

Report On
Analyzing Employee Engagement Through Maslow's Hierarchy of Needs: A Study on
Belongingness and Participation at AkijBashir Group

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

BRAC Business School
BRAC University
May 2025

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Anika Zarin Chowdhury
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Supervisor's Full Name & Signature:

Tarnima Warda Andalib, PhD
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Letter of Transmittal

Tarnima Warda Andalib, PhD
Assistant Professor
BRAC Business School
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Kha-224 Merul Badda, Dhaka 1212, Bangladesh

Subject: Analyzing Employee Engagement Through Maslow's Hierarchy of Needs: A Study on Belongingness and Participation at AkijBashir Group

Dear Madam,

With due respect, I, hereby, present my internship report on "Analyzing Employee Engagement Through Maslow's Hierarchy of Needs: A Study on Belongingness and Participation at AkijBashir Group," which is a requirement for the completion of the BBA program at BRAC Business School.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Anika Zarin Chowdhury
21104069
BRAC Business School
BRAC University
Date: May 31, 2025

Non-Disclosure Agreement

As an Intern of Group HR, AkijBashir Group, the company has entrusted me with crucial information regarding employee life cycle, and I, therefore, am obliged to keep all the information confidential and shall not disclose it to anybody else without the company's explicit authorization, even if my employment ends with the company.

Student's Full Name & Signature:

Anika Zarin Chowdhury
21104069

Supervisor's Full Name & Signature:

Saiyara Islam
Executive, Group HR
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Acknowledgement

Research has become an emerging passion for me, and the successful completion of this paper with sustained momentum is wholly credited to my esteemed faculty members, parents, and friends, whose continuous motivation helped me cope with the major changes that occurred throughout the development of this work. The composition of this paper has been a profound learning experience, teaching me how to navigate the uncertainties and challenges inherent in the planning process and how to cultivate emotional and intellectual resilience in the face of future uncertainties.

A special note of gratitude goes to Ms. Tarnima Warda Andalib, PhD, Assistant Professor, BRAC Business School, for generously dedicating time and her guidance, which enabled me not only to compose this paper effectively but also to navigate the challenges associated with limited data availability. As my first professional workplace, AkijBashir Group has been a dynamic and enriching experience, presenting both corporate learning opportunities and challenges, which I have been able to navigate successfully with the constant encouragement of OCSAR and my parents.

Last but not least, the completion of this blended research project titled “Analyzing Employee Engagement Through Maslow’s Hierarchy of Needs: A Study on Belongingness and Participation at AkijBashir Group” represents a collective effort and stands as the culminating academic milestone marking the conclusion of my undergraduate journey.

Executive Summary

Employee engagement is an extended concept of employee satisfaction because when employees feel absolute belongingness at the workplace, their work spirit sparks and helps them to gain ultimate employee satisfaction. This report, with blended research techniques focused on the factors from Maslow's Hierarchy of Needs Theory, specifically unfulfillment of social needs for a multigenerational workforce, minimises the willingness of participation in the employee engagement initiatives. As per the survey analysis, heavy workload, minimal scope for inclusivity across generations X and Y, moderate susceptibility to contemporary culture, and scant longevity are hinders employee engagement initiatives during office hours at AkijBashir Group. Competent adaptation, metaphorical collaboration, a growth mindset, and other factors are recommended to mitigate gridlock and increase participation. Therefore, this report can be utilised by academicians, researchers, and scholars to examine the effectiveness of employee engagement initiatives in the AkijBashir Group.

Keywords: Employee Engagement, Maslow's Hierarchy of Needs, Multigenerational Workforce, Adaptation, Communication, Inclusivity, Resistance.

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List of Acronyms

ABG	AkijBashir Group
ODE	Organizational Development & Excellence
POC	Point of Contact
CS	Comparative Statement
SBU	Strategic Business Unit
B2B	Business to Business
B2C	Business to Consumer
CSR	Corporate Social Responsibility
ACRL	Akij Ceramics Limited
APBML	Akij Particle Board Mills Limited
ABFL	Akij Biax Films Limited
AEZ	Akij Economic Zone
BOPP	Biaxially Oriented Poly-Propylene
CPP	Cast Poly-Propylene
BOPT	Biaxially Oriented Polyester
ASML	Akij Steel Mills Limited
PEB	Pre-engineered Buildings
APAL	Akij Paints & Adhesives Limited
ACTL	Akij Cartons Limited
APIL	Akij Polymer Limited
MDF	Medium-Density Fiberboard
AGIL	Akij Glass Industries Limited
JJML	Janata Jute Mills Limited
SJIL	Sadat Jute Industries Limited
ADDIE	Analysis, Design, Development, Implementation, and Evaluation
TNA	Training Needs Analysis
L&D	Learning & Development
SEO	Search Engine Optimization
IMC	Integrated Marketing Campaigns
TVC	Television Commercials
OVC	Online Video Advertisements

POS	Point of Sale
ERP	Enterprise Resource Planning
SWOT	Strengths, Weaknesses, Opportunities, and Threats
HCD	Human Capital Development
FSSC	Food Safety System Certificate
GMP	Good Manufacturing Practice

Chapter 1

Overview of Internship

1.1 Student Information

Name: Anika Zarin Chowdhury

ID: 21104069

Program: Bachelor of Business Administration

Major/Specialization: Human Resource Management

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Period: 3 months

Company Name: AkijBashir Group

Department: Group HR

Function: Organizational Development and Excellence

Address: Simpletree Lighthouse, Plot 53, Road 21, Block-B, Kemal Ataturk Avenue, Banani, Dhaka 1213, Bangladesh

1.2.2 Internship Company Supervisor's Information:

Name: Saiyara Islam

Position: Executive, Group HR

1.2.3 Job Scope

Job Description/Duties/Responsibilities

- I.** Assist in the planning and implementation of organizational development initiatives.
- II.** Support in designing training and development programs.

- III. Prepare presentations and reports for OD projects.
- IV. Assist in employee engagement activities and surveys.
- V. Coordinate with other HR units for OD-related tasks.
- VI. Assist in preparing and delivering HR presentations and proposals to potential clients.
- VII. Compile and analyze HR data to support strategic decision-making.
- VIII. Provide administrative support to the HR team, including scheduling meetings, preparing reports, and coordinating sales activities.
- IX. Assist in organizing and participating in OD events, trade shows, and customer visits.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

- I. Executed employee engagement initiatives: Boishakhi Fair, Women's Day Celebration, and awareness sessions, named Mindfulness Reflection and Mindful Eating at the ABG Corporate Office.
- II. Researched and executed the corporate tie-up of Romoni Services Ltd. with ABG for the pursuit of female employees' self-care.
- III. Drafted announcement emails for various events.
- IV. Collected and compiled contact information of 87 Embassies and International Chambers for the distribution of Beyond Newsletters.
- V. Assisted in the publication of Beyond Newsletter Issues 5 and 6 through compiling, proofreading, composing relevant articles, and gathering visuals.

1.3.2 Benefits to the student

- I. Art of coordination through banking activities, gift box preparation, scheduling orientation, preparation of the orientation space, and corporate tie-ups.
- II. Networking by establishing a connection with the POCs' diverse external companies and service providers, such as Bangladesh Eye Hospital Ltd, Evercare Hospital Ltd, Farazy Hospital Ltd, City Bank Ltd, Standard Chartered Banks, Brac Bank, Romoni Services Ltd, Merlin Tours & Travel, Qatar Airlines, and many more.

- III.** Preparations of CS, a visual to precisely select the best service providers for any event through permutation and computation.
- IV.** Cross-functional collaboration for employee engagement events between different functions/departments.
- V.** Privileges of working with top management: learned precision and team bonding.

1.3.3 Problems/Difficulties (faced during the internship period)

- I.** Engagement in events or training without prior briefing at the same time caused conflict in understanding and communication in the teamwork with the superior.
- II.** No checklist for any ODE activities was documented, resulting in mismanagement among the cross-functional activities, hampering individual self-branding.
- III.** When a team is accommodated on one specific floor, the motivation to work sparks; however, a lack of accommodation on the same floor for the same HR department forced me to place myself on a different floor, leading to ample time wastage in the movement of the required materials.
- IV.** The delayed feedback or the negligent amount of attention to the final finished work impacted the results of other projects, as corrections were made and delayed.
- V.** Interns are assigned tasks equivalent to those of associates or executives, leading to immense work pressure and overtime, compelling them to have less time to provide necessary attention towards their academics.

1.3.4 Recommendations (to the company on future internships)

- I.** Work in a well-informed and collaborative manner through multiple follow-up meetings.
- II.** Employees are required to abide by the modern office decorum and value the time of externals.
- III.** The notion of work positivity and fluent communication throughout the team is required to be maintained.
- IV.** Timely feedback to the interns and let them know to be trained with the given responsibilities first.

Chapter 2

Overview of AkijBashir Group

2.1 Introduction

AkijBashir Group is a symbol of high-quality, innovation, and sustainability in the manufacturing industry of Bangladesh. The Group came from the division of Akij Group, and Sheikh Bashir Uddin, the former Managing Director, was the pioneer of its launch with 16 SBUs of Akij Group. It has made a substantial contribution to the economic growth of the country through its diversification and operations in various sectors, such as steel, jute fibre, biax film, packaging, and ceramics. The Group's focus on the production of durable goods with environmental considerations has earned it the reputation of being a sector manager both in the domestic and global markets. This chapter endeavours to convey the management, marketing, and MIS practises followed, and to analyse the industry competitiveness, by curating information on two widely used models and a brief overview of the Group as a whole.

2.1.1 Objectives of the Chapter

- A.** To provide a brief overview of AkijBashir Group, along with its Strategic Business Units.
- B.** To assess the functions/departmental structures of the Group as a whole.
- C.** To break down the common marketing strategies at a surface level, mostly used by the majority of the SBUs.
- D.** To identify the areas of improvement for the Group.

2.1.2 Scope of the Study

- A. Background of AkijBashir Group:** The overview of ABG is limited to a brief overview of the prevailing SBUs, followed by its achievements in the market and how the Group functions to be competitive and sustainable in the local and international conglomerate industry.

- B. Business Strategies:** This blended research also sheds light on the managerial hierarchy followed by HR strategies, and the marketing framework to understand the depth of thriving excellence and raising the bar as per their vision.
- C. Market Positioning and Competitive Analysis:** Two renowned theoretical frameworks, Porter's Five Forces and SWOT analysis, have been conducted to measure the performance of ABG with its competitors in the market.

2.1.3 Significance of the Study

- A. Strategy-driven management:** Illustrates how the AkijBashir Group uses corporate strategy, marketing, HR practices, and competitive positioning to support long-term success in Bangladesh's evolving market.
- B. Academic insight:** Provides researchers with a practical look at how local conglomerates operate, stay competitive, and build their employer brand.

2.1.4 Methodology

A. Research Design

This study is a blend of analytical and narrative research designs. The primary objective is to portray the current status of the AkijBashir Group's company objectives, strategies, and competitive advantage, etc., while also studying the factors responsible for the success and challenges of the company.

B. Data Collection

- **Primary Data:** The primary data has been collected through interviewing supervisors and fellow employees of AkijBashir Group, and from the methodology of the assigned work by the employer.
- **Secondary Data:** The Group published an internal newsletter named Beyond from 2024 to 2025 on a quarterly basis. The remaining portion of information for an overview of the chapter has been acquired from the national and international newspapers, the company's website, and research articles.

2.1.5 Limitations of the Study

- A. Limited Access to Internal Data:** Being a private limited company, ABG does not disclose its financial reports, internal competitive and sustainable strategies, which acts as a barrier to analyzing the company using financial data profoundly. All the data obtained are from individual interviews and secondary sources. The company is strictly confidential with such reports.
- B. Time Restrictions:** As the work culture is quite traditional and heavy workloads limit the duration of extended interviews that limited the collection of sufficient data.
- C. Emphasis on Particular SBUs:** Being diversified business conglomerates, analyzing each of the 16 concerns in detail is quite challenging, and gathering data from particular SBUs was not possible.

2.1.6 Ethical Considerations

- A.** This research respects the employer's policy on handling sensitive information and business strategy, as addressed in the paper, and ethical approval for the data and information used has been obtained from the supervisor.
- B.** With consent, the competitor's name has not been directly addressed in the paper, as ABG prefers not to engage in verbatim targeting of fellow business conglomerates.

2.2 About the Group

One of the largest conglomerates in Bangladesh, AkijBashir Group, launched in March 2023 by the visionary industrialist Sheikh Bashir Uddin, has 16 SBUs operating in Bangladesh, Malaysia, and Singapore. It was extensively envisioned by Sheikh Bashir Uddin as a company driven by a positive attitude, an unfaltering adherence to transcendence, and strong collaboration. The Group strives to become the most respected company in the country (Sitemanager, 2023). The head office is in Banani, and the factories are located in the remote areas of Mymensingh, Manikganj, Sylhet, Faridpur, and Cumilla. AkijBashir Group's tagline, Beyond Tomorrow, is not thoroughly a founder's dream but also a legacy of the late Sheikh Akij Uddin to be carried forward by the Technology Leaders and the united strength of management (Khan, 2024).

Beyond daily work routines, ABG holds a people-first mindset, and employees are trusted to handle company, client, and colleague information with the highest level of confidentiality, bolstering a culture built on integrity and mutual trust (Sitemanager, 2023). The organization also places strong value on continuous learning, encouraging employees to develop new skills, stay updated with relevant technologies, and evolve alongside the developing needs of the business (Khan, 2023). Respect for diversity is equally important, employees are expected to be culturally sensitive and mindful of different backgrounds and perspectives, helping create a workplace where all are respected and included (Sitemanager, 2023).

In short, these expectations present the organization as ordered yet thoughtful, an employer that esteems professionalism while preserving its human touch (Sitemanager, 2023). Further, they launched "Samantaral," a clothing boutique, as an initiative to promote the rights and employment of the third-gender community in Bangladesh. It has consistently pursued green initiatives while probing new avenues for change, including installing solar panels at each factory, 100% reusing production wastewater, and annual tree-planting projects. This symmetry strengthens the employer brand as responsible, ethical, and growth-oriented, appealing to talent pursuing stability, respect, and meaningful long-term development.

2.2.1 Strategic Business Units of AkijBashir Group

All of these 16 SBUs of the AkijBashir Group, along with the products and offerings that they offer, are explained in full below:

I. Akij Ceramics Limited

Akij Ceramics Ltd. (ACRL) is divided into four categories: Tiles, Sanitary ware, Bathware, and Tableware. The four factories of these items are located in Mokkhopur, Trishal, and Mymensingh. Each of the manufactured goods of ACRL has a significant rival in Bangladesh's construction industry, alongside one within the Group's primary brands. The SBUs produce a broad range of ceramic tiles, including ceiling and floor tiles, in various sizes, hues, and textures. Their goods are well known for their creative designs, durability, and aesthetic appeal. Regardless of whether the tile is used for residential, commercial, or industrial purposes, ACRL makes certain that each one meets the highest quality standards (Khan, 2024). The ROSA and AURA of ACRL manufacture high-end sanitary ware, bathroom fixtures, and accessories. The product line includes artistic restrooms, faucets that use less water, and other luxurious bathroom fixtures. Their modern and sleek styles go harmoniously into every bathroom.

II. Akij Particle Board Mills Limited

Akij Particle Board Mills Limited (APBML) is divided into two parts: board and door. The Board factory, regarded as APBML-1 in brief, is located at Raimoni, Trishal, Mymensingh, commonly known as inside the premises of Akij Economic Zone (AEZ). And the door factory, APBML-2, is situated at Tora, Manikganj. It produces particle board, medium-density fiberboard (MDF), and a variety of door solutions. The household goods, interior design, and building sectors are the main users of these items. The business is renowned for its premium materials and creative solutions that satisfy design and environmental requirements (Khan, 2024). Sustainability is highly valued at both of the factories, which use eco-friendly materials during manufacturing (Khan, 2024). APBML-1 &

2 excels in manufacturing a variety of multifunctional wood-based products, including windows, particle boards, and door, and medium-density fiberboard (MDF).

III. Akij Biax Films Limited

Akij Biax Films Limited (ABFL) is also located in the premises of AEZ and is the sole manufacturer of CPP, BOPP, and BOPT films in Bangladesh. Being the sole producer, ABFL is committed to delivering quality products in a short time, does not hold inventory for prolonged periods, ensures on-time delivery of shipments, and has zero scope of currency blockage. It exports its 12 distinctive products to 21 countries and has certification of the Food Safety System Certificate (FSSC 22000), ISO 9001 Certificate, and Good Manufacturing Practice certificate (GMP) (*Akij Biax Films Limited*, n.d.).

IV. Akij Steel Mills Limited

Akij Steel Mills Limited (ASML) factory is at Manikganj and is considered a significant participant in Bangladesh's steel sector. The business produces a variety of steel products, such as pre-engineered buildings (PEBs), industrial racks, and steel reinforcement for use in infrastructure and building projects. To create steel items that can endure rigorous usage in tough situations, ASML combines cutting-edge technology and premium raw materials (Khan, 2025). Large-scale construction projects, such as commercial structures, warehouses, and industrial buildings, depend heavily on the supplies provided by the business. ASML has completed 10 pre-fabricated steel-structured projects and 7 warehouse racking projects in Bangladesh for large inventory conglomerates of Bangladesh, such as ACI, Meghna, Akij Cement, RMGs, etc. (*ASML*, n.d.).

V. Akij Paints & Adhesives Limited

Akij Paints & Adhesives Limited (APAL), the operations of Akij Paints are currently stopped, but the adhesive, regarded as Sodium Silicate, is still in business. The adhesive required for the installation of the products of ACRL is manufactured in-house at AEZ. A

variety of high-quality paints, coatings, and sealants are produced by APAL. Products from the firm find usage in commercial, industrial, and residential settings (Khan, 2025).

VI. Akij Cartons Limited

For the transportation of own-manufactured goods such as AURA, ROSA, Akij Tableware, etc. ABG launched Akij Cartons Limited (ACTL) as an in-house, premium corrugated boxes for convenient and effective packaging. It is also located at AEZ. The presentation options offered by the ACTL are made to be both economical and safe for products while they are being stored and transported. Premium cartons and wrapping supplies are produced by ACTL for use in a range of industries, including electronics, food, drinks, and medicines. It offers bespoke designs to satisfy particular client demands while guaranteeing the longevity and ecological sustainability of its products and packaging choices. To lessen its influence on the environment, ACTL uses recycled paper and environmentally friendly inks while manufacturing its goods. The shipping containers are intended to be practical and reasonably priced, protecting goods throughout storage and transit.

VII. Akij Polymer Limited

Akij Polymer Limited (APIL), located at Manikganj, produces PVC edge bands and paint buckets, seat coverings, and numerous other plastic materials. It is a plastic manufacturing unit. The company's primary goal is to produce long-lasting, high-quality plastic items that adhere to global standards while taking an ecologically responsible stance (Khan, 2024).

VIII. Robina Flooring Sdn. Bhd.

In Malaysia, there is a significant demand for wooden flooring, and producing superior laminate flooring solutions is Robina Flooring's area of expertise. It is located at Mentakab, Pahang, Malaysia. In 2018, Akij Group made two acquisitions with Malaysian Companies, Robin Resources and Robina Flooring (Uddin, 2018). Robina Flooring, a branch of the Akij Corporation Bashir Group, specializes in manufacturing high-end laminate flooring and wooden flooring through harvesting Malaysian Tropical Trees. In order to satisfy the

demands of homeowners as well as business customers, the firm offers a broad range of designs, including colors and patterns. Robina Flooring is renowned for employing cutting-edge equipment and technology to produce long-lasting, economically priced, premium laminate flooring options that offer both practicality and visual appeal (Khan, 2025).

IX. Robin Resources (Malaysia)

Medium-density fiberboard, or MDF, is produced by Robin Resources, which offers sturdy, high-quality boards for use in building, furniture, and other industry sectors. The firm serves a variety of customer demands in international markets by specializing in both regular and outstanding performance MDF boards, which include moisture-resistant and flame-retardant boards (Khan, 2025).

X. Akij Glass Industries Ltd.

Akij Glass Industries Ltd. (AGIL) manufactures customized, colorful, reflective, and uncolored glass goods, and its manufacturing plant is at Madhabpur, Habiganj, Sylhet. It was established in 2024, one of the latest concerns that just stepped into the glass industry with an investment of BDT 2,200 crore, with the vision of providing clarity to the users (Report, 2024). Further, it claims to produce nature-friendly glasses that emit 51% of renewable energy (Report, 2024).

XI. Janata Jute Mills Limited

The biggest producer and supplier of jute goods in Bangladesh is Janata Jute Mills Ltd. (JJML). Known for its "golden fiber," jute is used to make a range of environmentally beneficial goods, such as bags, sacks, ropes, and textiles. It has two factories in Palash, Narshingdi, and Boalmari, Faridpur. It is one of the oldest SBUs of Akij, established in 1967. The founder of ABG made an acquisition during Covid-19 through JJML, followed by SJIL and a cold storage facility at the cost of BDT 700 crore (Rahman, 2020).

JJML offers a sustainable substitute for synthetic packaging materials (Khan, 2024). JJML, Bangladesh's biggest producer and supplier of jute-based goods, is essential to the development of sustainable farming practices. A variety of goods, such as clothing, bags, sacks, and ropes, are made from jute. It is also renewable and safe for the environment. Because of its inherent qualities, jute is a perfect substitute for synthetic materials, and JJML has established itself as a pioneer in the supply of environmentally friendly packaging options (Khan, 2025). Offering a variety of robust, biodegradable products, it has had notable achievements in its export markets due to the rising need for ecologically friendly substitutes for plastic.

XII. Sadat Jute Industries Ltd.

Sadat Jute Industries Limited (SJIL), another business acquisition like JJML, was established in Debidwar, Cumilla, and acquired in 2020 by Sheikh Bashir Uddin. It has six mills that produce nearly 8,000 metric tons of jute yarn or twine yearly. SJIL is widely recognized for manufacturing premium and diverse variants of jute fabric, yarn, bags, nursery sheets, and many more that have been distributed all over the world (Khan, 2025). To continue to support the sustainability of textiles and packaging, the firm is committed to developing environmentally suitable substitutes for synthetic materials.

XIII. Tea Estates

ABG has four tea estates, Bahadurpur Tea Estate Ltd., Dhamai Tea Estate Ltd., Sonapur Tea Estate Ltd., and Atiabagh Tea Estate Ltd. at Zuri, Moulvi Bazar. All four of these produce fine tea that is marketed both domestically and abroad. The company has dedicated itself to the production of high-quality tea that is in accordance with global standards and is grown with environmentally friendly methods. The group's initiatives to make a foray into agriculture while keeping the focus on eco-friendly business practices. (Khan, 2024). Further, it has diverse types of tea, such as black and green tea, which are sold in both domestic and foreign markets. By means of modern agriculture, the estate not only ensures the regular output but also maintains the quality and purity of the products grown (Khan, 2024). The plantation's tea is well-known for its strong, potent aroma and is marketed both nationally and

internationally. Akij Tea Estate's commitment to quality can be observed at every stage of the production process, from selecting the leaves to preparing and keeping them.

2.3 Management Practices

2.3.1 Organization's Hierarchy

The 6 MANCOM members of the Group strategically operated 16 SBUs that employ more than 30 thousand employees, categorized in 33 departments/functions. ABG is divided into three management levels. Among them, the following figure portrays the top management, regarded as MANCOM members in the company, who oversee the functions of not only the 16 SBUs but also the operations of the entire group.

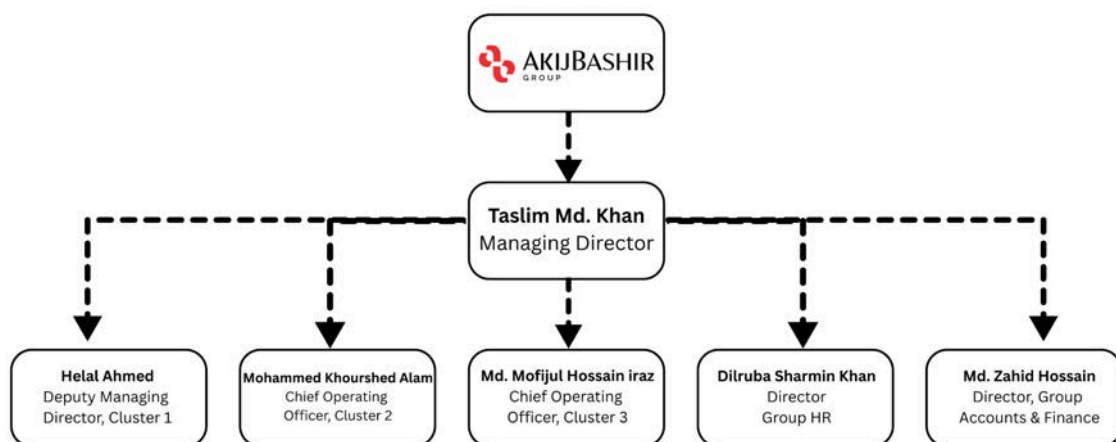


Figure 1: MANCOM Members

For better work efficiency, the new and existing Managing Director, Mr. Taslim Md. Khan, has opted for the restructuring method and divided the entire Group, 16 SBUs, into 3 clusters.

2.3.2 HR Department

A. Talent Acquisition and Onboarding: The Group HR is in charge of finding qualified candidates to cover open positions in each of the 16 strategic business units of the AkijBashir Group. Dedicated HR of each cluster advertises job openings on bdjobs.com and LinkedIn, and carries out multiple rounds of interviews accordingly,

when the Head of any function puts a request for hiring through the formal submission of the people requisition form (Khan, 2024). Once the candidate is determined, she/he is required to fill out the approved employee information form and provide documents such as education certificates, utility bills, previous employment clearance, or experience certificates. On the day of onboarding, new joiners are welcomed through a day-long onboarding process and greeted with a welcome kit and assigned to the requested supervisor, and the whole execution is performed by the Group HR and Admin team of the Corporate Office and the Factory.

B. Organizational Development and Excellence: Under the sub-section of HR, ODE is a contemporary concept that has been adopted and implemented across the Group that incorporates learning and development, employee engagement, employee communication, policy development and execution, and change management. Outstanding endeavor is the ongoing staff development, which is highly valued at ABG using the ADDIE model. Each factory HR conducts a TNA at the beginning of the year and establishes a yearly calendar, letting the assigned L&D section be aware of the required skills for improved efficiency. To ensure that employees are prepared to meet the business's changing needs, the HR department arranges comprehensive training programs, such as managerial excellence, seven habits, and EDGE, to help them improve their skills. To keep the workforce competitive, this includes technical skill workshops and programs for the development of leadership (Khan, 2024). Employees are privileged to have open access to the Wadhwani Foundation to avail certified courses to remotely enhance their skills anytime.

C. Employee Relations, Benefits, and Compensation: The company offers a structured benefits package that includes salary payment within the first 3–5 days of each month and weekly holidays as per policy. After confirmation, employees are eligible for a provident fund contribution of 10% of basic salary, medical insurance coverage up to BDT 2.5 lakh for their nuclear family, and a full festival bonus equivalent to 100% of basic salary, while employees completing three months of probation period receive 50% of the basic salary as a festival bonus. Gratuity benefits are provided after completing five years of service, calculated as 30 days of basic salary per year. Earned

leave becomes applicable after one year of service and increases progressively, starting with fractional leave in the second year and reaching 10 days with full basic salary entitlement from the fifth year onward (Khan, 2024).

2.4 Sales and Marketing

2.4.1 Marketing Strategies of AkijBashir Group

ABG has 3 distinctive marketing departments that are dedicated to promoting and seeking sales for their desired SBUs. The core strategy of each of the SBUs is building trust and living up to the mark of their brand tagline. The extended strategy is focused on reference purchase, the establishment of brand distinctiveness, consideration of the touchpoints of the consumers that influence purchase decisions, and maintaining strong communication across the channels (Kader, 2024).

2.4.2 Target Customer

ABG is typically a B2B business model aimed at a broad spectrum of consumers from homeowners in dwelling markets to major companies and building projects. It is expanding itself in the Southeast Asian region and the region of the Middle East with a value-conscious buyers group that focuses on customers who appreciate high-quality goods at affordable costs, especially in industries like paint, packaging, and ceramics (Kader, 2024). As the majority of the product substitutes are in the category of building materials, their core target group is construction and architectural firms, real estate developers, and residential clients, both in the national and international markets.

2.4.3 Marketing Channel

- A. Selections:** To interact directly with B2C clients, ABG has inaugurated 8 showrooms/display centers of its manufactured products across Bangladesh to give consumers a full visual experience of the quality, aesthetics, and functionality of deliverables.

- B. Digital Channels:** The promotion of products and interaction with the top-notch quality-seeking customers is done by ABG using the social media platforms of LinkedIn and Facebook, together with internet marketing and Search Engine Optimization (SEO).
- C. Dealer and Retail Networks:** In order to guarantee that all of its products are available in local markets throughout Bangladesh and the rest of the world, the company relies on an extensive network of both retail and wholesale dealers. Thus, it is possible for the brand to access more clients and reinforce its competitive position in the market.

2.4.4 Branding, Advertising and Promotion

ABG uses a combination of strategic and innovative marketing initiatives to maintain its position as the business leader and expand its presence in other sectors. The ABG is effectively positioning its brands using Simon Sinek's Golden Circle framework (Kader, 2024).

A. Strategic Partnerships and Sponsorships

In 2024, ABG vigorously leveraged strategic partnerships and sponsorships to boost its brand visibility. The “Evolve Beyond” Business Conference in Cox’s Bazar is an excellent example of expanding audience reach, bringing together over 1,200 business associates and stakeholders and extending the brand’s presence across multiple product segments and partner networks (Report, 2024). ABG hosted two more interactive conferences, named the Akij Board & Akij Door “Evolve Beyond” Conference and AGIL First Business Conference, to draw significant media attention, amplifying the brand’s visibility through press and dealers' outlets (Star, 2023; Sitemanager, 2024)

Besides hosting conferences, the partnership with Edison Real Estate Limited offered exclusive perks to Edison Royal Club members and intensified the branding and credible positioning of ABG's products in a premium segment (Report, 2024). Another noteworthy collaboration was made with Lotto, demonstrating long-term brand equity building, as

sustained partnerships helped reinforce the company's corporate identity and ongoing stakeholder engagement (Star, 2024).

Lastly, the Sustainability Summit & SDG Brand Champion Awards, hosted by ABG, created opportunities for direct engagement, allowing stakeholders to participate in meaningful discussions on sustainability and further reinforcing the company's association with national development and corporate responsibility (Sitemanager, 2024). Briefly, these initiatives define the what of Simon Sinek's Golden Circle framework, effectively strengthening brand visibility, fostering strategic engagement with stakeholders, and enhancing ABG's reputation in practice.

B. Integrated Marketing Campaigns (IMC)

One of the efforts ABG has implemented is the multimedia storytelling project to increase participation in its commercials. The users displace the verbal elements of the ads, which in fact makes the ads more interactive, and this way adds to the coolness factor of the ads as well as of the brand. These ads not only take the participation of the brand to another level, but they also strengthen the relationship the brand has with its customers. As an example, the Minimal Gloss motherboard of Akij Board was introduced along with a fun digital campaign that included video advertisements, internet promos, and pamphlets.

C. Digital Advertising and TVC

The ABG has budgeted significant funds for digital marketing, which is basically on social media like Instagram, YouTube, Facebook, and other channels. The Group's specific Online Video Advertisements (OVC) have been viewed by millions on these platforms; thus, it is extending its visibility to a larger base of younger and technology-oriented consumers. In addition to using online advertising and SEO for responsive engagement of people, the Group also implements these tools. The informational, product-based, and building trust through the Brand tag echoes TVC, captures the attention and influences the algorithm of decision-making of consumers.

D. Billboards and Point of Sale (POS) Advertising

The ABG has started an interactive storytelling program to make its ads more attractive and user-friendly. Readers can connect with the text part of these ads, thus reinforcing their brand loyalty even more. This creative tool not only adds a business's emotional connection with consumers but also enhances greater interaction. AGIL, ROSA, AURA, Akij Ceramics, and others are actively portraying their campaign and their new product on the billboards of the core areas of Bangladesh and using local buses of internal Dhaka city as a mode of building trust and announcement of any shows, such as Art of Plating by Akij Tableware.

2.5 Operations Management and Information System Practices

Incorporating cutting-edge tech in the production and manufacturing processes is an integral part of the Group's operational strategy. The employee data and inventory management are managed effectively and efficiently using the ERP software. Through this site, employees are capable of viewing their individual personal records, attendance details, salary statements, leave applications, movement applications, and compensatory leave applications (Khan, 2025). In addition to that, employees are able to access the virtual inventory store and place a store requisition for any project, equipment, or materials required. AkijBashir Group's each of the departments have sub modules prepared and assembled by the IT department for swift data collection and processing. ABG is focused on time-saving measures and eliminating the traditional record-keeping modules.

Moreover, for communication, employees at management levels are provided with 3CX and Microsoft Outlook, which facilitates interconnectivity between different people and floors in order to schedule meetings or achieve targets. Let alone, the IT department has developed an application called Epitome that allows employees to remotely give their attendance and apply for leave (Khan, 2025). As the ERP is disabled when any employee steps out of the fixed radius. The IT department strictly monitors each and every moment of the employees while browsing on the internet using their networks, to maintain the confidentiality of company information.

In the case of factories of AkijBashir Group, this consists of manufacturing robots, project management software for new product tracking, and process-specific technologies that increase yield. The ABG possesses a solid supply chain management system that ensures the timely delivery of both raw materials and products to the respective markets (Khan, 2024). The company has firmly established itself in the domestic and global supplier network to make the best purchase and source the most superior material.

2.6 Industry and Competitive Analysis

A. Porter's Five Forces Analysis

Competitiveness of manufacturing diversified conglomerate stands on the ability of producing high quality outputs by people, organization and directly links with the key measurement tool of the organization's prosperity at micro and macro level (Kiliç & Aytaç, 2024). To live it upto its marketing factors, ABG, being a conglomerate with 16 SBUs whose products are either building materials, jutes or tea leaves, a brief illustration of Porter's Five Forces is given below in Table 1:

Categorization	Threat of New Entrants	Bargaining Power of Buyers	Bargaining Power of Suppliers	Threat of Substitute Products or Services	Rivalry Among Existing Competitors
Low					
Moderate			Through vertical integration of extensive distribution channels for the building material divisions, and the years of expertise in the power of selling through		

			negotiation, a large conglomerate, Akij Bashir Group is being leveraged with flexible purchasing power through the moderate scope of transferring risks from vendors to vendors to go cheap yet premium.		
Moderate to High	Though ABG has established extensive distribution networks and premium brand loyalty, the developing economic conditions of Bangladesh, along with the standard of living of the target customer base, can be treated as a possible threats of	As the number of alternatives is increasing with the development of the product market and the abundant availability of information, the target B2B and B2C base is tricky to keep loyal towards the brand.		Akij Tableware, Akij Board Ltd., and Akij Glass have potential competitors in the market, as premium products have a niche of customers in comparison to the cheap ones.	

	incoming distinctive products in the same category.				
High					Akij Particle board, Akij Ceramics and Jute have had plenty of local big brands to be its direct competitors for years.

Table 1: Porter's Five Forces of ABG

B. SWOT Analysis

An oldest strategic and effective tool, SWOT emphasizes scrutinizing the optimal level of decision making on the identified internal and external factors of the business needs (Mihajlović et al., 2024). The Group's future growth will hinge on eliminating these threats and capturing these opportunities, as mentioned in Table 2.

Strengths	Weaknesses	Opportunities	Threats
Legacy	Distinguishable barrier	Vertical Integration	Intense Competition
Diversified Portfolio	Communication gaps	Expansion in Export	Regulatory Changes
Smart Technology	Succession Planning	Urbanization	Inflation
Efficient Distribution Network	Cyber Security	Industry 4.0	Disruptions in raw material availability

Table 2: SWOT of ABG

In summary, ABG stands out with a strong legacy, a diversified portfolio, and vertically integrated operations, all supported by an efficient distribution network and the smart use of technology and Industry 4.0 practices. At the same time, it faces challenges like communication gaps, cybersecurity risks, and planning for smooth leadership succession. Growth opportunities exist in expanding exports, adapting to urbanization, and leveraging technology for greater efficiency. The company also navigates pressures from intense competition, changing regulations, inflation, and occasional raw material shortages. Its long-standing presence and reputation in the market continue to give it a distinct competitive edge.

2.7 Conclusion

ABG's ability to anticipate possible risks, capitalize on new possibilities, and match internal capabilities with changing market dynamics gives it a competitive edge. Based on Simon Sinek's Golden Circle architecture, the company's marketing approach starts every project with a well-defined goal, or "Why." This focus guarantees a long-lasting effect throughout ABG's varied business portfolio, increases client loyalty, and promotes meaningful connection. ABG stands out in competitive markets and stays relevant across a variety of industries by integrating purpose into its strategic strategy.

This strategic advantage is further strengthened by visionary leadership, which encourages creativity, cross-functional cooperation, and proactive decision-making across all business units. With 16 core business divisions covering industries including tea and construction materials, ABG uses synergy and diversification to reduce risk and react quickly to changes in the market. In a corporate environment that is always changing, this confluence of leadership, marketing, and strategic processes allows for sustainable growth while preserving organizational adaptability.

In conclusion, ABG is a prime example of how a diverse conglomerate may make a significant and long-lasting contribution to its sector. For businesses looking to strike a balance between development, sustainability, and differentiation, the organization's ability to

match internal skills with external possibilities sets a standard. In addition to strengthening its position in the market, ABG demonstrates how purpose-driven, agile companies can succeed and establish new benchmarks for excellence in challenging, competitive contexts by converting strategic vision into tangible actions.

2.8 Recommendations

- A. AI-Driven Workforce Analytics:** To ensure that employees' growth aligns with business goals, use AI technology to predict future competency requirements, continuously identify skill gaps, and direct customized development programs.
- B. Constant Feedback & Progress Monitoring:** Establish a feedback-rich environment where learning objectives and worker performance are tracked. This will enable timely interventions and recognition of achievements.
- C. Co-Creation & Consumer Participation:** Encourage customers to make recommendations for new product ideas, functionality, and aesthetics to transform them into engaged co-creators and brand ambassadors.

Chapter 3

Analyzing Employee Engagement Through Maslow's Hierarchy of Needs: A Study on Belongingness and Participation at AkijBashir Group

3.1 Introduction

With time, organizations and scholars have broken down the concept of employee satisfaction into diverse factors that contribute to the retention of human capital, boost in loyalty, and devotion towards the organization. Employee satisfaction is a widely acknowledged notion, but employee engagement is an extensive term that stimulates a holistic sense of fulfillment among employees, enabling them to enjoy their job responsibilities, enhance mentally, physically, and analytically, and accept additional assignments with willingness (Vandana & Murthy, 2021). Furthermore, the expansion of the workplace with multigenerations on boards calls for new generations' norms of employee engagement initiatives; a multi-generational workplace is not an obscure and unexplored phenomenon. There has been an issue for decades, as each generation adheres to specific traits that initiate modifications in workflow and metamorphosis from a designated mindset towards a growth and action-oriented mindset. Each previously onboarded generation tends to adopt reinvigorated business strategies and analytical approaches from the impending generations.

Nowadays, organizations are profoundly distinguishing themselves with industry trends, such as the existence of a multi-generational workforce, with employees varying from Baby Boomers to Generation Z performing simultaneously (Gurchiek, 2020). While this multiplicity of mindsets offers opportunities for innovation and knowledge exchange, it also shows extraordinary encumbrances in communication and collaboration. Generational distinctions in values, professional ethics, and desired modes of communication frequently contribute to incomprehension and reduced workplace cohesion (Parry & Urwin, 2021). As a result, the organization struggles to establish a sense of love and belongingness within the community. Concerning achieving organizational effectiveness through employee engagement, it is paramount to facilitate motivation, productivity, and sustained adherence

within organizations. When communication impediments prevail, employees' sense of belonging and recognition, a fundamental driver of engagement, compromises the vision of being pledged. Maslow's hierarchy of needs theory provides a practical framework for comprehending how generational communication gaps influence workplace engagement and, more extensively, its culture. According to Maslow (1943), in the workplace, unsatisfied social necessities, specifically belongingness and connection, can impede employees' ability to pledge and contribute comprehensively. When multi-generational employees struggle to have persuasive and effective communication, the culmination of these social needs is impeded, leading to disengagement and decreased productivity.

Addressing these communication gaps is essential not only for employee satisfaction but also for the long-term sustainability of organizational performance in an evolving workforce landscape (Meister & Willyerd, 2021). Therefore, this report tends to scrutinize the gap in communication and understanding among multi-generational employees in relation to AkijBashir Group, leading to the adoption of minimal employee engagement initiatives. By exploring the barriers that arise from generational misalignment, the report aims to identify underlying causes of disengagement and offer strategies for fostering inclusivity.

3.2 Research Objectives

- 3.2.1 To understand how the company's communication and engagement practices help employees fulfill social needs.
- 3.2.2 To address the hesitance factors of Gen X, Y, and Z employees to participate in employee engagement initiatives, such as awareness sessions during office hours.
- 3.2.3 To explore the style of multigenerational employees' workplace adaptation.
- 3.2.4 To uncover what motivates hesitant employees to participate in engagement initiatives and feel a true sense of belonging.

3.3 Research Methodology

3.3.1 Research Questions

RQ1 What impact do corporate communication cultures and modern engagement strategies have on employees' sense of belonging and participation in engagement programs?

RQ2 What variables, particularly for Gen X, Y, and Z employees, affect employees' unwillingness to attend awareness sessions during office hours?

RQ3 What effect does this have on engagement, and how can employees adapt to the company's culture and processes instead of attempting to alter them?

RQ4 Which driving forces could boost employees' participation in engagement initiatives and give them a sense of community?

3.3.2 Data Collection Method

Proper data collection and analysis are crucial to answering the research questions clearly and with utmost significance for future reference. The tool chosen for this style of research is Google Forms, given its versatility and the wide scope of flexibility for online collaboration (Jaiswal, 2024). The Google Form link was circulated among employees of AkijBashir Group to understand behavior and communication within the organizational boundaries. It was also shared with employees outside the organization through professional networks, such as LinkedIn and Facebook recruitment groups, where corporate employees are active. Furthermore, secondary data has been collected from scholarly articles that have been published within the range of five years from 2021 to 2025, and certain articles were used from more than 10 years back to retrieve the theory of Maslow's hierarchy of needs to decode the social needs of employees, aligning with the research objectives.

3.3.3 Research Design

The research analysis is performed using a semi-structured questionnaire as the preliminary research tool. The Google Survey questionnaire consisted of 19 questions and was developed precisely to manage various aspects of the mentioned research objectives. It blended a variety of questions to estimate employees' behavioral components towards sheer employee engagement initiatives, multiple-choice questions for structured answers, introductory questions to demonstrate context, and solution-oriented questions aimed at gaining real-time

and practical insights. The questionnaire was constructed on the foundations of the most practised stage of the theoretical framework, and specifically, the variables are motivational factors, participation willingness, and barriers when any employee engagement event is organized. This mixed-question format facilitated the array of both quantitative and qualitative data, guaranteeing a thorough understanding of the communication culture and its influence on employee engagement.

3.3.4 Research Limitations

Given that only a limited number of AkijBashir Group employees participated in the survey, the results could not be totally comprehended from the organization's communication culture and employee engagement practices. These partial responses have created a gap between the study's planned objectives and the data collected, thereby reducing the extent to which the research objectives were accomplished.

3.4 Literature Review

Decades ago, the trend was for employees to stay with one organization for their entire careers. However, with changing human needs and demands, employees gain experience in one organization and move to another (Lu et al., 2025). Employee retention has been a challenge for HR, and adapting strategies based on employees' behavioral traits, given the presence of multi-generational employees, has hindered the implementation of cost-effective strategies, as one size does not fit all. Moreover, employee engagement is a measure of both psychological and monetary value that serves as a barometer of employee commitment and persistence towards the organization.

A Systematic Literature review has been conducted to analyze the relationship between employee engagement and the sense of belongingness of employees of various levels and generations in their workplace.

Sl no.	Author & Year	Objectives	Methodology	Findings
1	Hossan, D. (2022).	This study explores how intrinsic and extrinsic motivational factors influence employee engagement in Bangladesh's RMG industry.	Guided by Herzberg's Two-Factor Theory, this quantitative study used a seven-point Likert-scale questionnaire adapted from prior research to collect cross-sectional data from 500 respondents, which were analyzed using SPSS 29 and SmartPLS 4.	Extrinsic elements like pay, recognition, and advancement increase employee engagement in Bangladesh's RMG sector; intrinsic elements like peer connections, the nature of the work, and creativity have less effect.
2	Panda et al. (2021)	This study examines how supervisory support moderates the relationship between job meaningfulness and job performance via employee engagement.	Data from 219 executives and 38 supervisors in a large paint company were collected over time and analyzed using PLS-SEM.	The study reveals that when employees find their work meaningful, they become more engaged emotionally, psychologically, and cognitively, enhancing job performance, while supervisory support further strengthens both direct and indirect relationships.
3	Islam et al. (2023)	To explore how engaging work practices can reduce bank employees' turnover intentions by boosting their overall work engagement.	Data from 343 Bangladeshi bank employees were collected online and analyzed using PLS-SEM.	Empowerment and information sharing boost engagement, while training and rewards help reduce bank employees' turnover intentions.
4	Gao et al. (2021)	To explore how the emotional need for belonging influences employee engagement in activity-based	A case study of 100 bank employees used surveys to assess changes in their sense of belonging.	The results revealed that while activity-based office spaces increased employees' sense of

		working environments.		belonging compared to conventional offices, they also reduced feelings of control and security.
5	Zimmerman et al. (2025)	To explore employees' experiences of belongingness and uncover what it truly means in the workplace context.	Data from in-depth interviews with 12 participants were analyzed using grounded theory, revealing three "self" categories: unveiled, relational, and seen.	The findings indicate that authentic interactions, meaningful recognition, and psychological safety foster belonging, while employees also subtly gauge the environment and adjust their behavior to fit in.

The five articles summarized show that meaningful work, recognition, and support boost employee engagement and belonging, while employees adjust their behavior to workplace cues, and that activity-based offices may reduce control.

3.5 Discussion

3.5.1 Findings

Through the Google Form, a total of 56 repositories were accumulated, comprising 50% male and 44% female employees across Generations X, Y, and Z. Employees of AkijBashir Group and other companies participated in the survey. Employees from various industries, including Technology, Healthcare, Financial Institutions, Manufacturing, E-commerce, Education, Government, Non-profit Organizations, Consulting, Entertainment, Tourism, Logistics, Construction, and Real Estate, participated. Among them, the highest percentage is Manufacturing at 26.8%, and the second highest is Financial Institute and Technology. Those employees who participated are from 12 departments, and the preponderance harbored full-time work prospects, with 48% having less than one year of experience.

In addition to the introductory information, employees were asked about their willingness to participate in the company's employee engagement initiatives. Seventeen respondents expressed an intention to pledge to awareness initiatives during work hours, as they negatively influence productivity by building a solemn workload mood. Additionally, they must conclude tasks that were put on hold during the session. Fifteen employees reported that the company's organizational culture and formal communication styles were standard. The number of people practicing an open or growth mindset was calculated, and the company was found to be adopting modern engagement practices. Seventeen people voted for the employer being forthcoming and visionary, while some were hesitant, remarking they were at a moderate level.

Furthermore, the workplace culture has a multigenerational workforce, as evidenced by 24 respondents, raising concerns about respecting generational differences. It stands at 40 affirmative responses to the differences, even though they stated that, regardless of their background, they do not feel appreciative in some circumstances. When a question was asked earlier about whether awareness during working hours influences productivity, the majority voted no, despite being enthusiastic about participating. They also pointed out barriers to their participation, such as heavy workloads and scheduling conflicts.

Apart from engaging in employee engagement initiatives such as awareness sessions, 32 respondents stated to be objected to encounter dilemmas associating socially with your colleagues due to generational, cultural, or experiential dissimilarities due to communication and the socialization pressure within the workplace hinders to adapt to the existing organizational culture and practices rather than vigorously attempting to alter them by 14 respondents, 10 has the fear of getting backlash. Last but not least, 37% of employees reported a reduction in workload, and 25% of relevant content could motivate them to join the awareness initiatives.

3.5.2 Analysis

At AkijBashir Group, traditional methods such as annual salary reviews, festive bonuses, promotions, and annual picnics are regarded as efforts to enhance employee engagement. As

it is a company with a legacy; the majority of employees belong to the Akij Group, which has a conventional mindset toward long-term initiatives. However, many well-being initiatives and festive programs are being organized to promote a sense of belonging and to reduce communication gaps driven by generational differences. Scholars claimed employee engagement as a modern tool of estimating the employee's job satisfaction by measuring the positive and negative, the emotional bond of belongingness among colleagues at the workplace (Pavani et al., 2024; Zimmerman et al., 2025).



Figure 2: Maslow's hierarchy of needs (Rout, 2023)

Maslow's hierarchy of needs is a pyramid of fundamental needs for human actualization. Every modern workplace tends to meet each step of employees' needs through salary, promotion, and other benefits. It is a standard framework for employers to illustrate what and how employees' needs could be met within the organization (Ahmad et al., 2023; Hossan, D., 2022). The sense of belonging, a social need, is the most crucial factor in measuring employee retention data and is part of Maslow's hierarchy of needs. It is the third level of the pyramid where employees should be socialized and feel emotionally safe and loved through the growth of friendships and a harmonious bond.



Figure 3: Employee Engagement Framework (Rout, 2023)

The measurement elements for estimating employee engagement should be aligned with basic needs, including employees being well aware of their expected and required performance, individual needs that emphasize loving communication, an equal, unbiased treatment of individuals, and gradual growth within the company (Rout, 2023). Employers' assurance of the factors leads to employee attachment to the company, which facilitates the development of employee citizenship and overall performance (Putri et al., 2024). Modern approaches include strategic change management initiatives, employee engagement initiatives, training and development, and more.

In the survey, only five employees from ABG participated, which makes it difficult to do justice to the research questions and objectives mentioned earlier. When discussing the culture, employees stated that although they have a formal work culture, their acceptance of modern initiatives ranges from moderate to resistant. And three stated to have somewhat little inclusiveness towards the multigenerational inclusivity. Furthermore, they sense that generational preferences are being valued due to service length. However, when awareness sessions are conducted, even if they feel discouraged from participating due to their work productivity being negatively hampered by an all-time heavy workload, they still feel the need to do so. The willingness to participate fully depends on their previous commitment and deadlines. Further, all five participants had addressed dilemmas while socializing and did not attempt to change the work culture; rather, they were inclined to adapt as the Group could not attain employee citizenship from the fresh minds. Asking for recommendations that will boost the motivation for attending the session is to reducing the workload.

In the modern workplace, maintaining the notion of employee's long-term sustainability, especially the younger generation, Generation Z, constantly motivated, engaged, and energized, is not an easy job. Based on demographic and personal characteristics, the level of required employee engagement treatment varies (Ahmad et al., 2023). Further, engagement is an individual's independent preference, whether they want to remain interconnected to their values and principles, and relies on what the individual believes is a prerogative and worth ingraining.

Organizational culture is a powerful force in the employee engagement framework, satisfying employees' social needs in the workplace. Adaptation of a sound and persuasive communication strategy is vital (SHIN, 2021). Hence, the Group is moderately open to smart adaptation for the fresh minds of Gen Z, who align with Maslow's social needs. Initiatives during office hours are not highly appreciated; however, they are an integral part of their work life. Since it has only been three years since its existence, the Group culture is evolving.

3.6 Conclusion

Generational gridlock is not an emerging sensation; rather, it has lived for a prolonged period. The attributes of each generation and the changing needs of employees have led researchers and academics to delve more deeply. At AkijBashir Group, Generations X, Y, and Z are all working, whereas Generation Z is minimal, and X and Y are higher and have satisfactory service length at the Group. Communication and work culture play a significant role in driving employee engagement and a sense of ownership of the Group.

The elements used to address the employee engagement framework within multigenerational forces involve two broader concepts that are intertwined in addressing the point at which modern initiatives collide with pre-existing organizational culture, highlighting the need for intelligent, adaptive behavior and for adapting the practiced culture by fresh minds. The barriers to modern practices are merely the result of a fixed mindset among traditionalist employees. Disengagement in the workplace is a concerning matter, as the dynamics of evaluating its influencing factors extend beyond individual psychological satisfaction to encompass broader areas such as organizational development effectiveness and the company's financial performance (Saraiva & Nogueiro, 2025). Furthermore, Generation Y places greater importance on cultivating interpersonal relationships and collaboration, whereas Generation Z prioritizes technological sustainability over interpersonal relationships, which in turn is reshaping workplace communication modes, followed by changes to the long-practised work culture.

AkijBashir Group, being a conglomerate, has multiple responsibilities and immense pressure on employees to meet deadlines, which hinders sufficient socialization and fosters a weaker

bond. Well-being initiatives or modern after-work gatherings are merely frivolous, yet they represent an actionable, tangible commitment to employees that is often overlooked due to a heavy workload. The Group strongly urges fostering a sense of belonging toward the company; however, it aims to raise awareness of the relationships among employees, which will satisfy the third level of Maslow's hierarchy of needs. To conclude, the evolving organizational culture, where communication and other barriers collectively impede the success of modern employee engagement initiatives.

3.7 Recommendations

A few recommendations to mitigate the barriers of employee engagement initiatives:

- A. Systematic work culture:** An innovative, systematic work culture should have well-maintained, transparent organizational procedures that not only permit freedom for invention and subjective endeavor but also foster a durable framework that diminishes opacity, ensuring all employees, regardless of generational differences, comprehend anticipations and affirmations. Furthermore, it should encourage employees to handle assignments with ideation and intelligent adaptability, aligning with multifarious generational work techniques.
- B. Moving towards a growth mindset:** The transformation from a fixed mindset to a growth mindset will not happen overnight, but it requires strategic planning and execution to facilitate knowledge sharing, with Generation X and Y employees sharing their understanding, while Gen Z orients technological saviness with one another. It will also frame reverses as opportunities for the Group and for employees' individual growth, rather than as disappointments, thereby reducing intergenerational culpability and disengagement.
- C. Constructive involvement in employee engagement initiatives:** Planning, organizing, and executing a program is not a one-sided job. The involvement of all necessary stakeholders is paramount. When planning engagement initiatives, employers or organizers should conduct surveys to identify the needs employees have. This will not only allow them to participate by rearranging their tasks but also to feel constantly motivated to participate in future initiatives.

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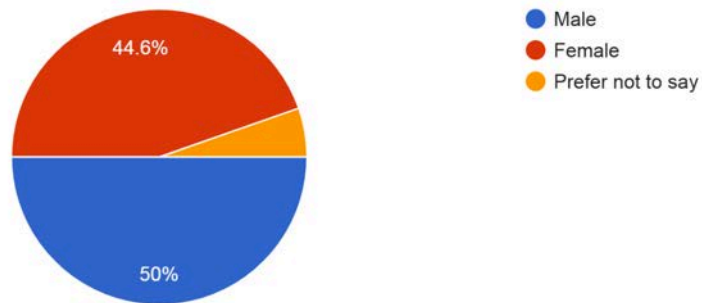
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Appendix A.

1. Survey Results

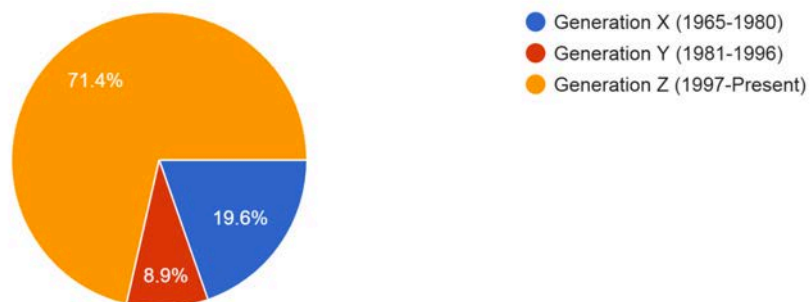
Gender

56 responses



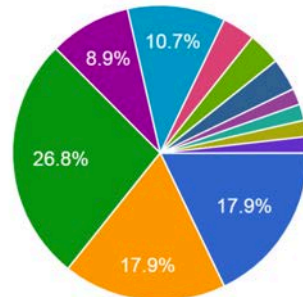
Which generation do you belong to?

56 responses



Which industry/sector does your company belong to?

56 responses



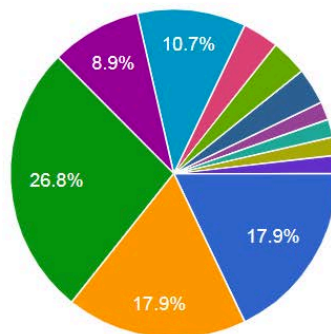
- Technology
- Healthcare
- Financial Services
- Manufacturing
- E-commerce
- Education
- Government
- Non-profit organization

▲ 1/2 ▼

Which industry/sector does your company belong to?

56 responses

[Copy chart](#)

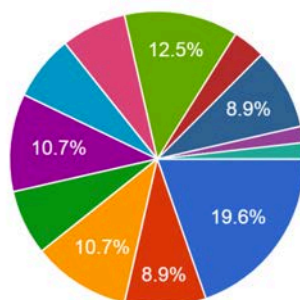


- Tourism
- Logistics
- Construction
- Real Estate company

▲ 2/2 ▼

Which department do you work in?

56 responses

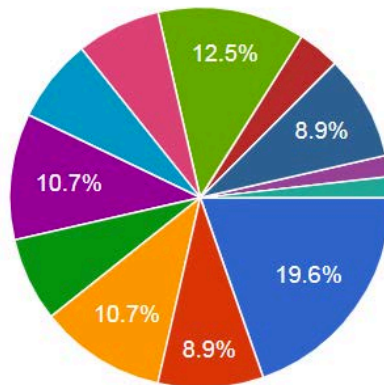


- Human Resources
- Finance and Accounting
- Marketing
- Sales
- IT
- Supply Chain Management
- Customer Service
- Research & Development

▲ 1/2 ▼

Which department do you work in?

56 responses

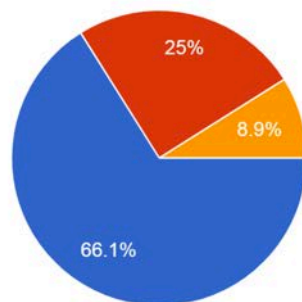


- Administration
- Engineering
- English

▲ 2/2 ▼

What is your current employment status?

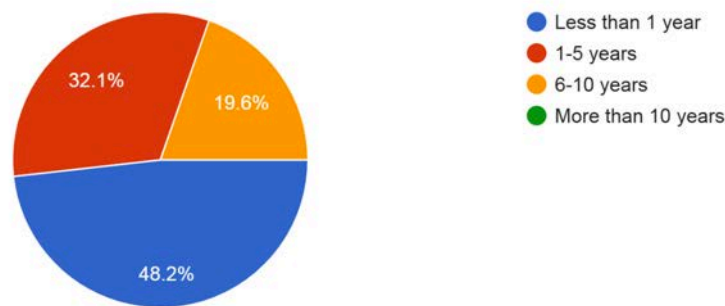
56 responses



- Full-time
- Part-time
- Contract

How long have you been with your company?

56 responses



Name of your Company

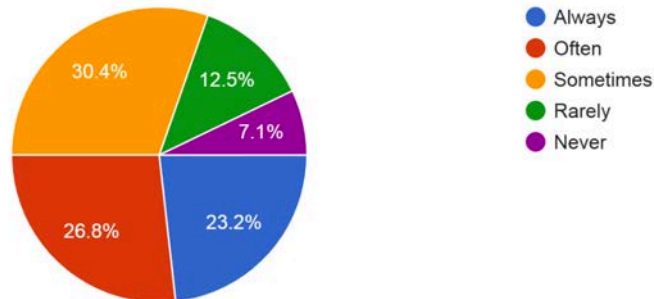
29 responses

AkijBashir Group
Gamers' Garage
Beacon
Daraz
Shuttle
bKash limited
Color sprinkle
Welldev

Nestle
Garbage man
NEXT Venture
BD Army
Shanta Securities Limited
Akij Bashir Group
Akij Bashir Group
X index companies
Akij Bashir group
Lankabangla Securities
Genex Infosys
Pathao
Tashi company
Dhaka Bank PLC
GoZayaan
Matador
Hertz
Phitron
Sonali bank
Purbayan Group of Ltd

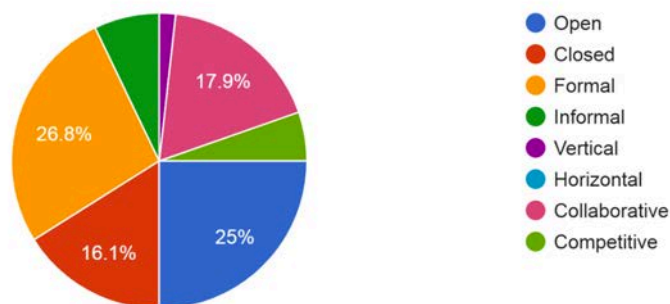
How often do you actively participate in employee engagement initiatives?

56 responses



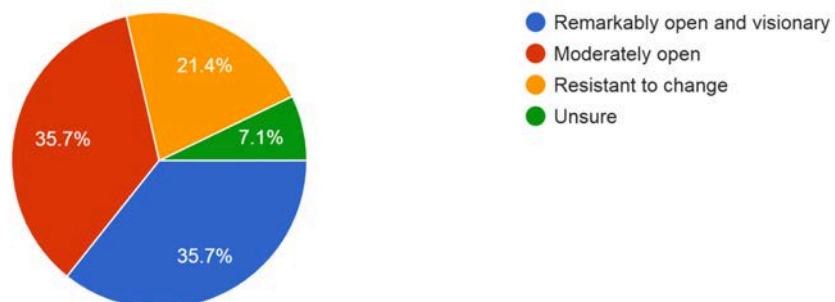
What type of organizational culture based on communication styles does your company belong to?

56 responses



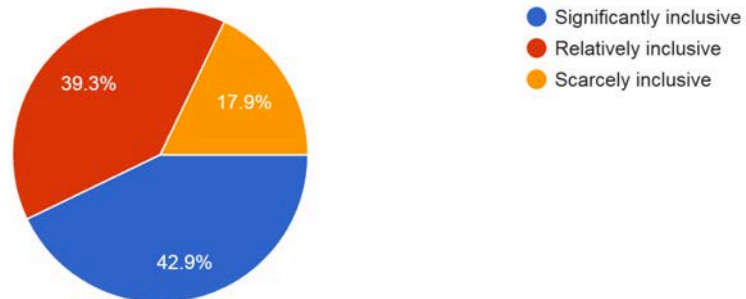
How open is your company to embracing modern engagement practices?

56 responses



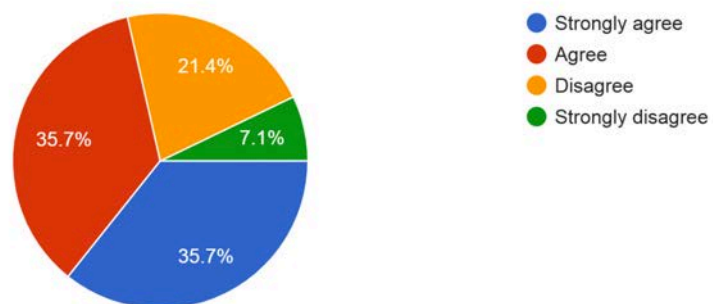
How inclusive is your company with a multigenerational workforce?

56 responses



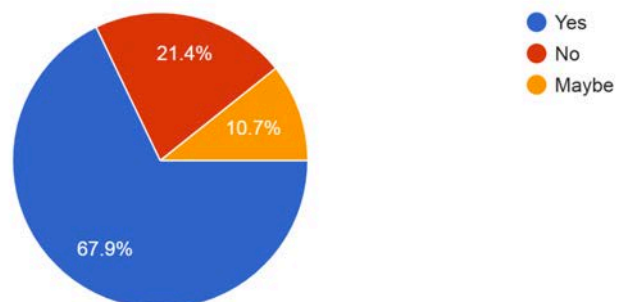
Are generational differences respected in your company?

56 responses



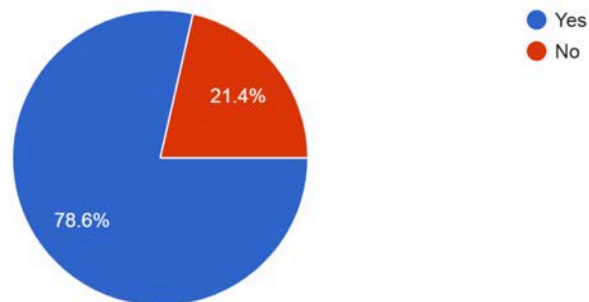
Do you feel welcomed for who you are, regardless of age, background, or individuality?

56 responses



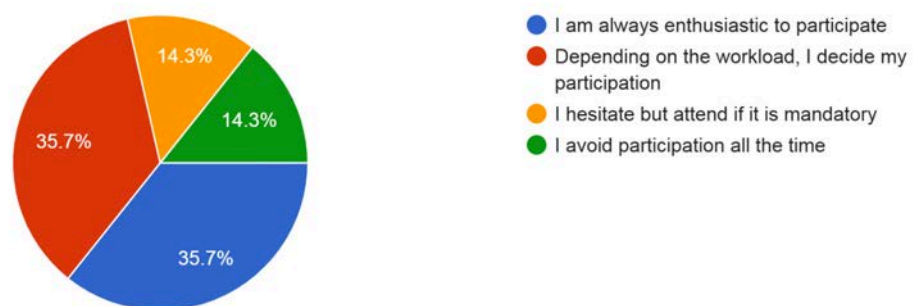
Does attending awareness sessions during office hours influence your productivity negatively?

56 responses



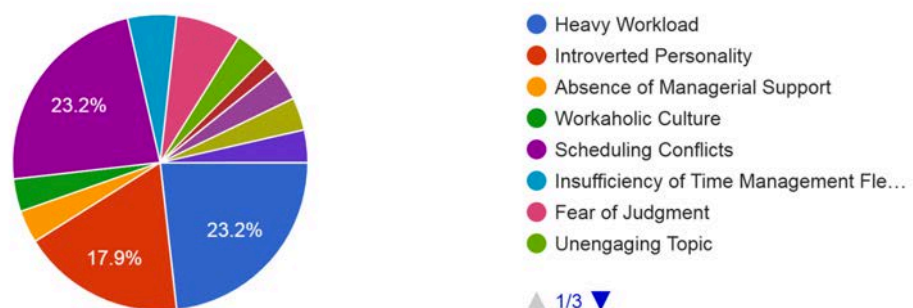
How do you feel about attending awareness sessions during work hours?

56 responses



What is the primary reason for hesitating to attend optional awareness sessions during office?

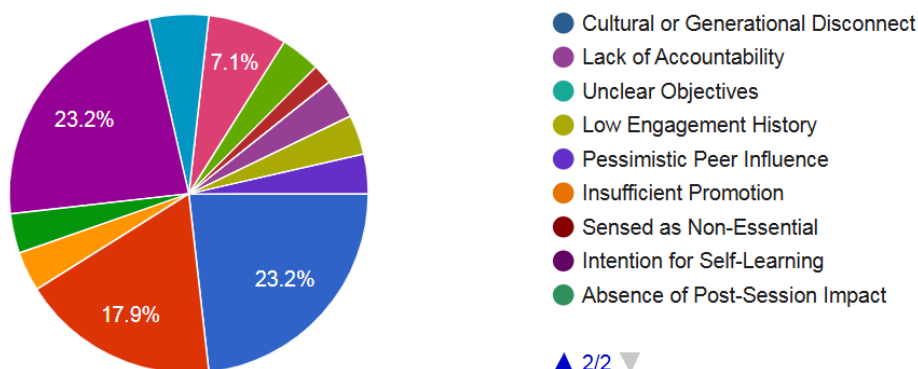
56 responses



What is the primary reason for hesitating to attend optional awareness sessions during office?

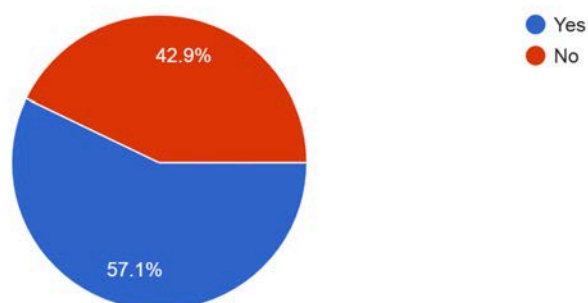
 [Copy chart](#)

56 responses



Have you encountered a dilemma associating socially with your colleagues due to generational, cultural, or experiential dissimilarities?

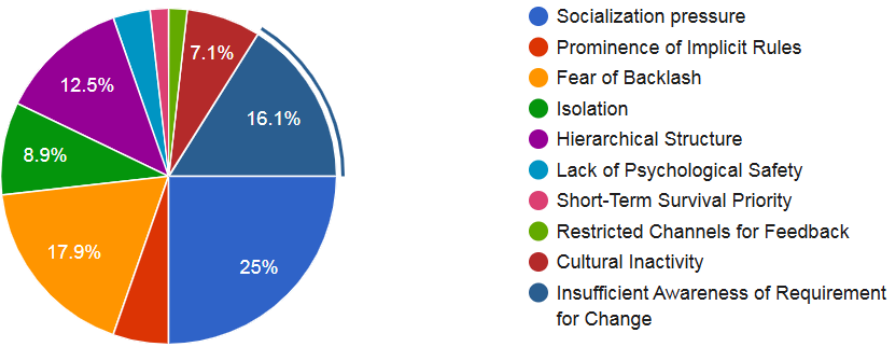
56 responses



Why will you tend to adapt to the existing organizational culture and practices rather than vigorously attempting to alter them?

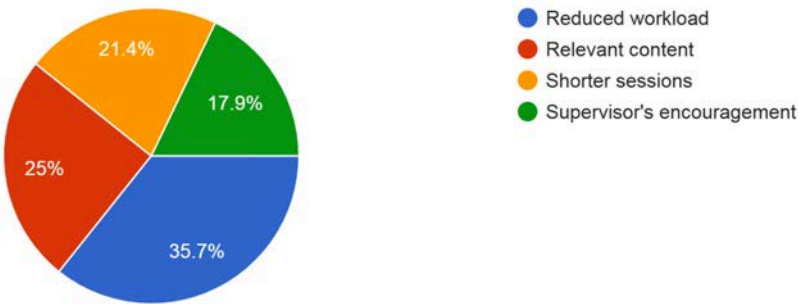
 [Copy chart](#)

56 responses



What would make you more likely to participate in work-hour engagement sessions?

56 responses



2. AkijBashir Group Centric Survey Results

Gender	Which generation do you belong to?	Which department do you work in?	How long have you been with your company?	Name of your Company	How often do you actively participate in employee engagement initiatives?	What type of organizational culture based on communication styles does your company belong to?	How open is your company to embracing modern engagement practices?	How inclusive is your company with a multigenerational workforce?	Does your company culture make you feel that some generations are valued more than others?
Male	Generation Z (1997-Present)	Marketing	Less than 1 year	AkijBashir Group	Sometimes	Formal	Moderately open	Relatively inclusive	Agree
Female	Generation Z (1997-Present)	IT	Less than 1 year	Akij Bashir Group	Always	Open	Remarkably open and visionary	Significantly inclusive	Strongly agree
Male	Generation Z (1997-Present)	Marketing	Less than 1 year	AkijBashir Group	Often	Formal	Moderately open	Relatively inclusive	Agree
Female	Generation Z (1997-Present)	Supply Chain Management	Less than 1 year	Akijbashir group	Rarely	Formal	Resistant to change	Scarcely inclusive	Agree
Male	Generation Y (1981-1996)	Sales	Less than 1 year	AkijBashir Group	Sometimes	Formal	Remarkably open and visionary	Significantly inclusive	Strongly agree

Gender	Which generation do you belong to?	Which department do you work in?	How long have you been with your company?	Name of your Company	Do you feel welcomed for who you are, regardless of age, background, or individuality?	Does attending awareness sessions during office hours influence your productivity negatively?	How do you feel about attending awareness sessions during work hours?	What is the primary reason for hesitating to attend optional awareness sessions during office?	Have you encountered a dilemma associating socially with your colleagues due to generational, cultural, or experiential dissimilarities?	Why will you tend to adapt to the existing organizational culture and practices rather than vigorously attempting to alter them?	What would make you more likely to participate in work-hour engagement sessions?
Male	Generation Z (1997-Present)	Marketing	Less than 1 year	AkijBashir Group	Yes	Yes	Depending on the workload, I decide my participation	Heavy Workload	Yes	Hierarchical Structure	Reduced workload
Female	Generation Z (1997-Present)	IT	Less than 1 year	Akij Bashir Group	Yes	Yes	I am always enthusiastic to participate	Heavy Workload	No	Insufficient Awareness of Requirement for Change	Reduced workload
Male	Generation Z (1997-Present)	Marketing	Less than 1 year	AkijBashir Group	Yes	Yes	I hesitate but attend if it is mandatory	Introverted Personality	No	Cultural Inactivity	Shorter sessions
Female	Generation Z (1997-Present)	Supply Chain Management	Less than 1 year	Akijbashir group	Maybe	No	I avoid participation all the time	Heavy Workload	Yes	Short-Term Survival Priority	Reduced workload
Male	Generation Y (1981-1996)	Sales	Less than 1 year	AkijBashir Group	Yes	Yes	Depending on the workload, I decide my participation	Scheduling Conflicts	Yes	Hierarchical Structure	Reduced workload