

Report on

*“What Makes Employees Stay? Insights
from SGS Bangladesh”*

By

Dilshad Mortaba

21304103

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

BRAC Business School,
BRAC University
04 August, 2025

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Declaration

It is hereby declared that.

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

Dilshad Mortaba
21304103

Supervisors' Full Name & Signature:

Dr. Syed Ali Fazal
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

04 August, 2025

Dr. Syed Ali Fazal

Associate Professor

BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report.

Dear Sir,

It is my pleasure to inform you that I have written the report on “What Makes Employees Stay? Insights from SGS Bangladesh” after completing my internship at SGS Bangladesh, where I was provided with the opportunity to work in the HR department.

I have put in my best effort in completing the report with the essential data and recommended proposition within due time in a significant, compact, and comprehensive manner as possible.

I strongly believe that the report will meet the criteria, and therefore, I pray and hope that you will accept the report and oblige thereby.

Sincerely,

Dilshad Mortaba

21304103

BRAC Business School

BRAC University

Non-Disclosure Agreement

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

Dilshad Mortaba

21304103

Acknowledgement

I would like to take the opportunity to thank those without whom the preparation and completion of the internship report would have been challenging to complete in due time. First and foremost, all credit goes to the almighty for giving me sufficient strength and patience to complete the internship report.

I would like to express my sincere gratitude to Dr. Syed Ali Fazal, sir, Associate Professor, BRAC Business School, BRAC University, for providing guidance, supervision, and constructive advice in the preparation of the report.

The report has been prepared on “What Makes Employees Stay? Insights from SGS Bangladesh”. I wish to thank my on-site supervisor, Mr. Hridoy Chowdhury, Assistant Manager, HR, of SGS Bangladesh, and everyone along with him for providing necessary guidance, cooperation, and opportunity for the achievement of practical working experience in the organization during the internship period of three months.

Last but not least, I would like to extend my heartfelt gratitude to my fellow inmates for the assistance and valuable suggestions they have given me for the completion of the report.

Executive Summary

This internship report presents a comprehensive literature-based analysis of SGS Bangladesh, the local subsidiary of SGS S.A., a global leader in inspection, verification, testing, and certification services. SGS Bangladesh's history, local and international operations, human resource management, and its influence on QC (Quality Control) and overall sustainable growth in this country are all examined in this paper. Through a thorough analysis of scholarly articles, journals, and authenticated secondary sources, this paper situates SGS Bangladesh in the broader picture of the inspection and certification market, also highlighting its function with global trading laws and regulations, and ensuring the goods and services are in good hands.

The findings pertaining to important operational areas such as ISO certification processes, quality management systems, and the incorporation of sustainability and corporate social responsibility (CSR) within SGS Bangladesh's business framework are summarized in the literature study. The organization's human resource management procedures are given special attention, with a focus on professional skill development, ethical standards observance, and talent management that is in line with global norms. The study also addresses the difficulties encountered in the Bangladeshi market, such as intense rivalry, price sensitivity, and changing regulatory frameworks, and shows how the business has responded by expanding its range of services, implementing new technology, and fostering customer relationships.

SGS Bangladesh has a competitive advantage because of its well-known brand, commitment to global standards, and highly skilled personnel. The business should keep spending money on innovation, staff development, and market adaptation in order to achieve sustainable growth. Enhancing labor capabilities, increasing market visibility, and utilizing digital transformation to achieve greater operational efficiency are some of the recommendations.

To summarize the context, this report concerns the role in good quality control, safety, and overall sustainability. Additionally, it reflects the organizational insights that have been gained from literature-based assessments.

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Chapter 1: Overview of the Internship

1.1 Introduction

Internship is an important step between the academic life and the real world practice, where students are able to gain practical skills and put their learning to practice at workplace (Gault, Leach, and Duey, 2010). This section gives an account of my experience as an intern at SGS Bangladesh, including my tasks in the Human Resources (HR) department, mentorship, learning experience, and thoughts about the overall advantages and future opportunities.

1.2 Internship Information

I was posted in the Human Resource department – SGS Bangladesh where I was involved in various activities that helped in the retention of employees and organizational performance. My responsibilities included assisting with employee engagement initiatives, recruitment documentation,, reviewing HR policies, observing performance appraisals, and collecting employee feedback on workplace satisfaction.

The activities that engaged the employees were the organization of events that were aimed at increasing the morale and positive organizational culture. Such programs are in line with the academic evidence that indicates that engaged employees are more productive and retentive (Macey & Schneider, 2008). My role helped me understand how engagement is directly proportional to the benefits of both the employees and the organization.

In recruitment and selection, I supported documentation processes such as scheduling candidate interviews, and maintaining recruitment records. Cultural fit and transparency have been shown to work in recruitment practices to minimize turnover rates and enhance retention (Kristof-Brown, Zimmerman, and Johnson, 2005).

I was also engaged in the organization of training programs directed at development of skills and adherence to ISO standards. Career growth and job satisfaction are vital in employee retention and cannot happen without training (Jehanzeb & Bashir, 2013).

The discussion of HR policies enabled me to review how the company procedures were in line with the labor laws and international standards, which enhanced my knowledge on regulatory conformity in HR management.

The visits to performance appraisal meetings gave an idea of how SGS Bangladesh assesses the performance of employees and responds constructively to the feedback to promote motivation and retention (DeNisi and Williams, 2018).

Lastly, I administered informal feedback through employees on job satisfaction and workplace environment that employee voice is important in retention plans (Hirschman, 1970).

1.3 Internship Company Supervisor's Information

The supervisor of my internship, [Full Name of Supervisor], is ESG Manager and HR Manager of SGS Bangladesh. Their twofold nature focuses on a combined human resource management and corporate sustainability. Within their leadership, I was able to get exposure on the value of HR operational activities as well as the strategic value of the environmental and social governance in HR practices.

1.3.1 Internship Outcomes

The internship helped me gain hands-on experience of HR procedures, improved my communication and organizational capabilities as well as my knowledge about employee retention strategies in a multinational environment. I also got to hear how the HR policies can be developed using the labor laws and the ISO standards.

1.3.2 Student's Contribution to the Company

I was involved in the process of supporting recruitment documentation, coordination, and helping in the employee engagement events, as well as offering feedback on internal communications. These donations served to enhance work efficiency and morale amongst employees.

1.4 Benefits of the Internship Program

The internship helped in filling the gap between theory and practice as I was able to have real insights about HR functions. It enhanced my interpersonal and organizational skills and helped me to become more critical in HR challenges analysis. The encounter with the multinational corporate culture enhanced my knowledge of the international HR practice.

1.5 Recommendations on Future Internship

It would be beneficial to involve future interns in more recruitment and onboarding, allow them to engage in HR data analysis, and be able to be mentored in the HR department. The experiences would enrich the learning and professional development.

Chapter 2: Organization Overview

2.1 Introduction

The knowledge of the organizational context at SGS Bangladesh is important to analyze the human resource practice applied, with regard to employee retention. The chapter provides a detailed summary of SGS Bangladesh such as its history, its vision, mission, management practices, and strategic environment analysis in terms of Porters Five Forces and SWOT analysis. These insights can be used to develop an assessment of the HR strategies in terms of retaining employees.

2.2 Overview of the Company

SGS Bangladesh is a subsidiary of SGS Group, the largest organization in the world in terms of inspection, verification, testing, and certification with the presence in 140 countries all over the world and the global staff of more than 99,000 specialists (SGS, 2023). Even after its inception, SGS Bangladesh has played a significant role in making sure that there is trust, compliance, and sustainability in a broad spectrum of industries. The company provides high quality solutions, which enhance product reliability, safety in the place of work, and responsible businesses, by integrating global experience and localized expertise.

The company caters to the major segments of the Bangladesh economy which are textiles and ready-made garments, agriculture, pharmaceuticals, consumer goods, manufacturing and infrastructure. SGS Bangladesh gives the local businesses power to comply with international standards, increase their efficiency, and become more competitive in the market through well-developed laboratories, strict inspection rules, and international certification procedures.

As a company with a long-standing reputation of fairness and dedication to ethical principles, SGS Bangladesh is doing its best possible to prevent risks to the clients, yet guaranteeing compliance with international norms and country regulations, such as the Bangladesh Labor Act 2006 (amended 2013 and 2018).

Additionally, SGS Bangladesh has a significant influence in the country's contribution to growth and fosters the creation of skilled labor and employment windows in the labor market. This comes by combining performance metrics and ideals that the people possess as a whole.

SGS Bangladesh establishes itself as a reliable service provider and a major force in the nation's economic development.

SGS Bangladesh has been a benchmark in terms of being a major player in the compliance, sustainability, and nation's industrial sector because of its unrivaled reputation worldwide, with varieties of services and its dedication to innovation.

2.2.1 Vision of SGS Bangladesh

The vision goes by "being the global standard for quality and integrity" (SGS, 2023). This vision sets a benchmark/standard for its employees and potential candidates. It also puts importance on quality, innovation, and moral business practices. According to Kahn (1990), a vision of this kind fosters a sense of pride, joy, and loyalty among the employees.

2.2.2 Mission of SGS Bangladesh

The company's aim is to assist its clients with risk management, improve their performance by delivering trustworthy, punctual, and useful services in the field of inspection, certification, verification, and testing (SGS, 2023). The key principles include customer satisfaction and gradual, sustainable growth within the company.

According to a paper published by Jehanzeb & Bashir (2013), the focus here has been demonstrated by HR practices that place a high importance on possible career growth through continuous training. These two factors have been driving factors for employee satisfaction and retention in the long run.

2.3 Manufacturing Unit

Even though SGS Bangladesh does not happen to have its own production units, the company puts a strong emphasis on providing just the right amount of service-related solutions, which are important for the country's industrial and export sectors. Working closely with business customers in different sectors, which include consumer goods, infrastructure, textiles, clothing, and medicines, SGS Bangladesh maintains high standards and guarantees regulatory compliance.

The Noor Tower happens to be the core operations center of SGS Bangladesh, conducting lab tests and many more. High-level audits, sustaining important clients, and making sure the regional operations are working perfectly are more than just managing an administration. This requires workers who are competent, have a practical understanding of the bigger picture, meet international standards of quality, and are compliant framework. SGS Bangladesh has maintained its reputation as a reliable leader in terms of inspection, testing, and certification by assembling and developing a competitive workforce.

2.4 Management Practices

2.4.1 Leadership Style

SGS Bangladesh follows a transformational leadership structure as mentioned in a paper published by Bass & Baggio in 2006. This indicates that the leaders do more than oversee their employees. The leaders motivate, coach, and encourage creativity among the staff. A study by Braun et al. (2013) reveals that these factors contribute to employee and organization performance. Also encourages the employees to engage more with their leaders.

2.4.2 Recruitment and Selection Process

The hiring system at SGS Bangladesh is based on transparency and merit. But these two factors are very surface-level. SGS Bangladesh tends to match its candidates to the company's culture. It is important to find a candidate who happens to share similar company values and culture. According to Kristof-Brown et al. (2005), the candidates who happen to share similar values are less likely to quit the job; hence, retention. This ensures long-term commitment and dedicated/loyal staff or, workforce.

2.4.3 Compensation System

SGS Bangladesh provides lucrative salary packages based on the country's industry standards. A study conducted by Milkovich et al. (2014) states that, "*equitable compensation satisfies employees' hygiene needs, reducing discomfort and turnover.*" The company's package includes basic salary, bonuses, incentives, and perks; ultimately contributing to employees' motivation and retention.

2.4.4 Training and Development Initiatives

Training and development, as the name suggests, remains a top priority for the company's continuous learning, which is in line with professionalism and ISO standards. *"Retention is positively impacted by these initiatives, which enhance employee skills, engagement, and career prospects"* (Jehanzeb & Bashir, 2013).

2.4.5 Performance Appraisal System

The evaluation procedure at SGS Bangladesh is systematic, straightforward, and incorporates frequent feedback. Performance evaluations boost employee motivation by acknowledging achievements and identifying areas that need enhancement (DeNisi & Williams, 2018). Effective assessment systems are linked to higher retention rates, as they make employees feel valued and supported.

2.5 Porter's Five Forces Analysis

The competitive landscape of SGS Bangladesh is examined using Porter's Five Forces model (Porter, 2008):

- Moderate threat from new competitors. Capital intensity and certification skill requirements create obstacles to entry.
- Supplier: Mid to low. With more buying power and intensity, the demand for cost-effectiveness and quality directly influences the provision of services.
- Rivalry between competitors: fierce. Numerous domestic and international businesses vie for a share of the market.

The threat of substitutes is minimal. Due to regulatory requirements, only certified services can be offered. In this competitive environment, strategic HR practices are essential for attracting and keeping talented employees.

2.6 SWOT Analysis

This SWOT Analysis concerning SGS Bangladesh includes a summary, outlining both the internal and external possibilities and possible threats that influence employee retention.

Strengths: It is always a good place to work at if the workplace has a strong global image, which SGS Bangladesh has. The company has elaborated training and development systems as per the international ISO standards that have encompassed the development of employees. Its salary scales are competitive in relation to those of the local market, which helps in sustaining the basic financial needs of the employees and reduces their turnover. In addition, SGS holds to transformational leadership that motivates and encourages employees and promotes both innovativeness and devotion that are essential in enhancing retention.

Weaknesses: There are strong points, however, the lack of local talent in the sphere of certification is one of the weaknesses of SGS Bangladesh. The lack of talent of this kind might be a challenge when recruiting, and increase the turnover. Additionally, the differences in cultures between the global HR policies of SGS Group and the expectations or norms of the local workforce may be there. This may introduce discrepancies in the aspect of employee engagement and retention in case they are not managed effectively.

Opportunities: The increasing demand of quality certification service in Bangladesh is an excellent opportunity to SGS in expanding its operations and employees. Another potential opportunity is using technology to improve the engagement and communication of the employees. With the introduction of digital tools and HR analytics based on data, SGS will be in a better position to trace the level of employee satisfaction and turnover risk, which can be followed with the proactive approach to retaining employees. In addition, the development of local talent by forming collaborations with universities and vocational training institutes is a way to create a sustainable talent flow.

Threats: The company is challenged by stiff competition of the skilled labor in the labor market in Bangladesh with multinational and local firms competing to access the same pool of talent. Indirectly, economic variation in the industries in which clientele are located may influence the workforce stability of SGS in case the business volumes contract. The changes in regulation or higher compliance standards may be a hindrance in operations as well and the

HR and management would have to think on its feet to ensure that the employees are not demoralized or lost to rival companies.

In this SWOT analysis, it could be noted that SGS Bangladesh is in a good position with its global brand and human resource practices; however, to maintain a motivated and stable workforce it is necessary to take care of the local talent limitations and external competition factors.

(Source: Barney & Hesterly, 2015)

2.7 Summary and Conclusion

SGS Bangladesh can also count on an international experience and localized human resources practices to create a highly motivated workforce. Their leadership styles, recruitment processes, remuneration processes, training and appraisal processes are very developed to strike balance between the global best practices, and on the other hand they are highly developed to meet the demands of the local environment. This is because besides helping to create an active and exciting employee community, such well considered strategies also help augment retention efforts in the face of a highly competitive labor market.

2.8 Recommendations

In order to achieve material improvement in employee retention in the organization of SGS Bangladesh, the organization needs to follow several strategic initiatives, which are:

- **Talent Development:** Build a good rapport with institutions of higher learning, implement systematic internship that will expose the students to the work environment and at the same time be a source of talent in the company. By working hand in hand with learning institutions, SGS would be capable of moulding these internships to the desired standards of competence that is pertinent to the companies to enable the recruitment of graduates into the workforce.
- **Newer HR Analytics Implementation:** Use the most leading-edge HR analytics tools to retrieve a more sophisticated view of the turnover rates and engagement rates on the side of the employees. With the help of the systematic collection and analysis of

the data regarding the tendencies and attitudes of the workers, SGS will be capable of identifying the trends and sub-problems that contribute to the turnover. This preventive action will assist the firm in instituting certain interventions that will achieve satisfaction and retention among the employees.

- Flexible Work Arrangements: The current changes in the preferences of the modern labor force have obliged SGS to expand its services in the sphere of flexibility of work, including remote working, work time variability, and a result-oriented work environment. By addressing the needs/wants of its employees, the company can leverage job satisfaction. This leads to work-life balance, which is a good factor in terms of retention.
 - Job Rotation(S): Companies must include this program, which increases internal mobility. Job rotation not only ensures less turnover, but also helps retain employees by keeping them engaged with different job positions.
 - With these measures in place, SGS Bangladesh will be able to develop a more efficient and interactive workplace that allows them to commit in the long run and win employee loyalty.
-

Chapter 3: Project Part

3.1 Introduction

3.2 Background and Problem Statement

In the current dynamic and competitive labor market, employee retention has made it one of the most essential issues of organizations. Maintaining talented workers does not only keep the organization stable but also lowers the expenses of high turnover, recruitment, and training expenses. Here, multinational companies in Bangladesh including SGS Bangladesh should strike a balance between world HR standards and the realities in the local labor market.

SGS Bangladesh Human Resource Department is at the center stage when it comes to formulating plans to attract, retain and engage employees. Nevertheless, the company has to address retention issues regardless of the competitive pay provided and the international best practices as it encounters limited pools of local talent or recruits, and is always forced to do business by following the global corporate standards and expectations of local employees. All these points indicate the necessity of learning what promotes employee retention and how HR practices could be adjusted to the organizational goals and the well-being of the staff.

In the study, the authors aim at investigating the engine behind employee retention at SGS Bangladesh. It will utilize Herzberg Two-Factor Theory (1959), Social Exchange Theory (Blau, 1964) and Job Embeddedness Theory (Mitchell et al., 2001) to comprehend the relationship between compensation, recognition, workplace culture, and the identity of the employee. The results are indicative of the ways in which SGS Bangladesh, in its HR practices, manages the retention dynamics without defaulting on the requirements of the Bangladesh Labor Act (2006, amended 2013 and 2018).

3.3 Significance

The key to sustainable organizational success rests on the retention of employees. According to Allen, Bryant and Vardaman (2010), good retention practices contribute to building of loyalty, retarding turnover and promotion of development. The stakes are higher when a multinational organization like the case of SGS Bangladesh is involved as it is reliant on skills that are specialized and the skills of balancing the international HR practices with the local laws.

By scrutinizing the retention initiatives of SGS, the current report will provide immense understanding on how HR departments can potentially devise a balance between competitive remuneration, leadership, career development as well as cultural alignment. The significance of the study is that the strategic HR practices has the potential to be employed in enhancing the employee satisfaction, loyalty and overall organization performance in the competitive employment market in Bangladesh.

3.4 Objectives

The goals of this project include:

- To examine the recruitment and selection process at SGS Bangladesh and its impact on the quality of the workforce.
- To pinpoint the primary factors that affect employee retention within the organization.
- To assess how current HR practices correspond with established theories of retention.
- To evaluate the difficulties in maintaining a balance between global HR standards and local employee expectations.
- **To propose strategies** aimed at improving employee retention, stability, and satisfaction.

3.5 Scope of the Study

The scope of this project will be limited and will be reduced to the HR Department of SGS Bangladesh and practices on the areas of recruitment, compensation, compliance, employee relations, and performance management. The conclusions are drawn on the direct experience, as a result of the internship and qualitative research, but the analysis provides a realistic picture of how employee retention operates in the functioning of the multinational that has its presence in Bangladesh. It does not represent the entire workforce, but it is a nice understanding of HR strategies, their practicability, and the challenges of making sure that employees are devoted.

3.2 Literature Review

Various theories account for employee retention. Herzberg's Two-Factor Theory emphasizes motivators such as acknowledgment and opportunities for advancement, contrasting them with hygiene factors like salary and work environment. The social exchange theory indicates that employees remain committed when they perceive that their employer values them. Job Embeddedness Theory implies that employees assess their connections, alignment with the organization, and potential sacrifices when making their decisions to remain or depart.

3.3 Methodology

This paper reflects the dynamics of employee retention, with an emphasis on thorough research of SGS Bangladesh's process of hiring and how the company retains its employees through its HR functions. A survey was conducted on the employees and HR personnel, which assessed retention.

3.4 Findings and Analysis

3.4.1 Key Retention Factors

Important factors that influence employee retention include:

- Fair Pay
- Continuous Learning through Training
- Supportive Leadership
- Supportive Workplace
- Matching Employee and Workplace Culture

3.4.2 Challenges in Retention

Concerning indicators that are a threat in terms of retaining employees include:

- Competitive Packages from Rival Companies
- Lack of Talent Pool Locally
- Tough Blend between Local & Global Regulations

3.5 Implications

As indicated in the discussion, SGS Bangladesh is already well established in terms of the HR background but needs regular change to address the needs of the employees in addition to the market forces. The decrease of the turn-over risks can be linked to flexible work schedules, better professional development programs, and enhanced HR analytics.

3.6 Limitations

The results are grounded on a brief internship experience and target one department. Subsequently, because of this, they provide a partial yet valuable range of insights into employee retention practices as opposed to the global organization.

3.7 Conclusion

The compensation, development opportunities, level of leadership, and cultural fit have been found to play a role in retention at SGS Bangladesh. The global-local HR integration of the

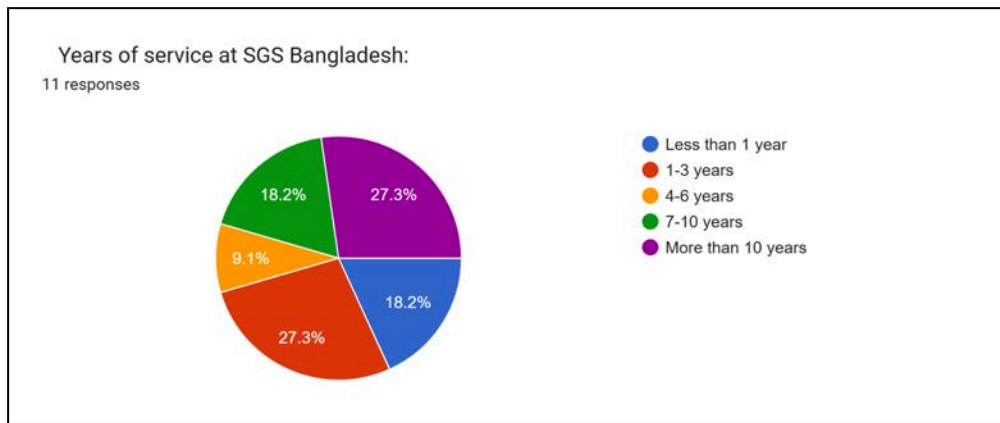
company offers a good background and needs constant optimization to match the demands of the employees and the labor market issues.

3.8 Recommendations

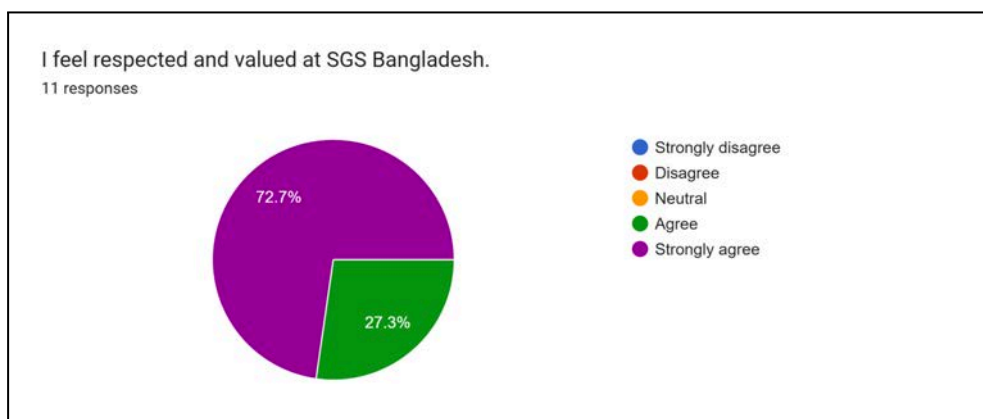
1. Establish leadership and mentoring programmes to train future leaders and improve employee interaction.
 2. Implement some flexibility in the workplace to maintain work-life balance.
 3. Use HR analytics to forecast and mitigate against turnover.
 4. Enhance collaboration with universities to establish a strong talent pool and limit dependence on local expertise, which is of limited strength.
-

Survey Findings

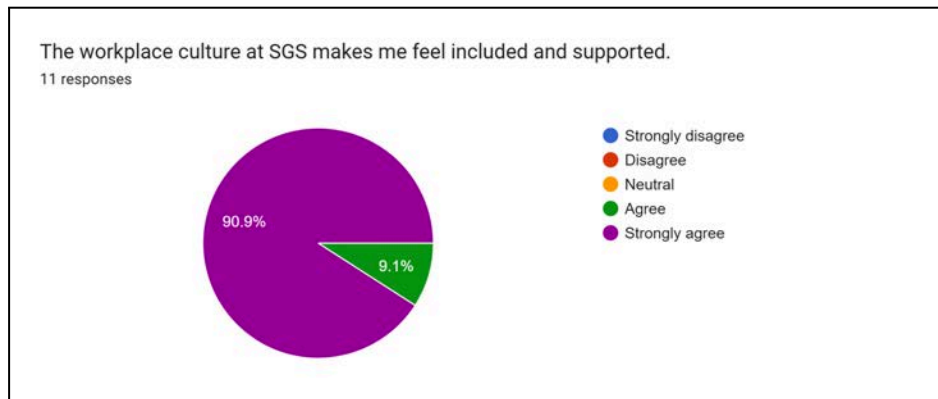
1. Years of Service: The workforce is experienced, with a strong representation of both new (1-3 years: 27.3%) and very tenured employees (More than 10 years: 27.3%). This is a positive indicator of long term employee retention.



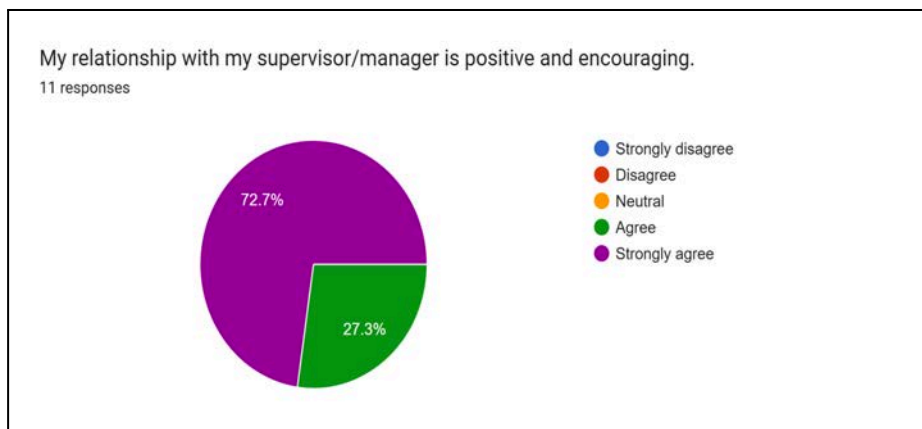
2. Feeling Value and Respected: Over 72% of the employees agree to the fact that they feel valued and respected at their workplace (SGS Bangladesh). This is an importance factor to notice in terms of loyalty.



3. Inclusive & Supportive Culture: A staggering 90.9% of employees agreeing to the fact that they included in the workplace albeit of race, religion and other sensitive factors.



4. Relation Among Higher Ups: 72.7% of the employees have a nice and friendly relationship with their managers/supervisors. This indicates more job satisfaction and a friendly workplace.



At SGS Bangladesh, employees opt to stay not only for their positions but also for the lively and encouraging culture that exists within the organization. The friendliness of supportive management relationships creates an atmosphere where individuals feel appreciated and empowered.

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