# Report On
# Situation Changed Covid 19! - How to Retain and Engage Generation Y Employees

## By:

**Name:** Sanjida Rahman
**Student ID:** 18104106

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

Brac Business School
Brac University
May, 2022

# Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

_____

**Sanjida Rahman**
18104106

**Supervisor's Full Name & Signature:**

_____

**Dr. Md. Asadul Islam**
Assistant Professor, Brac Business School
Brac University

**Co-Supervisor's Name & Signature:**

_____

**Nusrat Hafiz**
Lecturer, Brac Business School
Brac University

## Letter of Transmittal

Dr Md Asadul Islam

Assistant Professor,

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I, Sanjida Rahman, would like to inform you, and my co-supervisor, Ms. Nusrat Hafiz, that I am writing this report and my topic is "Situation Changed- Covid-19: How to Retain and Engage Generation Y employees." I have successfully finished my internship from Berger Paints limited where I had gotten the opportunity to work in the HR department under the supervision of the branch-operations manager. In this report I have provided an in depth overview of the company and its different departments and operational methods.

I would like to sincerely thank my peers and professors who have helped me and supported me to finish this report.

Sincerely,

Sanjida Rahman

18104106

Brac Business School

Brac University

Date: June 23, 2022

## Executive Summary

In this report I have shared my experience of working at one of the best companies in the country. As an intern at Berger Paints I have gained a lot of experience and knowledge about the real life work culture and the day to day operations of the company.

I have also provided an in depth overview of the company. I have mentioned the different departments of the company and how they affect the day to day operations. I have presented how Berger Paints, operates in the paint industry in Bangladesh and have also provided a SWOT analysis.

Finally I have picked a research topic related to the field I have majored in which is Human Resource management and have tried to research about the retention and engagement of the employees of a particular generation. My topic emphasized particularly on Generation Y. I managed to interview five participants and based on their answers did a thematic analysis which helped me come up with some difficulties and solutions in the retention and engagement of Generation Y employees. Upon further analysis I found that my findings have aligned with previous reports by researchers. Hence I could finally complete my research and come up with references for future researchers based on the limitations and difficulties I have faced.

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# Chapter 1: Overview of Internship

## 1.1 Student Information:

Name: Sanjida Rahman
ID: 18104106
Program: Bachelors of Business Administration
Major: Human Resource Management

## 1.2 Internship Information

### 1.2.1 Company Details

Period: 01st February, 2022 – 30th April, 2022

Company Name: Berger Paints Bangladesh

Department: HR and administration

Address: 273-276 Tejgaon Industrial Area, Dhaka 1208

### 1.2.2 Internship Company Supervisor's Information

Name: H.M Ahssan Kabir

Position: Manager- Branch Operations

Email: ahssan@bergerbd.com

### 1.2.3 Job Description

I was given the opportunity to complete my internship at Berger Paints, one of the most renowned multinationals in Bangladesh. I have been benefited greatly by being a part of this organization culture and had a great time during this internship period. As an intern I was given the task of

handling the candidate's information who were supposed to be interviewed for vacant positions. I made phone calls and emails to give them the exact information about when and where and for what position the interview will be conducted. Simultaneously I was also given the responsibility of handling the data for the overtime pay of the workers and also the octane billing of the cars every month. I would take all the data, input it into excel files and made sure that the values were accurate.

## 1.3 Internship Outcomes

### 1.3.1  Student's contribution to the Company

As an HR intern, I tried to contribute as much as possible during my internship period at Berger Paints. An extra load was put on one person, hence I took some responsibilities, like handling the bills and overtime pay, and helped take some load off of one individual. I also gave my perspective on how to approach and deal with candidates and therefore, my boss, liking my approach and enthusiasm, gave me the responsibility of dealing with the candidates. Hence I believe I did make a certain amount of contribution to the company.

### 1.3.2  Benefits to the Student

An internship can assist students in making the connection between their academic pursuits and the commercial world. They can also help students make vital connections and network in order to better their job and career chances. (Hergert, M. 2009) After spending 3 months at Berger I was able to see and experience how a company and its different departments function. When I was given responsibilities to do some necessary tasks it gave me a sense of belonging and made me feel like I was competent. I learnt how to deal and speak with people professionally while maintaining a professional posture and strong eye contact. I also got a sense of how a team really

works and how far team work really takes you. I gained knowledge about the paint industry and how Berger nurtures all its departments to achieve maximum productivity. Berger has different people belonging to a diverse community and interacting with them helped me enhance my communication skills. Being a part of such a huge and diverse community has also taught me how to be empathetic and compassionate.  I have learnt how conflict management works in big organizations and how to have a positive attitude towards all sorts of problems. I have also learnt how to build a strong network which will definitely help me in the future. Working at Berger helped me gain new knowledge, which has enhanced my interpersonal skills. This in the future, will create new doors of opportunities where I will be able succeed.

### 1.3.3  Problems/Difficulties

While working at Berger I was the only intern at that time so I felt a little lonely occasionally and I also felt like there was a lack of healthy competition which slightly affected my productivity. Another issue for me was that I was unable to see how all the departments work closely so I did not get enough knowledge about every single department. As an intern working at the HR department I felt like I needed to be more involved in the recruitment process and given more information about the benefits the employees are given which help motivate them and retain them for a longer period of time. Regardless, Berger has a smooth and healthy work environment and despite slight difficulties I thoroughly enjoyed my time there.

### 1.3.4  Recommendations

Berger is one of the most renowned organizations in the world. Employees at Berger strive to maintain a distinct culture of collaboration and friendship, as well as workplace fun and pride in their accomplishments. ("Berger Paints website", 2022). Having a chance to work at Berger is something I will cherish all my life. It has given me the opportunity to learn about the

organizational cultures and practices and the diverse group of people who are a part of this workplace. Gaining such an amazing experience will always be memorable to me and will help me in my professional life in the future. However, the one recommendation I would like to have for the management is to take interns in batches per session so that it does not get lonely and boring and at the same time there is a healthy competitive environment being created. Nevertheless, the experience I have gained and the time I have spent there has been exceptional and the top management, workers and staff have been extremely kind and welcoming.

# Chapter 2: Organization Part

## 2.1 Introduction

If we talk about the paint industry one of the oldest names that exists is Berger Paints. The company still has items that date back over 200 years. After developing color and pigment, Louis Berger who is of German nationality, established his business in England. Louis Berger and Sons Limited's quick expansion was fueled by innovation and entrepreneurship. Furthermore, the firm pioneered the ability of producing Prussian blue, a deep blue dye widely utilized in various European army uniforms. Berger Paints began producing several types of paints, varnishes, and primers, which became their key products.

Berger Paints is a paint firm that has revolutionized the market. The company expanded internationally and gained international renown. Berger Paints has also acquired a number of other firms that specialize in paint and coating manufacture. Berger Paints has received numerous accolades, supported numerous charitable causes, and hosted painting competitions over the years (Berger Paints Bangladesh Ltd.). The company is known for being ecologically conscious and ethically aware.

## 2.2 Overview of the Company

With the introduction of Berger paints into the Bangladesh market, the country now has access to even more than 249 years of worldwide paint industry expertise. Berger has grown to become the nation's premier paint solutions provider, diversifying into every sector of the business, from decorative paints to industrial, marine, and powder coatings. Berger is one of the most well-known

names in the worldwide paint industry. They provide ornamental, industrial, and marine painting solutions for both decorative and protective purposes. (The Lawyers & Jurists website 2022)

Berger Paints makes significant investments in technology and plant capacity. In other words, the corporation has a highly functional and forward-thinking Research and Development (R&D) department. Furthermore, the company manufactures products that are necessary for structural protection and work well with their paint products. Some products waterproof the walls, while others protect structures from UV rays and prevent wall cracking and leakage. (The Lawyers & Jurists website, 2022)

Berger Paints has lived up to its responsibility as a corporate citizen. The company places a high priority on producing eco-friendly and lead-free products that are safe for humans and animals. Throughout the years, the company has received numerous awards. The company recently received the Most Loved Brand Award for the 11th time in a row (Berger Paints Bangladesh Ltd., 2022). Furthermore, the Luxury Silk Emulsion Campaign earned the company the Digital Marketing Award 2021 (Berger Paints Bangladesh Ltd).

## 2.2.1 Mission

Just like all other successful firms in the world Berger Paints has also created a clear mission statement for themselves.

**Mission:** We shall increase our turnover by 100 percent in every 5 years

We shall remain a socially committed ethical company

## 2.2.2 Vision

Berger Paints' ultimate objective is to be renowned as the most inventive and technologically sophisticated paint company in the industry, creating high-quality products while maintaining the highest level of customer satisfaction

**Vision: "**To be the most preferred brand in the industry ensuring consumer delight**"**

## 2.2.3 Values and Taglines

Berger Paints is a widely recognized brand that is noted for being a reliable paint supplier. As a result, the company slogan is "Trusted Worldwide." There aren't many paint firms that are well-known over the world. Berger Paints is a powerful corporation because of this. Berger Paints has several key principles as well. Some of these key principles are: Integrity, Commitment, Respect and Excellence.

First and foremost, the company wants to convey civility and admiration. Second, the organization encourages people to assume responsibility by being consistent, honest, and transparent in their actions and comments. Finally, the company believes in being truthful and steadfast in defending Berger Paints' interests and achieving the company's objectives. Finally, the organization strives to go above and beyond expectations. (Berger Paints Bangladesh Ltd., 2021).

## 2.3 Management Practices

### 2.3.1 Leadership Style

There are many leadership styles, one of which is participative leadership. Participative leadership is a style of management in which all members of a company make decisions together. (Indeed

editorial team, 2022) As everyone is encouraged to participate, participative leadership style is also called democratic leadership. Participative style generally consists of group discussions, sharing ideas, processing the information and ideas, making a decision and finally implementing it.

When it comes to leadership style Berger Paints prefers following the participative style. Berger believes in providing a management which is easily approachable so that a level of cooperation can be maintained amongst the employees, thus creating a healthy work environment. In participative leadership all the employees are encouraged to participate in the decision making process. At Berger Paints all the employees are highly encouraged to pitch ideas and come up with plans and methods to deal with clients. The managers in charge supervise the entire progress however do not enforce any particular methods, of working, on the employees. In fact they have the freedom to choose their own method of dealing with the clients. Due to this sort of leadership method being followed a dynamic work environment has been created at Berger. Employees feel more engaged and valued because they have a space to voice their views and a chance to be involved in the decision making process. Employees are given respect and appreciation which gives them a sense of belonging and helps increase their productivity. At the sales office when the monthly sales goal is reached all the employees come together and celebrate. Hence this sort of leadership style has helped Berger make its employees feel valued and appreciated which in turn has made it possible for them to achieve the company goals and objectives.

### 2.3.2 Human Resources and Administration

The job of the human resource and administration department is to maintain personal records of all the employees and gather payroll data. This department is also responsible, for recruiting deserving individuals who will bring value to the company, and also design training programs and compensation packages to help increase employee productivity resulting in the achievement of the

organization's aims and objectives. The Human Resource and Administration department of Berger Paints caters to the issues in the organization related to management of employees and other administrative issues. This department acts as a bridge between the goals and objectives of the organization and the welfare contentment of the employees.

### 2.3.2.1 Recruitment and Selection Process

Recruitment is the door to finding a potential performer fit for an organization. At Berger Paints, in the first step of the recruitment process it is checked whether the candidates have achieved to adhere to the necessary requirements needed by the organization. The candidate's profile is thoroughly checked to see if they have the necessary qualifications, skills and experience. Berger looks for candidates who are energetic and have potential to lead in the work place and come up with solutions. Berger strongly values commitment and integrity in the workplace.

For entry level jobs they choose fresh graduates as zonal officers (ZO) and place them under respective teams where they can work to their full potential. For their Territory Officer position they usually prefer candidates who have at least two years of experience. For senior positions they hunt for in-house talent as they want their employees to grow within the organization, however that is very rare. Most of the time they look for qualified people within the industry for their vacant senior level positions. An assessment is taken to analyze the candidate's analytical ability which is then followed by a final interview. Finally deserving candidates are chosen and offered a job at Berger Paints.

Berger believes in equality and hence makes sure that their recruitment process is fair and maintains transparency. Berger appoints employees solely on the basis of their skills and

competencies and irrespective of their race, religion and ethnicity. Therefore, Berger consists of a very wide rage on diverse individuals.

**2.3.2.2 Training and Development**

Berger Paints places a high value on its workers' personal and professional development. They provide their employees with appropriate environment and resources which will help them grow and learn. They have training and development programs which help employees strengthen their skills and knowledge. They have two kinds of programs. The first is Job Related programs where an employee's supervisor finds places that needs development and comes up with an action plan. The Management Trainee is a quite popular training program at Berger and is called BANDHAN program. It is a graduate trainee program for fresh engineering graduates to make them familiar with the culture, norms and values of the organization. This program aims to prepare the trainees on future obstacles and how to deal with them.

The second type of program is Career related programs. This program focuses on developing the competencies and skills of existing employees so that they can be well prepared for senior positions. By consulting with their supervisors, employees figure out what training program is best suited for them and that program is provided by the organization. They can attend various in-house or external skill development programs.

**2.3.2.3 Compensation System**

Berger Paints offers numerous compensation packages. One of these packages includes skill based compensation programs where employees are rewarded based on the skills they possess. This mostly refers to the top managers, administrators, and sales people, all of whom Berger compensates well in order to retain these top talent. Berger also provides performance packages

like profit and target bonuses where employees are rewarded when they perform well and meet sales goals. In addition to this, Berger also provides fringe benefits like paid vacations, cars, overtime pay, discounts and medical allowances. For example a Berger employee can avail up to 25% discount on certain products annually. Apart from these, festival bonuses are also given to the employees depending on the different kinds of festivals that the wide range of diverse employees, at Berger, celebrate. (Miah, 2022)

## 2.4 Marketing Practices

Berger follow the marketing strategy of STP which means segmentation of products, target market selection and positioning of products. Berger analyzes the market place and identifies gaps and opportunities to figure out their target market and accordingly position their offerings to fully satisfy customer wants and needs.

### 2.4.1 Segmentation of Products

Berger has a wide range of products which can be categorized into three types. They are:

- Decorative
- Industrial
- Marine

### 2.4.1.1 Decorative paints

Decorative paints are of three types- cement paints, oil based and water based. Berger is the leading brand in Bangladesh providing excellent quality color bank products and top coat finishes. The following diagram shows the different types of decorative paints produced at Berger.
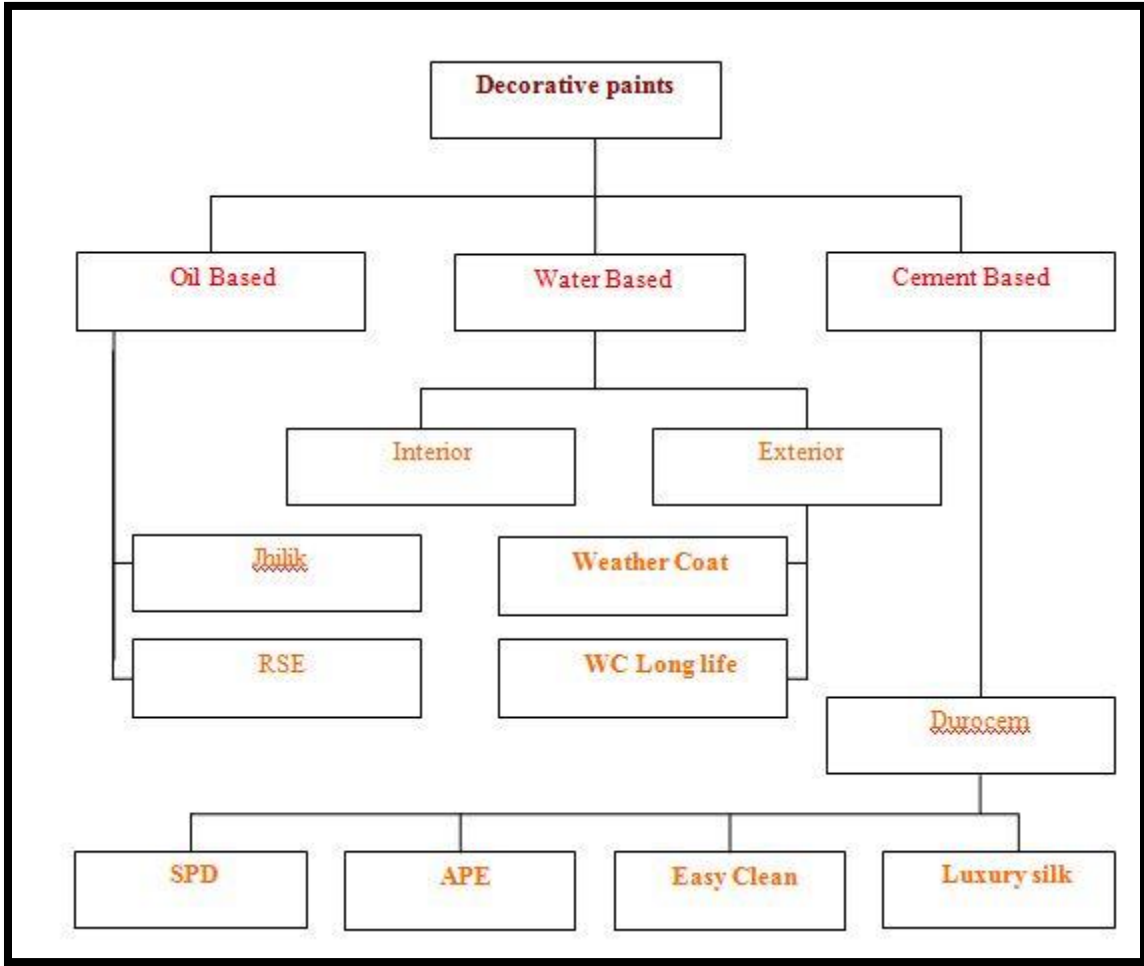
**Fig 1: Different types of decorative paints**

Berger also offers a wide range of color shades. Berger color bank offers you the color of your imagination which you can use to paint your home or office. Berger ensures availability of all shades of colors to satisfy their customers fully.

### 2.4.1.2 Industrial Paints

Industrial paints are mostly used in industries for machineries and buildings. Protective coating prevent industrial equipment from erosion and Berger ensures that its products can resist harsh weather conditions and provide the protection that is needed.as per the requirements of industrial

paints, Berger provides protective coatings and industrial primers. Some of examples of such products are Jensolin Stoving Enamel, Jensolin Aluminum Paint, Jensolin Tennis court Paint, etc.

### 2.4.1.3 Marine Paints

Marine paints are specially produced for different kinds of marine vessels like ships, boats, etc. and also for buildings and monuments beside water bodies. Berger provides a wide range of marine paints for example Seaborne Aluminum Paint, Berger Marine Enamel, Seaborne Deck Paint, etc.

### 2.4.2 Target Market Selection

The huge paint industry of Bangladesh consists of 83.42% of decorative segments, 12.17% of industry paints and 4.41% of marine paints. Most of the paint companies focus on the decorative segment whilst only a few concentrate on the industry and marine segment. Recently the enamel products make up 50% of the decorative segment and Berger has seen an increase in the market sales of these. Hence they can use the success of this to compete and gain a competitive advantage over its competitors.

### 2.4.3 Positioning

Berger has designed its image and offerings in a way where they can make a place in the minds of the target market. For this they have used positioning strategies to differentiate their products which has aided them to create brand awareness. Some of these positioning strategies are:

### 2.4.3.1 Product Differentiation:

Berger differentiates its products based on the size, shade of color, packaging, etc. They maintain the quality and durability of their products so that they are able to suffice to their customers wants and needs and can always provide them with the best quality products.

**2.4.3.2 Service Differentiation**:

Berger gives excellent experiences to its clients  in order to achieve a competitive advantage over their competition. With Berger, customers can place orders with ease. They have offered online services where customers can easily place orders and receive them sitting at home thus saving them from the hassle of travelling to the market place. Berger also offers excellent customer consultancy alongside delivery services. They offer two types of services which are paid services and free services. Through these services Berger has managed to position their products in the market place and have managed to gain maximum market share.

**2.4.4 Marketing Channels**

Berger has positioned itself as one of Bangladesh's premier brands, with a distribution network that penetrates all corners of the country. Their network of dealers, sub-dealers and sales depot is very vast and located in different parts of the country ensuring that they can cater to the needs of the customers at any time.

Berger has appointed many known faces and celebrities as brad ambassadors of their different products. Through them and advertisements Berger communicates its products to the customers and makes them aware of the different kinds of products they are offering and their advantages.

Berger offers their services all around the country through their Berger Experience Zones where customers can go anytime for any sort of queries. Customers can avail these services both online and offline according to their preferences and Berger will definitely cater to their needs.

**2.4.5 New Product Development**

Berger is always trying to come with innovation in their product development. Recently they have launched 'first ever artists' acrylic paint called Berger Artista, and are offering these at a reasonable price to encourage the young artists of Bangladesh to follow their passion and to inspire creativity

amongst the young generation. In last year, September 2021, Berger had launched Auto prime 1K Primer which is a quick drying primer and is suitable for metal surfaces of vehicles and machineries. Alongside Berger has also launched Auto prime NC Thinner. In August 2021, Berger had launched their Wood Coating Service which involved a team of skilled and trained applicators who can provide excellent wood coating solution and customers can avail these services through Berger Experience Zones. The service package consists of Innova Lacquer, Innova Solid Color, Wood Keeper and Breathe Easy Enamel Products.

### 2.4.6 Branding Activities

Through its dynamic marketing strategies Berger has managed to make a name for themselves in the market and has been awarded the "The Most Loved Brand" in the paint industry for the 11th consecutive time. It has created symbols and slogans which have helped Berger create a powerful image of themselves. Berger has used the media to deliver its messages all around the world. Berger has used adverts to spread the word about its innovative products to clients all over the world, as well as to establish a fondness among them. Berger has also sponsored various social and cultural activities which has also played a role in the development of their brand image. Berger has been organizing the Young Painters' art competition for the past 9 years and also Young Architect's Awards. As a result of contributing towards social welfare Berger has managed to create an excellent image of themselves in the minds of the public.

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Financial Performance

A team is responsible to handle the financial accounting and Treasury department at Berger Paints. They deal with all the business transactions complying with the rules and regulations of the company. According to the company's requirements they prepare reports for the stakeholders. The

employees are expected to manage cash collections and disbursement and to use resources efficiently in order to generate maximum cash inflow.  The company's bills, expenditures and financial statements are recorded and kept up to date. Their financial reports give investors information about the revenue being generated, financial obligations and profit margin. Berger Paints' revenue climbed by 2.8 percent, volume increased by roughly 6%, and income increased by 12.3 percent (before tax) according to the annual report 2020-21 and financial statements 2021-2022. Even though the cost of sales was minimized from 61.5 percent to 60.2 percent during the lockdown, the company larger market share and maintained at a steady pace (Berger Paints Bangladesh Ltd., 2021).

Berger Paints Bangladesh Limited has had steady sales and profit development. The following are the company's important financial results for the current year and the previous five years:

| Particulars | Jan-Dec 2015 | Apr 2016-Mar 2017 | Apr 2017-Mar 2018 | Apr 2018-Mar 2019 | Apr 2019-Mar 2020 | Apr 2020-Mar 2021 |
|---|---|---|---|---|---|---|
| Revenue | 1,09,03,051 | 1,24,69,613 | 1,41,76,256 | 1,56,29,479 | 1,62,19,044 | 1,66,69,802 |
| Gross Profit | 38,90,387 | 49,53,192 | 50,46,900 | 57,22,137 | 62,40,646 | 66,32,362 |
| Income Before Tax | 19,33,454 | 24,54,008 | 22,53,564 | 26,49,490 | 30,92,467 | 34,72,362 |
| Net profit for the year | 14,25,955 | 17,76,673 | 16,69,930 | 19,57,827 | 22,92,448 | 25,48,788 |
| Shareholders' Equity | 40,38,513 | 53,66,735 | 60,80,657 | 75,75,155 | 87,08,157 | 98,90,766 |
| Total Assets | 63,39,060 | 84,37,826 | 89,80,428 | 1,07,61,587 | 1,29,29,511 | 1,53,00,038 |
| Total Current Assets | 39,49,727 | 50,87,352 | 54,62,783 | 65,83,908 | 77,21,912 | 94,68,201 |
| Total Current Liabilities | 21,31,089 | 25,73,140 | 26,62,782 | 29,44,023 | 34,83,507 | 47,30,285 |
| Current Ratio (Time) | 1.85 | 1.98 | 2.05 | 2.24 | 2.22 | 2.00 |

**Table 1: Financial results of Berger paints for current and previous 5 years**

### 2.5.2 Accounting Practices

The accounts and finance department keeps extensive documentation for each transaction as Berger Paints' database and website are often revised. The prior financial statements and annual reports kept a record of accurate balance sheets, revenue growth, income growth, and volume growth. The organization has continuously followed the applicable accounting and financial reporting standards. These financial statements are prepared, and information disclosures are made, to the extent possible, in conformity with the International Financial Reporting Standards (IFRS), the Companies Act 1994, and the Bangladesh Securities and Exchange Rules 1987. International Accounting Standards (IAS) are used to compile the statement of financial position, the statement of profit or loss, and other comprehensive income.

## 2.6 Operations Management and Information System Practices

### 2.6.1 Operations Management

The operations management team successfully approves plans, supervises the manufacturing process, and allocates resources. There are semi-automated machines that create desired hues of paint. Berger Paints has its own software for tracking delivery vehicles, allowing them to ensure accurate delivery times and respond to client inquiries.

### 2.6.2 Information System Practices

Employees use the SAP software, which is a German program, all across the organization. It maintains all client records, bills, product counts, inventory status, customer orders, and other relevant data. This program is essential for maintaining confidential data and disseminating it throughout the company's compute network system, enabling all employees to view it. It's a tough

piece of software because it cannot be used by multiple employees at the same time. That is the software's limitation, but it is in position to protect data and keep track of who is using it.

## 2.7 Industry and Competitive Analysis

### 2.7.1 SWOT Analysis

Berger Paints' SWOT analysis focuses on the company's strengths, weaknesses, opportunities, and threats. The SWOT analysis is shown below:

### 2.7.1.1 Strengths:

- Berger has high market share and dominates almost 50% of the paint industry in Bangladesh.
- Berger provides a wide range of products and offer the most up to date products to makes sure that they can always meet the demand of the consumers.
- Berger represents a wide range of clients, including enterprises, service industries, automobiles, and nuclear power facilities, therefore maintaining a very diverse base of clients.
- Berger is a globally recognized company and has managed to create a strong brand image for itself which helps it gain the loyalty of its customers.
- Berger has a vast distribution channel which helps makes all its products easily accessible to customers all over the country.
- They have strong CSR as they have made initiated programs to make eco-friendly products by cutting down on waste and protecting the environment. ("SWOT Analysis of Berger Paints [step by step SWOT]", 2022)

### 2.7.1.2 Weaknesses:

- They don't have much purchasing power due to the availability of other paint companies hence they have to maintain the prices of their paints according to the market price.
- They have to deal with the high costs of importing raw materials. And sometimes due to the scarcity of materials they have to incur larger costs than planned.
- They have an extremely high cost structure as they have to deal with a lot of paint plants around the country and all over the world so making any sort of error will be extremely costly for them.

### 2.7.1.3 Opportunities:

- When it comes to marketing communications, Berger highlights the importance of being on top of his game. Nerolac and Berger paints both advertise left and right, however Berger paints is far behind and has a lower advertising frequency. It can reinforce its brand values and increase consumer demand through marketing.
- They always had the ability to innovate and invest in their research and development to manufacture superior paint technology. They can also introduce and create safer ecologically friendly paints.
- Berger Paints now operates in only four countries, but its production base allows it to expand into other new markets.

### 2.7.1.4 Threats:

- The prices of raw materials constantly fluctuate hence that can be a threat of losing customers.
- As there are a lot of successful paint companies, such as Nerolac and Roxy Paints, in the market Berger may face price wars.
- There might be unpredictable changes in government policies. For example during the lockdown a lot of new laws and regulations were imposed which had the affected the organization and was very challenging for them to get accustomed to these new changes.
- As many competitors are present in the market they can come up with more innovative products matching the changes in taste of customers.
- Another pandemic may hamper their sales and the company may have to suffer through a period of economic recession.

### 2.7.2 Porter's Five Forces

Porter's five forces is a strategic instrument which helps understand the competitive forces present in the industry. The Porter's five forces for Berger Paints is given below:

**Threat of New Entrants**

The paint industry in Bangladesh is dominated by large companies. To be able to enter such a huge and successful market a large amount of capital will be needed and also quality of products and service will need to be maintained to keep up with the existing firms. In order to create a business like this, a multitude of government laws and regulations must be followed. It will be difficult to attract clients to a freshly founded company because the big brands have indeed established brand

loyalty among their customers. Hence we can say that entering this industry is not going to be easy therefore Berger does not face the threat of new entrants.

## Competitive Rivalry

The paint industry in Bangladesh consists of companies like Berger Paints, Asian Paints, Elite Paints, etc. Each of these businesses has a consumer market share. Since all of these companies are competing for the same clients and resources, this type of competition leads to intense rivalry. We know that when firms have identical market shares, competition intensifies, making it difficult to gain market leadership. Even though BERGER is the current market leader in our paint sector, Asian Paints isn't far behind. Roxy is likewise attempting to acquire a chunk of their devoted customer base. Therefore we can say that competitive rivalry is high.

## Threat of Substitutes

There is not many alternatives for paint supplies. Sometimes marble, tiles or wallpapers can be used however, the availability of substitutes for paint is minimal. Therefore the threat of substitutes faced by Berger Paints is not much.

## Bargaining Power of Suppliers

In the Bangladesh paint industry, suppliers have a lot of bargaining leverage since they have a lot of influence over the quality of the raw materials they offer. There are not many suppliers that can offer top quality raw materials to the paint industry hence switching regularly is not feasible for the companies. The suppliers have a lot of negotiation leverage with Berger Paints because they have the essential input to differentiate their existing goods. As a result, Berger may need to order in bulk to be able to maintain inexpensive and ideal prices.

**Bargaining Power of Buyers**

Due to the low switching costs of paint, purchasers are less likely to make impulse purchases, leading to a proclivity to haggle before purchasing. It is difficult for firms to get all of their customers' information. As a consequence, companies are unable to participate in informed bargaining, whereas consumers can do so as they have market data about other paint companies. Due to the availability of many paint companies buyers have the choice to buy from any company hence giving them the power of bargaining.

**2.8 Conclusion and Recommendation**

From a humble beginning in 1970 to today, Berger has grown into one of the leading paint companies the industry. Berger upholds a dignified image in the industry and has a strong brand value. While prioritizing their values the company tries to overcome all challenges to provide its customers with the best and most effective service. As it has gained years of experience, they have a hold over a huge market share and a very diverse customer base. Berger's belief in innovation and their investment in research takes them far ahead compared to their rivals and helps them grow as a global company.

The SWOT analysis brought into light some of the opportunities and threats possessed by Berger paints. Berger has a lot of opportunities in the field of advertisement which is why they should take full advantage of it and gain a larger and more loyal customer base. They also have the resources to carry out intense research and development, hence they should invest more and come up with more innovative ideas and products which will help them reach a whole new milestone in the industry. As they have the finances and chance of expanding they should definitely make

adequate use of that and expand their market globally. Berger should also be very cautious about the threats they possess especially from their competitors. They should be aware of all changes taking place in the industry from the price of raw materials to the successes of their rivals. In doing so they can take necessary actions to prevent any sort of failure and remain at the top of the market.

# Chapter 3: Project Part

**Situation Changed Covid-19!- How to Retain and Engage Generation Y Employees**

## 3.1 Introduction

This part of the research consists of the background or literature review, objectives and talks about the significance of the research. Furthermore, chapter three also consist of the methodology, findings and analysis and finally conclusion and recommendation. This research is based on Generation Y employees and how to retain and engage them. The research mainly focuses on this group of individuals as they will dominate maximum of the workforce in the near future. There has been a change in the working practices due to Covid-19. Therefore it is important that employees are retained and engaged to achieve maximum productivity since the world is movng towards a post Covid era. After interviewing some employees of this generation the findings were analyzed and conclusions were drawn.

### 3.1.1 Background/Literature Review

### 3.1.1.1 Situation Change- Covid 19!

The outbreak of the Novel Coronavirus had caused a havoc all around the world. The pandemic has changed the way we have been living for years and has also brought about a change in the conventional ways that organizations used to operate. The crisis was viewed as having a negative influence on 31% of employees' work lives. The negative impact was felt the most by mandatory short-time workers and those who lost their jobs. (Tušl, M., Brauchli, R., Kerksieck, P. 2021) The pandemic has had a significant impact on the workplace. Lockdowns and self-isolation have had an impact on how people connect and collaborate around the world. Employees had to swiftly

learn to adapt to these changes. Teleworking, combining work and home life, dealing with technological hurdles, and communicating with colleagues and clients over the internet are all examples of such shifts. Many people have suffered significant financial and psychological problems as a result of the Covid-19. Many people lost their employment as businesses ran out of money, and thousands of people around the world had psychological crises as a result of layoffs, isolation, and loneliness. (Rahmani, Zeng, 2022) A change has also been seen among employees and how they function. This research focuses particularly on generation Y and how they can be retained and engaged in the context of Bangladesh as the world is moving towards the post Covid era, and this generation will be making up the majority of the workforce.

### 3.1.1.2 Characteristics of Generation Y

Generation Y or millennials are said to be digital natives as they grew up just prior to the start of the digital era. The birth years of millennials range from 1981-1996. This generation has grown up with access to the internet and smartphones. Millennials are said to be ambitious and confident individuals who look for a good work-life balance. It has been seen in companies all around the world that millennials are extremely loyal and hardworking employees and have shown high problem solving abilities. (Dorsey, 2022). Millennials have some common characteristics. For example they are tech savvy, expressive and confident individuals who are very open-minded and function well within a team. (Luenendonk, 2022).

Retaining and engaging generation Y personnel has proven to be a difficult undertaking for businesses. According to many research reports it has been seen that millennials tend to leave their jobs within a span of 2 years (Dorsey, 2022). Retaining and engaging millennials has been quite challenging from the start however due to the outbreak of covid-19 this job has become tougher. Millennials are more into the digital era and have a lot of knowledge about the recent trends in

technological advancements or are willing to learn more about it. They are fully aware of the power of social media and how to use it to its full potential. As the pandemic is almost coming to an end the world is preparing itself to go back to at least what used to be normal. This means that all businesses will begin operations in full force, with all work taking place on-site rather than online. It has been said that by 2025 millennials will make up 75% of the workplace which is quite a big number. (Hall, 2022) Hence organizations need to come up with ways to retain and engage millennials in the workplace after the end of the pandemic.

### 3.1.1.3 Employee Retention

Employee retention is described as an organization's capacity to prevent employee turnover, either voluntarily or involuntarily, within a given period of time. Employee retention has a direct impact on the performance and success of a company. To succeed, businesses must keep their finest people on board and employee retention aims to achieve this. Employee retention is an organization's strategy for reducing employee turnover and the processes it implements to keep its most valuable employees. Today's enterprises and HR departments face a major challenge in retaining employees.

According to a Harvard Business School review, 40% employees were actively to look for new jobs within the following six months while 69% were already passively searching. For an employer this will definitely be a matter of concern as after hiring most employees might tend to leave within a span of six months or a year. As employees have a tendency of leaving and looking for new jobs the employers need to come up with ways to give them reasons to stay. If given god enough reasons and incentives the employees' commitment towards the organization will be stronger.

The ability to retain staff is advantageous for a variety of reasons. Some of these reasons are as follows:

It reduces costs of training and recruiting new employees frequently. Employee departure affects productivity, teamwork, and morale, all of which have a financial impact. Therefore, retaining employees can prevent this (Holliday, 2021)

As it takes time for a new employee to get up to pace and perform at the same level as their predecessor, employee turnover slows productivity. It also takes a toll on existing employees, who are required to take on more work and, as a result, may generate lower-quality product. Hence retaining employees will help employees be more engaged thus increasing productivity (Holliday, 2021)

Employees that have stayed with a company for a long period are more engaged, knowledgeable, and skilled. They've also developed strong bonds with consumers and coworkers. When an employee resigns, the company loses the potential value that person could have contributed to the company.

### 3.1.1.4 Employee Engagement

Employee engagement is a workplace approach that creates the appropriate conditions for all employees to give their best every day, devoted to their organization's aims and values, inspired to contribute to organizational success, and feeling better about themselves. Employee engagement is dependent on an organization's members' trust, integrity, commitment, and communication. It's a strategy that helps businesses succeed by improving organizational and individual performance and productivity.

Employees who feel like they belong at work perform better, stay longer, and motivate others to do the same. According to study, 92 percent of CEOs believe that engaged employees perform better, boosting the success of their teams and enterprises. (Ryba, 2022) Only 15% of employees worldwide are engaged in their employment, according to Gallup's State of the Global Workplace study, which means they are emotionally invested in contributing their time, talent, and energy to adding value to their team and promoting the organization's ambitions. (Gleeson, 2022)

Employee engagement is said to reduce staff turnover, increase productivity and efficiency, enhance customer service and satisfaction, and increase revenues. Finally, having an engaged workforce makes it easier to operate a firm and allows executives to focus on higher-value tasks like innovation, continuous improvements, and development. Hence this is why employee engagement is so critical for corporate success. (Engagement multiplier website, 2022).

### 3.1.1.5 Challenges in Employee Retention and Engagement

In today's world, keeping skilled and competent professionals is a huge challenge for companies. The issue of employees abandoning the company in a short period of time can be controlled to some extent by management, but it cannot be completely eliminated.

What could be the most common causes for employees to leave their jobs? A poor compensation, unfortunately, could cost a company their best staff. According to recent studies, individuals are always on the hunt for better possibilities that push and thrill them. Overworking and a lack of gratitude are cited by many employees as factors for quitting. (Merin, 2021)

Among the most common causes for an individual to hunt for a new job is financial unhappiness. When an individual specifies a figure that is significantly higher than the organizational framework and refuses to negotiate, retention turns out to be a challenge. (Merin, 2021) Preventing people

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from looking for a transition to a new environment, where there are plenty of options, is a major difficulty. Every company takes every opportunity to hire more people from competitors and hence offers attractive incentives to entice them. Employees get ambitious for money and status, and as a result, they tend to leave their current role and join the competition. (Juneja, 2020)

Another rising cause of people leaving jobs is the lack of flexibility. Especially after Covid-19, people have gotten used to the remote working style and even now expect that sort of working environment. Therefore companies which fail to provide ample amount of flexibility tend to have a higher turnover rate as employees feel like they are not being able to maintain a proper work-life balance. (Ryba, 2020)

It's no surprise that being engaged on the workplace leads to employees being more productive and less prone to missing work. They're therefore more likely to continue with their company. A company's turnover rate can be reduced by 25 to 59 percent with an engaged workforce. And it all begins with figuring out what's preventing your employees from being fully engaged. (Wong, 2018)

According to the CIPD's (Chartered Institute of Personnel and Development) Employee Outlook Survey, the most significant barriers to employees' performance are excessive practices and regulations. A workplace is meant to be a pleasant place to work, where individuals can get things accomplished quickly and with minimal stress. This will necessitate streamlining your work operations as much as feasible. (Klein, 2022)

Per an Indeed survey, 30% of workers who leave their jobs in just the first six months would have continued if their efforts were appreciated more. (Indeed for employers website, 2022) Employee engagement and retention are inextricably linked to employee appreciation and acknowledgment.

On the other side, failing to implement an employee development program will result in demotivation and dissatisfaction among employees. (Klein, 2022)

It has been found that a lack of proper communication leads to employees feeling less engaged. If managers fail to communicate effectively with their employees, not the individual only suffer, but the company suffers as a whole. Therefore it is said the communication has a direct relationship with the job satisfaction and engagement of employees. (Tokhais et-al, 2016)

For maximum productivity of the human resources of any organization it is important that the challenges in retention and engagement of employees is acknowledged. In finding solutions to these challenges employers will be able to attain maximum productivity from employees and thus make their businesses more profitable.

### 3.1.1.6 How to Retain Employees

According to a Harvard Business Way there can be 5 ways in which employees can be retained. These are as follows:

Employees should be entrusted with responsibilities which will make them feel like they are trusted and will allow them to grow and acquire new skills. (K. Williams & Michelle Scott, 2012)

Employees want to feel valued and respected in the workplace. Managers that make it a priority to show outward respect for their employees on a regular basis can establish a powerful and long-lasting workplace culture as well as great experiences and memories that employees will cherish for a lifetime. (K. Williams & Michelle Scott, 2012)

By making a portion of your employees' pay contingent on the company's success employers will be able to match the employees' interests with the firm's revenue and profit goals, providing an intrinsic motivation for them to remain with the company as it expands.

The employee incentives should address their emotional requirements in addition to their monetary remuneration. Recognition in front of the business, company and department parties, service initiatives, and lunches with the boss, logo clothes, handwritten notes, and other activities can all add to the firm's positive culture and serve as morale boosters.

It is important to be flexible with employee's vacation time. Employers should provide enough time for sick days, family vacations, new infants, etc., given the challenging economy. Workflow pace can aid in the retention of long-term employee relationships. The organization should allow employees to catch their breath between assignments by scheduling team-building events or brief break breaks throughout the day. (Indeed editorial team, 2021). Hence these are some ways in which employees can be retained. These ways are applicable to all employees in general, however since the research is based on generation Y employees the following segment provides some ways in which these individuals can be retained.

### 3.1.1.7 How to Retain Generation Y Employees

We have seen how employees in workplaces can be retained. Retaining generation Y, on the other hand, has been a little different than earlier generations. Although some of these retaining methods are applicable for this generation there are many new tactics and strategies that are being used specially for the millennials. Some ways in which millennials can be retained, according to an article published in the American Express, are:

**Permit social networking use:** Companies regard social media as a productivity drain and a security risk, while employees have a different perspective. And over half of students and young professionals said they would not work for a company that prohibited them from using social media. For Gen Y employees, social media is a way of life, and they want to stay in touch with friends and family at all times, including during work hours. Employees should be able to be more social at work because they are answering e-mails and taking calls outside of business hours. A new employment contract is needed that allows for more flexibility and places a greater emphasis on results rather than time invested in the office.

**Gamifying the workplace:** Gen Y grew up playing Mario and Zelda games and now enjoys Angry Birds and Call of Duty. According to a recent MTV poll, 74% of Gen Y agree that if the workplace were a game, they would know how to level up faster than their peers. Employees at Bluewolf Consulting receive points by creating new conversation topics or commenting to others' posts, according to Forbes. The points can then be exchanged for rewards such as lunch with the CEO and an iPad. As a result, traffic to the website has surged by 80%. Over half of firms that manage innovation processes will gamify them in the next three years, according to Gartner. (Neeli, 2012)

**Forgetting hierarchy:** Generation Y employees approach work and professions in a completely different way than previous generations. They are unconcerned about hierarchy and are unimpressed by titles and ranks inside the typical pyramid system. They don't approach their work in ways that will help them advance up the corporate ladder or gain favor with their superiors. They like to participate in programs and activities that intrigue them, that they believe are valuable, and that they believe will benefit society as a whole. (Nayar, 2022)

**Communication:** Though generation Y employees dislike being told what to do or getting micromanaged, they think that communication is essential in any workplace. They need to feel

that they can approach the management at any moment with a suggestion, an issue, or any other inquiries or concerns. (Faltas, 2021) These open lines of communication convince the youth that they are an integral part of the bigger picture, and that whatever they do benefits the organization (Pacific Crest Group website, 2022)

**Flexibility:** Employees in Generation Y are committed to their jobs and willing to work extra shifts if it suits their timetable. They really like to work, but not as their sole source of income. They choose to keep their jobs, socializing with friends and colleagues, and give back to society in equal measure. (Idris, 2014) They seek a work environment that supports their personal lives. If an employer does not allow for flexibility, these workers will gladly pack their belongings and depart. ("Engaging & Retaining Gen Y Employees - TalentKeepers", 2022)

Gen Ys are increasingly concerned with combining their work with their home and social lives. Employers may keep employees motivated by introducing rules that cater to Gen Y's demands, such as allowing for flexible scheduling. Gen Y's also like participating in a range of events, such as joining sports teams and enjoying time with loved ones. (Ahmed, 2017)

### 3.1.1.8 How to engage employees

The measures to increasing engagement aren't difficult, they just need to be prioritized. As a result, engagement must be a key component of the manager's job. In an article published by Forbes there are five steps to improve employee engagement and they are as follows:

Step 1: Assign everyone to the appropriate role.

Get the correct individuals on the train and make sure they're in the right positions. This means that all talent management and retention tactics must be connected with the company's objectives.

**Step 2: Provide them with the necessary training.**

Without setting the team up for success, no manager or leader can hope to develop a culture of trust and accountability, much less boost engagement. This entails offering appropriate training and growth as well as removing barriers.

**Step 3: Task Meaningful Work**

Employees that are engaged are doing meaningful work and are aware of how they contribute to the company's vision, purpose, and strategic goals. This is why they must first be assigned to the appropriate position.

**Step 4 – Check in on a Regular Basis**

The days of only providing feedback during mid-year reviews are pretty much gone. Regular feedback is in high demand in today's workforce, which leads to quicker course adjustment and waste reduction. Use of both formal and informal check-in tactics should be used on a weekly basis.

**Step 5 – Discuss Engagement Frequently**

Effective managers are open about their method to increasing employee engagement, and they talk about it frequently with their teams. They have "state of engagement" sessions in which everyone participates in the discussion and the solutions.

Above the mentioned ways are applicable to all the employees. However since this report particularly concentrates on the generation Y the following section provides an idea on how this group of employees can be engaged.

### 3.1.1.9 How to Engage Generation Y Employees

Similarly to retention different strategies have been used to engage employees belonging to generation Y. Some ways in which companies can engage the millennials are as follows:

**Support Employees in Their Work and Personal Lives:**

Millennials merge their personal and professional life far more than earlier generations, and they typically become friends with coworkers. As a result, businesses are broadening their definition of employee assistance to include not only work-related but also personal interests. (Cornerstone website, 2022)

**Focus on Social Responsibility:**

Companies are developing volunteer programs, service days, and nonprofit initiatives to encourage younger employees to give back to their communities, both locally and globally. According to a Bentley University survey, 84 percent of Millennials value social responsibility above career reward (Cornerstone website, 2022)

**Encourage Open Communication:**

This generation has grown up bartering over everything, from sleep to playtime on the video game console. They value candid and open conversation. When you communicate where the company is and what their position is as a leader, they become more engaged because they feel like they are a part of the team. When they speak up, it is important to pay attention to their opinions as well. Include the employee in the implementation team once a proposal has been adopted. As a result, their confidence grows, as does their productivity and engagement.

**Deliver frequent feedback:**

According to Forbes and PwC, Generation Y prefers to get feedback on their initiatives and progress regularly. Instead of doing rigid appraisals every quarter or less, engage with your staff on a rather regular schedule in a more relaxed setting. Discuss their work, including what they did well and in which they may improve. ("How do you engage Gen Y workers? - Joseph Executive Search", 2022)

**Strengthen sense of belonging**

According to Maslow's hierarchy of needs, one of the strongest traits an individual requires to feel comfortable is belonging, and this is not limited to social or family structures. Keeping your employees interested also requires making them feel like they are a part of the team. The desire to belong is high among millennials, possibly much more than in prior generations. Usual team bonding sessions and practices - activities beyond the typical work day that serve to create connections which could help employees feel like they belong. ("How to Engage Millennials in the Workplace - ScreenCloud", 2022)

Based on the above research a lot of information has been found. However, nothing has been found about Bangladeshi Generation Y employees located in Dhaka city even though the number of generation Y employees are very high in the country. This generation makes up the maximum of the workforce and is making important contributions to the different organizations. Since they are distinct from previous generations, the techniques and tactics utilized by others cannot be applied to millennials. Therefore, this research is being conducted to find out how to retain and engage employees in the context of Bangladesh. In this regard social exchange theory supports this, meaning if generation Y are given the necessary incentives they will definitely stay. (Islam, 2022)

### 3.1.2 Objectives

Based on the literature review it can be seen that there is a gap in current literature that very few studies have been conducted in relation to the generation Y employees in regards to the Bangladeshi culture. Therefore this research prepares the following objectives:

- To explore the challenges of retaining Generation Y employees.
- To explore the challenges of engaging Generation Y employees.
- To provide solutions to retain Generation Y employees.
- To provide solutions to engage Generation Y employees.

### 3.1.3 Significance

This study will be significant for a few reasons. Firstly this research is going to explore the challenges and solutions in relation to the retention and engagement among the Generation Y employees. Generation Y makes up maximum of the workforce not only in Bangladesh but all around the world. Hence finding out the challenges and solutions of retention and engagement of this generation will help the managers, academicians, policy makers and eventually for the whole country, to utilize this workforce to its maximum potential. Furthermore this research will also contribute to developing management strategies to retain and engage their employees to achieve maximum performance outcome, which is currently very important since Covid-19 has completely traumatized the entire system. Therefore this study will be extremely significant as the world is moving towards a post Covid-19 era where retaining and engaging employees will be a very important aspect in any organization.

## 3.2 Methodology

Research is generally of three types, and they are qualitative, quantitative and mixed.

Qualitative research is a form of market research that collect information via open-ended and conversational engagement. Qualitative research is founded on social science fields such as psychology, sociology, and anthropology. As a result, qualitative research methods enable in-depth and try to emulate probing and questioning of respondents based on their responses, with the interviewer/researcher also trying to analyze their purpose and feelings. Understanding how your intended audience makes decisions might help you get more out of your market research. Qualitative research methods are constructed in such a way that they can disclose a target audience's behavior and perceptions in relation to a specific topic. Qualitative research approaches include in-depth interviews, focus groups, ethnographic research, content analysis, and case study research, to name a few (QuestionPro website, 2022). Quantitative research is described as a systematic analysis of events through the collection of measurable data and the application of statistical, mathematical, or technological methods. Quantitative research gathers data from current and potential consumers by utilizing sampling methods and sending out online surveys, polls, questionnaires, and other forms of data collection, the results of which can be represented numerically. After gaining a thorough understanding of these figures, someone may forecast the future of a product or service and make modifications as needed. Quantitative research is exemplified by a survey conducted to establish how long it takes a doctor to attend to a patient when the patient is admitted to the hospital. A patient satisfaction survey template can be used to ask questions like how long it takes a doctor to see a patient, how frequently a patient visits the hospital, and other related issues. (QuestionPro website, 2022)

Mixed methods research is a study design that includes both philosophical assumptions and inquiry methodologies. In many aspects of the research process, it involves philosophical assumptions that govern the direction of data gathering and analysis, as well as a blend of qualitative and quantitative methodologies. It is a research method that focuses on gathering, analyzing, and combining quantitative and qualitative data in a single study or set of studies. Its core premise is that integrating quantitative and qualitative methodologies offers a more comprehensive understanding of research problems than either method alone. (Creswell and Clark, 2007, p. 5)

However this study aims to adopt qualitative research methodology as it will be exploring the challenges faced in retaining and engaging generation Y employees. This research will also explore into how they might be effectively retained and engaged now that Covid-19 has ushered in a sea change. After adopting the qualitative research methodology, a particular data collection method also needs to be chosen.

### 3.2.1 Interview

There are many types of data collection methods such as interviews, semi-structured interviews, structured interviews, observation, focus group discussion, etc. However due to the time and researcher's fund constraint, this study will be adopting a semi-structured interview. A semi-structured interview is one in which the interviewer merely asks a few predefined questions and the rest of the questions are not scheduled ahead of time. They enable for objective candidate comparisons while also allowing for spontaneous exploration of issues related to that particular candidate. (Pollock, 2022) This experimental study chose to adopt the semi-structured interview to explore the challenges and solutions in retaining and engaging generation Y employees.

### 3.2.2 Sampling strategy and Sample Size

Convenience sampling is a form of non-probability sampling approach that collects data from individuals of the population who are readily available to take part in the study. Convenience sampling is a sort of sampling in which the first accessible primary data collection method is used without any further constraints for the research. To look at it another way, this sample technique comprises assembling people wherever they are available, which is usually the most convenient location. Prior to the selection of individuals, no inclusive criteria were applied in convenience sampling. All subjects are welcome to take part. ("Convenience sampling - Research Methodology", 2022). As participants' flexibility was necessary due to their busy schedules, a convenient sample was employed to choose participants for the study. (Islam et al, 2019)

### 3.2.3 Thematic Analysis

In terms of qualitative research, thematic analysis is one of the most useful. Due to small sample size, the data had to be manually analyzed. The analysis was thematic, with the goal of making meaning of the responses of the participants. We mostly used manual analysis to examine the raw data gathered through interviews, which were then converted into transcripts. We began by identifying the threads in order to begin the coding process and construct the categories, which served as the foundation for developing the themes for analysis and discussion. When the interview was done, the research was transcribed and I tried to find out the codes so that themes could be determined. In this way all the interviews were transcribed, the codes were developed and finally themes were prepared. The collected primary data is presented in the next part, which is divided into four major components. The collected primary data is presented in the next part, which was divided into four major components which were challenges in retaining generation Y employees,

solutions to retain generation Y employees, challenges in engaging generation Y employees and solutions to engage generation Y employees.

## 3.3 Finding and Analysis

### 3.3.1 Difficulties in Retention and Engagement of Generation Y Employees

The finding provide some significant insights regarding the difficulties in the retention and engagement of generation y employees.

### 3.3.1.1 Lack of Cooperation

Participant 1, expressed that the lack of cooperation has a huge impact on the engagement of employees and plays a vital role in the job space. The participant expressed:

*"Sometimes, HR is not cooperative and their rules seem quite uncooperative as well. There is no clear line of manager and so sometimes the team becomes unproductive."*

The participant further went on to say:

*"I also feel that having to deal with bad management is a huge burden and having an uncooperative boss just makes it worse. So having to deal with such situations would be a big reason for me to start looking for a new job."*

Participant 4 also had similar views which aligned with participant 1. The participant opined that having cooperation in the workplace would make them feel more engaged. They expressed:

*"To feel more engaged I feel like it is necessary to have brainstorming sessions and it is also very important that cooperation exists amongst employees and also with the management."*

### 3.3.1.2 Lack of Good Relationship with Colleagues

Participant 1 opined that to feel engaged they would prefer the good company of their colleagues and would want a positive and healthy relationship with them. The participant expressed:

*"At the organization that I am working in right now, I feel like maybe having better colleagues would be a way to feel more included and engaged. I think the behavior of your colleagues and the way they treat you makes a lot of difference on how you feel at your workplace."*

In this regard Participant 3, also mentioned that having a lack of good relationship with colleagues causes a decrease in motivation and productivity as people do not feel engaged. The participant said:

*"At my workplace there is a huge age gap between the employees hence it gets hard to make friends. That I feel like is a big disappointment because due to lack of good company people start to get bored which in turn affects their productivity."*

### 3.3.1.3 Lack of Flexibility

Participant 2 has mentioned that due to lack of flexibility, their organization faces trouble in retaining employees for a longer time stating:

*"Another big factor is lack of flexibility as sometimes the management does not cut slack even for the smallest of infractions."*

### 3.1.1.4 Lack of Benefits (Financial and Non-financial benefits)

Participant 1, has mentioned that their organization faces problems in retaining employees due to the lack of benefits they provide. In this regard the participant expressed:

*"I feel like there are some issues with job security. The salary packages are not as attractive as they are shown to be. And with the workload that comes, the salary does not get compensated as it should which is a huge disappointment. So I feel like if these issues are not addressed properly employees will definitely start thinking about an alternative."*

Similarly, Participant 3, goes on to say that having some sort of monetary issues may be the cause of employees leaving their job, stating:

*"I think payment issues play a big role here so if the salary expectations are not met and you do not get any increments you probably might want to look for another option."*

Participant 5, has also had similar sort of opinion where they believe that their organization faces quite the trouble in retaining employees due to failure of delivering long term benefits.

*"Sometimes they fail to provide long term benefits, so employees switch organizations which offer better fringe benefits. Also I feel like if the salary is increased maybe more employees would want to stay back."*

### 3.1.1.5 Lack of Communication

According to Participant 1, the organization that they work in faces a lot of challenges in engaging employees due to the lack of proper communication. According to her:

*"To top it off sometimes our boss is unengaging as well and that I feel becomes very difficult to deal with. If the line of communication is not clear the employees do not feel like a part of the organization and naturally feel unengaged which definitely has a huge impact on their productivity right?"*

Participant 2, has stated that at their organization, employees are not allowed to make any sort of remarks or criticism which has an adverse effect on their communication system and in turn effects their productivity. The participant stated:

*"Sometimes employees are not allowed to make criticism or point out flaws of the upper management anonymously. Also the upper management most of the times just shuts down ideas or advices without even hearing them and when things like this happen employees do not feel like they are being heard. There is a huge communication gap and employees do not feel engaged at the workplace."*

Having an inadequate communication system or any sort of gap between employees or management has an adverse effect on the engagement of employees and thus affecting their productivity in the process. This has also been identified as a problem in the engagement of employees by Participant 3 who stated:

*"There is a huge age gap between the management and entry level employees so communication gets a little tough and at often times, opinions collide. Sometimes it gets necessary to work according to them, if not they start feeling inferior which in turn seems to have a negative effect on employees. Which of course, naturally has an effect on their productivity."*

### 3.1.1.6 Biasness or Unfairness

Due to the biasness present in the work environment, there were times that Participant 1, did not feel like working at all. The participant expressed:

*"Yes, I have faced some situations where the management was biased and was not being fair to everyone which came off as a big disappointment. You could say it made me quite mad at their unacceptable behavior and there were so many times where o felt like I just could not sit there and work when there was so much unfairness in the workplace."*

Similarly, Participant 3, has also expressed such concerns where they had almost wanted to quit the job. The participant stated:

*"Unfairness is also an issue. For example an employee at my workplace got an increment but*

*others did not and that seems really unfair and I do not think I would want to stick to a place*

*where there is injustice."*

### 3.1.1.7 Lack of Appreciation

Participant 3, has stated that their organization faces a lot of problems in retaining employees due to the lack of appreciation. The participant expressed:

*"Another thing is that, there is a lack of appreciation. For example the person working in my*

*position before left, just because they do not know how to appreciate employees. Hence*

*employees start looking for an alternative."*

### 3.1.1.8 Managers try to Micromanage

Participant 3, has expressed that sometime, their organization tries to micromanage them which

becomes bothersome and prevents employees from feeling engaged. They expressed:

*"Sometimes they want us to do unnecessary things which adds no value whatsoever. They also*

*try to micromanage which gets really suffocating and then people do not really want to put in*

*any effort."*

They also expressed that this particular issues has also been a huge problem for them personally

saying:

*"Yes, like I mentioned before they really want to micromanage you and that honestly sometimes*

*gets on your nerves. So yea situations like that do not encourage you to put in effort."*

## 3.3.2 Solutions for Retention and Engagement of Generation Y employees

The findings shed light on some solutions that could be useful for the retention and engagement of generation y employees. These have been outlined, by analyzing the interviews that have been taken.

### 3.3.2.1 More Flexibility

Participant 1, opined that flexible work time would help to retain employees longer. The participant states:

*"And for me having balanced and flexible working hours plays a big role to actually stick to one job for a long time."*

Participant 3 has expressed that flexible working hours would definitely be a factor that would help retain employees. The participant expressed:

*"I really prefer having flexible work hours. And possibly have 5 working days. For example this week I had to go to office seven days and that gets really hectic and at times very irritating because you really do not get any time for yourself."*

### 3.3.2.2 More Benefits (Financial and Non-financial)

Participant 1, shared that they would like to stay with their organization longer if they provided appropriate and necessary fringe benefits. She stated:

*"I would really keen on staying if my company provides fringe benefits, like medical healthcare for me and my family."*

The participant also believes that not being provided with enough benefits could definitely be a reason for employees to quit. The participant opined that:

*"For me, I feel like if a better opportunity with attractive salary and fringe benefits crosses my*

*path that might definitely be a reason for me to shift."*

Participant 4, feels that, to be able to retain employees, organizations should have policies which prioritize their employees. The participant stated:

*"An employee-focused work environment would help me stay with my company longer. This means having policies that puts employees first. For example: longer holidays, performance incentives, higher pay, benefits such as gym membership or wellness programs, an office with tables tennis or pool or other games, delicious lunch at cheap prices (or free), team building activities."*

Participant 5, has expressed that certain monetary benefits would definitely make them want to stay with their organization for a longer period of time. The participant opined,

*"Maybe a little raise in the salary and receiving other festival bonus other than Eid bonus. Also health insurance and gratuity. I guess these incentives would definitely be a good offer."*

### 3.3.2.3 Proper Acknowledgement and Appreciation

According to Participant 2, feeling valued has a lot to do with the engagement of employees at the workplace. The participant said:

*"I feel like if feeling engaged at your workplace has a lot to do with how they treat you or how much they value your words. So if I give my opinions or feedbacks and my manager feels like they are valuable and uses it for the betterment of the company I think that would have a positive impact on me and would make me feel valued."*

### 3.3.2.4 Good Relationship with colleagues

Participant 1, has opined that if they could have a better relationship with their colleagues, feeling engaged at the workplace would definitely become much easier. The participant expressed,

*"When your colleagues start feeling more like friends I feel like the work culture of the organization feels way better. And when you have that working does not feel like a chore."*

Similarly Participant 3, has also presented a similar opinion, where they strongly feel that the solution to feeling more engaged at your workplace is to have friendly colleagues. The participant opined:

*"I feel like having a good relationship with your colleagues is one way to feel engaged at your workplace. So maybe going out with colleagues after work or having different cultural celebrations at the workplace. If that happens then people will feel more connected."*

### 3.3.2.5 More Challenging Tasks

Participant 4, has expressed that, they feel that having tasks that challenge you can be beneficial for more engagement at the workplace. He opined:

*"I would feel more engaged at the workplace by being involved in critical projects. Being involved in important projects helps having a hand in the direction the company is going and being involved in that. Another important part of feeling engaged is having tasks that stimulate and challenge you. Otherwise, it is easy to get bored and feel like you are not growing in the role."*

## 3.4 Discussion

### 3.4.1 Discussion on Difficulties in the Retention and Engagement of employees

Based on the information found, regarding the difficulties to retain and engage employees, an analysis can be drawn. Five respondents have taken part in the interview from which all this data has been collected. All five of the participants, belong to Generation Y.

According to the participants some common problems with retention and engagement have been identified. According to participant 1, their organization faces difficulties in engaging employees due to lack of cooperation, which leads to the team losing motivation. Similarly, participant 4 has also shared a similar difficulty, where management faces a hard time in engaging employees due to lack of cooperation. This particular issues has also been brought to light by other researchers. It has been seen that one of the major factors that affect employee engagement is cooperation. (Al Mehrzi & Singh, 2016) It has also, been seen that employees who have good cooperation amongst themselves and with upper management tend to perform better than those who do not have it. (Seijts & Crim, 2006)

Lack of good relationship with colleagues has been one of the most common problems that has been brought forward by the participants. Participant 1 and 3, have expressed that due to the lack of good relationship with colleagues there were times where they did not feel like working at all. They did not feel engaged at their workplace which lead to a decrease in their productivity. It has been found previously by other researchers that co-worker relationship is one of the major factors affecting employee engagement. (Anitha, 2014) It has also been found that employees who have faces rude or unfriendly behavior from co-workers have had a severe decrease in their work efforts. (Sakurai & Jex, 2012)

After analyzing the interviews, it has been found that lack of flexibility has been one of the major factors that has affected the retention of employees. Other researchers have also identified this factor as a crucial measure which should be taken for the retention of employees. (Golden, 2012) It has been found that this particular factor is desired by almost all employees. (Eversole et al., 2012)

Employees have expressed that lack of both monetary and non-monetary benefits is the leading cause of difficulty in the retention of employees. Participant 1, 3 and 5 have expressed the concern that lack of proper increments, certain fringe benefits and attractive salary packages have caused trouble to their organizations in retaining employees. Previous researchers have mentioned that financial incentives are one of the factors that help in retention of employees. (Stahl et al., 2012) Fringe benefits create job satisfaction for employees and has been said to be one of the vital reasons of employee retention. (Valaei & Rezaei, 2016)

One of the major causes of lack of employee engagement is the absence of adequate communication in the workplace. This is a concern that has been brought up by the participants who were interviewed. Due to an unengaging management the interviewees did not feel engaged at their workplace which brought about a negative effect on their productivity. It has been identified that communication is one of the key drivers of employee engagement and without it engaging employees will be a difficulty for organizations. (Bedarkar & Pandita, 2014). The lack of internal communication of the management and the employees cause major disengagement of the employees. (Mishra et al., 2014)

One of the pressing concerns made by the participants was the presence of unfairness or biasness in the workplace. This has a huge impact on the decrease of productivity of the employees and demotivates them. This factor has also aligned with the findings of previous researchers. According to their findings, there is a direct relationship between discrimination and lack of engagement of employees. (James et al., 2013) This has also been supported by other researchers like O'Connor, E. P., & Crowley-Henry, M. (2019).

Participants have also mentioned that the organizations fail to retain employees because they do not provide enough appreciation nor do they acknowledge their employees. As a result they do not

want to stay and start looking for a better alternative. According to previous researches one of the major causes of a high turnover rate is lack of recognition or appreciation. (Korsakienė et al., 2015) It has also been identified that undesirable employee performance has a direct relationship with the lack of appreciation. (Sageer et al., 2012)

Participant 3, has talking about the concept of micromanaging that exists in their company and has said that it has an adverse effect on his productivity. It has been confirmed that employees are more productive when they have more control over their work. (Gajendran & Harrison, 2007). According to other researchers when management tries to micromanage employees, it makes them becomes less engaged and decreases their productivity. (Suresh, 2022)

**3.4.2 Discussion on the Solutions in Retention and Engagement of employees**

Based on the information found, regarding the solutions to retain and engage employees, an analysis can be drawn. Five respondents have taken part in the interview from which all this data has been collected. All five of the participants, belong to Generation Y.

The participants had been asked what factors or incentives would make them feel more engaged and help them stay with an organization for a long period of time. They all have brought forward some thoughts regarding these issues.

Participant 1 and 3 have expressed that if given more flexibility, they would be able to maintain a better work-life balance and this would be a plus point for them to stay with an organization. According to researchers employers have start using flexibility as a tool to retain employees thus proving that this can be a solution to prevent high turnover of employees. (Idris, 2014). This information has also been backed up by Kossivi, B., Xu, M., & Kalgora, B. (2016).

Majority of the participants have opined, that if they are provided with attractive monetary and non-monetary benefits they will feel more engaged and would want to continue with an organization for a longer period of time. They would prefer attractive salary packages, recreational activities and medical healthcare. According to previous researches it has been confirmed that monetary and fringe benefits both play a vital role in the retention of employees. (Ghosh et al., 2013) Monetary rewards improve employee performance thus improving retention. (Aktar et al., 2012)

Participants have expressed that to feel more engaged at their work place they would prefer to get more appreciation and acknowledgement. They believe that feeling valued would increase their productivity.in previous researches it has been found that there is a positive correlation between employee engagement and management's recognition of the employee and their work. (Abraham, 2012). Therefore we can say that this finding aligns with previous researches.

The participants, mentioned that if they would have a better relationship with their colleagues, even outside the workplace it would help them feel more engaged and therefore increase their efforts at work. Having a supportive co-worker tends to motivate an employee to work better at the workplace, building a good rapport with colleagues helps employees feel more engaged and thus acts as a driver of good performance. (Bakker et al., 2012) This has also been confirmed by other researchers who have talked about a positive relationship between these two factors. (Hill et al., 2017)

Participant 4, has mentioned that to feel more engaged at their workplace they would prefer having challenging tasks which would help him fee more engaged as it will stimulate him and help with his personal growth. According to previous researches it has been said that employees, especially

millennials prefer challenging tasks to make them enjoy work and feel engaged. (Meng et al., 2017)

Therefore the findings from this research aligns with the findings from previous researches, thus making it reliable.

## 3.5 Implications

This research has focused on a particular Generation, which are the millennials as they will be making up majority of the workforce all around the world. In the research conducted, the challenges and solutions in the retention and engagement of Generation Y employees have been explored. Since there has not been a study about the retention and engagement of this particular generation in Bangladesh it provides a platform which can help the decision makers to adhere to these needs of the millennials thus helping them overcome the challenges of retention and engagement of generation y employees. The data from this study can be extremely helpful for the managers, academicians, researchers and other stakeholders alike, as it will help to utilize this workforce to its maximum potential.

## 3.6 Summary and Conclusions

This research paper consist of chapters that consist of overview of the internship, the organization part and finally the project part. The topic of the project is Situation changed Covid-19! - How to engage and retain Generation Y employees. How to successfully assist firms in dealing with changing demographics in the workforce is among the most critical growing concerns in the field of human resource development. The greatest generation is approaching retirement, resulting in a lack of talent, knowledge, and expertise. The newest gen y is vastly different from previous generations. (Eversole et al., 2012) Therefore, the aim of this study was to figure out what causes

lack of engagement and retention difficulties of the generation y employees in Bangladesh. As we are moving towards a post Covid era things are finally starting to get back to normal. Organizations have already started offline operations and employees are expected to be back at the office premises. For quite some time work has been carried out in a particular way due to Covid restrictions. Hence it is essential that organizations start to pay close attention to their employees and figure out how to engage and retain them at the workplace. This research specially focuses on the generation y employees because majority of the workforce will consist of this generation. Hence to make sure that organizations make the most out of their human resources it is crucial that they start paying attention to this generation and start adjusting policies to adhere to the needs of generation y.

The findings of this study examined the challenges faced in retaining and engaging generation y employees as well as the solutions. For this research, the interviews of 5 participants have been conducted. After talking to them codes have been identified which helped to determine themes. After doing so it has been seen that majority of the employees believe that due to the lack of appreciation and biasness employees tend to become unengaged at their work place and sometimes may also decide to leave. It has also been seen that cooperation and proper communication and certain benefits (monetary or non-monetary) may be reasons for employees to feel more engaged in their organization and stay with them for a longer period of time.

## 3.7 Research Limitations and Directions for Future Researchers

Although this research has many significant outcomes that will be extremely helpful for the different organizations and future researchers, there were certain limitations that came along with it. Firstly, this research was done as a part of an internship report which meant that there was a

time limitation of only three months. For this research I was only able to take the interview of five participants, as I was unable to find enough participants in such a short period of time. This was a qualitative research and went forth with the thematic analysis method and the data was processed manually.

Future researchers can also carry out this research and instead of having a time crunch, they can invest more time on it. Instead of three months they can utilize six months or even a year. They can also have more participants which will make the information gathered more accurate. This research had a qualitative approach, if researchers want they can also go for a quantitative approach.

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