

Report on
The Impact of Workplace Culture on Employee Engagement and Retention

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

Brac Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our original work while completing the 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:

Md. Mustafa Kamal

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Supervisor's Full Name & Signature:

Md. Hasan Maksud Chowdhury

Assistant Professor

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Letter of Transmittal

Md. Hasan Maksud Chowdhury
Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka 1212

Subject: Internship Report on “The Impact of Workplace Culture on Employee Engagement and Retention”

Respected Sir/Madam,

With due respect, I am pleased to submit my internship report, “The Impact of Workplace Culture on Employee Engagement and Retention,” in partial fulfillment of the Bachelor of Business Administration (BBA) program requirements at BRAC University.

This report is based on my internship as a Project Manager at a marketing agency in Dhaka, where I focused on planning and client service. It primarily addresses human resource management, supported by insights into marketing practices, and explores the influence of workplace culture on employee engagement and retention.

I have prepared this report following the guidelines and hope it meets your expectations. I remain available for any further clarification.

Thank you for your consideration.

Sincerely,

Md. Mustafa Kamal

ID: 21104081

BRAC Business School

BRAC University

Non-Disclosure Agreement

The agreement is made and entered into between TheNTWRK and myself, a student of BRAC University, that my paper titled “*The Impact of Workplace Culture on Employee Engagement and Retention*” will not be released anywhere except for my academic project work and presentation.

In this paper, I have used information that was shared by the organization and authorized by my supervisors.

Name of the Company: TheNTWRK

Supervisor Name: Syed Abrar Tazwar Hye

Position: Co-Founder & CEO

Name of the Student: Md. Mustafa Kamal

Student ID: 21104081

Address: House-07, Block-L, Road S/5, Eastern Housing, Pallabi, Dhaka

Description of the report:

“*The Impact of Workplace Culture on Employee Engagement and Retention*”

Acknowledgement

At the start I thank God that He gave me the energy and chance to finish this internship report.

My academic advisor Dr. Md. Hasan Maksud Chowdhury has steered me through the entire report creation process with his help and expertise. His wisdom helped me produce this academic project through his valuable guidance.

My research received valuable guidance from Dr. Nusrat Hafiz who helped me develop better work.

I thank my place of work supervisor Syed Abrar Tazwar Hye for giving me permission to intern at the company. During my internship time my supervisor and colleagues helped me understand actual project managing tasks and workplace habits through their guidance and helpful support.

My colleagues showed support and taught me their expertise during my internship which made me smarter.

Executive Summary

This paper about “*Workplace Culture and Employee Engagement, and Retention*” makes up a graduation requirement for BRAC University BBA students. The study researches how different industries are affected when workplace culture motivates and keeps employees working there.

My internship work as a Project Manager, along with study results, helps this report show how employee engagement changes when people experience workplace interactions and leadership at their micro-level. The study relies on non-formal observations and chats to discover the real cultural factors in work that drive workforce happiness and loyalty at their posts.

By pointing out possible bad outcomes of cultural practices, the report suggests methods for organizations to design effective workspaces responsive to workforce transformations.

The research suggests important ways companies can motivate employees and cut down on staff leaving through effective workplace culture development.

Keywords: Workplace Culture, Employee Engagement; Employee Retention; Leadership Behavior; Micro-level Interactions; Organizational Practices; Workforce Loyalty; Cultural Factor; Employee Well-being.

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Chapter 1: Overview of Internship

1.1 Student Information

Name: Md. Mustafa Kamal

Student ID: 21104081

Department: BRAC University Business School

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Internship Period: 3 months (February 2025 – April 2025)

Company Name: TheNTWRK

Department/Division: Project Management / Client Service & Planning

Address: Floor 3, House 88, Road 17/A, Block E, Banani, Dhaka 1213

1.2.2 Internship Company Supervisor's Information

Name: Syed Abrar Tazwar Hye

Position: Co-Founder & CEO

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I performed Project Manager (Planner and Client Service) intern duties by managing operational and planning tasks for running campaigns and projects at the organization. My key responsibilities included:

- The development of marketing campaign plans must adhere to specifications given by clients.
- The project management role requires communication between marketing creative teams and media colleagues, together with the client group, to produce timely project outputs.
- I actively participated in thought-generating sessions and supplied innovative ideas to the team.
- Project management required proper execution of timelines, deliverable schedule supervision, and performance analysis for all projects.
- Interaction with clients to obtain their requirements, after which I would generate operational objectives.
- The team member supports the proposal and presentation creation process to win new clients.
- The evaluation of marketplace movement and industry competition enables me to suggest valuable strategic adjustments.
- The key staff member contributes to event planning along with digital marketing logistics facilitation.

During this important role, I got valuable insights concerning teamwork operations and organizational characteristics, together with the significance of team communication for maintaining worker involvement.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

The intern introduced innovative viewpoints during the project scheduling process and client service management.

During my internship project planning, I proposed new methods that combined creative solutions with realistic implementation to improve client service delivery. Due to my academic background, I identified ways to improve the process of using client briefs to develop active strategies.

I implemented improvements in team internal communication which resulted in better team alignment.

The communication gaps between teams that I noticed during my internship led me to establish simplified project update templates as a solution to connect these different teams. By using the workplace templates for status updates, project team members achieved better coordination and enhanced understanding of project schedules.

I proposed two initiatives to strengthen internal work culture: recognition practices as well as feedback channels.

My suggestion was to add informal recognition methods to workplace practice through weekly team shout-out meetings for acknowledging team members' accomplishments. A feedback collection system with anonymous capabilities would help employees share their thoughts according to my suggestion to the organization.

I helped deliver multiple client projects to success while maintaining satisfied customers.

The timely delivery of client projects depended heavily on my ability to lead efficient time management and connect creative work with client service functions. My active involvement led to meeting all client requirements which improved customer satisfaction thus enhancing the company's reputation for dependable service delivery.

I generated extensive evaluation reports regarding sector competitors and market industry developments.

My analysis of market competitors included detailed reports while I identified new trends that would potentially affect client marketing initiatives. Strategic team members used insights from these reports to enhance client proposals and introduce a research-based method for choosing options.

1.3.2 Benefits to the Student

- My work experience allowed me to improve my skills by working on live projects for clients:

I applied my project management experience to run genuine projects with our customers. I learned practical project resolution techniques by using project management methods to handle real customer projects.

- Improved interpersonal and professional communication skills:

Contacting my coworkers supervisors and clients each day improved both my professional and informal speaking abilities. I changed my communication approach based on the needs of each company team member to help them succeed better.

- Watching how workplace culture affected team results showed me more about its influence on team results:

Through watching team communication and leadership styles I developed basic knowledge of how workplace culture affects staff behavior. My practical experience showed that a good workplace atmosphere supports teamwork better than poor communication habits create confusion between people.

- My improved capacity to manage time and do multiple tasks at once became stronger:

By handling several projects with time constraints I learned to place tasks in proper order based on their importance. The experience taught me to apply project management software along with time blocking strategies when handling heavy workloads.

- Through my work I understood better how marketing connects to human resources practices:

I learned to see how marketing goals match HR team management principles during client projects and office discussions.

1.3.3 Problems/Difficulties Faced

- Managing tight deadlines and multitasking from multiple projects at the same time:

Coping with simultaneous project timelines was considered one of the biggest challenges. At the beginning it was not easy to prioritize and plan adaptively to meet client expectations and internal deliverable deadlines.

- Handling occasional miscommunications within the internal teams and with clients:

Sometimes, the clients and internal teams had varying interpretations of what they expected. As a result of the existence of this gap, those were the clarification meetings that were later used to realign the project scopes, impacting efficiency.

- The lack of freedom to decide on the things suggested by the interns, especially when it comes to implementing those improvements:

During my internship, I did not have much power to make decisions. I came up with a few ideas on how to improve the process, but they weren't dependent on managerial discretion, and the implementation of these ideas occurred only after some managerial discretion.

- It took time to understand the informal organizational culture, as much of that was out of the spoken word and into the culture of the unspoken team dynamics:

There are unspoken rules in every workplace, as well as in every team. However, cultural things like these were present but not explicitly represented, and it took time and observation to change them; they greatly affected team collaboration and communication.

1.3.4 Recommendations

- Make the onboarding orientation, especially on the company's culture and internal processes, clearer:

By having a well-structured initial onboarding session, a future intern would know what the company's values are, the workflow processes and what cultural expectations they will be compared to. This would make it easier for the intern to integrate quickly.

- Choose a mentor to help interns work their way into the beginning weeks:

Giving interns a chance to pair with experienced employees during the early days of the work can be an opportunity to get guidance and support from experienced hands as they go through tasks, learn expectations, and feel as included in the team as possible.

- Allowing participation in decision making processes:

Involving interns in small decision makings within their organization can increase confidence, improve engagement and contribute to the interns.

- Build the structured feedback loops that allow interns to understand their performance and the areas of improvement:

Interns will take advantage of regular feedback sessions, formal and informal, to track their progress, learn their strengths and weaknesses and make the needful adjustments during the course of their internship.

- Encourage and enable a more inclusive environment for intern contributions to be recognized and appreciated:

It is important to recognize interns' efforts in small ways, and their contribution can boost their motivation and encourage them to get involved in more team discussions and initiatives.

Chapter 2: Organization Part

2.1 Introduction, Scope, Methodology, Significance, Limitations

2.1.1 Introduction

Organizational culture has an important influence on the behavior, attitude and level of engagement of employees in modern organizations. The internal culture of an organization, as informed by its leadership, communication style, human resources policies, and the standard activities of daily interactions between teams, e.g., motivates or breaks one down for no reason. A dynamic service-based organization the selected organization provides a good way to understand in practice how workplace culture works. The research of this chapter focuses on the environment of the organization and its management and HR practices, marketing efforts and how they interact to influence employee engagement and retention.

2.1.2 Scope of Study

This study encompasses:

- An evaluation of how an organization's internal cultural dynamics and leadership behavior impact people and the organization.
- Review of the HR policies for hiring, training, compensation, and performance appraisal.
- Exploration of marketing practices and their alignment with internal employee branding.
- Assessment of what organizational behavior affects the overall employee retention.

The study is based on a particular organization but the implications of the study for similar companies seeking to improve their cultural and operational effectiveness have wide implications.

2.1.3 Methodology

The report employs a **qualitative approach**:

- **Observation:** Throughout the internship, policies and cultural traits are observed 'real time' as they apply through daily activities, meetings, and team dynamics.
- **Informal Interviews:** Qualitative data regarding the workplace and its effect on morale were acquired through informal interviews with colleagues and managers.
- **Formal stance of one organization:** Internal reports, HR handbook and company guidelines were read to understand how they view employee engagement.
- **Secondary Research:** Academic literature and case studies on organizational culture and engagement were referred to in the secondary research in an attempt to strengthen the analysis.

2.1.4 Significance of the Study

This work has importance due to its practicality:

- It offers HR professionals actionable recommendations to make the workplace culture better.
- This is a real life example of understanding HRM practices.
- By doing this it draws the connection between HR, leadership and internal marketing.

It adds to the discourse about keeping talent with competitive businesses.

2.1.5 Limitations

- **Time Limitation:** As the internship is of short duration, it did not permit long term observation.
- **Confidentiality:** Some key HR documents were not accessible as they had to be kept confidential.
- **Perspective:** Findings are based on personal observation, and therefore, one may have a subjective bias.
- **Generalisation:** Because the number of informal interviews is small, generalization is limited.

2.2 Overview of the Company



Figure: (Company Cover)

2.2.1 Company Profile

The creative service-oriented organization stands out as a fast-growing company within Bangladesh's marketing sector. The company was established to change brand stories while delivering unique marketing solutions for various businesses across multiple sectors. The organization operates successfully because of its workforce which consists of energetic employees able to adapt and collaborate effectively as they focus on serving clients. The combination of innovation and teamwork along with accountability and continuous learning brings together to form internal service delivery standards and culture through its core values at the company.

2.2.2 Services Offered

The organization delivers complete service packages that fulfill all the needs of its many different customers. Its primary services include:

- **Digital Marketing:** The firm uses a variety of digital platforms to do marketing and build its brand, as well as engage consumers more effectively.
- **Event Management:** The company plans and organizes significant events for the company, as well as launches new products and holds marketing activities.
- **Influencer Marketing:** companies partner with famous social media users to develop real brand stories that include their messages, which in turn helps them reach out to more people.
- **Creative Content Development:** A creative strategy is used to design visually interesting videos, as well as graphics and messages.

- **Client Servicing:** Good teamwork internally helps meet deadlines and ensures good results.

2.2.3 Vision

The organization plans to guide development by using creative approaches and reorganizing business strategies to create better links with the audience. The company works to exceed basic marketing methods by giving people exceptional experiences that help them bond with their clients. The company focuses on coming up with new ideas, thinking strategically, and excelling in setting standards for creative ideas and dealing with clients. The organization works to support team collaboration and, at the same time, encourages new ideas and helps with business growth in an atmosphere that supports creativity and business expansion.

2.2.4 Mission

For this reason, the organization is established to boost its brand by using targeted marketing based on what each consumer likes. There is always a strategic plan in each marketing campaign because the company takes the time to learn the wishes and challenges of each company. The organization works hard to make the workplace supportive by boosting engagement among employees and bringing in the results needed for success. The company encourages employees to interact openly, keep learning, and value each other's feedback so they can come up with solutions useful for the organization and its clients. The organization applies these main aims: to boost clients' achievements in the market and increase workplace culture.

2.3 Management Practices

2.3.1 Leadership Style

Workers are **encouraged to participate and take initiative through the company's leadership style**, which continues in everyday activities. By involving everyone from all levels in sharing their ideas, investments, the team becomes more active at the agency. They hold talks and review strategic plans during meetings and also talk with their colleagues about campaigns and projects when they happen to see each other. If every member of a team is involved in making decisions, they become more attached to what the organization aims for.

Leaders and management at the company often hold discussions to review and adjust their campaign methods to comply with clients' needs and overcome problems at work. All employees, no matter their position, get to decide things together instead of being directed by

orders. Having varied ideas is important in creative marketing since it leads to new campaign strategies.

Leaders within the team make sure their doors are always open to anyone who wants to discuss an issue or make a suggestion. Because managers use mentorship and authority, staff members feel safe psychologically at the agency since they manage strict deadlines and demanding clients. The team leader regularly provides friendly advice and praises workers as they perform their roles.

Even though participative leadership encourages people to participate fully and think creatively, it creates certain workflow challenges. When projects must be handled quickly, it takes large groups longer to decide what to do. In some cases, companies must make swift top-level decisions since they have strict deadlines and want to please their clients. The organization allows important choices to pass through proper leadership, while ordinary tasks are worked on as team efforts.

Using this leadership method keeps employees motivated and willing to contribute greatly to the company's development. The retention of employees rises if their employers listen to their comments and treat them with dignity.

2.3.2 Human Resource Planning

Proactive HR planning is used by the organization to ensure that all its employees meet both practical and creative needs across different departments. The organization aims to keep creative employees since it counts on them as the major source of its success in project service settings.

Recruitment and Selection:

The corporate employs networks within the industry along with Facebook and LinkedIn social media and referrals from existing employees to bring in new staff. The organization selects candidates from the competitive Dhaka creative marketing industry according to both their professional competencies and cultural compatibility. As part of the hiring process candidates need to display their grasp of marketing methods and customer administration while showing creative abilities and adaptation together with teamworking skills since these traits help manage multiple brands and changing client requirements.

During interviews, potential employees perform tasks to create marketing campaigns and develop client strategies while demonstrating their problem-solving abilities on actual business challenges. The organization provides top value to working professionals as well as promising

junior graduates, who have potential in the constantly changing work environment. The company works to provide promising young talent.

Training and Development:

Training is primarily experiential. Clients enter new staff members in client driven projects from the minute they are hired in order to learn the live operations quickly. Project managers together with team leaders fulfill mentoring responsibilities across the entire project duration. You will find no standardized training program yet regular meetings and project discussion sessions create first-hand learning experiences.

The on-the-job learning model demonstrates strong attributes yet it can still be improved. The company should implement organized leadership development and client management instruction combined with training on digital tools and time management skills to enable personnel growth toward future elevated positions.

Compensation and Benefits:

Remuneration offered is competitive as per industry standards. First and foremost, they supplement these salaries with project-based incentives such as completing campaigns or better than expected ones. The culture includes some recognition of outstanding work as well, team shout-outs at meetings and the occasional small reward to acknowledge a contribution.

In addition to this, non-financial incentives like flexible working hours, hybrid work arrangements and work opportunities to lead some high profile projects also help in employee satisfaction. Such benefits suit creative professionals who aim for creative freedom combined with financial stability in their careers, and who are ready to accept the process that comes with it.

Performance Appraisal:

Continuous feedback rather than formal annual appraisals is used in performance evaluation within the organization. Regularly, project managers give feedback according to the quality of work, time adherence, creativity, teamwork and client satisfaction. Keeping employees in line with expectations is achieved by this real-time feedback mechanism.

While an assessment system is being developed, it can be recognized that as the organization grows, there is a need for a structured appraisal system. If I'm to implement an appraisal process, I would do it quarterly with the linking of qualitative and quantitative KPIs so that an employee can track their progress and set clearer professional goals. It would also contribute to career progression and there would be no ambiguity regarding promotions and a salary increase.

Employee Engagement and Retention:

You have embedded it into the bit of the daily culture of the organization. Casual team outings, frequent, internal events and the celebration of project milestones are what create camaraderie on

teams. Walking barefoot in front of me is the informal work culture along with flexible work policies that makes employees feel trusted and valued.

Also employees are being autonomous on the process of doing the work creatively, which they feel satisfied to do the work for them. At high workloads and with several parallel projects, it is becoming increasingly necessary to have effortful, deliberate work to sustain high engagement. Sometimes sending out pulse surveys in regular intervals can help the organization gather employee's sentiments and avert potential challenges before they occur.

Work-Life Balance and Flexibility:

However, the organization understands the harshness of agency life and provides a flexible work schedule and hybrid work models to facilitate work-life balance. You have full autonomy to manage your schedule as long as you deliver, which is treasured and perfectly fits with younger professionals' desire for a balanced life between personal and professional.

However, in high periods of workload, employees can exceed normal working hours. While being flexible at work is easy, it's not ideal as it can cause burned-out people from all sides, not only burning yourself out but also others out.

Diversity and Inclusion:

The organization reflects Bangladesh's increasing emphasis on workplace diversity. There is no formal diversity policy in place, however, the recruitment practices are inclusive and there is a balance in genders and no exclusion of diverse educational and professional backgrounds. In the move forward, implementing more structured diversity and inclusion initiatives will also positively instill the organisation's employer brand and help in attracting a wider talent pool.

2.4 Marketing Practices

2.4.1 Marketing Strategy

The organization bases its marketing approach on **client-centric solutions** which means delivering customized actions for individual customers. Before developing campaigns the agency dedicates major resources to study individual client needs because every brand possesses distinctive values and target audiences along with unique goals. The competitive conditions in Bangladesh's SME and startup businesses require organizations to differentiate themselves because survival depends on such strategies.

Marketing initiatives combine original and statistical strategies in their development. The organization implements data analytics tools as part of its analytics systems to monitor consumer

activities, their preferences, and engagement strategies. The organization leverages the obtained insight to prepare personalized messaging strategies that boost audience engagement and deliver a high return on investment (ROI). A successful data analytics-based campaign planning system needs marketing and human resources teams to work together so the company can recruit and develop advanced analysts and creative strategists who will maintain performance tracking and personalized outreach delivery.

The creative group dynamics within the organization directly transmit to the external aspects of the marketing plan. Employee-driven client campaign management enables the company to use its workforce diversity to generate creative marketing outputs.

2.4.2 Target Customers and Positioning

The organization targets three client groups consisting of SMEs, as well as startups and emerging brands, which need unique innovative marketing solutions for market expansion within Bangladesh's competitive landscape. The organization creates a creative partnership position over service provision to serve clients who need more than execution.

This business stance receives backing from the internal human resources principles within the company. The company teaches its staff members to develop enduring business partnerships rather than single-purpose contractual arrangements with their clients. The organization puts its clients at the center by holding multiple team sessions which focus on getting to know their journey and understanding their branding needs along with identifying customer pain points. The HR team develops a client-focused organizational culture by having briefings and training sessions that feature successful client outcomes and highlight learned experiences from previous marketing campaigns.

Company-wide development of deep client understanding leads to outside trust-building, so the marketplace recognizes their position and customers maintain years-long relations.

2.4.3 Marketing Channels

The organization builds extensive audience connections by using multiple marketing channels that also produce strong audience engagement. The important channels are:

- **SMM: Social Media Marketing:**

Platforms devoted to Facebook, Instagram, and LinkedIn will help to reach all the target demographic segments. Social sites form a basic necessity of awareness and engagement campaigning strategy because the youth consumers, as well as other people, are heavy users of social media in Bangladesh.

- **Search Engine Marketing (SEM):**

The organization also helps its clients to appear at the top of specific search engine results through SEO strategies facilitated by Google Ads. The SEM strategies of the team members are improved because of the constant training, and Human Resources contributes to this process by searching for certifications.

- **Influencer Collaborations:**

The agency has an ever-growing SMI network (social media influencers) that covers a wide variety of industries. HR and marketing teams should cooperate to choose the influencers and manage their relations since both activities involve managing contracts and ensuring adherence to brand standards.

- **Event Marketing:**

The main objective of all offline marketing events, as well as brand experience, is the emotional engagement of the audience. Campaign winning is dependent on effective internal staff teamwork, where internal staff members need to work as a team in conducting activities that will prove that employee engagement can make the campaign a success.

The HR department uses strategic methods to empower staff members with knowledge for managing campaigns across multiple channels and assisting with fast digital marketing trend shifts, and developing creative consistency throughout platforms.

2.4.4 Product/New Product Development

The service-based nature of the organization requires constant innovation of its service products to compete with industry trends. New initiatives include:

- Interactive marketing campaigns using gamification.
- Data-driven influencer marketing models.
- Experimentation with short-form video content for platforms like Instagram Reels and TikTok.
- E-commerce collaborations with local brands.

The organization achieves its service diversification due to workers who can stay agile and who dedicate themselves to continuous learning. The organization promotes experimental behavior and continuous learning through its Human Resource programs which support this approach. Employers guide personnel toward new marketing solutions and promotional methods while human resources establishes seminar and workshop access for such emerging technologies.

The introduction of new service lines creates professional advancement possibilities, which in turn motivates workers to stay with the organization. The sense of empowerment allows staff members to lead new enterprise initiatives through which their individual development matches organizational innovation initiatives.

2.4.5 Branding Activities

The activities involved in the internal branding efforts at the agency align with the equivalent creative and agile principles, as well as a client-centric approach that the agency portrays to its external stakeholders. The company treats staff as brand supporters even as it creates workplace ideals through holding internal engagements that boost corporate value, together with staff appreciation functions.

The brand culture is reinforced internally through organizational programs designed to accomplish employee recognition and internal team-building activities and newsletters. The organization culture exists organically in the external communications as the team members, guided by the brand values, convey the honest messages aligned with the internal standards of operation.

The agency also shares its dynamic work culture by uploading behind-the-scenes team material in terms of project development, and also in terms of professional milestones through the social media accounts. Not only are potential clients attracted to the agency, but potential employees as well, which makes the agency a firm favourite in the creative job market.

2.4.6 Advertising and Promotion Strategies

The organization uses a **hybrid promotional approach**, including organic and paid media campaigns. The important strategies are:

- **Storytelling:** The organization uses motivational stories in the form of a narrative, which creates an emotional connection with the audience.
- **The organization employs User-Generated Content (UGC)** in order to have the consumers provide their experience, which increases the authenticity as well as the reach of the audience.
- **Influencer Partnerships:** The development of influencer partnerships assists companies in gaining access to trustworthy audiences that form their existence in the market and enhance their fame.

The firms must develop departments that consist of the representatives of the various functional areas to perform the duties of content creation and purchasing digital advertisements and maintaining social platform touchpoints, and scrutinizing data sets. A good talent network is established when the Human Resources department recruits analytical professionals and other creative staff members into the organization. A consistent routine of skill development programs can help the marketing department stay up to date with digital marketing practices knowledge, as well as information about any protocol changes on the different platforms.

The involvement of employees in the development of intra-company campaigns gives the organization the benefit of creating team spirit among employees as well as increasing employee satisfaction.

2.4.7 Critical Marketing Issues and Gaps

The organization faces several advantages and several barriers in its marketing activities.

- **Algorithms:** Social media marketing contains unknown factors since the campaigns rely on Facebook and Instagram, and thus their reach is susceptible to sudden changes in algorithm handling.
- **Growing competition in the market:** The environmental competitive changes make the clients demand premium quality services to be provided by their clients at reasonable market prices due to the influx of new and creative agencies in Bangladesh.
- **Diversification:** Alteration of the digital market demand necessitates the increment of operational capabilities by adopting varied marketing solutions, comprising programmatic advertising and email capabilities.

The solutions required will involve collaboration between HR departments and marketing teams. The concept of employee agility is essentially a direct outcome of continuous learning opportunities that are offered by HR, since it enables them to effectively react to any changes in the market. Diverse talent investment through specialist hiring of new marketing technology and data analysis professionals will shield the organization from technological market fluctuations. The agency can maintain its advantageous market position through fast innovation by developing a culture that supports teamwork between different organizational functions.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

The organization operates in the service-oriented, fast-growing marketing sector through a lean financial approach that supports sustainable business expansion. **The company operates under private status, so it does not disclose financial documents such as balance sheets or income statements to the public domain.** The company achieved significant growth during the previous three to five years based on information provided by internal discussions about project data and client retention.

The agency uses its financial operations to acquire new business customers and sustain existing operations since service-based businesses rely mainly on these income streams. Projects represent the core revenue source at the agency, where brand consultants and event management services contribute to additional earnings streams. Cybrand Group implements financial planning techniques that support continuous positive cash flow for investing while buying marketing technologies and recruiting new staff members, and executing marketing strategies.

Organizations maintain employee compensation and benefit plans and develop retention strategies according to their financial stability level from an HR perspective. The organization's budget for employee bonuses and salary growth, and recruitment decisions depends on its project-based profit performance. The financial planning for projects determines whether organizations can recruit freelance personnel or temporary employees when campaign demands peak.

The company uses three internal performance indicators, although external Return on Investment and liquidity ratio data are unavailable.

- **Client Retention Rate:** Service delivery satisfaction, along with financial success, is demonstrated by the frequent repeat visits of clients to the organization.
- **Project Profit Margins:** Project Profit Margins depend on the comparison between campaign budgets and delivery expense costs for their tracking analysis.
- **Revenue Per Employee:** Establishing employee revenue numbers demonstrates how well a company works as it forms human resource strategies but proves especially beneficial when organizations need to grow their teams.

Long-term sustainable business success depends on digital tool investment operational cost control alongside employee development programs as well as campaign innovation initiatives at the company.

2.5.2 Accounting Practices

The organization maintains standard accounting principles which keep in line with typical Bangladesh standards adopted by the SME sector. The firm follows **accrual accounting principles** and reports revenue and spends at the time of earning or incurring rather than at the time of cash payment while maintaining the confidentiality of exact financial documents. The business achieves financial accuracy through this method especially during times of multiple client activities and project deadline management.

Accounting operations and personnel payment systems at the company run through **cloud-based software** interfaces, which handle recording transactions and payment management. Businesses in Dhaka's creative sector have adopted QuickBooks and Xero software since these systems offer straightforward use and support instant reporting along with project management integration. The digital framework provides assistance to finance and HR departments by maintaining automated compensation systems for employees together with payment methods for both staff and freelancers.

The organization operates an **accounting cycle** that includes complete procedure execution which starts with journal entry and continues through ledger maintenance to trial balance and final statement creation. Management conducts month-end financial report audits to evaluate both cash flow performance and outstanding invoices and the approaching payroll costs.

The fixed assets **depreciation approach** at this Bangladesh SME uses **straight-line methods** as per standard practices for small businesses in the country. The value of assets spreads evenly throughout time so the budgeting plan remains compatible.

Mandatory **accounting disclosures** are restricted because the company operates under private ownership. The company shows complete budget transparency to its project managers through their involvement in budgeting for all projects. The company's open financial monitoring system supports both performance evaluation and ensures that marketing results match projected economic data.

HRM and Financial Intersections

The organization shows various critical points at which accounting operations merge with HR management practices.

- **Payroll Management:** The finance department works together with HR to distribute employee wages correctly to provide bonuses and to conduct tax deductions and disbursement in a timely fashion. Explain that clear payroll handling leads both workers to trust management and helps businesses retain employees.
- **Training Budgets:** Organizational financial performance levels decide the amount that will be set aside from the company budget for employee training development and certification acquisition, and external programs. Trees indicate that HR teams should focus on internal mentoring above paid learning during times of budgetary limitation.
- **Freelancer Compensation:** On behalf of the organization, the FH reviews contractual compliance for event-based projects using influencers before Finance fulfills quick payouts to freelancers. Efficient handling of this relationship supports employer branding in the gig economy.
- **Cost-Based Performance Evaluation:** Organizations use performance ratings based on cost analysis to measure employee contributions to revenue projects to justify both employee promotions and incentives thus connecting financial metrics to HR performance assessments.
- **Resource Allocation:** The direction of financial trends is used by the companies as a basis for determining the candidates to be recruited based on the strategic allocation of resources. HR departments hire temporary employees and interns to handle the staffing needs brought about by an elevated workload in projects, and the work environment returns to normalcy once projects enter their downturn.

2.6 Operations Management and Information System Practices

2.6.1 Use of Information Systems

When it comes to handling operational activities within an organization, cloud-based information systems contribute significantly to the organization. The organization subsequently runs its business functions on the platforms, which ease the project management and client services and produce streamlined communication and file-sharing abilities. The workflow includes Trello and Slack, along with Notion and Google Workspace, allowing users to keep track of deliverables and set deadlines, and facilitate instant department-level collaboration. The creative agency relies on such an arrangement owing to the fact that various teams run concurrent campaigns, with the teams operating under tight deadlines.

These tools are useful in performance assessment from an HRM perspective since they show the individual team member's work results across all parts of the organization. The informal evaluation process of HR depends on project tracking data to evaluate workforce performance and discover peak performers while handling workload equality.

The organizational documentation, alongside feedback platforms and onboarding procedure manuals, can be found electronically to maintain unity while providing instant accessibility for all personnel. The digital filing system enables better in-office transition processes which lead to quicker integration into corporate operations, particularly within the first months of employment for trainees and new staff members.

2.6.2 Data Collection and Storage

The team uses Google Drive, internal repositories to maintain predictive storage of project-related information including brand guidelines, campaign strategies and creative assets through client-based and project-based organizational systems. The security measures along with document traceability help the team while the remote document sharing improves operational efficiency for all members.

The company uses secure data storage solutions that restrict information access to both finance and top-level HR managers for sensitive financial and HR data sets. Security protocols implemented by the company support basic data protection guidelines, thus protecting client information alongside employee records.

The use of spreadsheet tools and HR documentation systems for employee database organization enables tracking of workplace attendance records, employee leave tracking and individual progress. The lack of implemented HR software is addressed through regular maintenance and frequent updates of manual spreadsheet systems.

2.6.3 Quality Management and Client Communication

Quality systems at the organization function through internal review procedures, along with peer feedback and approval pathways, which validate every creative delivery. Clients receive work that passes through three stages of internal review in which project managers and creative leads, together with account executives, evaluate brand consistency and clarity along with originality.

The organization implements client interaction protocols through the combined use of Zoom and Google Meet, email communication systems, and specific account manager relationships that maintain client project alignment. The organization uses regular reports to deliver ongoing information to clients and this client feedback affects the quality assessment systems within the organization.

Human resources plays a key role in training workforce members for productive client communication and handling. The training program focuses on delivering vital competencies to employees, including client communication skills, appropriate email writing, and effective time management abilities to support multiple active client campaigns.

2.6.4 Scheduling and Resource Allocation

All project scheduling and staff shift coordination happen with the help of shared project management platforms. The team leader executes project decomposition to determine operational phases while distributing work tasks and establishing mandatory team deadlines. The Human Resources department supports such efforts by assigning employees efficiently based on their talent and work hours availability to prevent employee burnout during peak working seasons.

Several incidents during the month make the HR department consider getting extra staffing through the help of temporary staff or rearranging internal staff.

The integrated information systems are essential in ensuring that there is efficiency in operations, and the company experiences delivery excellence as well as internal collaboration. When expanding, the firm should acquire superior ERP systems to automate the processes in the HR and finance departments, and also in marketing activities, to enhance operations.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

Creative and marketing agency business in Bangladesh needs to be analysed using Porter's Five Forces Analysis, which offers useful tools to assess the business.

- **Threat of New Entrants – Moderate to High:**

The startups in digital marketing face low barriers to entry that are facilitated by the availability of free tools, coupled with social media networks and freelance workers. Building the credibility of the brand, gaining the trust of clients, and supplying consistent quality of service is a challenge for organizations. To attract and retain talent in this growing, competitive environment, the HRM department must be committed to constant upskilling of employees, as well as strong employer branding.

- **Bargaining Power of Suppliers – Low:**

The wide range of tools and platforms, and freelance networks, available provides the suppliers with little bargaining power. Flexibility is attained by the organization, in which the cost-effective software choice is accompanied by an extensive network of freelance practitioners who manage projects.

- **Bargaining Power of Buyers – High:**

Clients possess extensive options when choosing between agencies which enables them to exercise substantial power to request fast production along with customized services at lowered rates. The agency diminishes this risk through client relationship management investments and delivers training for efficient service delivery by its staff.

- **Threat of Substitutes – Moderate:**

Companies regularly analyze the possibility of developing their own marketing departments as opposed to working with external partners. Due to this situation the agency needs to establish distinct advantages through both strategic insights and creative excellence. The HR department should establish specialist positions while supporting innovative development and continuous education to maintain leadership in agency expertise.

- **Industry Rivalry – High:**

The creative sector of Dhaka contains many significant large-scale companies together with multiple boutique agencies. This makes the competition intense. The heavy personnel turnover rate and frequent burnout problems within the industry increase operational costs for agencies. To develop a strong workforce based on resilience the Human Resources department should address employee retention issues while improving job contentment and providing extended learning opportunities.

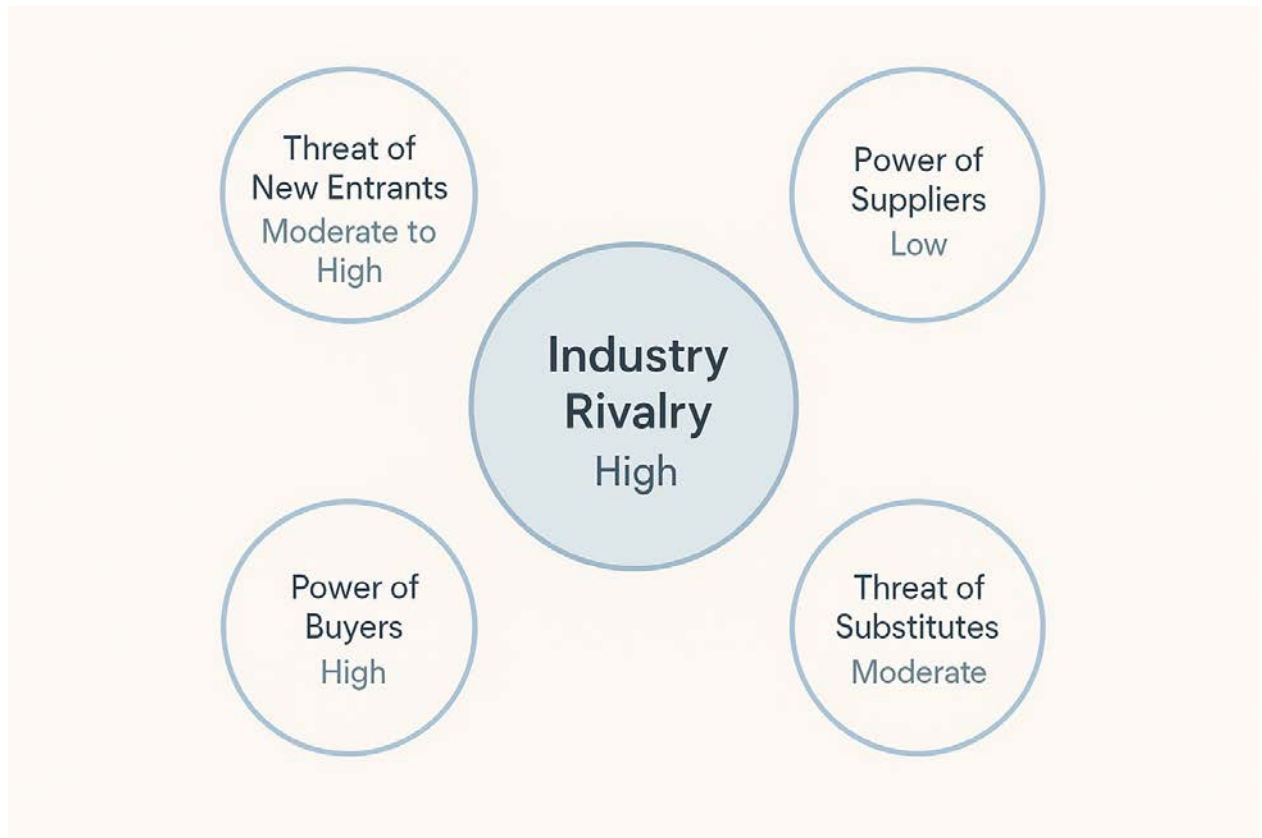


Figure: Five Porter's Five Forces Model Analysis

2.7.2 SWOT Analysis

Fast market expansion requires organizations to conduct a SWOT Analysis for understanding their internal strategic capabilities and external market evaluation.

Strengths:

- A creative work environment between team members facilitates free collaborative operations.
- Strong project execution track record across diverse industries.
- The agency makes efficient use of digital tools to manage projects alongside operational activities.
- High client satisfaction rate due to flexible servicing and innovation.

Weaknesses:

- The agency faces problems because it does not employ official human resource management methods, such as digital software for human resources or structured performance evaluations.
- The organization depends heavily on its core leadership team, which presents difficulties when trying to expand operationally.
- The unstructured exchange of information creates an unstable process for new employee assimilation across the company.

Opportunities:

- The company should consider entering emerging market spaces through influencer commerce programs and digital PR services, and podcast advertising platforms.
- The brand consulting service provided to clients by the organization includes areas such as employer branding services.
- The company establishes internships to develop its talent pool and decrease operational expenses.

Threats:

- The growing competition in the market because to numerous agencies starting up.
- Platform algorithms use volatile systems that modify campaign reach decisions on social media platforms.
- The tendency of skill acquisition by larger agencies or international organizations is through salary competitions or more advantageous career offers.

Strengths • Agile and collaborative team culture • Strong project execution track record • Efficient use of digital tools for project management • High client satisfaction rate	Weaknesses • Lack of formal HR systems • Over-dependence on a small leadership team • Informal knowledge sharing limiting onboarding consistency
Opportunities • Expanding into emerging marketing niches (e.g., influencer commerce, digital PR) • Offering HR-focused brand consulting for clients • Developing internship programs to build talent pipelines	Threats • Rising market saturation with new agencies • Algorithmic volatility on social media platforms • Talent poaching from larger agencies

Figure: SWOT Analysis

2.8 Summary and Conclusion

The study analyzed the well-developed internal structure alongside leadership practices, operations, marketing methods, financial management and competitive position of the organization. It placed special emphasis on how HRM maintains these performance elements. As a versatile marketing firm the organization prioritizes clients in driving their operations through collaborative innovation and creative methods.

Leadership at the organization adopts a participative and inclusive model to build an environment where staff receive empowerment along with knowledge sharing opportunities. By using this leadership style the organization strengthens employee dedication and advances its mission to provide unique and creative marketing solutions. The organization's human resource planning operates with speed together with flexibility to match employee skills with creative business requirements. The agency succeeds in building a talent attraction system but needs to establish formal HR processes which include training programs and appraisal systems and career development frameworks.

Through personalization and data-driven methods the company implements marketing services which produce innovative campaigns that demonstrate both relevance and production benefits for clients. The agency uses social media together with influencer partnerships and event activations to reach its target consumers because it understands the changing nature of the Bangladeshi market. The backed workforce implements creative and adaptive approaches and collaborative ways to ensure consistency in their campaigns through sustained talent development which HR plays a vital role in maintaining.

Financial sustainability at the company results from planning expenses carefully and using profit tracking systems for projects and staying fiscally conservative. Limited public financial information shows that the company maintains its expenditure under control and demonstrates revenue growth according to observations within the organization. The company uses cloud-based accounting software to provide transparency in financial reporting and process payroll payments and contractor compensation as well as other HR functions.

The organization uses a reliable infrastructure for operations and information systems which allows real-time support for project scheduling together with data storage and client communication. The organization uses Trello Notion and Google Workspace to manage work processes and improve staff responsibility levels. The system's features include built-in HR practices that support ongoing assessment of performance and resource management and streamlined new hire completion.

The analysis shows the organization exists in a marketplace with many firms but manages to survive through moderate market entry hurdles combined with considerable influence from buying clients. The organization retains a powerful market position by being agile and by focusing on clients and maintaining an enthusiastic workforce. The essential components of operational sustainability together with employee retention emerge from strategic human resources approaches that consist of recognition schemes and workplace balance measurements as well as internal communication programs.

The agency gains its strength from its talented workforce together with its adaptable culture. The company must have effective HR practices that would lead to its success in a competitive market via investing in employee development and launching strategic planning within the various departments within the company.

2.9 Recommendations

The analysis of the organization will provide new strategies that will contribute to a better HR protocol and performance of the organization:

1. Formalize HR Processes

The institution must have good HR systems, and these must contain:

- An **organized onboarding process**, which outlines consistent guidelines for the introduction of workers to workplace tools and work practices, alongside cultural factors.
- **Performance appraisal programs** that allow having Key Performance Indicators (KPIs) set, mid-year performance review, and regular employee input.
- **Performance-based goals and qualifications** needed to qualify employees to take up promotions in the various levels within the organization are needed in the plans for career advancement at various stages around the organization.

These procedures aid the organization to be more open as there will be no ambiguities regarding the growth, and also they motivate the employees in an identical manner.

2. Invest in Training and Development

The process of learning should be continuous due to the dynamic nature of the marketing industry. The agency ought to:

- Employees should participate in monthly **knowledge-sharing sessions** that are followed by professional workshops through which professionals are invited into the industry.
- Builders must give their team members free access to acquire digital marketing and brand strategy and client relationship management certifications and leadership training online.
- The agency should **pair junior staff with mentors** who accelerate their training process while helping develop their careers.

When teams receive proper training, they develop stronger performance outcomes together with enhanced job loyalty which results in decreased employee departure rates and better client satisfaction.

3. Introduce an Employee Engagement Framework

Formal engagement tracking will aid the organization in sustaining and upgrading its positive internal culture throughout team expansion.

- Employees should respond to **brief staff surveys** on a quarterly basis to share their feedback about workplace spirit together with workload intensity and internal communication.
- The company should institute **recognition programs** that include monthly team acknowledgements along with bonus recognition statements to honor employee achievements.
- The team should develop both digital and physical **team-building sessions** for maintaining interpersonal bonds between employees.

Employee engagement produces creative and committed outcomes that lead to superior project results together with maintained client retention.

4. Expand HR-Tech Integration

The successful expansion of the company requires the HR function to integrate with digital platforms to provide support.

- PiHR serves the HR function by implementing software for attendance tracking and managing employee leaves and documentation records.

- The organization should implement real-time project tracking through automated performance dashboards that link to its project management software.

The new system will cut down administrative tasks while meeting all regulations along with offering strategic workforce planning data.

5. Strengthen Employer Branding

Increasing competition for creative professionals requires the agency to establish itself as a premier workplace to hire talent from the market.

- The social media presence should highlight corporate stories together with employee success stories in order to appeal to potential job seekers.
- Establish a dedicated **careers page** that presents information about the company's personality and values together with worker testimonials from the team.
- The organization should join **university outreach programs** to develop an internship network as well as identify future talent prospects.

The agency will attract better candidates and maintain ongoing job applications through improved employer image.

6. Diversify Revenue and Service Streams

From a strategic business perspective:

- The firm should develop new offerings that include **HR consulting services** specifically focused on branding employers as well as developing strategic internal communication plans for clients.
- The company should develop **subscription services** that will create continuous profits for clients.

Chapter 3: Organization Part

3.1 Introduction

In this chapter, we provide the analysis of the research based on the **qualitative approach** to the impact of the organizational culture on the engagement and motivation of employees employed in my current job location, and the retention. I am an Intern Project Manager at this marketing agency named The NTWRK. The company has a dynamic culture with rapid and innovative demands that demand high levels of coordination between content planners, designers, client service specialists, and campaign strategists. The research is a qualitative research study that uses as its foundation the real-life experience, informal interviews, and a mock survey to address how the dynamics of culture, specifically onboarding, feedback, and recognition, affect an employee. In this manner, the chapter provides an elaborate descriptive representation of cultural practices, gaps, and interventions that are practical. It is also a low-cost, high-impact HR program that will boost employee experience, promote inclusivity, and solidify accountability in performance.

In the current challenging business environment, the culture of work workplace is becoming one of the major factors to attract and retain talent. In line with the changes and adaptation of the organizations to the fast changes in technology and changes in generations, the demands are changing towards the requirements of the employees, too. This is most effective in a high-performance culture such as that practiced in the marketing profession, where employees are motivated to undertake their best performance when they feel a part of the organisation, appreciated and enabled by transparency, which is actualised through an organised onboarding process and frequent feedback. A mismatch between its values and an employee's daily encounters may lead to a sense of decline and result in disengagement and poor performance, ultimately causing turnover. The chapter goes deep into such culture-driven experiences and seeks to highlight the voices of employees and emotional truth, providing actionable feedback on the matters that can be improved in the short run and in the long-term planning.

3.1.1 Background and Problem Statement

Organizational culture is a major influencing factor in the way employees communicate, how they see their worth, and remain absorbed in their field (Armstrong & Taylor, 2020). Cultures that are both people-centered and strong also breed a sense of belonging and motivation, whereas weak cultures cause disengagement, thus leading to attrition. According to Gallup (2023), the proportion of actively engaged employees worldwide is low at 23 percent, which appears to demonstrate a systematic problem with regard to integrating culture with employee needs.

Culture does not exist through official HR policies or mission statements only it is represented in the daily interactions with colleagues and between managers and employees, in how and what is

recognized, and how the feedback is provided. In my present organization, I have seen some cultural issues that were affecting its daily business and employee happiness. Onboarding was also indirect as it left new hires with little orientation beyond introducing them to the team. There were expectations of tools and responsibilities that existed more in the imagination than in the conventional assignment of tools and responsibilities in a new employee introduction. This ambiguity contributed to a failure to distinguish roles, contributed to slowness in contributions, and also to an over-reliance on informal peer relations, which only create obstacles to productivity and confidence at crucial early phases of employment.

Besides, interdepartmental recognition was haphazard and mostly left to the discretion of the managers. Although creative teams were periodically rewarded at team meetings or by internal evaluation, support teams (these include content researchers, project coordinators, and administrators) did not feel the appreciation added to them. Having worked in project management, I had the experience of how the lack of equitable recognition produced morale voids and a sense of indiscriminate appreciation on the part of those who did more basic work, but that was less visible. On the same note, responses at the agency were reactive. On the one hand, the performance was precisely calculated via deadlines and deliverables, but on the other hand, permanent performance conversations or career advice were not incorporated into the work process. Employees were given their feedback on the basis of missed expectations as opposed to regular coaching. Consequently, a large number of team members were uncertain of the direction of their development and did not have much guidance towards an increase in skills or improvement in performance.

Such matters were also clearly evident in times of peak workload, like when major campaigns were being rolled out, since information was communicated in a reactive rather than deliberate manner. These are some of the conditions that lead to increased stress and emotional fatigue among employees and loss of connection with organisational objectives. According to Goleman (1998), emotionally intelligent leaders are needed in the development of a culture where employees can feel psychologically safe, respected, and motivated to work.

To this assessment, it is imperative to understand that intentional cultural design is highly necessary, and this is based on the grounded real experiences of employees. With constructive onboarding, diversity recognitions, and regular feedback, organizations can also establish cultures that do not just drive talent retention but also develop the capacity in employees and shape organizations for success.

The culture of an organization greatly defines the way that organizational employees communicate with each other, view their worth, and remain motivated in their jobs (Armstrong & Taylor, 2020). Having a strong, people-centered culture leads to a sense of belonging and motivation, and a weak one leads to disengagement and attrition. According to Gallup (2023),

worldwide, only 23 percent of employees are actively engaged, which indicates that there is a structural problem in matching the culture with the needs of employees.

In my organization, where I went through an internship, there were some cultural gaps indicated through informal observations. New employees underwent irregular onboarding, issues related to reporting lines, and a little knowledge of the company values and expectations. Such problems, combined with the absence of orderly appreciation and official review, lead to a situation where a significant number of workers experience either underestimation or confusion related to the value of their work. This evaluation brings the essential nature of deliberate cultural design and HR practices that are employee-oriented.

3.1.2 Objectives

- To explore how micro-level interactions affect employee engagement as well as long term commitment.
- To evaluate the unintended consequences of current cultural projects on the motivation of employees.
- Develop a practical framework for facilitating adaptive cultural improvement that is based on the constantly changing demands of the workforce.

3.1.3 Significance

The use of qualitative-based approaches enables this study to provide a delicate insight into the experience of employees and their connection to the organizational practices. The research is useful to various concerned parties:

Organizations: Offers regular, employee-based information in real time to assist HR departments in enhancing retention and morale.

HR Professionals: They employ an outline of qualitative feedback systems and practices of the onboarding process.

Employees: Extends their visions and experiences to make more accommodating cultural practices.

Researchers: Offers new empirical information to back up main theories on HRM, mainly for industries that are time-sensitive and require creativity.

3.1.4 Scope of the Study

The scope of the study is limited to a marketing agency, which is based in Dhaka, Bangladesh, that has approximately 24 full-time employees. It concentrates on internal HR and cultural dynamics as opposed to external issues that may exist at the level of the industry's economic conditions. Information was collected in the form of informal interviews, participant observation, internal reports, and academic research. The range covers onboarding procedures, systems of feedback, recognition mechanisms, and structures of interpersonal communication.

3.2 Literature Review

The community of beliefs and values shared by a company's employees and managers influences how they communicate, decide things and view their positions. It influences the setting at work, which can change employee involvement, motivation, performance and the desire to stay. A culture is present in everything from how meetings operate, how people get recognized, how feedback is managed, to the overall feeling of everyday life in an organization (Armstrong & Taylor, 2020).

It is clear from studies that teams that fit into their company's culture have greater success. If workers identify with a company's values and care passionately about its mission, they usually remain connected and committed to their work (Gallup, 2023). Instead, if a culture is described as toxic or the wrong fit, employees may become disengaged, miss work and leave the company. While leaders consider employee experience important, merely one in five say they are handling it well. Since there is a gap, companies must use clear, consistent HR tactics that build up culture through quantifiable systems.

Onboarding makes a big difference in how people experience culture. According to SHRM's findings for 2023, effective onboarding in organizations increases new employee retention by 82% and leads to 70% greater productivity. Bringing someone on at the start means showing them how the company works and behaves, not only handling paperwork. If employees do not receive proper onboarding, they can quickly feel confused, nervous and end up leaving the company. And having a well-designed onboarding provides employees with valuable guidance, builds confidence early on and keeps them involved in the company from the start (Glassdoor, 2019).

Positive work culture benefits greatly from employees being recognized. Feeling appreciated encourages us and makes us more likely to repeat desired actions. Research from Gallup (2023) indicates that when employees are regularly recognized, they are more productive, take part

more in their jobs and choose to remain at their companies. Employee feedback in recognition programs helps to raise office morale and achieve better results.

It's necessary to include feedback systems too. CultureAmp says in their 2022 report that frequent feedback leads to higher employee engagement rather than once-a-year performance reviews. Having individuals on different levels and within peer groups give feedback helps create an environment where everyone can learn (Ulrich et al., 2012).

Thanks to advances in HR technology, cultures can now be adjusted more quickly and based on data. These days, PiHR, Trello and Zoho People are regularly chosen to help automate new employee procedures, get feedback and make acknowledging achievements easier (SHRM, 2022). These software programs help small and medium enterprises by taking care of tasks that used to be complex, while improving the experience for their employees.

In essence, literature demonstrates that applying onboarding, recognizing and providing feedback through strategic HR practices protects and grows a good work environment. When all of these elements are used together, they support each other and help an organization improve spirits, lower employee turnover and foster teamwork.

3.3 Methodology

This study was **qualitative** and was meant to go into depth to find out how the culture in the company affects employee morale and desire to stay. This approach was picked so that investigators could deeply explore what people experience at work and recommend actions supported by research. Exploratory research is useful when both describing things and finding useful insights through patterns in people's behaviors and attitudes are important goals (Creswell & Poth, 2018).

Five major methods were part of the study.

1. **Participant observation:** During the internship, I watched how people interacted, behaved when communicating, were onboarded and were recognized. Notes were recorded on the types of informal communication, different leadership behaviors, stress responses and teamwork on all projects. The observations formed part of the method to spot cultural norms, gaps and inconsistencies.

2. **Informal Interviews:** We had ten semi-structured interviews with both employees and interns involved in the projects. The interviews allowed me to hear about their views on how onboarding is communicated, recognized and evaluated. Answers to open-ended questions helped everyone reflect on their experiences and these were analyzed using thematic analysis. As a result, we gained insight into the gaps and employees' emotions toward those gaps.
3. **Simulated survey design and analysis:** The team developed and distributed an internal survey to test a pulse survey system. Survey questions were a mix of Likert-scale and free responses to find out how employees feel about cultural alignment, joining the company, the feedback they receive and being thanked. The mock data was used to measure ongoing engagement levels and to shape what we did with students. Researchers used the data collected to spot common occurrences.
4. **Benchmarking and Secondary Research:** The findings from within the company were backed up by comparing them to established best practices from businesses of a similar scale. We referred to industry reports, looked at case studies and used HRM literature to study the differences in onboarding processes, recognition features and feedback systems. From the analysis, it became clear what approaches peer organizations used to scale successfully (SHRM, 2022; Deloitte, 2023).
5. **HR Intervention Design:** A three-part HR intervention was created after reviewing the findings, meant to improve how new hires are prepared, managers offer feedback and recognition is provided. Resource efficiency and technology use in the intervention were chosen to maintain realism for agencies employing smaller teams. Since the company already used Google Workspace, Trello and Slack, the design made sure to leverage these for the project.

All collecting of data ethically took place. No one was required to participate and everyone who did so remained anonymous. No personal information was entered into the system. I got approval from the supervisor and the results were only used for academic and developmental reasons.

This type of research improved the dependability of the results and saw to it that the solutions offered considered both academic studies and the realities of the company.

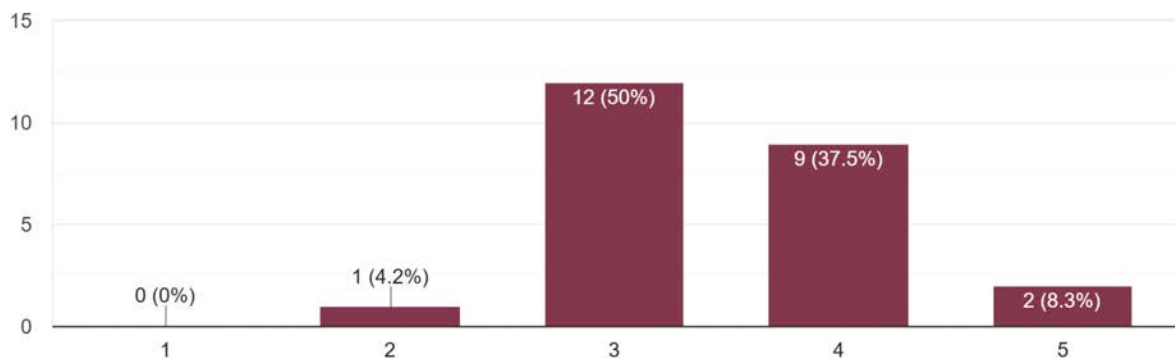
3.4 Findings and Analysis

Selected methods of observation, mock surveys and quick interviews give insights into cultural issues in the host group. The findings include both descriptions of core factors and comparisons with industry measures. During the analysis, it was focused on six main areas: onboarding experience, engagement, recognition, feedback, cultural fit, and retention plans. Based on a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), it was intended to address problems identified in the literature and the workplace.

3.4.1 Onboarding Experience

I clearly understood my job responsibilities during the first week of joining

24 responses

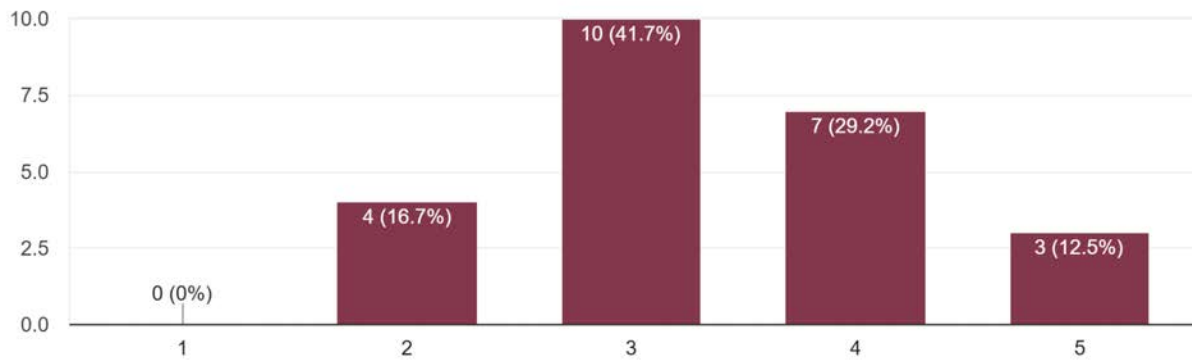


According to the survey responses, most employees tended to give the impression that the onboarding process lacked structure and clarity. The average rating was 2.5 out of 5 (**50%**), which reflected that many participants did not comprehend their job responsibilities within the first week. This is a representation of the cultural difference that was observed in the course of the internship, and employees were supposed to settle within a short time, as orientation was not provided, yet employees obtained a lot of guidance and orientation through informal sources, such as their peers. The absence of an organized onboarding process bears a significant imprint on the initial levels of confidence and engagement that negatively affect the rate of productivity.

3.4.2 Employee Engagement

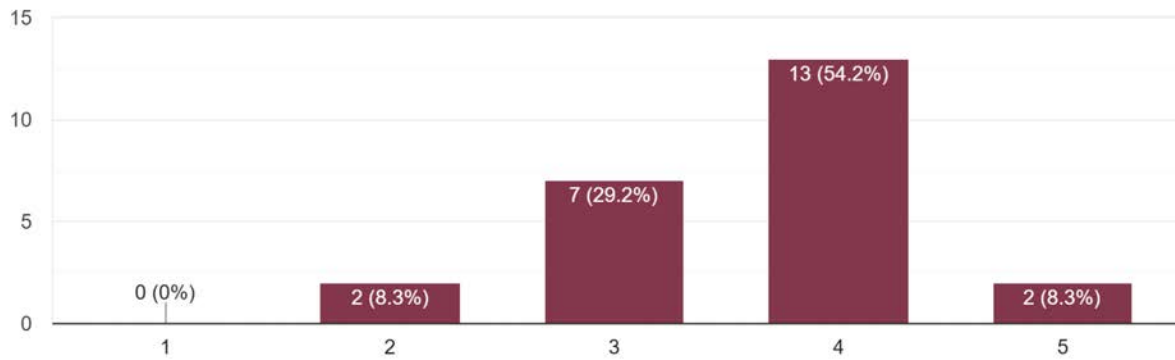
I have opportunities to use my strengths and skills in my role

24 responses



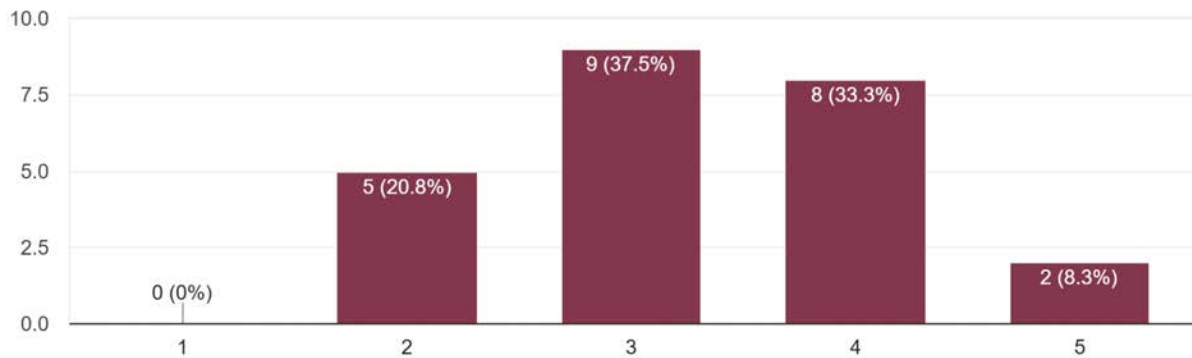
I feel motivated to give my best effort at work every day

24 responses



I receive regular feedback that helps me stay engaged and improve.

24 responses

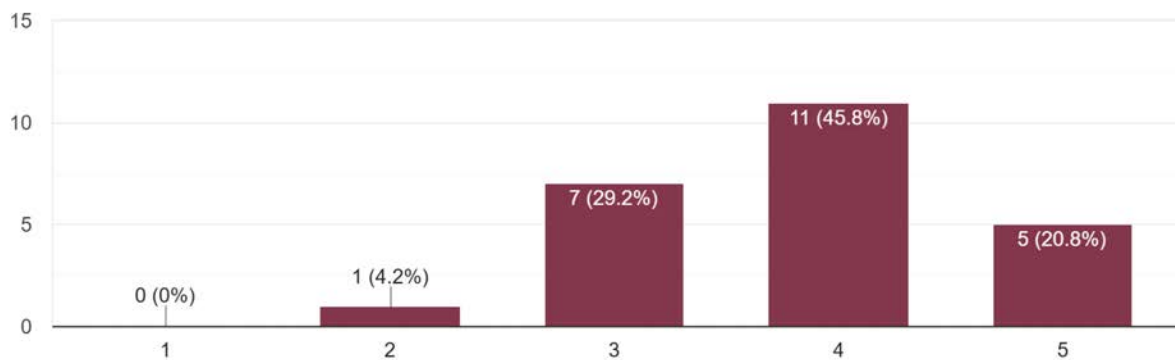


The general motivation levels were moderate as the total engagement score was 3.2 (**64%**), which means that although the employees were committed, they were not continuously inspired. Also, in response to questions regarding applying their strengths to their jobs, the average response was 3.0 (**60%**), as there was a disparity between skills and job requirements. The worst score under this item was the statement on regular and growth-oriented type of feedback, 2.4 (**48%**), congruent with the previous interviews, where employees said that the judgments of their performance were reactive rather than developmental.

3.4.3 Retention Intentions

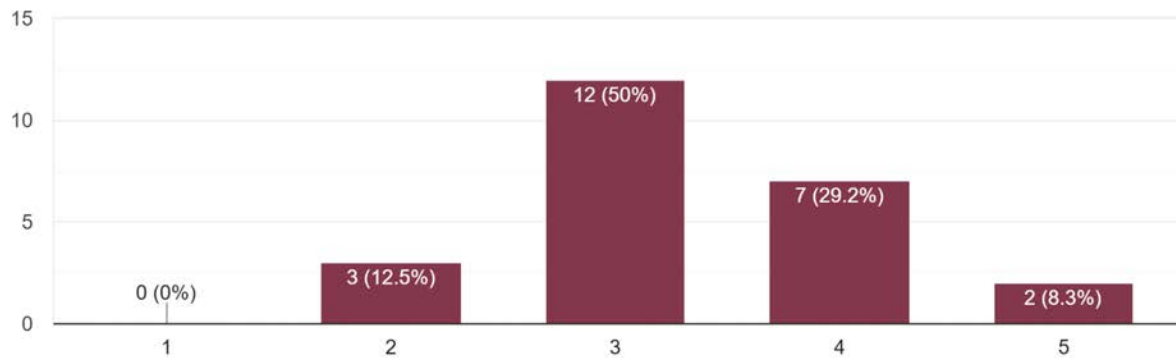
I am satisfied with the overall work culture in the organization

24 responses



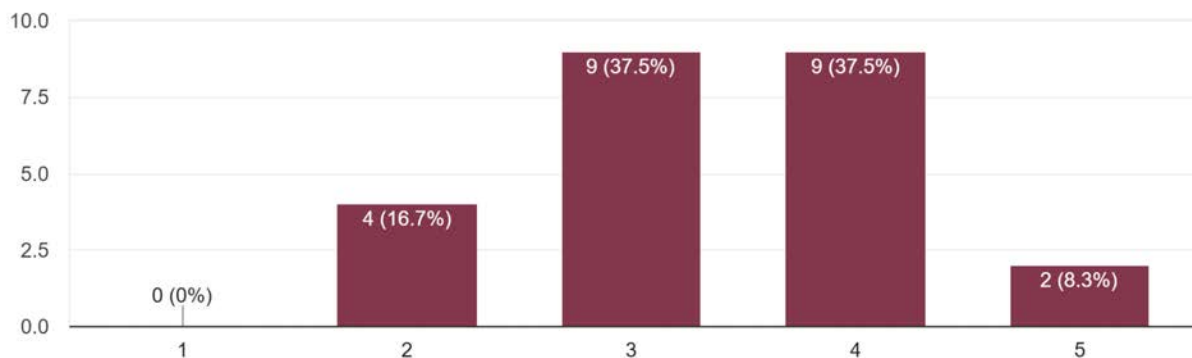
I see a clear path for career growth within this company

24 responses



I would recommend this company as a great place to work

24 responses

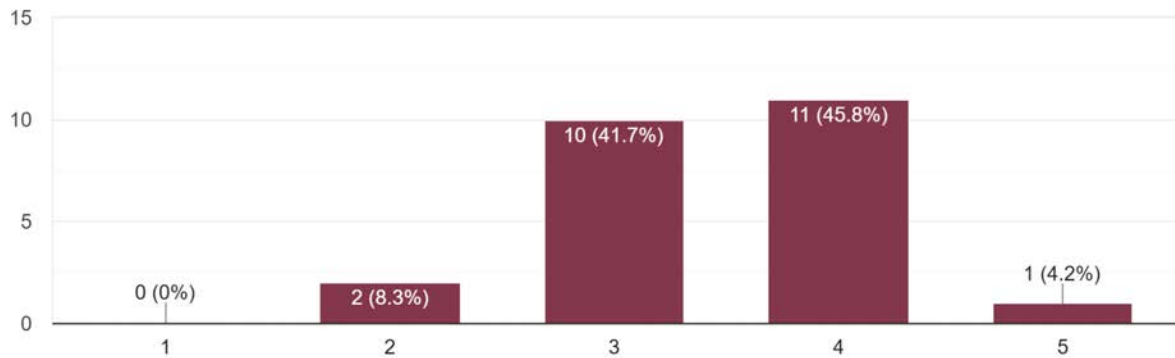


Questionnaire answers on whether the employees were satisfied or not, and whether they aimed to stay in the company, were average. There are slightly lower scores in regards to satisfaction with the workplace culture 2.8 (**56%**) and perceived opportunities in career growth 2.6 (**52%**). On the question of whether they would recommend the organization to other people, the score was 2.7 (**54%**). These findings imply that the workers are not really committed to the organization in the long term, and that there is a risk of losing a part of the workforce due to the lack of clarity in terms of their career growth, as well as cultural unevenness.

3.4.4 Recognition and Motivation

My contributions are recognized regularly by my manager or team

24 responses

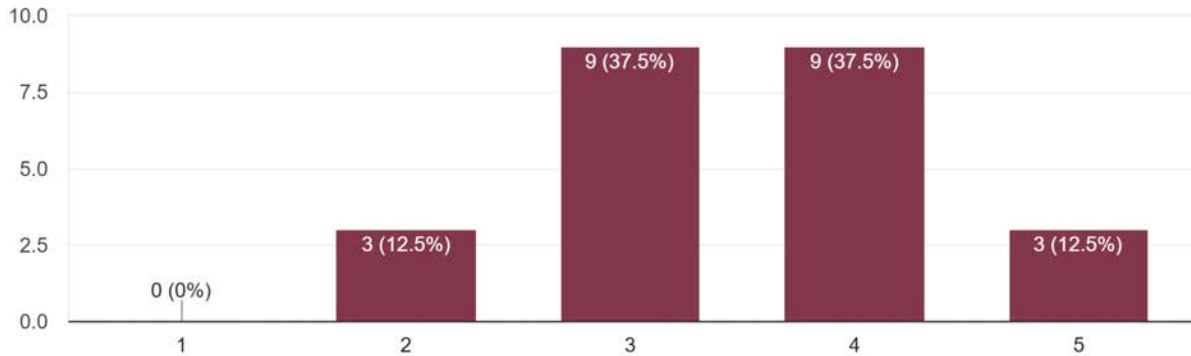


One of the most informative things in the survey was regarding recognition. The score which answered the question, “My contributions are regularly noticed by my manager or team,” averaged 2.5 (**50%**). This reinforces the previous qualitative data suggesting that support and backend teams had the sense that they were undervalued and were rarely appreciated, whereas the individuals in prominent, visible jobs and client-facing jobs were undoubtedly appreciated. These kinds of recognition differences can discourage important teammates whose work stays under the radar yet is still of immense importance.

3.4.5 Feedback and Safety Psychology

I receive constructive feedback regularly to help me grow

24 responses

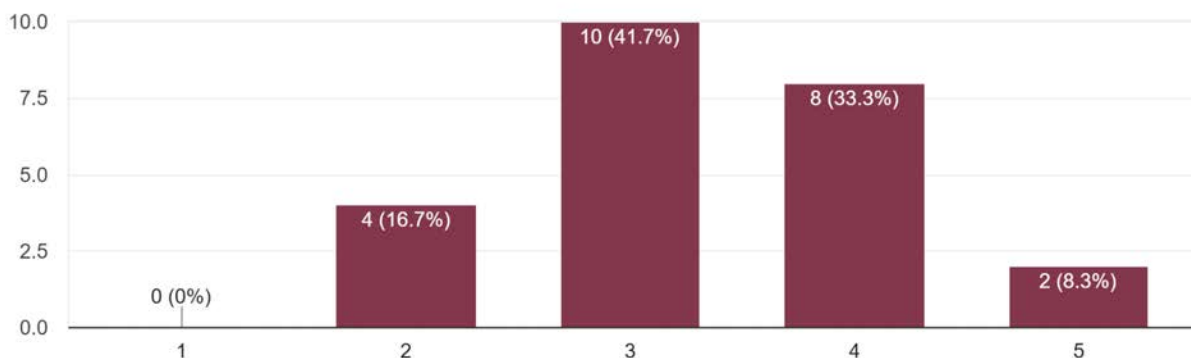


The feedback culture became an issue of concern. The mean of the regularity of constructive feedback was found at 2.3 (**46%**) among the respondents. This coincides with experiences gained during the internship, since most of the comments were given after something had gone wrong or when expectations were not met. The employees also disclosed that they were not comfortable asking questions that help understand matters or to bring up issues because they would feel they were being judged or would be regarded as incompetent. These findings indicate the lack in the domain of psychological safety, which is one of the principal drivers of trust, learning, and innovation on the team level.

3.4.6 Cultural Alignment

The organization's day-to-day culture aligns with its stated values

24 responses



Lastly, inquiring whether the culture in the day-to-day operations of the organization is led by the same values that are promulgated, the mean score was 2.9 **(58%)**. The fact that this poll received such a near-neutral response refers to the fact that it was not observed that company values are acted upon by many workers in real-time. The result of this mismatch is doubt and apathy, as values become symbolic more than they are actionable.

3.5 Summary and Conclusions

This project has found that organizational culture can directly affect employee engagement and retention immensely. As the answers to the survey show, 24 employees set out some aspects that need to be improved as soon as possible, the most significant points being onboarding processes, feedback mechanisms, recognition, and cultural alignment. All the average scores, namely less than 65%, evidence average satisfaction rates and that intervention is an obvious possibility.

The absence of an efficient structure of the onboarding process, the lack of proper positive feedback, and the lack of equality regarding recognition were some of the common issues reducing the motivation of the employees and restricting their long-term retention. In addition, the gap that was witnessed concerning the values outlined by the organization and its daily operations lowers employee trust and commitment. These results indicate an existing working cultural environment in which operations are executed successfully, but its employee experience design is not stitched together and not conscientiously designed.

To sum it up, the four gaps identified allow one to conclude that with a few simple and inexpensive solutions, the organization can shift toward a more interactive, supportive, and aligned working environment with its organizational culture. These solutions include the implementation of structured onboarding frameworks, frequent feedback loops, and inclusive systems of recognition. The relevance of such changes is fundamental to the maintenance of employee satisfaction, work output effectiveness, as well as overall retention under a competitive business environment. The findings directly align to explore how micro-cultural interactions can contribute to long-term employee engagement and retention, demonstrate the unintended effects of poor cultural practices regarding motivation and performance, and also help in building a framework for adapting organizational culture in a manner that satisfies the workforce's needs and changes in the industry.

3.6 Recommendations/Implications

According to the survey and the gap that was defined in terms of culture, the suggestions that are outlined are supposed to enhance employee engagement and retention:

Establish an Onboarding Program:

- The best thing to do to standardize onboarding is to create a template checklist and schedule to apply to all new hires.
- The topics of clear orientation on job expectations, reporting lines, and team expectations should also be a part of them.
- To ease the process of onboarding, develop onboarding mentors.

Establish Day-to-Day Feedback:

- Arrange for the employee and the managers to have regular one-on-one feedback sessions monthly.
- The team leaders will be trained to provide positive and active feedback.
- Promote two-way channels of communication to have good and open communication.

Implementation of Peer and Manager Incentive Program:

- Implement the systems dealing with the recognition using tools like PiHR or Google Workspace.
- Identify the ones that are formal (monthly awards) and the ones informal (weekly shoutouts).
- Ensure that the support and backend departments are included in the list of all the departments.

Practice Psychological Safety and Inclusion:

- Instill how to teambuild and communicate respectfully through sessions and seminars.

- Create a channel of anonymous suggestions by the employees where employees can communicate their concerns or ideas.
- Know that culture of putting the blame should be avoided

Correspondence of Practice and Values in Organization:

- Integrate the spirit of reinforcement of core values in the meetings, training, and the company internal communication.
- Ensure an exercise of performance review and KPI.
- The intended culture should be able to be modeled by the leadership in terms of actions and decisions.

The Intervention Cultural Observation and Revision:

- Monitor the progress with the help of pulse surveys regularly.
- Use the information to improve the strategies and introduce changes as the organization progresses.

Implications: Knowing these recommendations will ensure an organizational environment that enhances the well-being, loyalty, and productivity of the employees. In such a way, it directly supports the work of studying the impact of cultural micro-level dynamics on the development of long-term employee engagement and retention through improved employee onboarding and collaboration with peers.

Furthermore, the recommendations help in meeting the goal of studying the unintended effects of workplace culture programs on motivation and performance, since any issues in recognition and feedback have been identified and solved. In conclusion, supported mechanisms of practices and feedback inhibition help in achieving the goal of creating a model that will enable organizations to ensure that the culture is aligned with the change in the workforce culture so that corporate culture is reflected in daily practices. Focusing on structured change towards cultural advancement is the ideal supplement to organizational preservation and development of long-term human capital.

Appendix

Onboarding Experience

1. I clearly understood my job responsibilities during the first week of joining.

Employee Engagement

1. I feel motivated to give my best effort at work every day
2. I have opportunities to use my strengths and skills in my role
3. I receive regular feedback that helps me stay engaged and improve.

Employee Retention

1. I am satisfied with the overall work culture in the organization
2. I see a clear path for career growth within this company
3. I would recommend this company as a great place to work

Recognition & Motivation

1. My contributions are recognized regularly by my manager or team

Feedback & Psychological Safety

1. I receive constructive feedback regularly to help me grow

Cultural Alignment & Retention

1. The organization's day-to-day culture aligns with its stated values

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