

Report On
“The Relationship Between Work-Life Balance and Employee Engagement at
Ezzy Group”

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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 (BBA)

BRAC Business School
BRAC University
May 2026

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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.

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Letter of Transmittal

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Subject: Submission of internship report on **‘The Relationship Between Work-Life Balance and Employee Engagement at Ezzy Group’**

Dear Sir,

It is my pleasure to submit my internship report titled “The Relationship Between Work-Life Balance and Employee Engagement at Ezzy Group”, which has been prepared as a requirement of my BBA program under your guidance.

I have sincerely attempted to complete this report with relevant data, analysis, and practical recommendations in a clear and concise manner. Throughout the preparation of this report, I have tried my best to maintain accuracy and professionalism.

I hope that this report will meet your expectations and serve its intended purpose.

Sincerely yours,

Tasneem Taher Ali
Student ID: 21204189
BRAC Business School
BRAC University
Date: 17-05-2026

Non-Disclosure Agreement

I have a contract with "Ezzy Group" as a BRAC University student that allows me to use and obtain any organizational data needed to complete my internship report, "The Relationship Between Work-Life Balance and Employee Engagement at Ezzy Group"

My organizational supervisor approved and guided the preparation of the data and information in this report. I want to sincerely thank you for giving me permission to use the information in my report preparation.

Tasneem Taher Ali

Student ID: 21204189

BRAC Business School

BRAC University

Executive Summary

The report is based on the internship experience at Ezzy Group and it focuses on the topic “The Relationship between Work–Life Balance and Employee Engagement at Ezzy Group”.

The report consists of three chapters. The first chapter is about the internship experience and responsibilities. The second chapter is an overview of Ezzy Group. The third chapter is dedicated to the research project, during which data was gathered using a google form survey with employees from Ezzy Group.

The results of the study indicate that the work–life balance is a significant factor that affects employee engagement. Employees who had a reasonable workload, supportive supervisors and a positive work environment were identified as more motivated and emotionally engaged in their work. However, higher stress and over workload increased employees' intention to leave the organization. The report ends with recommendations which can increase employee engagement at Ezzy Group.

Keywords: Employee Engagement, Work-life balance, Stress, Motivation, workplace environment, Emotional Attachment.

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Chapter 01: Overview of the Internship

1.1. Details about the Student

I am Tasneem Taher Ali and my ID no. is 21204189. I am studying in BRAC Business School in Bachelor of Business Administration (BBA) and did a major in Human Resource Management with a minor in Supply Chain and Operations Management.

1.2. Details of the Internship

1.2.1. Time frame, business, division, and address

Following my completion of the 12th semester of my BBA degree, I was given a three-month internship with Ezzy Group. I started working at Ezzy Group, Corporate Office in New DOHS, Mohakhali on September 29, 2025. Over the course of my internship, I was mostly tasked with the Human Resources department. The last day of my internship was December 28, 2025.

1.2.2. Details of the Internship Company Supervisor

My supervisor's name is MD Khalid-Bin-Sayed. He is the Deputy Manager at the Human Resource Department of Ezzy Group, which is located at New DOHS, Mohakhali, Dhaka-1206.

1.2.3. Job Description, Responsibilities, and Job Scope

My experience with the Human Resource Department at Ezzy Group was a great learning experience during the internship period. The location of my internship was the Ezzy Group's Corporate Office where I worked Saturdays to Thursdays, from 10:00 AM till 5:00 PM. My main role as an HR intern was to support the HR team in their daily work and contribute to the current HR practices in terms of recruitment, onboarding, employee documentation, and workplace engagement.

My duties as an HR Intern at Ezzy Group included:

Recruitment & Talent Acquisition Support

I was actively involved in helping the HR department in different phases of hiring. This involved advertisement of job advertisements, arranging of resumes, screening applicants in accordance with job specifications, and shortlisting. I was also involved in contacting candidates to schedule interviews, confirm their availability and give them the required information regarding the time and location of the interview. Moreover, I was also involved in the maintenance of recruitment trackers to make sure that all information about the candidates was updated, classified, and documented. I would also assist the HR in interviews, which would include room set-up, preparation of documents required, and on-site guidance of the candidates.

HR Operations & Documentation

Another significant part of my job was to assist the HR department by maintaining the necessary paperwork of employees. This involved arranging and updating of personnel files, retrieving missing documents amongst employees and proper labeling and storage of files. I verified the veracity of the documents presented to me e.g. the joining forms, NID copies, educational certificates and other HR forms. I was also involved in keeping the attendance related files and helped in updating the HR databases as directed by the HR officers. Effective documentation and record keeping were also a significant aspect of my day-to-day activities to promote compliance and the normal running of HR activities.

Onboarding & Employee Experience Activities

I helped the team in new employee joining days. This involved the introduction of new members, taking them through the onboarding checklist, and assisting them to fill in the forms and verifications needed. I organized the onboarding resources like staff identification requests, email activation forms, and workstation setups. I also helped in carrying out office tours to new employees to familiarize them with various departments and also to familiarize them with the working environment. Through these efforts, I assisted the HR team to have a smooth and positive onboarding process of new employees.

HR Data, Process & Policy Support

I assisted the HR department in maintaining and updating a number of HR trackers that were required in the daily operations. This involved the preparation of Excel sheets, updating of employee information and data arrangement to be used in monthly HR reports. I also helped in document checking to make sure that policy is being complied with and also helped in making sure that required HR processes were being adhered to. These assignments have helped me

better understand HR policies including leave policies, attendance policies, and overall office behavior, which are essential to effective HR management.

People Engagement & Culture Programs

I assisted the HR team in planning and organizing small office engagement programs that would enhance the workplace culture. This involved helping to organize birthday parties, monthly cultural events and team-building events. I assisted in making attendance lists, serving food, planning supplies, and assisting the HR department in the events. These events contributed to increasing the level of employee satisfaction and building a good organizational climate, and I could contribute to them by making sure that the events are executed successfully.

Administrative and Office Support Tasks

Besides the duties of an HR, I used to help the department with the administrative duties of printing, scanning, arranging meeting materials, preparing notice boards, and delivering documents to various departments. I was also involved in organizing meeting rooms during interviews, training and internal meetings by the HR team.

Sorting and Organizing HR Files

Since HR departments receive a high number of documents every day, I had to sort and categorize the necessary files into the right categories and storage places. This made sure that the information of the employees, onboarding documents and files related to recruitment were always available and well organized. Having a well-structured filing was a key to a smooth HR functioning and compliance.

Knowledge and Skills Gained

My internship experience allowed me to be exposed to the most fundamental HR practices, such as recruitment procedures, onboarding systems, documentation standards, and compliance procedures. I also got acquainted with such necessary HR tools as Excel trackers, attendance sheets, and policy guidelines. I also got to know about the significance of confidentiality, documentation accuracy, and the contribution of HR to the establishment of a good and working workplace culture.

1.3. Internship Outcomes

1.3.1. The contribution of students to the organization

Being an HR intern at Ezzy Group, I attempted to make a difference by ensuring that I did all the duties assigned to me with utmost seriousness and precision. I assisted the recruitment team in sorting CVs, setting up interviews and contacting the candidates, which assisted in accelerating the hiring process. I also helped the HR by arranging files, creating onboarding paperwork, and updating the employee records in line with a smooth day-to-day operation.

I also assisted in organizing little employee involvement events and provided administrative assistance as required. Being proactive, posing questions, and having a positive attitude, I helped to have a better and more organized HR workflow. My time in the corporate office of Ezzy Group was a learning experience as it enabled me to develop during the period of serving the HR team.

1.3.2. Benefits to the Student

My internship experience with Ezzy Group was a good learning experience that enabled me to develop personally and professionally. Through a close collaboration with the Human Resource Department, I was able to enhance my communication skills and understand how to communicate with employees of other departments and backgrounds confidently. This will be quite beneficial to my future profession.

I was able to observe and collaborate with more senior HR professionals and this was able to give me an insight on how the HR operations work in a real corporate setting. I also got to know about different fields of HR including recruitment, onboarding, employee documentation, employee engagement, and workplace culture. Through these activities, I was able to gain a practical insight into how the HR processes are carried out and not just in theory.

Furthermore, I also got practical experience in screening CVs, helping with interviews, working onboarding documentation, and internal HR support. Comprehensively, this internship broadened my field experience and provided me with a better understanding of how the HR department is a part of the organization that supports and handles people.

1.3.3. Problems/Difficulties Faced During the Internship Period

I did have some challenges in my internship in Ezzy Group. A significant challenge was commuting to the office. It was not always easy since Dhaka had a lot of traffic that made the commuting process time-consuming and the routine a bit exhausting. My initial experience in the professional setting also made it a bit challenging to adapt to the workload and the fast-paced nature of the HR work, as it was my first time working in a professional setting. To be able to grasp new tasks, be precise, and meet deadlines, it took effort and being on top of things at all times.

Nevertheless, over time, coaching, and encouragement of the HR team, I managed to slowly break these issues and do my duties more assertively.

1.3.4. Recommendations (To the Company on Future Internship Programs)

Ezzy Group is a friendly and accommodating organization to the interns. The working place atmosphere is cordial and the HR department is ever willing to mentor and assist. I would make few recommendations to the internship experience since it is already a good place to learn.

To begin with, the tasks and workload of the internship might be spread more evenly during the week to ensure that the interns do not feel overwhelmed on some days. Secondly, a brief orientation at the start of the internship would assist interns to get a better picture of the general structure of the company and the HR processes.

Finally, giving interns slightly faster devices or making sure that the required systems operate well would facilitate timely completion of tasks and productivity. Such minor adjustments would enable the future interns to get a better learning experience at Ezzy Group.

Chapter 02: Organization Part

2.1 Introduction

Ezzy Group is a Bangladeshi based business organization that deals with various projects including automation, engineering solutions, energy services, security systems, logistics, and project management. The group has over the years increased its operations by serving government and private clients and has been known to have technical expertise and dedication to the quality of the project. The company has established its reputation as a result of combining its teams with the use of modern technology and an emphasis on providing the industry with reliable solutions in the country.

Its project-based nature of operations and various business divisions ensure the seamless service delivery through professional management practices, well-organized human resource activities, marketing strategies, and operational systems. The company operates on the vision of helping Bangladesh to develop its industry and build its presence in the engineering and automation market. Ezzy Group is progressing as a reliable and competitive entity in its sector through constant enhancement, good customer relations, and emphasis on efficiency.

2.1.1 Objective

The following are the objectives of this chapter:

- ✓ In order to characterize the management and leadership practices of Ezzy Group.
- ✓ To examine the marketing and operational operations of the organization.
- ✓ To talk about the financial performance and the accounting practices of the company.
- ✓ To conduct Porters Five Forces and SWOT analysis to get an insight into the competitive environment.
- ✓ To provide a systematic summary of Ezzy Group in terms of organizational functions.
- ✓ To offer certain solutions and recommendations.

2.1.2 Scope of Study

This chapter contains information regarding the main areas of operation within Ezzy Group such as management practices, marketing strategies, operations and information systems, financial performance and competitive position. The paper addresses the key areas which are

useful in explaining the operation of the company within the industry. It gives the reader a general picture of the organization, its internal and external environment.

2.1.3 Methodology

The information is gathered using both primary and secondary sources of information. The primary source was personal observation and interaction with the employees during the internship period. The secondary data was gathered through the official website of Ezzy Group, the advertisement of jobs, company profiles, and publicly accessible data on the industry.

2.1.4 Significance of Study

The significance of this chapter is that it enables the reader to comprehend the way Ezzy Group conducts its business in its industry and how it organizes its internal operations. The management, marketing, operations, and financial performance analysis are helpful in understanding the strengths, practices, and competitiveness of the organization. It can also be used in an academic context since the study shows how the theoretical concepts are put into a practical business environment.

2.1.5 Limitations

There were certain constraints encountered during the writing of this chapter.

All internal information is not publicly disclosed in the organization, and it was hard to obtain detailed data on some functions. The internship process was brief and the employees were usually occupied with their usual duties and this restricted the extent of primary data collection.

Hence, certain parts were forced to use more observation and secondary resources.

2.2. Overview of the Company

2.2.1. Background information of Ezzy Group

Ezzy Group is a business group located in Bangladesh that deals with various industrial and technology industries. It was founded in 1984. It has its corporate office in New DOHS, Mohakhali, Dhaka. It has a second branch office in New DOHS, Mohakhali, Nawabpur and Chattogram. The group has business units and sister concerns like Ezzy Automations, Ezzy Enterprise, Ezzy communications, Ezzy energy, Ezzy services and resource management and Ezzy solutions. The solutions offered by these are in automation and smart systems, information technology, oil and gas contracting and supply, manufacturing and

resource/logistics services. Ezzy Group is a company that is over 20 years old and operates in various industries and provides services to customers in telecommunications, security and surveillance, drilling and mining, construction, aviation and related services (EZZY GROUP - DBohra, n.d.). LinkedIn and social posts of the group indicate that it has projects and recruitment campaigns and engagement programmes which indicate that it is currently active in Bangladesh (Ezzy Group, 2025).

2.2.2. Mission, Vision, Values

Mission

The mission of Ezzy Group, is to provide modern and reliable solutions in its business areas and highly centred on technology, safety and customer satisfaction. The organization intends to offer quality services and establish sustainable relationships with clients through innovative and efficient solutions that address the needs of the industry.

Vision

The vision of the group is its desire to become a progressive, technology-oriented organization that brings its contribution to the development of the country. Its long-term vision focuses on unceasing enhancement, diversification into new areas, and enhancing its status as a reliable supplier of automation, IT, engineering and industrial solutions.

Values

Ezzy Group emphasizes the values of innovation, safety, employee welfare, and service quality. In their online communications, it is evident that they are very keen in acknowledging the contribution of employees, a safe working environment, and talent development through training and skill building exercises. These values lead their internal culture and establish a positive and responsible working environment in the units of the group.

2.2.3. Products and Services

Ezzy Group is a provider of technical products and professional services. The automation division of the group offers building management systems, fire automation, alarm and surveillance systems, IoT solutions, and post-sale technical support, which puts it in the position of both manufacturers and integrators of smart buildings and industrial projects

(Roopokar Bangladesh | EZZY Group, n.d.). The other group activities are IT solutions and software support, oil and gas sector project supply and contracting, resources and logistics management, and engineering, procurement and construction (EPC) services of infrastructure projects. It also offers its services in security surveillance, 360 automations, aviation, AI and IoT, cyber security, travel and tourism, ERP solutions and contract distribution. Ezzy Group is engaged on big infrastructure projects including metro rail and MEP projects, which implies that it can integrate systems in large-scale projects. Other products that the company sells include after sales service, project management support and client training among others.

2.2.4. Subsidiaries

There are different sectors operating under Ezzy Group. These are Ezzy Automations, Ezzy Enterprise, Ezzy Communications, Ezzy Energy, Ezzy Services and Resource Management and Ezzy Solutions. The structure of the group seems to be structured into a collection of specialized firms in charge of a business vertical (such as automation, global logistics, and engineering projects), which is typical of a group of companies' structure. Legal ownership, complete lists of subsidiaries or consolidated annual reports are not publicly centralized.

2.2.5. Activities related to Corporate Social Responsibility (CSR)

Ezzy Group is involved in community-based and safety awareness. The group emphasizes internal CSR-themed messages including employee safety messages, earthquake preparedness messages, staff recognition messages, and graduate's attachment/mentorship programmes. The group undertakes community interventions, awareness and employee welfare activities that are part of corporate citizenship.

2.3. Management Practices

2.3.1. Leadership Style

Ezzy Group primarily employs democratic leadership which is also known as participative leadership. This style can be seen in the manner the organization promotes communication, teamwork, and employee participation in HR and operational processes.

At Ezzy Group, democratic leadership is observed in the form of focus on common decision-making and open communication. Managers are likely to consult with employees particularly in such areas as recruitment, onboarding, and employee engagement. This assists in the establishment of a conducive atmosphere where the members of the team feel appreciated and have a chance to present their ideas prior to the decision-making process.

The concept of can also be traced in Ezzy Group since employees are engaged in daily processes and problem solving. The HR and departmental teams collaborate and the staffs are motivated to be proactive and contribute to the decisions of the organization. This style assists in enhancing teamwork, builds trust and increases the general motivation of the employees.

2.3.2. Human Resource Procedure

Ezzy Group has formal human resource procedures. The group acknowledges the employees as valuable assets and it strives to have a systematic management of workforce. HR planning at Ezzy entails evaluating manpower requirements in its different business units (automation, communications, enterprise, services, energy, etc.) in line with the project requirements, and recruiting. Due to the variety of services and divisions, the workforce forecasting and resource allocation should be reviewed periodically.

2.3.3. Recruitment and Selection Process

Ezzy Group recruitment and selection process is done in a structured and organized manner that aims at recruiting qualified individuals and assigning them to the right positions within the organization. In making announcements of vacancies, and recruiting new staff, every process is conducted systematically by the human resource department to promote equity, effectiveness, and organizational appropriateness. The process is indicative of the professionalism that Ezzy Group has and its desire to attract talent that can help it in its various business ventures.

Job Posting: Ezzy Group commences the recruitment process by placing the advertisements of the job vacancy on the company website and job portals. Such postings contain job duties, qualification and context of the role.

Application Screening: Once the applications are received, the HR department will screen the CVs to eliminate those who do not have the required skills and experience to fill the position. This assists in determining the most appropriate candidates to be used in the next phase.

Interview Scheduling: HR contacts the shortlisted candidates to schedule an interview. The recruitment department gives details about the interview and a well-organized coordination is maintained. The candidates are then tested through the interview where their knowledge of the job, communication, and general fit are evaluated. The best performers are taken to the last stage of selection.

Background Check: In case of the shortlisted candidates, a simple background or reference check is carried out, particularly in sensitive areas. This is done to guarantee reliability and professionalism prior to final hiring.

Job Offer: Successful candidates that complete all the stages will be offered a formal job offer and appointment letter with job description, line of reporting, and conditions of employment.

Onboarding: After the acceptance of the offer, the new employees undergo onboarding, which involves orientation, submission of documentation and the introduction to the company culture and members.

2.3.4. Compensation System

Ezzy Group has a formal compensation framework that is aimed at ensuring the aspect of fairness and competitiveness within the various business units. The company offers the employees a blend of the basic salary, allowances, and other benefits as per the industry standards. The packages of compensation are designed according to the job role, level, and type of employment. As an illustration, full time workers are given a full package of compensation and benefits, whereas interns are given a fixed monthly allowance and subsidized lunch facilities.

Regarding the technical and engineering jobs, the market data show that the pay structure is made to correspond to the most relevant industry level and has both fixed and variable parts that depend on the job duties and the skills needed. In general, the compensation system is designed to motivate the performance of the employees, provide internal equity, and competitiveness in the labor market.

2.3.5. Training and Development

Ezzy Group focuses on the growth in skills and capacities of its employees. The organization has been involved in different training and development processes to improve the performance of its employees and equip the staff with future duties. Automation, engineering, and EPC operations are some of the technical departments where on-the-job training is usually practiced to make sure that the employees are capable of working with specialized equipment, adhering to safety regulations, and fulfilling the project needs.

As new employees, they are usually taken through induction and orientation programs to ensure that they are acquainted with how operations of the organization, its values and expectations of its workplace. Employee engagement and development programs that help to build soft skills, encourage teamwork, and facilitate continuous learning are also organized by the HR team. Supervisors also contribute to informal mentoring that would help employees to adjust to the work environment and acquire job-specific skills.

2.3.6. Performance Appraisal System

Ezzy Group has adopted a performance appraisal system as a means of measuring employee effectiveness and facilitating the overall organizational development. Performance is measured on the basis of job duties, meeting targets, quality work and meeting the company standards. Project-based departments usually evaluate project completion, timeliness, teamwork and client satisfaction.

In the case of administrative and people-oriented departments, supervisors would periodically review the performance of employees to determine strengths, areas of improvement, and development. Supervisor feedback is used to determine training needs, eligibility to receive rewards, and career development. Informal evaluation of intern performance is usually done by tasks completed, discipline and observation by supervisors.

2.4. Marketing Practices

2.4.1. Marketing Strategy

Ezzy Group follows a business-to-business (B2B) and project-based marketing strategy because most of its operations are related to automation, engineering solutions, EPC projects, smart security systems, and oil and gas support services. The organization focuses on building long-term relationships with corporate clients across sectors such as manufacturing, energy, garments, logistics, and government agencies. Marketing activities are mainly handled through its Branding, Corporate Communication, and Business Development teams, who work together to promote the company's technical capabilities, industry expertise, and project achievements.

Ezzy Group positions itself as a reliable provider of engineering and automation solutions that incorporate innovation, safety, and modern technology. The company's branding efforts also highlight its project success stories, strategic partnerships, and technical excellence through digital media, website publications, and social platforms. This approach helps strengthen the company's reputation in competitive industrial markets.

2.4.2. Target Customers, Targeting and Positioning Strategy

Ezzy Group is more focused on the institutional and organizational clients as opposed to the individual consumer. Its clients are industrial plants, factories, EPC companies, manufacturing plants, construction companies, telecom operators, retail stores and government or semi-government agencies. The company targets its clients differently, providing specialized solutions to various industries since each service is unique and specific to a client need.

Regarding positioning, Ezzy Group positions itself as a reliable technology and automation provider that can offer quality project solutions. The company markets its brands as professional service providers like Ezzy Automations, Ezzy Services, and Ezzy Solutions as companies that are safe, provide excellent service and innovative. This will assist in winning customers who would want technical expertise and long-term operational support.

2.4.3. Marketing Mix



Product / Service

Ezzy Group has various sectors of operation. These include Ezzy Automations, Ezzy Enterprise, Ezzy Communications, Ezzy Energy, Ezzy Services and Resource Management and Ezzy Solutions. It offers a broad scope of services such as security surveillance, 360 automation, EPC solutions, aviation, AI and IoT, cyber security, travel and tourism, service and resource management, ERP solution, contract distribution. The subsidiaries also have specialized products like CCTV systems, access control equipment, automation devices and engineering components. These are tailored services to each client based on project needs and industry specifications.

Price

The pricing model is pegged on the size of the project, technical specifications, and the period of service. In the case of automation or engineering projects, the cost may involve equipment price, installation price, manpower price, and support. In case of long-term support contracts or AMC (annual maintenance contracts) the prices are calculated based on the needs of service level and frequency of maintenance. This strategy will enable the organization to remain competitive and at the same time, the service quality will remain high.

Place

Ezzy Group has its headquarters in Dhaka and provides products and services to client locations within Bangladesh. Given that the business is project based, the services are provided physically in the facility of the customer, construction site or industrial site. The logistics and installation of the company are also organized by the technical groups and partner networks.

Promotion

The promotion activities are aimed at digital branding, social media activity, attendance of corporate events, and presentation of technical projects. The company showcases its success in LinkedIn posts, company videos, updates in the site, and professional networking sites. The content of the promotions usually consists of project milestones, employee appreciation, announcement of partners, and updates on technology.

2.4.4. Marketing Channels

Ezzy Group employs both online and offline marketing in carrying out its marketing activities. The main channels used by the company are the official site of the company, LinkedIn pages, Facebook pages, and digital brochures, which explain the services and technical possibilities of the company. Project updates, employee achievements and company news are shared via social media.

Besides online marketing, Ezzy Group also participates in industry fairs, corporate events, meetings with clients and networking to market its services. In the case of product categories that fall under Ezzy Automations and Ezzy Security systems, the organization relies on direct sales forces and online catalogs to access industrial customers.

2.4.5. Advertising and Promotion Strategies

Ezzy Group heavily depends on the digital marketing and online branding as one of the methods to address clients and build its corporate image. The social media platforms that the organization employs to market its technological skills, project developments, and employee success include Facebook and LinkedIn. These platforms assist the company in building a contemporary and professional brand name that is attracting to industrial and corporate customers.

The marketing plan is centered on the display of engineering excellence by displaying project installations, safety programs and equipment demonstrations. The posts that focus on employees like training, award, and festival greetings make the brand more human and depict a good work culture. The company also advertises its subsidiaries by using individual digital pages, where each of the pages focuses on certain services of the company, including automation, IT services, or engineering solutions.

In general, the promotional and advertisement strategy focuses on trust, safety, and technical innovation, assisting Ezzy Group establish a powerful presence in the market of industrial and engineering solutions.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

Ezzy Group has several business units, which include automation, engineering solutions, security systems, and project-based services. These industries are usually consistent in terms of revenue generated by project contracts, long-term service contracts and corporate partnerships. The business model of the company is project-based, which generates revenues by successful project completion and maintenance of the services. Being a diversified group, the revenue stream is divided into government projects, clients in the private sector, and industrial contracts, which contributes to stability. The company has a consistent growth and profitable business, which is reflected in the overall performance of the company due to the growing demand of automation and engineering services in Bangladesh.

2.5.2 Accounting Practices

The company adheres to the best accounting practices in order to sustain transparency and accuracy in its financial activities. All the financial activities such as payment, invoices, procurement and expenditures incurred in projects are handled in a systematic manner. The finance department is the one that prepares financial statements, cash flow and adheres to taxation, audit requirements and organizational policies. Project planning involves budgeting and cost management practices that are applied to ensure efficient allocation of resources. Internal reviews should be conducted regularly to keep the accountability and the accounting software and digital records should be used to track finances activities better.

2.6. Operations Management and Information System Practices

2.6.1. Operations Management Practices

Ezzy Group has adopted the current operational practices and information systems to run its various business units and project-oriented work. The company focuses on data integrity, standardization of processes and structured workflow to manage complex automation, engineering and service-delivery projects, starting with requirement gathering and ending with

final delivery and after sales services. Their design and service provision imply that they depend on internal processes of data collection, storage and processing, and operational processes of scheduling, resource allocation and quality control.

2.6.2. Use of Information Systems for Data Collection, Storage, and Sharing

Ezzy Group is an organization that is ISO-certified (ISO 9001:2015 and ISO 27001), which requires a systematic data handling, documentation and information protection of the operations (Ezzy Group - Linking Bangladesh, n.d.). With such certifications, Ezzy Group has formal information systems and protocols of storing sensitive data, project documents, client records, contracts, and internal communications. Such systems enable the company to handle project information, customer relationship, supply chain, and resource distribution in a dependable and safe manner. It also assists them in disseminating relevant information to the stakeholders, such as clients, vendors and internal teams in a controlled and standardized format to provide transparency and traceability of projects.

For example, in its automation business unit, Ezzy automations, the company offers home, office, fire, factory and security-automation solutions, which involve careful planning of the project, configuration data, and after-sales services records. Ezzy Group probably maintains internal databases and enterprise resource planning (ERP) type software or project-management software to record customer requirements, installations schedule, maintenance history, resources allocation (engineers, equipment), and configuration data to manage such work.

2.6.3. Office Management Software, Scheduling, and Resource Allocation

Ezzy Group has project management software, document management systems, and scheduling tools - to coordinate the departments. It has standardized document control and quality management procedures (document revision control, audit trails, etc.).

Resource assignment, allocation of engineers, technicians, equipment, and materials to different projects is crucial in an EPC and automation business. Ezzy Group plans the tasks, tracks the progress, and delivers on time through practices of operations management. In the case of automation projects, this includes manpower planning, equipment logistics, installation schedules, and safety compliance which would normally be based on internal schedule

planning and resource-allocation systems. The job description of a senior MEP project management position reveals that Ezzy Group is anticipating that project managers will manage the entire project lifecycle such as scheduling, resources coordination, and quality control.

2.6.4. Quality Management and Operational Standards

As an ISO 9001:2015 and ISO 27001 certified company, Ezzy Group believes in quality management and information security throughout its operations. (Ezzy Group - Linking Bangladesh, n.d.). These standards demand formal quality assurance procedures, frequent audits, document and data management, and compliance with safety and regulatory standards, particularly with automation, oil and gas, security and construction related projects. In the workflow, quality checks, standard operating procedures, compliance with the client and safety standards are provided in each project.

The operations management in Ezzy Group involves planning of projects, site survey, procurement of materials, manpower, installation, safety and post sales maintenance. Since their business is the automation of buildings/factories, security systems, energy supply, engineering solutions, it is necessary to have efficient coordination of various departments (engineering, logistics, HR, procurement). The operations are centrally managed but executed by specialized units (Ezzy Automations, Ezzy Communications, Ezzy Enterprise, Ezzy Energy, etc.) that liaise with each other through information systems.

2.6.5. Information Sharing with Stakeholders and Clients

In projects that include clients, like automation installations, fire and security system supply and maintenance, support in the energy or oil and gas sector, Ezzy Group ensures that there is good communication and documentation. The company shares the project proposals, designs, installation plans, progress reports, and service schedules with clients via its information systems and keeps records of client feedbacks, maintenance records and after sales services. Indicatively, Ezzy Automations provides warranty and after sales services as well as installation services to its automation products. This means that it is tracking customer information, service history, equipment serials and maintenance logs - handled through an internal database or customer relationship management (CRM) system.

2.7. Industry and Competitive Analysis

2.7.1. Porter's Five Forces Analysis of Ezzy Group



A. Competitive Rivalry

Ezzy Group deals with automation, security solutions, engineering, and project management. The competition is intense in these industries because of the existence of both local and international companies, which provide similar technical services. The competitors are competing based on quality of services, price, technological capacity and performance of the projects. Competition is also heightened by the fact that customers tend to compare suppliers before they give out projects.

B. Power of Buyers

The bargaining power of the buyers is high as they can easily compare vendors in terms of price, technology, certifications, and past project history. Corporate and industrial customers often seek the bids of many service providers and select the best one with the best value. Clients can also easily switch between companies, which also increases buyer power.

C. Power of Suppliers

The power of suppliers of technical equipment, software, and engineering materials is moderate. Although there are a few specialized automation equipment or software that only a few international brands offer, most of the electrical, mechanical and security products have a

number of suppliers in the market. This will decrease the power of suppliers, although relying on imported products may raise expenses.

D. Threat of New Entrants

The threat of new entrants is average. Despite the demands of technical skills, certification and investment in skilled manpower, new companies often enter the market with small teams. It is a time-consuming task, and this aspect poses certain inherent obstacles to developing a reputation, being reliable, and working with large-scale projects.

E. Threat of Substitutes

The threat of substitutes is average. Clients can opt to use more basic or less expensive technology solutions as opposed to more complex automation or security systems should cost be an issue. Other tasks may also be delegated to overseas suppliers or substituted with other manual operations. The industry trend however is long term inclined to automation, which lowers the substitutability.

2.7.2. SWOT Analysis of Ezzy Group



Strengths

- The presence of diversified business units in the automation, engineering, MEP, security solutions, and EPC projects, which minimizes reliance on a particular sector.
- Good technical knowledge with experienced engineers, project teams and qualified professionals.

- Good brand image achieved by successful execution of industrial, corporate, and government projects.
- Application of standard procedures and global quality measures like ISO certifications.

Weaknesses

- The excessive reliance on imported equipment and technology that can raise the cost of operation.
- The workload of projects can cause delays or strain on resources allocation.
- Lack of visibility in the market and presence in the market as compared to some of their competitors with more marketing activities.
- Some of the operations may be less efficient when coordinated manually as opposed to fully automated systems.

Opportunities

- Increasing demand of industrial automation in Bangladesh in manufacturing, energy and security industries.
- New ventures into new areas of smart infrastructure, IoT applications and renewable energy initiatives.
- Collaboration with other world-leading technology firms to bring in new engineering and automation systems.
- Moving corporate and government attention towards safety, efficiency, and technology-driven operations.

Threats

- Increasing competition among the local engineering firms as well as international companies entering Bangladeshi market.
- The economic turmoil or alterations in the importation policies which could raise the cost of equipments.
- Technology is changing very fast and it involves constant updating of skills and systems.
- Client budgetary limitations that could cause the preference to cheaper options.

2.8. Summary and Conclusions

In conclusion, Ezzy Group has established itself as an expanding and competitive entity in the technology, automation, engineering, and project-based services in Bangladesh. The company pays attention to the structured management practices, professional recruitment and selection, and participatory and collaborative leadership styles. Its marketing efforts emphasize its technical expertise, safety-oriented operations, and client satisfaction. Ezzy Group also incorporates simple information systems, planning tools and operation procedures to make sure that the project is executed efficiently.

The organization has good relations with its clients, technical knowledge, and diversified business units, which make it grow and maintain its position in the market. Porters Five Forces and SWOT, analyses in this chapter reveal that the organization is not only competing and struggling in the industry, but also has some key advantages, which include the ability to diversify its services, skilled teams, and a good reputation in the market. Ezzy Group is steadily establishing itself in its industry with its consistent performance in all spheres of its functioning and its orientation on the improvement.

2.9. Recommendations and Implications

Despite the fact that Ezzy Group is performing well in most aspects, there are still areas of improvement that can enable the organization to remain competitive and facilitate future growth.

- The company has an opportunity to have more organized records of its internal practices that will facilitate the process of coordination between business units.
- Training and development programs among employees can further be extended to enhance technical and managerial skills among teams.
- The use of more advanced digital tools to manage data, schedule and communicate could improve efficiency in the project and minimize delays in operations.
- The organization can enhance its online and digital marketing to gain more brand awareness and reach more target customers.

- Periodic industry and market research will enable the company to be aware of the changing needs of clients, new technologies, and new competitive pressures in the market.

The above recommendations can assist Ezzy Group to achieve better performance, internal coordination, and contribute to its further development in the engineering and automation sector.

Chapter 03: The Relationship Between Work-Life Balance and Employee Engagement at Ezzy Group

3.1. Introduction

The chapter concentrates on the research project that was conducted during the internship at Ezzy Group. The paper explores the role of work-life balance in employee engagement in a project-based and fast-paced corporate setting. With the growth of organizations and the expansion of their activities, employees can be under more pressure because of the workload, strict deadlines, and constant coordination demands. In organizations such as Ezzy Group where technology, automation, and industrial solutions are addressed at the same time, the workers have to always fit dynamically in the work and customer needs. These factors render work-life balance a significant issue in identifying the level of motivation, commitment and emotional attachment that employees have towards their work.

The project will seek to learn the present state of work-life balance among the employees and its influence on their level of engagement. The study tries to determine workload, support, stress, motivation, and overall experience at the workplace patterns using quantitative data gathered using a structured questionnaire. This chapter provides a background of the problem, the aims of the study, the importance of the study, and the scope within which the research was carried out.

3.1.1. Background and Problem Statement

Work-life balance has emerged as an issue of concern in most organizations particularly where employees are required to handle more than one task at a time. At Ezzy Group, employees frequently handle various technical projects, which need problem-solving, coordination, and speedy implementation. Such duties might result in excessive working hours, work pressure, and lack of personal time, and difficulty in balancing between work and personal life.

Poor work-life balance may directly influence employee engagement, or the degree of emotional and cognitive commitment that employees experience towards their work. Employees can become less motivated and satisfied with their jobs when they are overworked or stressed. It may also result in decreased commitment, poor performance, and increased turnover intention in the organization. The main issue discussed in this paper is the

comprehension of work-life balance and its role in engagement among the employees of Ezzy Group and the factors that contribute to the improvement of both.

3.1.2. Objectives

Broad Objective:

To investigate the correlation between employee engagement and work-life balance in Ezzy Group.

Specific Objectives:

To determine the contemporary work-life balance situation among employees.

To determine the impact of the factors of work-life balance on motivation, satisfaction, and engagement.

To discuss potential organizational programs that can be used to improve both balance and engagement.

To offer recommendations that can be used to enhance the well-being and performance of employees.

3.1.3. Significance

The research is valuable to both Ezzy Group and other organizations that are involved in technology and service-oriented business. With the knowledge of the impact of work-life balance on the employee engagement, the management can make informed decisions to enhance the well-being, motivation, and retention of the employees. A more balanced workplace would contribute to better performance of the employees, their increased commitment and their loyalty to the organization.

The results of the paper can also be useful to HR professionals as they will indicate the spheres that need to be addressed, including workload management, communication, support systems, and wellness programs. In terms of academics, the study contributes to the literature on work-life balance and engagement in the context of Bangladeshi workplaces, particularly in a rapidly expanding corporate group where project work is a major part of operations.

3.1.4. Scope of the Study

The research is targeted at the staff members of Ezzy Group which specialize in technology and automation. The study has utilized a structured questionnaire to collect data regarding workload, stress, organizational support, employee motivation, and employee engagement. The results are grounded on quantitative feedback obtained via Google Forms. The research does not work with confidential organizational information, and it is based on the perception of the employees to comprehend the connection between work-life balance and engagement. It provides information on the workplace practices, experiences of employees and potential areas of improvement that can be made to improve the overall organizational performance.

3.2. Literature Review

Work life balance is the capability of the employees to achieve balance between their job and their personal life commitments. Work-life balance means that the work and family roles are not conflicting and are compatible with each other (Greenhaus & Beutell, 1985). This balance has gained more significance in the contemporary organizations since workers are usually overwhelmed with workloads, deadlines and constant communication due to digital technology. Companies that promote work life balance will be able to enhance employee satisfaction, productivity and well-being (Bakker & Demerouti, 2008).

Employee engagement is a concept used to describe the degree of emotional attachment, interest and passion that employees possess towards their work and company. Employee engagement is the level of expression that individuals demonstrate physically, cognitively and emotionally in the execution of roles (Kahn, 1990). Employees who are engaged are more motivated and will be ready to put in an extra effort towards organizational success. Studies indicate that an increase in engagement results in increased job performance, organizational commitment and lower turnover intention (Saks, 2006).

The association between work-life balance and employee engagement has been a topic of discussion over the recent years due to the growing appreciation of employees as assets by organizations as opposed to mere working resources. Research has shown that workers who have a balanced work and personal life have increased motivation and job satisfaction. Work pressure or time constraints between workplace and personal life can reduce the level of engagement in employees, as well as increase their level of stress.

Human Capital Theory elucidates the significance of attending to employees, by way of organizational practices that enhance their skills, satisfaction and well-being. The workers are assets whose expertise and skills can be used in the organization to enhance performance. Companies that focus on the welfare of the employees by offering them the flexibility to work, leaders who are supportive and manageable workloads will more likely engage and be more dedicated in the long term. Thus, the idea of having work life balance may be viewed as significant human capital development investment.

Job Demands and Resources Model also contributes to understanding the connection between work-life balance and engagement of employees. This model indicates that job demands including workload pressure, time pressure and role conflicts would decrease employee energy and motivation whereas supportive work resources like supervisor support and flexible scheduling would enhance engagement (Bakker & Demerouti, 2008). Employees will be more supported and can have a better balance of work and personal life duties when organizations can offer them enough resources.

Support in the organization is significant in ensuring work-life balance, and the level of engagement among the employees. Studies indicate that employees who have supervisors and coworkers who support them have less stress and are more satisfied at work. Employees feel important and respected in the organization with the help of supportive communication, recognition practices and flexible policies. This leads to increased commitment and emotional attachment of employees to the workplace.

Job stress is another important factor influencing work–life balance and engagement. Research has shown that work overload, working long hours, and lack of clarity about their roles contribute to the stresses of employees and limit them to balancing work and personal life. A high level of stress can result in decreased motivation, productivity, and commitment to the organization. When organizations are effective in their workload management and promote healthy working environments, their engagement and performance outcomes can be enhanced.

The urban traffic situation, competitive labor markets, and the use of digital communication outside of office hours has made the balance between work and life more difficult in the case of developing countries, including Bangladesh. The workers of technology and organizations that work in the field of automation tend to have a variety of projects that they do at the same time, and it can impact their personal time and emotional health. It is postulated that

organizations that work in industries with rapid dynamics need to have staff-friendly policies in order to sustain engagement and productivity.

Work-life balance and work engagement among employees are also affected by the style of leadership. Encouraging leadership promotes involvement, interaction, and adaptability, which can assist employees in coping with tasks better. Employees become more assured and devoted to work when their supervisors know their needs and help them to cope with stressful moments. As such leadership support has a major role of enhancing the level of engagement within organizations.

According to recent research, other organizational practices, like recognition system, flexible working schedule, and wellness programs have a positive impact on work-life balance and engagement. When employees are made to feel valued and supported by their organization's chances are high that they will be able to be loyal and continue working in their positions. The practices can assist organizations to establish a good working environment that would promote long term commitment and performance improvement of employees.

All in all, the reviewed literature offers a good theoretical and empirical foundation to the association between the work-life balance and employee engagement. The workload management, supervisor support, organizational culture, leadership style, and job stress are some of the factors that influence the level of employee engagement. The results are especially applicable in organizations such as Ezzy Group that are dynamic and project based and require employees to handle various responsibilities. The literature thus justifies the need to come up with organizational strategies to enhance work-life balance to facilitate employee involvement and organizational performance.

3.3. Methodology

3.3.1. Methodology

The study is based on the quantitative research methodology to analyse the connection between work life balance and employee engagement in Ezzy Group. The study was carried out within the internship period by direct observation of activities in the workplace as well as the responses given by the employees to a structured questionnaire. The quantitative approach assisted in reaching a clear and structured perception of employees regarding the perception of workload, hours-in-service, level of stress, organizational support, flexibility, and motivation.

The data of this paper was gathered based on a structured questionnaire of a set of 15 questions created with the help of Google Forms. This questionnaire contained multiple choice questions and Likert scale statements in which employees gave their views in accordance to their experiences at workplace. The questionnaire contained also demographic questions and questions connected with work life balance and employee engagement factors. The survey was conducted on 42 employees and their feedback gave valuable information regarding their degree of engagement and the possibility to balance their work and personal duties.

The study respondents were the employees of Ezzy Group who volunteered to take part in the survey. The convenience sampling method was employed since the study was carried out in a short internship term and data on the response was gathered depending on the availability and desire of employees. The responses obtained were used to learn about the general issues that were associated with work pressure, time management, stress level, and organizational support at the workplace.

Secondary data was also utilized in this research besides primary data. Sources that were used to gather information included books, academic journals and research articles online that were related to work life balance and employee engagement. These sources assisted in the formation of theoretical background of the research and in interpreting findings of the survey.

3.3.2. Data Collection

Sample size

42 employees responded to the questionnaire.

Sampling technique

The data of this paper was gathered based on a structured questionnaire of a set of 15 questions created with the help of Google Forms. This questionnaire contained multiple choice questions and Likert scale statements in which employees gave their views in accordance to their experiences at workplace.

3.3.3. Limitations

There were some limitations during the research process. There were 45 employees to be used as respondents because of the time constraint during the internship period. The research was

also carried out over a limited period of time that limited the chances of gathering responses of more employees.

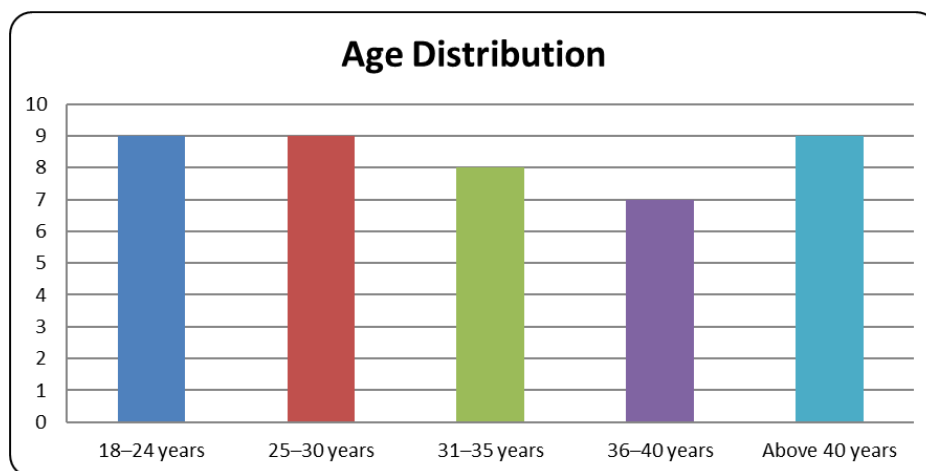
The other weakness was that the study relied primarily on the perceptions of employees, as measured by the questionnaire. Nonetheless, the limitations notwithstanding, the responses obtained were helpful in the context of determining the correlation between work life balance and employee engagement at Ezzy Group.

3.4. Findings and Analysis

3.4.1. Demographic Analysis

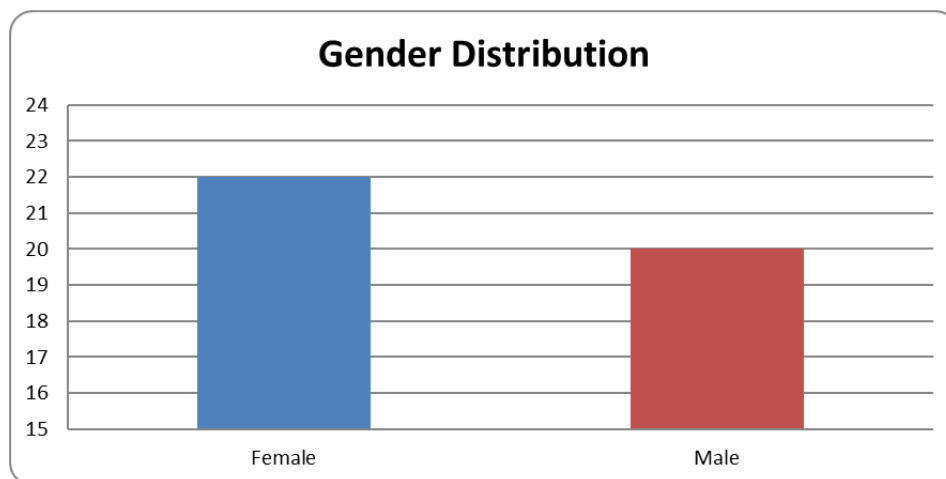
The demographic profile of the respondents gives the background information of the employees who took part in the survey. This assists in knowing the sample profile and better interpretation of the results.

3.4.1.1. Age Distribution



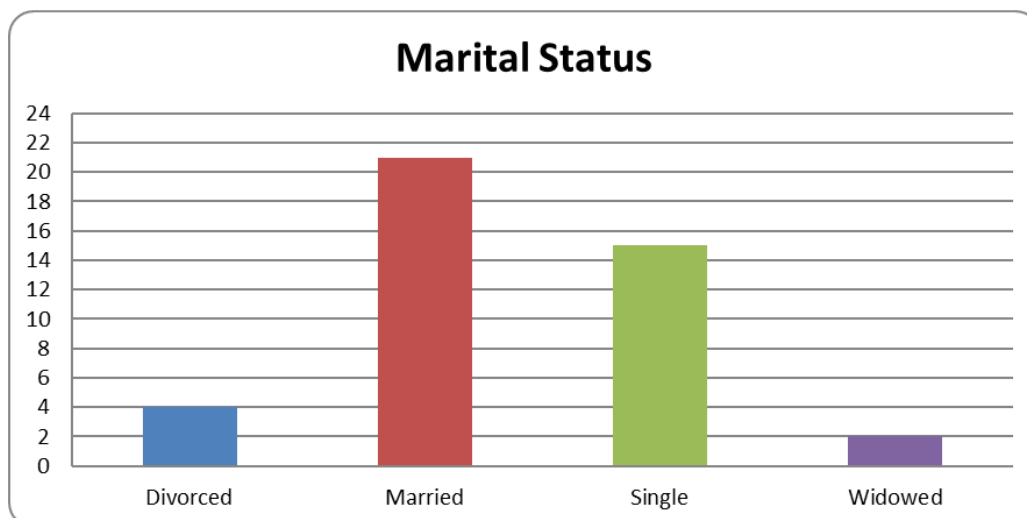
The respondents are evenly spread among various age groups and this indicates a combination of young and experienced workers within the organization.

3.4.1.2. Gender Distribution



The gender distribution is quite balanced, indicating almost equal participation from both male and female employees.

3.4.1.3. Marital Status



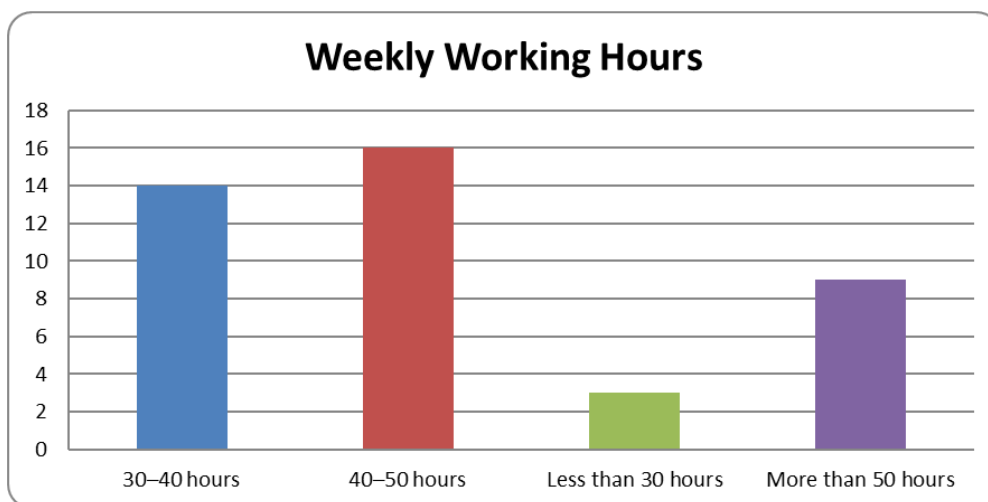
Many of the respondents are married, indicating that they might have more responsibilities in work and personal life.

3.4.1.4. Job Level/Position



The respondents are employees of various job levels, ranging from entry-level to senior-level, which gives a wider view of the organization.

3.4.1.5. Weekly Working Hours



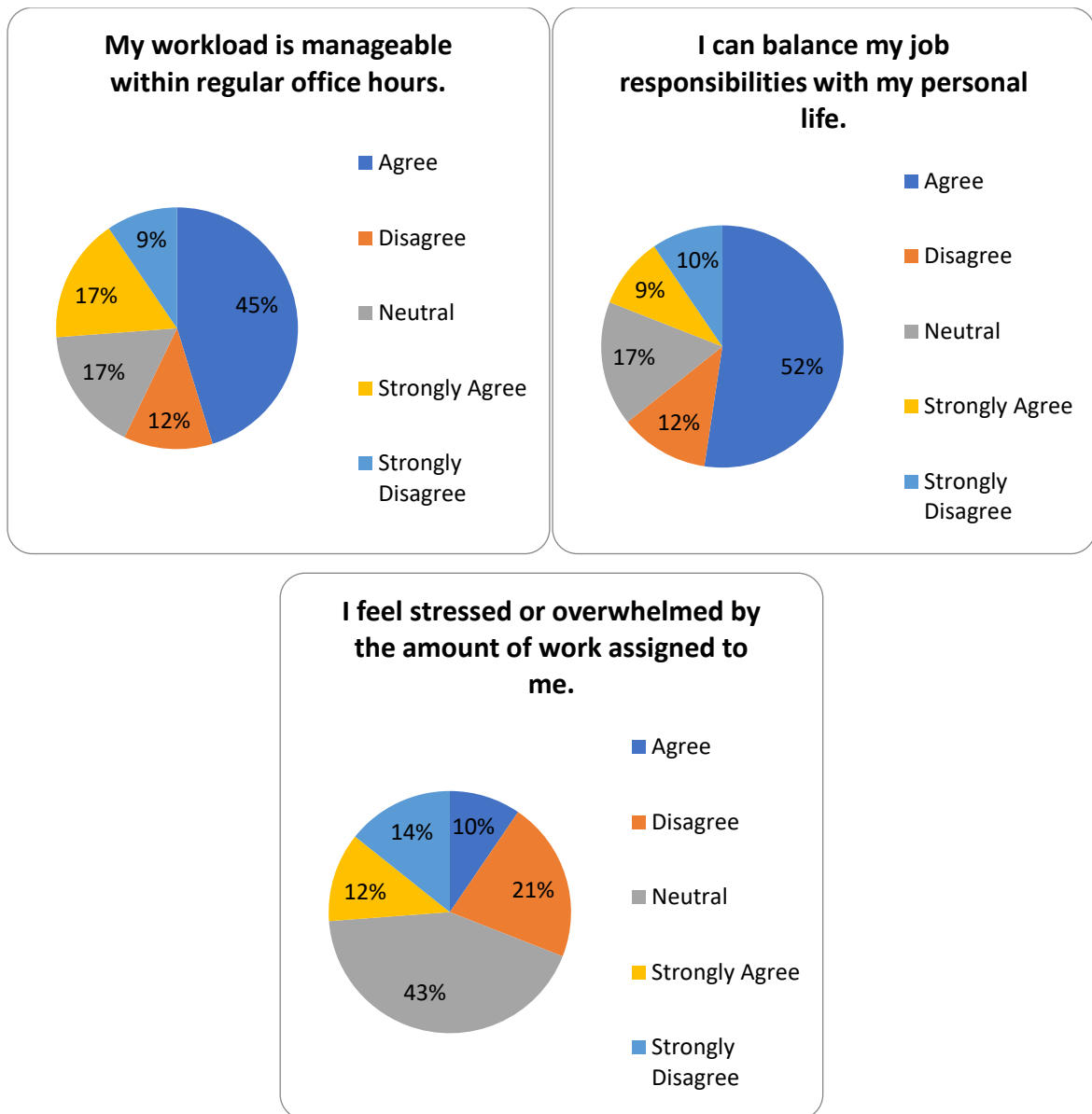
Most employees indicated that they worked 40-50 hours a week which is a typical full-time workload in the organization. There are employees working over 50 hours per week, which can lead to increased stress and affect the work-life balance.

Overall, the demographic profile demonstrates that the respondents are of different backgrounds, which contributes to the development of a comprehensive picture of work-life balance and employee engagement in the organization.

3.4.2. Work–Life Balance Analysis

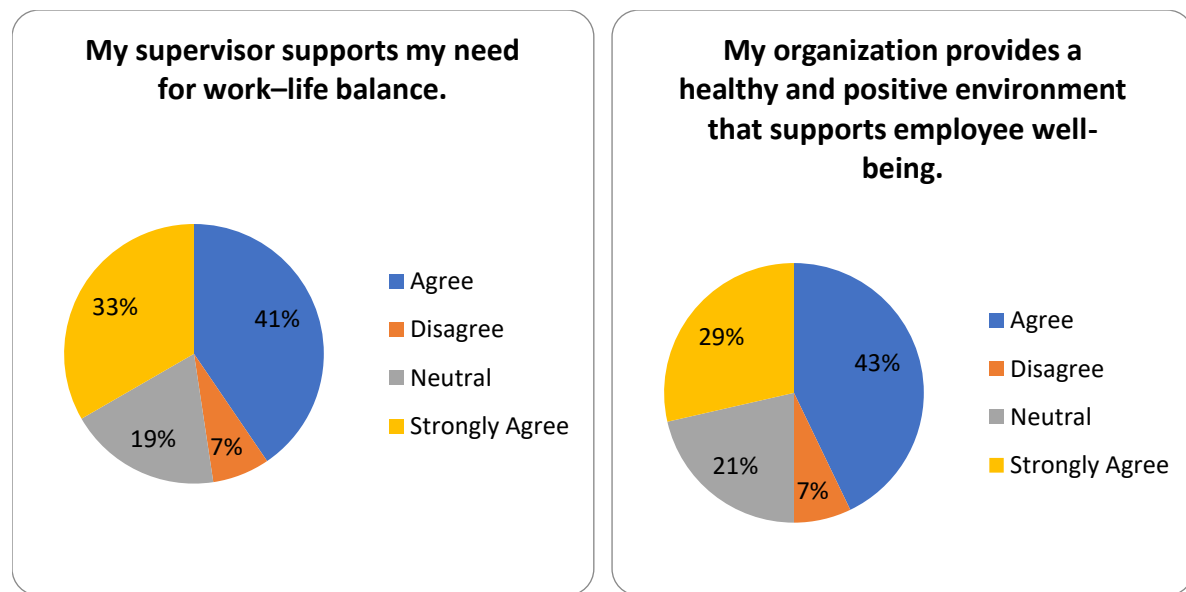
In this section, the work-life balance of employees in Ezzy Group is analyzed according to how they responded to various statements in the survey. This analysis is based on workload, the stress level, supervisor support, communication, and the overall work environment to get an insight into how these factors affect the ability of employees to balance between work and personal life.

3.4.2.1. Workload, Balance, and Stress



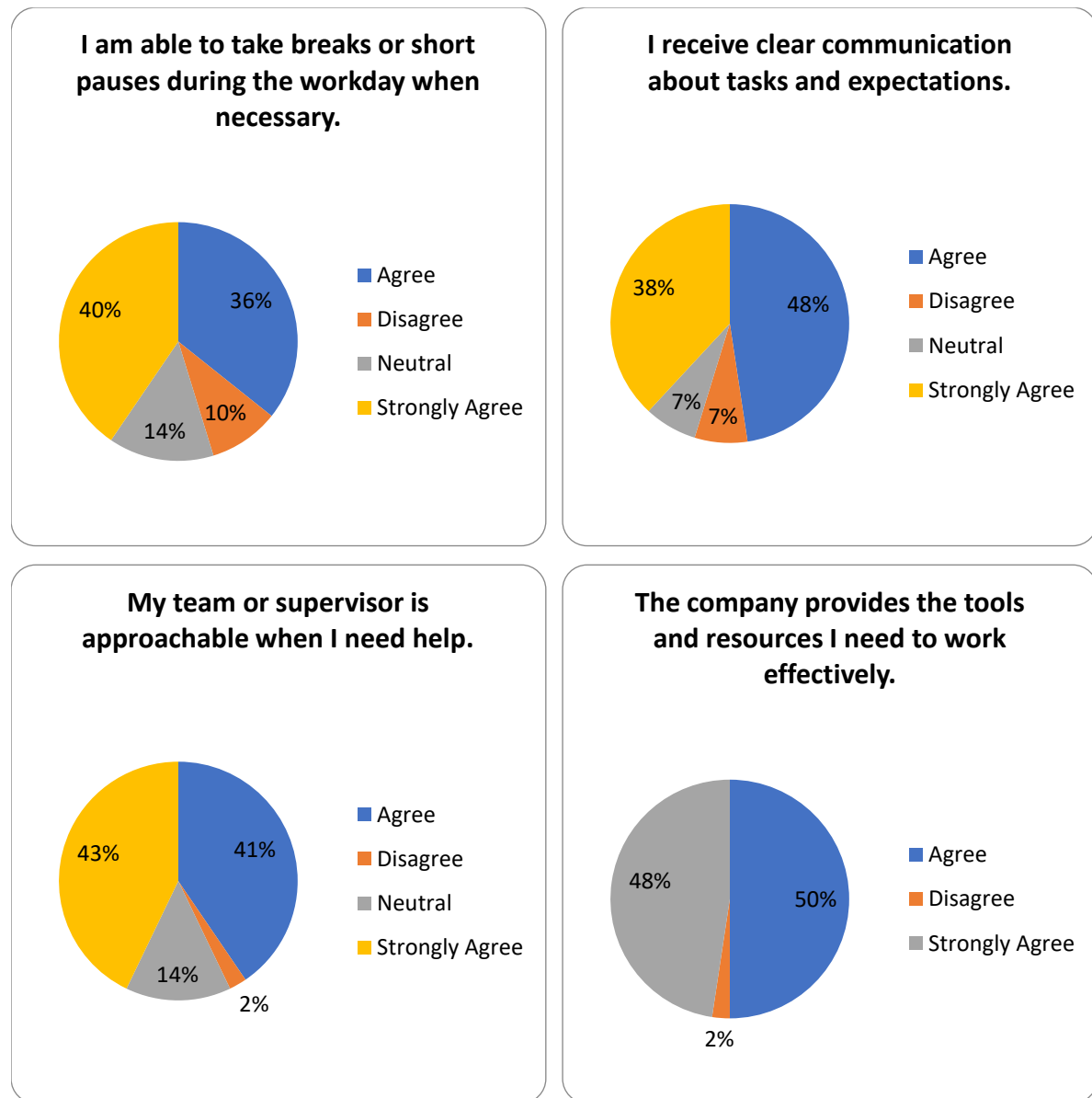
The results reveal that the majority of employees believe that they are able to cope with their workload during standard working hours. Most of the respondents also agreed that they can manage their work life and personal life. This implies that the organization has a work structure that supports work-life balance. However, a few employees said that they felt stressed or overwhelmed at some point, which means that although the overall situation is good, there are moments of work pressure.

3.4.2.2. Supervisor Support and Work Environment



The responses indicate that the majority of employees believe that their supervisors support them to maintain balance between work and life. Moreover, most of them also said that the organization has a healthy and positive work environment. This indicates good organizational culture where the welfare of employees is upheld.

3.4.2.3. Work Conditions and Communication



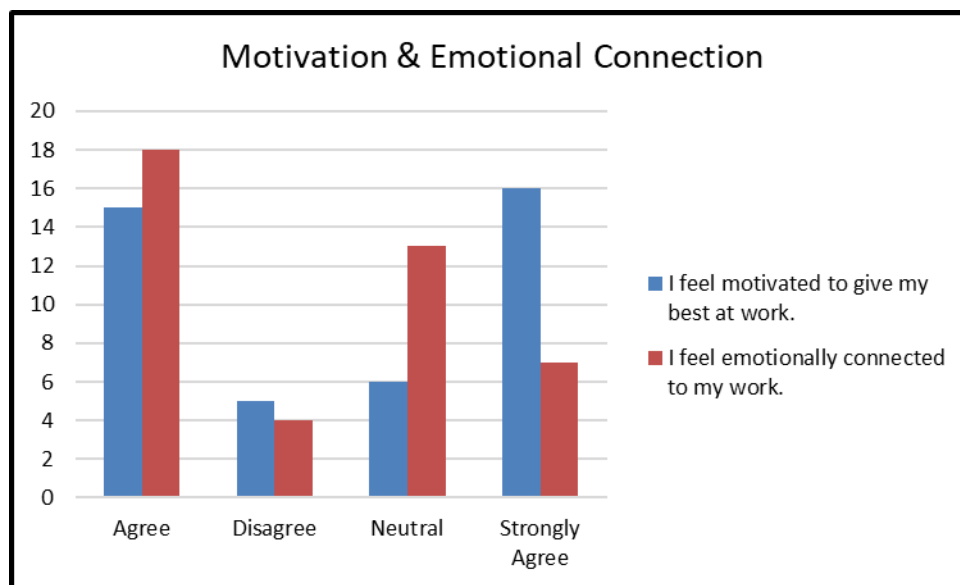
The analysis further indicates that employees can usually take required breaks during work hours, which helps to maintain mental health. The majority of the respondents also said that there is clear communication about tasks and expectations. Moreover, the employees feel that their supervisors are friendly and that they are given the necessary tools and resources to carry out their duties efficiently. All these combines to provide a hassle-free working environment and work-life balance. Nevertheless, some respondents had neutral or negative views, which implies the necessity of further improvements in some areas.

Overall, the results indicate that Ezzy Group has a rather favorable work-life balance atmosphere. Workloads, supervision, and communication are manageable to the employees, and this combination helps to balance work and personal life. Despite the fact that there is a certain amount of stress, the impression is positive.

3.4.3. Employee Engagement Analysis

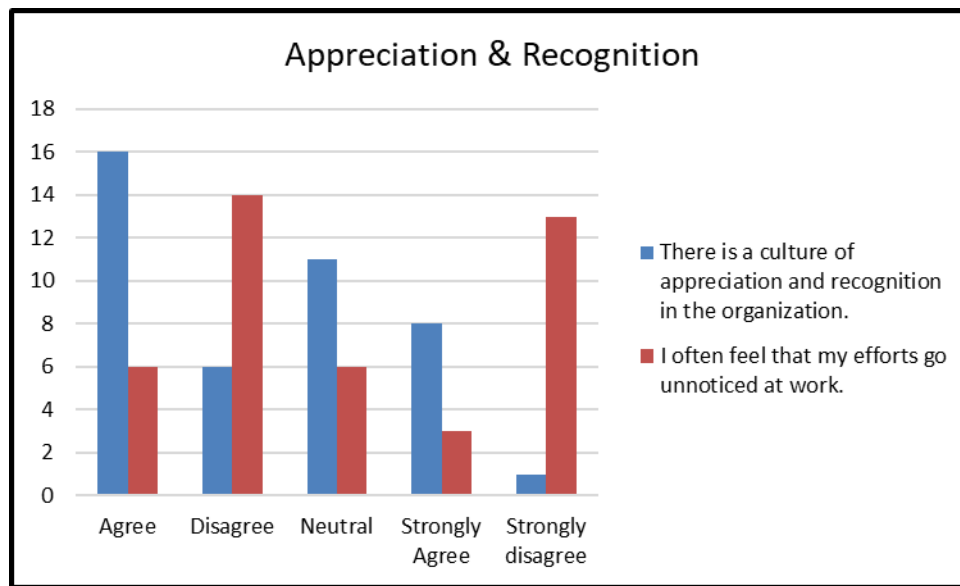
This section compares the level of employee engagement at Ezzy Group in relation to the responses received during the survey. The analysis is based on motivation, emotional connection, recognition, and employee loyalty to determine how engaged employees are in the organization.

3.4.3.1. Motivation and Emotional Connection



The results indicate that most of the workers are motivated to perform their best in the workplace. Moreover, the majority of the respondents indicated that they are emotionally attached to their work. This shows that the level of engagement is high, and the employees are not just doing the job but also are psychologically engaged in their jobs.

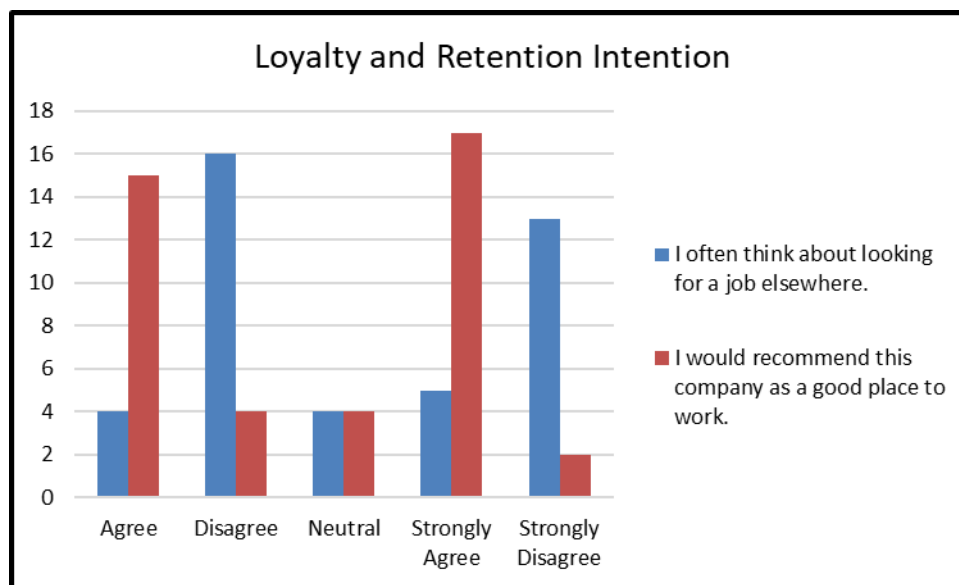
3.4.3.2. Recognition and Appreciation



The responses regarding appreciation and recognition present a mixed yet overall positive image. Many employees agreed that the organization has a culture of appreciation and recognition. Meanwhile, there are also employees who are neutral and do not agree, which means that not all employees may experience recognition equally. There is a fairly even distribution of responses in terms of whether employees feel their efforts are not noticed.

Although a large number of employees did not agree with this statement, which implies that they do feel recognized, some still agreed or were neutral. This implies that despite the existence of recognition practices, there is still an opportunity to enhance the practice of appreciation to the entire workforce.

3.4.3.3. Loyalty and Retention Intention



The loyalty and retention intention analysis results are positive. Many employees did not agree with the statement that they frequently consider looking at another job, and many employees also chose the options Strongly Disagree. This implies that the turnover intention among employees is low.

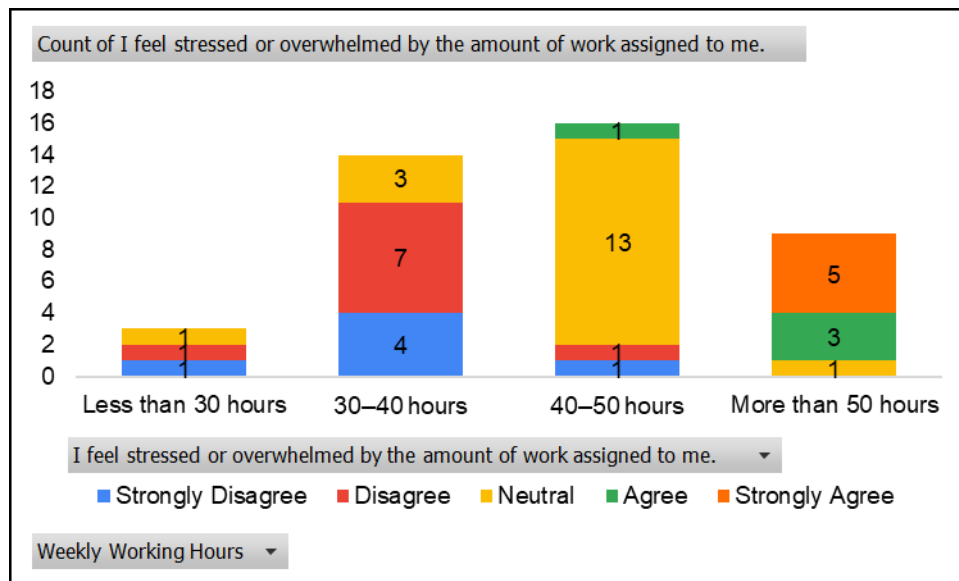
Simultaneously, most of the respondents agreed, rather strongly agreed that they would recommend the company as a good place to work. This is an indication of high satisfaction and loyalty with the organization. Workers who are ready to refer to their working place are usually more active and have a good attitude to the working environment.

In general, the results indicate that employee engagement in Ezzy Group is positive. Employees are motivated, emotionally attached to their jobs and are loyal to the organization. Although some aspects still need to be worked on in terms of recognition, the overall attitude towards the employees is positive. This shows that the organization has been in a position to develop a workplace that promotes employee engagement.

3.4.4. Relationship Between Work–Life Balance and Employee Engagement

This section examines the relationship between work–life balance and employee engagement at Ezzy Group. The analysis will be used to comprehend the extent to which the work-life balance affects the degree of employee engagement in the organization.

3.4.4.1. Working Hours vs Stress

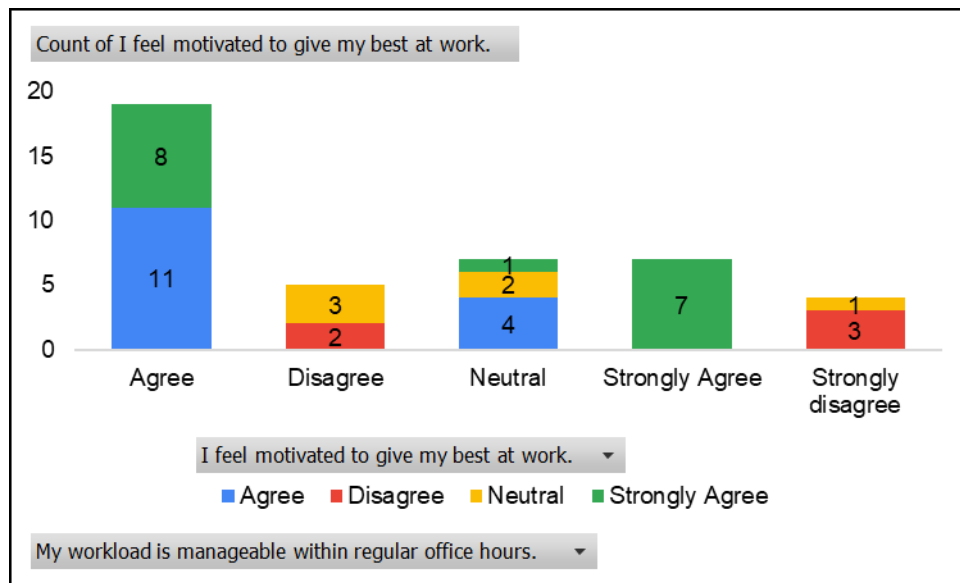


This chart indicates how employees who work varying number of hours per week feel about stress or being overwhelmed at work. The bars are groups of working hours and the various colored sections indicate how many employees chose each response between strongly disagree and strongly agree.

Based on the chart, employees working 40-50 hours mostly chose neutral meaning that many of them occasionally feel stressed but not strongly. Nevertheless, the employees who worked more than 50 hours selected agree and strongly agree mostly, which means that higher working hours are obviously correlated with higher levels of stress. Conversely, workers with less than 30 hours mostly disagreed or were neutral, which indicated that they were not stressed.

This indicates that the longer the working hours the higher the level of stress. Thus, the work-life balance is adversely impacted by longer working hours.

3.4.4.2. Workload vs Motivation

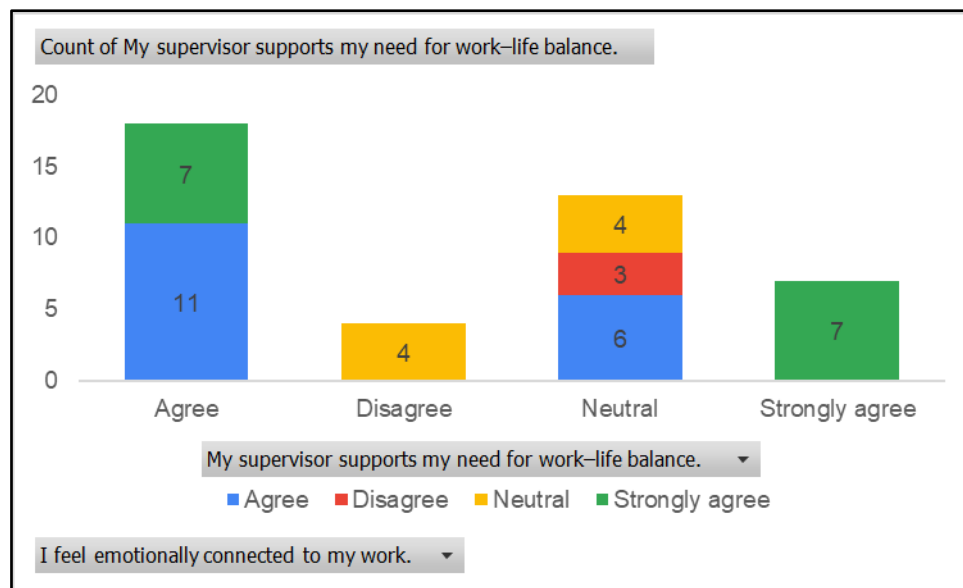


This chart is a comparison of the feeling of the employees towards their workload and the feeling of motivation towards their work. The categories on the chart are the extent to which the employees feel that they can manage their workload, and the colors indicate how motivated the employees are.

Based on the chart, those employees who agree that their workload is manageable have mostly chosen agree or strongly agree to be motivated. This implies that they are more motivated when the workload is not excessive. Conversely, employees who do not agree that their workload is manageable are less motivated, and have higher numbers of disagree and neutral.

This shows that workload that can be managed positively impacts on employee motivation. Employees are more ready to give their best at the workplace when they are not overworked.

3.4.4.3. Supervisor Support vs Emotional Connection

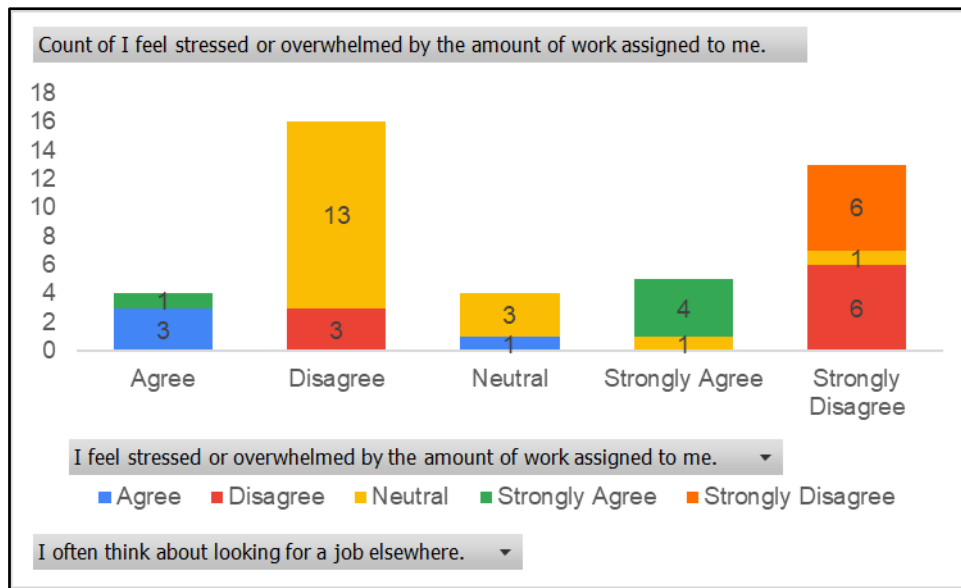


This chart demonstrates the influence of supervisor support of work-life balance on the level of emotional attachment that employees have towards their work. The bars indicate the degrees of the supervisor support and the colors show the degree of emotional attachment among employees.

Based on the chart, those employees who agree or strongly agree that their supervisor supports them largely report high emotional connection. Conversely, the less supported ones exhibit more neutral or lesser emotional connection responses.

This implies that supervisor support is significant in the development of emotional attachment towards work. Employees feel connected and engaged when they feel supported by their supervisors.

3.4.4.4. Stress vs Intention to leave



This graph illustrates the correlation between stress levels of the employee and whether they are considering leaving their job. The categories on the horizontal axis represent employees' level of agreement with feeling stressed or overwhelmed at work. The various colors of each bar indicate the frequency with which they consider looking for work in another location.

The chart indicates that those who agree or strongly agree with the statement "I feel stressed" tend to have higher scores on the agree and strongly agree responses for the question I think about leaving. This indicates that more stressed employees are more inclined to think of leaving the organization.

Meanwhile, employees that disagree or strongly disagree about being stressed exhibit higher responses for disagree or strongly disagree in the leaving intention. This means that less stressed workers are less likely to consider quitting their job.

The neutral group has mixed feelings, with their desire to leave not being that strong and may be influenced by other factors.

3.5. Conclusion

The study was conducted to gain insight into the relationship between work–life balance and employee engagement at Ezzy Group. From the responses gathered and the analysis carried out, it is evident that work–life balance is one of the factors that can impact employee attitudes towards their work and the organization.

The results indicate that workers with an acceptable workload, supportive supervisors and positive work attitudes are more motivated and emotionally involved in their work. These employees are also more likely to recommend the organization and to be loyal to the organization. Conversely, those who feel more stressed and work more hours are more likely to be less engaged and consider leaving the organization.

Another major finding of the analysis is that stress is a major concern. The longer the hours, the more overwhelmed the employee, the less engaged he or she is and the less balanced his or her work–life relationship is. Likewise, a lack of recognition and appreciation can lead to a decrease in motivation and dissatisfaction among employees. Most staff members spoke positively of the support and motivation they received; however, there is room for further improvement.

Overall, the study validates that there is a strong relationship between work–life balance and employee engagement. A balance between work and life is achieved when employees can balance their work and personal life, which leads to increased productivity, commitment, and satisfaction. But, if this is not kept in balance, it can cause stress, low motivation and increased intention to leave. Hence, it is important to have a healthy work–life balance for the well-being of employees as well as for the success of the organization.

3.6. Recommendations

The high levels of stress among employees, particularly those working longer hours, is one of the major problems identified in the study. This stress not only has an impact on their work–life balance but also contributes to their intention to leave the organization. To overcome this, Ezzy Group should emphasize a good workload management system, assign tasks evenly, and establish reasonable deadlines. Working hours should also be monitored and excessive workloads avoided on employees. It may also implement stress management strategies like counselling support, wellness programs, and frequent breaks to promote emotional health among employees.

Another problem is that some workers are unable to handle their workload within the normal working hours. This can decrease their productivity and motivation. Ezzy Group should make sure the tasks are allocated according to the capacity and clarity of role of its employees.

Ensuring that the work is planned and coordinated appropriately between teams can help to minimise unnecessary pressure and make work more manageable for staff.

The study also shows that not all employees are able to maintain a proper work–life balance. This can impact on their overall satisfaction and engagement. To enhance this, Ezzy Group can promote flexible working practices where appropriate and encourage staff to take short breaks during the working day. It's important to have a supportive environment that allows employees to feel comfortable with the management of their personal and professional lives.

Another concern that came up in the findings is lack of recognition and appreciation. A lack of appreciation from employees leads to a decline in motivation. Ezzy Group should implement a formal recognition program and reward employees for their contributions. Morale can be boosted with simple activities like recognizing good performance, providing positive feedback and celebrating success.

There are also some staff members who feel that their work is not recognized, impacting engagement. Supervisors should regularly communicate with their team members and give them feedback on their performance. This will help to make staff feel appreciated and motivated to work their best.

The results also show that not everyone who works is emotionally attached to their jobs. For this, Ezzy Group should emphasize on employee engagement activities like team-building initiatives, interactive sessions, and creating a positive work culture. These activities can boost employees' sense of belonging and purpose.

Another problem is that the support from supervisors is inconsistent among workers. Managers should be trained to be more supportive and people oriented to improve employee experience as leadership is a major contributor to shaping employee experience. Encouraging open communication and understanding employee needs can help build better relationships between supervisors and employees.

There are also some communication gaps within the organization. Effective communication regarding tasks, expectations and responsibilities is crucial for efficient functioning. Ezzy Group must make sure that the information is communicated correctly and workers are aware of their responsibilities. This will help to minimize confusion and enhance overall efficiency.

Last, but not least, there is the danger of employee turnover because of stress, lack of recognition and work–life imbalance. To overcome this, it is important for Ezzy Group to invest

in building effective retention strategies. It can achieve a stable workforce and retain employees by promoting a better work–life balance, acknowledging employee contributions, and providing a positive work environment.

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Appendix

Questions:

- | | |
|-------------------|-------------------------|
| 1. Age | 3. Marital Status |
| 18–24 years | Single |
| 25–30 years | Married |
| 31–35 years | Divorced |
| 36–40 years | Widowed |
| Above 40 years | 4. Job Level / Position |
| 2. Gender | Entry-level |
| Male | Mid-level |
| Female | Senior-level |
| Prefer not to say | Managerial-level |
| Other | 5. Weekly Working Hours |
| | Less than 30 hours |
| | 30–40 hours |
| | 40–50 hours |
| | More than 50 hours |

Work–Life Balance Determinants (Likert Scale in which options include Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree)

1. My workload is manageable within regular office hours.
2. I can balance my job responsibilities with my personal life.
3. My supervisor supports my need for work–life balance.
4. I feel stressed or overwhelmed by the amount of work assigned to me.
5. I am able to take breaks or short pauses during the workday when necessary.
6. My organization provides a healthy environment that supports employee well-being.
7. I receive clear communication about tasks and expectations.
8. My team or supervisor is approachable when I need help.
9. The company provides the tools and resources I need to work effectively.

10. There is a culture of appreciation and recognition in the organization.
11. I often feel that my efforts go unnoticed at work.
12. I feel motivated to give my best at work.
13. I feel emotionally connected to my work.
14. I often think about looking for a job elsewhere. (Reverse-coded)
15. I would recommend this company as a good place to work.