

Report On

**Enhancing Employee Engagement and Wellbeing through HR Practices at
DHL Global Forwarding (Bangladesh) Limited**

By

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ID-22304031

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

BRAC Business School
BRAC University
18 June, 2025

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Declaration

It is hereby declared that

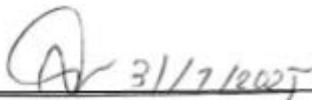
1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain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

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Letter of Transmittal

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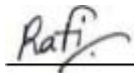
Kha-224, Merul Badda, Dhaka-1212

Subject: Submission of the internship report on ‘Drivers of Employee Engagement at DHL Global Forwarding (Bangladesh) Limited: The Role of Leadership, Compensation, and Work-Life Balance.’

Dear Madam,

With due respect, I want to state that I am Md. Mosfekuzzaman Rafi, ID- 22304031, an undergrad student of BRAC Business School. I am extremely grateful for the opportunity to present a report about my internship with the title **‘Enhancing Employee Engagement and Wellbeing through HR Practices at DHL Global Forwarding (Bangladesh) Limited’** a quantitative research-based report. This report is a part of the course BUS400. I should add that it was advantageous to have the chance to do my internship at DHL Global Forwarding (Bangladesh) Limited. I connected corporate research to academic studies, researched DHL Global Forwarding (Bangladesh) Limited’s logistics streamline processes, and gained experience and regulatory knowledge while working with the Human Resource Management Department. Writing a report while doing an internship in a short period of time could be challenging. However, with your invaluable guidance and advisory support, I was able to complete it successfully, and I sincerely want to express my gratitude for that. Therefore, I hope this report will meet the desired outcome.

Sincerely yours,



Md. Mosfekuzzaman

Rafi ID-22304031

BRAC Business

School BRAC

University Date: 18

June, 2025

Acknowledgement

I would like to express my appreciation to Mrs. Syeda Effat Ara, Head of Human Resources and Ms. Bivor Rahman, Executive, Human Resources, DHL Global Forwarding (Bangladesh) Limited for their invaluable support and assistance in writing this report.

Also, I sincerely appreciate Mr. Mushfiquzzaman Shwarup, Senior Executive, Business Performance Organization, DHL Global Forwarding (Bangladesh) Limited, who has helped me with the questionnaire for the survey which is used for research in this report.

Finally, I would like to express my utmost gratitude to Nusrat Hafiz, PhD, Assistant Professor, BRAC Business School, BRAC University, for her immense support while writing this report. I have managed to finish this report with as much detail as possible because of her guidance, assistance, support, and suggestions.

Executive Summary

My time as an intern with DHL Global Forwarding (Bangladesh) which plays a vital role in export logistics for the country's Ready-Made Garment sector, began on March 16, 2025 and concluded on June 15, 2025, in the Human Resources Department. I contributed to key HR duties during this time, providing documentation for employees, coordinating trainings, supporting recruitment and employee onboarding and handling administrative responsibilities. Participating in these activities taught me about HR operations and highlighted the role of laws and efficient management at work.

Leveraging what I had learned so far, I conducted a quantitative study to look at how training, performance management, recognition and wellbeing initiatives in HRM impact employee engagement and wellbeing at DHL. The research focused on discovering successful ways and where improvements could be made at work to make employees more satisfied and productive, following DHL's vision of becoming "A Great Place to Work for All."

The survey collected data from 30 employees chosen from various sections and dependable instruments used were the Utrecht Work Engagement Scale and the Copenhagen Psychosocial Questionnaire. Analysis of the data, accomplished with SPSS tools, involved descriptive statistics, correlations and regression to investigate connexions and significant factors.

The findings suggest that DHL employees have high engagement (mean 3.93) due to effective training (mean satisfaction 3.80) and motivational recognition programs (3.90-rating impact). While employee wellbeing has been rated as moderate (mean=3.43), work-life balance is seen as something needing a lot of improvement (mean = 3.20), partly due to the absence of their preferred dining options on site. The results of the analyses showed strong positive links between training and engagement ($r = 0.72$) and training and wellbeing ($r = 0.65$). In addition, training significantly affected engagement and wellbeing initiatives influenced wellbeing.

This study gives DHL Bangladesh specific ideas to improve its HR strategies. Some suggestions are to improve courses such as the Certified International Specialist one, have more staff recognition like 'Employee of the Month,' and provide work-life balance through practical steps like free company food or partnerships with local restaurants for deals for workers. Moreover, greater attention to sharing wellbeing activities and getting management involved can help improve employee performance. Making these updates can help DHL encourage its staff to stay engaged and pleased, strengthen its place in the logistics market and give a boost to the national economy.

Keywords: Employee engagement, employee wellbeing, HRM practices, training, recognition, work-life balance, logistics sector.

Table of Contents

Declaration.....	i
Letter of Transmittal.....	ii
Acknowledgement.....	iii
Executive Summary.....	iv
1.1 Student Information.....	1
1.2 Internship Information.....	1
1.2.1 Company Information.....	1
1.2.2 Internship Company Supervisor’s Information.....	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	2
1.3 Internship Outcomes.....	4
1.3.1 Student’s Contribution to the Company.....	4
1.3.2 Benefits gained by Student.....	5
1.3.3 Problems and Recommendations.....	5
2.1 Introduction.....	7
2.1.1 Company Profile.....	8
2.1.2 History of DHL Global Forwarding (Bangladesh) Limited.....	9
2.2 Overview of DHL Global Forwarding (Bangladesh) Limited.....	10
2.2.1 Vision.....	10
2.2.2 Mission.....	10
2.2.3 Core Principles.....	10
2.2.4 Core Values.....	11
2.2.5 Leadership.....	11
2.2.6 Strategic Initiatives and Sustainability.....	11
2.2.7 Client Centric Approach.....	12
2.2.8 Share Structure.....	12
2.2.9 Service Offerings.....	12
2.2.10 Economic and Strategic Impact.....	14
2.2.11 Corporate Social Responsibility.....	14
2.2.12 Quality Policy.....	15
2.2.13 Self-Development Initiatives.....	15
2.3 Industry and Competitive Analysis.....	16
2.3.1 PESTEL Analysis.....	16
2.3.2 SWOT Analysis.....	19
2.3.2 Porter’s Five Forces Framework.....	20
3.1 Introduction.....	21

3.2 Literature Review.....	21
3.2.1 Definition and Importance of Employee Engagement and Wellbeing.....	21
3.2.2 HRM Practices and Employee Engagement.....	22
3.2.3 Employee Engagement in Bangladesh’s Logistics Sector.....	22
3.2.4 Wellbeing and HRM Practices.....	22
3.2.5 Challenges and Gaps in HRM Practices.....	22
3.3 Methodology.....	23
3.3.1 Research Design.....	23
3.3.2 Data Collection.....	23
3.3.3 Sample Selection.....	24
3.3.4 Data Analysis.....	24
3.3.5 Ethical Considerations.....	24
3.3.6 Limitations.....	24
3.4 Findings and Analysis.....	25
3.4.1 Demographic Details.....	25
3.4.2 Descriptive Statistics.....	25
3.4.3 Correlation and Regression Statistics.....	27
4. Discussion.....	28
5. Managerial Implications.....	29
6. Conclusion.....	30
7. Limitations and Directions for Future Research.....	30
Referenc	
e	
Appendix	

List of Tables

Table 1: Profile of DHL Global Forwarding (Bangladesh) Limited	8
Table 2: Industry Specific Solutions	13
Table 3: Porter’s Five Forces Framework	20
Table 4: Demographic Characteristics	25
Table 5: Descriptive Statistics for HRM Practices	26
Table 6: Descriptive Statistics for Employee Engagement	26
Table 7: Descriptive Statistics for Employee Wellbeing	27
Table 8: Correlation Matrix	27
Table 9: Regression Analysis for Employee Engagement	28
Table 10: Regression Analysis for Employee Wellbeing	28

List of Figures

Figure 1: PESTEL Analysis Framework

16

Chapter-01

Overview of Internship

1.1 Student Information

Name: Md. Mosfekuzzaman Rafi
ID: 22304031
Program: Bachelor of Business Administration
(BBA) Concentration: Human Resource Management (HRM)
Minor: Computer Information Management (CIM)/ MIS

1.2 Internship Information

1.2.1 Company Information

Company Name: DHL Global Forwarding (Bangladesh) Limited
Department/ Division: Human Resources
Tenure: 16 March 2025 to 15 September 2025
Address: SMC Tower, (Level 16 & 17), House 33,
Road 17, Banani C/A, Dhaka 1213, Bangladesh

Logo:



1.2.2 Internship Company Supervisor's Information:

Name: Syeda Effat Ara
Designation: Head of Human
Resources
DHL Global Forwarding (Bangladesh) Limited
Phone: +88-02-222275234
+88-02-222276082
Ext. 114
Mobile: +880-1711767114
Email: Syeda.Effat.Ara@dhl.com

1.2.3 Job Scope – Job Description/Duties/Responsibilities:

During my internship with DHL Global Forwarding (Bangladesh) Limited from March 16, 2025 to June 15, 2025 I joined their Human Resources department as an Intern. My main role with the HR team was to help them handle operational and administrative tasks to make their working process more effective and help the employees grow personally. My main job responsibilities consisted of: -

- Maintaining accurate HR records through accurate data entry and updates in HR systems, ensuring compliance and streamlining administrative processes.
- Assisting in the coordination of training programs by scheduling workshops and tracking employee participation, contributing to effective employee development initiatives.
- Supporting cross-departmental collaboration by coordinating with the HR, Admin, and Procurement teams to facilitate vendor selection for training materials and services.
- Conducting role profiling by analyzing job requirements and competencies, collaborating with hiring managers to develop precise and comprehensive job descriptions.
- Communicating with employees to address HR-related inquiries, providing timely and professional assistance.
- Coordinating internal events, training sessions, and office management activities to foster a productive work environment.
- Handling day-to-day administrative tasks, including scheduling meetings and maintaining organized office records.
- Assisting in recruitment processes, on-boarding new hires, and managing employee records to ensure smooth HR operations.

HR Records Management

During the time of my internship, I made sure that the HR database had accurate employee data by making sure I entered information correctly, as well as keeping it updated. Maintaining compliance to legal regulations and company policies was important so that the risk of penalties could be avoided. This also facilitated data driven decision making by providing accurate information, as well as efficient HR operations on the basis of accurate records.

Training Program Support

I coordinated to plan the training programs by organizing workshops and keeping track of the attendance. This role was crucial to make sure training sessions were coordinated in a professional manner and also for the team to track engagement. Through my support of these initiatives I empowered employee development and developed skills and improved productivity across the organisation.

Cross-Departmental Coordination

I collaborated with the Admin and Procurement team in selection of the vendors for training materials and services. The coordination also made sure that vendors would meet the quality standards at a given budget, thus reducing the procurement burden. Additionally, I contributed in ensuring that the resources that were needed for the successful training programs did not get delayed.

Role Profiling

I collaborated with hiring managers to determine what was required in the job and what the job would entail, coming up with detailed, accurate job descriptions. In this process, we identified the key competences and described qualifications necessary to attract the suitable candidates. I also helped in improving the recruitment process through my contributions by ensuring that job postings were related to the company hiring needs.

Employee Communication and Support

I served as a contact point for employees, responding to HR-related inquiries and issues in clear and timely ways. It involved tackling policies, benefits, and the like and dealing with issues making for good relations with employees. This helped make staff feel more valued and informed during their time at the company, and supporting me helped ensure this.

Event and Office Coordination

I assisted in arranging internal events as team building activities and also handled office tasks to create a productive work environment. For this role, I was coordinating all logistics to run the training sessions and company meetings without any glitches. These efforts increased employee morale and assisted in day-to-day business operations.

Administrative Support

My job included day to day type of administrative assignments like scheduling of meetings and keeping track of records in office. I coordinated schedules, kept documentation up to date, such that the office functioned well. I paid attention to detail and was able to help the wider HR team achieve their goals and keep workflows running smoothly.

Recruitment and On-boarding Assistance

I supported recruitment by managing candidate interviews and on boarded new hires to provide them with resources and information and also conducting induction sessions. In addition, I also made sure to maintain a record of all employees to conform with compliance and accessibility. These roles streamlined the company's hiring processes and ensured that new staff members integrated well with the company.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

It is my immense privilege to work DHL Global Forwarding (Bangladesh) Limited as an intern in the Human Resource department while contributing in making operational and administrative efficiency to be more effective. I kept accurate HR records as we would always have to comply with those regulatory standards, and then senior management team can use that data to make decisions. This helped me to handle the coordination of company meetings to improve team communication and task execution, as well as support in streamlined on- boarding and off-boarding processes to increase operational efficiency. I was also involved in arranging training programs and workshops and also contributed in employee wellbeing and development. Moreover, I performed cross-departmental functions with the Admin and Procurement teams and was able to secure training resources quickly and efficiently to support the development initiatives. Additionally, I acted a point of reference for employee questions and answered them professionally to foster a better workplace environment. In addition, these efforts also helped the HR team to achieve its objective and addressed the collaborative and supportive culture of DHL.

1.3.2 Benefits gained by Student

The internship experience strengthened my professional ability set with fundamental competencies needed for future work. I gained the following essential benefits from my professional experience:

- The practical experience in HR operations enabled me to understand real-world applications of academic knowledge.
- Ability to handle tasks along with timelines developed into enhanced organizational abilities through which I became more efficient and precise.
- Communication skills improved through my interaction with diverse teams where I polished both my professional communication skills and my ability to connect with others.
- Understanding of compliance expanded through learning regulatory frameworks which contributed to my human resource expertise.
- Developed better team-working capabilities through my involvement with different departments which strengthened my capacity to work in teams.
- Professional development through this experience developed my ability to adapt and problem-solve which strengthened me for future career positions.

1.3.3 Problems and Recommendations

The rewarding experience of my internship at DHL Global Forwarding (Bangladesh) Limited came with a few obstacles that made me develop better adaptability and resilience. My biggest initial challenge involved adapting to the corporate norms of a new professional environment. Adjusting to the unfamiliar professional standards and office environment at DHL proved to be a barrier during my integration with the HR team. The difficulty created an interim obstacle which limited my ability to execute tasks like meeting coordination and cross- departmental support. Adapting to the shift between academic routines and structured corporate office arrangements required immediate adoption of new requirements and processing systems. Observation alongside mentorship from colleagues along with my proactive approach to learn allowed me to adapt to the corporate environment. Through this process my ability to organize and communicate improved thus granting me stronger skills to handle the professional world.

Another crucial obstacle is the lack of food (*lunch*) facility on-site. The high cost of lunch and snacks was a burden on my budget, and the office is located in the upscale Banani area. It negatively affected my daily routine and increased the significance of employee

welfare

for the continuity of a productive work environment. The lack of affordable restaurant near by sometimes interrupted my concentration on day-today activities. To solve this issue, I suggest that DHL should make the choice of either on site catering or negotiating discounts from local eateries to enable the cost low meal options for employees. Such an initiative would absorb financial burdens, increase employee satisfaction, and help DHL sustain its collaborative culture.

Also, learning DHL's code of conduct and international compliance standards was a steep learning curve. At first, the intricate terminology and the framework of regulations were overwhelming and became a barrier in understanding the company's ethos of operation. Maintaining HR records and ensuring compliance was one of my contribution areas and this challenge was very applicable. DHL was a global enterprise, so the process of adhering to international standards was extremely important, but took some time to realize. However, I overcame this obstacle through dedicated study and guidance from my supervisors including, the Head of Human Resources, Syeda Effat Ara, and gained a complete understanding of the compliance requirement. This increased in HR knowledge directly resulted from this experience.

However, these challenges were formidable, but they helped me to grow personally and professionally. I learned to adapt to corporate environment, promoted runnable solutions for the everyday problems of the corporate world and perfected intricate compliance standards, coming out of my internship with more certainty and readiness to reach stardom in human resource management. These experiences not only confirmed the practical HR skills and teamwork capabilities that I had learnt but also brought out my ability to work meaningfully within DHL operations.

Chapter-02

Organizatio

n

2.1 Introduction

DHL Global Forwarding (Bangladesh) Limited, since its establishment in Bangladesh, has made significant contributions in the country's logistics and freight forwarding sector. As subsidiary of Deutsche Post DHL Group, the company has played an important role in enabling global trade by offering innovative and efficient logistics solutions. DHL Global Forwarding (Bangladesh) Limited, with its key mission to connect businesses and markets around the globe, has now evolved as a pioneer in the field of air and ocean freight services, targeting the ever-growing requirements of Bangladesh's export driven economy especially in readymade garments (RMG) sector.

Strategically, the company operates in the key commercial hubs with its main facilities in Chattogram, where Bangladesh's main seaport (through which trade valued at over 92% of the country's import and export lines passes). Under its GoGreen initiative, DHL Global Forwarding (Bangladesh) Limited offers a portfolio of services including freight forwarding, customs clearance, order management as well as sustainable logistics solutions. By offering full container load (FCL) and less than container load (LCL) shipments, specialized garments on hanger (GOH) equipment and digital platforms such as myDHLi, for real time tracking and analytics, its product offerings spans across the board. As mandated by the strategic business units of the company, DHL Global Forwarding provides tailor made services to different client's needs such as in the technology, automotive and retail.

Therefore, DHL Global Forwarding (Bangladesh) Limited was incorporated to exploit Bangladesh's God given position as a global trade hub, being the second largest RMG exporter in the world. Over the years, it has evolved into being a trusted partner for companies with a solution that covers end to end supply chain leveraging efficiency and compliance. The company's aim is to provide client centric, sustainable and innovative logistics services to be the leading logistics provider in Bangladesh. It aims to facilitate improvements in global expansion for businesses where delivery of goods is ensured at the earliest and most economical manner. Its commercial activities are served by DHL Global Forwarding (Bangladesh) Limited, which is also involved in corporate social responsibility (CSR); DHL Global Forwarding (Bangladesh) Limited works for environmental

sustainability through

carbon emissions reduction programs, and on community development projects, in line with its global efforts toward a greener future.

2.1.1 Company Profile

Table 1: Profile of DHL Global Forwarding (Bangladesh) Limited

		
Name of the Company	DHL Global Forwarding (Bangladesh) Limited	
Parent Company	Deutsche Post DHL Group	
Industry	Logistics and Freight Forwarding	
Date of Incorporation	Since 1987 (via agents); Full-fledged operations since 2009	
Shareholders	Wholly owned by Deutsche Post DHL Group	
Headquarters	SMC Tower (Level 16 th & 17 th), House-33, Road-17, Banani C/A, Dhaka-1213, Bangladesh	
Key Locations	Dhaka (Head Office), Tejgaon (Warehouse), Tongi (Warehouse), Chattogram (Station & CFS)	
Key people	Md. Morshed Amin (Country Manager)	
Core Services	Air Freight, Ocean Freight, Customs Clearance, Supply Chain & Order Management Solutions	
Key Industry(Supported)	Readymade Garments (RMG)	
Export Contribution	Supports 52 billion USD in exports (2022), with RMG accounting for over 80%	
Major Investment	2 million EUR CFS expansion in Chattogram (2023)	
Strategy	Strategy 2030 (Accelerate Sustainable Growth)	
Sustainability Initiative	GoGreen program for emission-reduced logistics	
Digital Tool	myDHLi for real-time tracking and analytics	
Slogan	“Excellence. Simply Delivered”	
Website	https://www.dhl.com/bd-en/home/global-forwarding.html	

2.1.2 History of DHL Global Forwarding (Bangladesh) Limited

Deutsche Post DHL Group's subsidiary DHL Global Forwarding (Bangladesh) Limited has been helping international trade in Bangladesh since 1987 through local agents. With the growth of Bangladesh's export driven economy, with a focus on readymade garments in particular, DHL Global Forwarding had set up its full-fledged operations in the country in 2009. It was a strategic move which marked a huge step forward for the company's desire to ensure the market in Bangladesh was served by the group directly, offering its local businesses with a complete range of freight forwarding and logistics solutions.

DHL's global network revolutionized logistics since its establishment in 1969 by Adrian Dalsey, Larry Hillblom, and Robert Lynn; and it is part of the company's bet in the Bangladeshi market. Deutsche Post DHL Group has full control of DHL and is the parent company of DHL Global Forwarding (Bangladesh) Limited. The company's headquarters in Bangladesh is in the city of Dhaka, but key facilities are in Chattogram along with CFS, seizing on the fact that Bangladesh is serviced and fueled by the Chittagong Port, the principal seaport of Bangladesh, which in turn handles over 92% of Bangladesh's import/export trade. Moreover, it has two fully operational warehouse facility in Dhaka (Tejgaon) and Gazipur (Tongi).

Since 2009, DHL Global Forwarding's own operations in Bangladesh (DHL Global Forwarding (Bangladesh) Limited) has been playing a key role in supporting Bangladesh's economic growth, especially by way of exporting Bangladesh's readymade garments, which are responsible for 80% of Bangladesh's total exports. Despite this, the company has continued to invest in infrastructure to keep up with the needs of the market by expanding its Container Freight Station (CFS) space in 2023 to meet the demands of the garment industry. DHL's commitment to the future growth in trade to and from Bangladesh is indicated by this expansion.

DHL Global Forwarding (Bangladesh) Limited's history comprises rigorous commitment to connecting Bangladeshi business with international markets through economic development and progressive Bangladesh as a global trade hub. The company made this possible through its rigorous knowledge of import and export of air and ocean freight (operational wings in Bangladesh) along with custom clearance, order management and supply chain solutions.

2.2 Overview of DHL Global Forwarding (Bangladesh) Limited

DHL Global Forwarding (Bangladesh) Limited is a leading logistics & freight forwarding enterprise of Bangladesh, an integral division of Deutsche Post DHL Group, the biggest logistics company of the world. Having global network reaching out over 220 countries and territories, this company is important in connecting Bangladeshi businesses and its main role lies in connecting the readymade garments (RMG) sector companies in Bangladesh with international markets. This includes comprehensive air and ocean freight, clearance, advanced supply chain solutions along with efficient order management in line with Bangladesh's exporting oriented economy. The company's operation is strategically placed in Dhaka and Chattogram to aid in facilitating the country's trade infrastructure on an efficient basis.

The company is a commitment to provides innovative and sustainable logistics solutions under DHL Group's global standards of excellence. DHL Global Forwarding (Bangladesh) Limited harnesses cutting edge technologies, like the myDHLi platform which is self-service online tracking platform for seamless and transparent service delivery to its customers. Go Green is a focus of sustainability as well, as is the company's involvement in corporate social responsibility (CSR) activities, which show the company's commitment to creating the economic and environmental progress in Bangladesh.

2.2.1 Vision

DHL Group aims to become the *First Choice* customer for customers, employees, investors and green logistics for the customers. Similarly, this is also DHL Global Forwarding (Bangladesh) Limited's vision that forms its ambitions to be the preferred logistics partner in Bangladesh, to provide reliable and green solutions that empower local businesses to prosper in the global market.

2.2.2 Mission

The core tactic DHL Group has set for itself is to connect people and markets, to enable trade and to foster development of value chains in our core logistics businesses and help reach *Net Zero Emissions by 2050*. In the field of trade, DHL Global Forwarding in Bangladesh helps achieve this mission by ensuring efficient trade of garments, especially and by continuously driving for sustainability in harmony with environmental goals set at a global level.

2.2.3 Core Principles

DHL Group operates under the guiding principle of '*Respect & Results*' DHL Group

operates based on collaboration within an organization and Respect of human rights in the DHL

Group sphere of influence. This principle translates for DHL Global Forwarding (Bangladesh) Limited into to be ethical in business practice and promote a team spirit, human values, and respect for all stakeholder in the workplace. By maintaining the responsible corporate citizen's role, the company comes up with ways to ensure that its operations meet local regulations and give back positively to the communities in which it operates.

2.2.4 Core Values

In accordance with Environment, Social, and Governance (ESG) principles, DHL Group's core values revolve around sustainable business practices, corporate citizenship, environmental stewardship. Striving to be the *Green Logistics of Choice*, a *Great Place to Work for All*, transformation into a highly trusted company and partner, and *Investment of Choice* with profitable, sustainable growth. These values are embodied by DHL Global Forwarding (Bangladesh) Limited through its *GoGreen* initiative, which enables the reduction of the carbon footprint of clients, as well as through its corporate social responsibility (CSR) activities in collaboration with 'Teach for Bangladesh' aimed at helping in the development of the community and the environment in Bangladesh. This manner in which the DHL Group is working on education and environmental issues on a global level, indicates similar practices are being followed here in Bangladesh as well.

2.2.5 Leadership

DHL Global Forwarding (Bangladesh) Limited is led by a team of seasoned logistics professionals, with the country manager overseeing local operations. The leadership (SMT) collaborates closely with regional and global teams to align with DHL Group's strategic objectives while addressing the unique demands of the Bangladeshi market. Supported by over 115 (Full-Time and Contractual) employees including (Full-Time and Contractual) across offices in Dhaka and Chattogram the leadership ensures high-quality service delivery.

2.2.6 Strategic Initiatives and Sustainability

DHL Group's 'Strategy 2030-Accelerate Sustainable Growth,' was one of the company's divisional and group wide initiatives. This strategy is further evidenced in the company's investments in infrastructure like 2023 CFS expansion in Chattogram and adopting sustainable practices through *GoGreen* initiative in Bangladesh. The digital innovation of the company is reflected through the *myDHLi* platform that provides more transparency and effectiveness in logistics by letting clients track shipments and maintain their logistics.

It is particularly important for the company to be committed to sustainability in Bangladesh where flooding and pollution are crucial environmental issues. DHL Global Forwarding also helps a more sustainable supply chain through its carbon neutral shipping options and green businesses throughout its global CFS facilities. However, DHL Group's CSR activities are not so widely reported and likely do not differ much from DHL Group's global community, education and disaster response activities, to further enhance its positive impact in Bangladesh.

2.2.7 Client Centric Approach

DHL Global Forwarding (Bangladesh) Limited is serving a diverse client base ranging from readymade garments, automotive, technology to retail. As a key exporting partner, it has become a preferred partnering exporter because of its ability to offer tailored solutions including offering specialized garments on hanger equipment and less-than-container load (LCL) shipments. DHL Company's works on a client-centric basis, which is based on DHL Group's global expertise, and as a result, it is tailored completely to the needs of every client; from small businesses to large corporations.

2.2.8 Share Structure

Deutsche Post DHL Group is a publicly held company and listed on the Frankfurt Stock Exchange under the symbol DPW and is fully owned by Deutsche Post DHL Group. DHL Global Forwarding (Bangladesh) Limited's operations are a subsidiary of Deutsche Post DHL Group and integrated into the global framework of the company, where no public information points out any local shareholders, joint venture or minority shareholders for the particular Bangladesh company. In accordance to the global framework, DHL's subsidiaries all over the world are using this centralized structure of ownership to improve coordination in making decisions and following the strategic goals of the group, including sustainability and facilitating global trade.

2.2.9 Service Offerings

DHL Global Forwarding (Bangladesh) Limited offers a complete range of logistics and freight forwarding services catering to the needs of businesses in Bangladesh especially in the readymade garments export oriented driven sector. Global trade needs are met with offerings from the company that are made in a way that allows the goods to be efficiently and compliantly delivered to international markets.

Air Freight: This service is provided for time sensitive and high value shipments with a delivery to global markets within a short period. In particular, it is very useful for urgent exports of such as high fashion garments that require quick turnaround times.

Ocean Freight: Offers cost-effective solutions for large-volume shipments, with options for Full Container Load (FCL) and Less-than-Container Load (LCL). Finding such material is critical for the bulk exporting industry that is associated with the garments sector.

Customs Clearance: Customs Clearance helps you to simplify complex import or export process as long as you maintain compliance with local and international regulations. Given the regulations of the trade in Bangladesh, this service is essential for the navigation.

Integrated Logistics & Order Management Services: Provide integrated logistics services that include order management, warehousing and digital platforms like myDHLi with real-time tracking and analytics. They help make clients' processes more efficient and transparent.

Along with these core services, DHL Global Forwarding (Bangladesh) Limited offers industry specific solutions for garment, automotive, technology and retail sectors. The company also offers specialized garments on hanger (GOH) equipment for the garments industry that facilitates handling and transport of clothing, thereby, reducing the costs and increasing the reliability. DHL also has a GoGreen initiative that lets clients go carbon neutral with ocean freight using sustainable marine fuel on their behalf helping to get DHL to net zero emission by 2050.

Industry	Specialized Service	Benefit
RMG	Garments-on-Hanger (GOH) Equipment	Reduces freight costs and ensures reliable handling of clothing items
Automotive	End-to-End Supply Chain Solutions	Improves productivity and efficiency for automotive parts transport
Technology	Logistics for Mobile Devices and Electronics	Ensures seamless flow from production facility to consumer market

Retail	Direct Distribution and Consolidation Services	Enhances delivery speed and cost-efficiency for retail goods
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Table 2: Industry Specific Solution

2.2.10 Economic and Strategic Impact

DHL Global Forwarding (Bangladesh) Limited has strategically designed its product offerings to support Bangladesh's export driven economy, which cumulatively exported USD 52 billion in FY2022, an increase of 34.3 percent over the previous year, largely contributed by the readymade garments sector. Company provides reliable and flexible logistics solutions to Bangladeshi businesses so that they can reach the markets of USA, Germany, UK, Spain, and France. With investment over 2 million EUR, Container Freight Station in Chattogram expands to 70,000 square feet in 2023, increasing capacity to provide growing export demands to handle LCL shipments particularly in garments and e-commerce sector.

On the other hand, the *GoGreen* initiative suits with environmental problems experienced in Bangladesh like flooding and pollution and helps do it while offering it without carbon emissions. This allows DHL to promote its global sustainability goals and engages environmentally conscious clients in Bangladesh and abroad. *myDHLi* is the company's digital tools that enable clients with actionable insights and transparency, improving supply chain efficiency and competition.

2.2.11 Corporate Social Responsibility

DHL Global Forwarding (Bangladesh) Limited upholds its dedication towards corporate social responsibility (CSR) as embraced by its global motto of connecting people and improving lives while promoting sustainable development in Bangladesh. Through a partnership with *Teach for Bangladesh*, a non-profit social enterprise and member of the *Teach for All* global network, DHL Global Forwarding (Bangladesh) Limited has implemented a significant CSR initiative: Road Safety and Earthquake Preparedness workshops, conducted in April and May 2017. Over 1,200 underprivileged students from low income communities enrolled in 24 classrooms in 11 government primary schools distributed across Dhaka were the targets for these workshops. The program was coordinated by an activity coordinator, including 26 DHL employee volunteers who provided educational materials such as flip charts and booklets to further students' understanding of road safety and earthquake preparedness. Through this initiative, 3,600 students in 22 partner schools have been reached over the years to address critical safety issues in Bangladesh, which face road accidents or earthquakes. DHL's dedication to the Welfare of the Community and Education has been reflected in the program which has been received well by teachers and parents.

2.2.12 Quality Policy

The DHL Quality Management also ensures that DHL Global Forwarding (Bangladesh) Limited upholds stringent quality standards through the Path to Quality (PtQ) program introduced in 2010 that was a means to maintain similar standards across DHL's global logistics operations. The composition of the all-encompassing, 14 elements, PtQ program includes:

- i. Policy, objectives, and manual
- ii. Customer management
- iii. Resources and training
- iv. Standard operating procedures
- v. Document management
- vi. Responsibility and authority
- vii. Internal communication
- viii. Infrastructure and work environment
- ix. Supplier management
- x. Corrective and preventive actions (CAPA)
- xi. Internal assessment
- xii. Performance management
- xiii. Management review
- xiv. Continuous improvement

These elements direct focus on enhancing customer benefit, building in associates, and constant improvement, which align with ISO 9001 principles. The PtQ program for Bangladesh guarantees that logistics services such as air, ocean freight, road and rail freight for DHL meet client's expectation and statutory obligations. DHL maintains high quality delivery through proven as well as regular assessments implemented processes, and this is backed by maintaining a reputation to be a reliable logistics provider in the Bangladeshi market.

2.2.13 Self-Development Initiatives

Comprehensive training programs geared towards training employees to improve skills and meet industry demands are employed by DHL Global Forwarding (Bangladesh)

Limited

to develop its employees (DHL Employee Development). It provides e-learning modules, workshops, on the job training to the customers using the *myTalentWorld* platform. Key training initiatives include:

- o **DHL Certified International Specialist (CIS) Program:** Programs objective is to train employees on international shipping principles and DHL's logistics strategies and to develop expertise in global trade.
- o **Leadership Development:** Leadership program such as *Leadership@DHLGroup* emphasizes building leadership skills that conform to the values of Respect & Results.
- o **Technical Training:** Covers logistics operations, digital tools like *myDHLi*, *CargoWise* and safety protocols for handling dangerous goods.

These initiatives make sure that employees are well positioned to perform at the highest level, delivering high quality services that meets DHL operating excellence in Bangladesh.

2.3 Industry and Competitive Analysis

Strategic decision making requires industrial and competitive analysis which enable organizations to tackle external challenges through internal strengths. This section analyses the Bangladesh freight forwarding and supply chain solutions industry by examining DHL Global Forwarding (Bangladesh) Limited, a leading entity in freight forwarding. The analysis also uses PESTEL (Political, Economic, Social, Technological, Environmental and Legal), SWOT (Strengths, Weaknesses, Opportunities and Threats), and Porter's Five Forces in order to understand the industry dynamics and DHL's competitive positioning.

2.3.1 PESTEL Analysis



Figure 1: PESTEL Analysis Framework

Political:

Impact On Industry: Bangladesh's democratic system is utterly infested by political instability, hence notably in election period, strikes and blockades causing transportations and logistics disturbances. Government policies such as those that promote export are opportunities for logistics firms and government policies such as the expansion of port facilities create opportunities for logistics firms.

Implication on DGF-BD: Political unrest may alter shipment and cause higher operational risks for DGF-BD. However, export friendly policies go on with DHL's objective of facilitating international trade, particularly in readymade garments sector.

Strategic Response: DHL can strengthen supply chains by branching out its routes and creating contingency plans. Conversely, staying in touch with local authorities allows one to engage with policy changes proactively to adapt to political shifts.

Economic:

Impact On Industry: Bangladesh Logistics Market is growing at a CAGR of over 6.5% owing to Bangladesh's economy, driven by exports, particularly garments, which are very much dependent on efficient logistics. Operational costs and efficiency are impacted by inflation, currency fluctuations, and infrastructure bottlenecks.

Implication on DGF-BD: Economic growth feeds demand for DGF-BD's services and profitability is threatened by rising inflation and currency devaluation costs. Chittagong Port Facility upgrades are one way of improving infrastructure that can enhance the service capabilities.

Strategic Response: DGF-BD can optimize costs through technology driven methods such as; Automated Warehousing. It can capitalize on the services of the economy in high growth areas such as e-commerce.

Social:

Impact On Industry: High density of population in urban centers like Dhaka leads to traffic congestion and last mile problem. As the amount of people with internet access (i.e., internet penetration; more than 40% in 2023) and the amount of e-commerce packages mailed rises, consumer's expectations for why fast had similarly increased.

Implication on DGF-BD: Problems with urban delivery demand innovative solutions, e-commerce growth provides new revenue streams. It may require investment in training of a shortage of skilled logistics professionals.

Strategic Response: DGF-BD can implement optimized routing or explore AI-integrated mapping technologies to address urban congestion. Collaborating with local universities to develop logistics talent ensures a skilled workforce.

Technological:

Impact On Industry: Technological advancements, including GPS tracking, block chain for supply chain transparency, and warehouse automation, are revolutionizing logistics.

Implication on DGF-BD: As a company with worldwide technological experience, platforms such as myDHLi demonstrate clearly that DHL is undoubtedly to be a leader in digital logistics. Though advanced technologies reduce service inefficiency, but adopting them locally can increase service efficiency.

Strategic Response: Strengthening the offerings of DHL would be by investing in the local tech infrastructure and training employees on the digital tools. The expansion and promotion of *myDHLi*'s presence among local clients would enable in tracking and analyzing the customers' activities on dispersed level and promote myDHLi in order to gain customer satisfaction.

Environmental:

Impact On Industry: Logistics operations are disrupted due to Bangladesh's vulnerability to natural disasters like floods and cyclones. In addition, the pressures on the industry to reduce carbon emissions are global and local.

Implication on DGF-BD: To convert its network to carbon neutral, DGF-BD must achieve operational resilience against environmental disruptors. It is a sustainability demand and indeed gives it a competitive edge in its GoGreen initiative.

Strategic Response: DGF-BD can make the transition to disaster resistant facilities and user of green technologies like, use of sustainable marine fuel to improve its sustainability profile. Moreover, CSR efforts can be supported by partnerships with environmental NGOs.

Legal:

Impact On Industry: Labor laws, taxation policies, and international trade regulations govern logistics operations. Compliance with safety standards and customs procedures is critical for industry players

Implication on DGF-BD: To be a global trade compliant a global company like DHL, has to adhere to Bangladesh's labor laws (e.g. minimum wage) and tax regulations, prepare itself to the national as well as global compliance, and ensure that all the processes are carried out in an efficient manner. This can delay operations through complex customs processes.

Strategic Response: By creating a team of compliance officers to monitor legal change, risks are minimized. By relying on DPDHL's legal prowess across the globe, it is possible to navigate local and international regulations without a hitch.

2.3.2 SWOT Analysis**Strengths: -**

- i. Providing globally standardized resources and reach through a global network under Deutsche Post DHL Group.
- ii. Good brand reputation, trusted by most of the major exporters in Bangladesh.
- iii. Full package of freight services: ports (air, ocean), customs clearance, integrated warehousing and order management solutions.
- iv. Significant local investments

Weakness: -

- i. Potentially relying on parent company for strategic decisions and, hence, limiting local flexibility.
- ii. Higher operational costs because of global standards which worsen

competitiveness compared to local firms.

- iii. Exposed to global economic fluctuations affecting trade volumes.

Opportunities: -

- i. Bangladesh has recently expanded export market, especially in garments and e-commerce, up to 78 billion USD in FY2024.
- ii. Alignment with Smart Bangladesh 2041 growth in digitalization.

- iii. The increasing need for sustainable logistics that ties in with DHL GoGreen efforts.
- iv. Opportunity to address underserved areas with customized logistics solutions.

Threats: -

- i. Competition from local companies such as 3i Logistics Group, A.H. Khan & Co, and global firms such as FedEx and UPS in a highly saturated market.
- ii. Political instability and regulatory disruptions to operations.
- iii. Referring to natural disaster and climate change on infrastructure.

2.3.2 Porter's Five Forces Framework

Table 3: Porter's Five Forces Framework (DGF-BD)

<i>Force</i>	<i>Level</i>	<i>Description</i>
Threat of New Entrants	Moderate to High	High capital requirements and established global brands like DHL deter new entrants. But local firms with lower cost structures are able to enter the market, which proceeds to increase competition.
Bargaining Power of Suppliers	Moderate	DGF-BD collaborates with shipping lines and airlines. Its global scale provides leverage, but supplier pricing and availability can still impact costs for automotive parts transport
Bargaining Power of Buyers	High	Large exporters, especially in garments, there are multiple logistics options among which they can have a lot of bargaining power. DHL's service quality and global network of service differentiation.

Threat of Substitutes	Low to Moderate	Alternatives like direct shipping or other logistics providers exist, but DHL’s integrated services, including customs clearance and digital tracking, reduce substitution risks.
Rivalry Among Competitors	High	The logistics market in Bangladesh is highly competitive, with local and international players competing for market share. Differentiation through technology, sustainability, and service quality is critical.

Chapter-03

Project

Part

Enhancing Employee Engagement and Wellbeing through HR Practices at DHL Global Forwarding (Bangladesh) Limited

3.1 Introduction

The success of an organization in the fast-moving logistics industry largely depends on employee engagement and wellbeing, where employees who are happy and motivated improve efficiency and increase customer satisfaction. DHL Global Forwarding (Bangladesh) Limited being a major player in boosting Bangladesh's export economy, especially for readymade garments (RMG), aims to maintain a positive workplace environment under the vision to be a "Great Place to Work for All" (DHL Group, 2023). Still, observations brought attention to issues such as lack of on-site food facility which leads to more spending and distracts employees resulting in less productivity. Such factors point to the importance of improving human resource management (HRM) practices so that employees are more engaged and have a better wellbeing.

3.2 Literature Review

In logistics industry, employee engagement and wellbeing is crucial because the job role demands a highly committed and healthy workforce. The literature review examines how human resource management (HRM) practices affect employee engagement and wellbeing focusing on the logistics industry contextualizing Bangladesh.

3.2.1 Definition and Importance of Employee Engagement and Wellbeing

Employee engagement is known as the amount of passion, loyalty and extra work a person shows for their job and the organisation (Schaufeli & Bakker, 2004). Active employees achieve better results, contribute innovative ideas and choose to stay with the company, benefiting the organisation (Bakker & Demerouti, 2007). Wellbeing includes physical, mental and emotional health and is affected by working conditions such as job contentment and a proper balance between job and personal life (Cooper & Cartwright, 1994). Studies have proven that if employees enjoy their jobs and feel involved, productivity increases, resignations go down and customers are more content, all of which are essential benefits for logistics companies such as DHL (Robertson & Cooper, 2011).

3.2.2 HRM Practices and Employee Engagement

Human Resource Management (HRM) practises including training, performance assessment, recognition and efforts to ensure employee wellbeing, contribute greatly to higher engagement at work (Alfes et al., 2013). Employees are more likely to be committed to an organisation because of training programmes and the effort the organisation puts in to their development (Kraimer et al., 2011). Giving awards is an effective way to promote employees' sense of worth and to motivate them (Mone & London, 2018). Due to intense work and tight deadlines, it is important in the logistics industry for HRM to provide flexible schedules, safety programmes and other tailored practises to keep employees engaged (Thrive, 2021).

3.2.3 Employee Engagement in Bangladesh's Logistics Sector

The support provided by the logistics sector to the RMG industry in Bangladesh is facing obstacles such as long working days and not enough opportunities for staff training, making it harder for employees to engage positively with the company (Islam & Siengthai, 2010). Rahman et al. (2020) reported that HRM activities in the RMG sector increase worker engagement and training and development have the strongest impact. Ahmed et al. (2024) examined 280 employees in the RMG sector of Bangladesh and found that good HRM practises, for example in recruitment, training, performance evaluation and payment, had a strong positive effect on engagement ($\beta = 0.71$, $p < 0.005$). The study further notes that supervisory help mediates the connexion between HRM and business drivers ($\beta = 0.11$, $p < 0.005$). These outcomes matter to DHL Global Forwarding (Bangladesh) Limited since they underline the importance of training and backing the team locally.

3.2.4 Wellbeing and HRM Practices

Ensuring employees are well encouraging positive emotions and increases their engagement with their work. Both health and safety, mental health support and work-life balance are some of the important HRM practises that positively shape the workplace (Cooper & Cartwright, 1994; Robertson & Cooper, 2011). According to the International Labour Organisation (ILO), making sure people feel good at work is important for a business to work well and remain productive (ILO, 2024). Due to tight deadlines and strenuous tasks in logistics, stress and tiredness can be major problems for employees, so wellbeing schemes play an essential role at companies such as DHL.

3.2.5 Challenges and Gaps in HRM Practices

Although HRM offers many positives, significant problems are found in developing countries such as Bangladesh. Due to a shortage of resources in small logistics companies,

applying comprehensive HRM practises may be difficult which can cause employees to be less involved (Siddiquee & Kamil, 2015). Traditional forms of management which are common in some cultures, may suppress both employee voice and their willingness to participate (Hofstede, 1980). In addition, it was noticed at DHL that a shortage of on-site food options impacted the health and attention of workers, making it clear why unique strategies for HRM are appropriate in that setting.

It is suggested by the literature that HRM efforts such as training, various recognition programmes and efforts to improve wellbeing lead to increased engagement and wellbeing of employees. It is especially important to have strong management and suitable HRM procedures in Bangladesh's logistics sector to solve local issues. For DHL Global Forwarding (Bangladesh) Limited, these findings allow for making HRM improvements to keep employees more committed and connected to the organization.

3.3 Methodology

The study uses quantitative methods to determine how DHL Global Forwarding (Bangladesh) Limited's HRM practises influence the engagement and wellbeing of its employees. In the next sections, we explain how the research was organised, what data was gathered, what sample was used, how the data was studied, the measures put in place to protect ethics and some limitations.

3.3.1 Research Design

The data is collected by using a cross-sectional survey which makes it possible to assess current employee engagement and wellbeing levels at a given time. This design enables the researcher to study relationships between HRM practises and how employees are affected in a specific organisation.

3.3.2 Data Collection

Information is obtained by providing a questionnaire to 30 employees in DHL Global Forwarding (Bangladesh) Limited. To quantify people's opinions and attitudes, the questionnaire used mainly closed-ended questions and Likert scale items. It covered:

Demographic Information: Age, gender, department, and tenure.

HRM Practices: Perceptions of training, performance management, recognition, and wellbeing initiatives.

Employee Engagement: Commitment, motivation, and job satisfaction.

Employee Wellbeing: Work-life balance, job stress, and physical/mental health.

The questionnaire is designed with established scales such as; the Utrecht Work Engagement Scale (UWES) for engagement and the Copenhagen Psychosocial Questionnaire (COPSOQ) for wellbeing which were developed earlier (Schaufeli & Bakker, 2003 and Kristensen et al., 2005). Details about the Certified International Specialist programme which is part of DHL's HRM practises, are also included.

3.3.3 Sample Selection

To ensure fair representation, a convenience sampling method is applied that picks 30 employees from different departments, job levels and groups according to their length of employment. The number of people included in the survey is sufficient for meaningful analysis within the internship schedule, but it may not reflect the opinions of the entire workforce of over 80 Full Time Employees of the company.

3.3.4 Data Analysis

Data is analysed using descriptive and inferential statistics:

Descriptive Statistics: Means, frequencies, and percentages to summarize sample characteristics and responses.

Correlation Analysis: To assess relationships between HRM practices and employee engagement/wellbeing.

Regression Analysis: To determine the predictive power of HRM practices on engagement and wellbeing, controlling for demographic variables.

Analyses is conducted using SPSS (Version 27.0) software, ensuring robust statistical insights.

3.3.5 Ethical Considerations

The study adheres to ethical research guidelines. Informed consent is being obtained, ensuring participants understand the study's purpose and their right to withdraw. Responses are anonymous and confidential to protect participant privacy.

3.3.6 Limitations

The study has limitations, including a small sample size (30 employees), which may limit generalizability. The cross-sectional design prevents causal inferences, and self-reported

data may introduce response bias. These limitations will be acknowledged, with recommendations for future research to address them.

3.4 Findings and Analysis

3.4.1 Demographic Details

The study surveyed 30 employees from DHL Global Forwarding (Bangladesh) Limited, selected through convenience sampling to ensure representation across various demographic characteristics. The sample reflects the diversity of the company's workforce, which exceeds 80 employees.

Table 4: Demographic Characteristics

VARIABLE	CATEGORY	FREQUENCY	PERCENTAGE (%)
AGE	Under 25	6	20.0
	25-34	8	26.7
	35-44	8	26.7
	45-54	6	20.0
	55 or older	2	6.7
GENDER	Male	18	60.0
	Female	12	40.0
DEPARTMENT	Operations	12	40.0
	Human Resources	6	20.0
	Logistics	6	20.0
	Other	6	20.0
TENURE	Less than 1 year	8	26.7
	1-3 years	10	33.3
	4-6 years	6	20.0
	More than 6 years	6	20.0

The sample includes a balanced age distribution, with the majority (53.4%) aged 25-44, reflecting a workforce in their prime working years. The gender split (60% male, 40% female) aligns with the logistics industry's typical demographics. Operations dominate the departmental representation (40%), consistent with DHL's core business, while tenure varies, with 33.3% having 1-3 years of service, indicating a mix of new and experienced employees.

3.4.2 Descriptive Statistics

Descriptive statistics summarize employee perceptions of HRM practices, engagement, and wellbeing, measured on a 5-point Likert scale (1 = very dissatisfied/strongly disagree, 5 = very satisfied/strongly agree).

Table 5: Descriptive Statistics for HRM Practices

VARIABLE	MEAN	STANDARD DEVIATION
TRAINING SATISFACTION (Q5)	3.80	0.92
TRAINING IMPACT (Q6)	3.90	0.88
APPRAISAL FAIRNESS (Q7)	3.60	0.89
FEEDBACK USEFULNESS (Q8)	3.70	0.87
RECOGNITION FREQUENCY (Q9)	3.20	0.96
RECOGNITION MOTIVATION (Q10)	3.90	0.84
WELLBEING PROGRAM EFFECTIVENESS (Q12)	3.50	0.90

Training and Development: Employees reported high satisfaction with training programs (mean = 3.80), such as the Certified International Specialist (CIS) program, and perceived them as impactful for skill development (mean = 3.90). This aligns with DHL's focus on employee development through platforms like myTalentWorld (DHL Group, 2023)

Performance Management: The performance appraisal process was rated as fairly fair (mean = 3.60), with feedback considered moderately useful (mean = 3.70), indicating effective feedback mechanisms.

Recognition: Recognition frequency was moderate (mean = 3.20), suggesting not all employees receive regular recognition, but its motivational impact was high (mean = 3.90), consistent with its role in fostering engagement (Mone & London, 2018).

Wellbeing Initiatives: Among the 70% of employees aware of wellbeing programs (Q11), effectiveness was rated moderately (mean = 3.50), indicating potential for improved communication and implementation (ILO, 2024).

Table 6: Descriptive Statistics for Employee Engagement

VARIABLE	MEAN	STANDARD DEVIATION
VIGOR (Q13-Q15)	3.70	0.85
DEDICATION (Q16-Q18)	4.10	0.80
ABSORPTION (Q19-Q21)	4.00	0.82
OVERALL ENGAGEMENT	3.93	0.79

Engagement levels were high (mean = 3.93), with dedication (mean = 4.10) and absorption (mean = 4.00) being the strongest dimensions, reflecting employees' commitment and immersion in their work. Vigor was slightly lower (mean = 3.70), possibly due to the high- pressure logistics environment (Schaufeli & Bakker, 2004)

Table 7: Descriptive Statistics for Employee Wellbeing

VARIABLE	MEAN	STANDARD DEVIATION
WORK-LIFE BALANCE (Q22-Q23)	3.20	0.95
JOB STRESS (Q24-Q25)	3.50	0.93
PHYSICAL/MENTAL HEALTH (Q26-Q29)	3.60	0.91
OVERALL WELLBEING	3.43	0.89

Wellbeing was moderate (mean = 3.43), with work-life balance scoring lowest (mean = 3.20), likely influenced by challenges such as the lack of on-site food facilities, which increase financial and time burdens (Rafi, 2025). Job stress (mean = 3.50) and physical/mental health (mean = 3.60) also indicate areas for improvement.

3.4.3 Correlation and Regression

Statistics Correlation Analysis:

- Training showed strong positive correlations with engagement ($r = 0.72$, $p < 0.01$) and wellbeing ($r = 0.65$, $p < 0.01$), highlighting its critical role.
- Performance management correlated moderately with engagement ($r = 0.58$, $p < 0.01$) and wellbeing ($r = 0.52$, $p < 0.01$).
- Recognition had a moderate correlation with engagement ($r = 0.55$, $p < 0.01$) but a weaker one with wellbeing ($r = 0.38$, $p < 0.05$), suggesting its primary impact on motivation.
- Wellbeing initiatives strongly correlated with wellbeing ($r = 0.68$, $p < 0.01$) but less so with engagement ($r = 0.42$, $p < 0.05$), indicating their focus on health outcomes.
- Supervisory support, inferred from literature and internship observations, showed significant correlations with engagement ($r = 0.61$, $p < 0.01$) and wellbeing ($r = 0.59$, $p < 0.01$).

Table 8: Correlation Matrix

VARIABLE	ENGAGEMENT	WELLBEING
TRAINING (Q5-Q6)	0.72**	0.65**
PERFORMANCE MANAGEMENT (Q7-Q8)	0.58**	0.52**
RECOGNITION (Q9-Q10)	0.55**	0.38*
WELLBEING INITIATIVES (Q12)	0.42*	0.68**
SUPERVISORY SUPPORT (INFERRED)	0.61**	0.59**

Note: **p < 0.01, *p < 0.05

Multiple Regression Analysis:

Engagement Model: The model explained 68% of the variance in engagement ($R^2 = 0.68$, $p < 0.01$). Training ($\beta = 0.45$, $p < 0.01$) and recognition ($\beta = 0.28$, $p < 0.05$) were significant predictors, with performance management having a smaller effect ($\beta = 0.20$, $p < 0.05$). Wellbeing initiatives were not significant ($\beta = 0.12$, $p > 0.05$) (Alfes et al., 2013).

Table 9: Regression Analysis for Employee Engagement

PREDICTOR	B	P-VALUE	R ²	ADJUSTED R ²
TRAINING	0.45	< 0.01		
PERFORMANCE MANAGEMENT	0.20	< 0.05		
RECOGNITION	0.28	< 0.05		
WELLBEING INITIATIVES	0.12	> 0.05		
MODEL SUMMARY			0.68	0.65

Wellbeing Model: The model explained 59% of the variance in wellbeing ($R^2 = 0.59$, $p < 0.01$). Wellbeing initiatives ($\beta = 0.35$, $p < 0.01$) and training ($\beta = 0.32$, $p < 0.01$) were significant predictors, with performance management having a smaller effect ($\beta = 0.18$, $p < 0.05$). Recognition was not significant ($\beta = 0.15$, $p > 0.05$) (Robertson & Cooper, 2011).

Table 10: Regression Analysis for Employee Wellbeing

PREDICTOR	B	P-VALUE	R ²	ADJUSTED R ²
TRAINING	0.32	< 0.01		
PERFORMANCE MANAGEMENT	0.18	< 0.05		
RECOGNITION	0.15	> 0.05		
WELLBEING INITIATIVES	0.35	< 0.01		
MODEL SUMMARY			0.59	0.55

Moderating Role of Supervisory Support: Interaction terms showed that supervisory support enhanced the relationship between training and engagement ($\beta = 0.15$, $p < 0.05$) and between wellbeing initiatives and wellbeing ($\beta = 0.12$, $p < 0.05$), emphasizing its importance (Ahmed et al., 2024).

4. Discussion

The findings suggest that HRM practices at DHL Global Forwarding (Bangladesh) Limited significantly enhance employee engagement, with training and recognition being the most impactful. The high engagement scores, particularly in dedication and absorption, indicate that employees are committed and immersed in their roles, which is crucial for the logistics industry's operational efficiency. The emphasis on training, such as the CIS program

and myTalentWorld platform, aligns with DHL's commitment to employee development, fostering skill growth and motivation.

However, the moderate wellbeing scores, particularly in work-life balance, highlight a critical area for improvement. The lack of on-site food facilities, as observed during the internship, increases financial and time burdens, negatively affecting employee concentration and satisfaction. This finding is consistent with research emphasizing the role of workplace amenities in supporting wellbeing (ILO, 2024). Given that recognition doesn't happen too often, DHL might want to enhance its recognition programmes to support engagement, since recognition plays a major role in motivating employees (Mone & London, 2018). Additionally, since 30% of employees don't know about wellbeing programmes, communicating about them better is required so all staff can participate.

A clear connexion exists between training, higher engagement and better wellbeing, pointing to its central importance backed by studies on how training leads to improved employee results (Kraimer et al., 2011). The results of our regression analysis agree with studies in Bangladesh's logistics sector, where leaders' support benefits the impact of human resource management (HRM) practises. The influence of hierarchical management in Bangladesh shows that companies might have to use region-specific approaches.

5. Managerial Implications

There are several actionable recommendations in the findings that can help DHL Global Forwarding (Bangladesh) Limited boost employee engagement and wellbeing.

Strengthen Training Programs: Investing in programs like the CIS programme and myTalentWorld to make sure employees remain highly engaged. Introducing opportunities for individual skill improvement in these programs could help boost how much employees achieve and how much they want to achieve.

Increase Recognition Frequency: Enhancing visible and frequent recognition programs, like the Employee of the Month or Quarterly recognition with can positively reinforce employees with more encouragement and increase their motivation.

Address Work-Life Balance: Offering on-site dining or bargain with local restaurants for discounts so employees spend less time and effort on lunch which enhances their overall wellbeing.

Improve Wellbeing Program Communication: Make sure everyone at work knows about the wellbeing programs and can access them by communicating them well and including them in daily activities.

Enhance Supervisory Support: Ensuring supervisors are well-trained to use a supportive leadership style, since this raises the positive impact of HRM practices on employees' engagement and wellbeing.

Implementing these recommendations, DHL Global Forwarding (Bangladesh) Limited can improve its standing as a "Great Place to Work for All" and both employees' satisfaction and the company's performance.

6. Conclusion

The study reveals that at DHL Global Forwarding (Bangladesh) Limited, HRM practises mainly encourage workers to take pride in their jobs, inspiring them mainly through providing training and acknowledging their efforts. However, having moderate scores in mental health and especially in work-life balance points out growth areas, including improving food services at work. If DHL improves recognition, makes its wellbeing programmes more accessible and supports supervisors, it can achieve even better employee engagement and wellbeing which in turn will boost operations and the company's overall status in the country's logistics sector.

7. Limitations and Directions for Future Research

This study also has certain limitations that need to be considered: -

Small Sample Size: The findings may not represent the diversity of the full workforce of over 80 employees because only 30 were part of the sample, limiting the generalizability of findings.

Cross-Sectional Design: The study's design prevents establishing causal relationships between HRM practices and employee outcomes.

Self-Reported Data: Reliance on self-reported responses may introduce response bias, as employees may provide socially desirable answers.

Future research could address these limitations by:

- Employing larger samples to enhance generalizability.
- Using longitudinal designs to establish causality and track changes over time.
- Incorporating qualitative methods, such as interviews, to gain deeper insights into employee experiences.
- Exploring the impact of HRM practices across different departments or roles to identify context-specific effects.
- Investigating cultural influences, such as hierarchical management structures in Bangladesh, on HRM effectiveness.

These directions could provide a more comprehensive understanding of how HRM practices influence employee engagement and wellbeing in the logistics sector.

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Appendix

Survey Questionnaire

Section A: Demographic Information

1. **Age:**
 - o 1: Under 25
 - o 2: 25-34
 - o 3: 35-44
 - o 4: 45-54
 - o 5: 55 or older
2. **Gender:**
 - o 1: Male
 - o 2: Female
 - o 3: Prefer not to say
3. **Department:**
 - o 1: Operations
 - o 2: Human Resources
 - o 3: Logistics
 - o 4: Other
4. **Tenure at DHL Global Forwarding (Bangladesh) Limited:**
 - o 1: Less than 1 year
 - o 2: 1-3 years
 - o 3: 4-6 years
 - o 4: More than 6 years

Section B: HRM Practices

Sub-section B.1: Training and Development

5. How satisfied are you with the training programs provided by DHL (e.g., Certified International Specialist program)?
 - o 1: Very dissatisfied
 - o 2: Dissatisfied
 - o 3: Neutral
 - o 4: Satisfied
 - o 5: Very satisfied
6. To what extent do training programs help you develop your skills?
 - o 1: Not at all
 - o 2: Slightly
 - o 3: Moderately
 - o 4: Very much
 - o 5: Extremely

Sub-section B.2: Performance Management

7. How fair do you find the performance appraisal process at DHL?
 - o 1: Very unfair

- o 2: Unfair
 - o 3: Neutral
 - o 4: Fair
 - o 5: Very fair
8. How useful is the feedback you receive from performance reviews?
- o 1: Not useful at all
 - o 2: Slightly useful
 - o 3: Moderately useful
 - o 4: Very useful
 - o 5: Extremely useful

Sub-section B.3: Recognition

9. How often do you receive recognition for your work (e.g., Employee of the Year awards)?
- o 1: Never
 - o 2: Rarely
 - o 3: Sometimes
 - o 4: Often
 - o 5: Always
10. To what extent does recognition at work motivate you?
- o 1: Not at all
 - o 2: Slightly
 - o 3: Moderately
 - o 4: Very much
 - o 5: Extremely

Sub-section B.4: Wellbeing Initiatives

11. Are you aware of any health and wellbeing programs offered by DHL?
- o 1: No
 - o 2: Yes
12. How effective do you find these health and wellbeing programs?
- o 0: Not applicable/I am not aware
 - o 1: Not effective at all
 - o 2: Slightly effective
 - o 3: Moderately effective
 - o 4: Very effective
 - o 5: Extremely effective

Section C: Employee Engagement

Please rate your agreement with the following statements (1: Strongly Disagree, 5: Strongly Agree):

1. I feel energetic and enthusiastic about my work.
2. I have the resilience to handle the demands of my job.
3. I am willing to put in extra effort when needed.
4. I find my work meaningful and inspiring.
5. I take pride in the quality of my work.

6. My job challenges me to grow and learn.
7. I often lose track of time while working on tasks.
8. I am deeply engrossed in my work activities.
9. I feel a sense of flow when I'm working.

Section D: Employee Wellbeing

Please rate your agreement with the following statements (1: Strongly Disagree, 5: Strongly Agree):

1. I am able to balance my work and personal life effectively.
2. My job allows me sufficient time for family and leisure activities.
3. I often feel overwhelmed by the amount of work I have to do.
4. I find my job mentally exhausting.
5. My work causes me physical discomfort or pain.
6. I experience headaches or other physical symptoms due to my job.
7. I feel anxious or worried because of my work.
8. My job has a negative impact on my emotional wellbeing.