

Report On Employee-Centric HR Practice at Bikroy

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requirements for the degree of
Masters of Business Administration

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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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Dr. Syed Far Abid Hossain
Associate Professor, BRAC Business School
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Letter of Transmittal

To,

Dr. Syed Far Abid Hossain

Associate Professor, BRAC Business

School BRAC University

Subject: Submission of Internship Report

Dear Dr. Syed Far Abid Hossain,

I am pleased to present my internship report called “Employee-Centric HR Practices at Bikroy” as a part to complete my MBA program. This report represents my real-life experience in Bikroy and includes a thorough explanation of company’s HR practices mainly focusing on compensation and benefit strategy.

Sincerely,

Israt Jahan Jeba

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MBA Program, BRAC Business School

BRAC University

Date: September 14, 2025

Non-Disclosure Agreement

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

Israt Jahan Jeba

ID: 2264039

Acknowledgment

I want to express my thanks to Bikroy.com Limited for giving me the opportunity to complete my report within their Human Resource department. I want to specially thank Md. Kamrul Hassan, the Head of HR at Bikroy, for giving me the chance to discuss the benefits and sharing his personal insights to assist in making this report. I also appreciate to academic supervisor, Dr. Syed Far Abid Hossain for his guidance and feedback.

At the end I want to mention my Bikroy colleagues for sharing their input by giving valuable information, experiences and expectations.

Executive Summary

This report indicates my practical work experience under Bikroy's HR department. Main objective is to understand how employee centric HR practices aligned high satisfaction from employees and how it benefits the company.

This report focuses mainly on HR general practice, compensation packages, financial and non-financial benefits, reward-recognitions and employee engagement. Through all these practices it also analysis if it has any scopes for improvement and offers practical recommendations which also comes through employee feedback that I analyzed through survey results.

Ultimately, this report focuses to provide the management of Bikroy with useful ideas to broaden their HR strategies.

Keywords: Compensation, Payroll, Recruitment, Benefits, Employee Engagement, Satisfaction

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Chapter 1

1.1 Objectives

Main objective is to analyses all the HR practices and benefits and aligned it to understand its effectiveness in employee satisfaction and motivation and how it is aligned with company long term vision and values. I am going to analyze companies' compensation and benefit plans to find out if it meets the need of both company and employee's wellbeing and goals. To analyze deeply I have done SWOT analysis to understand and summarize strengths and weakness of their HR practices. Though this analysis opportunities and threats can be identified. This study is for to understand and compare basic HR practices of Bangladesh ecommerce industry about their compensation and rewards.

1.2 Methodology

Findings of the report are done through qualitative question answers directly from the employees which I got the opportunity due to my position within the company as Specialist of HR department. But my main source of data collection and information was Bikroy's HR manual which includes all necessary information and covers all HR practices. Qualitative question answer was done by two ways; one was to direct response from one-to-one session and another was from employee experience survey which conducted yearly or some time half yearly (few questions are included in the appendix). Mixture of different data's including office policy, direct feedback and observation ensured that my report is both informative and practical.

1.3 Introduction

In a knowledge-based economy such as today's, success is more and more founded on how a company treats its people. Organizations are starting to realize that HR doesn't have to be pure paperwork — in the past, the forward thinkers were proving this. It's to actually invest in the well-being, engagement, and growth of employees, and to make sure that your company goals truly align with what is meaningful for people on a personal and individual level. Bikroy Limited, one of the most popular online marketplaces in Bangladesh by far is a fascinating example for this approach. Their HR practices are a mix of global best practices and local adherence to laws such as Bangladesh Labour Act, 2006. This report will give insights of people focused HR strategies of Bikroy which increase employee satisfaction and company performance.

1.4 Overview of Bikroy.com

Bikroy started its journey in 2012 by Saltside technologies which is the parent company with a vision to bring classified online shopping across South Asia and Africa. It became the go to platform in Bangladesh for buying and selling apartment, cars to regular household items for bigger marketplace for businesses and individuals by earning the trust of million users nationwide.

Bikroy recognize its team of tech, sales and support as a great asset and that is why their HR practices focuses to employee's growth and comfort without compromising companies' ambition and ensuring they stay in the business with all other competitors.

1.5 Mission, Vision & Values

Bikroy's main vision is to build the easiest listing platform for buying, selling and recruiting. Increasing sell for exposure on our platform, with minimal manual involvement from us. Offering our employees the fantastic place to work. Main vision is to empower lives through fast and safe buying and selling facilities for everyone, creating sustainable value for the community. This is supported by values like integrity, accountability and client centricity. Five core value of Bikroy's are "Know your KPIs", "Result speaks the loudest", "You make the call", "Do fewer things better" and "It's ok to make mistakes". These values are the must know facts that are taught to every employee during their joining. Through these values it can be understood that Bikroy always wants their employees to learn and improve themselves for a greater future of the company. Bikroy always promotes a work culture where employee gets a connection with organizational future so that they have feeling of shared ownership and same objective.

Chapter 2

Literature Review

Day by day business world considering their employee as core part of company's success and not just a resource. It is happening cause employee centric HR is talked about topic everywhere including South Asia. This thought connects an important business theory which indicates a well- supported workforce is actually a company's important, powerful and sustainable advantages.

Industry standard compensation is of course an important stepping point to keep employees satisfied. Competitive salary gave away the feel of valued fairly and security and on the other hand different benefits such as PF, gratuity, performance bonus, profit share gives away a clarity of long- term loyalty.

When employees feel recognized, they get chances to develop their skills, and work in a supportive environment, they are more likely to be both satisfied and committed to staying with a company. This state of being truly invested in one's work is what Schaufeli (2017) describes as a positive and fulfilling state of mind. Furthermore, a clear performance management system—one with transparent goals, constructive feedback, and a path for growth—fosters a culture of fairness and accountability (Aguinis, 2019).

This body of literature provides a structured framework for analyzing the employee-focused strategies at Bikroy Limited.

Chapter 3

3.1 HR Practices of Bikroy

From an employee's first day of employment to their last day, Bikroy takes a very thorough approach to personnel management. The company's HR manual provides all the instructions on every HR related practice that Bikroy preach. Bikroy always maintain merit-based recruitment process. It is very important for them to be transparency and fair selection process, as their aims to not miss best applicants during the process. New hires receive formal joining day onboarding session and another day long detail oriented formal orientation.

Bikroy follows standard office hours which starts from 10 AM to 6 PM, Sunday through Thursday, which followed in most of the Bangladeshi companies. When it comes to determining compensation, employees are judged by their experience, job responsibilities, and past performance. The benefits packages are huge, including essentials like group insurance and provident funds, along with festival bonuses, earned leave encashment, gratuities, and travel allowances.

Bikroy has a clear and fair performance management system, arranging yearly reviews for most staff and midyear appraisals for sales teams. Bikroy ensures that employees enjoy their leave without any hindrance if employees apply them following guideline of leave process. Bikroy provides various leave that includes earned, sick, half day, maternity, and paternity leave, which is go beyond Bangladesh labor law. Furthermore, it gives employees a scope to share any issues through its structured grievance procedure. So overall these practices indicate Bikroy's mission for a fair, inclusive, and professional workplace for all its employees.

Some major HR practices by Bikroy are given below:

Recruitment and Selection

- Competitive pay
- Transparent, merit-based recruitment process
- A three-month probationary period prior to confirmation. It can take up to six months at times

Work Schedule & Attendance

- Standard office hours are eight hours
- Weekends are two days (Friday and Saturday)
- Certain departments have flexible scheduling

Compensation & Benefits

- Monthly sales incentives
- Quarterly KPI bonuses for support staff
- Competitive compensation packages
- Annual performance-based raises
- Provident fund, gratuity, festival bonuses, and insurance

Performance Management

- A midcycle review
- An annual appraisal system with quantifiable KPIs
- A program of rewards and recognition to encourage top performers

Leaves & Holidays

- 16 days earned leave
- 14 days sick leave
- 10 days casual leave
- 16 weeks maternity leave
- 5 days paternity leave
- Half day leave
- Festival and government holidays

Employee Conduct & Grievance Handling

- Strict disciplinary measures in accordance with labor law
- A well-structured grievance mechanism
- A strong code of conduct covers integrity, anti-corruption, and harassment

3.2 Compensation Strategy

Bikroy knows that a competitive salary is just the starting, hence the company has prepared a compensation package to not only motivate employees but also ensure their financial comfort. Salaries are structured carefully calibrated to reflect job responsibilities, and current market rates.

Employees get paid through direct bank transfer in the last week of each month without any delay, by following full compliance with national laws. Beyond the regular compensation, Bikroy provides a multiple benefit. Employees receive two festival bonuses yearly, each equal to a full month's basic salary. The company contributes to a provident fund and offers a gratuity scheme, providing a safety benefit for retirement or when an employee plans to leaves. Earned leave encashment ensures employees getting extra benefits by enjoying their leave through both financially and non-financially. Group insurance covers a wide range of needs, from routine hospitalization to critical illness, normal checkup and maternity care. Bikroy invest in employee's mobility and career growth by providing travel allowance for both domestic and international trips. By analyzing it can be said that Bikroy beliefs that their employees are long term assets which needs to be treated with proper value.

3.3 Engagement Practices

Bikroy focuses to build a workplace culture where people feel valued, motivated empowered and enjoyable at the same time. Employee can be feeling values and seen when employer recognize and awarded their accomplishment through big or small celebration time to time on open floor. It can be a formal award, certificate or social media post of company page as it will increase their morale and will motivate others to achieve same. Reward & recognitions like employee of the quarter, monthly stars, star of the year, team of the year, special campaign winners are highly recognized and awarded fairly inside Bikroy Infront of all employees. Bikroy always make arrangement of to celebrate different program for employees to create memories, belongings, fresh time and team bonding. Programs such as new year, Bangla new year, pohela falgun, Iftar meet, Pitha utshab, fruit fest, women's day and many more with colors. Investment in growth is another priority. Bikroy also focuses on learning and development opportunities, including common and roles-based training or sessions which help employees sharpen their skills and awareness. In short, Bikroy's wants and focuses to ensures that employees feel through various aspects.

3.4 Performance Management System at Bikroy

Bikroy's approach to performance management is a strategic system prepared for each employee's work directly to the company's objectives. Main idea is simple: performance reviews should be transparent, and consistent for everyone. Sales and customer service employees face performance assessment two times a year whereas all other team assessed at the end of the year once. It happens so that more check ins and quicker adjustment can be done for those specific team as they directly connect with revenue and customer.

Process starts when team managers and employees collaboratively set clear Key Performance Indicators. These KPI's are prepared with the alignment to both department and companies' overall goals. Company ensures that employee understand their role properly and how important it is as contributions for companies' broad vision.

Managers play an important role as they are responsible for communicating these expectations and providing any types of support and feedback. Employees get formal and on time review and feedback which itself looks beyond just numbers. While achieving sales targets or deadlines is important, it is important for employees to be aware about other qualitative factors like problem- solving skills, teamwork, customer service and time management. This type of balanced approach ensures a fair view of performance assessment. Employees must complete a self-assessment form, indicating a sense of ownership, and the process includes a one-on-one feedback session to discuss strengths, areas for growth, and future career aspirations with their reporting manager also. High performers will receive increment, bonuses, promotions, or other recognition as per following structure. But those who need support are given specified development plans. This connection between performance and consequences—such as increment or learning opportunities—promotes a culture of meritocracy. In short, PMS should not be treated just as an annual appraisal for increment, it should be used as a scope for career growth and continuous improvement. It should be treated as a scope between individual employee's career objectives and organizational success together which also indicates that company's commitment to its employees.

Chapter 4

SWOT Analysis

Bikroy's human resource's structure has many key strengths that form a solid foundation HR practice. The company advertises and demonstrates a strong commitment to compliance, meticulously adhering to the Bangladesh Labor Act of 2006 which indicates how serious they are about risk management. This, combined with a comprehensive benefits package—including a structured salary system, PF, gratuity, leave encashment and medical insurance which provides employees a valuable sense of financial and professional security. Furthermore, clear policies for code of conduct, a process-based grievance system for maintaining complaint of any regards, and programs to recognize and appreciate achievements all contribute to a fair and positive environment. However, like others the system is not without its weaknesses means it still has some lacking. The company still fully focuses on a traditional, in-office work style which offers little flexibility, which can be a significant drawback for younger talents inside the company who is used to the hybrid options common in global tech companies now a days. Another area of concern is the growing use of contractual, especially in customer service and field roles. This may offer the company cost savings and staffing flexibility but it also creates a two-tiered workforce. These employees often receive lower pay and fewer benefits comparative to permanent employees, and as Bikroy nurtures their benefits so almost all employees are aware about all types of benefits that permanent employees are enjoying. Bikroy also lacks in gender equality specially in leadership category though they hire many female employees for customer service role but they mostly failed to hire quality female leaders or develop one. It creates an expectation and when that does not get fulfilled it leads to higher turnover and potential morale issues that can create hindrance regular service, bad employee branding and undermine a unified company culture.

Looking ahead, Bikroy has many opportunities to enhance its HR practices. It should introduce flexible work arrangements, expand professional development programs, develop female workers in leadership role, create brand new compensation and career plan for contractual employees and invest in employee wellness initiatives which could significantly boost its appeal as an employer. Adopting modern HR tools for real-time feedback and data analysis, would also provide insights into employee needs. Finally, the company must analyze several threats. Though there are many available candidates for recruitment but getting an actual resource with skill and knowledge is very

hard and high in this competitive market. If not taken proper steps and continuously revise policies to match with market status it will loose both fresh and already experienced employees. High attrition in contractual position poses a long-term risk to service quality and organizational stability. The most pressing threat comes from international companies entering the market, who may set new, higher standards for flexibility and perks.

4.2 Analysis of Compensation and Engagement Practices

Bikroy Limited has built its approach to HR on the understanding that to have a committed team, a company must show it values its people in both tangible and intangible ways. Their compensation package is a clear example of this. It's made to be fair and competitive, going more than legal compliance to for safeguarding any potential financial risk. Practices like the two festival bonuses are particularly very well known in Bangladesh perspective. Long-term benefits, such as the provident fund and gratuity indicates an investment in employees' futures, which directly motivates them to build their careers within the company for longer time. However, only on time salary alone isn't enough to give a truly satisfying work experience. This is where it focuses on engagement. Reward and recognition programs, which celebrate both big achievements and regular contributions, find its way into a fundamental human need for appreciation. This is combined with a performance management system focused on employee growth, employees understand how their work values to company and how they can grow career wise. Also, team-building activities and a respectful office culture create a sense of community, making it a place of positivity. Job satisfaction is created by these types of powerful combination of financial security and emotional fulfillment. Employees feel genuinely valued and they are far more likely to be productive, motivated, and committed to be the part of company's goal proudly. For now, the company's current approach is working well; it has fostered a motivated team that has become a real asset in Bangladesh's competitive online marketplace. The study also shows that while Bikroy has done great work building a people-centric HR system, there's still room to grow. Lack of options for flexible work style can be an area of improvement Basically it means, there will be always opportunities for future development. Current practices effectively use compensation, reward system, benefits and engagement play the part of strong pillars to support employee satisfaction and retention.

Chapter 5

5.1 Recommendation

Bikroy can make their HR practices stronger, employee focused and ensure effectiveness by looking into the SWOT analysis. Accommodating flexible work culture options would be a fresh air for the culture. This would be particularly work for roles in tech, customer service, and administration that don't always require a physical presence in the office. We have found during covid that remote work is very much possible and convenient. It should enhance its wellness initiatives by supporting mental health or promote mental health facilities for the employees. While the company's insurance is helpful for medical and maternity needs, it doesn't directly address common challenges like stress, anxiety, or burnout. These issues are taken very seriously in today's world specially among younger work force. It shows a deeper commitment to staff well-being. Third, create a brand-new career roadmap for staffs. With available training, employees still might miss the clear path for their personal growth within the company. By establishing formal mentorship, leadership development programs, and transparent promotion criteria, and less micro management, Bikroy can show a real long-term career growth. Fourth, reward loyalty with ownership feeling. To really keep top talent for longer, Bikroy could consider profit-sharing or stock options. This creates a powerful sense of ownership and commitment among employees. Fifth, taking a smarter HR approach. Policies may be well-organized, taking modern digital tools could make HR to the next level. Through AI performance insights, HR dashboard, and future analytics can help to figure out next trends, needs, and issues before they escape, making the entire function more. Most focus should be given to the contractual staffs. The high turnover is a clear challenge. A solution would be to include a simple benefits package—such as basic health coverage. Creating a model such as "road to permanent" would also give them a proper reason to stay and, ultimately improving service consistency. Finally, work on the employer brand through social media. It has many scopes to share about its employee-positive culture. By promoting these in its recruitment messaging and social media page, the company can strengthen its reputation in this age of digital platform.

5.2 Conclusion

To conclude, it's obvious that Bikroy want a create a strong and responsive structure on how to handle its human resources. The company has successfully created most of those systems for pay, performance, and retention that fully support the business at which they drive.

That being said, the high attrition of contractual employees and women in leadership role is an important area for improvement. If Bikroy is to aim going for the long way, it could do well by placing greater strategic emphasis on this section of its workforce and further focuses in their pay, benefits and growth opportunities.

At the end, HR serves as a true asset for Bikroy by driving seamless business operations and talent development to remain competitive. By refining its approach (particularly for contract staff) Bikroy can make sure it is getting not just a happy team, but a happy and loyal one in the long run.

References

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Appendix

Questionnaires of Bikroy's Employee Satisfaction Survey – 2024

01. How effective is your manager in aligning your efforts toward achieving deliverables?
02. Do you believe that employees who achieve outstanding results are fairly rewarded?
03. Do you think your department or Bikory management give importance to the decisions you make?
04. Do you get enough time to prepare and deliver high quality results?
05. Do you get weekly and monthly priorities with proper dictation and clarity?
06. Your organization sees making a mistake as learning opportunity?
07. Does your assigned KPIs match with your job role?
08. How often you receive feedback on your performance related to your KPIs?
09. Any other comments or concerns about the job, work environment, people, or resources?
10. Which benefits, rewards and events you love the most?