

A Report On  
**“HR roles in employee retention and turnover-A report on  
foodpanda”**

By  
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ID: 18304033

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

Brac Business School  
Brac University  
January 2023

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## **Declaration**

I declare that:

1. The internship report I've provided here is an original study I completed as I finished my degree at Brac University.
2. There is no information in the report that has been used, published, or written by another participant, business, or entity before.
3. There is nothing in the internship project that has been previously prepared, acknowledged, or presented for a degree from a university.
4. The secondary sources that were used in this internship report have all been correctly referenced.
5. All significant sources of assistance have been listed.

**Name and signature of the student:**

**Name of the Student:**

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**Md Tanjim Khondaker**

**18304033**

**Date:**

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**Name and signature of the supervisor:**

**Name of the Supervisor:**

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**Md. Mizanur Rahman, PhD**

**Assistant Professor,**

**Brac Business School**

**Date:**

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## Letter of Transmittal

Md. Mizanur Rahman, PhD  
Assistant Professor,  
Brac Business School  
Brac University  
66 Mohakhali, Dhaka-1212

**Subject:** Internship report under the heading "**HR roles in employee retention and turnover-A report on foodpanda.**"

Dear Sir,

I herewith turn in my internship report for the BUS400 course, named "**HR roles in employee retention and turnover-A report on foodpanda**" for your review. I have worked in the HR department as an intern during my tenure at foodpanda..

I made every effort possible to successfully complete the report with perseverance, diligence, and accuracy. Additionally, I tried to be very accurate with the numbers and all other material in this report. I truly hope that my effort will meet your needs and provide all the information you require. Please feel free to get in touch with me if you have any additional questions or require any clarification.

Sincere Regards,

Md Tanjim Khondaker  
ID - 18304033  
Brac Business School  
Brac University  
Date: 26th February, 2023

## **Acknowledgement**

I want to begin by expressing my gratitude to my almighty for giving me the opportunity to pursue my internship at a renowned company like foodpanda. I would also like to show my gratitude to my line manager as well as my on-site supervisor, Fariha Ahmed apu for bestowing me with all the relevant information, insights and most importantly, organizational knowledge that I believe will come very handy for me in future.

I am also thankful to my supervisor, Md. Mizanur Rahman, PhD for being a tremendous source of inspiration and always giving me his valuable suggestions whenever I needed them. His guidance has made sure that I complete this internship with ease and obtain knowledge as much as possible.

Lastly, I would like to thank the employees of foodpanda who have cordially received me and contributed to my report by sharing their thoughts and ideas. They have also been very helpful in my learning process and took part in my survey report. The experience I have gained at foodpanda will help me propel in my future endeavors and I am forever indebted for that.

## **Executive Summary**

The internship report contrasts foodpanda with highlighting the agenda of employee turnovers and retaining existing employees. This research paper's main objective is to give contributors a clear understanding of why turnovers happen, whether the employees are happy or not and most importantly what solutions could the management undertake to mitigate these issues. The things I have gained from the experience of the corporation, what I have offered, the challenges I have faced, and suggestions I have for growth for both the organization and upcoming interns are mentioned in this paper. I have had the privilege of working with foodpanda, the leading food delivery app service in Bangladesh. During my three-month internship at one of the major MNC-based organizations, I was able to grasp knowledge of Human Resource Management from the ground up, which I strongly believe would be crucial for my future pursuits and come in handy when required. The study covers the mission, vision, and goals of the corporation as well as its type of marketing strategy, managerial procedures, Porter's Five Forces analysis of the business, SWOT analysis, and Workplace culture with organogram. The article's final endeavor is to study the difficulties of retaining employees and reasons for turnovers or exit from the company. For this report, primary (survey) and supplementary sources were both utilized. On top of that, secondary sources were the documents listed in the reference section, despite the fact that primary sources received greater attention.

# Table of Contents

<b>Declaration</b>	<b>2</b>
<b>Letter of Transmittal</b>	<b>3</b>
<b>Acknowledgement</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>Table of Contents</b>	<b>6</b>
<b>Table of Figures</b>	<b>8</b>
<b>Chapter - I: Overview of the Internship</b>	<b>9</b>
1.1 Student Information	9
1.2 Internship Information	9
1.2.1 Employment Details	9
1.2.2 Supervisor Details	9
1.2.3 Job Description	10
1.3 Internship Outcomes	10
1.3.1 Student's Contribution	10
1.3.2 Benefits of the Internship	11
1.3.3 Challenges During the Internship	11
<b>Chapter - II: Organization</b>	<b>13</b>
2.1 Introduction	13
2.2 Overview of the Company	14
2.2.1 Company Profile	14
2.2.2 Services Offered	15
2.2.3 Organizational Structure	16
2.3 Management Practices	17
2.3.1 Internal Management	17
2.3.2 External Management	18
2.4 Marketing Practices	19
2.4.1 Marketing Strategy	19
2.4.2 Target Positioning	19
2.4.3 Product Development	20
2.4.4 How foodpanda Reaches Its Goals	20
2.5 Industry and Competitive Analysis	21
2.5.1 Porter's Five Forces Analysis	21

2.5.2 SWOT Analysis	22
2.6 Conclusion and Recommendation	24
<b>Chapter - III: Research</b>	<b>25</b>
3.1 Introduction	25
3.1.1 Research Question	25
3.1.2 Research Objectives	25
3.1.3 Research Methodology	25
3.1.4 Literature Review	26
3.2 Findings and Analysis of the Report	28
3.3 Conclusion and Recommendations	39
<b>References</b>	<b>40</b>
<b>Appendix</b>	<b>42</b>



## Table of Figures

Serial No	Name	Page
01	Services Offered	13
02	Organizational Structure of foodpanda	15
03	SWOT	20

# Chapter-I

## **Overview of the Internship**

### **Chapter - I: Overview of the Internship**

#### **1.1 Student Information**

Name of the Student: Tanjim Tamim

Student ID: 18304033

Major: Human Resource Management | Minor: Marketing

Department of Bachelor in Business Administration, Brac Business School

#### **1.2 Internship Information**

##### **1.2.1 Employment Details**

Name of the Company: foodpanda Bangladesh

Address: Navana Pristine Pavilion, 8th Floor, Plot-128, Block-CEN, Gulshan Ave,  
Dhaka 1212

Period of Working: September 1, 2022 - Present

Department of Internship: Service Operations

##### **1.2.2 Supervisor Details**

Name of the Supervisor: Fariha Ahmed

Designation of the Supervisor: Senior Manager, Service Operations

### **1.2.3 Job Description**

I started working for the company from September 1, 2022 under the supervision of Fariha Ahmed apu in the service operations department. During my tenure at the company, I have performed a handful of tasks that were assigned to me by my supervisor and other employees. I have received training on Human Resource and also worked cross functionally with the service operation department as well. My main responsibilities were as follows:

- Resume collection, screening and calling the candidates for written assessment.
- Conducting written assessment and reporting to my supervisor.
- Interview scheduling.
- Working in the service operations department and answering customer queries through Salesforce when needed.
- Create shift schedules for email, social media, and service recovery agents, administer and adjust the shifts on the rooster interface, which tracks every agent's operating hours and identifies every operation.
- Conducting shadow sessions for newly joined customer service representatives.
- Preparing daily reports using Salesforce and updating the supervisor accordingly.
- Prepare and deliver agents weekly performance reports to the department's Head of Service Operations, Senior Manager, and QA Manager detailing the difficulties and results.
- Contributing to the creation of the salary sheet at the end of the month after receiving the senior manager's permission.
- Assisted to create KPI sheets for each agent so that the agents' rewards may be calculated and distributed.

## **1.3 Internship Outcomes**

### **1.3.1 Student's Contribution**

As an intern, I only got to work there for a period of 4 months and I have tried to gather as much experience as possible and also tried to add value to the company. I had the opportunity to work as an intern in the service operations department. I had the opportunity to gain knowledge of

solving customer's queries, being empathetic to their issues and providing them with solutions that would go with the standard operating procedures of the company. Furthermore, I had the opportunity to create daily, weekly performance reports. Moreover, I had assisted in making the salary sheets and KPI sheets for the employees. These would immensely help me in the future proceedings as after this internship, wherever I end up, I will be able to perform these roles all by myself and can add value to the company I will be working in. The opportunity to work through Salesforce has increased my skill set of operating a new software, creating tickets (customer queries) through it and also creating performance reports through it. Furthermore, I had trained a new batch of agents and scheduled interview sessions as well. I've always made an effort to ensure that I do my tasks correctly, promptly, and effectively.

### **1.3.2 Benefits of the Internship**

The ability to learn is the most significant advantage of this internship. Below are some of the benefits I have been able to extract from this internship:

- Gaining a lot of knowledge about how an MNC functions and how its business is conducted efficiently.
- I have developed both personally and professionally, and it helped me create a corporate identity that would undoubtedly be useful to me in my future profession.
- Multitasking, which has boosted my ability and effectiveness.
- I have also acquired a ton of useful skills, such as possessing leadership qualities, MS Office proficiency, Salesforce expertise, and many more. I have had the opportunity to work with and learn from some very remarkable individuals. In addition, the fact that the internship being a paid one has helped me financially.

### **1.3.3 Challenges During the Internship**

One of the greatest challenges I have faced during my internship was that the company uses multiple tools for its functionalities. At the beginning of my internship, it was very challenging for me to learn Salesforce, their Backend, Shift Plan and other tools they regularly use to conduct their daily operations. However, with the help of my supervisor and support from the existing employees, I was able to operate the softwares within a week and half. Apart from that, another challenge for me was to extract data from the company. Being a multinational company,

foodpanda is very strict about their data breach and maintains a strict security on their data. Thus it is quite difficult as an intern to extract them.

# Chapter-II

## **Organization Part**

### **Chapter - II: Organization**

#### **2.1 Introduction**

The food delivery sector is simply a courier business that allows customers to place orders for any item such as foods, medicine or grocery items from a restaurant or grocery store through a website or mobile application. Except for a few Chinese eateries, there were no restaurants in Bangladesh until 2000, also the online revolution had not sparked in that period. However, as soon as the internet and smartphones became available to general consumers, the landscape changed completely. In today's timeline, there are thousands of restaurants and grocery stores serving customers their daily essentials and delivery system became an important part of that functionality. A significant part of consumer's increasing comfort and readiness to purchase online for a short period of time is what's driving the country's food technology sector forward and this is where foodpanda comes in. foodpanda is an application that allows its customers to order from their home without commuting to the restaurants or grocery stores. The verticals of foodpanda are:

- Food Delivery
- Pandamart
- Pickup
- Dine-in

The major objective of this part would be to understand the management practices of the company, its mission and vision, marketing perspective, SWOT and competitive analysis and lastly the recommendations that the company could use in future.

## 2.2 Overview of the Company

### 2.2.1 Company Profile

foodpanda is a multinational online food delivery service with operations in more than 40 nations. The company, whose headquarter is situated in Berlin, Germany, is currently one of the market leaders at delivering food. The company being an internet business based in Europe, was initially launched by Rocket Internet and started its journey in 2012 (Teo, 2012). However, on February 13th, 2017, they sold the foodpanda to Delivery Hero, their then rival. foodpanda also underwent a rebranding process after merging with foodora, another online food delivery service.

The company started its operations in Bangladesh in December 2013 with just 5 employees and the goal was very clear from the beginning, make meal delivery as convenient and reasonably priced as possible in order to make customers' lives easier (The Daily Star, 2016). Currently, foodpanda is the top on-demand delivery platform in Asia, with a mission to provide consumers with a wide selection of food, groceries, and more, as quickly and conveniently as possible. The company now operates in 64 districts of the country and is committed to completing deliveries within 30 minutes. It has further produced over one million direct and indirect earning opportunities as well (Faiaz, 2022).

**Mission: “Bringing Good Food Into Your Everyday.”** The company believes in not only serving the food at the doorstep but providing top notch customer experience. The mission of the company is very concise, going above and beyond to ensure customer satisfaction.

## 2.2.2 Services Offered

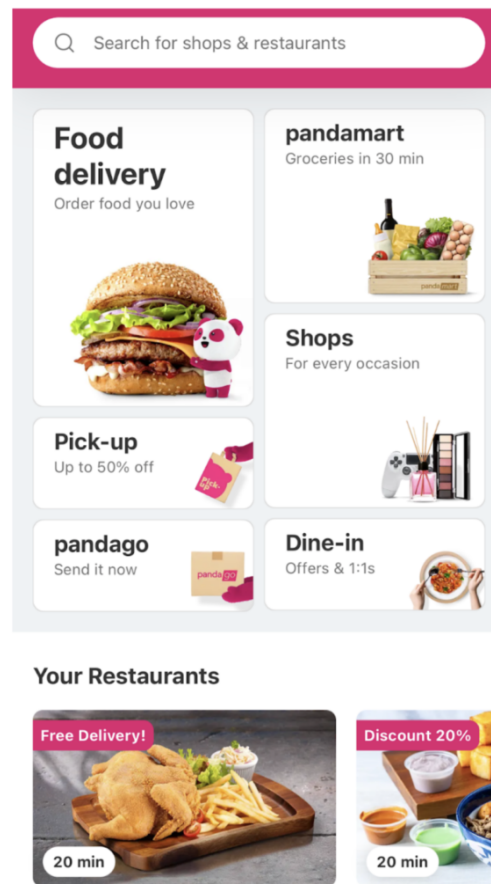


Figure-1- Services Offered

Source: foodpanda app

The introduction of foodpanda in our nation has satiated the secret longing to enjoy a variety of food dishes effortlessly at home. Never before has ordering food online been so simple. Consumers can place their order with a simple tap from their smartphone or through the website ([www.foodpanda.com.bd](http://www.foodpanda.com.bd)). The platform links users to every restaurant and retail establishment in the specified area and within a predetermined range. Additionally, it offers the opportunity to browse any chosen restaurant's menu in order to get a sense of how much the food and dishes cost. Customers also have the chance to rank and review their service experience following the successful delivery of any order. Currently customers also have access to pick up their order, or using dine-in service.



### 2.2.3 Organizational Structure

foodpanda is a multinational corporation headquartered in Berlin, Germany. However, Team Bangladesh specifically reports to the Asia and Pacific Regional Team (APAC). The company started its operations in Bangladesh in 2013 under the leadership of Ambareen Reza and Zubair B A Siddiky. Both acts as the co-founders and managing directors and leads different wings. Below is the organogram of foodpanda Bangladesh:

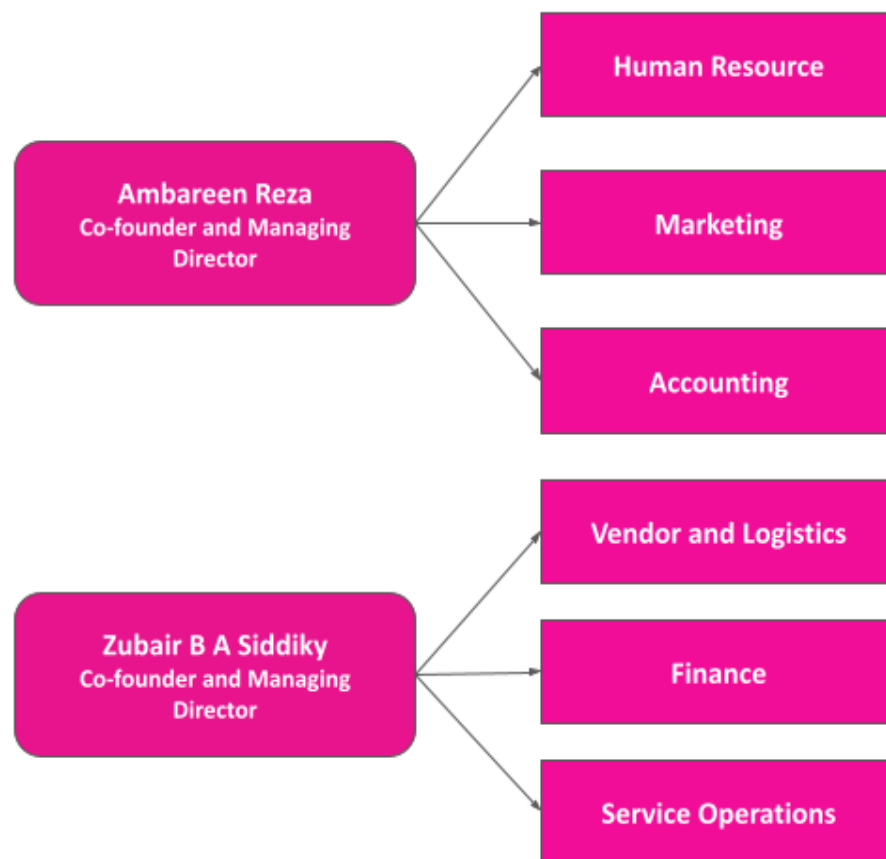


Figure-2: Organizational Structure of foodpanda

Source: Author's Creation

The Managing Directors oversee their respective departments and set goals to manager which are to be achieved by them. They also delegate long term visions and goals to the managers.

- **Managers:** Managers basically oversee one or more divisions and offer daily objectives to the team leads and executives so that both long and short-term goals can be met. They oversee executives and team leads.
- **Team Leads:** Team leaders coordinate, regulate, and supervise executives while conveying daily tasks to ensure a productive workflow from the agents or executives. They report to their line managers.
- **Executives:** Executives carry out day to day tasks assigned by their team leaders and report to them.
- **Delivery Heroes:** One of the most important workforce of foodpanda has to be its delivery heroes. These are independent individuals who work with foodpanda to send and receive orders placed through the app.

## 2.3 Management Practices

foodpanda consistently demonstrates participative leadership. Every week, a town hall meeting is held for each department to hear suggestions from the staff. Additionally, it offers every level of staff the chance to contribute suggestions, whenever required to ensure that everyone gets the opportunity to showcase their views and also for the future development of the company. The authorities consider suggestions and input from the workforce to make the initiatives more enduring when a new project or company strategy is about to be implemented and ideas from interns are considered as well. They consequently get the opportunity to demonstrate their level of originality at work.

### 2.3.1 Internal Management

Internal management practices are practices that are performed within the organization. foodpanda performs a handful of internal management practices and a few are drawn below:

- ❖ Employees are liberated from micromanagement and allowed to accomplish the work in the manner that is most suitable to them once the supervisor has established their daily goals. Management does not actively interfere with the performances as long as the target is achieved. However, if the performance is below par or not up to the standard, management sits down with the employee and tries to resolve the issue.

- ❖ **KPI (Key Performance Indicator)** is used by foodpanda as a tool to drive staff to think of ways to more effectively accomplish their responsibilities or give ideas for ways in which work could be completed in a more effective manner. These monetary returns assist workers in maintaining a specific level of performance while also assisting the business without the need for additional staff to help spur growth.
- ❖ foodpanda also maintains daily, weekly and monthly reports for every individual employee to monitor their performance and growth. Meetings are conducted weekly to evaluate the performance and provide necessary feedback to the employees. Verbal performance appraisals are provided to best employees whilst adequate support is also provided to employees that are underperforming. foodpanda's QA or Quality Assurance team evaluates the performance of the employees.
- ❖ One of the biggest takeaways from my experience in foodpanda has been working cross functionally with other departments and learning team cohesion. Sometimes, when the workload is heavy for one team, employees from other departments join together to assist them and mitigate the issue cohesively.

### **2.3.2 External Management**

External management practices are practices that are performed outside of the organization. Unlike internal management practices, external practices require to provide attention outside of the organization. Below are the some of the prime external management practices that the organization follows:

- ❖ foodpanda's target demographic is made up of people between the ages of 18 and 45, a group of customers who are extremely tech savvy and also value services that are top notch. In the age of viral marketing and social media being an inseparable part of the current generation, foodpanda provides extra care to ensure they are exploiting the opportunities of social media adequately. The company has a Customer Service department under which there is a separate wing for social media who only responds to queries made on social media.

- ❖ Another significant stakeholder in the company are the vendors who are extremely prioritized. In addition, vendors have access to gadgets that let them communicate directly with the foodpanda helpline as well as the public helpline that can be reached via the official website.

## **2.4 Marketing Practices**

### **2.4.1 Marketing Strategy**

foodpanda uses various types of marketing strategies to ensure a proper number of customers. Their strategies include doing promotional activities through digital marketing and pricing strategy.

Digital marketing is now one of the most affecting marketing strategies at the moment. foodpanda has made a great deal from digital marketing as they have their advertisements on every social platform. Moreover, their promotional campaigns are through online platforms such as facebook, youtube, twitter. They have their taglines which are eye-catching and easy to memorize. This makes their promotions even more effective. Doing facebook live with celebrities to promote their new campaigns and giving promo codes on occasions are one of the key attractions in their digital marketing.

Their pricing strategy is also something to look into. The discounts and vouchers makes their pricing more affordable and it increases the possibility of customer retention. Along with that there are restaurant based discounts which makes the deals even more attractive.

### **2.4.2 Target Positioning**

foodpanda's target positioning is solely customer based as they intend to achieve more customers each day. They have push notifications for their deals and discounts for the customers who are not much active on social platforms. Their attractive taglines make their deals even more attractive. They target mostly the working class people and people who love to save time in

grocery shopping. For which they provide deals and discounts on groceries as well. They give push notifications at perfect times such as 10 in the morning and during lunch time.

### **2.4.3 Product Development**

foodpanda has focused on providing better service to the customers. It operates through both website and app. From starting with food delivery to now expanding their business in grocery shopping, pickup and dine-in, they have developed their product quite nicely. With amazing opportunities and options for the customers to choose their desired way of ordering from foodpanda made the service even more user friendly. With all these options available they have marketed these very well and got an upper hand against their competitors as no other services provide pickup and dine-in options.

### **2.4.4 How foodpanda Reaches Its Goals**

Through two types of marketing strategy foodpanda reaches its goals. Customer centric and digital marketing. In terms of customer centric marketing foodpanda uses promotional email and sms to reachout to the customers. They have sponsored advertisements on all of the social platforms. The promotional emails are always based on the occasions as well as the timings such as during lunch time they provide different promotional deals and during dinner they have different ones. Same goes for the occasions as well. This makes their deals more relevant for their customers. Moreover, their digital marketing is very much spread around all over the social media platforms. They have tiktok handles, facebook sponsored advertisements, youtube advertisements. All these create a well put idea in the customer mind and customers tend to order more frequently. They also do facebook live with celebrities to have better reach. All these activities help them achieve their targeted goals.

## 2.5 Industry and Competitive Analysis

### 2.5.1 Porter's Five Forces Analysis

- **Threat of Substitution (Low):** Food delivery services cannot be substituted, hence foodpanda does not need to think of a replacement. The threat of substitution is low therefore.
- **Threat of New Entrants (High):** This is the most crucial element since, even if foodpanda is doing flawlessly, they may always be replaced by someone who is carrying out tasks more effectively. Due to the fact that just 11% of the world's population uses food delivery services, this industry has almost endless potential (Business Inspection, 2021). So, the threat of new competitors in this market will always exist. Also, some of the consumer base will always want to investigate new possibilities, according to psychology. foodpanda needs to be cautious about emerging competitors and their approach to market penetration. If a competitor's policy poses a threat to the company, it's critical to fight it.
- **Competitive Rivalry (High):** Contemporary foodpanda has 2 key competitors: Hungry Naki and Pathao. According to data from 2019, Sohoz held only 10% of the market share, a figure that has decreased further from 2019 and currently the company has shut down its food delivering services. Pathao had 40% of the market earlier but today it has gone down considering the amount of daily orders placed in foodpanda (Business Inspection, 2021). Compared to the other competitors Hungry Naki is apparently performing better after merging with Alibaba and currently and is the biggest competitor of foodpanda.
- **Supplier Power (Medium):** One of the most significant stakeholders in the system are the suppliers or restaurants that are affiliated with foodpanda. In order to avoid competitors taking advantage of any predisposition against them, their purpose must be

properly achieved. foodpanda's Partner Support team works tirelessly to maintain the partners and vendor satisfaction.

- **Buyer Power (High):** Since the customer is the center of attention throughout every firm, they are the most potent force. Customer satisfaction is crucial, especially in the case of food delivery services. Social media platforms can be delicate spaces where unfavorable client comments might result in significant loss of sales. foodpanda's Customer Support team is skilled at what they do and is essential to bringing in, keeping, and bringing back customers for the platform.

### 2.5.2 SWOT Analysis

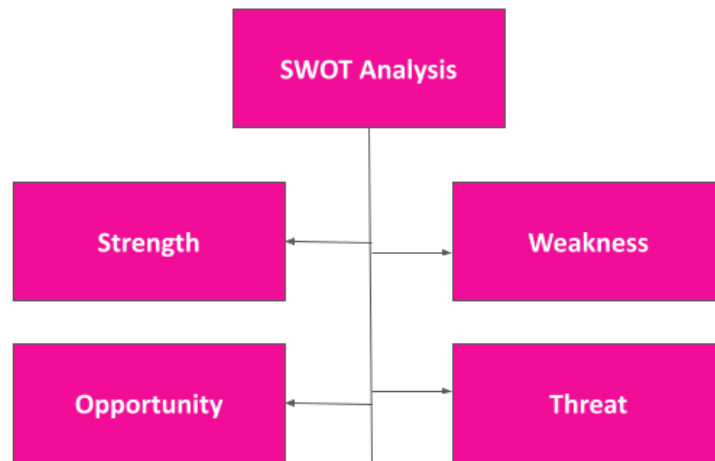


Figure-3- SWOT

Source: Author's Creation

### Strength

- As a worldwide corporation, foodpanada Bangladesh has the reputation and customer trust that provide foodpanda an advantage above other local businesses.
- foodpanda's delivery service has impressively touched more than 50 Bangladeshi cities. Other rivals have not yet developed similar area coverage.
- Thousands of client questions are successfully answered by foodpanda customer service every day, and problems are really fixed for customers.
- Only online delivery service to have pickup and dine-in options in Bangladesh.

### **Weaknesses**

- foodpanda having a large coverage necessitates mass management, which is quite challenging and occasionally gets in the way of resolving urgent problems as per the demands of the clients. For instance, if a customer orders the erroneous item, they frequently expect us to send the incorrect item back and deliver the correct one. However, owing to mass management, a delivery person does not have the luxury of doing this because he already has orders waiting in line. In order to make up for the loss, foodpanda gives the consumer a refund.
- The app and website is still yet to be better and have become more customer friendly. For instance, there are certain situations where customers face issues while ordering through online payment as the amount gets deducted from their account but order is not placed. This is an issue which takes 14 working days to get resolved as the amount gets back to customers account after 14 working days. This hampers the customer experience.

### **Opportunities**

- As previously stated, there is enormous room for expansion for food delivery services in this nation since there are only a few players in the market.
- foodpanda may always expand its delivery service to more markets in Bangladesh. There are several industries that the competitors have not yet entered, such as the distribution of clothing, books, and stationery products.



## **Threats**

- Risks from new competitors are constant.
- foodpanda could always lose market share if current rivals invested more on resources, marketing and brand activities.

## **2.6 Conclusion and Recommendation**

To conclude, foodpanda is still growing as a company in Bangladesh and it needs a lot of development. As a multinational company the standards should be high enough to reach customer satisfaction. Their business model is different from others as they provide a variety of services through their platforms. There are some recommendations as well, which are -

- They should focus on improving their logistics and IT sector more as these two are one of the major departments in their business
- Improving partner benefits to gain partner satisfaction along with customer satisfaction should be a concern too.
- Digital marketing should be more focused and improvised.

# Chapter-III

## **Research Part**

### **Chapter - III: Research**

#### **3.1 Introduction**

##### **3.1.1 Research Question**

The research paper aims to look deep into HR's roles and responsibilities in reducing the turnover rate and retaining employees.

##### **3.1.2 Research Objectives**

###### **Primary Objective:**

The primary objective of this research is to find out the problems that lead an employee to leave the organization and what an HR can do in order to mitigate that and provide better job satisfaction to the employees.

###### **Specific Objective:**

- To find out what the respondents think about the major issues for turnover.
- To find out how long the employees want to remain in the company.
- Finally, finding out the factors that need to be emphasized more to reduce the turnover and increase retention.

##### **3.1.3 Research Methodology**

- **Primary Data Collection:** A questionnaire was made to collect responses from the respondents who are employees of the organization. The questionnaire was made in

accordance with the literature review and convenience sampling method was followed to conduct the survey. The term "convenience sampling" refers to a technique used by researchers to gather market research data from a pool of respondents who are conveniently accessible. The method has been used as it is time convenient, prompt and the samples are readily available.

- **Secondary Data Collection:** Apart from primary data collection through questionnaires, secondary data has also been collected from multiple online newspapers (The Daily Star, Tech in Asia, HR), 3 published journals from websites such as SSRN, Research Leap and Scipress and blogs from Owl Labs Blog and HR Cloud. These data have immensely contributed to the research's credibility. All of the sources have been properly cited in the **Reference** section.

### **3.1.4 Literature Review**

For most businesses, retaining employees on board or lowering turnover rates is a concern. Employees sign contracts committing to work for the company for a minimum amount of time, yet they end up leaving or are forced to leave nevertheless because of numerous reasons. Organizations invest in recruitment and selection, so it becomes challenging to maintain the regular workflow when employees leave or switch at the last minute (Abdullah, 2016). Moreover, it takes a significant amount of time to get the new employee accustomed and efficient with the workflow. As a result, the necessity for effective employee retention practices becomes unavoidable. Two of the major reasons for employee turnover is because the remuneration being extremely poor and having a negative relation to workload and the second is being not getting enough appreciation from the management (Low, 2021).

If the employees are not satisfied with the job, there is a high chance that they are going to leave the organization. According to study findings, work-life balance has a 4.4% positive impact on employee retention and an 8.3% positive impact on job satisfaction (Silaban and Margaretha, 2021). Positive effects like higher performance and high affective commitment result from a

good work-life balance. Work-life imbalance, on the other hand, leads to unfavorable attitudes and behaviors such as job burnout, emotional exhaustion, and lower commitment (Aslani et al, 2015).

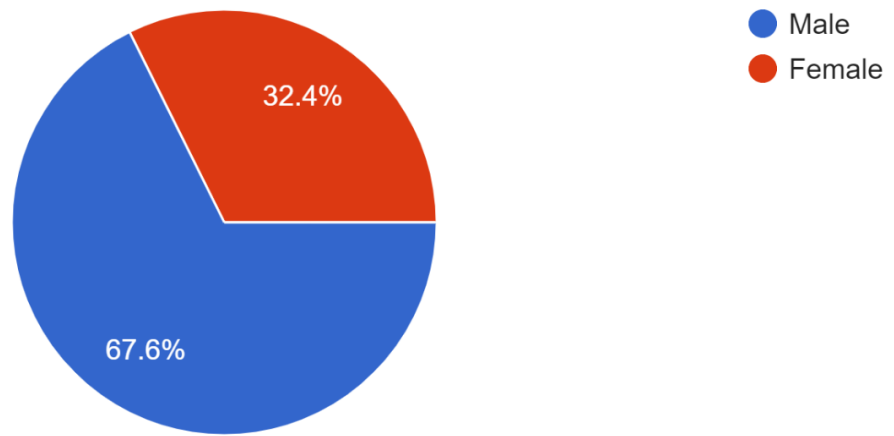
To mitigate employee turnover and retain employees management must implement a few methods. Management has a decisive impact on whether employees stay or leave. Have a procedure for one-on-one meetings wherein individuals can express their feelings, and use their input to adapt and improve their shortcomings (Corliss,2019). The personnel would become more committed to the organization as a result. Moreover, offering competitive packages and fringe benefits would also motivate employees to do better. Most personnel would be content to work for an organization that gives them the chance to improve their current talents and develop new ones (Barcelos, 2022). The employees can take on more duties and perform better in their roles if they are being properly upskilled. Also, it grants them a certain level of independence. Giving employees regular, constructive feedback helps them see themselves from the employer's point of view. Both their accomplishments and opportunities for development might be discussed by the HR and thus their enthusiasm will increase and subsequently retention will rise if they are aware that their leaders are encouraging personal growth (Savior, 2021).

## 3.2 Findings and Analysis of the Report

### Gender Demography

The first section consisted of finding out the gender of the respondents. This section was put to find out the number of males or females responding to the questionnaire and their perspectives. Out of the 34 respondents 23 were male respondents which is almost two third of the respondents. One third of the respondents were female.

Gender-  
34 responses

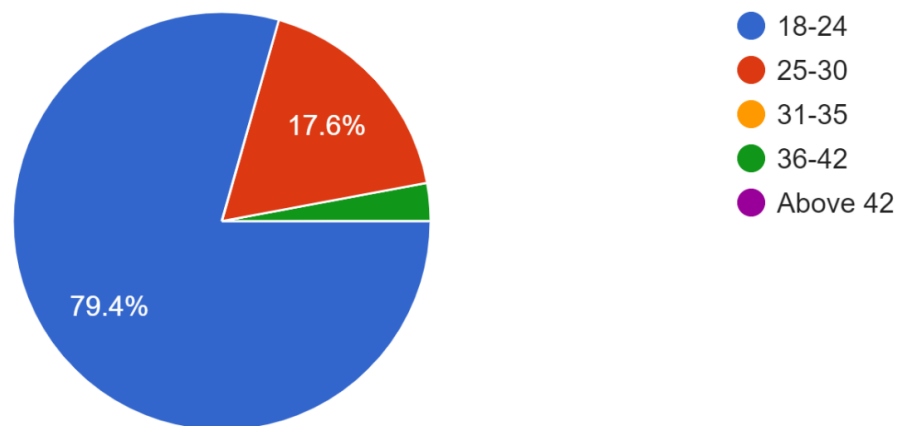


## Age Demography

The following table question was made to figure out the age demography of the respondents. The table was divided into 5 sections and almost 80% of the respondents happen to be aged between 18 to 24. The next highest percentage was 17% which happens to be aged between 25-30.

### Age Group-

34 responses



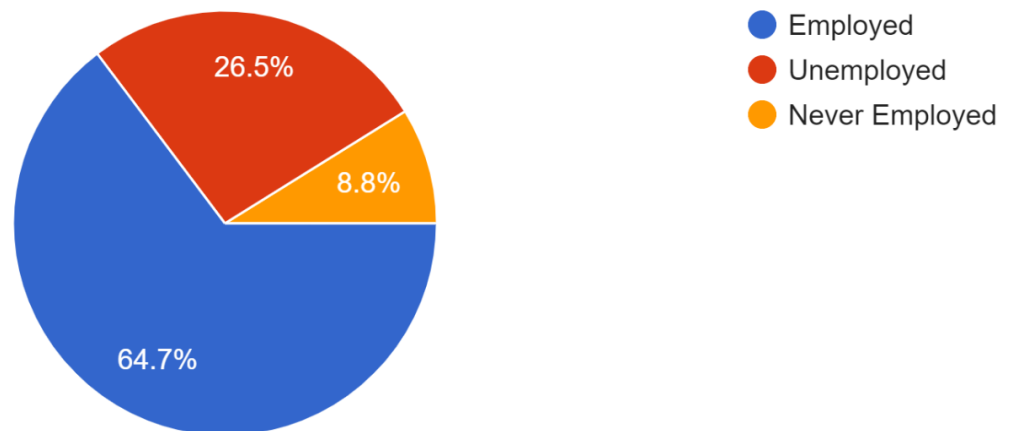
Age demography was essential to figure out the age of the respondents and estimate whether they were job holders or students. Most of the respondents happen to be either students working part time or full time or being currently not employed. Respondents aged between 25-30 are thought to be freshers or in their initial years. While getting some responses from the veterans would have been significant, the chart provides an exciting take on the perspective of future employees or employees that have just been introduced to the corporate sector.

## Employment Status

The following question was mapped to figure out the employment status of the respondents. Since the majority of the respondents are thought to be students, it was crucial to figure out the respondents that have some knowledge about corporate culture or what happens there.

### Employment Status

34 responses



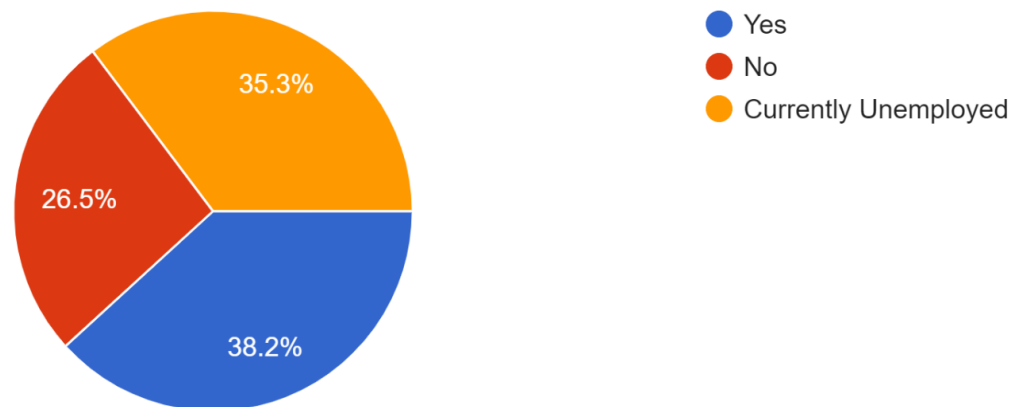
Out of the 34 respondents, currently 22 are working in a company and are employed whilst 9 respondents are currently unemployed but have had experience of corporate culture as they were previously employed. Only 3 respondents have never been employed before but their perspectives are also going to be pivotal to figure out what they think the roles of an HR should be and how they want to see the corporate operate once they get into one of these.

## Job Satisfaction

Now that the figure was drawn about the number of respondents being employed or have experience of employment, the following question was mapped to figure out the job satisfaction. Job satisfaction is an important factor as it impacts a lot on the productivity of an employee and his contribution to the company. If an employee is satisfied with his company, it is more likely that he will be more devoted to the company and would not want to switch his workplace. Furthermore, a research conducted by Oxford University's Saïd Business School, in collaboration with British multinational telecoms firm BT iterates that happy workers are 13% more productive (Bellet et al, 2019).

Are you satisfied with your current job?

34 responses



Out of the 34 respondents, 22 are employed and 12 are either unemployed or never employed. However, only 13 respondents have stated that they are satisfied with their current job whilst 9 currently employed have stated to be dissatisfied with their current job. The dissatisfaction of the employees can cause them to have poor productivity, absenteeism, making them lethargic and less devoted to the workplace. It could also hamper their work life balance.

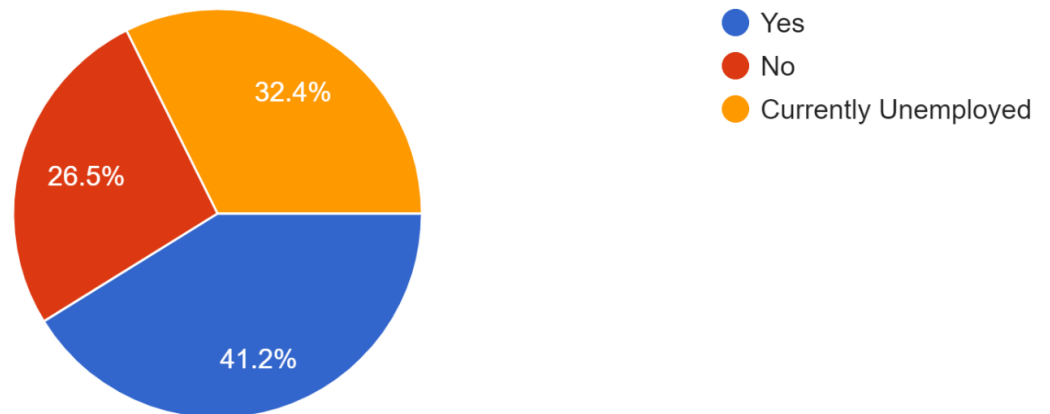


## Intention to Continue with the Current Workplace

The next question was made to seek how long the respondents were willing to stay in their current organization. Currently, most of the employees tend to switch their jobs more than most often and thus this question was asked to find out whether the employees are willing to continue in their current organization.

Do you intend to be with your current organization after 12 months?

34 responses



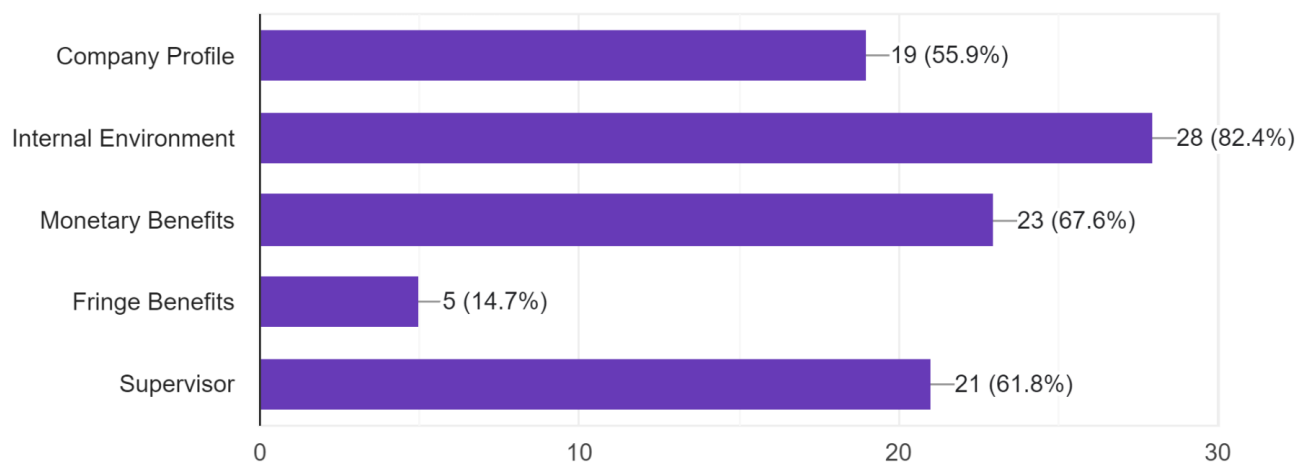
14 respondents have stated that they are willing to continue to their current organization after 12 months of completing their employment. This is a good sign as working in an organization for more than a year provides employees with an in-depth understanding of the organization and its functionalities. However, 26.5% respondents have been in favor of changing their organization after 12 months of their tenure. This clearly indicates that they are not happy with the current organization and want to change their workplace.

## Opportunities that are More Important for Retention

Following that, the respondents were asked to choose factors they believe are important for better employee retention and providing opportunities.

Which element according to you is more important for better employment opportunity and retention? (You can choose more than one option)

34 responses



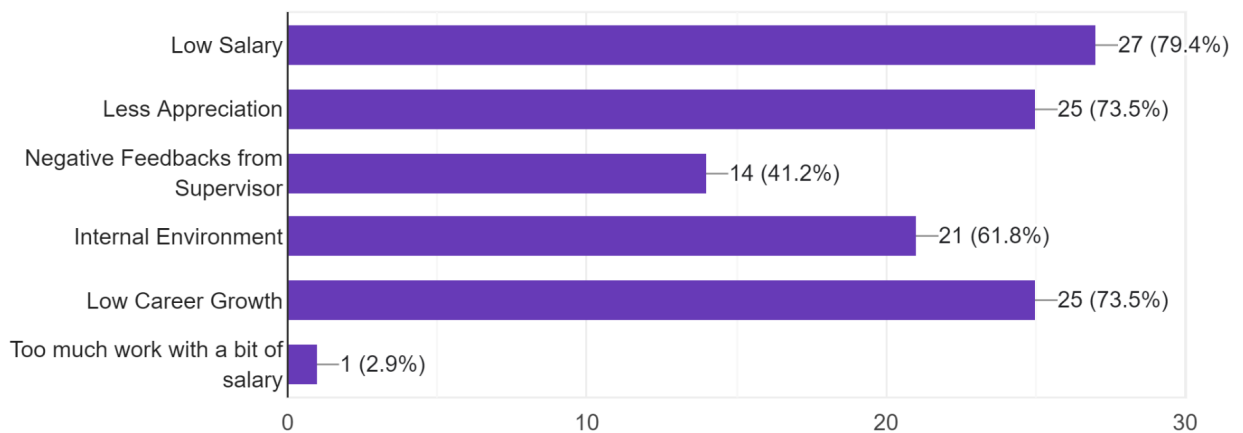
28 out of 34 respondents have picked the internal environment of an organization to be the most pivotal factor for better employment opportunities. If the organization culture is good and the employees are helpful towards each other, then it makes the workflow smoother. Following that, respondents have chosen monetary benefits to be another major factor in employee retention. It is no surprise that monetary benefits or appreciation is one of the major factors in determining an employee's retention or keeping him invested in the organization. The next were followed by the behavior of the supervisor and company profile. Supervisor or HR works as a key factor to an employee's growth. If the HR does not provide clear instructions or feedback, appraise the employees and keep them motivated, it can certainly affect their productivity. Moreover, the company profiles also sometimes play as employees are often inclined to working for a renowned organization compared to a start up even if the monetary value is less in that renowned organization, just because it would give them more exposure or provide a valuable experience.

## Factors that are Responsible for Employee Turnovers

Employee Turnovers are one of the major issues that an HR has to deal with and has to try their level best to mitigate or keep the reduction rate in check. However, there are a handful of factors that are responsible for employee turnovers.

Which of the factors according to you influences the most for employee turnovers? (You can choose more than one option)

34 responses



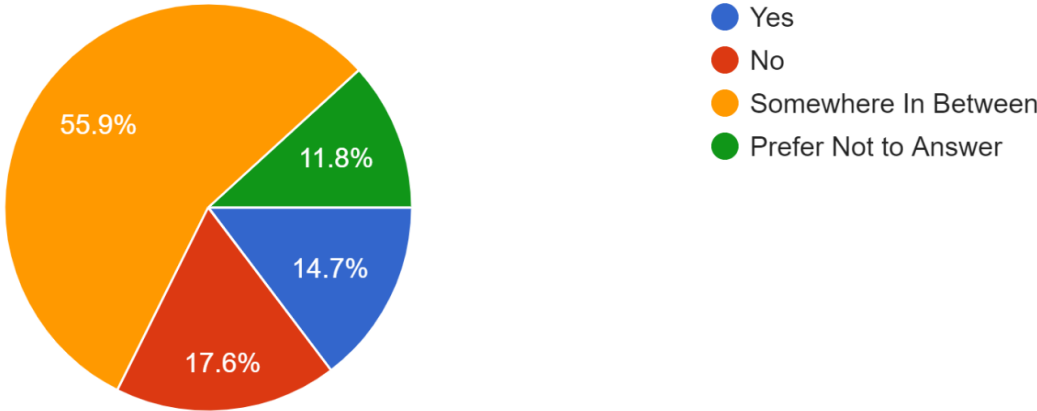
In the questionnaire, the respondents have opted that low salary to be the most significant factor for employee turnovers, closely followed by less appreciation and lack of career advancement. Sometimes the employees have a very low workload/salary ratio which causes poor productivity and this ultimately leads to turnovers or termination. If the co-workers are not supportive enough or do not lend a helping hand then it could lead to a bad relationship among the employees which results in negative output, causing trouble for both the employee and the organization. Lastly, if the job has no proper career curve or growth is nominal, it is highly unlikely that the employee will work for that position for a significant period. They would always be looking for a better option and would switch for the alternative once they get that. Furthermore, the respondents have chosen the internal environment to be another issue for turnover. As mentioned above, if the co-workers are not supportive enough or the manager does not emphasize with the employees or if the company practices a poor organizational culture, then employees would not be very keen to work for that particular company for a long period of time.

## Work Life Balance

The following question was asked to find out if the respondents have a good work life balance. It is essential for an employee to have a good work life balance so that he does not get monotonous during working hours. It is also important for an employer or HR to monitor their employees properly to see if they have a good work life balance or not.

Do you have a good work-life balance?

34 responses

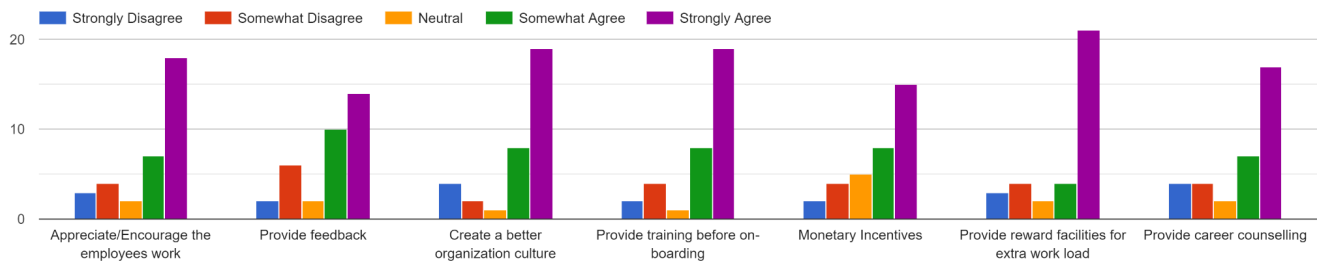


Around 19 respondents have responded that they are somewhere in between balancing a good work life balance, which is a positive side. 4 Respondents have preferred to not reveal it whereas only 5 have affirmed and 6 have responded negatively that they are properly being able to balance their work and personal life in a good manner, which indicates this to be a major concern. HR departments and more importantly line managers should be very cautious about this and should consult career consultation at least once in a month or two to closely monitor the employees and ensure they are doing well both in their work and personal life.

## Roles HR could Undertake to Provide a Better Working Condition

The respondents have been asked to provide their opinion on some selective solutions. The responses were taken so that it could be evaluated how feasible these solutions are and whether they could be recommended to the HR to implement in future.

Please let us know what the HR should do in order to provide a better working condition to reduce turnover-



- ❖ **Appreciate Employees Work:** The first proposed solution was to encourage employees' work and properly provide them verbal appraisals through appreciation or encouragement. Majority of the respondents have strongly or somewhat agreed with this proposed statement.
- ❖ **Provide Feedback:** One of the major reasons for employment turnover are the lack of proper feedback and training. HR should be aware of this issue and provide proper feedback to the employees. If an employee performs well, he should be appreciated, whereas if someone performs poorly, he should receive more training. Respondents have strongly or somewhat agreed with this statement. However, a number of respondents have also somewhat disagreed with this statement as it could be speculated that some employees enjoy autonomy or freedom of work.
- ❖ **Create a Better Organizational Culture:** Respondents have highly agreed on this solution as they believe that creating a better organization culture is pivotal and should be prioritized the most.
- ❖ **Providing Training before Onboarding:** Another major solution that companies should opt for is to provide adequate training before onboarding candidates or making them permanent. The training period provides knowledge about how fast an employee can

grasp information, how efficient they are and who needs more training. Respondents have significantly accorded to this statement.

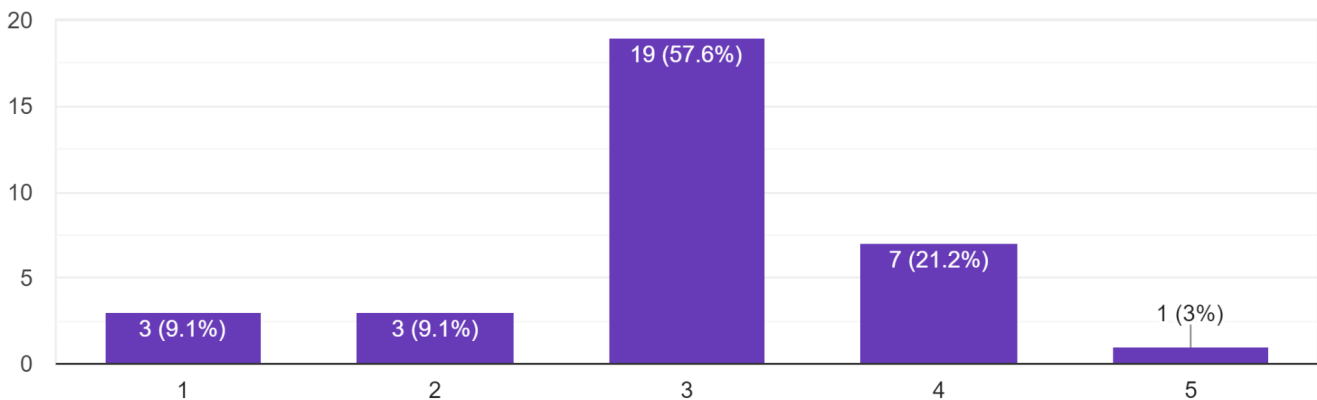
- ❖ **Providing Extra Monetary Incentives for Overtime or Extra Workload:** One of the best things about foodpanda is that it offers extra monetary incentives to employees for the overtime they put in and this practice should be roped in by other organizations as well. This will not only encourage employees to work more efficiently but those who want to earn extra can do it by providing overtime schedules. An overall win-win situation for both employees and organizations.
- ❖ **Providing Career Counseling:** Last but not least, to maintain a decent work life balance, management should at least provide career counseling to employees once in a month or two.

## Reapplying to the Same Company

The last question was picturized to figure out whether the employees that are currently working or have left an organization are likely to reapply there or not. This question was asked to get an unequivocal answer whether employees would stick with or return to the companies again or not.

How enthusiastically would you reapply for a job for your current organization?

33 responses



Majority of the respondents have responded that they would be neutral to returning back to their previous companies. It means they would not have much of a problem returning back or reapplying to the same company but they will be open to other options as well.

### **3.3 Conclusion and Recommendations**

Turnover is a serious problem for everyone involved, from departing workers to their former employers. All companies strive to maintain a low turnover rate considering that it is not cost-effective when an individual departs the organization and the company must begin the hiring process over from scratch. Any business that hires new staff always pays a higher price because it takes more time and funds to do so (Baten et al, 2019). Thus, managers need to make every effort to reduce employee turnover and identify the root causes of the turnover ratio in order to reduce the reasons for leaving. A few recommendations to mitigate this issue would be:

- HR and management should focus on providing ample amounts of training, providing feedback to employees and appraising their performance.
- Management should also conduct a career consultation to employees and ensure career growth is visible. Otherwise, employees would lose their motivation.
- For any type of overtime duties, there should be monetary compensation to provide encouragement. Fringe benefits should also be offered to employees.
- Organizational culture should be created with core values and management needs to ensure the internal environment is workable.
- Lastly HR should conduct an exit interview to figure out the core reasons for employees leaving and also work on solving those issues.



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## Appendix

Gender- \*

- Male
- Female

Age Group- \*

- 18-24
- 25-30
- 31-35
- 36-42
- Above 42

Employment Status \*

- Employed
- Unemployed
- Never Employed

Are you satisfied with your current job? \*

- Yes
- No
- Currently Unemployed

Do you intend to be with your current organization after 12 months? \*

- Yes
- No
- Currently Unemployed

Which element according to you is more important for better employment opportunity and retention? (You can choose more than one option) \*

- Company Profile
- Internal Environment
- Monetary Benefits
- Fringe Benefits
- Supervisor
- Other: \_\_\_\_\_

Which of the factors according to you influences the most for employee turnovers? (You can choose more than one option) \*

- Low Salary
- Less Appreciation
- Negative Feedbacks from Supervisor
- Internal Environment
- Low Career Growth
- Other: \_\_\_\_\_

Do you have a good work-life balance? \*

- Yes
- No
- Somewhere In Between
- Prefer Not to Answer

Please let us know what the HR should do in order to provide a better working condition to reduce turnover- \*

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Appreciate/Encourage the employees work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a better organization culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide training before on-boarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monetary Incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide reward facilities for extra work load	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide career counselling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How enthusiastically would you reapply for a job for your current organization?

	1	2	3	4	5	
Extremely Unenthusiastic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely Enthusiastic

Submit

Clear form