Report On

A Study on Employee Work–Life Balance, Motivation, and Compensation Satisfaction in United Group's Power Division

By

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

BRAC Business School
BRAC University
March, 2026

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Yashnaa Islam
ID: 21204071

Supervisor's Full Name & Signature:

Zaheed Husein Mohammad Al-Din
Senior Lecturer,
BRAC Business School
BRAC University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer,

BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am submitting my internship report titled "A Study on Employee Work–Life Balance, Motivation, and Compensation Satisfaction in United Group's Power Division" as part of my Bachelor of Business Administration program requirements. This report has been prepared using the knowledge and practical experience I have obtained during my internship in the Human Resources Department of United Group.

The report includes an overview of my internship activities, information about the organisation, and an action-based research section. Both primary and secondary data have been used, and all sources have been properly acknowledged. I hope that the report meets the course requirements.

Sincerely yours,

____

Yashnaa Islam

ID: 21204071

BRAC Business School

BRAC University

Date: March 08, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between United Group and the undersigned student at BRAC University.

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Yashnaa Islam

ID: 21204071

Acknowledgement

First of all, I would like to express my gratitude to BRAC Business School for including an academic internship as part of the BBA Program course curriculum. I am also grateful to my academic supervisor, Mr. Zaheed Husein Mohammad Al-Din, Senior Lecturer at BRAC Business School and co-supervisor, Dr. Syed Ali Fazal, Associate Professor at BRAC Business School for their guidance and feedback which has helped me complete this report.

Besides this, I would like to extend my heartfelt gratitude to the Chief Executive Officer (CEO) of United Group's Power Division, Mr. Md. Moinul Islam Khan, who had agreed to be my reference for the internship. I am grateful to the Chief Human Resources Officer (CHRO), Mr. Md. Nawshad Pervez for his kindness and empathy. Additionally, I would like to thank my work supervisor, Mr. Md. Rasel Hossen, Manager at the Human Resources Department, for his guidance during the entire duration of my internship.

I am grateful to Mr. Tahmid Bin Zaman, my colleague for teaching me how to work using ZAB ERP, the HRIS software. I have learned a great deal during my internship period, due to the help and support of all the colleagues at the Human Resources department and colleagues at the Power Division. Additionally, I would like to thank my colleagues who have helped me write the report and those who have responded to the survey.

Furthermore, I am grateful to my friends from University for the emotional support and advice they have provided. I am thankful to the seniors from my department who have never refused to help or guide me when I needed it. Lastly, I am grateful to my sister and my mother for their consistent help and support throughout this time.

Executive Summary

This paper examines the recruitment and hiring practices of United Group's Power Division and analyses factors affecting employee work-life balance, motivation, and satisfaction. Misalignment of skills, time delays in the hiring process, bureaucratic work systems and limited candidate interest in specialised engineering roles are key challenges faced by the organisation.

The report is structured into three chapters. Chapter 1 discusses my overall internship experience, while Chapter 2 provides information about United Group and its Power Division. Chapter 3 presents findings from a survey I have conducted on employee work-life balance, motivation, and job satisfaction. It explains the survey results and suggests recommendations to improve employees' overall satisfaction, motivation, and work-life balance.

Keywords: Power Division, Work-Life Balance, Recruitment and Hiring, Employee Motivation, Job Satisfaction

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List of Acronyms

B2B	Business to Business
CEO	Chief Executive Officer
CEPZ plant	Chittagong Export Processing Zone plant
CV	Curriculum Vitae
DEPZ plant	Dhaka Export Processing Zone plant
EPC	Engineering, Procurement & Construction
HR	Human Resources
HRIS	Human Resources Information System
IPP	Independent Power Producer
O&M	Operation & Maintenance
PPAs	Power Purchase Agreements
TNA	Training Needs Assessment
UAEL	United Ashuganj Energy Limited
UAnPL	United Anwara Power Limited
UAPL	United Ashuganj Power Limited
UECL-PD	United Enterprises & Company Limited Power Division
UEL	United Energy Limited
UJPL	United Jamalpur Power Limited
UMPL	United Mymensingh Power Limited
UPGDCL	United Power Generation and Distribution Company Limited
ZAB ERP	ZAB Enterprise Resource Planning

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Yashnaa Islam

ID: 21204071

Program: Bachelor of Business Administration

Major: Human Resource Management

1.2 Internship Information:

1.2.1 Period, Company Name, Department, Address

Period: 3 months

Company Name: United Group

Business Unit: United Enterprises & Company Ltd. (UECL)

Department: Human Resources

Address: United House, Madani Avenue, United City, Dhaka-1212

1.2.2 Internship Company Supervisor's Information

Name: Md. Rasel Hossen

Department: Human Resources

Designation: Manager

1.2.3 Job Scope

I was assigned as an intern in the Human Resources department of the business unit named United Enterprises & Company Ltd. (UECL). I worked in United Group's Head Office during the three months of my academic internship. My work supervisor handled the HR responsibilities of the Power Division, officially known as United Power and internally referred to as UECL-PD.

My primary duties involved helping my supervisor with his work, and as instructed by him, I would assist Mr. Zaman with payroll-related tasks. I have contributed to the following categories of work:

HR Documentation:

- I had written and organised documents such as Bangla and English appointment letters, service confirmation letters and transfer letters. Sometimes, I would convert printed documents into digital files and make necessary format edits when required.

Initially, when I was just learning the work and getting familiar with it, I would make mistakes and feel stressed. However, it became less overwhelming due to the support and leniency from my supervisor.

Recruitment and Internship Support:

- Processing intern allowances, writing internship/industrial attachment offer letters and completion certificates. Creating new files for interns and new recruits.

Besides this, I have created interview schedules, guided interns/new recruits to orientations and interview boards, participated in interview boards as a representative for my supervisor when needed and provided candidate evaluations. I have also organised candidate interviews, ensuring the interviewees' suitable time frames aligned with the times set by the Division.

HRIS, Excel and Database Management:

- Updating ZAB ERP, the HRIS software, with information regarding employees' overtime payments, salaries and adding new database entries for recent recruits

I have also created tax certificates, organised salary certificates, and maintained Excel records for tracking missing employee files and documents.

Employee File Management:

- Organised and maintained both physical and digital employee files across multiple power plants and energy companies including appointment letters, promotion letters, final settlements, resignations, transfer letters, inter-office memos, tax and salary certificates

I have also helped to cross-check records with Excel databases, identified missing documents and coordinated with other departments to complete files.

Payroll and Administrative Support:

- Printed and organised documents required for salary disbursements and promotion letters.

I had also coordinated with the Admin department to get approvals on employees' marriage gifts and SIM Card/mobile phone requisitions. Being involved in a relatively wide range of activities has helped me gain practical knowledge regarding how corporations work, and helped me understand how theories I have learned in my courses can be applied to real-world situations.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

My contribution to documentation-related tasks has helped to keep employee documents updated and ensured that important documents were created and disbursed on time. Through the recruitment and internship support tasks I have assisted with, I have gained an in-depth knowledge of the recruitment and hiring processes of the Power Division. And this has helped to make the process smoother and time-efficient, since my supervisor and I were both doing the work. This may have also helped him focus on more important tasks at hand, for instance, when I participated in the interview board as a representative.

The Excel, HRIS and Database Management tasks have helped to ensure proper storage of employee files and documents, and made these easier to find. Also, these tasks made sure that the HRIS was being updated with employee information regularly.

My work involving file management has helped with the proper maintenance of physical and digital files across United Power's business units. This has also facilitated inter-departmental coordination and ensured alignment of information across databases and physical documents.

Overall, this internship has provided me with hands-on experience in a range of HR operations, enhanced my knowledge of workplace functions, and given me the opportunity to build professional connections at an early stage of my career.

1.3.2 Benefits to the student

I have found the internship to be helpful in enhancing my knowledge of workplace practices. Through the internship, I have also gained practical knowledge about HR functions and operations. It helped me understand how my theoretical knowledge about companies, HR policies and different business practices applies to the real-world. Provided below is a list of what I had considered beneficial -

I. I have learned a diverse range of HR functions throughout my internship. I have gained knowledge regarding the corporate culture, operations of the office and the Power Division. I have talked to and connected with numerous senior colleagues at the Power Division.

II. I did not have to worry about my lunch since this was provided to me by the company.

III. United Group has an excellent corporate culture. All the colleagues are friendly, kind, helpful, cooperative and respectful towards each other. As in all organisations, a corporate hierarchy exists, but employees working as support staff also praise the upper management and senior officers for their manners, kindness and etiquette.

IV. The workplace is respectful towards and safe for female employees. Separate office spaces are allocated for female and male workers. Also, formal policies exist to address concerns related to harassment and workplace misconduct, should they arise.

V. Everyone has been welcoming. My colleagues in the Power Division and the HR Department have been particularly helpful and kind.

1.3.3 Problems/Difficulties (faced during the internship period)

The internship has been beneficial. However, I did face a few problems.

- Confidentiality of documents. I had access to a lot of documents. However, there were limited amounts of information I could utilize for help with writing this report. Hence, the scope of this paper is limited.
- The office is located very far from my house. Public transports are not willing to travel the entire distance at once. Travel costs to the office and back home are significantly high. Also, it is difficult to find a transport after office hours, since the office is located in a remote area. During the evenings, vehicles seldom travel the roads outside the office.

- It takes a long time to reach the office during work days. Additionally, it takes almost twice the time for me to return home than it does to reach the office, since the road near my office is always heavily congested after work hours.
- As an intern in the HR Department, I often had to call interviewees directly, which significantly raised my daily expenses, due to the extra phone usage.
- It was inconvenient for me to travel to the office and back home. Sometimes, during my travels back home, I would feel unsafe since it was dark outside and I had to travel alone. Also, the roads that lead to the office are under construction and the travel route is always dusty. It is difficult to travel using the route because there are a lot of road blockages, roads are uneven and the roads are being restructured.

1.3.4 Recommendations (to the company on future internships)

I. It would be beneficial for interns who live far from the office, if the company arranged transports for them during the internship period.

II. It would help the interns manage their expenses better, if the company provided a temporary office SIM card to them during the internship period.

III. It would help the interns learn diversified work, if they were given job rotation opportunities.

Chapter 2: Organisation Part

2.1 Introduction, Objective, Scope, Methodology, Significance, Limitations:

2.1.1 Introduction

This chapter provides an overview of United Group, its Power Division, practices followed by different departments, and an operational framework to provide a foundation for analysing HRM practices.

2.1.2 Objective

This chapter aims to:

1. Provide a comprehensive overview of United Group's Power Division
2. To understand the organisational structure and key practices followed by different departments within the Power Division

2.1.3 Scope of Study

This academic paper contains information relevant to the Power Division only and does not contain details of other industries United Group operates in. Furthermore, the study focuses primarily on the functions of the HR department within the Power Division. Therefore, the findings do not represent the overall operations of the conglomerate.

2.1.4 Methodology

Data for this study were collected through the following sources:

i. Observations during the internship period

ii. Informal discussions with colleagues

iii. UPGDCL annual reports

iv. Official websites of United Group and its Power Division

v. Online survey on Employee Work-Life Balance

2.1.5 Significance of Study

This chapter addresses the following:

i. Provides insight into effective HR practices

ii. Helps to comprehend how HR contributes to organisational performance

iii. Can help with future improvements in HR procedures

2.1.6 Limitations

There are limitations to this study. These include the following:

- This academic paper is based solely on the Power Division and its HR practices
- During the short duration of the internship, long-term HR outcomes could not be observed
- Due to confidentiality policies, the data utilised in this report is limited

- The Power Division does not follow a traditional organisational hierarchy. Hence, the exact organogram could not be utilised.

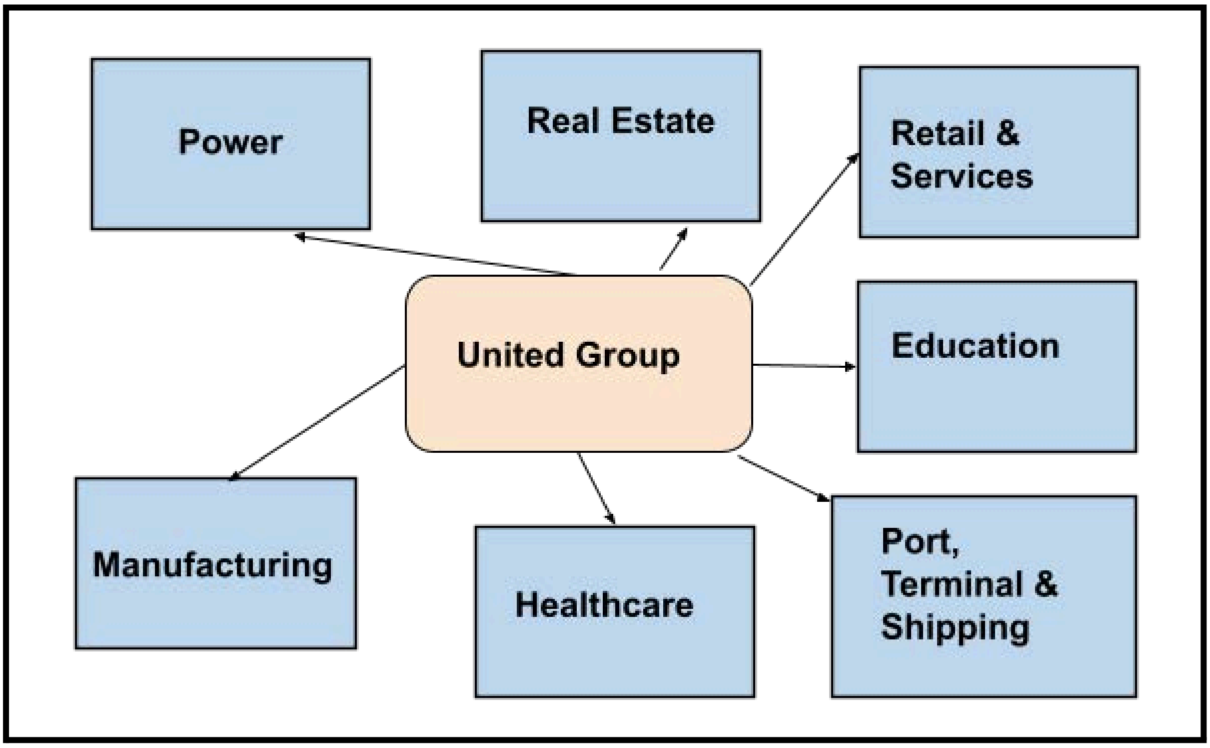
2.2 Overview of the Company:

2.2.1 About United Group

United Group was established in 1978, by Mr. Hasan Mahmood Raja and four of his friends. It is a well reputed family owned business house. United Group is currently one of the leading business conglomerates of the nation, which focuses on socio-economic infrastructure. The revenue streams are utilised to not only expand the business but also invested into initiatives that contribute to the welfare of the entire society. United Group has a diverse investment portfolio and operates in a wide range of industries. The conglomerate's motto is "Uniting Dreams For A Brighter Tomorrow" (United Group, 2025).

United Group operates in the following industries, which are referred to as Divisions:

Figure 1: Divisions of United Group (United Group, 2025)



United Group has helped the nation enhance its economy through their infrastructure development projects and significant financial investments. Maintaining the trust of stakeholders and ensuring ethical operational practices are part of the core values followed by United Group.

Mission: To excel at everything they do, creating bonds based on mutual understanding and ensuring reliability amongst their partners, customers and communities. Adding meaningful contributions to the industries United Group operates in.

Vision: Leveraging the established trustworthiness of the stakeholders to reach peak levels of distinction through ethical practices and steadfast dedication.

Values:

- Trust
- Integrity
- Responsibility
- Creativity

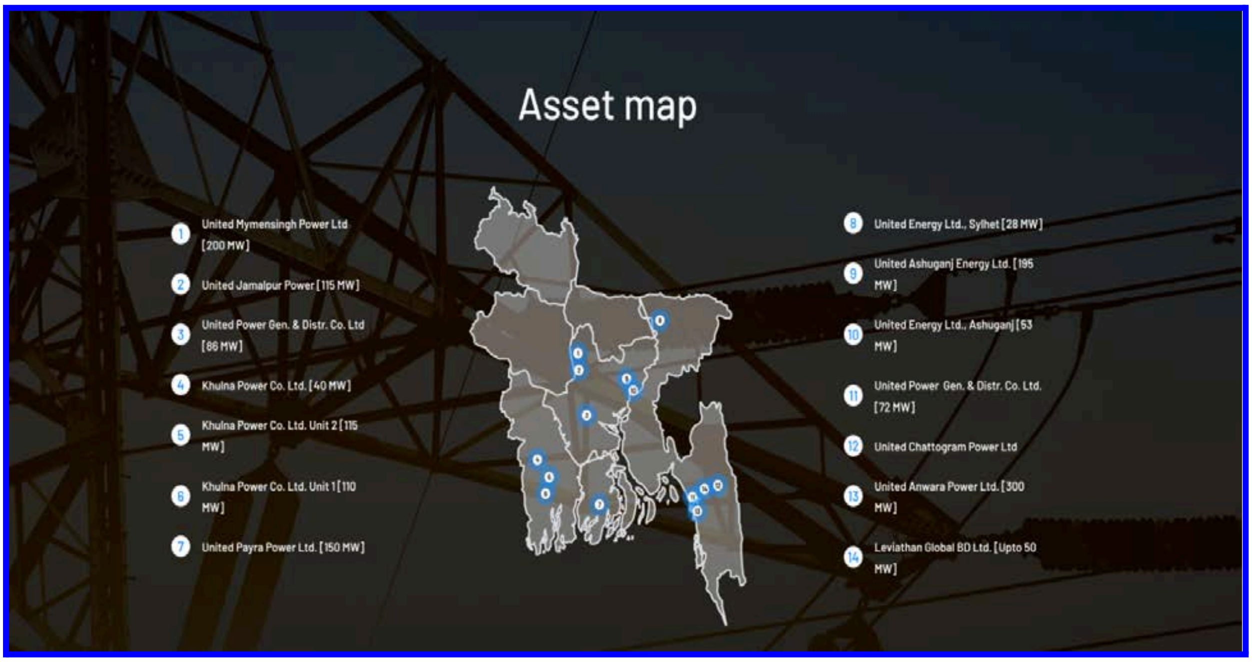
(United Group, 2025)

2.2.2 Power Division Overview

United Group entered the power industry in 1997 as the first Independent Power Producer (IPP), and started establishing power plants throughout the nation (United Group, 2025).

In 2007, United Power Generation and Distribution Company Ltd (UPGDCL), known previously as Malancha Holdings Ltd. was established within the Export Processing Zones (EPZ) of Bangladesh (United Group, 2021). The Power Division contributes 1146 MW to the National Grid. It has a development portfolio of 2137 MW spread across 17 Power Plants.

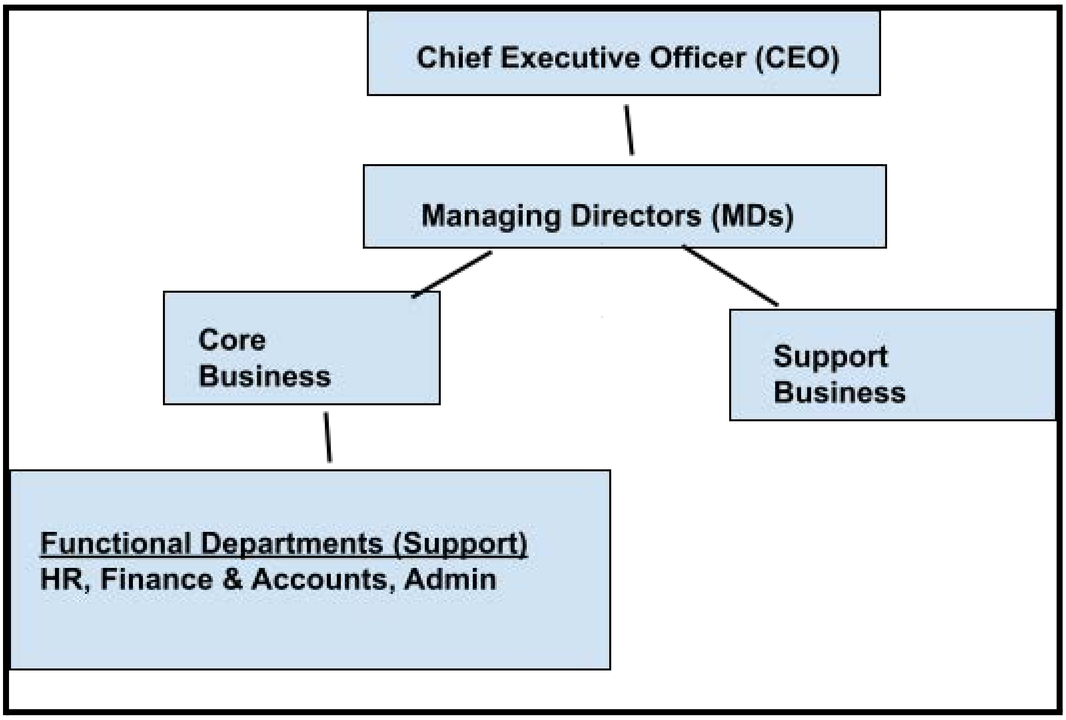
Figure 2: Power Division Asset Map (United Group, 2025)



The Power Division is the core business of United Group and generates the majority of the revenue for the conglomerate. The Division plays a key role in supporting the nation's increasing demand for energy, while ensuring operational reliability and efficiency.

2.2.3 Organisational Structure

Figure 3: Simplified Functional Structure of United Group's Power Division



The Power Division uses a flexible, function-based structure instead of a traditional hierarchy. There are multiple power plants and projects operating under the Division. So, it does not have an organisational chart available for public use.

Leadership includes a CEO overseeing overall strategy and multiple Managing Directors (MDs), each of them in charge of a separate business unit or power plant. Functional departments - HR (Human Resources), O&M (Operation & Maintenance), Finance, Engineering, Procurement and Administration - work in unison to keep operations smooth and communication clear (United Power, 2025).

This structure keeps the Division flexible, responsive and enables it to make effective decisions across a range of projects.

2.2.4 Key Achievements

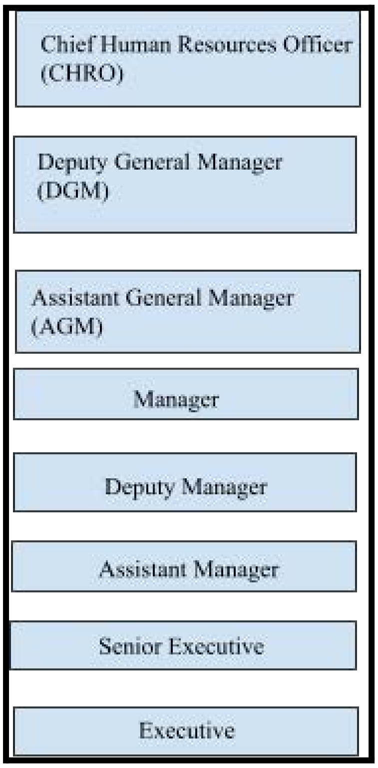
The Power Division has multiple awards, a few have been listed below:

- Asian Power Awards 2015 (Gold, Silver and Bronze) - UAPL
- Odommo Bangladesh Foundation Award for The Best Large IPP of 2016 - UAEL
- Ministry of Power, Energy and Mineral Resources (MPEMR) “Power and Energy Week 2018” : The Best Power Producer of 2018 - UMPL
- 11th ICSB National Award 2023 for Corporate Governance Excellence (Gold)
- 14th ICMAB Best Corporate Award 2024 (Gold) - UPGDCL
- Sustainable Brand Initiative Award 2025 - UPGDCL

(United Group, 2025)

2.3 Management Practices:

Figure 4: Human Resources Department Positions (Seniority-based Structure)



2.3.1 Leadership style

United Group's Power Division follows a participative leadership style. This refers to a form of leadership where employees are encouraged to participate in decision-making, while the final decision-making authority remains with the upper management.

Based on my observations and informal discussions with colleagues, I have learned about the decision-making process in the Division. Initially, a meeting is held where all officers participate. Then, the top management, as well as employees in other levels of the hierarchy discuss solutions to a problem or provide their feedback on a particular topic. For example, before a new Power Plant or Energy Company is established, its location, machinery and technologies to be utilised, weather conditions in the area, noise and dust levels in the place, and other relevant factors are discussed in the meeting. Then, a vote is held to decide whose idea may be the most beneficial for the project. After the votes are cast, the final votes are counted and the idea with the majority of the votes is considered. If it is considered to benefit the company, the idea is implemented. Once these decisions have been made, the HR department is consulted for the manpower forecasting, planning, and recruitment procedures.

This leadership style aligns with the Division's vision, mission, core values and strategic objectives.

Figure 5: Vision and Mission of United Power (United Power, 2022)

Alignment with Vision:

An employee might suggest an idea that can make the Power Plant establishment process environment friendly and efficient, which had not been thought of by others in the meeting. If this idea is implemented, it can assist in actualising the vision.

Alignment with Mission: (4th point)

When employees are allowed to provide feedback, give suggestions or share their ideas with others, it may encourage them to utilise their creative minds. This also boosts individual growth as the employee feels valued in the workplace and their motivation to work may rise, which in turn, can boost the employee's morale and productivity. Moreover, this fosters learning, since others can learn about their colleagues' ideas from the meeting. This process helps to promote team spirit too, as everyone is sitting together and discussing their ideas.

Figure 6: Objectives and Core Values of United Power (United Power, 2022)

Alignment with Core Values: (To The Employees)

Innovative ideas may be suggested during the discussions. This can help top management identify employees who are talented and have the ability to think differently. If a good idea is suggested and implemented, it may help to make the working environment safer for the employees who get hired into the new business unit or Power Plant. As employees feel heard, valued and appreciated by the upper management, their sense of well-being may improve.

Alignment with Objectives: (5th point)

This can be possible through the execution of appropriate ideas. Also, human resources are being utilised efficiently, if talented employees can be identified because of the leadership style *(UPGDCL Annual Report 2023-24, 2024)*.

Human Resource Planning Process

2.3.2 Recruitment and Selection Process

During the recruitment stage, candidates are offered salaries, compensation & benefit packages, and merits, aligned with industry standards. This helps to attract skilled candidates.

The candidates' performances during the interview are evaluated. Based on their knowledge of the job, adaptability, etiquette, maturity and willingness to learn, candidates are selected for designated power plants.

Interview Process

- Candidate CVs are collected (through the job advertisement portal, emails or through online job portals)

- Interviewees are called to schedule interviews, depending on their availability and the company's rules

- Interview schedules are mailed to the interview board members

- Interviews are organised and interview rooms are arranged

- Interview schedules, candidate CVs and Interview Evaluation Forms are printed and organised into sets for each interview board member

- Candidates arrive and are guided to the waiting area for the interview

- Interview board members arrive and the documents are given to them

- After the end of the interviews, the completed interview evaluation forms and other documents are organised and taken to the HR department office.

2.3.3 The compensation & benefits system

Compensation and benefits packages are created following industry standards.

- Marriage gifts are given to employees who marry within 2 years after joining the company.
- Maternity leaves are given to women during their pregnancy period.
- Employees can avail company transport for going to the office and returning home
- Mobile phones/SIMs are given to employees, if they require it and the company finds their reasons for requiring this facility valid
- Company accommodation is available for employees
- Conveyance and Medical Allowance is given to employees
- Employee discounts are given in United Hospital and Food and Beverage outlets

2.3.4 Training & Development (T&D) initiatives

Training is given to employees to prepare them for permanent positions.

UPGDCL has implemented Training Needs Assessment (TNA) as part of its training system. Aspects of TNA include determining what is required to complete the work activity, the existing skill levels of the staff completing the work, and the training gap (if any). A total of 203 training sessions and drills were conducted at UPGDCL-owned power companies, including 32 at the United Ashuganj Energy Ltd. (UAEL) plant, 28 at the United Energy Ltd. (UEL) plant, 50 at the United Jamalpur Power Ltd. (UJPL) plant and 43 at the United Anwara Power Ltd. (UAnPL) plant.

Besides this, 56 training sessions and drills were conducted in 2023. 32 training sessions and drills were held at the Chittagong Export Processing Zone (CEPZ) plant and 24 training sessions were conducted at the Dhaka Export Processing Zone (DEPZ) plant. These training sessions and drills were conducted to facilitate the plant personnels with the required technical and organisational skills.

A detailed succession planning is reviewed every year to ensure a good working environment and enrichment of knowledge of the employees *(UPGDCL Annual Report 2023-24)*.

2.3.5 Performance Appraisal Systems

A performance appraisal takes place on an annual basis, to reward and encourage employees who are performing well and their training requirements are analysed.

A target or KPI is given to the employees based on their skills. During the performance appraisal, feedback is provided in appraisal forms. This contains information regarding what the employee is good at, what needs to be improved, feedback and career advice is provided based on this. If the KPI or target is exceeded by an employee, the employee receives a good performance rating.

Based on the results, the personnel department determines the annual increment and other remuneration-related benefits *(UPGDCL Annual Report 2023-24)*.

2.4 Marketing Practices:

2.4.1 Marketing Strategy

United Power focuses on serving businesses and institutions rather than individual customers. Its marketing approach is concerned with building trust, showing reliability and following regulations (United Group, n.d.). The Division provides consistent power supply, has technical expertise and is significantly involved with the nation's energy security.

United Power aligns its operations with priorities of the government, which involves development of infrastructure and the growth of sustainable power sources (UPGDCL, 2024).

2.4.2 Target customers, targeting and positioning strategy

United Power's main clients are government and semi-government organisations, including the Bangladesh Power Development Board (BPDB) and the Bangladesh Export Processing Zones Authority (BEPZA), as well as industrial companies operating within the Export Processing Zones (United Group, n.d.). The company focuses on carefully selected, large-scale clients that require a trustworthy, long-term power supply provider. Within the national power sector, United Power is known as a worthy, financially strong, and reliable power generation partner (UPGDCL, 2024).

2.4.3 Marketing channels

United Power relies primarily on corporate and relationship-focused channels, which reflects the B2B nature of the power sector. These include the company's official website, annual reports, local newspapers, direct communications with stakeholders and engagement in industry or regulatory forums (United Group, n.d.). Digital platforms are mainly used to maintain corporate visibility and communicate with stakeholders, rather than to attract individual customers.

2.4.4 Product/New Product Development and Competitive Practices

In the power sector, a product refers to the capacity to generate electricity and provide similar services such as Engineering, Procurement & Construction (EPC), and Operation & Maintenance (O&M) (UPGDCL, 2024). Long-term Power Purchase Agreements (PPAs) signed by United Power, high operational efficiency and advanced electricity generation capacity helps the Division achieve this. End-to-end power solutions provided by the Division, give it a competitive advantage over rival companies.

2.4.5 Branding Activities

This refers to building a brand reputation and gaining the trust of stakeholders. Industry awards obtained by the Division, its possession of a strong corporate governance framework and the sustainability section published in annual reports has helped United Power strengthen its brand reputation (UPGDCL, 2024). These activities also help to establish reliability among regulators, investors and all other institutional partners.

2.4.6 Advertising and Promotion Strategies

The power industry is well-structured and conducts Business to Business (B2B) operations. Hence, traditional advertising methods are unlikely to be utilised. Promotional activities are done, in order to update stakeholders on the company's performance and initiatives, and to provide information (United Group, n.d.). The Division's social media activities take place to strengthen its business image and maintain its visibility.

2.4.7 Critical Marketing Issues and Gaps

Limited access to detailed marketing strategies, which is usual for B2B industries, is a challenge for United Power. Its external presence (outside the core industry stakeholders) is not strong, which can make brand reputation enhancement difficult. However, since PPAs are long-term agreements, these problems do not have serious impacts on the Power Division's operations (UPGDCL, 2024).

2.5 Financial Performance and Accounting Practices (Last 3 years):

Based on the last three years of audited financial statements, the financial performance analysis has been conducted. This information provides an adequate overview of the company's liquidity, profitability, efficiency and solvency trends.

The financial statements of United Power Generation and Distribution Company Limited (UPGDCL), published in the Annual Reports for the financial years 2022-23, 2023-24 and 2024-25 have been utilised for the ratio calculations under this section. Extracts of these financial statements have been provided in the Appendix.

2.5.1 Financial Performance Analysis of UPGDCL (Consolidated)

The financial performance of United Power Generation and Distribution Company Limited (UPGDCL) has been assessed based on its consolidated financial statements for the last three financial years. To understand the company's financial position and performance, liquidity, profitability and solvency indicators have been analysed.

Liquidity Analysis

Liquidity ratios provide information regarding the company's ability to meet its liabilities. During the last three financial years, UPGDCL's liquidity position has enhanced. The current ratio has improved, from below 1 in 2022-23 to 1.00 in 2023-24. Additionally, there have been further improvements in more recent years, the ratio has increased to 1.37 in 2024-25. This shows that the company can fulfil its current liabilities with its current assets. In 2024-25, the current ratio is above 1, which means that UPGDCL has short-term financial stability.

Also, the quick ratio has improved, from 0.86 in 2022-23 to 1.25 in 2024-25. This means that liquid assets minus inventories management has improved. Therefore, it can be stated that UPGDCL is currently able to cover its short-term obligations without having to rely excessively on the sale of inventories.

Profitability Analysis

Profitability ratios are a measure of how good a company is at utilising its resources to generate profit. Over the past three years, UPGDCL's profitability has improved. Cost management has improved and functions have become more efficient, which can be seen by the increase of the gross profit margin from 26% in 2022-23 to 34% in 2024-25. Better expense management and a fall in foreign exchange losses can be noticed by the rise in the net profit margin from 20% to 31%.

Return to investors has increased as well. The Return on Assets (ROA) has risen by 6%, which shows that the company is utilising its assets more efficiently to generate profits. The Return on Equity (ROE) has risen to 28% in 2024-25. This shows high returns for shareholders and better utilisation of equity.

Solvency and Leverage Analysis

Solvency ratios measure a firm’s long-term financial stability and its dependence on debt financing. Over the past three financial years, UPGDCL has had a steady and declining leverage position.

The company’s dependence on external financing has decreased and its equity base has become more solid, which can be seen from the fall in the debt-to-equity ratio (from 0.37 in 2022-23 to 0.26 in 2024-25). Also, a debt-to-asset ratio of 0.14 in 2024-25 is an indicator of the fact that currently, fewer assets are funded through debts. Financial management has become better, long-term risks have decreased, and the company’s capacity to finance its debts has improved, which is represented by the fall in the leverage ratios.

Overall Financial Performance Trend

The company’s performance has improved compared to what it was three years ago. This can be stated based on the evaluation of the financial performance. Liquidity has increased, profits have improved and debts remain low. Together, these factors show that UPGDCL has an efficient financial management system and a strong operational structure.

Efficiency Ratios and DuPont Analysis

Efficiency Ratios Analysis

Efficiency ratios are a measure of how good a company is at generating funds through utilisation of its assets. Over the last three years, UPGDCL has ensured a balanced and constantly improving efficiency position.

The overall asset turnover ratio has improved in the most recent year, which shows that the company was able to make more revenue per unit of asset utilised. This means that power generation assets and infrastructure were used more effectively, which is crucial for technical industries such as power generation. Through all these years, the receivables turnover ratio has remained consistent. This shows constant collections from customers, mostly governing bodies and public sector firms. This also indicates that UPGDCL's credit handling capacities are effective and the risk of the company falling into debt is low.

So, it can be stated based on the ratio conditions, that UPGDCL has full power over its operations and its ability to utilise assets has enhanced, even though slight instabilities in revenue generation and functional aspects remain.

DuPont Analysis

A DuPont Analysis can be utilised to categorise factors that influence a company's ROE into different segments. The analysis provided below can be used to understand the gradual changes in UPGDCL's ROE over time. During the past three years, the company's ROE has increased, owing to factors such as improved profit margins, which are indicators of enhanced operations and better cost management capacities.

The equity multiplier stayed stable, which indicates that the improving ROE was a result of strong functional performance, rather than rising debt. This shows a proper and balanced pattern of growth, where improvements in profitability contributed more than improvements in financial leverage.

The DuPont Analysis indicates that efficient utilisation of assets and better profits from operations have helped UPGDCL increase the return to shareholders.

Summary of Financial Ratios (2022–23 to 2024–25)

Table 1: Summary of Liquidity Ratios

Ratio	2022-23	2023-24	2024-25	Trend
Current Ratio	< 1.00	1.00	1.37	Improving
Quick Ratio	0.86	0.98	1.25	Improving

Table 2: Summary of Profitability Ratios

Ratio	2022-23	2023-24	2024-25	Trend
Gross Profit Margin (%)	26%	30%	34%	Increasing
Net Profit Margin (%)	20%	24%	31%	Increasing
Return on Assets (ROA) (%)	10%	13%	16%	Increasing
Return on Equity (ROE)(%)	22%	25%	28%	Increasing

Table 3: Summary of Solvency & Leverage Ratios

Ratio	2022-23	2023-24	2024-25	Trend
Debt-Equity Ratio	0.37	0.31	0.26	Declining
Debt-Asset Ratio	0.18	0.16	0.14	Declining

Table 4: Summary of Efficiency Ratios

Ratio	2022-23	2023-24	2024-25	Trend
Total Asset Turnover	Moderate	Slight decline	Improvement	Stable→ Improving
Receivables Turnover	Stable	Stable	Stable	Consistent

Table 5: DuPont Analysis Summary (ROE Breakdown – Conceptual)

Component	Observation
Profit Margin	Improved slightly over the period
Asset Turnover	Remained stable with slight improvement
Equity Multiplier	Moderate and declining

2.5.2 Accounting Practices of UPGDCL

The consolidated annual reports of the last three financial years (2022-23 to 2024-25) have been utilised to understand and discuss the accounting practices of UPGDCL under this sub-section. The subtopics cover the basis of accounting, compliance with accounting standards, depreciation methods, accounting cycle and disclosure practices.

Basis of Accounting

UPGDCL follows the accrual basis of accounting to create its financial statements. Following this method, income and expenses are calculated based on when they occur, rather than when cash payments are made. This helps to provide a better display of the company's financial position. This is very useful for power industry firms. This method also helps to keep revenue classification constant, is useful for expense matching and annual performance overviews.

Compliance with Accounting Standards

The consolidated financial statements are prepared adhering to Bangladesh Financial Reporting Standards (BFRS). Important accounting methods such as going concern, prudence and materiality have been used to write these statements. This makes financial reporting trustworthy. To further strengthen reliability and show that the correct standards are maintained, an independent auditor's report has been included in the annual report.

Depreciation Methods

The company utilises systematic depreciation methods to allocate the cost of property, plant and equipment over their estimated useful lives. Generally, depreciation calculations are done using the straight-line method, where the cost of assets is distributed equally over the operational period.

Accounting Cycle and Internal Controls

The company follows a complete accounting cycle. This begins with classification and tracking of transactions, creation of financial document summaries and organisation of financial statements. Internal control processes and strategic audits are implemented regularly, which indicates that accounting records are reviewed properly.

Financial reporting can be made accurate and transparent and the chances of errors or material misstatements can be reduced, due to these practices.

Financial Statement Disclosures

The company provides detailed disclosures in the notes to the financial statements. These include information on accounting policies, significant estimates and judgments, intercompany transactions, potential obligations and financial risk management. Transparency can be enhanced and users can understand the financial position of the company better, because of these disclosures.

Overall, the amount of disclosure in the annual reports shows that regulatory requirements are followed and proper corporate governance practices are in place.

Overall Assessment of Accounting Practices

In conclusion, UPGDCL displays appropriate and compliant accounting practices. The company follows established accounting standards, utilises appropriate depreciation methods, maintains a complete accounting cycle and provides proper disclosure in its financial statements. These practices help to increase the reliability of the financial information and support the credibility of the financial performance analysis discussed in the previous section.

2.6 Operations Management and Information System Practices:

2.6.1 Use of Information Systems

The Power Division relies on information systems to handle data collection, storage, processing, and sharing related to power generation and overall operations (UPGDCL, 2024). While the exact systems have not been disclosed publicly, industry practice suggests they use integrated plant monitoring and management information systems to keep functions effective and compliant to regulations. These systems also help different departments with efficient coordination and allow reports to be made punctually to management and external stakeholders.

2.6.2 Database and Office Management Software

The HR department utilises official email addresses for communication with clients and internal stakeholders. Excel databases are used for data management (storing, tracking, retrieving information, calculations, creating tax certificates etc.) and Microsoft Word is used for documentation (editing, creating documents). An HRIS is utilised for employee information management. Also, an internal online register is used for employee ID card management.

In addition to the systems mentioned above, the Division likely makes use of enterprise software and office management applications for tasks such as managing documents, tracking finances, scheduling and internal communication.

2.6.3 Quality Management Practices

Safety regulations and environmental laws are followed, machinery is handled properly and formal processes are maintained to provide stable power generation services. This helps the Power Division ensure Quality Management practices are being followed throughout its operations (UPGDCL, 2024).

2.6.4 Scheduling, Resource Allocation, and Operations Management

Organising plant functions, allocating human and technical resources, and maintaining supply of fuel to ensure smooth electricity production are activities related to operations management. The Division focuses on creating futuristic plans and tracking overall performance of power plants. This helps with proper capacity utilisation and ensures smooth functionality (United Group, n.d.)

2.7 Industry and Competitive Analysis:

2.7.1 Porter's Five Forces Analysis

Threat of New Entrants

The threat of new entrants is low. Long-term PPAs have to be signed by the power companies. This requires significant amounts of financial investments. The project cost of the Power

Division's DEPZ plant was BDT 5623.22 million. Small firms usually cannot afford such huge financial investments.

Also, good corporate relations with the governing body of the nation is an important factor. Most suppliers are not willing to sign PPAs unless they have a strong bond with the buyer firm (United Power, 2022).

Bargaining Power of Suppliers

The bargaining power of suppliers is high. This is because Power Purchase Agreements are given to Power Plants or companies by the governing body. The project prices are determined through bids, where the government determines the price of the contract.

Bargaining Power of Buyers

The bargaining power of buyers is low. This is because the price of Power Purchase Agreements (PPAs) are determined by government bids for projects. PPAs are signed for a long period of time and are fixed, which indicates that price negotiations are not possible. Supplier switching costs are very high, which also impacts buyers' negotiation power.

Threat of Substitute Products

The threat of substitutes is currently low. Nuclear power plants and jet-engine based power plants can be considered substitutes. Jet-engine based power plants are more productive and require less manpower for operations.

However, the power sector is developing and new technology, tools and machinery are being introduced over time. As new methods of generating power and electricity are developed, the threat of substitutes may increase.

Rivalry among Existing Competitors

The competition in the power industry is low, as the barriers to entry are very high. However, the frequency of rivalry is high because competition among firms is fierce. The companies react quickly to price changes of competitors, are always trying to win government bids faster than rivals and aim to achieve higher regulatory benefits. Domestic and international Independent Power Producers (IPPs) operate in this sector. Government bids are held for deciding project prices, tariffs are set and long-term PPAs are signed (UPGDCL, 2024).

Porter's Five Forces helps to analyse the overall degree of competition in the power industry. On the other hand, a PESTEL analysis can help to analyse the macro environment factors that impact UECL-PD's functionality.

PESTEL Analysis

Political Factors

- UECL-PD operates in a government-controlled power industry. So, it has to abide by laws designed by the Ministry of Power, Energy and Mineral Resources (MPEMR) and the Bangladesh Power Development Board (BPDB) (UPGDCL, 2024).
- Government initiatives created for energy security purposes, which allow participation from Independent Power Producers (IPPs) can help the Power Division (United Group, n.d.)

- Changes in the government body can have adverse effects on previously signed power purchase agreements (PPAs) (UPGDCL, 2024).

Economic Factors

- Fuel price changes, inflation, interest rates and exchange rate fluctuations can have impacts on the power industry as it relies heavily on capital (UPGDCL, 2024).
- Even during economic downtimes, Power Purchase Agreements (PPAs) can help to generate stable profits for the Division (United Power, n.d.).

Social Factors

- To raise awareness for protecting the environment, UPGDCL has planted 25,000 trees across its power plants, as part of a sustainability initiative. Through this initiative, the company has shown Corporate Social Responsibility (CSR) (Annual Report, 2023-24).
- The company helps to provide income for individuals working for power plants and the Power Division office in the headquarters, which eventually contributes to the circular economy, as these employees spend their salaries on living facilities, household purchases and other necessities (UPGDCL, 2024).

Technological Factors

- In order to function effectively, the company makes use of current power generation technologies, including automated engines and monitoring systems (UPGDCL, 2024).
- Advancements in clean and efficient energy technologies allow UPGDCL to invest in long-term innovation plans (UPGDCL, 2024).
- To reduce service disruptions and systems failures, the company can integrate modern technological solutions in its operations (United Power, n.d.).

Environmental Factors

- The company must adhere to environmental policies created by the Department of Environment (DoE) (UPGDCL, 2024).
- UPGDCL is committed to contributing towards the United Nations Sustainable Development Goals (SDGs) (UPGDCL, 2024).
- Monitoring the environment and controlling emissions are crucial factors related to plant functionality (United Power, n.d.).

Figure 7: Sustainability Commitments of UPGDCL

Overview: Sustainability commitments of UPGDCL

Material topics	Subtopics	Relevant SDG	UPGDCL commitments
• Secure and reliable energy supply	• Power supply • Storage availability and solutions • Responsible fuel consumption • Business adaptation and resilience	12 Responsible consumption and production; 9 Industry, innovation and infrastructure; 7 Affordable and clean energy	• Reliable power supply • Reduce environmental impact • Maximize efficiency • Responsible consumption
• Climate change	• Policy and regulatory environment • Greenhouse gas emissions from our operations • Biodiversity	13 Climate action; 9 Industry, innovation and infrastructure; 7 Affordable and clean energy	• Conserve Environment • Water pollution control and diversity conservation • GHG emission reduction
• Our people	• Health and safety • Knowledgeable • Diversity • New employees	6 Clean water and sanitation; 8 Decent work and economic growth	• ISO 45001 • ISO 14001 • ISO 9001 • Training & awareness building
• Resource efficiency	• Flexible and efficient power plants • Energy savings • Waste management • Water management • Pollution control	13 Climate action; 12 Responsible consumption and production; 7 Affordable and clean energy	• Focus on cogeneration • Focus on energy saving • Proper waste management and pollution control • Water conservation

Legal Factors

- The company follows a structured legal framework which consists of energy regulations, environmental policies, labour laws and tax requirements (UPGDCL, 2024).
- To ensure smooth functionality, the company has to abide by contractual obligations stated in PPAs and follow statutory reporting standards (United Power, n.d.).
- UPGDCL is committed towards maintaining quality standards and complying with regulations, which can be seen by the company's abidance to the Corporate Governance Code (CGC) and its possession of ISO certifications (UPGDCL, 2024).

2.7.2 SWOT Analysis

The SWOT analysis provided under this section helps to identify the strengths and weaknesses of United Power, and lists the probable threats and opportunities it may have in the industry.

Strengths

- Long term operational experience as an Independent Power Producer (IPP) that has a large installed generation capacity
- Integrated operations covering Engineering, Procurement & Construction (EPC), and Operation & Maintenance (O&M)
- Established relationships with government and institutional stakeholders
- Recognition through industry awards and adherence to corporate governance standards (United Group, n.d.; UPGDCL, 2024)

- Strong partnerships with leading global OEMs (Original Equipment Manufacturers) and international financial institutions, and adoption of best practices, enhancing the company's ability to execute large-scale power projects.

Weaknesses

- Limited public disclosure of detailed strategic and marketing information
- Heavy reliance on regulated contracts and tariffs set by external authorities
- Vulnerability to fluctuations in fuel costs and risks from external supply sources

Opportunities

- Increasing national demand for electricity, caused by ongoing industrialisation
- Potential for expansion into renewable and sustainable energy projects
- Use of technological developments to enhance operational efficiency and reduce environmental impact

Threats

- Changes in regulations and policy uncertainty

- Growing competition from new and foreign Independent Power Producers (IPPs)
- Economic and geopolitical factors that may affect fuel supply and pricing

The SWOT analysis indicates that United Group's Power Division benefits from strong operational capabilities, integrated power solutions, and a reputation for regulatory compliance. Heavy dependence on controlled contracts and vulnerability to changes in fuel prices are common difficulties faced by companies operating in the power industry. However, power generation possibilities from renewable energy sources and those enabled by new technological advancements can serve as opportunities for the Division and help it achieve consistent growth in a highly competitive power generation industry.

2.7.3 Competitive Advantage

United Group's Power Division gains its competitive edge through its integrated operations, long-term contracts, and strong relationships with institutional stakeholders. By combining operational strengths that can be replicated with unique capabilities that set it apart, the Division is able to maintain stability and stay competitive in the power generation industry (Porter, 2008; UPGDCL, 2024).

2.8 Summary and Conclusions:

This chapter has analysed United Group's Power Division with an emphasis on the Human Resource Management practices of United Power Generation and Distribution Company Limited (UPGDCL). The discussion has been divided into segments and sub-segments that cover a range of topics - overview of United Group and its Power Division (United Power), structure of the HR department, a simplified organisational structure of the Division, leadership style, HR functions, marketing practices, financial performance, accounting practices and industry position, based on my internship observations, informal discussions with colleagues and other cited secondary sources.

The findings show that UPGDCL follows a participative leadership style, encouraging employees to take part in decision-making. This approach aligns with McGregor's Theory Y, which presents the idea that employees are self-motivated individuals, who are capable of making meaningful contributions to organisational goals. Employee motivation and productivity are closely linked to HR practices such as structured recruitment, performance appraisal, compensation and benefits, and training and development. Recognition and rewards for achievements, properly aligned teams, job security and just compensation plans can help to fulfill the physiological, safety, social and esteem needs of employees. These are categories from Maslow's Hierarchy of Needs model. Therefore, it can be stated that UPGDCL's HR practices are well-structured and contribute to improving its organisational efficiency and performance.

2.9 Recommendations/Implications:

Based on the analysis, UPGDCL can satisfy employees' self-actualisation needs described in Maslow's Hierarchy of Needs by aligning their training and development initiatives to career advancement opportunities and probable performance indicators. This can help the company achieve higher staff retention rates for an extended period of time.

Utilisation of digital HR tools for performance appraisal and employee data management could assist with productivity enhancement and better visibility. Also, an improvement of the recognition and feedback systems could increase employee motivation levels, which aligns with Herzberg's Two-Factor Theory. Therefore, UPGDCL's long-term organisational efficiency and competitive standing could be improved if the company decides to fund employee development initiatives, address concerns related to motivation and implement more participative management practices in the workplace.

Chapter 3: Project Part

3.1 Introduction:

This chapter discusses potential problems that exist in the power industry of the nation, with a focus on UECL-PD and recommends solutions that may help to resolve these problems. Besides this, the significance of the problems, objectives of the research, limitations of the study, data collection methods, sources of data, types of data collected, analysis and interpretation of the data, and summary of the findings have been discussed in sub-sections of the chapter.

3.1.1 Background and Problem Statement

United Group operates a large Power Division and new employees often have to be hired. The Power Division operates in a technical industry, and hiring skilled candidates on time is significantly crucial for businesses that operate in this sector. However, inefficiencies may prolong the hiring and selection process. These inefficiencies include communication gaps between candidates and concerned departments, delays in scheduled interview times, bureaucratic processes that involve manual functions, shortage of skilled workers and vague job requirements. To work for the power industry, candidates should have proper academic and operational knowledge of the field of engineering. Since this industry consists of specialized roles, it may be difficult for the HR department to find and source relevant candidates. Furthermore, interested candidates may often choose to apply in different industries since all conglomerates do not operate in the power industry. Moreover, candidates often pursue careers in fields that differ from their academic majors.

Additionally, other factors may also make the recruitment and hiring process less effective. For example, if a candidate's information has not been checked properly or misleading information has been provided in the resume.

Electrical and Electronics Engineering (EEE) graduates often do not mention their majors in resumes, which may cause confusion for the recruiters. A EEE graduate with a major in Communication may not be willing to join a power plant as an engineer.

Other reasons for an interviewee not getting hired could be that they lack basic knowledge of their field of study and the department where they have applied, they lack confidence and do not have proper interview etiquette, or the salary expectations are too high. Besides this, the reason for ineffective recruitment and hiring could also be that the evaluators lack assessment skills or the candidate was called for an interview for the wrong job vacancy and department.

Furthermore, a lot of conglomerates have nepotism and favouritism prevailing in their recruitment and selection processes. Hence, it may be difficult to exclude the possibility of these being potential reasons.

3.1.2 Objective(s)

- To identify the steps involved in the recruitment and hiring process
- To analyse the inefficiencies and factors that cause delays and make meeting hiring deadlines difficult
- To evaluate how the entire process takes place
- To recommend solutions that can enhance employee motivation, satisfaction, and operational efficiency based on survey findings

3.1.3 Significance

If unskilled candidates are hired, the overall productivity of the teams, departments and power plants may fall. This is because unskilled employees may not be able to perform as per expectations, and if the pace of their work is slow, it may cause delays in meeting deadlines. Ensuring project deadlines are met and efficient work is done are very crucial functions for the

Power Division, as Power is a technical industry which contributes to the entire nation's electricity and energy supply.

Additionally, skill or manpower shortage is a significant problem for the Power Division. Vacant positions in this Division may cause problems not only for United Group but for the nation as a whole, since United Group has Power Plants and Energy companies operating in various locations throughout the country and contributes to the National Grid.

By improving the hiring process, United Group may be able to source and find better candidates, retain well-performing employees and ensure that skilled candidates are willing to join the conglomerate.

3.1.4 Scope of the Study

The scope of this study is limited to the HR department of the Power Division and includes:

- Identification of factors affecting employee satisfaction, motivation, and work-life balance
- Analysis of issues related to compensation, recognition and team alignment
- Recommendation of possible solutions to enhance employee satisfaction, retention, and operational efficiency based on survey findings and informal discussions

3.2 Literature review:

Human Resource Management (HRM) is a concept that is defined as an organised method which helps to manage employees in a manner that contributes to an organisation's overall objectives. Armstrong (2020) explains that HRM consists of major activities such as recruitment and selection, training and development, performance evaluation, and employee relations. With proper management of these functions, better employee performance, functional efficiency and long-run sustainability can be achieved.

Among these HR functions, recruitment and selection have higher significance because through the implementation of these functions, the quality of the manpower in an organisation is decided. According to Dessler (2019), recruitment involves attracting suitable candidates, while selection focuses on choosing the most appropriate individual for a specific position. Employee dissatisfaction, increased turnover and higher recruitment costs are problems that may arise in an organisation, if their recruitment processes are not handled properly. Time-consuming recruitment processes, lack of screening procedures and inadequacy of formal systems are a few factors that contribute to inefficient management of the overall recruitment process. This may also have an impact on the motivation levels of the workforce and their job satisfaction.

Recruitment systems that are well-organised and easier to understand are important for organisations, as mentioned in previous research papers. Businesses that follow structured selection techniques and standard recruitment policies have a higher chance of achieving proper alignment between job requirements and employee capabilities (Breaugh, 2017). However, the quality of the manpower may be affected and organisational performance may fall, if process errors exist and inconsistencies rise, resulting from informal recruitment policies and poorly handled documentation practices.

Training and development may be beneficial when the organisation is trying to improve the competence of its employees, especially if it is operating in an industry where significant skill gaps exist. Noe (2020) states that employees can enhance their work-relevant skills, through participation in well-designed training programs. This in turn, may also enhance their performances at the workplace. However, organisational costs may rise if the company tries to offset poor recruitment decisions by providing training to employees. This brings the focus back to the point that selecting the right candidates from the beginning is important.

Employees' perceptions of HR practices, such as recruitment and selection, may influence their motivation levels and performance. Herzberg's Two-Factor Theory states that there are two factors that motivate employees - motivators such as achievement, recognition and opportunities for growth and hygiene factors such as salary, supervision and organisational policies (Herzberg, 1959). Just and well-structured recruitment processes can have positive impacts on employee perceptions, which can help to improve their levels of job satisfaction and make them more committed towards the organisation.

In conclusion, it can be stated that in order to achieve organisational success, a company should have effective recruitment and HR practices. HR effectiveness and employee performance can be enhanced through identification of inefficiencies in hiring processes and implementation of corrective measures. This study draws on these theoretical perspectives to examine recruitment-related challenges within the Power Division's HR department, with primary focus on employee satisfaction, motivations and workplace perceptions, and to propose practical recommendations for improvement.

3.3 Methodology

1. Discussions with Power Division's HR officers (Primary data)
2. Annual Reports (Secondary data)
3. Company Website (Secondary data)
4. Observations of the hiring process during the internship (Primary data)
5. Online Survey (Primary data)

3.3.1 Survey Design and Data Collection

I had conducted an online survey in order to obtain primary data from colleagues working in various departments of the Power Division and the HR Department. The purpose of this survey was to understand how the employees perceive their work-life balance, work pressure, their levels of job satisfaction, whether they feel motivated to work and their satisfaction with the compensation and benefits being provided by the company. Multiple-choice questions and 5-point Likert-scale based questions were included in the questionnaire to evaluate the perspectives.

The survey was created using Google Forms, and administered through online and in-person methods. Participation was voluntary and respondents were assured of confidentiality. All questions were mandatory except for salary-related and open-ended questions, to ensure respondents were willing to complete the survey. To protect the information of the survey participants and to ensure honest responses, any information that can be used to identify the respondents was not collected. The responses have been kept anonymous. The collected data were analysed using qualitative interpretation and simple descriptive analysis. The survey responses form the basis of the findings and analysis presented in Section 3.4. A copy of the questionnaire has been provided in Appendix A.

3.4 Findings and Analysis:

3.4.1 Basic Information/ Demographic Profile

Out of 28 respondents, 11 (39.3%) were from the HR department, while 17 (60.7%) belonged to Non-HR (Power Division). Regarding years of service, a majority, 17 respondents (60.7%), had more than 5 years of service. Additionally, 2 respondents (7.1%) had 3-5 years of service, 8 respondents (28.6%) had 1-3 years of service, and only 1 respondent (3.6%) had less than 1 year of service. This shows that the majority of the respondents work for Non-HR departments of the Power Division and have been working here for a significant amount of time.

Table 6: Department of Respondents

Department	Respondents (n)	Percentage (%)
HR	11	39.3
Non-HR (Power Division)	17	60.7

Table 7: Years of Service

Years of Service	Respondents (n)	Percentage (%)
Less than 1 year	1	3.6
1-3 years	8	28.6
3-5 years	2	7.1
More than 5 years	17	60.7

Figure 8: Departments of Respondents

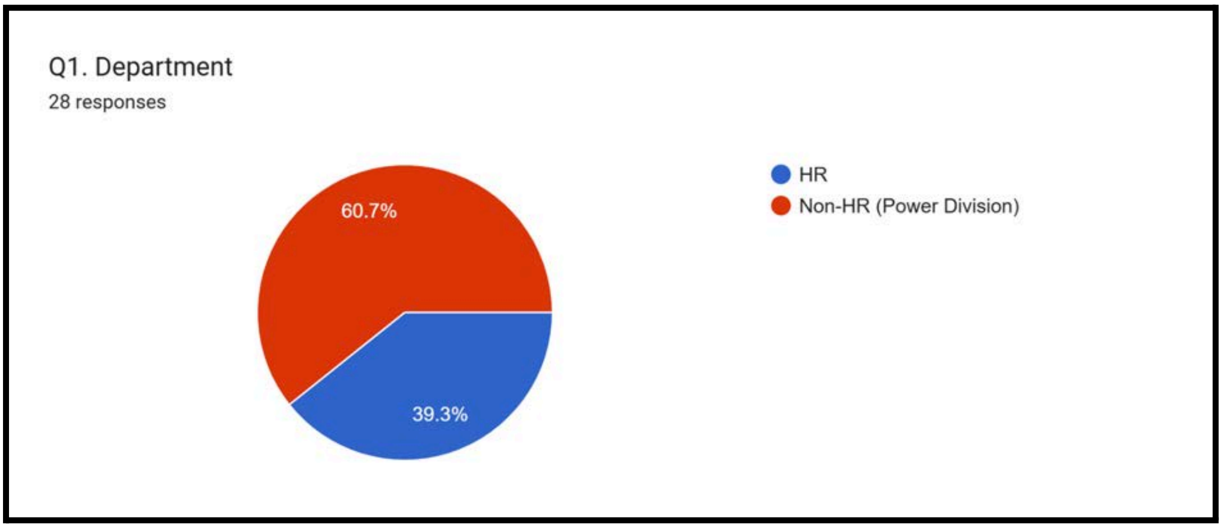
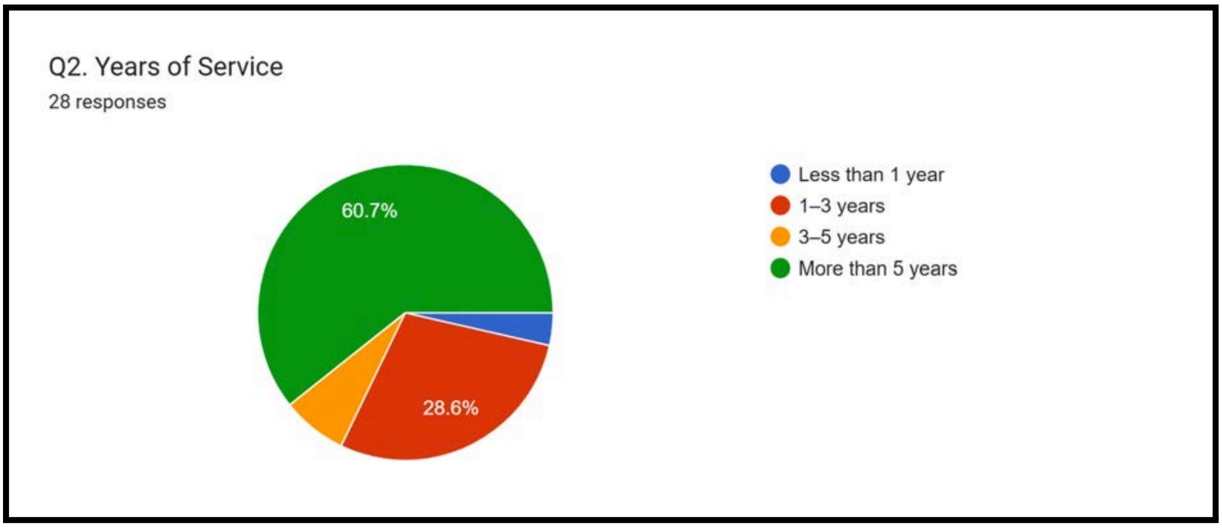


Figure 9: Percentage of Respondents By Years of Service



3.4.2 Work-Life Balance and Workload

Based on the answers of Q3, 12 respondents (42.9%) strongly agree that they are able to maintain a healthy work-life balance. 11 respondents (39.3%) have agreed and 3 respondents (10.7%) have stated that they feel neutral about their work-life balance. 2 respondents (7.1%) have disagreed with the statement, which indicates that they are struggling to maintain their work-life balance.

For workload and working hours (Q4), 9 respondents (32.1%) strongly agreed and 12 (42.9%) agreed that their workload and working hours are reasonable, 3 (10.7%) were neutral, 2 (7.1%) disagreed and 2 (7.1%) strongly disagreed.

Overall, the majority of employees feel they can balance work and personal life and find their workload reasonable, though a small portion reported dissatisfaction, suggesting minor concerns about work intensity.

Table 8: Q3 - Work-Life Balance

Response	Respondents (n)	Percentage (%)

Strongly Disagree	0	0
Disagree	2	7.1
Neutral	3	10.7
Agree	11	39.3
Strongly Agree	12	42.9

Table 9: Q4 - Workload and working hours reasonableness

Response	**Respondents (n)**	**Percentage (%)**
Strongly Disagree	2	7.1
Disagree	2	7.1
Neutral	3	10.7
Agree	12	42.9
Strongly Agree	9	32.1

Figure 10: Survey Responses to Q3

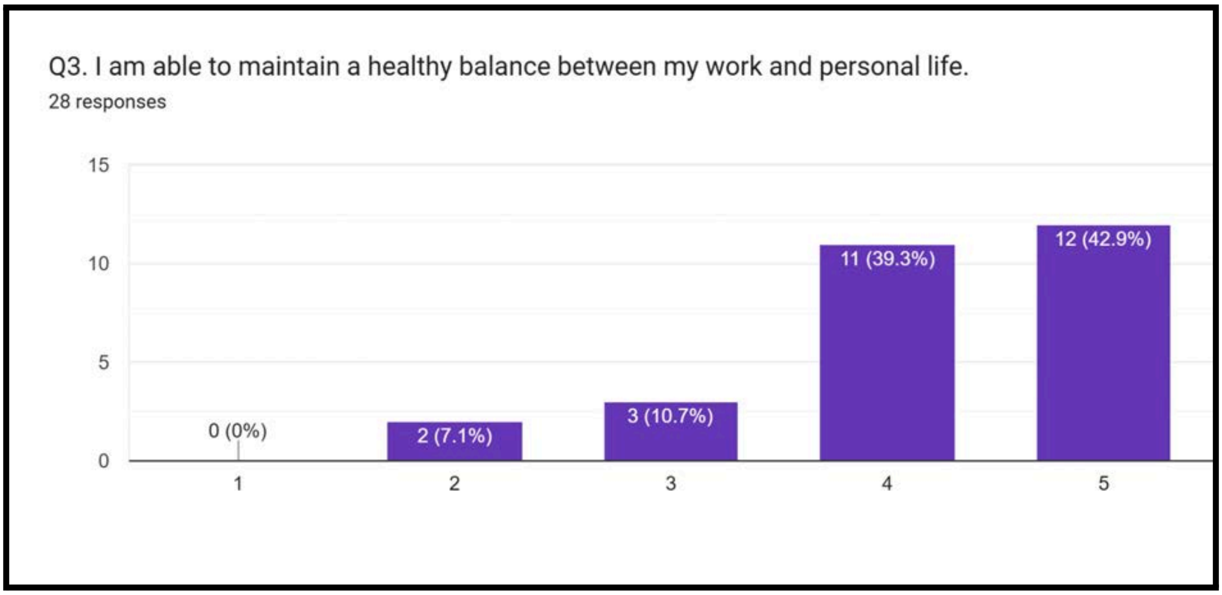
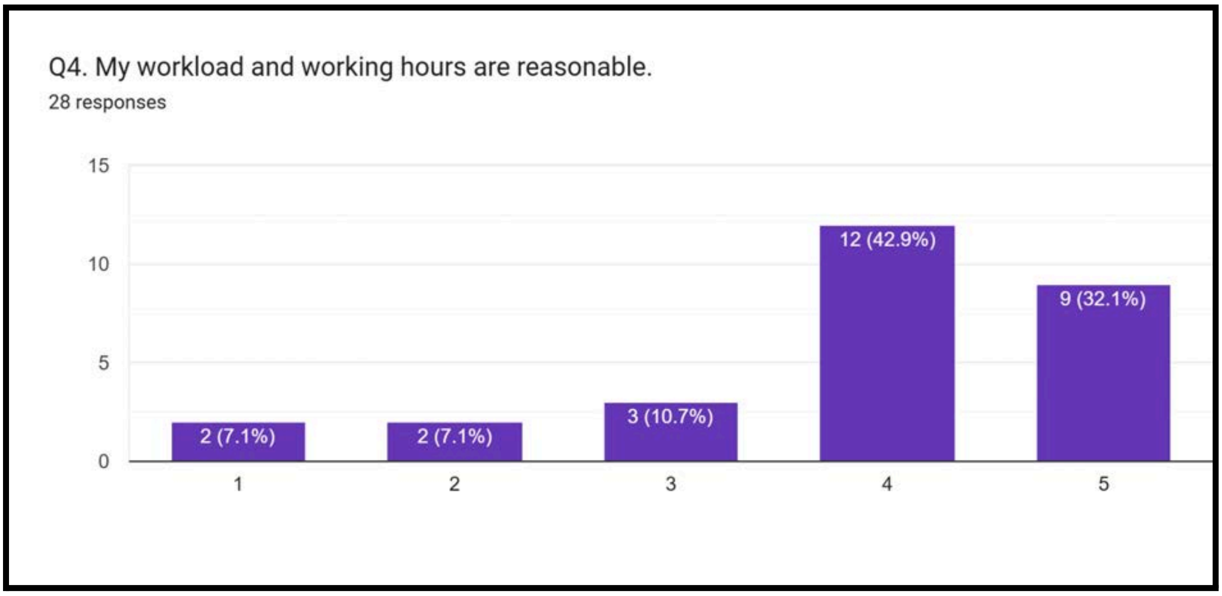


Figure 11: Survey Responses to Q4



3.4.3 Job Satisfaction and Motivation

For overall job satisfaction (Q5), 8 respondents (28.6%) strongly agreed and 13 (46.4%) agreed, while 5 respondents (17.9%) were neutral and 2 (7.1%) disagreed. Regarding motivation at work (Q6), 12 respondents (42.9%) strongly agreed and 10 (35.7%) agreed, 3 (10.7%) were neutral, while 3 (10.7%) disagreed.

These results show generally high levels of job satisfaction and motivation, which indicates that most of the employees are engaged in their work and are willing to add meaningful contributions to the organisation.

Table 10: Q5 - Overall job satisfaction

Response	Respondents (n)	Percentage (%)
Strongly Disagree	0	0
Disagree	2	7.1
Neutral	5	17.9
Agree	13	46.4
Strongly Agree	8	28.6

Table 11: Q6 - Motivation at Work

Response	Respondents (n)	Percentage (%)
Strongly Disagree	0	0
Disagree	3	10.7
Neutral	3	10.7
Agree	10	35.7
Strongly Agree	12	42.9

Figure 12: Survey Responses to Q5

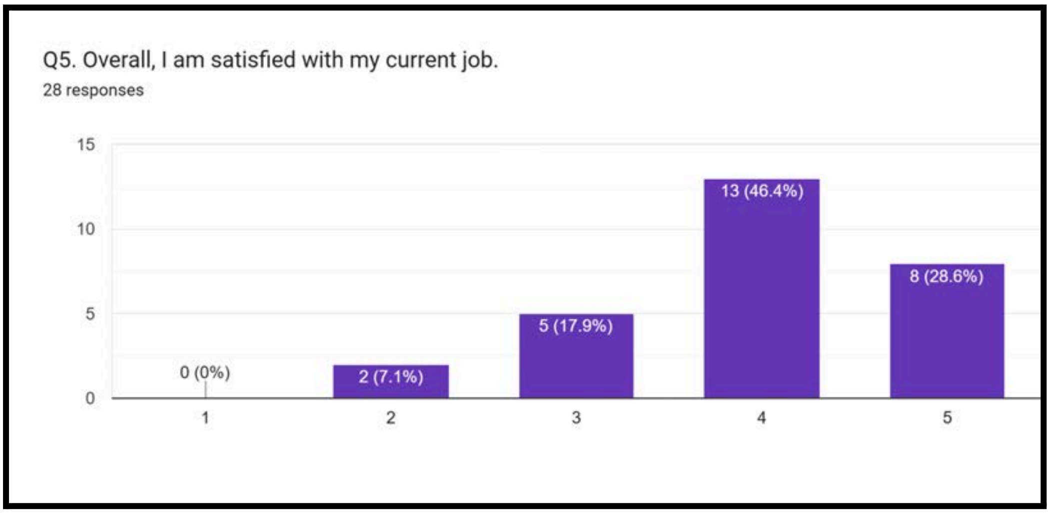
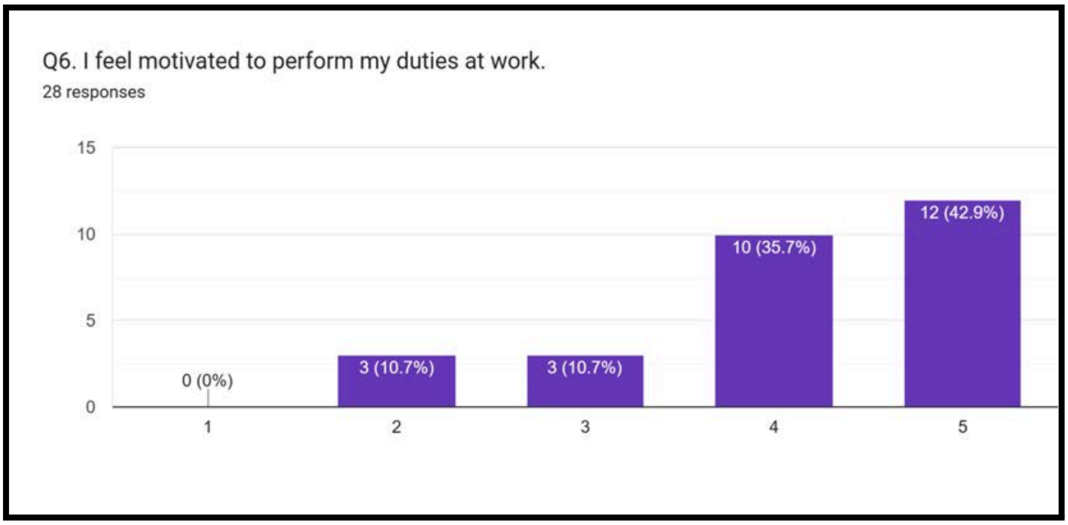


Figure 13: Survey Responses to Q6



3.4.4 Salary Satisfaction/Compensation

Regarding satisfaction with salary (Q8), 1 respondent (3.6%) strongly agreed, 10 (35.7%) agreed, 9 (32.1%) were neutral, while 4 respondents (14.3%) disagreed and 4 (14.3%) strongly disagreed. Q9 (Salary range) is a sensitive factor and it may demotivate respondents from completing the survey. If this question was mandatory, respondents may have stopped answering the survey mid-way. Hence, this question was kept optional. As a result, 26 responses have been obtained, 2 respondents chose to skip this question.

Based on the results obtained, 4 respondents (15.4%) earn salaries below 30,000 BDT, 5 (19.2%) earn salaries within a range of 30,000 - 50,000 BDT, 2 (7.7%) earn salaries within a range of 50,000 - 80,000 BDT, 4 respondents (15.4%) earn salaries above 80,000 BDT, while 11 respondents (42.3%) chose not to disclose their salaries.

Table 12: Q8 - Salary Satisfaction in Relation to Responsibilities

Response	Respondents (n)	Percentage (%)
Strongly Disagree	4	14.3
Disagree	4	14.3
Neutral	9	32.1
Agree	10	35.7
Strongly Agree	1	3.6

Table 13: Q9 - Salary Range (26 Respondents)

Response	Respondents (n)	Percentage (%)
Below 30,000 BDT	4	15.4
30,000 - 50,000 BDT	5	19.2

50,000 - 80,000 BDT	2	7.7
Above 80,000 BDT	4	15.4
Prefer not to say	11	42.3

Figure 14: Survey Responses to Q8

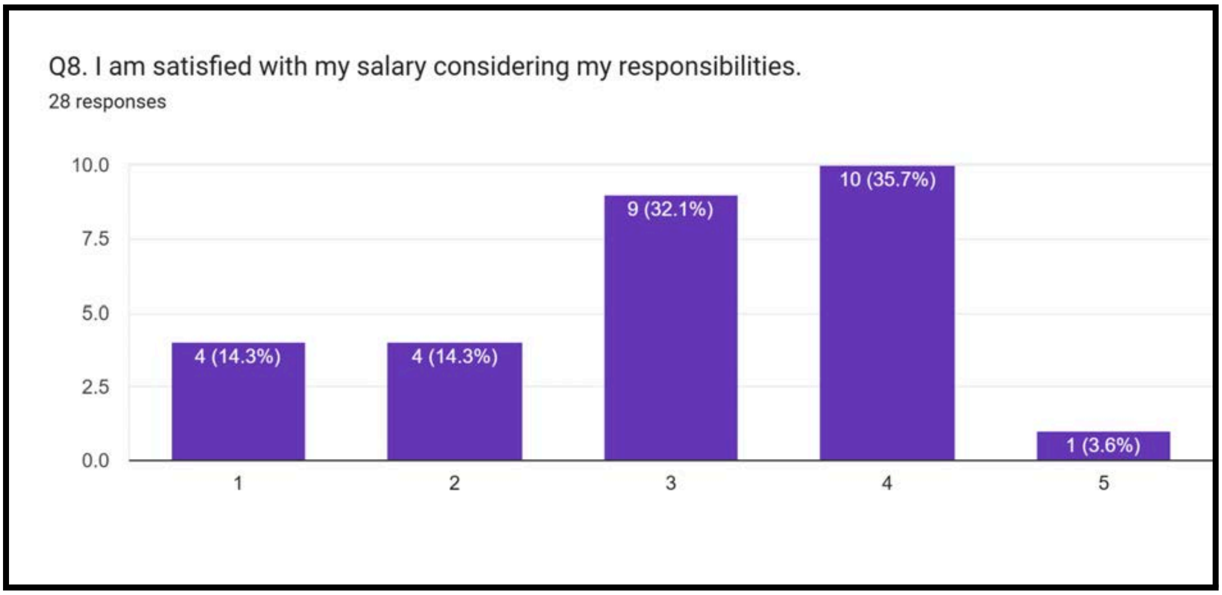
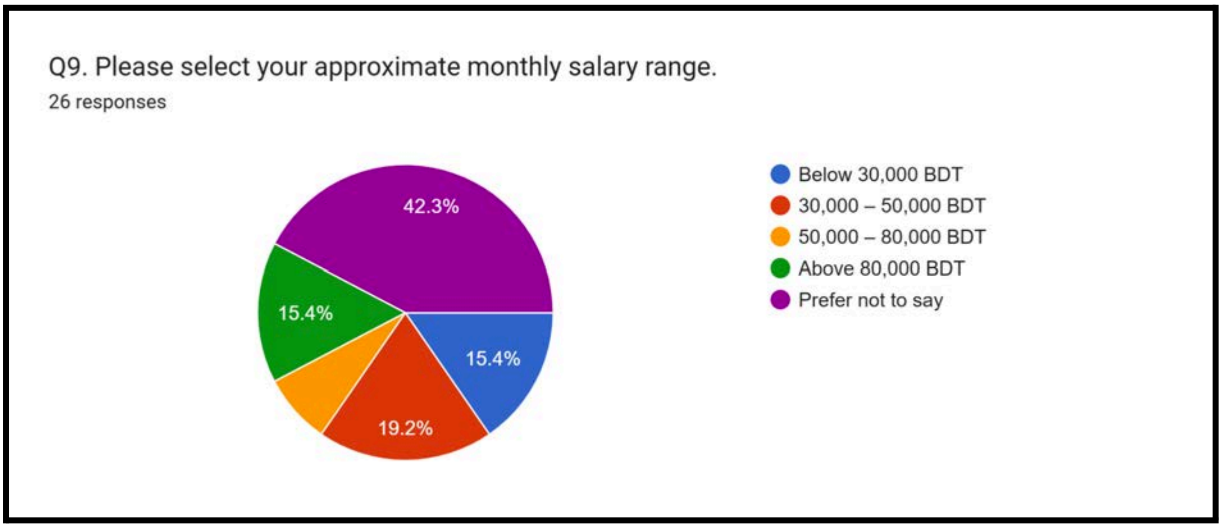


Figure 15: Survey Responses to Q9



3.4.5 Demotivation Factors

Regarding demotivation (Q7), 12 respondents (42.9%) reported feeling demotivated, while 16 (57.1%) did not. After analysing the responses to Q10, a few key themes could be identified:

- Salary issues: perceived inequity, delayed increments, misalignment between workload assigned and salary disbursed
- Recognition: lack of appreciation for good performance or achievements
- Workload and structure: heavy workload, monotonous tasks, outdated job descriptions, and fragmented team alignment
- Leadership and bureaucracy: poor or fragile leadership, high bureaucracy and limited support

If these aspects of the work environment are not handled properly, employee engagement could be affected negatively, even though a significant number of respondents have stated that they feel motivated.

Table 14: Q7 - Demotivation at Work

Response	Respondents (n)	Percentage (%)
Yes	12	42.9
No	16	57.1

Table 15: Frequency of Employee-Reported Demotivation Factors (Q10)

Theme	Frequency
Salary / Pay	7
Recognition / Appreciation	5
Workload	3
Workflow / Bureaucracy / Monotonousness	2
Promotion / Increment	2
Leadership / Team Alignment	1

Figure 16: Survey Responses to Q7

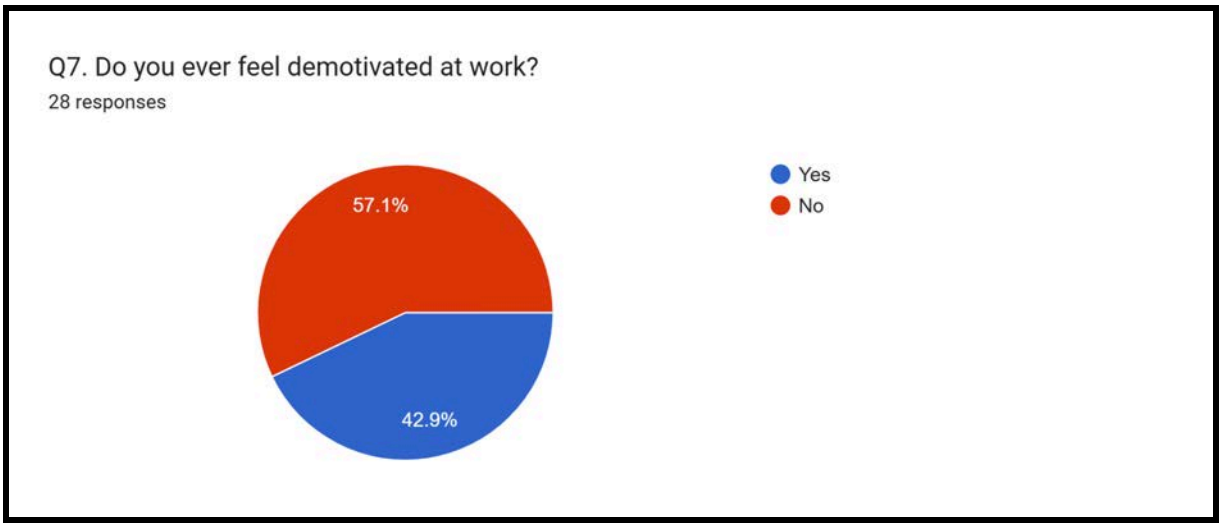
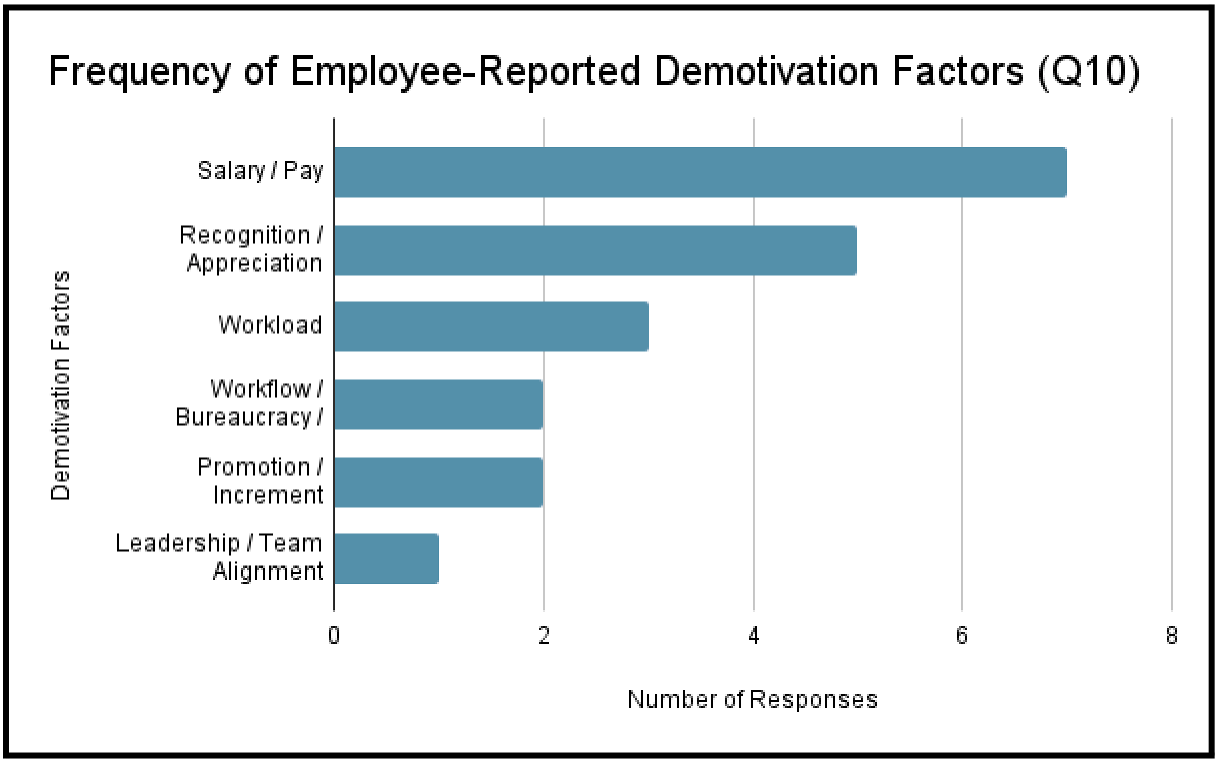


Figure 17: Frequency of key demotivation factors reported by employees (Q10).



Salary issues, lack of recognition and workload were the most common concerns. Promotion, leadership, team alignment and bureaucracy were the less mentioned factors.

These responses indicate that both, financial and non-financial factors have led to work-related demotivation amongst employees.

3.5 Summary and Conclusions:

The HR practices of United Power have been analysed in this chapter, incorporating both primary and secondary data to understand employee perceptions regarding motivation, work-life balance, compensation and process efficiency.

Based on the results, it can be stated that most of the employees (survey respondents) are satisfied with their work, feel motivated to perform and have a healthy work-life balance. However, demotivation factors exist. These include salary dissatisfaction, work pressure, lack of recognition and inefficiencies in processes.

Overall, the study suggests that improvements in compensation structures, recognition practices, workload management, and process efficiency can enhance employee retention, motivation, and overall organisational performance within the power industry.

3.6 Recommendations/Implications:

- **Take initiatives to address compensation, recognition and work pressure related issues**

  Praise employees when required and reward them properly for their work. Change salary structures more often, and allocate workload to employees aligned with their salaries, in order to enhance employee retention and motivation in the workplace.

- **Increasing frequency of increments and providing increments on time**

  Based on informal discussions with colleagues, increments are generally given once annually, but in some cases, they are delayed for multiple years. Providing timely and more frequent increments can help improve employee motivation and enhance retention rates.

- **Delegating work to employees and reducing paperwork through automation of processes**

  Through delegation, the need to receive approvals from multiple layers of management can be reduced. Also, automating processes reduces the creation of physical copies of documents. This helps to make processes more time-efficient and sustainable.

- **Updating job descriptions frequently, providing job rotation opportunities, and training on team alignment**

  This can help employees clarify their roles, reduce monotonous tasks and improve team alignment. Although mentioned by a limited number of respondents, concerns regarding fragmented team alignment suggest the need for clearer role definitions and interdepartmental coordination. A properly aligned team is likely to be more efficient and can help achieve better organisational goals.

These solutions when combined together can help to enhance quality of manpower, increase employee satisfaction levels and contribute to the long-run operational efficiency of United Power, which plays an important role in supporting the country’s power grid.

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Appendix A: Survey Questionnaire

The appendix provided below shows the survey titled ***"Employee Work-Life Balance, Motivation and Compensation Survey",*** which was used to collect data on employees' work-life balance, motivation and compensation. The survey was conducted through a Google Form, and the screenshots below display all questions included across multiple pages.

Employee Work–Life Balance, Motivation, and Compensation Survey

Section 1: General Information

Confidentiality Notice:

This survey is being conducted strictly for academic purposes as part of an undergraduate internship report. Participation is completely voluntary.

All responses will remain anonymous and confidential. No names, employee IDs, or email addresses will be collected.

The information will be used only in aggregated form for academic analysis and will not be shared with management or any third party.

* Indicates required question

SECTION 2: Basic Information (2 questions)

1. **Q1. Department** *

   Mark only one oval.

   - HR
   - Non-HR (Power Division)

2. **Q2. Years of Service** *

   Mark only one oval.

   - Less than 1 year
   - 1–3 years
   - 3–5 years
   - More than 5 years

SECTION 3: Work–Life Balance (3 questions)

Please indicate how much you agree with the following statements.

3. **Q3. I am able to maintain a healthy balance between my work and personal life.** *

Mark only one oval.

	1	2	3	4	5	
Stro	◯	◯	◯	◯	◯	Strongly Agree

4. **Q4. My workload and working hours are reasonable.** *

Mark only one oval.

	1	2	3	4	5	
Stro	◯	◯	◯	◯	◯	Strongly Agree

5. **Q5. Overall, I am satisfied with my current job.** *

Mark only one oval.

	1	2	3	4	5	
Stro	◯	◯	◯	◯	◯	Strongly Agree

SECTION 4: Motivation (2 questions)

https://docs.google.com/forms/d/1x6xsxfR2owAcGaLUkOWpGK0f41d3MbUKJQmQwCs70gA/edit 2/4

2/5/26, 5:28 PM Employee Work–Life Balance, Motivation, and Compensation Survey

6. **Q6. I feel motivated to perform my duties at work.** *

Mark only one oval.

	1	2	3	4	5	
Stro	◯	◯	◯	◯	◯	Strongly Agree

7. **Q7. Do you ever feel demotivated at work?** *

Mark only one oval.

◯ Yes
◯ No

Section 5: Compensation (3 questions)

8. **Q8. I am satisfied with my salary considering my responsibilities.** *

Mark only one oval.

	1	2	3	4	5	
Stro	◯	◯	◯	◯	◯	Strongly Agree

9. **Q9. Please select your approximate monthly salary range.**

Mark only one oval.

- Below 30,000 BDT
- 30,000 – 50,000 BDT
- 50,000 – 80,000 BDT
- Above 80,000 BDT
- Prefer not to say

Section 6: Demotivation Factors (1 question)

10. **Q10. (Only if Q7 = Yes) If you feel demotivated, please briefly mention the main factor(s).**

Appendix B: Financial Statements Used for Analysis

Appendix B1: Statement of Financial Position of UPGDCL (2022-23)

United Power Generation & Distribution Company Ltd.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Hoda Vasi Chowdhury & Co

In Taka	*Notes*	As at 30 June 2023	As at 30 June 2022
Assets			
Property, plant and equipment	5	**36,387,094,719**	38,553,574,856
Capital Work In Progress (CWIP)	6	**2,003,363,856**	1,804,307,076
Right of use assets	7	**161,088,918**	183,790,779
Investment in subsidiaries	8	-	-
Non-current assets		**38,551,547,494**	40,541,672,711
Inventories	9	**3,449,474,931**	4,265,343,282
Trade and other receivables	10	**17,933,527,471**	24,501,517,713
Receivable from related parties	11	**18,712,224,278**	15,343,171,161
Advances, deposits and prepayments	12	**891,960,800**	173,724,377
Investment in marketable securities	13	**137,876,106**	148,085,596
Advance income tax	14	**9,147,670**	6,664,589
Cash and cash equivalents	15	**1,501,799,518**	1,230,174,686
Current assets		**42,636,010,774**	45,668,681,403
Total assets		**81,187,558,268**	86,210,354,114
Equity			
Share capital	16	**5,796,952,700**	5,796,952,700
Share premium	17	**2,046,000,000**	2,046,000,000
Share Money Deposit			
Revaluation reserve	18	**55,443,307**	56,115,299
Retained earnings	19	**22,951,409,252**	24,786,447,118
Equity attributable to the owners of the Company		**30,849,805,259**	32,685,515,117
Non-controlling interests	20	**503,021,021**	512,166,162
Total equity		**31,352,826,280**	33,197,681,279
Liabilities			
Preference Share Capital	21	**1,200,000,000**	2,100,000,000
Long term loan	22	**3,020,168,488**	3,883,160,052
Security money received	24	**15,700,000**	700,000
Land lease Liability	25	**22,545,443**	24,677,455
Non-current liabilities		**4,258,413,931**	6,008,537,507
Deferred revenue	26	**190,480,383**	234,267,429
Trade and other payables	27	**8,448,367,534**	14,411,833,578
Unclaimed dividend	28	**12,944,121**	13,322,090
Accrued expenses	29	**155,924,417**	119,105,149
Long term loan - Current portion	22	**1,343,970,681**	1,266,361,806
Short term loan	23	**5,496,172,222**	6,210,000,000
Preference Share Capital	21	**400,000,000**	900,000,000
Land lease Liability	25	**2,132,012**	1,980,622
Payable to related parties	30	**29,520,486,041**	23,845,523,399
Current Tax liability	31	**5,840,645**	1,741,255
Current liabilities		**45,576,318,057**	47,004,135,328
Total liabilities		**49,834,731,988**	53,012,672,835
Total equity and liabilities		**81,187,558,268**	86,210,354,114
Net asset value per share	41	**53.22**	56.38

Appendix B2: Statement of Profit or Loss of UPGDCL (2022-23) & (2023-24)

United Power Generation & Distribution Company Ltd.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

In Taka	*Notes*	For the year ended 30 June 2023	For the year ended 30 June 2022
Revenue	32	**41,309,112,151**	49,435,163,297
Cost of sales	33	**(30,656,188,645)**	(37,079,389,766)
Gross profit		**10,652,923,506**	**12,355,773,531**
General and administrative expenses	34	**(443,815,489)**	(98,733,440)
Other income/(Expenses)	35	**154,692,723**	95,132,864
Operating profit		**10,363,800,740**	**12,352,172,955**
Finance income	36	**555,417,608**	826,961,563
Foreign exchange gain/(loss)	37	**(1,468,391,168)**	(2,511,086,094)
Finance expense	38	**(1,204,422,000)**	(510,727,599)
Profit before tax		**8,246,405,181**	**10,157,320,826**
Income tax (expense)/income	39	**(4,099,390)**	(2,024,428)
Profit for the period		**8,242,305,791**	**10,155,296,398**
Other comprehensive income		-	
Total comprehensive income		**8,242,305,791**	**10,155,296,398**
Total comprehensive income attributable to:			
Owners of the Company		**8,019,109,732**	9,974,411,005
Non-controlling interests	20	**223,196,059**	180,885,393
Total comprehensive income		**8,242,305,791**	10,155,296,398
Earnings per share	40.1	**13.83**	17.21

United Power Generation & Distribution Company Ltd.

Consolidated statement of profit or loss and other comprehensive income

In Taka	*Notes*	For the year ended 30 June 2024	For the year ended 30 June 2023
Revenue	32	**34,780,668,669**	41,309,112,151
Cost of sales	33	**(24,529,338,292)**	(30,656,188,645)
Gross profit		**10,251,330,377**	10,652,923,506
General and administrative expenses	34	**(259,790,909)**	(443,815,489)
Other income	35	**47,856,167**	154,692,723
Operating profit		**10,039,395,635**	10,363,800,740
Finance income	36	**788,902,130**	555,417,608
Foreign exchange gain/(loss)	37	**(823,854,670)**	(1,468,391,168)
Finance expense	38	**(1,731,012,093)**	(1,204,422,000)
Profit before tax		**8,273,431,003**	8,246,405,181
Income tax expenses	39	**(14,715,430)**	(4,099,390)
Profit after income tax		**8,258,715,574**	8,242,305,791
Other comprehensive income		-	-
Total comprehensive income		**8,258,715,574**	8,242,305,791
Total comprehensive income attributable to:			
Owners of the Company		**8,123,060,664**	8,019,109,732
Non-controlling interests	20	**135,654,910**	223,196,059
Total comprehensive income		**8,258,715,574**	8,242,305,791
Earnings per share	40	**14.01**	13.83

Appendix B3: Statement of Financial Position of UPGDCL (2023-24)

United Power Generation & Distribution Company Ltd.

Consolidated statement of financial position

In Taka	*Notes*	As at 30 June 2024	As at 30 June 2023
Assets			
Property, plant and equipment	5	33,326,015,620	36,387,094,718
Capital work in progress	6	2,300,267,337	2,003,363,856
Right of use assets	7	138,387,055	161,088,918
Investment in subsidiaries	8	-	-
Non-current assets		35,764,670,013	38,551,547,493
Inventories	9	5,014,634,148	3,449,474,931
Trade and other receivables	10	12,375,535,424	17,933,527,471
Receivable from related parties	11	17,943,876,460	18,712,224,279
Advances, deposits and prepayments	12	1,058,423,640	891,960,800
Investment in marketable securities	13	137,859,576	137,876,106
Advance income tax	14	4,342,403	9,147,670
Cash and cash equivalents	15	703,893,563	1,501,799,518
Current assets		37,238,565,214	42,636,010,775
Total assets		73,003,235,227	81,187,558,268
Equity			
Share capital	16	5,796,952,700	5,796,952,700
Share premium	17	2,046,000,000	2,046,000,000
Revaluation surplus	18	54,764,527	55,443,307
Retained earnings	19	26,437,586,536	22,951,409,252
Equity attributable to the owners of the Company		34,335,303,762	30,849,805,259
Non-controlling interests	20	482,933,628	503,021,021
Total equity		34,818,237,390	31,352,826,280
Liabilities			
Preference share capital - non- current portion	21	-	1,200,000,000
Long term loan - non-current portion	22	824,826,282	3,020,168,488
Security money received	24	15,700,000	15,700,000
Lease liabilities - non-current portion	25	20,249,899	22,545,443
Non-current liabilities		860,776,181	4,258,413,931
Deferred revenue	26	158,733,653	190,480,383
Trade and other payables	27	7,220,950,348	8,448,367,534
Unclaimed dividend	28	73,160,177	12,944,121
Accrued expenses	29	166,029,513	155,924,417
Long term loan - current portion	22	796,403,178	1,343,970,681
Short term loan	23	4,035,311,039	5,496,172,222
Preference share capital - current portion	21	1,200,000,000	400,000,000
Lease liabilities - current portion	25	2,295,542	2,132,012
Payable to related parties	30	23,662,346,109	29,520,486,041
Current tax liabilities	31	8,992,098	5,840,645
Current liabilities		37,324,221,656	45,576,318,057
Total liabilities		38,184,997,837	49,834,731,988
Total equity and liabilities		73,003,235,227	81,187,558,268
Net asset value per share	41	59.23	53.22

The annexed notes form an integral part of these financial statements.

Appendix B4: Statement of Financial Position of UPGDCL (2024-25)

UNITED POWER GENERATION & DISTRIBUTION COMPANY LTD.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

In Taka	*Notes*	As at	
		30 June 2025	30 June 2024
Assets			
Property, plant and equipment	5	**30,216,718,591**	33,326,015,620
Capital work in progress	6	**2,393,995,383**	2,300,267,337
Right of use assets	7	**115,685,195**	138,387,055
Non-current assets		**32,726,399,169**	35,764,670,013
Inventories	8	**3,859,617,356**	5,014,634,148
Trade and other receivables	9	**15,536,586,008**	12,376,083,723
Receivable from related parties	10	**23,531,870,974**	17,943,328,161
Advances, deposits and prepayments	11	**189,551,451**	1,058,423,640
Investment in marketable securities	12	**136,050,400**	137,859,576
Advance income tax	13	**244,251,022**	4,342,403
Cash and cash equivalents	14	**1,078,973,929**	703,893,563
Current assets		**44,576,901,140**	37,238,565,214
Total assets		**77,303,300,309**	73,003,235,227
Equity			
Share capital	15	**5,796,952,700**	5,796,952,700
Share premium	16	**2,046,000,000**	2,046,000,000
Revaluation surplus	17	**54,085,747**	54,764,527
Retained earnings	18	**34,936,424,362**	26,437,586,536
Equity attributable to the owners of the Company		**42,833,462,809**	34,335,303,762
Non-controlling interests	19	**583,750,492**	482,933,628
Total equity		**43,417,213,301**	34,818,237,390
Liabilities			
Preference share capital non-current portion	20	**952,500,000**	-
Long term loan non-current portion	21	**331,839,909**	824,826,282
Security money received	23	**2,700,000**	15,700,000
Lease liabilities non-current portion	24	**19,037,817**	20,249,899
Non-current liabilities		**1,306,077,726**	860,776,181
Deferred revenue	25	**126,986,923**	158,733,653
Trade and other payables	26	**7,942,804,245**	7,220,950,348
Unclaimed dividend	27	**129,050,982**	73,160,177
Accrued expenses	28	**168,919,612**	166,029,513
Long term loan - current portion	21	**351,397,758**	796,403,178
Short term loan	22	**9,312,593,619**	4,035,311,039
Preference share capital - current portion	20	**247,500,000**	1,200,000,000
Lease liabilities - current portion	24	**1,212,082**	2,295,542
Payable to related parties	29	**14,024,595,462**	23,662,346,109
Current tax liabilities	30	**274,948,598**	8,992,098
Current liabilities		**32,580,009,282**	37,324,221,656
Total liabilities		**33,886,087,008**	38,184,997,837
Total equity and liabilities		**77,303,300,309**	73,003,235,227
Net asset value per share	39	**73.89**	59.23

Appendix B5: Statement of Profit or Loss of UPGDCL (2024-25)

UNITED POWER GENERATION & DISTRIBUTION COMPANY LTD.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

In Taka	*Notes*	For the year ended	
		30 June 2025	**30 June 2024**
Revenue	31	39,085,076,049	34,780,668,669
Cost of sales	32	(25,816,895,849)	(24,529,338,292)
Gross profit		13,268,180,200	10,251,330,377
General and administrative expenses	33	(77,726,295)	(259,790,909)
Other income/(expenses)	34	(9,703,904)	47,856,167
Operating profit		13,180,750,001	10,039,395,635
Foreign exchange gain/(loss)	35	(60,334,774)	(823,854,670)
Net Finance cost/(income)	36	(662,358,982)	(942,109,963)
Profit before tax		12,458,056,245	8,273,431,003
Income tax expenses	37	(274,480,716)	(14,715,430)
Profit after income tax		12,183,575,530	8,258,715,574
Other comprehensive income		-	-
Total comprehensive income		12,183,575,530	8,258,715,574
Total comprehensive income attributable to:			
Owners of the Company		11,976,330,666	8,123,060,664
Non-controlling interests	19	207,244,864	135,654,910
Total comprehensive income		12,183,575,530	8,258,715,574
Earnings per share	38	20.66	14.01

Note: Full notes and auditor’s reports are available in UPGDCL’s official annual reports.