

Internship Report On
Determinants of Employee Retention of Business Organization: A Case
Study on Quantigo AI

By
Tasmia Hasan
ID: 22104060

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
Fall 2025

Declaration:

It is at this moment declared that

- The submitted internship report is my original work while completing a degree at BRAC University.
- The report does not contain material previously published or written by another third party, except where this is appropriately cited through complete and accurate referencing.
- The report does not contain material accepted for any other degree or diploma at a university or other educational institution.
- I have acknowledged all primary and secondary sources of help.

Student's Full Name & Signature:

TASMIA HASAN

Student ID: 22104060

Supervisor's Full Name & Signature:

Supervisor's Full Name: Mohammad Rabiul Basher Rubel

Professor, BBS

BRAC University

Letter of Transmittal

Mohammad Rabiul Basher Rubel

Professor

BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report on Determinants of Employee Retention of Business Organization: A Case Study on Quantigo AI

Dear Sir,

With all due respect, I would like to present my internship report of the title-“Determinants of Employee Retention of Business Organization: A Case Study on Quantigo AI” as a mandatory requirement towards the completion of my Bachelor degree at BRAC University. This report is the outcome of my internship at Quantigo AI where I was able to conduct research and study the employee retention of the employees there. I have done everything possible to make the report comprehensive, well-researched, and concise, which illustrates both theoretical knowledge and practical experience that I had during my internship. Hopefully, this report will meet your expectations and will give some valuable insights about the topic.

Your Sincerely,

Tasmia Hasan

22104060

BRAC Business School

BRAC University

Non-Disclosure Agreement:

Quantigo AI and the student at BRAC University who signed this agreement are responsible for keeping the company's private data safe and preventing it from being shared.

Tasmia Hasan

ID: 22104060

BRAC Business School

BRAC University

Acknowledgement:

I would like to thank my supervisor, Mohammad Rabiul Basher Rubel, who provided me with invaluable guidance, constructive feedback, and support during this internship report on employee retention at Quantigo AI. His knowledge and motivation played a very important role in determining the direction and quality of the study.

I would also like to offer my warmest gratitude to my onsite supervisor, Sheikh Sadia Nawrin, and her pragmatic guidance, organization of the internship, and support in helping me to get access to the personnel and resources of the company.

Lastly, I would like to give credit to the management and employees of Quantigo AI that provided me with cooperation and participated in the interviews and shared the necessary information in this study.

Without them, this report would never have been possible.

Executive Summary:

This case study focuses on employee retention determinants in Quantigo AI, a prominent employee of AI training data annotation services based in Dhaka, Bangladesh. Quantigo AI is a competitor within a competitive, technology-driven industry, and thus employs the services of skilled annotators and project teams to provide high-quality and scalable solutions to global clients in industries such as autonomous vehicles, retail, agriculture, and healthcare. The research question will be the role of leadership style, pay systems, human resource practices, employee engagement, work environment, and retention during periods of work stress, workload pressures, and swift technological changes.

The mixed-methods research design containing the analysis of company documents, interviews with managers and employees, and considering HR planning, training programs, and recognition initiatives adds to the investigation, correspondingly showing that the transformational and inclusive leadership approach of Quantigo AI enables innovation and accountability, whereas strong HR planning, training programs, and recognition initiatives increase job satisfaction and loyalty. Competitiveness, open performance reviews, and supportive culture further reduce the risks to turnover, but better ways to balance work and life and a clear career path can be offered.

The main results provide a high similarity between the organizational practices and the outcomes of retention, which allow saving costs, retaining knowledge and remaining competitive. It would be recommended to have individual development strategies, enhanced feedback, and wellness programs. This paper presents practical recommendations that Quantigo AI can use to enhance its workforce stability and a paradigm that other AI companies can follow in managing talent retention in markets with high energy.

Table of Contents:

Declaration:	2
Student's Full Name & Signature:	2
Supervisor's Full Name & Signature:	2
Letter of Transmittal	3
Non-Disclosure Agreement:	4
Acknowledgement:	5
Executive Summary:	6
Chapter 01	10
Overview of Internship	10
1.1 Student Information	10
1.2 Internship Information	10
1.2.1 Student's Information	10
1.2.2 Company Supervisor Information	10
1.2.3 Job Scope	10
1.3 Internship Outcome	11
1.3.1 Students' Contribution to the Company	11
1.3.2. Benefits to the Student's	12
1.3.3 Challenges	13
1.3.4 Recommendations	13
Chapter 02	15
Organization Part	15
2.1 Overview of the Industry	15
2.2 Overview of the Company (Quantigo AI)	15
2.2.1 Vision	15
2.2.2 Mission Statement	15
2.2.3 Core Values	15
2.2.4 Product and Services of Quantigo AI	16
2.3 Management Practice at Quantigo AI	16
2.3.1 Management Team of Quantigo AI	16
2.3.2 Leadership Style	17
2.3.3 Impact of Leadership Style in Achieving Targeted Goals and Objectives	17
2.3.4 Human Resource Planning Of Quantigo AI	18
2.3.5 Employee Engagement	18

2.3.6 Compensation System	19
2.3.7 Training and Development Programs	19
2.3.8 Appraisal System	20
2.3.8 Comment on Management Practices	20
2.4 Marketing Practices	20
2.4.1 Target Customers, Targeting and Positioning Strategy	21
2.4.1.1 Segmentation of Quantigo AI	21
2.4.1.2 Target Group of Quantigo AI	21
2.4.1.3 Positioning Strategy of Quantigo AI	22
2.4.2 Marketing Channels	22
2.4.3 Product Development & Competitive Practices	24
2.4.4 Advertising, Promotion, and Branding Strategies	24
2.4.5 Comment on Marketing Practices	25
2.5 Operations Management and Information System Practices	26
2.5.1 Quality Assurance, Scheduling, and Allocation of Resources	26
2.5.2 Information System	26
2.5.3 Comments on Operations Management and Information Systems	27
Chapter 03	28
Determinants of Employee Retention	28
3.1 Introduction	28
3.1.1 Objectives	28
3.1.2 Scope of the Study	28
3.2 Background of The Study:	29
3.3 Problem Statement	29
3.4 Research Objectives	30
3.4.1. General Objectives	30
3.4.2 Specific Objectives	30
3.5 Significance of the Study	31
3.6 Literature Review:	31
3.6.1 Employee Retention:	31
3.6.2 Reasons of Employee Retention:	32
3.6.3 Employee retention in the context of Bangladesh:	33
3.7 Methodology	34
3.8 Employee retention practice of Quantigo AI	34
3.8.1 Finding of the Interview with the Manager:	37
3.8.2 Findings of the Interview with Employee 01:	39

3.8.3 Findings of the Interview with Employee 02:	42
3.8.4 Findings and Analysis:	42
3.9 Implications:	43
3.10 Discussion:	44
3.11 Future Research Directions:	44
3.12 Limitations	45
3.12.1 Conclusion:	45
Reference:	47
Appendix:	48

Chapter 01

Overview of Internship

1.1 Student Information

Tasmia Hasan

ID: 22104060

Program: Bachelor of Business Administration (BBA)

Major/Concentration: Human Resource Management

1.2 Internship Information

1.2.1 Student's Information

- Designation: Intern, Human Resource
- Employment Period: 3 months (October 15, 2025- January 15, 2026)
- Company Name: Quantigo AI
- Department: Human Resource
- Address: House 4, Road 8, Sector 3, Uttara, Dhaka

1.2.2 Company Supervisor Information

- Name: Rehnuma Mahbub
- Position: Head of HR

1.2.3 Job Scope

Job Description

Assisting human resources through various recruitment and operational activities while gaining practical experience in HR related tasks. Maintaining typical responsibilities like screening

resumes, helping with day-to-day operational work, and scheduling interviews to assist in the recruitment process. Interns help in organising the HR database, employee file organisation and the onboarding process. Interns can also help in ongoing HR projects like policy updates and employee engagement programs. Interns gain hands-on experience through these works.

Job Responsibilities:

- Preparing offer letter, experience letter, release letter, contractual letter, appointment letter, and NOC as per need.
- Doing phone screening, sorting employee resumes
- Schedule meetings with line managers and employees regarding contracts
- Perform the new joiners' onboarding process.
- Job posting on social media
- Perform any other HR duties assigned by the supervisor

1.3 Internship Outcome

1.3.1 Students' Contribution to the Company

As an intern, I got to work in the human resource department where I organized important human resource activities. Being an intern, I was primarily assigned the task of keeping an employee database within the HR system, which had to be correct and in conformity with the organizational and legal requirements. This data management contributed to the development of a quality employee database of the company, which is significant in HR operations and compliance.

Posting job ads, arranging interviews, and managing the HR database have facilitated the recruitment process, enabling the HR personnel to concentrate on strategic activities and making decisions; responding to the employees and compiling the HR files will ensure the improved efficiency and transparency in the organization. My responsibility was to prepare official HR documents that include offer letters, experience letters and also letters of promotion or transfer to ensure proper record keeping. I helped to plan the team-building events, professional development, in-house training programs and employee engagement activities. All these works facilitated a good working environment and enhanced the morale and satisfaction of the employees.

I encouraged policy compliance to make the company comply continuously with the local labor laws and business regulations, and one way of keeping the culture of compliance. Besides that, I assisted in the tracking of attendance, and it enhances efficiency and transparency of the everyday running of business.

I also helped in the recruitment process by helping in the phone screening of the candidates and scheduling of interviews between the hiring managers and the candidates. The support contributed to improving the general recruitment process and hiring workflow.

By ensuring that database records are well controlled, facilitating the recruitment process, automating the HR tasks and proffering help in critical HR activities. I served in a more structured, efficient, and compliant HR-based setting, which eventually resulted in a more efficient and effective operational system and aligned with the human resource goals of the company.

1.3.2. Benefits to the Student's

This internship experience in the human resources department has been both professionally and personally rewarding and better for me. Throughout my internship tenure at Quantigo AI, I was exposed to a diverse range of HR processes and responsibilities that significantly expanded my understanding of corporate operations and business processes. This internship provided me with valuable insights to bridge the gap between academic world and industry world. This internship has also broadened my knowledge about corporate operations and business dynamics. This experience also made me understand how a real work environment is and helped me develop essential professional skills and confidence.

Among the important lessons that I got during this internship was knowledge about corporate culture and professional standards in a work environment. I also understood how employees ensure that certain corporate standards are upheld like communication etiquettes, punctuality, and respectful behaviour. I have incorporated these norms in my day-to-day behavior through observation. Furthermore, I managed to understand the necessity to create a team workplace and nurture a solid interpersonal relationship, particularly in HR that is the liaison among different departments in an organization. Given that I undertook a broad range of tasks in my internship, I learned about every aspect of Human Resource Management.

I engaged with the professionals of the HR who have been around the block and I was able to network with individuals of diverse backgrounds. I have also observed the way they handle the team through leadership. Their strategic thinking has also contributed to my knowledge of good

HR operations. This internship position was not a one-time position, it was an experience that helped me develop skills and experience, which have made me wish to continue my career prospects in human resource management. This internship has built a foundation for me and has helped me to develop my expertise in HR to contribute in the future.

1.3.3 Challenges

Even though I have had lots of benefits during my internship, I have also faced some challenges during this time. Even though it was a bit challenging, it helped me to be more adaptable and resilient to office culture.

The first problem that I encountered was accustomed myself to screen timing. At the beginning, it was somewhat hard to sit at the screen for 9 hours. Then I began to adapt to it by having a 5-minute break when I have worked 30 minutes. Since I also did two of my courses as well as my internship, it was somewhat hard to juggle both my studies and the job. Then, over time I have been able to balance my studies, as well as my internship.

The other issue that I have encountered with my internship is that at times I was not given clear instructions, or there were no adequate details that I received in my task. This contributed to my challenges in accomplishing the task and slowed my work rate in the beginning. However, after a period of time, I realized that effective communication is vital, I began requesting my manager to clarify me on the tasks given to me more clearly and I made sure that I have sufficient information to accomplish the task assigned to me. My proactive behaviour was not only effective in enabling me to settle misunderstandings but also enabled me to build my work relationship.

Finally, occasionally during the moments when I was supposed to work on multiple tasks, it was slightly difficult to do them simultaneously. Then I was taught the important things to do first and proper time management and this made me stick to time and achieved expectations. Although there were difficulties, it still made my internship experience even better. It also helped me to be more organized, sure and communicative. Which I feel are very vital in the corporate world.

1.3.4 Recommendations

The experience that I had with the Quantigo AI as an intern would actually have a few suggestions that would improve the experience of future interns and even make the company a better place to be.

First, the company could offer a more formal onboarding and training program, which would allow new interns to orient to the company system and workflows faster. They must also be more directive and hold an orientation session on HR tools and processes that would eliminate confusion at the start and enhance confidence in the internship.

Also, it is necessary to enhance communication between interns and supervisors. Check-ins and more specific instructions should be a regular practice to avoid misunderstandings and increase efficiency.

Moreover, the company needs to provide the interns with the opportunity to work in other parts of the company, other than the HR such as in the finance and administration department, this would further expose the interns to the way the company runs its organization. The cross-department exposure will be able to supplement learning and emphasize how various teams work together to meet company objectives. Finally, the establishment of a mentorship program wherein interns shall receive mentorship by expert HR professionals which would aid in the development of their profession and enhance confidence.

Implementing these recommendations can make the internship more rewarding and valuable for both interns and Quantigo AI, fostering a supportive work environment.

Chapter 02

Organization Part

2.1 Overview of the Industry

Data annotation is an important segment of the AI and machine learning sector that offers trained data to apply to fields such as autonomous vehicles, healthcare, retail, and security, to name a few. It uses methods including bounding box, semantic segmentation and text labeling using workflows based on human-AI. The most recent trends are semi-automated tools and growth in Asia-Pacific, but such issues as data privacy and cost of annotation remain to be a problem.

2.2 Overview of the Company (Quantigo AI)

Quantigo AI is a leading provider of high-quality, founded in 2017. Quantigo AI is running their operations from Toronto, providing human-annotated training data solutions for AI and machine learning applications. Quantigo AI operates globally, serving 18+ countries with an end-to-end data labelling platform and a strong focus on service transparency and innovation.

2.2.1 Vision

Quantigo AI's vision is to transform the future by bridging human excellence and machine efficiency, democratizing access to high-quality AI data, and empowering global entrepreneurship, especially in underrepresented regions.

2.2.2 Mission Statement

“To transform technology into better human experience by helping businesses develop an AI vision and strategy, thus facilitating accurate, scalable, and innovative solutions across industries.”

2.2.3 Core Values

- Transparency in service and pricing
- Commitment to quality and precision

- Emphasis on customized client service
- Focusing on innovation and adaptability
- Empowering diverse and inclusive talent
- Ethical data practices and fair labor standards.

2.2.4 Product and Services of Quantigo AI

- Computer vision data annotation, like bounding boxes, polygons, and video annotation.
- NLP data annotation.
- Gen AI & LLM annotation and evaluation
- Domain-specific data collection and labelling
- End-to-end project management, quality assurance, and real-time client interaction dashboard.

2.3 Management Practice at Quantigo AI

- Domain-trained, flexible annotation teams.
- Real-time communication, project tracking, and quality control
- Team structures are Scalable according to project needs
- Advanced tools providing better results for analytics, collaboration and workflow optimization
- Dedicated to improvement and training of team members with positive result
- Ethical, secure, and GDPR-compliant data protocols ensured by particular emphasis.

2.3.1 Management Team of Quantigo AI

The role of the Board of Directors are played by employees with management roles :

- Nasib Ahmed, CEO
- Farha Khan, Director

Top Management Committee are comprised by the employees of Quantigo AI :

- Abdullah Al Momin, Country Director
- Rehnuma Mahbub, Head of HR

Quantigo AI Executive Leadership Committee (ELC) employees and their roles :

- Aahnaf Mustafiz, Sales and Customer Success Specialist
- Muyeed Shahriar, Technical Project Manager

- Nasif Uddin, Engineer
- Shakil Islam, Data Analytics
- Emon Islam, Finance and Accounts Consultant
- Md. Shakhawat Hossain, IT Infrastructure and Security Specialist
- Ananta Anupam Arannya, Service Operations Manager (Team Aqua)
- Imran Mohamed, Service Operations Manager (TDS)

2.3.2 Leadership Style

In my opinion, the Transformative and inclusive leadership style is adapted at Quantigo AI . The organization has special emphasis on flexibility and innovation. Clear communication, transparency, and collaborative decision making is prioritized by the leaders at Quantigo AI, fueling continuous learning among the employees and motivating them towards creativity. Ethical practices and social responsibility is also prioritized in Quantigo AI's leadership style, empowering talent from unrecognised regions which ensures fair labor standards, displaying strong emphasis towards diversity and inclusion. High-quality outcomes are delivered by leveraging data-driven insights, providing project management tools with real time data. This leadership style supports. A dynamic work environment is portrayed by this leadership style building scalable solutions helping clients maintain Quantigo AI's reputation globally by advancing their AI capabilities.

2.3.3 Impact of Leadership Style in Achieving Targeted Goals and Objectives

As the Transformative and inclusive leadership style is adapted at Quantigo AI, They focus on flexibility, strengthening and innovation. Clear communication, transparency, and collaborative decision making is prioritized by the leaders at Quantigo AI, fostering an environment where the employees take ownership and responsibility of their work, empowered by the leaders towards adapting to technological development and boosting creativity. The leadership approach ensures Alignment between organizational goals and individual performance is ensured by this leadership style delivering AI training data solutions of high quality.

Ultimately, This leadership style fosters a work culture which is productive and the employees feel engaged and valued, fueling the AI development of Quantigo AI. This leadership style is

essential for adapting effectively with the fast evolution of the AI industry and aligns with the long-term goals of the organization.

2.3.4 Human Resource Planning Of Quantigo AI

In my opinion, Strategic planning will guide Quantigo AI towards building a long-term and sustainable position in the AI and technology industry. The human resource planning of Quantigo AI involves forecasting current and future needs in AI data annotation services and aligning them with its strategic growth. Several key factors in this process include forecasting skill demands, human resource analysis, recruiting project managers, and maintaining steady talent progression. Quantigo AI follows a dynamic process that integrates on present data. These data are used to reflect on project scope and adjustment of workforce capacity according to shifts in technology trends. Quantigo AI emphasises on sourcing and fostering diversified talent from worldwide regions in order to stay ahead on innovation and maintain a competitive advantage. The strategic HR planning of Quantigo AI guarantees the right number of people at the right positions with the essential skills to meet the advanced demands of the clients in the most efficient way.

2.3.5 Employee Engagement

Quantigo AI nurtures transparent communication, continuous learning opportunities, and recognition of individual performance for employee engagement.

A collaborative culture is encouraged in this company fostering feedback, contribution of ideas for improvement and betterment of the organization emphasising on innovation. These showcase the opportunities that the employees get for enhancement of skills, growth of career by the regular training and need tailored upskilling programs designed for them. This also empowers the company towards project management and AI annotation technologies showcasing ethical practices in workplace and inclusive leadership. This helps employees to contribute to a high level of motivation and retention, reinforcing a committed and performance-driven workforce.

2.3.6 Compensation System

The compensation system designed by Quantigo AI is competitive and designed in a way that attracts skilled talent , motivates and retains them. The base salary of the system aligns with the standards of the market and they provide incentives based on performance, individual and team benefits based on performance. Equity is ensured through regular reviews and transparent structure of the salary. This helps to enhance job satisfaction and provide additional perks for both the company and its employees.

Facilities included in the benefit package are:

- Basic salary
- Employee Trusted Fund
- A total of 42 days of leave per year provided following annual leave benefits
- Two annual festival bonuses
- Fixed yearly salary reviews based on performance and standards of markets
- Employee of the month recognition
- Performance bonus
- Quarterly bonus
- Succession of critical projects provide extra benefits like tour.

In this fast-evolving AI industry, the compensation system of Quantigo AI fuels its employees to deliver quality service and strengthen the long-term commitments. This enables Quantigo AI to follow its goals by fulfilling their mission and maintain leadership in the industry by focusing on proper compensation of the employees, incentives based on achievements and HR planning.

2.3.7 Training and Development Programs

Quantigo AI emphasizes not only the development of organizational procedures but also the development of individual employees, as it is essential to continuously improve with the advanced needs changes in the market, and also the personal growth of employees. The company always puts priority on training and development programs, aiming to ensure its resources are utilised most efficiently, and Quantigo AI leads in the competitive market with the most skilled and innovative workforce to meet the advanced needs of the AI industry. The company particularly focuses on improving expensive data annotation, utilisation of AI-driven

sectors, and quality assurance. The annotators and project managers receive continuous training from professionals to tailor best practices, handling of edge-case data and project requirements.

2.3.8 Appraisal System

Quantigo AI is devoted to ensuring continuous improvement, resulting in high performance and quality by designing an integrated appraisal system. The company implements the appraisal process on its workforce in a structured way. This brings anticipated results with project outcomes, helps evaluate the employees based on their performance accuracy, and employees' compliance with client-focused annotation excellence. The performance review system of Quantigo AI is based on multistep quality assurance tools by using objective data on both individual and team performance.

2.3.8 Comment on Management Practices

Observing the management practices at Quantigo AI demonstrates efficiency in operational processes, client collaboration, and emphasis on quality. The management process of the company completely aligns with its goals. The company employees are goal-oriented, work closely with their project manager, fulfilling the needs and demands of employees. The management structure is quite flexible for the employees, helping them to build dynamic teams ensuring high-quality service.

2.4 Marketing Practices

The marketing team of Quantigo AI is dedicated to building brand equity, nurturing client loyalty and relationships, connecting consumers in the AI industry, and aligning with company goals. The marketing team of Quantigo AI clearly conveys what services the company's AI-driven solutions provide and how they solve the evolving needs and demands of the client. Digital marketing techniques are used by the company for creating materials like blogs, educational contents, services like advertisement and promotion etc. These impacts the results and the company can grow organically. Another strong marketing activity of Quantigo AI is their engagement activities via social media platforms to create a community connected with AI innovations overall. Quantigo AI actively adapts to changes in marketing techniques to align with the company's goals.

2.4.1 Target Customers, Targeting and Positioning Strategy

2.4.1.1 Segmentation of Quantigo AI

Quantigo AI's segmentation is designed in a way that it strategically aims for a diverse client with a need of machine learning landscape aligning with fast evolving AI technologies. The industry's trend, complexity of client projects, specific aspects of AI applications etc influence the segmentation process.

Some key clients of Quantigo AI are agriculture industries, industrial and manufacturing companies, autonomous vehicles, security, geospatial analysis and security etc. Quantigo AI tailors their services according to the need of each sector's data annotation necessity. Some unique services provided by Quantigo AI that bring major impact in the industry are data collection solutions, image and video annotation, Ai model training, and natural language processing (NLP). Startups that are working in niche and complex projects with large enterprises require real-time project tracking, quality assurance and most importantly, vast datasets.

Quantigo AI provides these services adapting to the scale of their specific needs, this way its segmentation gets aligned with the needs of industry and technology applications according to client scale. This positioning of Quantigo AI places itself as a reliable partner for many clients, providing AI training data that are high quality solutions within the global market. This targeted segmentation focuses towards innovation, sustained growth empowering long-term clients ensuring their satisfaction.

2.4.1.2 Target Group of Quantigo AI

Quantigo AI's clients are picked differently than the conventional ways. While other companies use factors such as age or gender relying on demographic aspects. Quantigo AI picks their clients emphasising to drive innovation and maximum efficiency in operational tasks leveraging AI and data annotation technologies. Quantigo AI not only serves startups but also middle and large sized enterprises which depend heavily on services like development of intelligence systems, data annotation and labeling. Among these clients some are well established while others are rising companies focused on integrating advanced AI solutions to maintain a competitive advantage and optimize business processes.

Based in its central office in Dhaka, Bangladesh, Quantigo AI has a global presence in its activities whereby its customers are located in areas with different levels of technological advancement but have in common an immediate need to annotate their data on large scale and

with high precision. On top of technical factors, Quantigo AI aims to establish and maintain relationships with other organizations, which appreciate accuracy, creativity and innovation, and the possibilities of AI. Their advertisement technique is balanced in terms of emotion.

Quantigo AI upholds its position to be a flexible, multitalented and trustworthy service provider by targeting global markets across the industries with broad strategic methods. As the adoption of AI is growing from time to time, human perceptions are successfully being transformed into effective and efficient machine intelligence.

2.4.1.3 Positioning Strategy of Quantigo AI

The positioning strategy of Quantigo AI focuses on the need to position the company as a high-quality AI data service provider and a reliable organization that meets the needs and demands of the client. The company strategically focuses its difference with other service providers in its devout adherence to accuracy, prioritization first to client satisfaction and flexibility. Quantigo AI offers end-to-end structured solutions through joint application of advanced AI technologies with assistance of qualified (SME) specialists and data-oriented employees. Quantigo AI is a new solution, which is developed faster than other AI models and has established itself as a competent partner in terms of offering tailored solutions to clients.

Quantigo AI will make sure that the clients will be informed of the precise information about the service, and they will be aware of the transparency of the price, operational work and quality. It will assist Quantigo AI in developing loyal customers and improve the relationship with the consumers.

2.4.2 Marketing Channels

A mixture of direct marketing and digital marketing channels are used to reach and engage with its target audience successfully. Quantigo AI uses some professional platforms in social media like LinkedIn, X (formerly Twitter) and Facebook to keep people aware of the industry insights, job posts, company updates to build and maintain a positive brand presence.

Quantigo AI takes part in webinars, partnerships with other organizations, industry events to build strong networking and showcase the company's expertise in AI data services. The mixture of these multiple channels helps Quantigo AI to attract and retain clients. This balanced approach

let's Quantigo AI uphold its position in the competitive market of AI data annotation

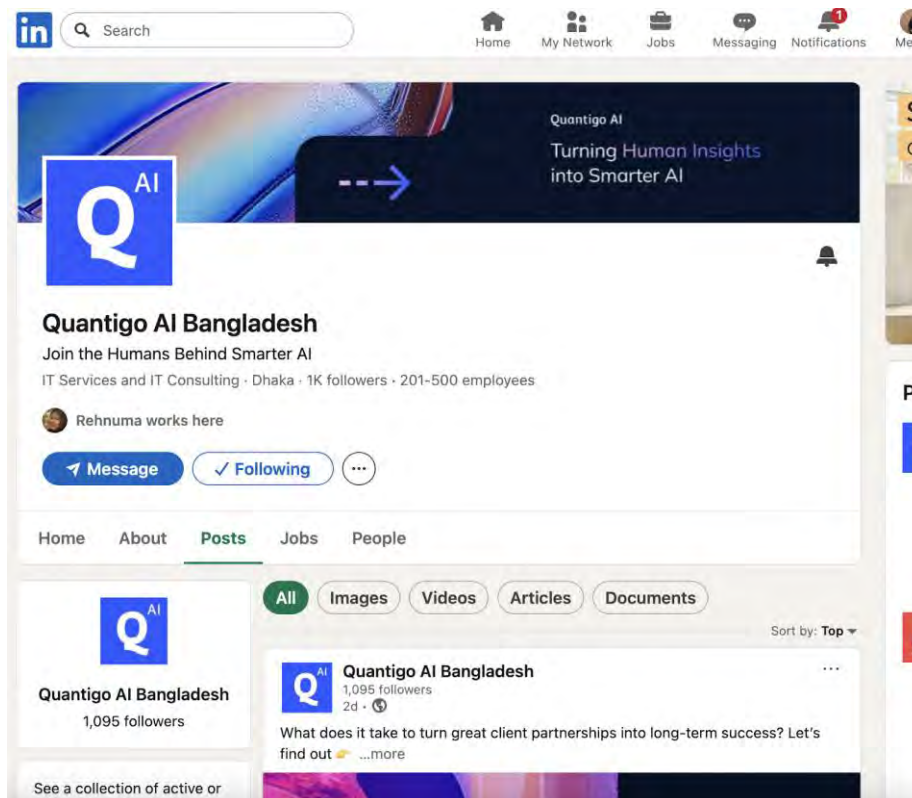


Figure 1: Quantigo AI LinkedIn Page

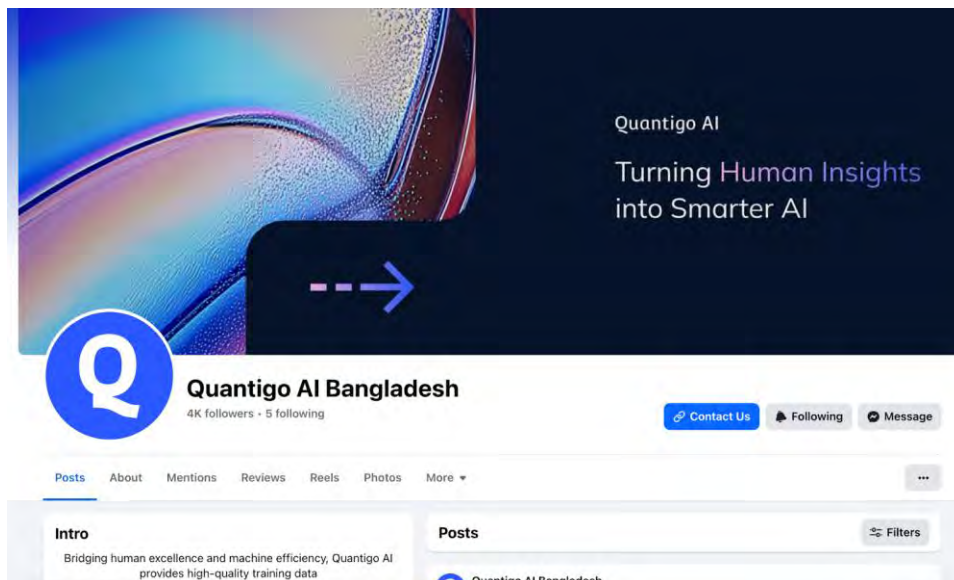


Figure 2: Quantigo AI Facebook Page

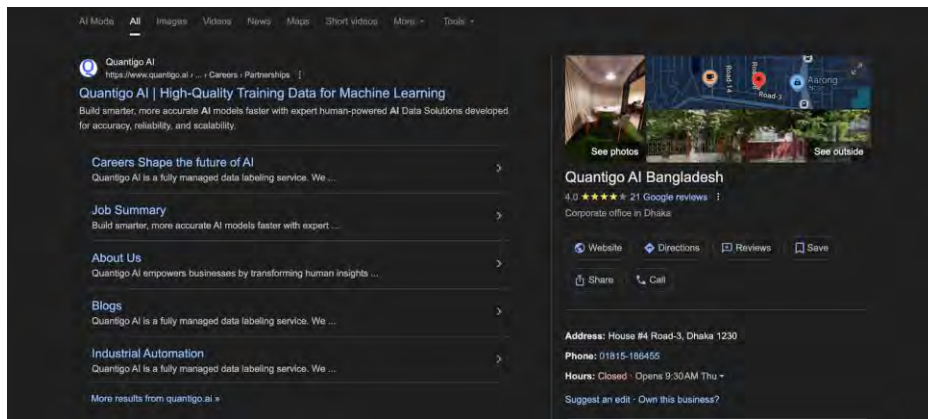


Figure 3: Quantigo AI Website Page

2.4.3 Product Development & Competitive Practices

The product development and competitive practices of Quantigo AI are focused on providing effective, scalable and reliable AI training data solutions to meet the changing demands of machine learning models in different industries. They are developed through in-depth committed project management. It includes building sample annotations of client validation to find obstacles and edge cases prior to full-scale production to find customized and useful solutions.

The company has a powerful annotation platform, capable of combining human knowledge with state-of-the-art technologies, with a broad variety of annotation platforms, including bounding boxes, polygon annotation, semantic segmentation, and NLP-specific annotation. Quantigo AI spends a lot of resources on training annotators to keep their standards on the industry level and ensure workflows are adjusted to the changes in AI.

These practices show that Quantigo AI is focused on creating a balance between quality and flexibility and placing the organization in the position of a reliable partner in the field of AI data annotation and empowering the customers

2.4.4 Advertising, Promotion, and Branding Strategies

The advertising, promoting and branding strategy of Quantigo AI is aimed to create a solid and trusted image in the competitive AI data annotation market. The company employs online advertisement platforms like LinkedIn and Facebook to upload industry insights, product information, and stories of success, which will help the company to establish itself as a thought leader in AI training data solutions. The sites allow reaching the business and decision-makers

directly being technology-driven. The themes of precision, innovation, and reliability are the focus of branding at Quantigo AI. The company reconciles emotional appeals with rational appeal like accuracy of data and scalability and cost-effectiveness. This is a holistic strategy that can be used to appeal to clients who care about the long-term strategic value of the technological advantages of AI-driven solutions. All these strategies create a positive brand awareness and customer loyalty and contribute to the mission of Quantigo AI.



Figure 4: A LinkedIn post about Durga Puja

2.4.5 Comment on Marketing Practices

The marketing practice of Quantigo AI is exactly in accordance with the demands of the dynamic and fast-changing AI industry. Through professional forms of social media like LinkedIn and Facebook, Quantigo AI can emerge as a thought leader and post interesting information and the industry trends that attract the audiences that are interested in technology. Overall, the marketing efforts of the Quantigo AI present a high degree of sophistication in the market of interest and the need to integrate different platforms and strategies.

2.5 Operations Management and Information System Practices

The operations management and information system practices at Quantigo AI are aimed at making the operations efficient, accurate, and scalable in providing high quality training data solutions of AI. The company uses the strong project management frameworks which integrate the real time tracking, quality control checkpoints, and the continuous feedback loop to ensure data integrity in the process of annotation.

Regarding information systems, Quantigo AI implements cloud-based solutions and teamwork tools which help to maintain smooth communication between clients, project managers, and annotation crews. These systems facilitate transparent working processes where clients can track the progress and quality measurements in real-time. These operational and IT practices combined allow Quantigo AI to offer quality, on-time, and tailored AI data solutions, quality client attendance, data protection, and improvement of processes.

2.5.1 Quality Assurance, Scheduling, and Allocation of Resources

The implementation of Quantigo AI contains high quality assurance, scheduling, and resource allocation practices to guarantee high quality in the delivery of AI training data solutions. They provide quality control by developing project scope and creation of sample annotations to the client testing. Scheduling practices are focused on the timely provision of services through proper planning of annotation processes in line with the client needs. Dividing projects into small phases and tracking milestones in order to track progress is efficient. The way resources are assigned is both dynamic and scalable and the team size is adjusted according to the level of complexity and volume of a project.

2.5.2 Information System

Quantigo AI relies on the latest information systems to optimize its processes and facilitate the delivery of high-quality AI training data. The company uses cloud-based platforms, allowing an easy coordination of clients, project managers, and annotation teams, which has data security and privacy measures embedded to safeguard sensitive information. This expandable IT infrastructure helps in supporting various project requirements, whereby the appropriate, timely, and safe AI solutions of data are made to clients across the world.

2.5.3 Comments on Operations Management and Information Systems

Quantigo AI has effective operations management and information system practices that can facilitate efficient and scalable provision of high-quality AI training data. The firm combines professional human resources with modern technology platforms to support complex annotation processes so that they can be accurate and projects completed on time.

Chapter 03

Determinants of Employee Retention

3.1 Introduction

Quantigo AI is an innovative firm in the business of offering quality training data to be used in artificial intelligence and machine learning applications. Quantigo AI was established in 2017 and it is Headquartered in Toronto. It has rapidly become one of the reliable collaborators to businesses all over the globe in search of precise, scalable and dependable AI information provision. The company assists in making AI models stronger by converting human intelligence into digitized data. Their customers are in various industries such as autonomous driving, retail, agriculture, security, sports and construction.

Quantigo AI provides comprehensive, end-to-end solutions, spanning data collection to annotation, and is supported by a multilingual workforce and advanced technology platforms.

3.1.1 Objectives

Quantigo AI is meant to empower businesses and organizations around the world by converting human intelligence into machine readable data so that smarter, efficient and reliable artificial intelligence models can be created. The company aims at offering scalable and high-quality AI training information solutions that satisfy various industries. Quantigo AI is also dedicated to innovation, transparency, and client-oriented services that can support the fast adoption of AI and promote the growth of inclusive technology in the world.

3.1.2 Scope of the Study

The Study focuses on Quantigo AI's business operations in AI data annotation and training data services, analyzing their service portfolio. Industry reach and management practices for effective and ethical AI model development across sectors like autonomous driving, retail, agriculture, sports, and security.

3.2 Background of The Study:

Employee retention determinants have been an area of critical focus to organizations that are operating in highly competitive and technology driven environments in recent days. Particularly in the data annotation and AI sector, the companies rely on the highly qualified, efficient, and agile employees to sustain the service quality, as well as address the customer requirements. When the rate of employee turnover is high in such knowledge based industries it may result in the cost of recruitment and training to increase, low productivity and even may result in inconsistency in project delivery. Organizations are interested in long-term competitiveness, and therefore the knowledge on the critical factors that inspires employees in their decisions to remain has become critical in strategic human resource management and success of the organization.

Quantigo AI, a growing player in the AI training data and annotation industry, which provides a suitable context for examining employee retention strategies within a technology-enabled service organization. As a start-up company the company operates in a fast-paced environment that requires continuous learning, precision and collaboration among its workforce. There are various factors that play a significant role in employees' intention to remain with the organization such as, leadership style, compensation, work environment, career opportunities, recognition, job security, and employee engagement. By focusing on Quantigo AI as a case study, this research aims to identify and analyze the determinants of employee retention specific to its organizational structure, culture, and HR practices.

This study is important because it not only contributes to understanding how AI- focused firms can retain their employees but also offers practical insights for HR practitioners and management at Quantigo AI in designing effective retention strategies. The findings of this study can support the development of policies and practices that enhance job satisfaction, organizational commitment, and long-term loyalty among employees, thereby strengthening overall organizational performance and competitiveness in the AI industry.

3.3 Problem Statement

Although the company is working in a rapidly developing and prospects-filled AI and data annotation sector, Quantigo AI may encounter the risks associated with retaining employees in a project-driven and quick-moving setting on a long-term basis. Since the organization enjoys high ratings of skilled and detail-oriented workforce to maintain accuracy, high deadlines, and even delivery of quality services, there are signs that workload, lack of clarity in career

development, perception of fairness in pay, leadership behavior, and work-life balance could be key factors that may determine the willingness of employees to stay with the organization over time.

As of today, Quantigo AI lacks a comprehensive, data-driven insight into various organizational, managerial, and HR-specific factors which influence employee retention to the greatest extent in its niche of operations. Such ignorance will ensure the management struggles to develop specific measures that will reduce turnover, improve job satisfaction, and organizational commitment. Thus, the fundamental issue of the research is to find out the major determinant factors to identify employee retention in Quantigo AI, and to investigate the impact of the leadership style, compensation system, HR practices, work environment, and employee engagement on the intention of the employees to remain in the company.

3.4 Research Objectives

3.4.1. General Objectives

The proposed research will analyze the aspects that have a significant impact on employee engagement, employee retention in Quantigo AI and how all these will make employees either decide to remain with the organization or leave.

3.4.2 Specific Objectives

- To explore the impact of leadership and management style on employee retention.
- To find out the role of HR practices, including compensation system, rewards and benefits influences employee retention, performance evaluation, training and development in prompting employee retention.
- To explore the level of employee engagement and its relationship with retention intention within the company.
- To suggest recommendations for Quantigo AI to help retain their employees based on the finding of the study.

3.5 Significance of the Study

The comprehension of the strategy of Quantigo AI emphasizes the industry-best practices in data annotation, AI development solutions, and business worth of effective, ethical management in AI services, as an example to other companies based on data.

3.6 Literature Review:

3.6.1 Employee Retention:

Organizations take different approaches or strategies to encourage employees so that they remain with the organization for longer periods of time (Singh, 2019). According to Singh (2019), turnover is a great problem for organizations, and this is the reason organizations put a lot of effort into retaining their employees. When an employee leaves the organization they take the company's culture, values skillset with them which is an advantage for competitors and no company would like it. Singh (2019) says that leadership plays a crucial role in employee retention. Retention is also important for growth and stability of a company as the cost of replacement of an employee is huge, it is always better to retain existing employees. Singh (2019) has mentioned some retention strategies about employee retention 1) effective communication, 2) workforce diversity, 3) hiring of skilled workers and 4) training and development. If an employee is given the opportunity to voice his dissatisfaction related to his workplace those companies retain their employees more. Also, leadership should be effective, they should maintain a healthy work culture, and leadership should be operated in interpersonal, group and organizational communication effectively. Because when an employee has a good relationship with their boss and they are given a good leadership role they feel a sense of belongingness with the company (Singh, 2019). In his research Singh (2019), talks about job-related training improves the ability of employees problem-solving skills; it makes them motivated and committed to their job. And it is important to retain well-trained employees rather than hiring new employees and training them again. In another study by Ali et al. (2024), found out that transformational and transactional leadership is positively related to employee retention.

Ramlall (2018) explains that motivation is needed in order to retain employees. He selected need theories, equity theory, expectancy theory, and job design model. Need theory defines the internal factors that motivate the employee. Ramlall (2018) also talks about Maslow's Need

Hierarchy Theory, McClelland's Need Theory. He also talks about job design. If the job is boring and monotonous then it stifles motivation to perform well, on the other hand, a challenging job enhances motivation (Ramlall, 2018). He also mentioned job characteristics models in his research. In the job characteristics model it is mentioned that employees should feel personal responsibility for the outcome of his jobs and the work should be meaningful to the employee. And most importantly, an employee must feel that his/her contribution is significantly affecting the overall performance of the company. Another important factor is fairness and equity, Ramlall (2018) discussed that all employees want to be treated equally regardless of age, gender, ethnicity, disability, sexual orientation or other similar categories. Job satisfaction is an important factor to retain employees. To make employees constant companies should give opportunities for promotions, incentives should be measured. And to retain employees training is a crucial part (Butt, 2015). Training is a practical education which can be used to enhance skills that help employees to overcome inefficiencies. But there are some other financial factors that depend on retaining employees. If employees are offered a promotion, that is a reward for their hard work which will motivate them to work for the company for a long-time (Butt, 2015). There are also non-financial factors such as job content, working conditions and flexible working hours (Butt, 2015).

3.6.2 Reasons of Employee Retention:

There are many factors of employee retention. According to Das & Baruah (2013), there are three dimensions of employee retention; social, mental, physical. The social dimension constitutes the interactions between the employees with the internal and external parties. The material dimension encompasses payment and conditions of work (Das & Baruah, 2013). The seven factors which can be enhanced to increase the employee retention are: (i) rewarding them with money and recognition of work done, (ii) giving them a challenging work, (iii) allowing them to learn and advance, (iv) creating an ambience that they like working at the company, (v) good associating network with others, (vi) maintaining a good balance between work and personal life and (vii) good communication (Das & Baruah, 2013). One of the key retention initiatives implemented in an attempt to keep their staff is training and development (Das & Baruah, 2013). Individual factors such as education level, seniority, self-region of being a leader and attitude to learning, and organizational factors such as job pressure, stimulation, and appreciation are all highly significant when analyzing the issue of employee retention (Das & Baruah, 2013). Employers require bright workers and workers require professional

advancement opportunities in order to maintain a competitive advantage. Such plans include in-house promotions, growth plans and accurate career preview during employment (Das & Baruah, 2013). The businesses never fail to invest in training and development on employees whom they believe will pay them back and make profits out of them. Employers can stay competitive in such a market by training their employees on the current technology. According to Das & Baruah (2013), Employee response plays a key role in the current cutthroat business environment, and the more an employee learns the better placed they will be to deliver and manage the needs of the global business environment.

3.6.3 Employee retention in the context of Bangladesh:

The social compliance in the RMG industry of Bangladesh is a major problem, as there is poor reflection on building standards, health/safety conditions, working conditions, and the rights of the workers such as forming unions. Research points to the lack of ethical practices and labor welfare, motivated in part by external factors, which compromise productivity in the face of global competition (Khuda et al., 2025).

Nevertheless, the industry has been empowering women, 80% of whom are usually young, poor, unskilled, and rural areas since the 1980s, through economic empowerment and breaking the patriarchal system. But on the down-end, women are in low-paid, tedious jobs and are harassed, in low/random wages and depressed, which results in high turnover and discontent (Khuda et al., 2025).

According to Khuda et al. (2025), the RMG employees in Bangladesh, has shown that perceived violations of psychological contracts, judged by Western scales, do not significantly influence turnover intentions, because social and psychological aspects, such as dignity, humane treatment, fairness, trust, and the fulfillment of obligation which are not prevalent in the industry, are considered by workers. Rather, in Eastern cultures, the intention to leave is more culturally and socially conditioned, driven by collectivism, superior attachment, family matters, local relations, and organizational issues are not considered, as in Western cultures. By emphasizing the role of the hierarchical values of Bangladesh combined with the psychological contracts and pointing out the main causes of the negative behaviours like turnover, abusive working conditions and unrealistic workloads, the study bridges a conceptual gap, as it focuses more on individual factors than on breaches of the contract (Khuda et al., 2025).

3.7 Methodology

This part of the study gives a review of company culture and web profiles. Analyses of their service delivery models and the workflow. Also, it focuses on industry impact and operational best practices. A comprehensive examination of the company's human resource practices was conducted through an analysis of management and leadership styles, compensation plans, and performance evaluation systems. In areas where public information was limited, primary data collection was implemented by conducting interviews and informal discussions with company personnel, especially those from the HR department.

3.8 Employee retention practice of Quantigo AI

To find out the retention practice of Quantigo AI a structured questionnaire was used to take interviews of one team leader and two employees. The objective was to gain insight into the employee retention policy of Quantigo AI. The interviews are given below.

Manager: MD. Nayeem Hossain

Question Number 01: Please tell me your name, job title, name of the department and since how many years have you been working in this organization?

Response: My name is Md. Naeem Hossain. I have been working at Quantigo AI for the past three and a half years. I have recently been designated as Project Delivery Lead.

Question Number 02: how do you describe the overall strategy of the organization for retaining employees?

Response: I recently got designated on my team and project. So, I feel that there is not much contribution. But we have some policies to match up this retention policy. Like, when we hire someone, we don't inform them of the total salary, we cut off some salary in a fixed range. Like if someone stays with the company for more than three months, we give them the remaining as retention bonus after the probation period is done. So, if someone's salary is around thirty or fifty thousand, the first three months we pay them three to four thousand less than usual total salary and after the retention we pay the remaining all at once. So that's our strategy for retaining employees.

Question Number 03: In your view, what are the top three reasons employees choose to stay in this organization?

Response: The first thing is the environment. This environment is very friendly and let's say, if

someone doesn't have much experience in this annotation field; we have a training process. The second thing is training and the third thing is flexibility. We have the facility of working both from office and remotely like a hybrid model. So, these are the flexible three things that employees always look for. So, Quantigo AI is basically giving them these opportunities.

Question Number 04: what are the main challenges that employees in your team have to face, in terms of retention?

Response: In my project we were hiring students. So, that's why many are looking for overseas opportunities, a new business career for the overseas opportunity. Again, the starting salary is a bit low. So, basically for these reasons, we found that we were facing challenges in retaining employees. So, these were the main challenges for me to maintain retention. I can't stop anyone from going. If someone is going for higher studies, we have to let them go. Someone is getting better opportunities, because the market is not very tough. So, if someone finds a better opportunity, I can't force them.

Question Number 05: How often are you asked or contacted for performance appraisals, meaning the results are used to keep employees in the organization?

Response: Every day we have a morning sync. So, we are given some updates regularly within this team. So, let's say, within a set time interval, we are introducing a new bonus system. It's happening every day, everyone is made aware of it. It gets announced that there is a performance bonus, you have to work hard for that.

Question Number 06: When you're hired, are you properly informed about the chance for promotion? Or are those who are contractual, when they are hired, are they informed that there's a chance for permanent employment or something like that?

Response: Basically, we are not hiring permanent employees at this time. We are hiring contractually as much as we can with the resources we have but there is a high possibility that if the performance is outstanding and we need that resource for the specific project, then it will definitely be under consideration for permanent employment. These are not based on any promise.

Question Number 07: Conflicts or stress, high stress etc occur in teams. How do you try to handle these with a positive and supportive work environment?

Response: The most panic moment is when someone is doing something and someone is giving feedback against it. So, it turns out that sometimes the feedback is not clear. So, then a panic situation is created. Those who have this type of problem, they can't understand where their

mistake is, why they're getting feedback. So, they have to explain line by line, this should have happened, but you're doing this. So, there can be many situations like this, not because of only feedback. It turns out that many times policy changes come, and many people don't understand many of the rules. So, the best thing is to sit down with him one-on-one and explain that thing properly.

Question Number 08: What kind of reward system, both financial and non-financial, is used to motivate teamwork?

Response: Financially, if we talk about motivation, there is a bonus process. That means, based on their performance, they will get a bonus in addition to salary. If it is non-financial, we talk about skill development. Whenever they are doing something, they should not neglect it. So, sometime in the future that will definitely be going to work for them.

Question Number 09: In terms of pay raises or promotions, what are your recommendations as a team lead?

Response: There is a team lead marking. It turns out that whenever someone is promoted, many

KPIs are maintained during the evaluation. There are things like quality, quantity, and attendance. Along with that, there is a marking system for TL's recommendations. So, there we look at all the qualities of the overall like his behavior, whether he is coming to office on time, how accountable he is. So, we do a marking on the basis of these.

Question Number 10: Are any feedback forms collected from you? Meaning about work satisfaction and your retention intentions.

Response: So far, not yet, but we are planning to do that. Whenever someone leaves or is still on the team, we are thinking of collecting feedback on their management.

Question Number 11: Okay, lastly, this is an open-ended question. What more should the organization do to improve employee retention? I mean, your opinion. What would you do to keep employees, to get better opportunities?

Response: In simple terms, yes, if the salary is higher, obviously any employee will remain. So far, the salary structure we have is project-based. So, it is not possible to bring the salary structure at the same time. So, if it is like this, we can do some more training, some more workshops for skill development in the office. Like, the employee just comes and works, not

like this. They are going to attend some more workshops. Like, many people have no idea about Excel. They have no idea how to prepare a document. So these are not learned 100 percent in the project. Some workshops are prepared whose certificates will be useful later when they go to another company or for future growth.

Question Number 12: Thank You.

3.8.1 Finding of the Interview with the Manager:

According to the interview with Md. Naeem Hossain, Project Delivery Lead at Quantigo AI, employee retention strategy used in the organization is heavily reliant on financial incentives which are often short-term in nature as shown by a retention bonus that is based on probationary period, with a part of the salary being withheld and paid out after 3 months. Friendly work climate, training of newcomers, and flexible hybrid working model will make employees feel like remaining. Nevertheless, drawbacks such as poor initial wages, contractual working arrangements, and high turnover rates among most of the employees as they seek higher education or other lucrative employment opportunities are the leading nuisances in the retention process. The performance management is done by daily sync meetings and quality, quantity, attendance, and behavioral based (KPI) evaluations where the bonuses are given on quality, quantity, attendance, and behavioural basis. One on one conversation is used to address conflict by clarifying the feedback and change of policy. Though the company has monetary and non-monetary incentives in the form of bonuses and skill building, it is evident that it has no systematic employee satisfaction survey in place. In general, though the organization is flexible and allows learning, there is a need to improve salary structure, job security, structured career development and formal feedback mechanisms to increase employee retention in the long term.

Employee Shakhawat Hossain:

Question Number 01: Please tell me your name, job title, name of the department and since how many years have you been working in this organization?

Response: My name is Md Shakhawat Hossain Shoikat. My job title is IT infrastructure and security specialist. I have been working here since the year 2024 and my responsibilities are maintaining the IT infrastructure of Quantigo AI, Running the operation support's, maintaining the competency of our ISO certificate's, maintaining the side of GDPR and ensuring the issues of Cybersecurity.

Question Number 02: Do you see yourself working in the same organization after 1 to 2 years? if yes tell me the reason, if the answer is no then please share the reason behind that also.

Response: The answer can be both and it actually depends on some other factors. Currently I am working with the security portions and they have demand in the market. As it already has a share in the market, If the company wants to develop the security portions in the next 1 to 2 years and things go on smoothly, I will remain in the company and work with the Cybersecurity process as their goals align with mine.

Question Number 03: How is the work environment in your team and how well is stress managed?

Response: The work environment is quite good but as you know IT dept needs urgent and instant support, it can be stressful sometimes specially when we are giving support to a user as we frequently get tickets.

Question Number 04: As the work is stressful, how well does your immediate supervisor support your growth and well-being? When you are having any problems or concerns, are you comfortable sharing it with your manager or HR?

Response: As everyone here is not from the IT team, it can be hard for them to convey their concerns to the management as they sometimes find it hard to understand easily but once conveyed, they provide us with full support. I share all my issues with the management. I share all the issues with my HR and management like where I am facing the solution and what can be the solution.

Question Number 05: Did you attend any specialised training, skill training or workshop from the company? If you did attend, how did it help with your personal growth?

Response: Yes, I received two kinds of training from the company. One kind of training I received from HR was regarding time management, work management and stress management. The training helped me to gain knowledge and provided insights on how to deal with our environment. They also personally sponsored me for a personal course. The course is called ISO 27001 which is a lead auditor course. The company financed this course for me. This course is helping me completing the job responsibilities in Quantigo AI and has also boosted my personal growth as it aligns with my goals.

Question Number 06: Are you satisfied with the salary and financial benefit provided by your company? Is there any other non-financial benefit that the company is providing to retain you?

Response: Yes of course. According to the situation in the job market I would say I am satisfied but yes I would also look forward to something better but I also understand that following the situation in Bangladesh, that can't always be possible for the company to fulfil. Answering

your second question, yes, the company is providing me with other benefits. The working environment is very flexible in Quantigo AI and they provide us with work from home. As I am in the IT department, if there is any urgent need I can do it from anywhere through the internet and that is keeping me retained here.

Question Number 07: Is there any activity or practice in the company that makes you feel connected with other employees?

Response: Yes, the company holds 2-3 types of activities. The company holds annual meetups, various events, town hall programs, farewell and other activities that keep us connected. The IT department is one that has operations with all other departments and teams so it is the most active one.

Question Number 08: Is there any personal liking or favor towards the company that makes you want to remain in the company and is keeping you from considering leaving the company?

Response: Right now, I am not considering leaving the company, as in this company I am the decision maker. I am not the main decision maker but I make them at the initial stage. I can implement my ideas as I want and the company is also happy with my service and results. That is why I am considering remaining in the company for now.

Question Number 09: What changes or improvements would help you stay longer in the company?

Response: Introducing new facilities which are provided by the MNC's, Cultural programs to create strong bonding among the employee's, additional bonus with salary and introducing various bonus systems would help the employees feel interested to work in this company.

3.8.2 Findings of the Interview with Employee 01:

As per the interview with Md. Shakhawat Hossain Shoikat, IT Infrastructure and Security Specialist at Quantigo AI (since 2024), career alignment, the possibility of a professional growth, and flexibility in the workplace are the factors contributing to employee retention in the IT department. His plans to remain at least until the next one or two years will mostly be determined by whether the organization will remain committed to developing its cybersecurity work and, as such, will fit his career ambitions. Although the IT position may be stressful because of the demanding support requests by the customers based on the urgency of the ticket, the management will support them once issues have been expressed. Specialised training and development programmes such as HR-provided time and stress management training and financial support of an ISO 27001 Lead Auditor certification which will not only improve both

job performance and personal career development are contributing levels to retention by the company. He says that he is satisfied with his pay given the local area of employment, as well as, non-financial rewards that include work-from-home flexibility, independence in decision-making, and the capability to pursue his individual concepts. The connection of the employees is also enhanced by the organizational engagement exercises like the annual meetups, town halls, and organizational events. Yet, he recommends adding multinational-level facilities, more robust cultural programs, and an increase in bonus structures that would contribute to the further enhancement of long-term retention.

MD. Shofikul Islam:

Question Number 01: Please tell me your name, job title, name of the department and since how many years have you been working in this organization?

Response: My name is MD Shofikul Islam and my short name is Salem. My position is delivery associate and the name of my team is delivery service. The short form is (TDS). If I consider my tenure, then I have been working here since the year 2023 but I started working from home and came back to work from the office last year. So, you can consider that I have been working in this company for 2 years.

Question Number 02: Do you see yourself working in the same organization after 1 to 2 years? if yes tell me the reason, if the answer is no then please share the reason behind that also.

Response: To be honest if I see better opportunities in this company, I will remain here. In this company there is a yearly evaluation. So, if I see it within my target and aligns with my goals, i will consider staying here or else i might consider looking for a better opportunity.

Question Number 03: How is the work environment in your team and how well is stress managed?

Response: As our department (delivery service) deals with the root work it can be very time consuming, extensive and quite repetitive so we feel bored sometimes. The bonding within our colleagues are very strong and we have great communication so it compensates for the pressure or work load and work stays balanced.

Question Number 04: As the work is stressful, how well does your immediate supervisor support your growth and well-being? When you are having any problems or concerns, are you comfortable sharing it with your manager or HR?

Response: As we work under the assistant delivery lead, he properly divides the work among our group and clearly states the time expectations. So, we can properly plan our process and work accordingly. Usually, the work is not extensive but during the previous day or the day of

delivery, we have to work more than usual and it can be pressurizing. The clear guidance from our lead helps us to complete the work properly and the work load stays balanced. If we are facing any psychological problems or issues, we can share it with our lead and he helps us in the case.

Question Number 05: When you are having any problems or concerns, are you comfortable sharing it with your manager or HR?

Response: I would say in this case, we are quite comfortable to share anything with the management as we don't have that much of a barrier in sharing thoughts or concerns.

Question Number 06: Did you receive any specialized training, skill training or workshop from the company? If you did attend, how did it help with your personal growth?

Response: When the projects started in the beginning, our project lead provided us with a training session from the corporate. This training session was for three months and it provided us insights and training regarding project management, repo building and team member management. This training had assessment, training and participation as there was always communication with the trainer and it helped me with my personal growth a lot.

Question Number 07: After working here for a long time, do you think you have growth opportunities here?

Response: According to my realization, my skills are connected to problem solving and guiding people on how to solve problems. On my designation, I play a relative role in solving problems, so I think I have opportunities for growth in this industry.

Question Number 08: Are you satisfied with the salary and financial benefit provided by your company? Is there any other non-financial benefit that the company is providing to retain you?

Response: The working environment is very flexible in Quantigo AI and they provide us with work from home. So, I don't think other workplaces offer so much flexibility for working from home. Our main strength is mobility, so if I can login, I can work from anywhere and fulfil my job responsibilities. So, this is very helpful and if I talk about non-financial benefits, i can hope for better facilities.

Question Number 09: Is there any activity or practice in the company that makes you feel connected with other employees?

Response: The company holds many cultural festivals and they are very interactive. This basically keeps us connected internally within departments. Another thing is our company celebrates the birthdays of colleagues which helps us with the ice breaking and building repo. This helps us keep a good connection with our colleagues.

Question Number 10: What changes or improvements would help you stay longer in the company?

Response: Our financial benefits are good. But if it could be further improved, it would help the employees to stay longer in the company.

Question Number 11: Do you have any thoughts regarding leave policy?

Response: The employees that are permanent get paid leave but the contractual employees don't get paid leaves. So, if a system can be introduced by which the contractual employees could also get paid leaves, that would be better.

3.8.3 Findings of the Interview with Employee 02:

According to the interview with MD Shofikul Islam (Salem), the Delivery Associate at the Delivery Service (TDS) group at Quantigo AI, the retention of employees in his department is determined by the career development prospects, flexibility at work and a well-knit team. He has been employed about two years and said that he would be willing to remain as long as annual reviews match his performance and career objectives, indicating that the perceived growth and career progression are some of the most important factors that define retention. Though repetitive, time-consuming, and sometimes stressful (especially when the delivery deadline is approaching) the delivery role has a way of balancing the work and decreasing the pressure, which is clear task delegation and advice of the Assistant Delivery Lead. He claims that he has free communication with the management and psychological support of the supervisors, which leads to positive job satisfaction. The company has offered three months of structured corporate training on project management and team coordination, which has made a big contribution towards his personal and professional growth. Work-from-home flexibility is listed as one of the key non-financial retention factors, interactive culture events as well as employee engagement activities that enhance interpersonal relationships. Nonetheless, the increase in material gains and paid leaves among contractual workers were mentioned as significant alterations which would increase retention in the long run.

3.8.4 Findings and Analysis:

The overall results of the three interviews show that the retention of employees at Quantigo AI depends on a combination of the financial incentives, career growth prospects, flexibility at work, and organizational culture. The hybrid and work-from-home model, flexibility in all the departments, is also found to be a high non-financial retention factor. A good working

environment, free flow of information with management and effective supervisors are also a positive factor towards employee satisfaction. Employee training and development programs, such as formal onboarding, company training, workshops led by the HR, and reimbursed professional qualifications, have a profound positive impact on personal growth and commitment among employees, in particular, in job specific areas such as IT and cybersecurity. Nevertheless, there are a number of structural issues that influence long-term retention. These are poor entry level salaries, contractual hiring with no security of permanence, poor paid leaves to contractual workers, and no formal employee satisfaction or feedback program. The current retention strategies seem more tactical and immediate based, like probation-related retention bonuses and KPI-based assessments, instead of being long-term approach-oriented regarding career advancement and interest. Levels of employees reported that better growth prospects, better financial rewards, wider bonuses, better facilities, as well as more inclusive HR practices (like paid leaves to contractual employees) could go a long way in enhancing retention. By and large, although Quantigo AI has strong flexibility, culture, and training support, it must ensure a better compensation competitiveness, organized career planning, and formal HR systems that will support long-term employee retention.

3.9 Implications:

The results of the three interviews suggest that although Quantito AI has been characterized by a flexible working environment, receptive management, and effective training programs that improve employee satisfaction, as well as employee short term tenure, a number of structural issues preclude long-term commitment. Minimum salary, non-permanent employment, or temporary employment with no guarantee of permanence, and unpaid to the non-permanent employees can be very demotivating, particularly among the students and young employees. The chances are increased by allowing employees to stay in the area where they can identify with career goals and where they are able to perceive promotion and skill development packages. Also, the formal feedback system measures are absent and employee satisfaction surveys indicate that the organization is less proactive about retention threats. Hardening compensation, building career ladder, extending career development and certification, and increasing employee engagement through cultural integration and team building activities are key practices in improving long term retention and retaining the loyalty of employees.

According to the interview of the manager and employee of Quantigo AI, they suggest that the company can boost retention prospects by enabling employees to align with clear goals, more

promotion opportunities and skills development packages. Also, the absence of formal feedback systems and employee satisfaction reveals the current lack of productivity on retention threats. The manager also revealed that they must prioritize compensation, building career development and certification programs and team building activities to secure long term loyalty.

3.10 Discussion:

The three interviews highlight that Quantigo AI has a supportive culture with flexible work, receptive management yet structural flaws like low salaries, unstable non-permanent contracts and absent feedback system which fuels short term tenure and high turnover, especially among students and young professionals.

This aligns with the organizational behavior theories, such as Hersberg's Two-Factor Theory which is also known as Motivation-Hygiene Theory. In this theory hygiene factors like pat security and job stability prevent dissatisfaction but do not motivate on their own, while motivators such as career growth and recognition drive true commitment, these are the areas where Quantigo AI lags (Juneja, 2025). Without career ladders employees do not engage much, mirroring Bangladesh's HRM landscape where low pay and limited opportunities rank among top turnover reasons for young workers (Sabah, 2016).

3.11 Future Research Directions:

The case study should be expanded in the future by long-term tracking of retention processes at Quantigo AI to determine how such aspects as leadership style and compensation changes with the expansion of the organization and changes in the industry. Comparative studies with other players in the AI data annotation industry would set competition standards, whereas regression-based quantitative studies on larger size of employees would accurately determine the relative value of HR practices over work environment on turnover intentions. New aspects unique to AI-based workforces, including the mental health issues associated with monotonous work of annotations, and upskilling of generative AI products, and the integration of the gig economy should be investigated further. Since Quantigo AI operates globally, with its operations base in Dhaka, which serves North America, Europe, and Asia, cross-culturally, research could be done on localized retention strategies within a diverse and multilingual team. Lastly, AI-based HR innovations such as predictive turnover analytics and personalized

engagement platforms would be pilot tested to give the actionable insights to help Quantigo AI and other companies in the fast-changing AI environment be proactive in retaining talent.

3.12 Limitations

As there is not much public information like websites, news articles or or the company published reports available for Quantigo AI, reliance on publicly available information and company-published reports may not capture all aspects of methodologies or internal challenges. It may fail to reveal the full picture of the company's internal and external methodologies or recruitment process.

Rapid technological advancements, such as breakthroughs in AI algorithms or HR analytics platforms evolve so fast that it may outpace the most recent analysis even if we use the most up-to-date report. Which can leave gaps in understanding current best practices for areas like data annotation at Quantigo AI.

Primary data collection, such as interviews with company employees, is dependent on participant availability and willingness, which might limit the breadth of perspectives and introduce potential response biases. This can also create diversity of viewpoint, such as different perspectives from managers and employees, which can shape the responses to portray company favorably rather than reveal authentic challenges in recruitment, database management etc ultimately narrowing the scope of research.

3.12.1 Conclusion:

Based on the Quantigo AI case study, it is shown that the transformational leadership, competitive remuneration systems, good HR practices, and work environment contribute synergistically to staff retention. The leadership style in the organization is participative and promotes innovation, accountability and employee empowerment and is a direct correlation of the individual contribution to business and enhancement of job satisfaction and organization commitment. The efficient method of the HR planning process to bridge the skills gaps and guarantee the long-term loyalty of the working force is the targeted recruitment, constant training, and career development opportunities.

Throughout the interviews, it is pointed out that Quantigo AI has created a positive working environment through the flexibility of work, providing management, and skill development opportunities that can be significant to employee satisfaction and retention in the short term.

There are structural barriers to retention in the long-term, however, such as low starting wages, working under contract, and with no assurances of permanence, as well as little formal human resource (paid time off, feedback procedures, etc.) done. Even though one can retain staff in the short term by the use of money and performance-based bonuses, strategic retention can be achieved through adjustment of strategies like improvement of career progression opportunities, higher pay and compensation and bonus schemes and efficient professional development schemes. Consolidating these areas would reduce staff loyalty, improve on employee turnover and increase the growth agenda of the company in the long term.

Reference:

- Singh, D. (2019). A Literature Review on Employee Retention with Focus on Recent Trends. *International Journal of Scientific Research in Science Engineering and Technology*, 425–431. <https://doi.org/10.32628/ijrst195463>
- Ramlall, S. (2018). A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations. *Post. [https://www.academia.edu/download/55461861/Review_of_Employee_Motivation_Theories - Journal of American Academy of Business.pdf](https://www.academia.edu/download/55461861/Review_of_Employee_Motivation_Theories_-_Journal_of_American_Academy_of_Business.pdf)*
- Butt, S. (2015). Factors influencing employee retention: An Integrated perspective. *www.academia.edu*. <https://www.academia.edu/download/90033589/234696049.pdf>
- Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of business and management*, 14(2), 8-16.
- Khuda, K., Kamruzzaman, P., & Bal, M. (2025). Unravelling Employee Retention: Exploring Psychological Contract's Role in Bangladesh's Garment Sector. *Merits*, 5(4), 19.
- Juneja, H. (2025, April 3). *Herzbergs Two-Factor Theory of Motivation*. Management Study Guide. <https://managementstudyguide.com/herzbergs-theory-motivation.htm>
- Sabah, S. A. (2016). Investigating the reasons of employee turnover in Bangladesh: A Factor analysis. *www.academia.edu*. https://www.academia.edu/26293749/Investigating_the_Reasons_of_Employee_Turnover_in_Bangladesh_A_Factor_Analysis

Appendix:

Here is the link to the questionnaire:

https://docs.google.com/document/d/1rWLc6_BzYXNzQcxiV00FsPLR_HgZJITi1_26R0bl9iY/edit?usp=sharing

Section A: For Manager / HR / Team Leader

Topic: How the organization retains employees

Basic Information

1. Designation: _____
2. Department/Team: _____
3. Years of experience in this organization: _____ years

A1. General approach to retention

- I. How would you describe the overall strategy of the organization for retaining employees?
- II. In your view, what are the top three reasons employees choose to stay in this organization?
- III. What are the main challenges you face in retaining employees in your team/department?

A2. HR policies and practices

- I. How often are performance appraisals conducted, and how are the results used to support retention?
- II. Are there clear career paths or promotion opportunities communicated to employees? Please explain.

A3. Leadership and work environment

- I. How do you, as a manager, try to create a positive and supportive work environment?
- II. How do you handle conflicts, high workload, or stress situations to prevent burnout and resignations?

A4. Compensation and recognition

- I. What forms of recognition or rewards (financial or non-financial) are used to motivate and retain employees?

- II. How much input do managers have in recommending pay raises, promotions, or bonuses?

A5. Engagement and feedback

- I. How does the organization collect feedback from employees about their satisfaction and retention intentions?
- II. Can you share an example of a change or improvement made based on employee feedback?

A6. Open-ended

- I. In your opinion, what more should the organization do to improve employee retention?

Section B: For Employees

Topic: What the organization does to retain them

Basic Information

- 1. Job title: _____
- 2. Department/Team: _____
- 3. Length of service in this organization: _____ years/months

B1. Overall satisfaction and intention to stay

- I. Do you see yourself working here for the next 1–2 years? Why or why not?

B2. Work environment and leadership

- I. How would you describe the work environment in your team (supportive, stressful, collaborative, etc.)?
- II. Do you feel your immediate supervisor/manager supports your growth and well-being? Please explain.
- III. How comfortable do you feel sharing your opinions or concerns with your manager or HR?

B3. HR practices, growth, and development

- I. Have you received any training or development opportunities (workshops, skill training, mentoring)? If yes, were they helpful?
- II. Do you feel there are clear opportunities for promotion or career growth in this organization? Why or why not?

B4. Compensation, benefits, and recognition

- I. How satisfied are you with your salary and financial benefits?
- II. Are there any non-financial benefits (flexible hours, work-from-home options, leave, etc.) that make you want to stay?

B5. Engagement, culture, and retention

- I. What activities or practices make you feel connected and engaged with the organization (e.g., meetings, team events, communication style)?
- II. What are the main reasons you personally choose to stay in (or consider leaving) this organization?

B6. Suggestions

- I. What changes or improvements would most help you stay longer in this organization?