Report On

Employee Retention in Bangladesh's FMCG Sector During Political and Economic Challenges

By

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An internship report submitted to the
Brac Business Schoolin partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

Bachelor of Business Administration
Brac University
[May] [2025]

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:

Aitijhya Ahasan
Student ID 19104052

Supervisor's Full Name & Signature:

Dr Nusrat Hafiz
Asst Professor & Director
Women Empowerment Cell
BRAC Business School
BRAC University

Letter of Transmittal

Nusrat Hafiz
Assistant Professor
Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Employee Retention in Bangladesh’s FMCG Sector During Political and Economic Challenges

Dear Madam,

Being an academic requirement for my bachelor's degree, I have had the honor of highlighting my internship's report, "Employee Retention in Bangladesh’s FMCG Sector During Political and Economic Challenges

." I believe it a great privilege to be an aspect of a qualified, creative, and well-mannered community. I am positive the info provided will meet your requirements and demands. I tried all possible attempts to ensure that this report serves as genuine, useful, dependable, and appropriate as possible. I've skimmed through articles magazines, and online papers, performed several interviews, and prepared a report every year. I would appreciate it to be of service if you happen to have additional questions or demand additional clarification concerning the contents of this article.

Sincerely yours,

____

Aitijhya Ahasan

Student ID : 19104052

BRAC Business School

BRAC University

Date: Month Day, Year

Non-Disclosure Agreement

It is hereby agreed and entered between, Lodestar Innovation Partners and a student of BRAC University, that the report I submitted to the organization, named, '**Employee Retention in Bangladesh's FMCG Sector During Political and Economic Challenges**' will not be released or published in any other media, other than the use in my academic project and presentation. The data included in this report is based on the information that was officially published by the organization and approved by my supervisors.

Name Of the company : Lodestar Innovation Partners

Supervisor Name : Naim Sheikh

Position : Assistant Manager

Name of the student: Aitijhya Ahasan

ID : 19104052

Brac Business School

Brac University

…………………………………….

Acknowledgement

I would first like to praise the Almighty for giving me the inspiration, patience and persistence I needed to produce this report.I am very grateful to my supervisor, Naim Sheikh, who has helped me throughout this research journey by providing advice, support and excellent feedback. The findings included in this field helped determine the structure and scope of this study.I am also grateful to the HR professionals from various FMCG companies who kindly shared their stories and thoughts in their interviews. I would not be able to complete this research without their important input .I would like to thank my academic advisor Nusrat Hafiz (faculty at Brac University), who helped me obtain the necessary knowledge and continue to be motivated.I am also grateful to my family and friends for always encouraging me and standing by me. I was encouraged to continue by their unwavering support.The input of many people made this report possible and I am grateful to all of them.

Executive Summary

The report explains why employee retention is becoming a challenge in Bangladesh's FMCG sector and how political and economic situations play a role in this. The study was able to identify main problems like job insecurity, financial hardship and a fall in morale—found most often among the younger, less skilled workers—with the help of qualitative interviews with HR experts. The results show that flexible schedules, mental health supports and open conversations, along with helping workers grow and be involved, help keep employees. Based on the data collected, we organized the findings into three themes: struggles from the outside, how HR has adapted and strategies for holding onto their workforce. This report includes specific tips for FMCG companies to help them resist future challenges. The research provides helpful guidance for HR leaders who hope to reduce staff turnover and retain their employees amid national challenges.

Keywords: employee retention; FMCG sector; Bangladesh; political instability; HR strategy; workforce engagement

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List of Acronyms

Acronym	Full Form
FMCG	Fast-Moving Consumer Goods
HR	Human Resources
EVP	Employee Value Proposition
MNC	Multinational Corporation
GDP	Gross Domestic Product
SME	Small and Medium-sized Enterprises
NGO	Non-Governmental Organization *(if mentioned)*
CSR	Corporate Social Responsibility *(if relevant)*
KPI	Key Performance Indicator *(if mentioned)*

Glossary

Term	Definition
Thesis	An extended research paper submitted as part of the final academic requirements for an undergraduate or graduate degree. It may also take the form of a project or a series of related essays.
Glossary	An alphabetical list of important terms and their definitions used within the report, designed to help readers understand specific terminology.
FMCG	Fast-Moving Consumer Goods; products that are sold quickly and at relatively low cost, such as household cleaning items and packaged food.
Employee Retention	The organizational ability to keep its employees and reduce turnover through engagement, development, and incentives.
HR (Human Resources)	The department within an organization that handles recruitment, employee relations, performance management, and retention strategies.
Thematic Analysis	A qualitative data analysis method used for identifying, analyzing, and reporting patterns (themes) within data.

Chapter 1

Overview Of the Internship

1.1 Student Information:

Name: Aitijhya Ahasan

ID: 19104052

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information:

1.2.1 Period: From February 15th to May 15th

Company Name: Lodestar Innovation Partners (concern of Hossain Group of Industries)

Department/Division: Business Development

Address: 181,182 Tejgaon Industrial Area, Tejgaon, Dhaka-1208

1.2.2 Internship Company Supervisor's Information:

Name: Naim Sheikh

Position : Assistant Manager

1.2.3 Job Scope –

Job Description:

- Lead generation
- Market Analysis
- Research and generate lists of potential customers

- Visit corporate offices
- Stakeholder analysis

Chapter 2

2.1 Overview of Lodestar Innovation Partners

Lodestar Innovation Partners is primarily a distributor that specialises in the construction, steel, and commodity sectors. It was founded in February 2020. Lodestar Innovation Partners was built on three fundamental ideas that continue to guide how we conduct business today:

- Efficiency
- Customer Satisfaction
- Adaptability

We began our journey as an exclusive partner with **OMC Steel** on the Metrorail project in Bangladesh. Lodestar Innovation Partners (LIP) completed the SS railing median work on the Metrorail, CP-6 project. LIP used OMC SS pipes for this project.
After working on the Metrorail project, LIP joined as an national distributor for **Sena Kalyan Sangstha (SKS) , Sena Kalyan Electronics (SKE)** and **Sena Kalyan Electric Industries (SKEI)** . While working with SKS , we also started working with **Bruvana and Tulip Food LTD** (sister concern of Hossain Group) as their trusted distributor and national distributor. We started operating in Chittagong on 15 December , 2023 enlarging our customer base. Currently we are selling products on almost all the reputed online shops and gradually increasing our reach by satisfying our customers with quality products.

Company Summary :

- **Legal Name :** Lodestar Innovation Partners

- **Location :** 181,182 Tejgaon Industrial Area , Tejgaon ,Dhaka
- **Product Supplying Partners :** Hossain Group , SKS , SKE ,SKEI , Bruvana
- **Production Plant :** 181,182 Tejgaon Industrial Area , Tejgaon ,Dhaka
- **Head Office :** Our target distribution place is Dhaka, Chittagong, Sylhet division with other renowned districts of the noteworthy division of Bangladesh. So, our central
  official position is situated at 181,182 Tejgaon Industrial Area , Tejgaon ,Dhaka . In other districts, our own distributor sends our products through low cost with our great transportation facility.

2.2 Mission :

To provide exceptional services to the society, to deliver added value to our customer by identifying, monitoring and responding to their needs and expectations

2.3 Vision :

Our goal is to become a leading company in distribution, offering customers high-value, flexible, and cost-effective solutions using exceptional quality, reliability, and sustainability.Responding and taking proactive steps to adapt to industry developments.

Existing Products

Sl	Item	Weight
1	Detergent Powder	500gm
2	Detergent Powder	1 kg
3	Dish washer	500 ml
4	Dish washer	3 ltr
5	Dish washer	5ltr
6	Hand Wash	250 ml
7	Hand Wash	1 ltr
8	Hand Wash	3 ltr
9	Hand Wash	5 ltr
10	Glass Cleaner	500 ml
11	Glass Cleaner	1 ltr
12	Glass Cleaner	5 ltr
13	Toilet Cleaner	500 ml
14	Toilet Cleaner	700 ml
15	Toilet Cleaner	5 ltr
16	Floor wash	3 ltr
17	Floor wash	5 ltr
18	Tiles Wash	5 ltr

2.4 Organizational Hierarchy :

44 Managing Director

🔽

General Manager

🔽

Assistant General Manager

🔽

Asst. Manager (sales) —-Asst. General manager(Sup. chain)--Asst. General Manager (Act)

🔽

(Marketing Executive)–(Supply chain Executive)–Accounts Officer

🔽

Sales rep. – Jr Ex (sales) – Jr Ex (Mkt)

2.5 Marketing Analysis For LIP :

2.5.1 Market Summary : We are well-informed about the market and have a thorough understanding of the traits shared by our most cherished and devoted clients. We will use this information to better understand our clients' needs and improve communication.

2.5.2. Market Demographics

1. Primary Customers (B2B):

Online shops.

- E-commerce sites (e.g., Amazon and eBay).
- Urban/semi urban areas with high internet usage.
- Need consistent supply, competitive pricing, and high-quality items.

Stockholding Companies:

- Wholesalers/distributors supplying retailers.
- National or regional presence.
- Prefer bulk purchasing, regular availability, and prompt delivery.

2. End Users (B2C):

Households

- Age range: 25–65 years (main decision-makers).
- Income ranges from moderate to upper middle class.
- Preferences include affordable, environmentally friendly, and effective items.

Commercial establishments:

- Offices, hotels, restaurants, and medical facilities.
- Urban locations having a high business activity.
- Need large purchasing and specialised cleaning solutions.

2.5.3 Behavioral Factors:

- Consider low-cost cleaning solutions which deliver effective results without compromising quality.
- There is value in visually appealing, inventive, and high-performance cleaning products that enhance the user experience.
- Curiosity motivates consumers to explore innovative products that promise improved results or unique qualities.

2.5.4 Market Needs

We offer high-quality home cleaning products to consumers, retailers, and commercial businesses. We strive to provide the following benefits that are vital to our customers:

Selection : A diverse selection of cleaning products for various surfaces and applications (e.g., floors, glass, kitchens, bathrooms).

Competitive Needs: While many traditional cleaning products involve harsh chemicals, our options prioritise safety, efficacy, and environmental friendliness.

Customer Service: Our clients are pleased with our prompt assistance, timely delivery, and personalized solutions to their specific requirements.

2.5.5 Market Growth

Consumers are increasingly prioritising effectiveness, security, and sustainability in their cleaning methods. This trend is being driven by a growing awareness of the health and environmental consequences of traditional cleaning chemicals, as well as a desire for more efficient and inventive alternatives. The rising choices of online and retail establishments demonstrate the desire for eco-friendly, non-toxic, and multi-purpose cleaning products.

2.5.6 STP analysis

The following STP analysis consists of market segmentation, target market and positioning :

Market Segmentation:

- Big retail shops
- Restaurants
- Hospitals
- Individual Consumers

Target Market:

- Urban - Middle class households
- Commercial Establishments

- Online Shoppers
- Stockholding Companies

Positioning :

Mysol helps to maintain good health, when time is short, which create a value in consumers mind about this product and motivate them to buy frequently Lodestar Innovation Partners will position itself as:

- Flexible
- Reliable
- User Friendly
- High Quality producer

2.5.7 Competitors Analysis

Although MySol is a newcomer to the market, the home cleaning goods industry, while similar to other FMCG industries in certain elements, has its own set of Exceptions. Unlike industries controlled by one or two major companies, this one is doing well with a mix of established giants and smaller, bigger brands. Unilever and Reckitt Benckiser have long been popular brands due to their reputation and vast reach. However, there is an increasing number of smaller competitors, such as ACI and Kohinoor, all competing for customers with their individual touch.

Competitors' Strengths:

- **Established Brands:** Competitors such as Unilever, Reckitt Benckiser, and ACI have created significant brand recognition and customer loyalty over time. MySol, being a newcomer to the market, has yet to establish itself.

- **Product supply:** Competitors have big distribution networks and large-scale manufacturing capabilities, allowing them to provide products across the country. In comparison, MySol is still expanding its supply chain to satisfy increasing demand.

Competitors' Weaknesses:

- **Limited Eco-Friendly Alternatives:** Most of the competition is still employing the use of conventional cleaning products with harsh chemicals, which are less favored by the environmentally conscious consumer.

- **Limited Innovation:** Legacy brands adhere to traditional formulas, not offering innovative, multi-purpose, or refillable cleaning products.
- **Health and safety concern :** Consumers are becoming more aware of the harmful effects of chemical cleaners, leading the way for better, non-toxic alternatives.
- **High costs:** A few competitors offer high-quality cleaning solutions at premium costs that are out of reach for price-conscious customers.

2.5.8 Competitive Advantage

Our competitive advantage lies in offering superior, innovative, and customer-centric cleaning solutions:

- Our products are more eco friendly than rest of the products in the market\
- Our products are made to provide more effective cleanliness
- We have zero harmful residues , so it is more safe to use

- We are providing the most reasonable price in the market than rest of our competitors

2.5.9 Strategic Marketing Analysis :

Strategic marketing analysis includes marketing objectives, marketing strategies, marketing mix, and market research for Mysol.

Marketing Objectives:
The objectives of all integrated marketing communications will be to:

- Inspire consumers to view MySol as a modern, eco-friendly, and innovative cleaning solution.
- Empower households to make safer, healthier choices for their families and the environment.
- Showcase the effectiveness and versatility of MySol products for various cleaning needs.
- Establish a connection between MySol and a clean, sustainable, and healthy lifestyle.

Strategies :

Mysol's principal goal is to establish itself as the top provider of environmentally friendly, high-quality home cleaning products in Bangladesh, securing a significant market share within five years. To accomplish this, our marketing plan is to concentrate on three critical areas: raising awareness, expanding our customer base, and cultivating loyalty. First, we are using targeted advertising to educate consumers about the unique benefits of MySol products, such as their eco-friendly formula, non-toxic components, and flexible cleaning capabilities. To reach a large audience, these advertisements will combine television, radio, social media

(Facebook, Instagram), and local newspapers. In addition, we are deploying point-of-sale (POS) materials such as posters, banners, and product demos in retail stores and supermarkets to draw attention and increase sales.

To expand our reach, we are collaborating with popular online platforms like Daraz and Chaldal, Rokomari as well as local distributors, to ensure nationwide availability. For commercial clients, we offer bulk purchase options and specialized cleaning solutions tailored to their needs. Building strong relationships with customers is a priority, and we will achieve this through exceptional product quality, responsive customer service, and loyalty programs. Finally, we will engage with communities through informal gatherings, workshops, or events to connect with consumers on a personal level and showcase the benefits of Mysol. By combining these efforts, we aim to establish Mysol as a trusted and innovative brand that aligns with the values of modern, eco-conscious consumers.

Marketing Mix

Product:

Mysol aims to make cleaning easier, safer, and environmentally friendly. Our products are eco-friendly, non-toxic, and tough on filth while remaining soft on surfaces. From shining floors to streak-free windows, we have you covered. Furthermore, our ingenious reusable packaging reduces waste, so you can feel good about choosing us.

Price:

We believe everyone should have a clean house without hurting the wallet. That's why we offer high-quality cleaning products at affordable pricing for both urban and rural homes. For businesses, we provide bulk buying options and special rates to keep their facility clean and their budgets happy.

Place:

MySol is always ready to use whether you're shopping from the convenience of your home or picking up items at your neighborhood supermarket. We may be found at grocery stores, retail establishments, and well-known internet marketplaces like Daraz and Chaldal. We're putting a lot of effort into making sure that our products are accessible everywhere, from busy city to rural villages..

Promotion:

We promote a greener, cleaner living in along with offering cleaning supplies. We'll demonstrate through social media campaigns how MySol can protect the environment and your family while enhancing the beauty of your house. To get information around, we'll also collaborate with eco-aware communities and influencers. Additionally, because everyone enjoys a good deal, keep a look out for seasonal deals and discounts!

Promotional Activities :

1. Digital Marketing Campaigns :

- **Social Media Ads:** We are running targeted ads on Facebook and Instagram to reach eco-conscious consumers, soon we will start giving ads on Youtube too.

- **Influencer Collaborations:** We are in plan to Partner with lifestyle and eco-friendly influencers to showcase the benefits of MySol products.

2. E-Commerce Promotions

- **Flash Sales:** We are offering limited-time discounts on platforms like Daraz and Chaldal, Rokomari to attract online shoppers.

- **Bundle Offers:** We have created value packs (e.g., buy 2 get 1 free) to encourage bulk purchases.

- **Free Shipping:** We are providing free delivery for orders above a certain amount to encourage consumers . We have already associated with REDX and Pathao .

3. In-Store Promotions

- **Product Demos:** We are planning to set up live demonstrations in supermarkets and retail stores to show how effective Mysol products are.

- **Shelf Displays:** To attract customers at supershops and other malls we intend to use eye-catching posters, banners, and standees to highlight Mysol's eco-friendly and non-toxic features.

- **Free Samples:** We are also planning to distribute small samples to let customers experience the product before buying them.

2.6 Conclusion :

Lodestar Innovation Partners is a distributor that specialises in construction, steel, and commodities, but has recently expanded into fast-moving consumer goods (FMCG). The company's guiding principles are efficiency, customer happiness, and adaptability. This paper presents an overview of Lodestar Innovation Partners' marketing techniques, focussing on their "Mysol" brand of household cleaning products. The report defines the company's target markets, conducts stakeholder and SWOT analysis, and discusses marketing strategies and brand management. Competition, shifting customer tastes, and supply chain interruptions are among the issues that the organisation encounters. To address these problems, the research recommends a variety of marketing techniques, including digital marketing campaigns, e-commerce specials, and in-store promotions. The company intends to position itself as a source of high-quality, environmentally friendly, and cheap cleaning solutions.

Chapter 3

"Employee Retention in Bangladesh's FMCG Sector During Political and Economic Challenges"

3.1.1 Introduction :

Retaining employees is a big issue in the Bangladeshi fast-moving consumer goods (FMCG) sector because of ongoing political and economic problems. Because the industry is growing and full of competition, companies face a challenge to keep their team motivated and stable. Inflation, job insecurity and changes in politics have had a big effect on how employees feel and the decisions they make.

In this uncertain atmosphere, younger employees are now more likely to leave than in the past. A large number of people are looking for more stable employment abroad or joining areas that promise good growth. As a result of these issues, HR staff have redesigned strategies, changed policies and strengthened the support systems for employees.

Here, we are going to explore how HR specialists within the FMCG sector attend to difficulties, the challenges they experience and the best methods they use for managing them. Relying on these ideas, the research hopes to demonstrate how political and economic pressures shape retention and what long-term strategies organizations should use to succeed while retaining their workers.

3.1.2 Background and Problem Statement :

Over the last few years, the FMCG sector in Bangladesh has had to deal with increased troubles from unstable politics and a weakening economy. The effects of these external factors have influenced how businesses operate, how morale in the workplace changes and how many employees remain. The competition is high for companies trying to hold on to entry- and mid-level employees, who typically look for more stability and greater job opportunities elsewhere. Though numerous FMCG companies have adapted by changing HR policies, allowing flexible work and helping employees cope with stress, researchers find it difficult to determine what measures are most likely to help retain employees in such changing times. Not having a clear way to address both issues could harm employee happiness, sustain the organization and weaken the sector as a whole in the future. The study hopes to investigate and examine the new strategies implemented by FMCG companies to reduce employee turnover because of the unstable environment in Bangladesh.

3.1.3 Objectives :

1.To understand why employees are leaving FMCG companies in Bangladesh, especially during times of political and economic uncertainty.

2.To explore what makes employees stay — the key drivers of loyalty, satisfaction, and commitment in today's challenging environment.

3.To assess how effective the current employee retention strategies are in the FMCG sector.

4.To recommend practical, people-focused solutions that can help FMCG companies hold on to their valuable employees in the long run

3.1.4 Significance of the Study:

This research has significance for both practical use and academic learning at present in Bangladesh's FMCG sector. The ongoing problems in politics and the economy make it hard for businesses, so leaders and HR specialists are now focused on employee retention. The conclusions in this study assist decision-makers by pointing out important factors in employee turnover and helping them choose or refine techniques to keep employees for a longer period. Furthermore, it explains how using flexible HR methods and clear communication across the organization helps strengthen the organization when there is uncertainty.

Research on this topic adds to the ongoing body of research on human resource management in areas at risk of crises. It joins the way learning should be seen with real-life experiences of workers in one of Bangladesh's vibrant sectors. The findings of this study can inform future work in other sectors with similar challenges.

3.1.5 The Scope of Study :

The purpose of this study is to explore the things that influence retaining employees in the FMCG industry in Bangladesh during periods when the country is unstable politically and financially. It examines what HR professionals in FMCG companies think and experience to find out the main issues and the various approaches organizations take to hold on to their employees.

This survey only covers:

- **Geographical Coverage**: FMCG companies operating in Bangladesh.

- **Industry Focus**: Only the FMCG sector is considered, excluding other industries like banking, telecom, or garments.

- **Respondent Profile**: HR professionals and mid-to-senior level managers involved in talent management and employee engagement.

- **Time Frame**: The analysis includes insights from recent political and economic disruptions in Bangladesh (primarily from 2023 to 2025).

- **Themes Explored**: Impact of external instability, internal HR practices, and sustainable retention strategies.

The study does not aim to provide a quantitative analysis across the entire sector but instead emphasizes qualitative insights gathered through interviews and thematic analysis.

3.2 Literature Review :

1.Understanding Employee Turnover in Bangladesh's FMCG Sector

Employee turnover remains a pressing concern in Bangladesh's FMCG industry, especially amidst political unrest and economic instability. A 2024 study by Zannat and Raha highlights that job dissatisfaction, limited career growth, and inadequate organizational culture significantly contribute to employees' intentions to leave. Political disruptions, such as the 2024 regime change, have further exacerbated these challenges, leading to operational downsizing and heightened job insecurity among FMCG employees. ([Dinkum Publishers][1], [foodbusinessafrica.com][2])

The FMCG industry in Bangladesh is troubled by high employee turnover due to both political chaos and economic uncertainty. Zannat and Raha found in a 2024 study that employees consider job dissatisfaction, restricted career prospects and poor organizational culture important reasons to change their jobs. Changes in government policies, especially the possible regime change in 2024, have only made things worse by causing more layoffs and more fear of job security for FMCG staff. Dinkum Publishers and foodbusinessafrica.com

2. The main reasons employees stay with a company are loyalty, satisfaction and commitment.

New research highlights a number of things that affect how long employees remain with a company.

The compensation and benefits workers receive should be competitive. A 2024 study makes it clear that fair wages lead to satisfied and loyal employees. ([LinkedIn][3])

Giving employees defined career paths and skills training helps them stick with the company. ([O.C. Tanner][4])

Organization Culture: Creating a welcoming and inclusive space for workers improves their engagement and discourages them from looking for a new job. ([O.C. Tanner][4])

Guiding a team well by respecting employees and encouraging open sharing leads to a stronger organization.

3. How useful current strategies are in helping retain customers in the FMCG sector

Bangladesh's FMCG companies use different techniques to hold on to their best staff members.

* *Flexible Schedules*: Workers who have flexible schedules report higher job satisfaction and fewer burnout concerns.

Putting a system in place to reward and recognize good work increases both employee happiness and loyalty.

Getting employees involved in choices and decisions makes them feel that their role matters and keeps them committed.

However, the effectiveness of these strategies varies, with some organizations facing challenges in consistent implementation, especially during periods of political and economic turbulence.

4. Recommendations for Enhancing Employee Retention

Based on recent findings, FMCG companies in Bangladesh can consider the following approaches:

* *Invest in Employee Development*: Continuous training and clear career pathways can motivate employees to stay. ([O.C. Tanner][4])

* *Foster a Positive Organizational Culture*: Cultivating an environment of trust, inclusivity, and open communication can enhance employee satisfaction.

* *Implement Data-Driven Retention Strategies*: Utilizing analytics to identify turnover trends can help in proactively addressing potential issues.

* *Enhance Leadership Training*: Equipping managers with skills to support and engage their teams can reduce turnover rates. ([Wikipedia][5])

3.2.2 Literature Gap :

There is a large amount of research on general topics related to staff retention in the FMCG business worldwide, yet very little has explored the direct influence of political and economic challenges in Bangladesh on these items.

The latest publications (Zannat & Raha, 2024; O.C. Tanner, 2024) give helpful information on traditional approaches to retention. Still, little work has been done to analyze in-depth how both shifts in politics and high economic pressure impact employee behavior and how these organizations manage their HR policies.

We still do not have much evidence about how effective HR retention efforts are in times of crisis. Even though many suggest flexible work, recognition for employees and development methods, their success under current political and economic stress in the FMCG area of Bangladesh has not yet been examined and researched.

3.3 Methodology :

This study uses the following methodology:

A qualitative approach was used in this study to examine how obstacles in politics and the economy influence retention of employees in the Bangladeshi FMCG sector and how human resource professionals deal with these problems. Researchers relied on detailed talks with participants and patterns were uncovered using thematic analysis.

1. Research Approach

Because HR professionals' experiences are hard to grasp, a qualitative approach was picked to understand their perspectives during unstable times. I was able to analyze the company's internal actions and the factors that impact them from the outside.

2. Data Collection

Values from primary data were achieved by interviewing senior and HR officials from chosen FMCG companies based in Bangladesh following a semi-structured format. Using the research goals and secondary articles, questions were created that allowed for different types of answers.

Number of respondents: 8

Data collection period: May13th–May 18th 2025]

Interview format: In-person and virtual (depending on availability).

3. Data Analysis

The data was examined and explained through thematic analysis. Responses collected using the six-phase model were transcribed and coded and then grouped into common themes.

- Impact of political and economic instability
- HR response and adaptation

- Sustainable retention strategies

Flow charts were a common method to present the pattern of findings.

4. Secondary Data

The main findings were strengthened and given context by going over new academic articles, report findings and recent publications. They provided insight into which studies had already been conducted and underlined why the present study was needed.

5. Limitations

Only a small number of experts were involved in the research, so the report might not fully capture the whole FMCG sector.

Because the research is qualitative and exploratory, its results cannot be applied broadly.

3.4.1 Description and Analysis:

In this part, we introduce the main findings of the study organized into the three core topics that were identified using thematic analysis.

(1) Impact of Political and Economic Instability,

(2) HR and Organizational Responses, and

(3) Strategic Retention and Engagement.

1**. Impact of Unstable Political and Economic Instability:**

Employees in the FMCG sector in Bangladesh are leaving their jobs more often because of political instability, spiraling inflation and economic unpredictability. According to numerous HR specialists, many of them found that:

With their earnings squeezed, many mid- and low-level employees chose to look for higher-paying positions.

- Those who were still in the early stages of their careers were the most likely to want to work overseas or change their industry.

Because people feared losing their position and various benefits, there was less enthusiasm and dedication in the workplace. During the same year, two regional officers quit after their families moved abroad since the country's political climate worsened.

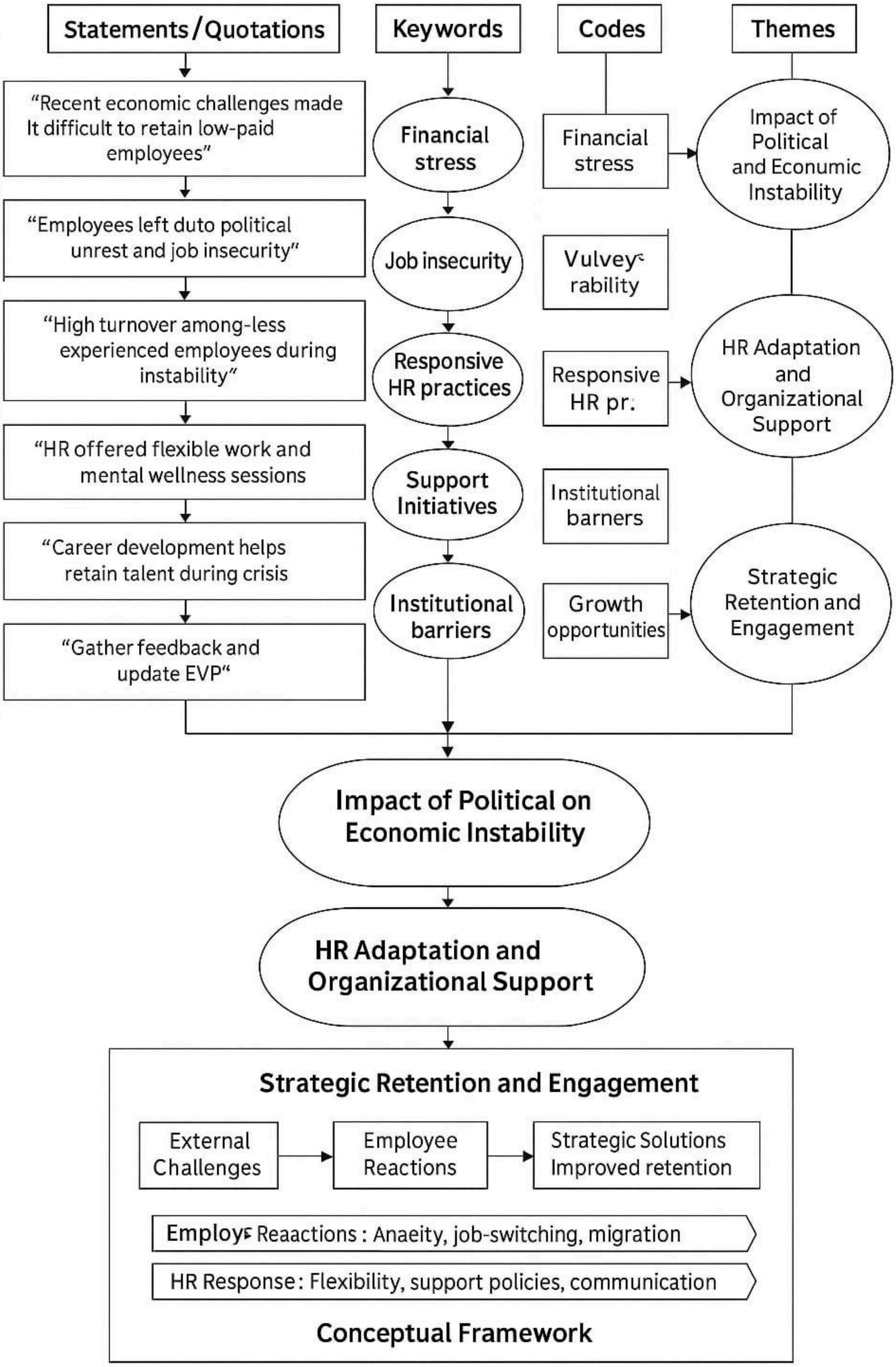
2. HR and Organizational Responses:

Management in FMCG businesses took different measures to react to problems arising from external circumstances.

- Clear communication was made an important goal to help tackle employee problems.
- Remote working and various wellness initiatives became important after 2023.
- A number of companies offered funds to low-income staff and gave emotional support by sending out newsletters and checking in with their managers. But some HR professionals said it was sometimes tough to get approval for local changes from their regional leaders.

3. Strategic Retention and Engagement To improve long-term retention, companies focused on sustainable and people-focused strategies:

- Upskilling opportunities and internal transfer inside a company were mentioned as useful ways to hold on to employees during tough times.
- Employees participated in policy discussions often and the EVP was updated to keep up with what they wanted.
- Results showed that flexible work, better workplace culture and competitive benefits for all should be adopted. Due to these strategies, employees remained loyal and fully motivated, even when managers faced outside obstacles.


Statements/Quotations
Keywords
Codes
Themes
"Recent economic challenges made It difficult to retain low-paid employees"
"Employees left duto political unrest and job insecurity"
"High turnover among-less experienced employees during instability"
"HR offered flexible work and mental wellness sessions
"Career development helps retain talent during crisis
"Gather feedback and update EVP"
Financial stress
Job insecurity
Responsive HR practices
Support Initiatives
Institutional barriers
Financial stress
Vulvey rability
Responsive HR pr.
Institutional barners
Growth opportunities
Impact of Political and Econumic Instability
HR Adaptation and Organizational Support
Strategic Retention and Engagement
Impact of Political on Economic Instability
HR Adaptation and Organizational Support
Strategic Retention and Engagement
External Challenges
Employee Reactions
Strategic Solutions Improved retention
Employe Reaactions : Anaeity, job-switching, migration
HR Response: Flexibility, support policies, communication
Conceptual Framework

3.4.2.Visual Summary:

A model was formed to describe the results as a whole. It illustrates how problems from the outside (such as political unrest or inflation) make employees feel stressed or unsure, so HR responds with flexibility and communication which is backed by good strategies (such as career growth and including different people), making it easier to retain workers and create a better atmosphere at work.

This model agrees with the existing literature but brings in local knowledge about Bangladesh's FMCG industry.

It outlines how interview data from Bangladesh's FMCG sector HR professionals was studied thematically, focusing on the area of employee retention during economic and political periods. To start the chart, I include brief statements from my interviews that represent genuine HR responses to instability. These terms were simplified into the keywords "financial stress," "job insecurity," "support initiatives," and "career development." Doing the initial coding helped us spot similarities in people's interviews which formed the base for creating our themes.

Twelve codes were grouped into three main yet connected themes. It explains how uncertainty with the economy and government can make employees less motivated, mainly for staff who are less senior. The second theme is focused on how HR departments manage needs by making flexible work schedules available, starting mental health support, encouraging employees to share their thoughts and creating newsletters for the team. At the same time, this theme points out problems, for example when regions refuse to accept or change policies based on local needs. "Strategic Retention and Engagement" includes recommending long-term tactics including career development, EVPs supported by feedback and programs that encourage moving within the company.

The last part of the flowchart explains a framework that ties every part of the analysis to one another. The process begins with company-wide challenges, impacts the workforce (through anxieties and departures), needs help from HR (such as guidance and news) and leads to better results for the organization (like retaining valuable staff members). By using this process-driven visualization, readers can clearly see the steps taken for thematic analysis and learn what organizations can do to protect their workforce during uncertain times. It proves that HR in Bangladesh should be both active and understanding to reflect the nation's unique situations.

3.5 Suggestions and Conclusion :

Outcomes / Suggestions from the Study:

The research shows that that national concerns and HR efforts are closely linked which has resulted in the following main suggestions for FMCG companies in Bangladesh:

Deal with the concerns and anxiety workers have.

Result: Political problems, inflation and insecure employment make workers and particularly young staff, much more anxious. Such conditions tend to make people want to leave or change jobs to find more safety (e.g., through resigning or shifting their career path).

System: Companies are encouraged to address these concerns and establish systems to stop them from becoming serious.

Make Human Resources (HR) practices as flexible and supporting as possible.

Results: HR teams are responding by giving access to flexible schedules, mental health support and improved communication to support their staff. There are, however, difficulties when local locations apply company-wide rules.

FMCG businesses should put more importance on having flexible actions and effective communication. Managers need to let the local HR team adapt global/regional guidelines to fit Bangladesh and deal with resistance to alterations there.

Put resources into the development and engagement of employees over a long period.The results are evident: Proper career paths, the option to shift internally and current Employee Value Propositions (EVPs) based on employees' suggestions all contribute to holding onto staff.

When companies specialize in lengthy employee training, create clear paths for career advancement and support moving around inside the organization, this is more likely to keep skilled employees happy. The EVP needs to be updated regularly using employee input to stay competitive and attractive.

Keeping Strategic and Inclusive Staff is Very Important During Times of Uncertainty.

Results: It is shown that, during unpredictable times, it is important to have permanent inclusive policies for all employees.

A good idea is for HR managers and business leaders to consider adding flexible policies, opportunities for employee growth and stronger communication to their approach to retention, as this will help the company build a dedicated team.

The organization's overall ability to overcome shocks, threats and challenges is known as its overall resilience.

As a result, employees are more likely to stay and the team grows stronger and can meet new issues.

Recommendation: Applying these steps allows FMCG companies to grow stronger, keep their employees motivated and weather any tough economic or political circumstances.

It sought to find out how employees of FMCG companies respond to unsure political and economic conditions and what HR teams are planning to help them. Once HR manager interviews were closely examined, the main topics found were: worries related to employee stability, what HR departments can do about it and measures to ensure employees stay for the long run.

It became obvious that problems with the political situation, rising costs and uncertain work opportunities have made employees, mostly newcomers, very nervous. As a way to feel more secure such people may decide to leave their jobs or relocate. The next theme pointed out that HR is supporting employees by allowing more flexible work choices, helping them take care of their mental health and making sure they are often informed. Even so, some in HR found the process tough to create company guidelines fitting all kinds of local needs. The last main discussion was about how to encourage employees to stay, such as giving them career advancement, more job transfers and regularly reviewing and updating the EVP with employee feedback.

All in all, national issues and HR practices are tightly connected. At times of uncertainty, finding employees relies on strategies set in place with the involvement of most team members. Businesses in FMCG should bring in flexible plans, focus on long-term employee development and improve ways of communication in Bangladesh. Therefore, a company can reduce staff turnover and build a group capable of meeting future challenges. Because of this study, HR managers and business leaders know how to help employees stay with their organization as harder times hit the economy and society.

It became clear that political instability, inflation and job unpredictability have made employees, especially those just starting their careers, quite anxious. Because they feel vulnerable and seek stability such people may decide to quit their jobs or move somewhere else. The second theme pointed out that HR teams are flexing their processes by making more flexible work options available, helping employees' mental health and raising communication to ensure employees are comfortable and secure. Yet, some HR workers found it difficult to arrange company-wide rules to meet local needs. The third topic centered on how to make employees stay longer by adding career growth paths, more internal transfers and always updating the EVP using employee input.

To sum up, the findings indicate that there is a tight blend between national issues and HR actions. During uncertain times, attracting employees requires permanent strategies that include as many team members as possible. FMCG enterprises should introduce flexible measures, put emphasis on long-term employee training and bolster their communication systems in Bangladesh. In this way, companies may lower staff turnover and create a team that is prepared for upcoming obstacles. With this study, HR managers and business leaders get helpful advice on how to hold onto employees as the economy and society become more challenging.

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