

Report On



Factors Determining Job Satisfaction of Employees at DarazBangladesh Limited

Submitted By:

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ID: 18104241

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
February, 2023

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Declaration

It is hereby declared that

The internship report submitted is my own original work while completing a degree at BRAC University.

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.

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

I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Mohammad Wasib Monzur

ID: 18104241

Supervisor's Full Name & Signature:

Dr. Md Asadul Islam

Assistant Professor, BRAC Business School
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Letter of Transmittal

Dr. Md Asadul Islam
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on the topic “Factors Determining Job Satisfaction of Employees at Daraz Bangladesh Limited”

Dear Sir,

With due respect, I am hereby submitting my internship report on Daraz Bangladesh Ltd. as a requirement of the BBA Program of BRAC University. I have prepared the report with the help of your guidance and in accordance with the guidelines of BRAC Business School where I briefly discussed my experiences working as an intern in Daraz Bangladesh Ltd. and its Human Resource Management Department.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible. Therefore, I pray and hope that you would be kind enough to accept my internship report.

Sincerely yours,

Mohammad Wasib Monzur
ID: 18104241
BRAC Business School
BRAC University
Date: February 28th , 2023

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Daraz Bangladesh Limited and the undersigned student (Mohammad Wasib Monzur, ID- 18104241)

At BRAC University.

.....

Acknowledgement

Working as an intern and completing my internship report in accordance with the criteria of the Bachelor of Business Administration degree has been a fantastic achievement. It would not have been feasible without the constant guidance and expertise of those who helped me with my internship and report preparation.

Working as an intern for Daraz Bangladesh Limited has been a great experience for me because it has taught and helped me build skills I had no idea I possessed. I'd like to express my gratitude to the organization for assisting me with my internship report by giving all required data, information, and resources.

To begin with, I want to express my gratitude to Dr. Md Asadul Islam, my respected and valued faculty and internship report supervisor, for his remarkable supervision in providing me with all forms of assistance and responding to any type of enquiry.

Lastly, but definitely not the least, I would really like to express my gratitude to Md. Arif Imran Khan, Head of OD & TM, Enamul Hassan Huzaifa, Executive of OD & TM, Saiyara Islam, HR Officer of OD & TM and Nurun Nahar Islam Mahim, HR Officer of OD & TM at Daraz Bangladesh Ltd, for allowing me to work as an intern under their observation and for supporting me in compiling the essential information for my internship report. I'd also like to express my gratitude to my colleagues, who have helped me throughout their hectic schedules by providing me with crucial instructions as required.

Executive Summary

The report was written using the knowledge I gained while working an intern in Human Resources at Daraz Bangladesh Limited. This internship report is divided into three sections, each with sub-chapters addressing different aspects of the study in accordance with the internship standards.

The first part, titled "Overview of Internship," includes details such as my name, student ID, school name, name of company with which I interned, job scopes and responsibilities, and much more. It also includes information about my contributions to the organization for which I worked, as well as the benefits I received while working there.

I discussed about the organization's overview in the second chapter, which covered topics such as the organization's mission, vision, objectives, and core values. Additionally, the Management Practices, Marketing Practices, Financial and Accounting Practices, Operation Management and Information System Practices have been discussed. Furthermore, the SWOT Analysis and Porter's Five Forces have also been discussed in the Industry and Competitive Analysis part.

The last chapter analyzes the effect of the Organizational Culture, Job Security, Job Salary and Job satisfaction of Generation Z employees, and it includes statistical data, correlations, and a description of the participants. The findings and analysis provided a variety of informations which was thoroughly reviewed. Furthermore, a scarcity of research articles was found while gathering source and research data, suggesting that this paper will be highly beneficial to those seeking to learn more about this complex matter.

Keywords: Human Resources, Job satisfaction, Daraz Bangladesh Limited, Internship, Job Scope, Responsibilities, Management, Marketing, Generation Z, Finance, Accounting, Operations, SWAT, Porter's, Organizational Culture, Job Security and Job Salary.

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List of Acronyms

HR	Human Resources
OD	Organizational Development
TM	Talent Management
ISD	Inside Dhaka
OSD	Outside Dhaka
SWOT	Strength Weakness Opportunity Threat
MOU	Memorandums of Understanding
CFO	Chief Finance Officer
OM	Operations Management
OMS	Order Management System
HMT	Hub Management Tool
DM	Delivery Module
TMS	Transport Management System
LOP	Logistics operation Platform
Gen Z	Generation Z
HR	Human Resources
OD	Organizational Development

Chapter 1: Overview of the Internship

1.1 Student Information:

This is Mohammad Wasib Monzur. I am currently pursuing my under-graduation from BRAC University under the program of BRAC Business School (BBS). My student ID is 18104241. I enrolled at BRAC University in the spring semester of the year 2018. I am doing my major in Human Resources Management and minor in E-commerce.

1.2 Internship Information:

1.2.1 Period, Company, Department and Address:

Period of the Internship: The period of my Internship is for 3 months (90 days). It began on 10th October, 2022 and is expected to complete by 7th January, 2023.

Company Name: Daraz Bangladesh Limited provided me with the opportunity to complete my internship. I feel Daraz is an excellent place for an internship program since it has allowed me to grow and develop as a person both personally and professionally.

Department: My internship has been accepted in the Human Resources Department of Daraz Bangladesh Ltd. Since I majored in Human Resource Management, it is the most appropriate field for me to work in. As a result, I believe I am able to apply my theoretical concepts in my practical job while also discovering new methods to thrive in the subject of Organizational Development & Talent Management, a function of the Human Resource Department.

Address: My office is at the Daraz Head Quarter. It is situated at the peak of Banani, Dhaka. The detailed address is Daraz HQ, Asfia Tower, 11th floor, House-76, Road-11, Banani, and Dhaka-1213.

1.2.2 Internship Company Supervisor's Information: Name, Position:

Name: Md. Arif Imran Khan

Position: Head of OD & TM

Department: Human Resources

1.2.3 Job Scope & Job Responsibilities:

At Daraz Bangladesh Ltd, I started my internship and was assigned to the HR, Organizational Development, and Talent Management (OD & TM) team. With a tenure of three months. During this period, I was assigned various tasks and responsibilities to help me improve my knowledge and comprehension of my particular departmental role. In addition, I was given the opportunity to collaborate with other departmental tasks, such as HR Operations and Talent Acquisition. Furthermore, I learned about new projects in my field as well as other sub-departments, the significance of each of these responsibilities, and probable backup plans in the event of complications.

The job responsibilities that I was allotted to carry out is stated below:

- Coordinated in arranging training sessions, Awareness sessions, Webinars as well as offline workshops for the employees and much more.
- Assisted with the periodic Induction training once every month to onboard new employees of the organization
- Took the budget approval from the beginning of an event or training and end it with the bill settlement of the vendors, submit the overall bill to the finance department
- Assist the Organizational Development & Talent Management team in planning and executing of internal and external branding
- Managing all the employee engagement activities (gifts, games, food distribution) for approximately more than 9000 employees of Daraz across Bangladesh.
- Decorating all the Daraz office premises in Bangladesh such as the ISD and OSD ventures using materials that correspond to the campaign concept.
- Coordinate with the design team to prepare designs for crests, certificates, employee testimonials and a lot more when the time of the events arrives.
- Aid in managing the operations of the social media pages, for instance, LinkedIn and Facebook, which go by the name of Daraz Corporate.

1.3 Internship Outcomes:

1.3.1 My Contributions toward the Company:

Working as an intern in the HR department's OD & TM team at Daraz was a wonderful experience for me. I feel that my participation in Daraz has aided my professional development. I've contributed in planning a number of events for the Human Resource department's OD & TM team. Even though I was an intern at Daraz, I feel I was assigned tasks and projects that were difficult, but my line manager trusted me and provided me with an opportunity to demonstrate my ability.

Employees at Daraz are treated with the highest respect, which frequently leads to employees willingly doing significantly more than what their usual job description suggests, not out of fear, but out of love and concern for the company. Throughout my internship, I made several contributions. Some are given below:

I have assisted in providing trainees with the opportunity to learn something new and get insights that they would retain in order to enlarge their vision. Meanwhile, I am also learning something new every day myself. Furthermore, I have contributed to Daraz by aiding in organizing events to increase employee engagement within the company. I have also created budget sheets in order to obtain clearance from the Chief Human Resources Officer, Md. Riyad Hossain, and our Managing Director, Syed Mostahidal Hoq, for any financial related events or decisions that occurred. Moreover, I have assisted in coordinating the Daraz Championship Case Study round and also in the recruitment of DFLP members and assisted in coordinating the campaigns for the employees of Daraz Bangladesh. For instance, Daraz 11.11 was the biggest sale of the year. Lastly, I have contributed portions and chunks of my whole four years of academic experience at BRAC University to Daraz. Even though my contribution to my organization is little, I think that via such contributions, Daraz has professionally developed me for my future aspirations.

1.3.2 Benefits to the Student:

This internship truly boosted my skills and gave me more self-esteem and self-assurance. This had a variety of effects on me and resulted in considerable changes in my life. As an intern at Daraz Bangladesh, I have acquired valuable work experience that would be useful in my future corporate job. At Daraz I have developed technical skills, people management skills, and personal growth. As an intern, I have been immensely benefited from directly engaging in a variety of Human Resources department tasks and activities.

Working in Organizational Development and Talent Management has given me an understanding of how corporate entities organize various different training programs, awareness sessions, and webinars for all of the organization's employees, as well as the

expenses incurred and expensed while conducting the training session. Being present during these training sessions has also helped me develop knowledge on such matters, as training is one of the most important aspects of the OD role.

Moreover, I have gained the idea of budget-sheet and budget approval for an event to the final bill settlement when the event ends. These will help me in the long run when I have to organize such corporate events, training sessions, webinars, awareness sessions and more.

Furthermore, working at Daraz has given me the opportunity of learning and using MS Excel, MS Word, MS Word, and MS Teams successfully. Apart from Microsoft Office, I got the opportunity to work with Alibaba's own software, Ding Talk, Alimail, and Alilang. This has improved my technological development.

1.3.3 Problems/ difficulties (faced during the internship period):

- Since I did a part-time job and an internship before, I haven't faced much difficulties in interacting with my colleagues and understanding how the corporate culture is at Daraz. Each and every colleague of mine has been very supportive and helped me cope up with the company culture of my organization.
- The OD & TM section of the Human Resource department arranges events for all Daraz workers in Bangladesh. We rely on third-party vendors to aid us with printing and decorating our workplace. Since the vendors did not always arrive on time, the events occasionally started later than planned. This was troublesome since we were unable to complete the program on time.
- Throughout my undergraduate degree, we generally utilized Microsoft Word and PowerPoint for our assignments and presentations; but, during my internship, I learned that Microsoft Excel is the most widely used software. I had to learn how to utilize Microsoft Excel functions like VLOOKUP, Conditional formatting, and formulas while producing or compiling various papers. On several occasions, I had to view a variety of videos in order to fully understand how MS Excel functions.

1.3.4 Recommendations:

Working at Daraz Bangladesh Limited was an incredible experience. Though Daraz Bangladesh Limited offers students an excellent opportunity to learn from them, there are a few aspects in which it might improve its entire internship program. As this work culture gives hands-on training for the future, I feel that having a more organized strategy for interns may help interns learn, comprehend, and adjust in the new environment more easily. Furthermore, a planned work schedule would not only benefit interns but will also greatly assist line managers in providing mentorship. Furthermore, delivering constructive comments should be

prioritized. Because interns are learning about the real world from actual professionals, it is critical that they provide constructive input, and it would be ideal if the firm received similarly constructive feedback from its interns. Finally, Daraz Bangladesh Limited can give a significantly superior internship experience by allowing them to network with seasoned professionals as well as other interns in order to strengthen their connections for future chances.

Chapter 2: Organization Part

2.1 Introduction:

This chapter will showcase my company's operations analysis and evaluation. Furthermore, the company's marketing, management, and financial procedures will be discussed to the greatest extent feasibly based on the information that I have gathered and that has been provided to me.

Daraz began its journey as an online retailer in Pakistan in 2012. By the end of 2014, it had transformed into a commercial online store selling a variety of things. Following that, in 2015-16, Daraz began its operations in Bangladesh, Nepal, Sri Lanka, and Myanmar.

Surprisingly, Daraz was bought by the Chinese e-commerce behemoth Alibaba in 2018. Daraz's operations in different nations, particularly Bangladesh, have changed dramatically since then. It has altered its aims and objectives and reset the priority threshold for certain nations or target markets.

Bangladesh is given higher importance than other markets since it has the most clients and marketplaces. Changes have been made to the investment strategy, budget, and so on in response to market objectives.

In 2021, Daraz is expected to dominate the e-commerce industry in Bangladesh in terms of the number of users and market share. Daraz mainly targets a consumer base of approximately 450 million people in Nepal, Sri Lanka, Pakistan, Myanmar, and Bangladesh, with a majority of its user base being young people.

The company has a significant opportunity to expand its business by providing an online shopping platform in Bangladesh due to its high population. Over the past decade, the number of internet users in the country has risen rapidly, with more than 120 million people now actively using the internet, and a considerable portion of them utilizing various digital channels to access online services.

The e-commerce industry is flourishing, and it is currently one of the most successful sectors in Bangladesh. The growth of online transactions since 2009, when the Bangladesh Bank permitted them, has led to a significant increase in products and services available on internet-based platforms. The use of various social media platforms has played a crucial role in the growth of e-commerce business, contributing significantly to its success.

2.2 Overview of the Company:

2.2.1 The Mission and Vision of Daraz:



Figure 1 The Mission Vision & Objectives of Daraz

Mission:

The Mission of Daraz as stated on their website is “To make it easy to do business anywhere in the era of the digital economy” (Daraz Bangladesh Limited, 2022)

Vision:

The vision for which Daraz strives to be a champion of South Asia serving 100 million by 2030” The vision of Daraz clearly states what they want from their business. They are already heading to success since Daraz has reached its vision to be the “Champion of South Asia.” Daraz is considered to be the largest E-commerce platform in the South Asian region working with 5 ventures in different countries like Bangladesh, Pakistan, Nepal, Myanmar and Sri Lanka. (Daraz Bangladesh Limited, 2022)

2.2.2 Objective:

The major purpose of this study is to comprehend and have a deeper understanding of how Daraz Bangladesh Limited and its various business activities operate inside the company. This report focuses on giving information about important operations, activities, policies, and legislation, as well as organizational practices in departments such as Human Resource management, marketing, finance, and administrative processes. Furthermore, examining how employee engagement and employee branding assist Daraz in terms of employee happiness, motivation, and retention. Simultaneously, another crucial purpose is to examine the organization's strengths, weaknesses, opportunities, and threats using SWOT analysis in combination with Porter's five forces theory.

2.2.3 Core Values:



Figure 2: The Core Values of Daraz

All of Daraz Bangladesh's business choices and decisions are governed by four core values. These values have been implemented throughout all of their business units as they supply goods and services to their customers. Their prime values are,

Make it personal: This implies that Daraz aims to interact with its workers on a more personal basis. They want all customers to have faith in Daraz when buying on digital platforms. Daraz realizes how difficult it is to trust E-Commerce merchants, yet Daraz aspires to build a business that is trustworthy to anyone and everyone.

Continuously innovate: Daraz believes in continuous product and service innovation. It regularly changes its website so that customers may find all of the latest and most popular goods the moment they access the site. It also wishes to provide better, quicker, and smarter ways for them to be inventive in order to find new ways to attract clients.

Deliver on our promises: Daraz consistently follows through on its promises to its consumers. Daraz has everything covered to provide their clients an excellent purchasing experience, whether it's a reduced pricing, faster delivery, or a bigger product choice. For example, if Daraz has promised to provide the product quickly, they will go out of their way to do so.

Generosity of spirit: Daraz tries to positively affect others and contribute to the community as much as possible. Daraz is client-oriented and wants what is best for them, not only thinking about conducting business and increasing their profit margin. Daraz wishes to be in the industry for a long time and continue to provide its consumers with high-quality items at a reasonable price.

2.2.4 Company Organogram:



Figure 3: The company organogram of Daraz Bangladesh Limited

2.2.5 HR Departmental Organogram:

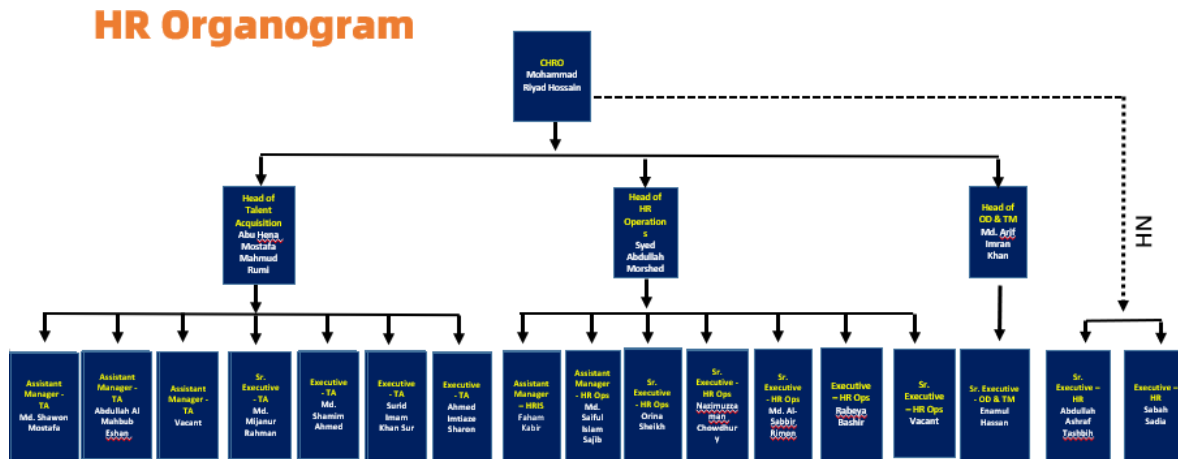


Figure 4: The HR organogram of Daraz Bangladesh Limited

2.3 Management Practices:

2.3.1 Leadership Style:

According to Prentice (2004), leadership is the process through which effective leaders show a personal interest in their workers' long-term growth and utilize delicacy and other social skills to inspire people to realize their full potential. Daraz Bangladesh Limited strictly follows one form of leadership. The leadership of Daraz Bangladesh Limited is based on a clear line of command, strict standards, and employee compliance. As a result, Daraz Bangladesh Limited's leadership style is bureaucratic, with a power structure establishing rules for administration and decision-making. Daraz Bangladesh Limited's bureaucratic leadership is always aiding the company in reaching new heights. Bureaucratic leadership is a management style characterized by a hierarchical structure that assigns official duties to employees. In this type of leadership, employees are expected to comply with the rules and authority set by their superiors. The foundation of bureaucratic leadership is built on a well-defined chain of command, strict regulations, and employee adherence to their superiors' commands, as stated by Gurung (2022). There are some benefits in following the bureaucratic leadership format and they are, Bureaucratic leaders like teams with well-defined roles. The goal of this leadership style is to build compartmentalized experts, even if personnel with the necessary skills are required to serve in many positions on times. Each team member is responsible for a certain task. As a result, everyone, including the leader, can focus their efforts on what they do best: ensuring that all queries are handled by the appropriate persons. Also, Within the organization, there is a hierarchical structure, with lower-level personnel reporting to and being overseen by those in higher positions. Employees in Daraz, for example, report to and are controlled by their department leaders. The department chief has last control over the acts of the department heads, who report to the Managing Director.

2.3.2 Recruitment and Selection Process:

Recruitment is the process of enlisting suitable candidates for a job position, whereas selection is the process of identifying and selecting the most suitable candidate for that position. The contribution of every employee is vital for the company's survival and prosperity. (empxtrack,2013)

The recruitment and selection procedure at Daraz Bangladesh Limited is comprehensive, active, and well-organized. The organization encourages hiring employees who are not just a good fit for the company's goals and objectives, but who also have the potential to excel in their present role. Daraz believes that men and women should be treated equally in the workplace.

Daraz's recruitment process is always being improved in order to increase the company's capacity to acquire talented and efficient people who are qualified for a certain role while keeping to the company's needs and standards. Various academics have proved over the last several decades that the recruiting process is crucial in selecting the best candidates for a given position. As a result, Daraz Bangladesh places an emphasis on the effectiveness of the recruiting and selection process.

2.3.3 Compensation and Benefits:

Compensation and benefits are the most significant parts of any company, and they frequently determine whether individuals join, remain, or leave. If an organization's compensation and benefits aren't competitive with the company, it's doubtful that high-performing and qualified candidates would apply. However, a company that provides competitive and industry-standard compensation and benefits are more likely to attract and keep high-performing personnel. (Quit Genius, 2022)

Daraz, a well-known worldwide company, offers competitive compensation and benefits, as well as a world-class working environment. In addition to maternity leave, flexible hours, festival bonuses, mobile allowance, and insurance. In several ways, the income range is slightly higher than the industry average.

Every year, the human resources department allows 14 sick days and a maximum of three days off for other reasons, in addition to 20 vacation days and other paid time off. The first week of the month is a hectic period for the human resources department since payroll for the employees must be processed. They must ensure that all payroll information is correct, as well as all staff assignments. The HR department is also in charge of employee perks and incentives, as previously noted.

2.3.4 Training and Development Initiatives:

Training and development efforts are critical for an organization's progress and success. They are intended to better workers' skills and knowledge, boost their performance, and allow them to adjust to new tools and shifting business settings. Companies that engage in employee training and development projects have a 24% higher profit margin than those that do not (ATD, 2019).

One of the most important aspects of training and development initiatives is to identify the specific needs of employees and design programs that address those needs. This requires a thorough assessment of the skills and knowledge required for each job role, as well as an analysis of the current competencies of employees. Once the training needs are identified, appropriate training programs can be designed, delivered, and evaluated to ensure their effectiveness.

There are various methods of delivering training and development initiatives, including classroom-based training, online training, on-the-job training, mentoring, coaching, and job rotation. Each method has its advantages and disadvantages, and the choice of method depends on the nature of the training and the needs of employees.

Daraz Bangladesh provides fully funded training programs to qualified individuals in order to help them attain their full potential. The majority of training programs are totally supported by the organization, and deserving persons are welcome to participate. Training programs are provided for all divisions and levels of personnel. There were a few trainings that took place in the year 2022, including 'The Art of Storytelling', 'Unconscious Bias', 'Learning Session for the female employees by Sakshi Handa' and regular training on HR activities and operations.

2.3.5 Performance appraisal system:

Performance evaluation in human resource management refers to the process of assessing an employee's worth and their contribution to the work they do. The process of obtaining an impartial appraisal of an employee's performance helps a company to identify any prevailing workplace issues. The HR department can then quickly and efficiently address these issues with the assistance of the evaluation results. (simplilearn)

Daraz Bangladesh employs a 360-degree evaluation approach in their business processes. They also encourage self-evaluation, which involves workers providing and receiving feedback on their own performance and conduct in order to learn and grow. Daraz performs assessments on a scale of one to ten among the line managers of each department to assist in the self-evaluation process. A score of 10 indicates that the employee performed extraordinarily well. The employee is then graded based on his or her performance, attendance, and other aspects that determine the total score of employees.

2.4 Marketing Practice:

The American Marketing Association defines marketing as the set of activities, institutions, and processes that involve creating, communicating, delivering, and exchanging solutions that provide added value for customers, clients, partners, and society as a whole (2017). "Online marketing" refers to the use of the Internet to advertise a company's products or services. E-commerce is the purchasing and selling of goods and services through the internet. Daraz believes that using social media to promote the business is essential. In Bangladesh, it is a well-known internet shop. There is plenty of competition, but Daraz distinguishes out due to the high quality of its internet market. Daraz's customer-centric strategy will be appropriate in this type of rising economy. In the following days, the group will use economies of scale to surpass its competitors. Daraz now has a large and consistent stream of income, but if a cheaper competitor becomes available, purchasers would definitely move, and sales will fall. Daraz has to increase its service offerings and build a loyal consumer base right away. Because the market is dynamic and always changing, it is prudent to plan ahead of time.

2.4.1 Marketing Strategy:

To maintain its competitiveness and secure a significant market share over time, Daraz Bangladesh, a leading e-commerce platform, has implemented its own marketing strategies. This section will outline Daraz's marketing strategies, which utilize the 4Ps principle.



Figure 5: The 4p's of Marketing

1. Product: Specifically stated, what is being advertised is the marketing mix product. When we talk about the product, we mean things like quality, packaging, design, and brand. While designing the product, we must guarantee that it meets the demands of our market, i.e., does our target market or audience desire or need it? The life cycle, which includes the periods of growth, maturity, and sales decrease, must also be addressed. We will be able to win this element by supplying a higher quality product to the intended audience than our competitors.

Daraz is a digital platform that provides e-commerce services to millions of customers and allows them to purchase a wide range of products. Daraz promotes its platform using a multitude of channels, including the app store, website, television advertisements, Google AdSense, and many others. Daraz provides a large selection of items to its clients. The website is built in such a manner that users can simply find the things they want. Furthermore, there are several coupons, discounts, and other offers available while buying on Daraz's website.

2. Price: In marketing, pricing is crucial as it determines a company's profit or survival. The price must be higher than production cost. The recent development in Bangladesh's e-commerce sector has witnessed the entry of new platforms with unrealistic pricing, and many consumers fell for it. This led to one of the country's greatest e-commerce scandals, where many fled with a significant amount of consumer money, resulting in a significant loss for individuals.

Daraz Bangladesh, on the other hand, has never engaged in such unethical commercial tactics as making unrealistic proposals. Rather, it concentrated on providing the best e to customers by providing the most relevant commerce experience and lowest price. Furthermore, throughout the year, it delivers discount offers that are reasonable while still providing clients with some incentives. As a result, Daraz is now the industry leader in ecommerce, with the greatest market share and maximum customer satisfaction. It has become the most adored brand in the world of e-commerce.

3. Place: Place, as part of the marketing mix, denotes the dispersal and visibility of products for potential buyers. Without addressing the target market one can't discuss the locations. This component necessitates a thorough grasp of the target persona. Once it has been mastered in understanding the target clientele inside and out the most successful distribution techniques will be discovered.

Daraz provides consumers with a virtual shopping experience, but it also maintains offices and delivery hubs in all 64 districts of Bangladesh to ensure impeccable service. In Dhaka alone, it has over 36 major delivery hubs and packaging stations, as well as over 10 office branches. Daraz works not just in Dhaka but also in the surrounding areas. There are around 80 centers spread across the country. Daraz today employs over 10,000 individuals in various jobs, both contractual and full-time, to provide clients with the finest possible e-commerce experience.

4. Promotion: The components of the promotion mix refer to who, what, and how in the marketing mix. The aim and premise of promotion mix is to boost brand recognition and sales.

Daraz's development is somewhat unrelated, but primarily focused on internet marketing through their Facebook page, LinkedIn, and email marketing. Daraz has designed a website that is simple and user-friendly, as well as widely accessible to a huge number of customers. They engage in a range of activities to build solid consumer connections. Various articles on them have appeared in newspapers over the years. They also offer a system for selling to individuals in which specialists are compensated for the component of the solicitation that they place via their record to aid clients. Whatever the reason may be, the number of unique exercises on their Facebook page has gone through the roof.

Daraz has also partnered with a number of other companies. The Cricket World Cup was recently sponsored by Daraz. Furthermore, Daraz Bangladesh maintains its marketing by signing Memorandums of Understanding (MOUs) with other organizations so that their employees may receive up to 75% discounts as well as other perks from the companies with which they have formed relationships.

2.4.2 Target customers:

A target customer is an individual or a group of people to whom a company sells its products or services. Companies focus on providing goods and services that cater to their target consumers since they are the most likely to make a purchase. Understanding the unique characteristics of the target customer is crucial in identifying the larger target market. Target markets consist of a broader and more diverse group of target customers, which can be further divided to focus on specific customer groups (Woerner, 2022). Daraz intends to market its products or services to a diverse group of clients. Daraz's variable groupings are as follows: -

i) **Age:** Daraz caters to consumers ranging in age from newborns to adults to elderly, or between the ages of 5 and 40. Daraz, for example, provides separate clothing collections with different product lines for specific age groups, such as a frock fashion line for children, salwar kameez or a formal dress for adults, and a saree for the senior generation.

ii) **Gender:** Daraz offers items customized to certain genders. Men and women have major variances in their preferences and dislikes. For example, ladies apply cosmetics, while males wear boxers or attire that corresponds to their gender. Women are often interested in house design, whereas men are interested in automobiles such as motorcycles.

iii) **Generation:** Daraz targets to both the younger and older generations, such as Millennials and Baby Boomers. They provide millennial items such as shampoo, body spray, lipstick, hair bands, gym equipment, gym supplements, jeans, polo, designs dresses, and so on. Diabetes machine, diabetes tea, old generation saree, Panjabi, Fotua, and more items are available for Baby Boomers.

iv) **Religion:** Daraz offers a wide range of sacred goods. They prey on pious persons such as Muslims and Hindus. They offer jaynamaz, Allah Haida, Quran Sharif box, and Islamic Tupi to Muslims. Hindus will appreciate the Rudraksha meditation mala, puja thali set, puja shankho, and clay oil light. Daraz categorizes client requirements through such segmentation. They also guarantee that the requirements of those specific groups are met (Malki, 2020).

2.5 Financial Performance and Accounting Practices:

2.5.1 Financial Performance:

Daraz's financial operations rely heavily on the finance and accounting divisions. The department is headquartered in headquarters, where it fulfills and performs its responsibilities. All accounting and financial operations are overseen and accountable by this department. Daraz, being a private limited firm, does not wish to share financial reports or specific departmental assignments. With the information at my disposal, I endeavored to explain the operation as thoroughly as possible.

Chief Finance Officer (CFO): Md. Mahbub Hasan has served as Daraz Bangladesh Limited's Chief Finance Officer since 2019 and has shown to be a tremendous addition to the organization. He is in charge of the financial concerns that arise in the organization on a regular basis. He is also in charge of developing annual budgets, which are usually shared across the organization for the whole fiscal year. Any financial transactions or initiatives are carried out or implemented only after seeking approval and advice from the CFO. The CFO must also communicate with the regional CFO to address significant financial issues that affect the firm not just in Bangladesh, but worldwide as well. He also proposes long-term profit strategies for the firm, such as how to subsequently produce while spending less money. All monetary activities are properly tracked and documented by the CFO, and they are only carried out once he has granted his authorization. As a result, adequate transparency is maintained.

2.5.2 Accounts Practices:

Daraz Bangladesh Limited's accounting staff is in charge of all financial transactions and activities. They must keep accounting records for all of their firms. Accounting workers have been charged with keeping track of and recording the company's finances. They must maintain constant communication with the commercial, Operations, and Management divisions in order to keep these accounts in good standing. Various staff is assigned to the compilation of financial reports and the examination of obtained financial data. The accounting staff must also record and generate daily bank statements. They must also maintain constant tabs on their numerous bank accounts. They must also maintain their account information current for loan payments, interest, and other charges, as well as money collected from sales. To put it another way, the accounts department handles all of the account information and reports to the CFO.

The accounting department manages the payment of costs in two ways. To accomplish these responsibilities, two people work in the accounting department. Both workers' pay with a cheque and keep separate records, whereas one pays with a cash account and also keeps records. Each of them records these transactions and reports them to the accounting department. On a daily basis, this is how the finance and accounting department operates.

2.6 Operation Management and Information System Practices:

2.6.1 Operation Management:

Operations management (OM), according to Adam Hayes, is the governance of business processes within a company to reach the highest level of efficiency possible. It is concerned with converting materials and labor into products and services as efficiently as possible in order to optimize an organization's profit (2022). Daraz Bangladesh relies on computer-based information systems to automate manufacturing activities. These systems are also used to make orders, handle inventory, manage billing, and collect payments from vendors. The bulk of consumer interactions include the usage of information systems. When a client places an order or a vendor provides a product for delivery through the app/ website, the information systems collect and trace the transaction and transport the data to the appropriate locations.

Daraz is a fully ecommerce platform with a well-defined procedure. They manage various Alibaba group apps for different functions.

- **Seller center:** This is a module that allows you to register your company. To manage their online company, categorize stuff, change pricing, and upload products on the internet. Vendor managers, on the other hand, monitor sales, maintain data up to date, and evaluate a wide range of conditions and tasks. The warehouse and content divisions also assist the seller center.
- **Order Management System (OMS):** The Order Management System is used by both the operational and customer support departments. This module makes it simpler to manage inventory, orders, warehouses (single and many), returns, and drop shipping. It is used by customer service teams to authenticate orders from clients and to handle their complaints by managing departments.
- **Hub Management Tool (HMT):** HMT is generally used by warehouse operations workers to maintain track of items during Market Place Cross-Docking (MPCD) and Market Place Drop-Shipping (MPDS). It's a good idea to ship the product to the proper address and have it delivered there.
- **Delivery Module (DM):** This module simplifies vehicle monitoring, order and parcel administration, and 3pl delivery partners. The finance department also uses this module to keep track of daily delivery and collection data.
- **Transport Management System (TMS):** The Transport Management System is used to update the final status of any order tracking. This is one of the most often utilized modules in almost every department in Daraz Bangladesh. At the conclusion of the day, the finance department makes the required judgments when distributing funds to sellers based on the Terminal Status as updated on the Transport Management System.



Figure 6: Transport Management System (TMS)

- **Logistics Operation Platform (LOP):** The Operations department relies heavily on this module. Orders may be tracked both forward and backward, and the complete product life cycle can be tracked using a specific ranking.

2.6.2 Information System Practice:

Information systems is the study of complementary networks of software and hardware that people and groups use to collect, filter, evaluate, create, and disseminate data (Prebooks, 2012).

The company makes use of a number of technologies to manage and record financial and accounting procedures. However, owing to business confidentiality, I will not be allowed to provide the name of the software. Nonetheless, Microsoft Excel remains a popular application for recording data and creating reports. Aside from that, Microsoft Excel is utilized to store and evaluate recorded financial data. Accounting software may help businesses streamline their processes and become more efficient. All financial and accounting activities will be linked, making operations easier to oversee and manage. As aforementioned, Daraz Bangladesh has a strict policy regarding financial information and does not provide this sort of information to anyone. As a result, the financial statements remain classified, making it difficult to do a full study of this company. However, the company is doing well financially, allowing them to extend its operations both regionally and worldwide. Daraz Bangladesh's success has piqued the interest of Chinese e-commerce behemoth Alibaba, which has chosen to acquire the firm. This has supported Alibaba's consistent entry into the South Asian market, as well as Daraz Bangladesh Ltd.'s substantial investment. As a result, the company's overall financial status may be classified as favorable.

2.7 Industry and Competitive Analysis:

Industry analysis assists a company in developing a competitive strategy that can protect it against competitive forces or use them to its advantage. It is important to understand the source of these competitive forces to establish an effective competitive strategy. (Mars, 2023). We'll go through these details later when we look at Daraz's industrial structure. The market structure study exposes the characteristics of the company's rivals, the type of replacement goods, entry barriers, and the bargaining power of consumers and suppliers. In order to assess Daraz's industry structure, we will go through these aspects in further detail in the sections that follow.

2.7.1 Porter's Five Forces Analysis:

Porter's five forces analysis is a well-known method for assessing an organization's present market environment, and it is widely employed in competitive industry analysis.

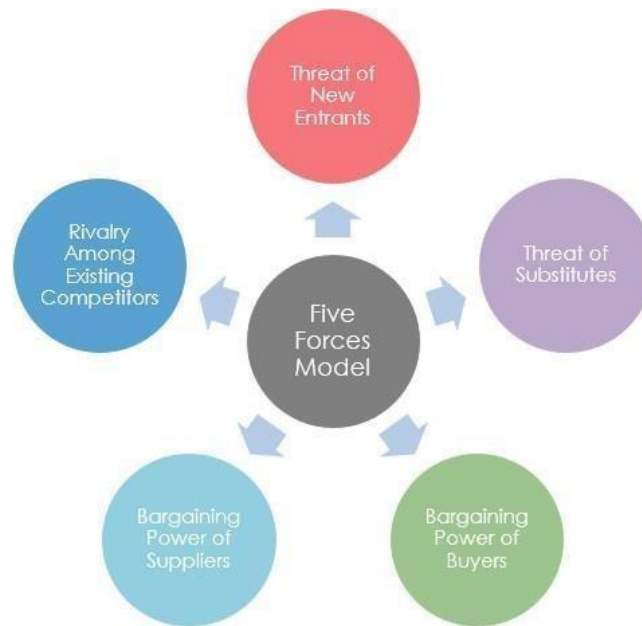


Figure 7: Porter's Five Forces Model

1. **The Threat of New Entrants:** The way groups operate today has been drastically altered by technical advancement. Businesses that depend mainly on online networks have reaped the most benefits. However, in addition to its advantages, it has made it easier for new competitors to join the industry. Daraz has been in operation throughout Bangladesh for more than five years, during which time it has encountered rivalry in the business sector as a result of the rise of various digital platforms. Though the recent e-commerce controversy nearly eradicated rivalry, new competitors may emerge in the near future. The motion is currently favorable and in support of Daraz.
2. **The Threat of Substitutes:** The threat of substitutes or easily available alternatives maintains the market competitive. It fosters a thriving market atmosphere and keeps companies from monopolizing the market. Daraz was facing tough market rivalry just a few months ago, with the introduction of new and unrealistic deals. Their unethical business practices, on the other hand, did not enable them to stay in the market for long. Looking at the current market scenario, Daraz has virtually no other viable replacement, and the situation is positive.

3. **Bargaining Power of Buyers:** Since prices are set by sellers that conduct business on-site, e-commerce clients have little or no bargaining power. The majority of suppliers charge almost the same price for the identical item in various commodities. When it comes to trading, competition limits the amount of possibilities open to purchasers. As a consequence, customers may shop from many sellers while remaining within the same portal.

4. **Bargaining Power of Suppliers:** Daraz has no links to the merchants because they operate on the platform for a charge. Supplier bargaining power may harm sellers owing to bad or excellent seller connections, however Daraz and other e-commerce sites that operate in a similar fashion are unaffected by this. Due to the vast number of suppliers, there is a lack of bargaining leverage.

5. **Rivalry Among Existing Competitors:** Because of the market scenario, the result of this metric would be different only a few months ago. There was fierce competition from new participants in the e competition. However, after the scandcommerce market as a consequence of all of the ecommerce market, the effect of this parameter in the present market is quite the reverse. There is now no point of rivalry because Daraz has no significant competitors in the ecommerce market. Overall, the parameter is quite favorable to Daraz.

2.7.2 SWOT Analysis:

SWOT Analysis (short for strengths, vulnerabilities, openings, and threats) is a business strategy technique used to compare a company's performance to that of its rivals. Dac Teoli, Terrence Sanvictores, and Jason An (2022)

The following is a SWOT Analysis of Daraz Bangladesh Limited to evaluate its competitive position and study the company's strengths, weaknesses, opportunities, and threats as they relate to its industry activities. When studying market trends, we must keep both the vulnerabilities and the dangers in mind. Because every firm must constantly examine its vulnerabilities and strive to improve in contrast to its rivals.



Figure 8: SWOT Analysis

1. Strength: Based on the current state of the e-commerce business and as a company, Daraz possesses the following advantages-

- An abundance of money from parent company Alibaba. As a result, Daraz is able to reduce expenses and invest in other areas for growth and development..
- A strong market brand image. Building a positive brand image is crucial and time-consuming. Customers, on the other hand, will not be afraid to purchase items from Daraz after a positive brand image has been established. Furthermore, customers may recommend this platform to others.
- The e-commerce industry's largest market share. This enables Daraz to benefit from economies of scale by gaining a cost advantage and increasing their profit margins. This allows them to grow and function on a larger scale.
- To manage all operations, a strong and tight administrative framework is required. This greatly enhances efficiency and reduces the likelihood of misinterpretation.

2. Weakness: Daraz has the following weaknesses in the context of the current situation of the e-commerce business and as a company-

- Daraz Bangladesh Limited has a high turnover rate in Bangladesh, where opportunities for growth are limited and wages are cheap.
- There are no refunds on certain things, such as books and apparel, which cannot be returned or refunded.

3. Opportunities: Given the present condition of Bangladesh's e-commerce sector, Daraz has the following prospects as a company-

- Capture the market to its full potential given the current state of e-commerce.
- Increase and maintain client confidence by improving delivery quality. Customers will purchase more things from Daraz if they receive them quickly and efficiently. Additionally, additional individuals will be persuaded by word of mouth, resulting in greater sales.
- Improve logistical support in areas outside of Dhaka. Daraz operates a high-quality DEX (Daraz Express) service that delivers items to consumers swiftly. However, DEX is not as accommodating in other regions of Bangladesh. When compared to Dhaka, delivery is substantially slower. As a result, Daraz has the potential to expand their logistical support outside of Bangladesh's capital and major cities.

4. Threats: Given the present state of the e-commerce business, Daraz faces the following dangers as an organization-

- New entrants into the industry as a result of improved access and technical improvement. Increased competitiveness has both beneficial and bad consequences. Because of increased rivalry, there may be pricing adjustments and hence cost increases in order to expand their services so that they are distinct from other businesses.
- Following the recent e-commerce scandals of many corporations, the government may intervene to impede its day-to-day operations and customer trust. When the government imposes operational hurdles, many services and resources are constrained, making it difficult to achieve a goal that is advantageous to both the company and the client.

2.8 Summary and Conclusion:

In the future, DARAZ Bangladesh Ltd. has a significant chance to develop and gain a majority share of the market. Throughout its journey to its current position, the firm has met various difficulties and failures. It began as a tiny unit and has developed into a big organization. To move the e-commerce sector ahead, businesses should focus offering a high-quality product and service. Working in changing circumstances is simpler than it looks since DARAZ Bangladesh Ltd is a decentralized firm with shared core beliefs among its workers. Each department works hard, and the combination of a skilled team and cutting-edge technology helps DARAZ Bangladesh to maintain its leading position in the Bangladesh E-commerce business.

2.9 Recommendations:

To enhance employee job satisfaction, Daraz Bangladesh should consider the following recommendations:

- In addition to their current employee engagement activities, they should increase employee satisfaction by providing regular feedback sessions and open communication channels to identify challenges and create a positive work culture.
- Developing policies and strategies that prioritize employee well-being, such as flexible work hours, remote work options, and employee wellness programs can contribute to happy and satisfied employees who can provide better customer service and increase sales volume.
- Providing adequate training and support to employees to handle customer complaints effectively through technical and soft skills training will enhance their ability to resolve issues related to ordering and product delivery in a professional and empathetic manner.
- Encouraging employees to suggest new ideas and initiatives to improve customer service can create a sense of ownership and pride among employees, which can improve their job satisfaction.

Lastly, conducting regular surveys to gauge employee satisfaction and identify areas of improvement can help Daraz address the issues that matter most to their workforce and create a positive work environment.

Chapter 3: Project Part

3.1 Introduction:

This chapter includes research part of the internship. Here, firstly background of the study is given. Followed by objectives of the study. Furthermore, this chapter includes significance of the study. Then it includes overview of the organisation. Moreover, some arguments on Generation Z and their demand towards their workplace are provided. Furthermore, hypothesis are developed. Then it includes methodology followed by results and discussions. Moreover, research limitations and directions are given. Finally, it includes conclusion to the main findings.

3.2 Background of the study:

Employee job satisfaction has been a topic of interest among researchers and organizations for several years. In recent years, the importance of job satisfaction has been increased, especially in the context of the Gen Z workforce. Gen Z, also known as the post-Millennial generation, refers to individuals born between 1997 and 2012. With the increasing number of Gen Z employees in the workforce, it is crucial to understand their job satisfaction level and what factors influence it. Several studies have investigated the factors that influence job satisfaction among employees. According to Kim et al.(2020), job satisfaction is positively influenced by opportunities for skill development and career growth, as well as job security and fair treatment by supervisors. A study by Wang et al.(2019), specifically focused on the job satisfaction of Gen Z employees and found that they place higher importance on work-life balance and meaningful work compared to previous generations. The study also found that Gen Z employees are less satisfied with their salary and benefits compared to older generations. Job satisfaction among Generation Z employees was influenced by opportunities for skill development and advancement. Employees enjoyed the opportunity to develop new skills and advance professionally in their positions. Recognition and feedback, work flexibility, job engagement, and opportunity for skill development and progress are all important factors in determining job happiness among Generation Z employees (Gomez et al., 2020).

3.3 Objectives:

The objective of this study is to:

- To examine the impact of organizational culture on job satisfaction of Generation Z.
- To determine the impact of salary on job satisfaction of Generation Z employees.
- To examine the impact of job security on job satisfaction of Generation Z employees at the workplace.

3.4 Significance of the study:

It will be beneficial for the employees to understand the workforce, as Generation Z is a relatively new addition to the workforce and has unique characteristics and preferences when it comes to working. Along with the job itself, employee satisfaction is a crucial aspect of any organization's success. This study can help the company understand the factors that contribute to the job satisfaction of Generation Z employees and the areas that need improvement. The study can provide valuable insights into the organizational culture, which can help the company create a more positive and supportive work environment that meets the needs of Generation Z employees. By studying the job satisfaction levels of Generation Z employees, the company can compare its results with those areas where it needs to improve to stay ahead in the marketplace. Moreover, the study can also inform strategic planning by providing data-driven insights into the needs and preferences of Generation Z employees. This can help the company to make informed decisions about staffing, training, development programs, and other initiatives that support employee satisfaction and retention. Therefore, this report has significant implications for the company and can be used to improve recruitment strategies, foster a positive work environment, and support the success of the organization.

3.5 Generation Z:

Generation Z, also known as the "post-Millennial" generation, is the generation that comes after the Millennials and before Generation Alpha. Born between 1997 and 2012, this generation is characterized as having grown up with technology and the internet as an integral part of their daily lives. According to Perkins (2020), Generation Z is the most diverse, tolerant, and connected generation yet. This is reflected in the increased levels of social awareness and activism among Gen Z individuals, as well as their embrace of gender identities. Gen Z is also often described as being independent, entrepreneurial, and practical, with a strong focus on building financial stability for the future. In the workforce, Gen Z is expected to bring new skills and perspectives to the table, as well as a strong focus on work-life balance and mental health. Many companies are already starting to adjust their work environments and policies to better accommodate this incoming generation of employees (Duffy, 2022). According to Jean M. Twenge (2018), the impact of technology on the mental health and well-being of Generation Z is argued to be such that, they are growing up less happy and less prepared for adulthood than previous generations. Generation Z values financial stability, work-life balance, and diversity and makes a positive impact on the world. They are also more likely to prioritize their values and beliefs when making consumer decisions and are concerned about their financial future and the impact of technology on their lives. (Twenge, 2018)

3.6 Job Satisfaction among Generation Z employees:

Job satisfaction as a pleasant emotional state that arises from the belief that one's job is fulfilling and allows them to achieve their primary job goals (Locke, 1976, p. 1342). The job satisfaction hypothesis is formulated to assess its relationship with work outcomes and task-oriented behavior and is primarily designed for companies and managers (Lease, 1998).

Job satisfaction among Generation Z (born between 1997 and 2012) is lower than that of other generations. The study found that only 59% of Gen Z respondents reported being satisfied with their jobs, compared to 63% of Millennials, 72% of Gen X, and 75% of Baby Boomers. One of the reasons for this lower level of job satisfaction is that Gen Z values work-life balance more than previous generations, and they are more likely to prioritize their personal lives over their careers. They are also more likely to seek out jobs that align with their values and make a positive impact on society. Another reason for lower job satisfaction among Gen Z is that they have grown up during a time of economic and political uncertainty, which has led to a lack of trust in traditional institutions and a desire for more stability in their careers. Despite

the lower overall job satisfaction, Gen Z is still motivated by career growth opportunities and the ability to make an impact in their workplace. So, to increase job satisfaction among Gen Z, organizations may need to provide more opportunities for professional development and a sense of purpose in their work. Job satisfaction among Generation Z employees in e-commerce companies in Bangladesh is moderate, and is positively associated with factors such as job security, recognition, and opportunities for growth and development, and negatively associated with factors such as workload and work-life balance. Additionally, a strong sense of organizational culture is found to be positively associated with job satisfaction among Generation Z employees in e-commerce companies of Bangladesh. Generation Z employees working at various e-commerce companies in Bangladesh were assessed on their job satisfaction. The study found that overall, the participants reported moderate levels of job satisfaction. The study also found that factors such as job security, recognition, and opportunities for growth and development were positively associated with job satisfaction, while factors such as workload and work-life balance were negatively associated. (Lee, C. F, 2017)

3.7 Generation Z and their demands towards their workplace and employees:

The term "Generation Z" refers to individuals born in the late 1990s and early 2000s. It is also referred to as Generation Z, zoomers, iGeneration, centennials, post-millennials, or Home landers. Some sources specify a time span from 1997 to 2012, but the years covered are frequently disputed or questioned because generations and their zeitgeists are difficult to describe. Generation Z is the group that comes after the millennial generation, also known as Generation Y, which comes after Generation X, the first to be given a moniker. After the conventional Latin alphabet is completed, Generation Z is succeeded by Generation Alpha, the first group to be assigned a Greek letter (Alison, 2022). Before the COVID-19 outbreak began in March 2020, some Generation Z employees began working. More did so after graduating from college during the present global health crisis, while others are still in school and will begin working in the future years. According to surveys, the pandemic has had no effect on the industry that Gen Z is most interested in. Here are some pre- and post-pandemic insights about the kind of IT jobs that Gen Z employees choose, as well as tips on how to attract and retain this critical workforce. When it came to the sorts of professions Gen Z candidates want, the IT industry reigned supreme, which should come as no surprise given that this generation has only known

a world with freely accessible internet. According to the report, IBM, Microsoft, Google, Amazon, and Oracle were among the top ten firms where Gen Z workers desired employment. Non-tech enterprises piqued the interest of Generation Z workers substantially less. In fact, Deloitte, an accounting firm, NBC Universal, a media conglomerate, and Lockheed Martin, an aerospace and military giant, were the only three non-tech companies to crack the top ten for Gen Z. Young employees who made it into Gen Z's most desirable workplaces also evaluated those businesses highly. According to Glassdoor's results, Apple, Google, and Microsoft each received a 4.6 out of 5 approval grades from this demographic. Facebook and Morgan Stanley were also highly ranked businesses (Khatri, 2016).

According to a recent research published in the Journal of Business and Economics, demand for Generation Z employees at the e-commerce business Daraz Bangladesh Limited is typically strong. Several variables led to the high levels of work satisfaction among Daraz's Gen Z employees. These included:

- **A positive work-life balance:** Many survey respondents claimed their occupations allowed them to maintain a good balance between their professional and personal lives.
- **Accountability on the environment, sustainability, and social responsibility:** Gen Z of Daraz are driven to make a difference and want to work for an organization that has a larger goal and purpose that resonates with their personal beliefs. They don't want to earn money for the sake of making money; they want to make a difference. And they will not stay in a job that does not fulfill them.
- **A sense of self - understanding in their job:** Many employees at Daraz believed that their work was important and had a beneficial influence on the community.
- **A supportive and welcoming workplace:** Individuals reported feeling supported and included at work, and that their contributions were valued.
- **Opportunity for growth and development:** Many employees believed that the organization provided them with opportunities to learn and grow.
- **Compensation that affords work-life balance:** The cost of living, remote job options, and industrial clusters all influence candidates' choices. Gen Z at Daraz isn't only seeking for the

greatest job. They're also looking for work-life perks that come with lower-cost living. Many new graduates have debt that limits their work options, and they have unparalleled access to compensation data.

We can foster potential early talent and be the change they want to see at the employer if we are receptive to what Gen Z wants in their future career. After all, it is the people that make the company, not the other way around.

3.8 Factors impact on Job Satisfaction among employees globally:

Employee recruitment, retention, and workplace culture are all affected by job happiness, which is a significant worry for businesses and managers. Intrinsic variables such as important work, work stress, leadership quality, degree of autonomy, and the ability to provide exceptional service and accomplish obligations within working hours all impact job satisfaction.

Extrinsic factors such as compensation, employment advancement, and opportunities for professional development all impact job satisfaction. Most studies have found that physiotherapists (PTs) have high job happiness, with intrinsic factors like pertinent, exciting, and difficult work adding more to job satisfaction than extrinsic factors like prestige and money.

Extrinsic factors such as pay and benefits at work, on the other hand, might have an influence on employee retention (Eker et al, s). In contrast to previous studies, they reported an overall work satisfaction rating of 46%, with the most significant predictors of job satisfaction being leadership, interpersonal connections, chance for advancement, and remuneration. There has been little study on the job satisfaction of physical therapists in Saudi Arabia. This is an essential area of study since, in the previous several decades, Saudi Arabia has undergone great growth and development, with civilizational diseases, road traffic accidents, and growing age, all of which have raised demand for PT services.

The state health sector provides the vast majority of PT services in Saudi Arabia. Understanding the factors that impact work satisfaction in the Saudi context is crucial for enticing Saudis to the developing profession of physical therapy and boosting recruitment and retention of PT personnel, enhancing the Saudi Arabian population's capacity to get high-

quality health care. As a result, the goal of this study was to investigate the level of job satisfaction among Saudi PTs and to identify job satisfaction factors.

Questionnaire were distributed to 244 physical therapists, with 183 (75%) finishing them. This response percentage shows how well the survey was received. Absence from work or reluctance to engage in the study were the reasons for non-participation. In the probability distributions of all elements, outliers, missing data, and entry mistakes were found. Each of the eight categories' overall scores were computed. Because the amount of items in each domain differed, domain ratings were normalized to enable cross-domain comparison. This was done by adding each respondent's raw score for each domain and then increasing the total by 100 split by the highest potential raw score within that domain. As a result, the allowable score range for each domain was 20 to 100, with higher scores indicating better work satisfaction. A total score calculated and adjusted across all 32 criteria represented global work satisfaction. The internal consistency of the survey was determined by getting Cronbach a coefficients, which ranged from 0.82 to 0.90 across the 8 question topics. Linear regression analysis were used to find characteristics that were important in predicting overall work satisfaction. SPSS software was used to conduct statistical analysis (International Business Machines Corporation).

3.9 Organizational Culture and Job Satisfaction:

Organizational culture is commonly acknowledged as a crucial element influencing employee job satisfaction. According to DeConinck et al. (2015), a positive organizational culture is connected with higher levels of job satisfaction, whereas a negative organizational culture is associated with lower levels of job satisfaction. A strong company culture resulted in higher work satisfaction and lower employee turnover intention. Another study, conducted by Chen and Lee (2017), emphasized the significance of cultural fit in affecting job satisfaction. Employees who felt a strong fit between their own beliefs and the organizational culture reported greater levels of job satisfaction, according to the findings. It also supports the notion that company culture has a significant impact on employee job satisfaction. A supportive, pleasant, and culturally diverse organizational culture has been linked to better levels of job satisfaction over and over again. (DeCotiis, T. A, 2016)

Therefore, this study hypothesizes that,

H1: There is an impact of Organizational Culture and Job Satisfaction on employees of Generation Z.

3.10 Salary and Job Satisfaction:

The relationship between salary and job happiness has been thoroughly researched in recent years, with studies evaluating the impact of pay on employee job satisfaction levels. According to Judge and Bono (2015), while compensation was positively connected to job satisfaction, the effect was rather minor when compared to other criteria such as colleague connections and job security. Another study conducted by Hernandez and Rundle-Thiele (2016) discovered that while a higher wage was connected with higher levels of job satisfaction, other characteristics

such as job security and opportunities for promotion had a bigger influence on job satisfaction levels. In contrast, Chiu et al. (2017) discovered that pay was a more essential factor in influencing work satisfaction among highly skilled individuals than among lesser skilled employees in their study. When studying the link between compensation and job satisfaction, it is critical to examine different worker groups and their differing levels of sensitivity to income. On the other hand, the influence of pay fairness on work satisfaction and discovered that perceived pay fairness was a greater predictor of job satisfaction than actual pay levels. This shows that employees are more concerned with whether they feel appropriately paid for

their labor than with the quantity of money they get. It also emphasizes the complicated link between pay and work happiness. While a higher wage is typically correlated with better work happiness, other factors such as employment stability, development prospects, and perceived pay justice might have a bigger influence on job satisfaction levels (Wang et al, 2018)

According to research by the Bangladesh e-Commerce Association (BeCA), the Bangladesh e-commerce business has grown significantly in recent years, with the market size expected to reach \$1 billion by 2020. According to the research, the business has also produced a substantial number of jobs, notably in shipping, marketing, and customer support.

However, Bangladesh's e-commerce business is still in its early stages, and many companies, like Daraz Bangladesh Limited, may lack established procedures and processes for establishing and assuring fair compensation and work satisfaction for their employees. Furthermore, the business is very competitive, which may put pressure on corporations to keep prices low, thereby affecting employee pay and work satisfaction.

More study is necessary to discover particular information on the compensation and job satisfaction of Daraz Bangladesh Limited and other Bangladesh e-commerce enterprises. Ideally, this study should involve a survey of employees to get their viewpoints on these concerns, as well as a review of business financial data to establish the influence of industry circumstances on salary and job satisfaction.

Therefore, this study hypothesizes that,

H2: There is an impact of salary on job satisfaction of Generation Z employees.

3.11 Job Security and Job Satisfaction:

Employment security is the possibility that an employee will keep their job for an extended length of time. In contrast, work satisfaction refers to an individual's overall sense of contentment and fulfillment with their employment. Job security is a critical factor that influences employee organizational satisfaction and level of commitment. If an employee is certain that he will not be fired any time soon, he will work harder. In fact, he will strive to reciprocate by contributing more to the company, which will improve his feeling of happiness. Employees can only function properly if they are devoted, loyal, and honest to the company, which is only feasible if they are happy with the organization, its decisions, their pay packages,

and other similar aspects.

Job security and job satisfaction have a positive link, according to the International Journal of Human Resource Management. Employees who feel safe in their occupations are happier with their jobs and more loyal to their employers. Employees who are unsure about their job security, on the other hand, are less happy with their work and less loyal to their business.

According to a study published in the International Journal of Human Resource Management, job security is positively related to work satisfaction, organizational commitment, and employee loyalty. Another study, published in the Journal of Occupational Health Psychology, discovered that job uncertainty was connected with lower work satisfaction and higher psychological distress.

In addition to job security, the following elements can contribute to work satisfaction:

- Possibilities for advancement and development
- Appreciation and prizes for superior performance
- A healthy work-life balance
- Positive interactions with coworkers and managers
- A sense of independence and control over one's job

Job security and job satisfaction are intimately connected, and organizations that emphasize job security for their employees may witness an increase in employee satisfaction and commitment. However, firms must also examine other elements that might influence employee well-being and happiness.

Job security is linked to job satisfaction and organizational commitment. Employees who feel safe in their positions are happier with their work and more dedicated to the business, according to this research. In the instance of Daraz Bangladesh Limited, the firm places a high priority on job security, providing its employees with a stable work environment. This can add to employees' overall job happiness.

Other elements that might contribute to job satisfaction at Daraz Bangladesh Limited, in addition to job stability, are chances for growth and development, recognition and incentives for outstanding performance, and a decent work-life balance. To help its personnel improve their skills and expertise, the organization offers a variety of training and development programs. Furthermore, the organization acknowledges and promotes its workers' contributions through a variety of incentives and bonuses.

Daraz Bangladesh Limited also provides its employees with a healthy work-life balance. Employees may combine their personal and professional lives thanks to the company's flexible work hours and work-from-home possibilities. This can lead to higher work satisfaction and lower stress and burnout among employees.

Daraz Bangladesh Limited is a company that sets up an example of values job security by providing its employees with a stable work environment. Furthermore, the organization gives possibilities for growth and development, recognition and awards, and a great work-life balance, all of which can add to its workers' total job satisfaction. (Daraz careers, 2021)

Therefore, this study hypothesizes that,

H3: There is an impact of Job Security and Job Satisfaction on employees of Generation Z.

4.1 Methodology:

An inter-survey was used to collect data for the study, which was done using a quantitative study method. A correlational analysis was used to discover the connections between the variables in the report. Correlations were used to investigate the directions of the linear connections between Gen Z employee job satisfaction and predicted company culture, workplace flexibility, and compensation. When two variables (for example, expected organizational culture and Gen Z employee job satisfaction) are linked, it shows if they are related and, if so, how strongly. The coefficient of correlation, which is a figure between 0 and 1.0 in statistical terms, demonstrates the link between the variables in the report. When there is no link between two or more variables in the survey, the correlation coefficient will be 0. On the other hand, a professional relationship will exist if there is an increasing link between the variables or if the coefficient of correlation equals 1 (Hinkle, Wiersma, and Jurs, 2003). In general, a higher correlation coefficient indicates a stronger association. The table below illustrates Hinklen et al. (2003)'s criteria for determining the size of a correlation coefficient.

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

Source: Hinklen et al, 2003

Table 1: Interpretation of Correlation

A 23-item survey with four sections was adjusted to fit these objectives. The purpose of Section A was to gather data regarding the respondents' organizational culture. Two questions made up Section B, which was designed to collect information on respondents' Job Security of Generation Z employees. The five items in Section C were intended to generate responses to questions about participants' Job Salary of Generation Z employees. Ten items made up Section D to gather responders' Job Satisfaction.

4.2 Frequency Table:

Score Meaning	
1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly Disagree

Table 2: Score Meaning

The questionnaire was scored based on the responses that were gathered, beginning with strongly disagree, and agree, which represent the most favorable satisfied outcome; carrying the most points. Additionally, the neutral choice is the middle ground option. The next plots are disagreeing and later strongly disagree, which is the most unfavorable response, and disagree, which is marginally less unfavorable than the initial response.

		Age of Employees		
		Frequency	Percent	Cumulative Percent
Age	18-20	10	17.5	17.5
	21-30	40	70.2	87.7
	31-40	4	7.0	94.7
	41-50	3	5.3	100.0
	Total	57	100.0	

Table 3: Frequency Distribution Table based on Age of Employees

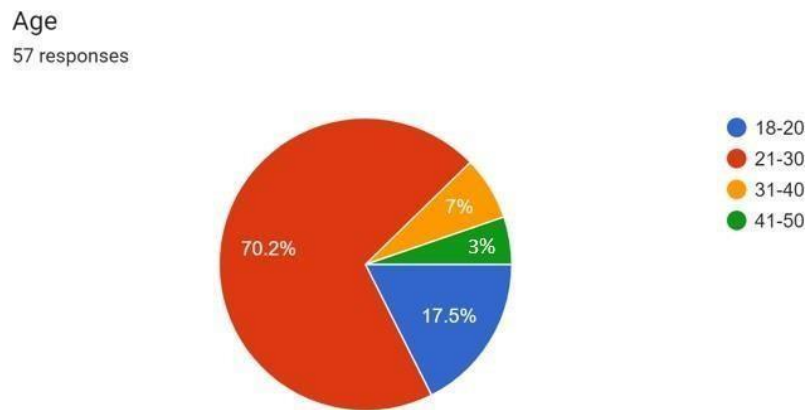


Figure 9: Pie-chart of Age responses

The survey has a sample size of 57 respondents. From the above figures, we can see that the highest percentage of respondents i.e. 70.2% belong to the age group of 21-30. 17.5% comprises of the people in the age group of 18-20. 7% comprises of the people in the age group of 31-40 and the lowest percentage (3%) of participants are 41-50 years old

		Gender		
		Frequency	Percent	Cumulative Percent
Gender	Female	22	38.6	38.6
	Male	35	61.4	100.0
	Total	57	100.0	

Table 4: Frequency distribution table based on Gender

Gender
57 responses

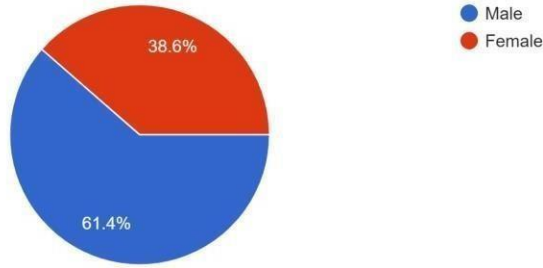


Figure 10: Pie-chart of Gender responses

It can be seen that the percentage of male participants (61.4%) are quite higher than the female participants (38.6%) when the data characteristics of the data sample are considered. The gaps between the two groups, male and female differs a lot which affect the data sample that has been used.

Educational Level				
		Frequency	Percent	Cumulative Percent
Education Level	Undergraduate	35	61.4	61.4
	Master's/ MBA	6	10.5	71.9
	Graduate	16	28.1	100.0
	Total	57	100.0	

Table 5: Frequency distribution table based on Education Level

Educational Level
57 responses

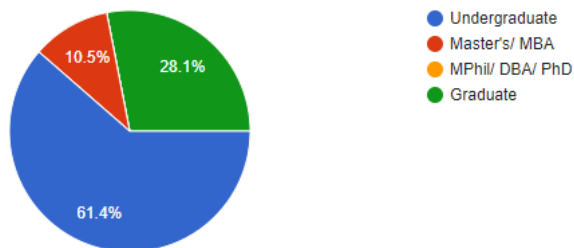


Figure 11: Pie-chart of Education Level responses

For those who are pursuing Undergraduate degrees, the hypothesis can be mostly verified because their frequency (F=35) in data samples is significantly higher than that of students at other educational levels. 61.4% of the data come from Undergraduate programs, compared to 28.1% for “Graduate” and 10.5% for “Master’s/ MBA”, affecting the correlation analysis. It is also noticed that, none the respondents selected the “MPhil/DBA/PhD” option in the survey.

		Work Experience		
		Frequency	Percent	Cumulative Percent
Work Experience	Below 1 year	11	19.3	19.3
	1 to 2 years	36	63.2	84.2
	3 to 5 years	7	12.3	96.5
	6 to 10 years	2	3.5	100.0
	Total	57	100.0	

Table 6: Frequency distribution table based on Work Experience

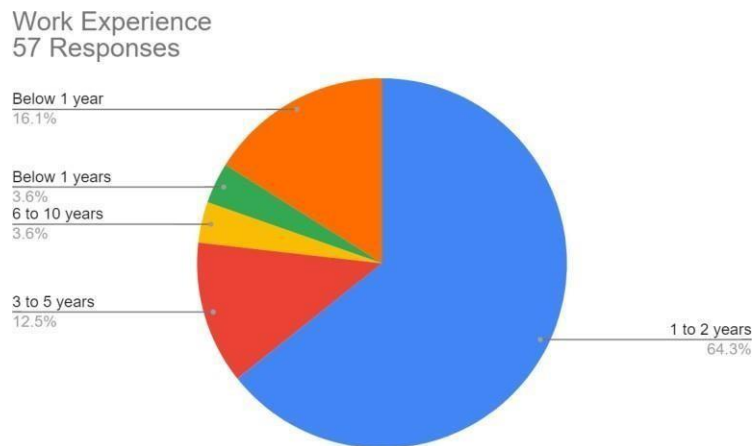


Figure 12: Pie-chart of Work experience responses

The highest frequency, F=36 belong to the group of participants who have worked in their respective workplace from 1-2 years. For those who has the work experience of below 1 year, their percentage is, (16.1% +3.6%, or 19.7%) and frequency are 11. From 6-10 years, their percentage and frequency are 2 and 3.5%. The lowest percentage of work experience is gathered from the employees who worked for 6-10 years.

4.3 Analysis and Findings:

The study uses a sample of 57 participants, representing various generations. These data were gathered utilizing online methods and a sequence of questions in the first quarter of 2023. The impact of organizational culture, Job Security and Job Salary of Generation Z employees' Job Satisfaction in Bangladeshi organizations was investigated using Pearson's correlation and regression analysis, which was done using the SPSS analytical tool.

4.4 Descriptive Statistics:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction of employees	57	2	5	3.71	.651
Organizational Culture	57	2	5	3.92	.706
Job Security	57	1	5	3.61	.892
Job Salary	57	1	5	3.45	.973
Valid N (listwise)	57				

Table 7: Descriptive Statistics of 1 independent and 3 dependent Variables

This statistic has been taken into account for each questionnaire as a sign of the effects of these three independent variables (Organizational Culture, Job Security and Job Salary) and one dependent variable (Job Satisfaction of employee).

A Mean of 3.92 would be closer to 4 which stands for 'Agree'. Here, Mean of 3.92 in the "Organizational Culture" category with a scale of 1-5 would indicate that on average, overall respondents tend to have a positive view on their work environment/culture.

As we all know, a low standard deviation indicates that the data values are close to the mean. A high standard deviation indicates that the data points are dispersed. A low standard deviation indicates that the data is tightly grouped around the mean. The standard deviation of 0.973 is comparatively high in this case, indicating that the majority of the data are close to the Mean of 3.92 which indicates that, the majority of the participants have similar opinions on the organizational culture, and there is not a large units of scores among respondents thanthis.

4.5 Correlations:

		Correlation	
		Job Satisfaction	Organizational Culture
Job Satisfaction	Pearson Correlation	1	.846**
	Sig. (2-tailed)		<.001
	N	57	57
Organizational Culture	Pearson Correlation	.846**	1
	Sig. (2-tailed)	<.001	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8: Correlation between Job Satisfaction and Organizational Culture

The study, which includes 57 employees, found a strong positive correlation ($r = 0.846$, p value < 0.001) between job satisfaction and organizational culture. This means that as the quality of the organizational culture improves, so does job satisfaction among employees. This finding underscores the importance of investing in a positive workplace culture as a means of promoting employee satisfaction.

H1: There is a relation between organizational culture and Generation Z employees Job Satisfaction at workplace.

		Correlations	
		Job Satisfaction	Job Security
Job Satisfaction	Pearson Correlation	1	.624**
	Sig. (2-tailed)		<.001
	N	57	57
Job Security	Pearson Correlation	.624**	1
	Sig. (2-tailed)	<.001	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Table 9: Correlation between Job Satisfaction and Job Security

A correlation of 0.624 between job satisfaction and job security indicates that there is a positive relationship between these two variables. This means that individuals who feel more secure in their jobs are more likely to be satisfied with their jobs, and vice versa. The magnitude of the correlation (0.624) indicates that the relationship is moderately strong, but not extremely so.

H2: There is a relation between job security and Generation Z employees Job Satisfaction at workplace.

Correlations

		Job Satisfaction	Job Salary
Job Satisfaction	Pearson Correlation	1	.753**
	Sig. (2-tailed)		<.001
	N	57	57
Job Salary	Pearson Correlation	.753**	1
	Sig. (2-tailed)	<.001	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Table 10: Correlation between Job Satisfaction and Job Salary

A correlation coefficient of 0.753 between job salary and job satisfaction suggests a strong positive correlation between the two variables.

H3: There is a relation between job salary and Generation Z employees Job Satisfaction at workplace.

Discussion:

The purpose of this report was to explore the impact of organizational culture, job security, and job salary on Generation Z employees' job satisfaction at work. Following the completion of the survey, it was found that there is a strong and compelling connection between the organization's culture, Job Security, and Job Salary among Gen Z employees. The outcome shows a distinct dynamic between the variables. Moreover, we can agree with Kirchmayer and Fratřiová (2017) and in consideration of their results that the factors have a substantial effect on how Generation Z performs. Furthermore, when we looked into the matter, we saw how the impacts of employee job satisfaction are constantly linked to its factors, and there's a vast set of difference between generation Z and their previous generations. (Meret et al, 2018). Generation Z employees have a close relationship with the organizational culture and job salary. It has been observed that they are quite satisfied with these, but employment security may not be such a powerful element for Generation Z after all. This outcome could be attributed to Generation Z's disinterest in long-term or life-long work (Schwabel 2014; Sidorcuka and Chesnovicka 2017). Moreover, we saw that among the three factors, organizational culture, job salary and job security, the first two are a motivational factor for generation Z employees but to keep all the three factors working it is necessary to focus on

the job security so that employees get the job satisfaction at the organization (Lazanyi and Bilan, 2017).

Implications:

This research discusses the factors influencing Generation Z employee job satisfaction and how they connect to increasing job security, organizational culture and job salary. Besides that, the growth in these factors may result in increased organizational development. Moreover, this study was done in relation to Daraz Bangladesh Limited by connecting to a realistic situation and the strategies to enhance job satisfaction at work. Besides that, this research will benefit a wide range of people, including Generation Z people, undergraduate and postgraduate students, MBA candidates, scholars, managers, and employees. The research also looks at the viewpoint and other factors that may inspire people of the aforementioned group. Furthermore, this research will be very much helpful to employers who are looking for energetic youthful minds, and it will also direct them on how to establish a working atmosphere for Gen Z employees that will increase their satisfactory rate towards their job. As a result, by bringing useful outcomes into practice, organizations in this day and era can effectively accomplish satisfactory work efficiency, assuring the company's and the industry's development.

Conclusion:

Hence, we can clearly state that there is a strong correlation between Generation Z employees Job Satisfaction and job salary, security & Organizational Culture. When it comes to work satisfaction in any organization, this group of employees is more concerned with sustainability and other variables than with salary and job security. They place a great deal of importance on other parts of employment, such as work-life balance and recognition, as well as work and organizational culture that is sustainable in their day-to-day activities at the workplace. We all know that people in Generation Z require motivation to outperform their colleagues. As a consequence, the focus of this research has been on the constant components and how to obtain the most important outcome possible from them all. Since we examined articles, cases, and journals, the result is quite remarkable. By connecting them to actual internship experiences, we conducted a questionnaire-based survey. As a result, if the results are applied successfully, we may benefit both the organization and the generation.

Research limitations:

First and foremost, the sample size was limited to 57 persons. If the sample size had been bigger, the result would have been more accurate than what was obtained. Second, this was a quantitative study. It would have been preferable if the qualitative research technique had been implied. Furthermore, this research included one independent variables; no other factors were recognized.

Future directions:

It is recommended that for future research in evaluating the effect of organizational culture, job security, and job salary on Generation Z employees' job satisfaction examine the working style of the previous generation because they were more determined. Their working method will assist new generation employees in developing an optimistic mindset and will support employers in better grasp the perspectives of various generations. In the future, both qualitative and quantitative study methods should be used, with a bigger and more diverse sample sizes. This will contribute to a more fulfilling outcome.

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