such as Pathao and others struggle to retain employees due to low training efforts. Targeted training programs enhance employees, enhance individual productivity and create strategic level alignment to organizational needs (Ahamed, 2013). Manpower planning includes development initiatives that prepare employees for the jobs they are doing currently and also the future jobs (Geisler, 2006).

Continuous and informed career development through High Commitment HRM creates an environment where employees become empowered and engaged, leading to lower turnover intentions and increased long-term commitment to the organization.

3.9.3 Employee Participation

High Commitment HRM encourages employee involvement in every stage of business decisions and strategy development. Instead of simply obeying top down edicts, this process encourages collaboration and shared ownership, enabling worker to get involved their own ideas, values and specialized knowledge. Engaging employees in decision-making creates a culture of trust, appreciation and mutual respect within their organizations. According to Guest (1997) high Commitment HRM supports employee participation that creates a culture of cooperation, and encourages employees to be dedicated and engaged in the future of the organization.

Employee collaboration in organizations like Pathao and other industries in Bangladesh are often being underutilized leading to low engagement rate and poor alignment between employees and organizational objectives. High Commitment HRM practices emphasize open communication, transparency, and involvement of employees in decisions affecting their work and the overall direction of the company. This participatory approach fosters a sense of ownership among employees and deepens their emotional investment in the organization.

According to Ahamed (2013), involving employees in the decision process installs in them a sense of purpose and makes them feel justified, which increases their job satisfaction. High Commitment HRM promotes employee engagement in pursuit of business objectives, leading to lower turnover, stronger relations, and more committed and loyal employees.

Essentially, employee involvement in High Commitment HRM is the critical success factor to develop an engaged and motivated employee base. This makes employees feel heard and valued,

which subsequently leads to higher retention, better job satisfaction, and improved organizational performance.

3.9.4 Compensation and Benefits

Compensation and Benefits in High Commitment HRM Comp supports by materializing intrinsic and extrinsic rewards for employee engagement and retention linked to both individual and organizational performance. An approach that is more than just pay but rather a full spectrum of benefit packages focused on work-life balance, health, and long-term financial well-being. The authors explain that High Commitment HRM encourages organizations to ensure the compensation systems aligned with the values of the organization and the rewards are perceived as fairly distributed, sufficiently competitive, and motivating (Guest, 1997).

In Bangladesh context, sectors like Pathao struggle to retain employees offering non-aligned compensation systems and systems which do not justify expectations of employees. Ahamed (2013) underlines that under High Commitment HRM, compensation not only captures competitive salary structure, money-based bonus, health benefits but also career development phases which stands as a winning formula for long-run employee satisfaction.

High Commitment HRM strengthens commitment and reduces turnover through linking of compensation and benefits to employee performance and associate well-being. The right compensation structure creates value and loyalty in employees and encourages them to work towards the organization's success.

3.9.5 Employee Appreciation

One of the cornerstones of High Commitment HRM is recognition, which in turn boosts employee engagement and a healthy company culture. When employees are recognized for the contributions they make, they feel trusted, they feel loyal, and they feel as though they belong in your organization. High Commitment HRM explains the need of creating an environment in which members feel valued not only with the help of incentives but also their efforts and performance are acknowledged (Guest, 1997).

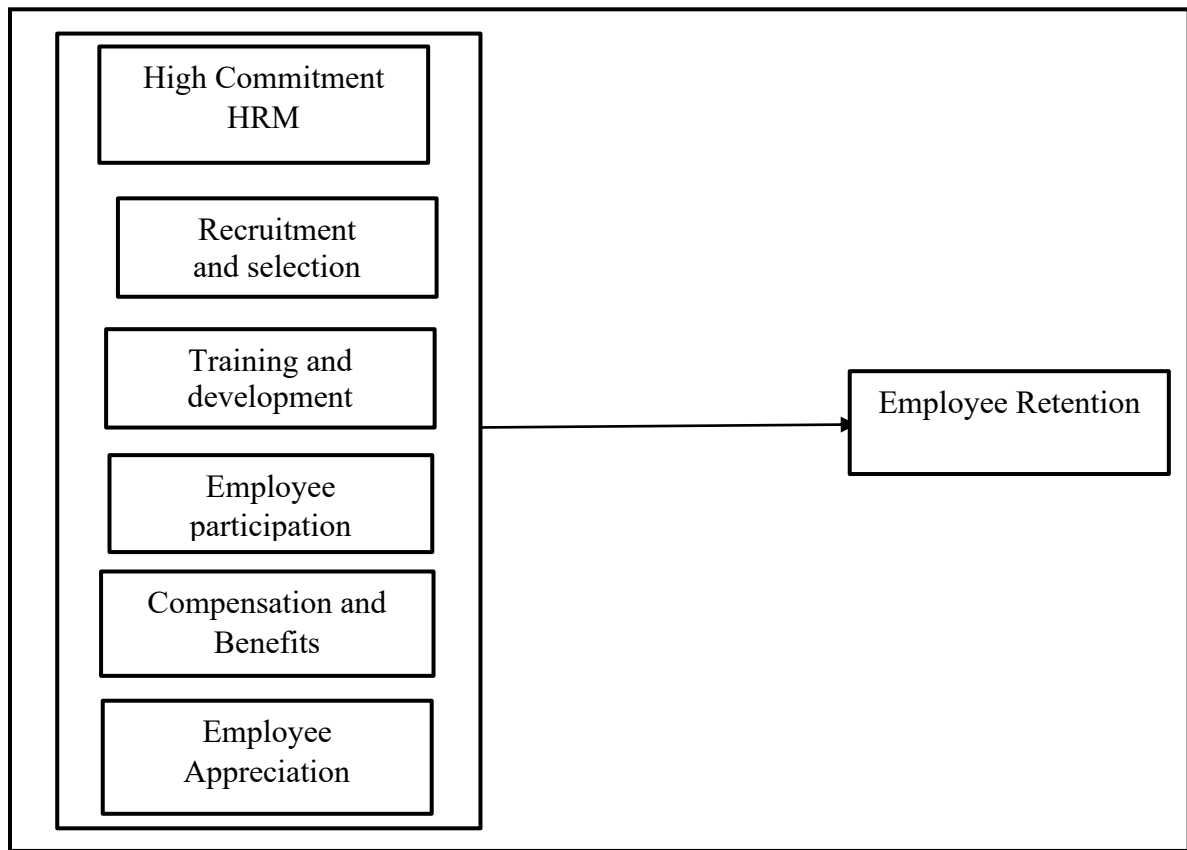
An example of such an industry: A few months into my job search, I came to realise that this was not only the story of the industry that I was currently in, but the industry itself, as Pathao and other

similar companies in my country accelerate efforts to retain their employees without putting proper appreciation processes in place. According to Ahamed (2013), public acknowledgment and special thanks are the characteristics of the service job in the pillars of the High Commitment HRM that directly correspond to the human resource department, leading to higher job satisfaction and long-term commitment.

High Commitment HRM focuses on embedding the practice of regular appreciation into the culture of the organization which helps to boost employee motivation, lowers turnover and gives a boost to overall engagement. By embedding true value into your business, your employees are far more likely to stay with you and see you all prosper for years to come.

3.10 Research Framework

This study focuses on how High Commitment HRM practices affect employee retention in Pathao like companies in Bangladesh. The study examines five important dimensions of High Commitment HRM which cover recruitment and selection, training and development, performance appraisal, compensation and benefits, and employee appreciation. It aims to identify the impact of well-crafted practices intended to promote engagement and commitment on employee retention. A model showing HRM practices, employee retention – e.g., job satisfaction and the organization commitment. Figure below proposes the research framework of current study:



3.11 Hypotheses Development

3.11.1 Relationship between recruitment and selection and employee retention

Recruitment and selection process is tailored to select people with the right competencies yet also ones who are best fitted to the organization's mission, ethos and future goals. Once recruitment and selection is done with a long-term commitment and fit as key components, it can lead to improved employee retention and reduce turnover. High Commitment HRM focuses on attracting and selecting people with strong motivation, adaptability, and a commitment to the organization's long-term success. The alignment of L&D with employee motivation enhances job satisfaction, organizational commitment, and engagement, which in turn decrease turnover and increase retention rates.

Hypothesis 1a: High Commitment HRM recruitment and selection practices have a positive impact on employee retention.

3.11.2 Relationship between Training & Development and employee retention

Training and development help employees improve their skills, gain personal development and alignment of goals between employees and organization. It is hypothesized that continuous learning, employee empowerment, and career development-oriented training and development activities will be positively correlated with employee retention. High Commitment HRM practices create a culture of continuous training for relevant skill development, which leads to improved job satisfaction and better performance, ultimately fostering commitment to the organization. Retention of employees: If employees see their career and future firmly believed in your organization, if they feel supported in doing so, they will undoubtedly wage war with their competitors to keep you.

Hypothesis 1b: High Commitment HRM training and development practices have a positive impact on employee retention.

3.11.3 Relationship between Employee Participation and employee retention

Employee participation → employees getting a voice in shaping the organization and their working environment. Meaningful employee involvement in helping to shape their own organizations strengthens a sense of ownership, accountability, job satisfaction and positive organizational identification. This sense of access not only sparks motivation; it also creates a deeper emotional attachment to the organization, which is essential for retention in the long term.

These employee involvement HRM practices contribute to developing a workspace where employees feel valued and empowered. When employees feel that their opinions matter and their contributions contribute to an organization's success, they are more likely to remain with the organization. This engagement results in greater job satisfaction, increased loyalty to the organization, and a lower risk of turnover.

Hypothesis 1d: High Commitment HRM employee participation practices have a positive impact on employee retention.

3.11.4 Relationship between Compensation and Benefits and employee retention

Not only do they attract talent, but strategic compensation and benefits keep employees engaged and motivated to stay long-term. Hypothesis: Competitive and fair compensation and benefits packages aligned with employee needs and performance metrics significantly improve employee retention. Since it also focuses on provide benefits packages (like health care and pension plans) as well as incentives based on performance, it does increase employee attitude. When employees believe they are being compensated and rewarded fairly, they are more inclined to stay with the organization, regardless of the number of benefits that are provided because they feel appreciated and supported not just in their role but in their home life as well.

Hypothesis 1d: High Commitment HRM compensation and benefits practices have a positive impact on employee retention.

3.11.5 Relationship between Employee Appreciation and employee retention

One of the most essential practices included in every workplace is employee appreciation which aims to acknowledge and value an important employee's contribution and strengthens their emotional bond with the organization creating a feeling of belongingness. This correlation simply states that employees who are regularly appreciated for the work they do tends to have higher job satisfaction, motivation and loyalty towards their company. High Commitment HRM emphasizes both formal and informal forms of recognition, including public recognition, personal “thank yous,” and performance-based rewards. When employees know that their job is appreciated, they are less likely to leave the organization and will work hard for the long-term success of the organization that adds value to their labour.

Hypothesis 1e: High Commitment HRM employee appreciation practices have a positive impact on employee retention.

3.12 Methodology

3.12.1 Research Type

Pathao Similar Company and Employee Retention: A Study of High Commitment HRM Practices using Quantitative Research Approach Data was collected across all levels of the organization (levels included: managers, executives, and operational staff) via a survey questionnaire consisting of open-ended and closed-ended questions. A concise explanation to the arguments above is that the questionnaire will examine the relevant HR practices including recruitment and selection, training and development, performance appraisal, compensation and benefits, and employee appreciation as well as the impact of these practices on the employees to remain with the organizational setup.

The study explores how High Commitment HRM practices enhance employee retention by analysing the feedback of a wide range of employees. This is corroborated by Moyer-Packenham et al. (2006), highlighting its powerful ability to explore relational structures in social sciences. The data that we gain through this survey will be used to identify the key elements that play the central role in retention.

3.12.2 Population, Sample, and Unit of Analysis

To begin with, population is defined as the complete number of people or events being considered (Sekaran & Bougie, 2010). A research effort must identify target groups in order to avoid sample selection errors (Cavana, Delahaye, Sekaran, 2001). Unit of Analysis is also the term that defines the units' researchers from which deducts and generalizes for example, an entity can be a city, country, person, university, department, agency, and much more.

The current study object was all white-collar workers, professional, HR people, administrative or management positions in readymade garments sector in Bangladesh as they constituted majority of the survey respondents.

A list was not complete for respondents, but an evaluative sampling was conducted. When an exact list of the relevant population is not available, Sekaran and Bougie (2010) argue evaluative

sampling techniques are preferred. Also, (Kennedy et al., 2011) show that there are grounds for acceptable predictable selection when researchers generate samples that conform to a wide range of criteria. In this study, data was collected from a prespecified group of responders using this sampling method. Current study respondents selected through the use of the two criteria, i.e., respondents inside or outside the current organization.

3.12.3 Research Instrument

The measurement device utilized in the current experiment is described in this section. For this study a survey questionnaire has been used which is divided into two parts. Part 1 collects demographic information, such as age, gender, education, and job years of service. Part 2 focuses on key study variables, including employees' perception of ease of use, perception of usefulness, Human Resource Practices under High Commitment HRM, and factors of employee retention. The questionnaire will be distributed online using Google Forms to ensure easy access and efficient data collection.

Table 2:

Variables	Author	Items
Recruitment and Selection	Rubel et al., (2020)	4
Training and development	Bibi, Ahmad, & Majid, (2018)	5
Employee Participation	Björkman, et al., (2014)	5
Compensation and Benefits	Ahamed et al., (2022)	4
Employee Appreciation	Islam et al. (2016)	4
Employee Retention	Rubel, Kee and Rimi (2023)	4

3.12.4 Data Collection

An email was contact to Pathao Limited in order to take permission to conduct study through Human Resource Department and other departments as well is initial or pilot stage of data collection process. The study describes a brief purpose of the study and. the process on how to distribute the data paper and obtain data from the organizations. For data collection, the full-time employees were given the google form online of organization. We circulated the google form link on their WhatsApp and requested to fill it. who agreed to participate. This approach reduces in-person execution time and door-to-door outreach.

3.12.5 Data Analysis

Numerous methods and tools were employed in the current study to analyze the data and evaluate the hypotheses. For example, data insertion, descriptive analysis, reliability analysis, and model hypothesis testing were all done using the Social Science Statistics Package (SPSS version 21).

Descriptive Output

The characteristic in the data set that has the highest mean represents the mean or central tendency. The highest mean of a variable suggests that, on average, the values of a certain variable is higher than the rest of the comparisons. This can be key when understanding the bigger picture of what variables in the research have a larger overall effect. The number of items and sources for the study variables are listed in Table 2. One-way analyses of variance were used to test the relationships between the independent and dependent variables; all variables were measured on a 5-point Likert scale. As can be seen above, mean of variable Training and Development is the maximum. A high mean is just the average; it does not imply whether the variable is more significant or important. High standard deviation means a higher variability in the results of that variable. This might aid in understanding the degree of variability or degree of dispersion, and so might indicate that that variable is:

In Table 2, the independent variable Performance Appraisal has the highest SD. For instance, SD = 1.33, which is the greatest of all the other variables' SD.

Table 3: Output of the descriptive analysis

Variables	N	Minimum	Maximum	Mean	SD
Recruitment and Selection	79	1.00	5.00	3.80	0.89
Training and Development	79	1.00	5.00	3.79	1.02
Employee Participation	79	1.00	5.00	3.91	1.05
Compensation and Benefits	79	2.00	5.00	3.67	0.87
Employee Appreciation	79	1.00	5.00	3.93	1.12
Employee Retention	79	1.00	5.00	3.95	0.97

3.12.6 Demography

Demographic analysis (DA) is a traditional way of assessing census accuracy. Demographics is the highest of old-school success. A particular body of scholarly research has (and I do mean small), and that has offered timely analysis on a range of topics. The main reason for this success is demography, which lends itself relatively well to quantitative observational research (Morgan et al. 2015).

3.12.7 Reliability Analysis

The study's results show **0.986**, which is noticeably greater than the necessary 0.6 minimum dependability level. Using reliability analysis, we examine the characteristics of the measurement scale and its constituent parts. The reliability analysis technique, which also provides information on the correlations between different scale items, is used to generate several frequently used scale reliability measures. The within-class correlation coefficients can be used to evaluate inter-rater reliability. Cronbach's Alpha is a metric of internal consistency. In other words, it shows how intricately interwoven a collection of parts is. This serves as a benchmark for the scale's dependability.

Cronbach's Alpha	N of Items
0.872	26

3.12.8 Correlation Analysis

A statistical technique for calculating the connection among variables and evaluating the strength of their linear relationship. The magnitude of change in one variable as a result of the change in the other is determined using correlation analysis, to put it simply. In this research a link among the different variables is demonstrated by performing correlation analysis.

	ARS	ATD	AEP	AC&B	AAP
ARS	1	0.727**	0.565**	0.437**	0.728**
ATD	0.727**	1	0.628**	0.596**	0.689**
AEP	0.628**	0.678**	1	0.791**	0.704**
AC&B	0.437**	0.628**	0.791**	1	0.605**
AAP	0.728**	0.689**	0.704**	0.605**	1

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

3.12.9 Regression Analysis

With regression analysis we can find out which aspects are important, which are miss able, and how they all work together. It facilitates understanding of the simultaneous effects of multiple inputs on a single dependent variable. If the researcher is only interested in the effect of one independent variable, then the researcher generally needs to run multiple regressions, as simple regression could be affected by omitted variables. The regression analysis is utilized to analyze the results of the research in assessing the impact of each variable. From the analysis it could be

observed that the five dimensions of HRM practices explains 65.0% of customer retention variances.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587	.508	.604	.711

a. Predictors: (Constant), ASS, ATS, AT&D, AAPP

3.13 Findings and Analysis

The research hypotheses and data analysis results are included in this segment. So, in the first part of the data analysis, descriptive statistics of the various variables used in this study and the demographic information of the respondents are used. The amount of the representative variables and the strength of the relations are studied according to the independent variables.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.434	.321		4.03	.021	0.953	1.026
	ARS	-0.061	.089	.048	.621	.678	-.210	.258
	ATD	.389	.157	.210	2.435	.028	.069	.187
	AEP	.218	.145	.289	2.104	.019	.114	.431
	AR&R	.236	.108	.208	2.230	.031	.015	.238
	ACDO	0.85	.089	.104	1.46	.067	-.009	.214

3.13.1 Discussion

The first factor examined in this study is **recruitment and selection (ARS)**. The findings reveal that ARS does not significantly impact employee retention. This suggests that while hiring the right people and having effective recruitment process can bring talent to the company, but these things alone cannot make sure that employees will stay longer period of time to the organization. On the other hand, dose not matter how well employees fit into the organizational culture, their job satisfaction, and their career goals, plays an important role in determining whether they stay with the organization. For recruitment and selection to contribute to retention, it may need to be combined with other strategies like proper onboarding and continuous engagement.

The second factor, **training and development (ATD)**, is shown to have a positive and significant effect on employee retention. This means that when organizations pay attention in the learning and development of their employees, it helps to feel them valued and supported. Employees are more likely to stay with a company that provides opportunities for them to grow professionally and personally. Training and development not only enhance employees' skills and performance but also grow a sense of loyalty and belonging. This finding highlights the importance of creating structured training programs and offering employees the chance to develop their careers within the organization.

The third factor analyzed is **performance appraisal**, which also has a significant positive relationship with employee retention. This indicates that employees are more likely to remain with organizations that have fair and transparent appraisal systems. Regular and constructive feedback helps employees understand their strengths and areas for improvement. It also makes them feel recognized for their contributions. When performance appraisals are handled effectively, they can increase employee motivation, engagement, and commitment to the organization. This finding emphasizes the importance of having clear and consistent appraisal processes that align with employees' development needs.

The fourth factor is **compensation and benefits**, which also shows a strong positive impact on employee retention. Competitive salaries, bonuses, and benefits are key drivers of employee satisfaction. When employees feel that they are being fairly compensated for their work, they are less likely to look for opportunities elsewhere. This finding is consistent with other research showing that financial rewards are one of the most important factors in reducing turnover. Organizations that prioritize offering attractive compensation packages are more successful in retaining their top talent.

The final factor, **employee appreciation**, does not have a significant effect on retention in this study. Although appreciation is often considered important for keeping employees engaged, it may not be sufficient on its own to influence retention. Employees may require other forms of recognition or support, such as opportunities for growth or better pay, to feel fully committed to staying with the organization. Appreciation might work better when combined with other strategies to improve retention.

In summary, the findings highlight that certain High Commitment HRM practices, such as training and development, performance appraisal, and compensation, play a major role in retaining employees. Recruitment and selection, as well as appreciation, may have less direct effects and need to be complemented by other HR practices to make a meaningful impact. To improve employee retention, organizations should adopt a well-rounded approach that addresses multiple aspects of HRM. This will ensure that employees feel secured, valued, and motivated to remain with the company over the long term.

Concluding Words

The survey result shows that Pathao has a strong base of support and engagement for its workers. Team members enjoy frequent opportunities for professional growth, regular recognition of their accomplishments and access to management — all things they find attractive in a job. Indeed, most respondents were in favour of team-building activities and an inclusive culture. But the results also point to areas for improvement that could present growth opportunities, including enhancing the clarity and fairness of performance appraisals and rewards, providing continuous feedback and training, and better understanding the needs of neutral or disengaged employees. Focusing on these may enhance Pathao' employee experience and increase the level of dedication, satisfaction, and productivity across and throughout the organization.

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Appendix:

Confidential

Dear Participant,

This survey aims to serve an MBA internship report (research based), and we need your kind participation with some insights for its accomplishment. The research aims to determine the effect of human resource management practices on employee retention. The enclosed questionnaire has been designed to collect information on organizations HRM practices and employee retention.

Your participation in this research is completely voluntary. There are no known risks of participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept secret and reports only as a collective combined total. Moreover, the objective of the research is not to collect any type of confidential data about the organization.

We thank you sincerely for your valuable time and effort in completing the questionnaire. Your valuable feedback will definitely contribute to the advancement and success of this research. If you are interested to know about the research outcome later on, please do not hesitate to contact my academic supervisor or me.

Sincerely,

Anamika Akter

MBA Program, BRAC University

Questionnaires

Section 1

Background (demographic) information of the participants [Please tick (✓) the appropriate box]

1	Gender	1.	Male	2.	Female	3.	
2	Age	1.	20-29 years	2.	30-39 years	3.	40-49 years
		4.	50-59 years	5.	59 years above		
3	Religion	1.	Muslim	2.	Hindu	3.	Christian
		4.	Buddhist	5.	Others		
4	Marital status	1.	Single	2.	Married	3.	Divorced
		4.	Widowed				
5	Education	1.	Honors/Bachelor degree	2.	Master degree	3.	PHD
6	Monthly Income	1.	Below 35000	2.	35000-55000		
		3.	55000-75000	4.	75000 above		
7	Total Work Experience	1.	01 – 05 Years	2.	05 – 10 years		
		3.	10 – 15 Years	4.	More than 15 years		

Section 2 Recruitment and Selection

This section is designed to measure your perceptions regarding the **recruitment and selection** of your organization. Please read each statement carefully and put (✓) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization recruitment process for a job is very extensive.	1	2	3	4	5
2	My organization places adequate importance on selecting the best person for a given job.	1	2	3	4	5
3	My organization provides adequate emphasize on recruiting the best person.	1	2	3	4	5

4	In my organization selection criteria are designed to select the best person for the job.	1	2	3	4	5
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Section 3 Training and Development

This section is designed to measure your perceptions regarding the **training and development** system in your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization all categories of employees have the opportunity to receive training.	1	2	3	4	5
2	My organization provides various kinds of training and development programs for every individual employee.	1	2	3	4	5
3	Each employee receives sufficient training in my organization.	1	2	3	4	5
4	My organization uses adequate time and resources to train every typical member.	1	2	3	4	5
5.	In my organization all number of employees compulsorily receives training and development facilities.	1	2	3	4	5

Section 4 Reward and Recognition

This section is designed to measure your perceptions regarding the **compensation** system of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization rewards are sufficient.	1	2	3	4	5
2	When I do good quality work, my organization appreciates me.	1	2	3	4	5
3	In my organization, the benefits we receive are fair.	1	2	3	4	5
4	I feel that my organization is giving adequate reward for my performance.	1	2	3	4	5
5	My colleagues congratulated me in recognition of my efforts.	1	2	3	4	5

Section 5 Employee Participation

This section is designed to measure your perceptions regarding the **employee participation** system of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization employee participation are available.	1	2	3	4	5
2	In my organization employees have the opportunity to participate in organizational activities.	1	2	3	4	5
3	All level of employees in my organization is allowed to participate.	1	2	3	4	5
4	In my organization each employee gets fair chance to participate.	1	2	3	4	5
5	In my organization each employee is encouraged to participate in job activities.	1	2	3	4	5

Section 6 Career Development Opportunity

This section is designed to measure your perceptions regarding the **Career Development Opportunity** system of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	I have a clear understanding of my career path and promotion plan.	1	2	3	4	5
2	I have more than one potential position to be promoted to	1	2	3	4	5
3	My immediate supervisor knows my career aspirations.	1	2	3	4	5

Section 7 Employee Retention

This section is designed to measure your perceptions regarding the employee retention of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	I see myself working at the organization in a year	1	2	3	4	5
2	I see a future for myself in this organization.	1	2	3	4	5
3	I love working for this organization	1	2	3	4	5

4	The work I am doing is significant.	1	2	3	4	5
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