

Report On  
Perceived support on employee's service behavior of business  
organization: A quantitative study on Aarong

By

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19104050

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

BRAC Business School  
Brac University  
October 2023

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## **Declaration**

It is hereby declared that

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

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

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**Student Full Name: Nafisa Rahman**

Student ID: 19104050

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

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**Supervisor Full Name: Mohammad Rabiul Basher Rubel**

Associate Professor, BBS

BRAC University

## Letter of Transmittal

Mohammad Rabiul Basher Rubel

Associate Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I'm writing to submit my report as an Aarong e-commerce intern.

My internship focused on understanding perceived support dimensions and their impact, leading to identifying areas for improvement and practical solutions through observation, research, and analysis.

Sincerely yours,

---

Nafisa Rahman

19104050

BRAC Business School

BRAC University

Date: October 7, 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 Aarong and the undersigned student  
at BRAC University Nafisa Rahman.....

## **Acknowledgment**

I express my utmost gratitude for the opportunity to work as an intern at Aarong E-commerce and learn from the Sales and Marketing department. I am very thankful for the guidance I have received from my supervisor, Mohammad Rabiul Basher Rubel, who at present is an Assistant Professor at BRAC Business School.

I would also like to express my gratitude to my supervisor, Arafat Hassan who is presently the Deputy Manager of Aarong E-commerce for his support and guidance.

## **Executive Summary**

The report is divided into three equal parts, the first part of the report involves in-depth information regarding student internships. It consists of the roles and responsibilities handled. The second part consists of in-depth information and analysis regarding the company the report has been made about in this case it gives a clear image of Aarong. Lastly, the final part consists of the thesis which involves in detail information and analysis regarding 6 hypotheses related to 2 dimensions.

## Table of Contents

Declaration.....	ii
Letter of Transmittal .....	iii
Non-Disclosure Agreement .....	iv
Acknowledgment.....	v
Executive Summary .....	vi
List of Tables .....	ix
List of Figures.....	x
List of Acronyms .....	xi
Chapter 1 Overview of Internship.....	12
1.1 Student Information .....	12
1.2 Internship Information: .....	12
1.3 Internship Outcomes .....	13
Chapter 2 Organization part .....	15
2.1 Introduction.....	15
2.2 Overview of Aarong .....	15
2.3 Management Practices.....	28
2.4 Marketing Practices.....	30
2.5 Financial Performance and Accounting Practices.....	36
2.6 Operations Management and Information System Practices .....	42
2.7 Industry and Competitive Analysis .....	43

<b>2.8 Summary and Conclusions .....</b>	<b>47</b>
<b>Chapter 3 Project Part .....</b>	<b>48</b>
<b>3.1 Introduction.....</b>	<b>48</b>
<b>3.2 LITERATURE REVIEW .....</b>	<b>52</b>
<b>3.3 Methodology .....</b>	<b>57</b>
<b>3.4 Data Analysis Technique.....</b>	<b>59</b>
<b>3.5 Findings and Analysis.....</b>	<b>61</b>
<b>3.6 Summary and Conclusions .....</b>	<b>71</b>
<b>3.7 Recommendations .....</b>	<b>72</b>
<b>Appendix.....</b>	<b>74</b>
<b>References .....</b>	<b>80</b>



## List of Tables

Table 1: Organizational Structure of Aarong.....	24
Table 2 Financial Performance Data.....	36
Table 3 Descriptive Statistics of the Latent Constructs .....	61
Table 4 Reliability Statistics of the Latent Constructs.....	66
Table 5 Correlation Analysis .....	67
Table 6 Summary of Hypothesis.....	72

## List of Figures

Figure 1 Overview of Aarong .....	16
Figure 2 Logo of Aarong .....	17
Figure 3 Service Providers of Aarong .....	17
Figure 4 Brands of Aarong .....	21
Figure 5 Crafts by Aarong .....	22
Figure 6: Process Flow of AarongMen .....	23
Figure 7 Process Flow of Aarong .....	25
Figure 8 Work Process Flow of Aarong Ecommerce .....	26
Figure 9 Perceptual Map of Aarong.....	32
Figure 10 Marketing Channels used by Aarong .....	33
Figure 11 Branding Activities of Aarong .....	34
Figure 12 Promotional Strategies used by Aarong .....	35
Figure 13 Revenue Growth Chart.....	38
Figure 14 Gross Profit/Loss Growth Chart.....	39
Figure 15 Net Profit/Loss Growth Chart .....	39
Figure 16 Propose Conceptual Framework.....	53
Figure 17 Gender Distribution of the Responders .....	62
Figure 18 Age Distribution of the Responders .....	62
Figure 19 Religion Distribution of the Responders .....	63
Figure 20 Marital Status of the Responders.....	63
Figure 21 Education Qualification of the Responders .....	64
Figure 22 Total Work Experience of the Responders.....	64
Figure 23 Total Work Experience of Responders in Aarong .....	65

## **List of Acronyms**

E-commerce- Electronic Commerce

HR- Human Resource

PIM- Product Information Management

CSV-Comma Separate Value

# **Chapter 1**

## **Overview of Internship**

### **1.1 Student Information**

Student Name: Nafisa Rahman

Student ID: 19104050

Program: Bachelor of Business Administration (BBA)

Major: Human Resources Management & Marketing

### **1.2 Internship Information:**

#### **1.2.1. Period, Company Name, Department/Division, Address**

- Period: 3 Months
- Company Name: Aarong
- Department/Division: Ecommerce
- Address: 204/B-5, Bir Uttam Mir Shawkat Sarak, Dhaka 1208

#### **1.2.2 Internship Company Supervisor's Information:**

- Internship Field Supervisor information: Arafat Hassan
- Designation: Deputy Manager

#### **1.2.3 Job Scope – Job Description/Duties/Responsibilities**

During my internship tenure, I have assisted my supervisor by playing several roles, such as:

- Assisted in content work writing around 3253 contents
- Assisted in troubleshooting related to content

- Sorting out pending issues related to content and storing of product
- Helping the company backend for the efficient performance of the company
- Assisted in actively contributing to both Eid campaigns

### **1.3 Internship Outcomes**

**1.3.1 Contribution to the company:** During my tenure, I have contributed substantially to the company by assisting in identifying and solving troubleshooting issues related to product content and storage. I have successfully submitted 3253 contents without errors, fixed 32 live errors to the website, and actively participated in both EID campaign work. I also managed to support my team member in clearing pending content issues in the most organized manner. I have also assisted the operations team with delivery status update report and the PIM team in inputting harmonized code and other product specifications for upload. I have given my best to deliver my performance with quality and quantity.

**1.3.2 Benefits to Me:** As an intern, there were several benefits I have attained during my tenure in Aarong. It enhanced my problem-solving skills by identifying and sorting issues relevant to my job responsibility. My experience and knowledge regarding Microsoft Excel have improved in expertise, speed and precision of using the specific tool. I broadened my network by meeting new experienced people willing to demonstrate hands-on and help me perform better. Receiving continuous feedback from my colleagues and supervisor, I have tried to improve myself accordingly, which ultimately helped me immensely in my overall performance and growth. Working here helped me be flexible to a new environment and adjust quickly to changes to provided challenges.

**1.3.3 Problems/Difficulties (faced during the internship):** During my tenure in Aarong, some of the obstacles I encountered in my office were outdated computers, which tend to perform slower than the current software update. This hampers my performance as the e-commerce sector is dynamic amid campaigns. The pc monitors also had color issues in their display, making writing appropriate product content challenging. I have needed help understanding and collecting the salary from the company as the headquarters is in one place while my office is in another. It becomes necessary to take time off my work hour and go to the headquarter to collect the salary, which takes at least an hour. The salary collection requirements and process are very vague. This is due to poor communication between HR personnel and Interns.

**1.3.4 Recommendations (to the company on future internships):**

After completing my internship, my recommendation for Aarong would be:

- The requirements and process of the salary collection could be more specific. The company can inform the interns who work in different locations about necessary procedure information (requiring to maintain an attendance sheet, taking the supervisor's signature etc.).
- The company can provide ID cards to interns to keep in and out of the timing of their work, making it easier to calculate salary.
- To provide updated computers to work with, as the sales and marketing department of Aarong is very dynamic and works with customer behavior.

## **Chapter 2**

### **Organization part**

#### **2.1 Introduction**

In this chapter, I'll be talking about the company I've been an intern for the past few months. In addition, the overview, vision, brands and values of the organization is also provided. In other words, the complete structure containing the organizational hierarchy and divisions have been covered. Furthermore, the company study completed, includes the SWOT analysis and Porter's Five Forces analysis, and present the findings.

#### **2.2 Overview of Aarong**

Aarong states for Bengali word 'Village Fair,' an ethical company, was founded in 1978 as a modest way to help rural craftspeople escape poverty. Today, Aarong provides over 68,000 artisans with fair conditions of trade through its 28 retail locations around Bangladesh and more than 100 fashion and lifestyle product lines. This retail chain company, which revolutionized the retail sector with high standards for quality and craftsmanship, seamlessly combines traditional and contemporary styles to appeal to domestic and overseas customers through 650 small entrepreneurs and the Ayesha Abed Foundation, Aarong has created a distinct market niche for handicrafts, revitalizing Bangladesh's rich heritage and having an influence on the lives of more than 325,000 people. The foundation serves as the center of production for Aarong, where artisans can find work and have access to numerous well-being initiatives like financial assistance for medical expenses, access to microcredit and savings tools, care for working mothers, education about rights and how to access government benefits, and gratuities upon retirement.

Aarong's wide variety of unique items, supported by a robust supply chain and distribution network, make the company a household name in Bangladesh. These products range from clay pots to diamond jewelry, silk and cotton fabrics, brass and leather goods. It's expanding external presence.

Aarong takes great pride in their employee, and with the help of their company policy, values and attractive benefits, they try their best to support their employees.

Some benefits provided are:

- Daycare center 'Ador' for parents to bring their child to work without worry.
- Providing a transport system
- Providing food catering
- Fun game activities (Table tennis, Ludo etc.)
- Attractive incentives
- Flexible vacation days
- Company team tour for recreation and making bonding among employees stronger



*Figure 1 Overview of Aarong*

Aarong is a well-known Retail Chain Brand with around 24 outlets inside Dhaka. They even function across Bangladesh through 15 districts, providing a variety of quality products. The company had two corporate offices:



- Headquarter  
Aarong Centre- 346, Dhaka 1208
- Aarong Eccommerce- 204/B-5, Bir Uttam Mir Shawkat Sarak, Dhaka 1208

**Logo of Aarong:**



*Figure 2 Logo of Aarong*

**Service Providers to Aarong:**



*Figure 3 Service Providers of Aarong*

### **2.2.1 Company Mission**

Their company mission is “To empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large-scale, positive changes through economic and social programs that enable women and men to realize their potential.”

### **2.2.2 Company Vision**

Aarong tries to maintain its vision of “A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.”

### **2.2.3 Company Values**

- Integrity
  - Maintaining honesty in all aspects of work
  - Is the organization reliable and trustworthy
  - Takes complete accountability for actions
  
- Innovation
  - Ensuring creative solutions and learning from mistakes made
  - Risk taker in terms of exploring something new
  - Flexible to changes in the work environment
  
- Inclusiveness
  - Maintaining equality and equity
  - Open to various viewpoints
  - Considers and respects BRAC as the whole

- Effectiveness
  - Creating positive impact while achieving targeted objectives
  - Solving issues in a more constructive manner
  - Result driven

#### **2.2.4 Company Timeline**

- 1978 – Launched its first retail outlet in Shukrabad, Dhaka
- 1982 – Established the Ayesha Abed Foundation, a community of manufacturing centers.
- 1987 – Started exporting products to the international market.
- 1999 – Took part in its first fashion show that was held internationally.
- 2001 – Set up a retail franchise in London, United Kingdom.
- 2003 – Launched its sub-brand ‘Taaga’ & ‘TaagaMan’ women’s and men’s western fashion wear.
- 2007 – Received Fair Trade certification from World Fair Trade Organization.
- 2011 – Launched its flagship outlet in Uttara, Dhaka, Bangladesh.
- 2012 – Launched an outlet in Comilla, Bangladesh
  - Received UNESCO Award of Excellence.
- 2013 – Launched the Artisan Development Initiative, a BRAC integrative development program.
- 2014 – Started a retail outlet in Jamuna Future Park, Dhaka, Bangladesh
  - Launched an e-commerce website.
- 2018 – Celebrated its 40<sup>th</sup> anniversary at Army Stadium, Dhaka.
- 2021 – Nominated as best retail brand from Bangladesh Brand Forum
  - Opened its 23<sup>rd</sup> outlet in Feni

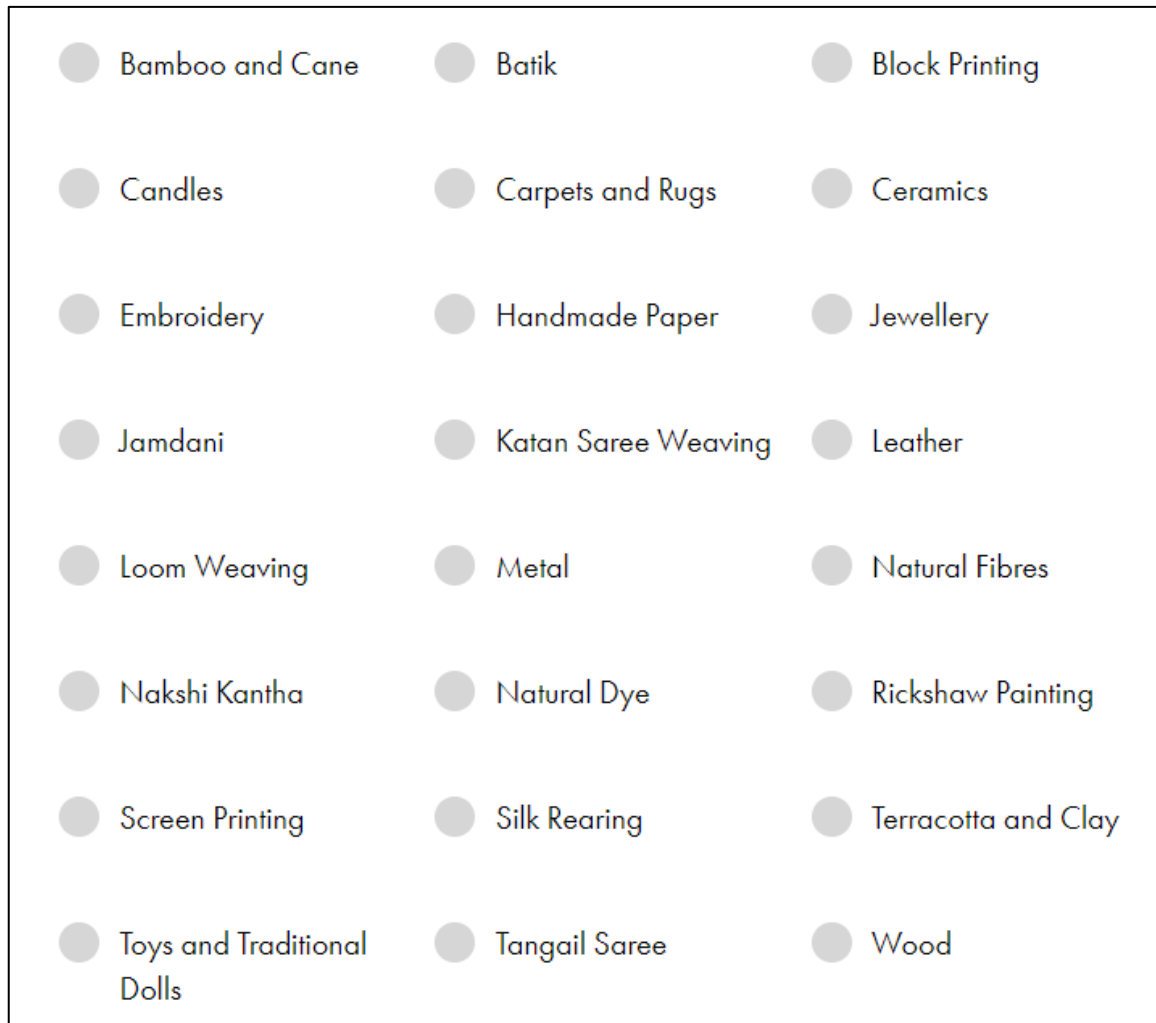
- Started shipping Aarong products to the USA, Australia, and the UK.
- 2022- Started shipping products to Germany, Singapore and UAE.
  - Launched its 24<sup>th</sup> outlet in Banasree, Dhaka
  - Launched its 25<sup>th</sup> outlet in Rajshahi
  - Launched its 26<sup>th</sup> outlet in Faridpur
- 2023- Participated in BRAC's 50<sup>th</sup> celebration event named BRAC Hope Festival at Army Stadium, Dhaka.
  - Launched its 27<sup>th</sup> outlet in Kushtia
  - Launched its 28<sup>th</sup> outlet in Tangail

## 2.2.5 Company Brands



Figure 4 Brands of Aarong

### 2.2.6 Crafts by Aarong



*Figure 5 Crafts by Aarong*

## 2.2.7 Products by Aarong



Figure 6 Products of Aarong

## 2.2.8 Organization Structure and Job Grade of Aarong

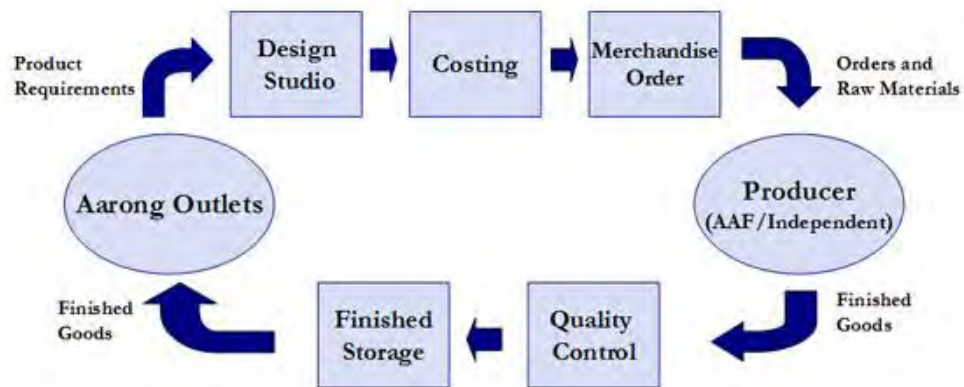
Aarong follows a specific hierarchy structure for a smoother and more organized company function where they maintain a band range from 1-13. Each band number has different roles and responsibilities.

<b>Job Designation</b>	<b>Grade</b>
Managing Director	13
Chief Operating Officer	12
Head of Department	11
General Manager	10
Department General Manager	9
Assistant General Manager	8
Senior Manager	7
Manager	6
Deputy Manager	5
Assistant Manager	4
Executive	
Senior Officer	
Officer	3
Associate Officer	2
Other Service Provider	1

*Table 1: Organizational Structure of Aarong*



## 2.2.9 Process Flow of Aarong



*Figure 7 Process Flow of Aarong*

The underprivileged rural women and craftsmen working for Aarong receive services from the organization. Aarong was founded to bring about improvement and aid the rural population. To achieve this, they determined three crucial areas of deficiency. These are opportunities for talent development, working capital, and marketing help. Aarong states that these three fundamental factors prevent fruitful employment in rural regions. They offer their suppliers and employees several services to make up for these deficiencies. These are the services offered:

- Instant payment upon product delivery is encouraged to increase productivity and efficiency.
- Creating information availability and marketing messaging for Artisans.
- To provide fair value for the efforts made by producers contacting them in remote places.
- Product development utilizing product support and design.
- Provide education and training to improve the quality and marketability of your products.

## 2.2.10 Work Process Flow of Aarong E-Commerce

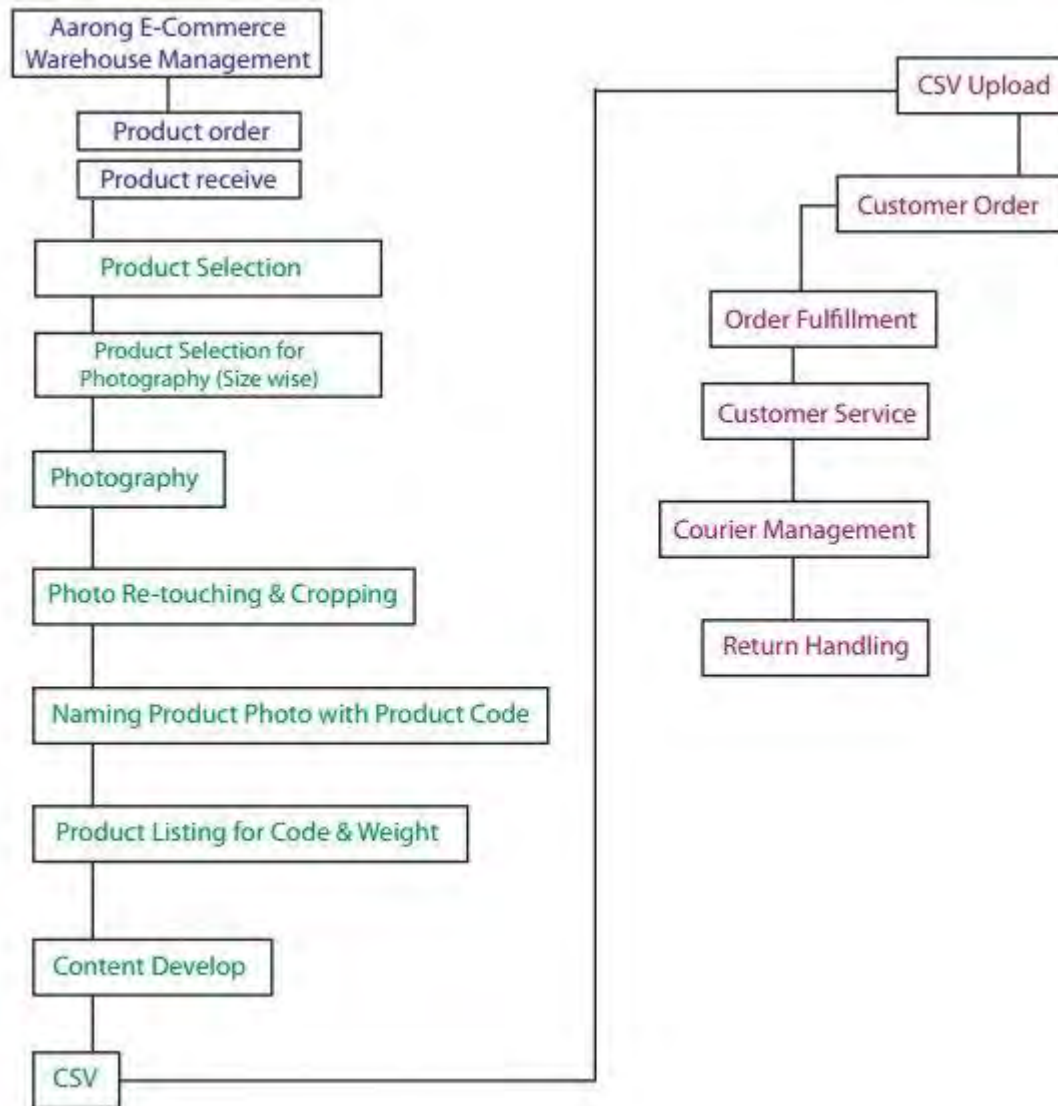


Figure 8 Work Process Flow of Aarong Ecommerce

The above image portrays the work process flow followed by Aarong E-Commerce. The Aarong E-commerce warehouse management sends product requests to the central store. The goods are then delivered from there to Aarong E-commerce's warehouse. Mannequin-size products are picked from among the available items. Then the goods are provided for the photo and model shoots, which the digital marketing team handpicked. After a photo session, the photos are sorted, processed, and coded. The codes of the items are stored in a spreadsheet along with a

variety of other information and material connected to the products by the content and PIM team. Depending on the product, there are between 75 and 80 columns in the Excel sheet for the items. The CSV format is used for this operation. Once this stage is complete, the clients may access the data that has been uploaded and is visible on the website and mobile app.

## **2.3 Management Practices**

### **2.3.1 Company Leadership Method**

Aarong leadership style consists of a combination of democratic and laissez-faire, depending on the departments. For example, the content team, customer care and operations unit have the flexibility to make the call themselves to make crucial decisions related to any issues raised. In contrast, other choices, such as growth-related, target targets, etc., are directly caused by the higher authority and passed down to the employees strictly because the employees maintain very healthy communication to reach the organization targets together in the smoothest possible manner.

### **2.3.2 Human Resource Management**

The organization's human resource planning involves:

- Following an extensive recruitment and selection process where HR first filters out the candidate's resume, the candidates are asked to give a written exam. After checking through the scripts, the chosen candidates are passed to the final round, which involves in-person interviews with the interview board members.
  
- In terms of the compensation system Aarong provides attractive benefits to their employees, such as:
  - annual salary
  - bonus
  - profit sharing
  - performance-based bonus (starts from grade 4)
  - yearly increment
  - health insurance etc.

- When it comes to training and development initiatives, Aarong takes it very seriously and makes sure that their employees (both temporary and permanent) are consistently trained in terms of new knowledge and skills. Some training sessions are online certificates on Six Sigma, GA4 Advanced and Inventory Management, Sessions on Excel, Team Leadership, Corporate Work Culture etc., for the permanent employees for their consistent personal growth. While during my internship tenure for the interns, Aarong provided training sessions regarding Microsoft Excel, corporate work culture and CV writing.
- Performance appraisal system provided by the organization uses the method of Performance Measurement System (PMS) to offer promotions to the employees based on observation of their performance over the year, divided into 3 parts for the year. The promotion is given based on grade level, where the incentives and benefits are adjusted based on the added responsibilities and job title.

## 2.4 Marketing Practices

### 2.4.1 Marketing Strategy

- **Product-** Regarding quality, Aarong constantly tries to provide the finest. They always find new ways to appeal to consumers at home and abroad by fusing the conventional with the modern. Furthermore, with the help of research, they develop their self-made products such as recycled paper products, organic beauty products, BRAC silk etc.
- **Price-** The prices of the products are adjusted to align with local and international familiar competitor fashion retail lines such as H&M, Zara etc. They believe in providing value for the price the customers will be paying for. The company follows a differentiating pricing policy charging a bit onto the higher side due to the product value and quality they provide, ensuring the sale of products at a 45-80% markup in the international market.
- **Place-** Based on the potential of sales, transport convenience etc., the brand strategically chooses each location for its retail outlets. So far, the company has 14 outlets operating inside Dhaka and 14 outlets operating outside Dhaka. They also sell their product through e-commerce platforms using their website delivery both around Bangladesh and to 6 countries such as Germany, USA, UAE, UK, Singapore and Australia.
- **Promotion-** Aarong strongly believes in utilizing the advantages provided by the digital world where they extensively promote themselves using digital platforms such as YouTube, Facebook, Instagram etc., using trendy visual posts and reels, short videos, cinematography etc., as well as utilizing existing promotional methods such as billboards, celebrities, influencers etc.

### **2.4.2 Target customers**

Aarong, marketing planning is crucial in promoting their products and achieving their business objectives. It involves identifying target markets, developing strategies to reach and engage customers, and creating a solid brand presence.

Being a fashion retail company in demographics, Aarong targets the general public, both local and international, focusing on all age ranges, from newborns to adults; they also target those looking for something traditional, bringing them close to their cultural roots. As the brand is renowned as a fashion retailer, it targets those who are into fashion trends and have an income from the middle class to the upper higher class. The products are sold physically through 24 retail outlets around Bangladesh and online through their website. At present, Aarong.com is providing services to:

- Bangladesh
- United States
- United Kingdom
- United Arab Emirates
- Australia
- Germany
- Singapore

### **2.4.3 Targeting and positioning strategy**

In terms of targeting, Aarong has provided a clear vision of their targeted customers through their products, price range, marketing etc. Since they provide various products, they target more or less everybody supporting sustainability and traditional and modern effects. They charge their prices based on the middle class to the higher class, starting from localities to international customers.

On the other hand, with the help of positioning, the company has successfully attained a competitive advantage not only by imprinting its brand image but also by providing a variety range of products keeping up with the changing preferences of customers. By functioning in this manner, the company is holding onto around 85% market share lead in the industry. If we want to specify further in detail, Aarong tries to come to win-win terms with its beloved customers by serving the best possible product value for money. They combine the emotional connection of the nationalities by incorporating tradition and cultural touch in their product and services. One of the prime reasons that helped esteemed their brand image was their motive to support rural artisans providing them with a better life. As well as through various social development projects, the company has attracted love from all around the world.

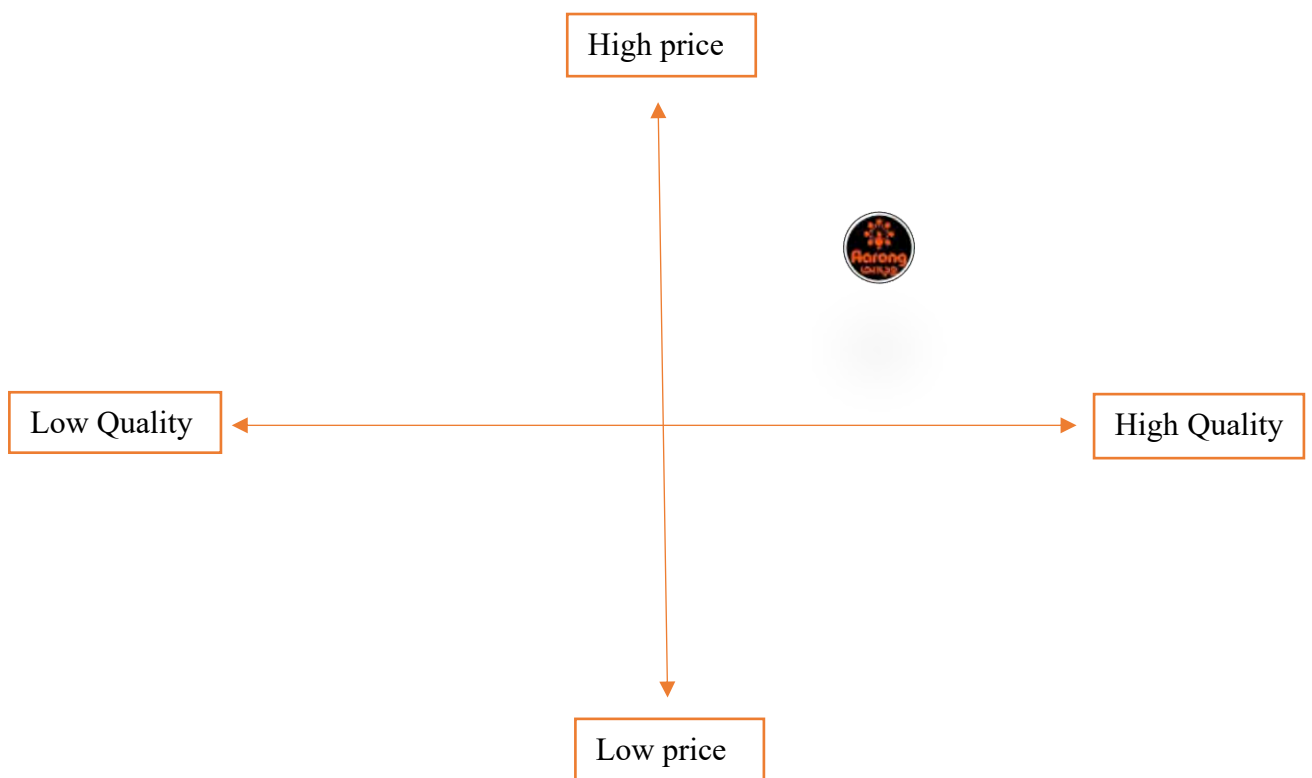
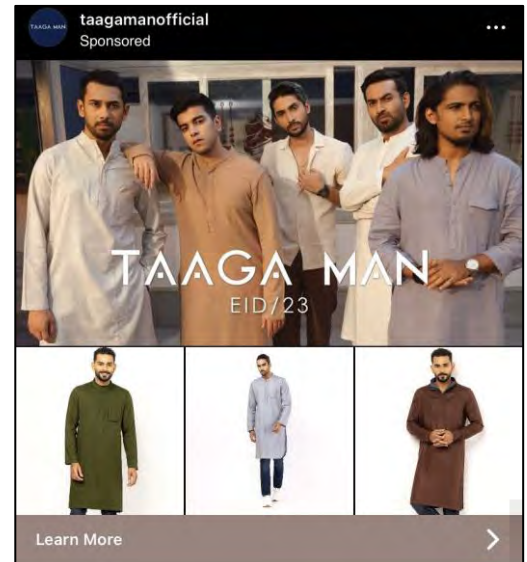


Figure 9 Perceptual Map of Aarong

#### 2.4.4 Marketing channels (for products and services)



Social media marketing is also an essential aspect of Aarong's marketing planning. They maintain an active presence on platforms like Facebook and Instagram, sharing engaging content such as videos, reels, carousels, product updates, and customer stories. This helps Aarong to connect with its target audience, build relationships, and drive brand loyalty combined with attractive offers for members. Furthermore, they use the push notification method through the Aarong app, where almost daily push notifications appear on the app users' phones. They also send mobile SMS informing regarding occasion-based collections such as Father's Day, Eid, etc.



*Figure 10 Marketing Channels used by Aarong*

## 2.4.5 Branding activities

Aarong emphasizes building a solid brand image that reflects its commitment to quality, authenticity, and social responsibility. They leverage various marketing channels, including digital platforms, traditional media, and physical stores, to showcase their products and communicate their brand values to customers. To engage and retain customers, Aarong develops innovative marketing campaigns and initiatives. They offer promotions, discounts, and loyalty programs to encourage customer loyalty and repeat purchases. They also organize events, exhibitions, and fashion shows to create brand awareness and give customers unique experiences. Their most recent campaign was a fashion show at BRAC Hope Festival 2023, where they showcased their finest products. They have also branded themselves during the auspicious month of Ramadan by launching “Sehri Under the Stars” at Terracotta Tales, presented by one of the brands, Taaga & Taaga Man.



The Aarong Fashion Show featuring its sub-brands TAAGA, TAAGA MAN and HERSTORY by Aarong



Figure 11 Branding Activities of Aarong

## 2.4.6 Advertising and promotion strategies

Aarong invests immensely in advertising its products. They use various mediums and methods to promote their product. To promote their product, they use:

- Billboards on selective locations strategized based on target customers
- Campaigns using help on digital advertisement through social media and YouTube.
- Their primary campaigns involve DSP services from Eskemy company, where you see Aarong advertisements on various online websites, using pixel data etc., for promoting
- Promoting with the help of Daily Star Shout on newspaper
- Utilizing current trends in the country, such as promoting with the help of celebrities, influencers etc. For example, recently, they have covered a collab shoot with the well-renowned band Nemesis well, loved by the localities for the Eid campaign. They collaborated with famous influencers such as Salman Muqtadir for the Eid-ul-Adha campaign.



*Figure 12 Promotional Strategies used by Aarong*

## 2.4.7 Critical Marketing issues and gaps

One of the marketing issues or gaps usually faced by Aarong is holding onto customers' interest through various marketing methods. It is tough to consistently follow up with the continuous changes in preferences of the existing customers who are constantly looking forward to something trendy, new and different.

## 2.5 Financial Performance and Accounting Practices

**Source of Financial Data:** All of the financial data has been collected from primary source- Aarong finance department.

### 2.5.1 Financial Performance

Title	2020	2021	2022
Revenue	210,000,000	366,000,000	309,000,000
Bank Interest	60,000	40,000	20,000
Other Incomes	5,300,000	14,000,000	9,000,000
COGS	(150,000,000)	(231,000,000)	(198,000,000)
<b>Gross Profit</b>	<b>65,360,000</b>	<b>149,040,000</b>	<b>120,020,000</b>
Salary	(20,000,000)	(36,000,000)	(42,000,000)
Overhead Expenses	(63,000,000)	(85,000,000)	(98,000,000)
<b>Net Profit/Loss</b>	<b>(17,640,000)</b>	<b>28,040,000</b>	<b>(19,980,000)</b>

*Table 2 Financial Performance Data*

The above table represents the financial performance of Aarong from 2020 to 2022. Aarong experienced fluctuation in its financial performance from 2020 to 2022. The onset of the COVID-19 pandemic in 2020 created significant challenges for businesses worldwide, and Aarong was no exception.

In 2020, Aarong faced a downturn due to the unprecedented circumstances caused by the pandemic. The company had to temporarily close its physical stores during the nationwide lockdowns, resulting in a substantial decline in sales. The restrictions on movement and the economic uncertainty affected consumer spending, reducing demand for Aarong's products. Consequently, the financial performance of Aarong took a hit, with lower revenues and profitability compared to previous years.

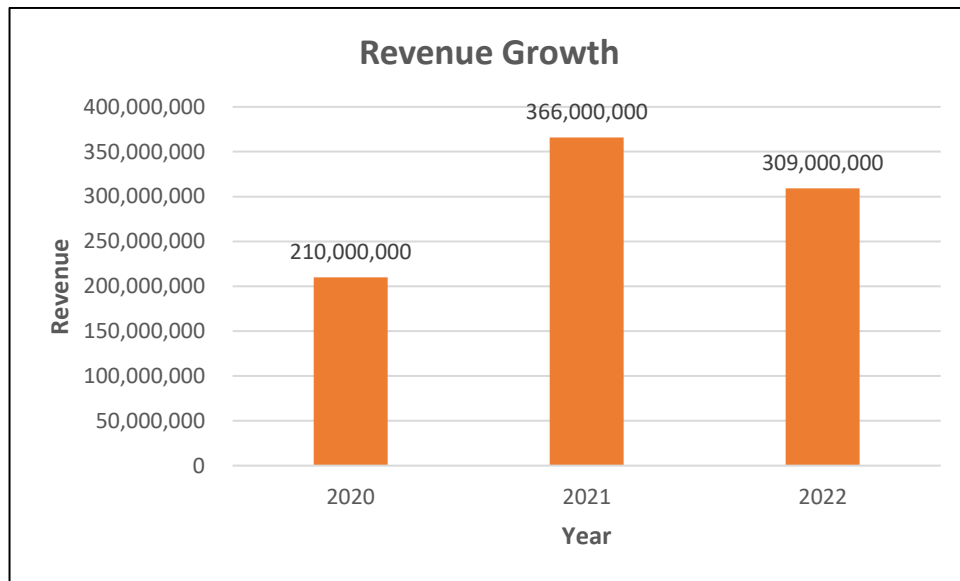
However, despite the challenging circumstances, the company demonstrated resilience and adaptability. The company swiftly shifted its focus towards e-commerce and online sales channels to cater to changing consumer behavior and demand. By leveraging its strong brand reputation and expanding its online presence, Aarong managed to mitigate some losses incurred during the physical store closures.

In 2021, as the situation gradually improved and restrictions eased, Aarong started witnessing a gradual recovery. With the reopening of physical stores and the resumption of in-person shopping, the company experienced a rebound in sales. The pent-up customer demand and Aarong's diverse product range and unique designs helped drive the recovery. As a result, Aarong's financial performance showed improvement compared to the previous year.

In 2022, Aarong continued its recovery trajectory. The company further strengthened its online presence and expanded its customer base, capitalizing on the increasing popularity of e-commerce. Aarong's emphasis on customer satisfaction, product quality, and ethical sourcing also played a significant role in regaining consumer trust and loyalty. As a result, the financial performance of Aarong showed positive growth compared to the challenging year of 2020.

Overall, Aarong's financial performance from 2020 to 2022 showcased the resilience and adaptability of the company in the face of adversity. While 2020 presented significant challenges due to the pandemic-induced restrictions, Aarong successfully navigated the crisis by

diversifying its sales channels and leveraging its strong brand reputation. With the gradual recovery in subsequent years, Aarong regained its footing and demonstrated positive growth.



*Figure 13 Revenue Growth Chart*

If we analyze the chart above, we can see that from 2020 to 2021, the revenue grew by 42.62%. Despite facing various issues in 2020, Aarong overcame the pandemic's problems by focusing more on their e-commerce section. As we can see, the revenue in 2021 grew to Taka 366,000,000. Further, as we observe, the revenue growth declined by 18.45%. This is due to the company having to adjust to post covid effect, where not only the prices of everything started to rise but also consumers started to spend money more carefully.



Figure 14 Gross Profit/Loss Growth Chart

Analyzing the data above shows that from 2020 to 2021, the gross profit grew by 56.15%. This occurred due to the sales increase, leading to a revenue rise. Compared to all three years, Aarong managed to attain the highest gross profit due to the revenue contribution. Similarly, if we look at the timeline 2021 to 2022 the gross profit declines by 24.18%. This might have occurred due to a fall in revenue.

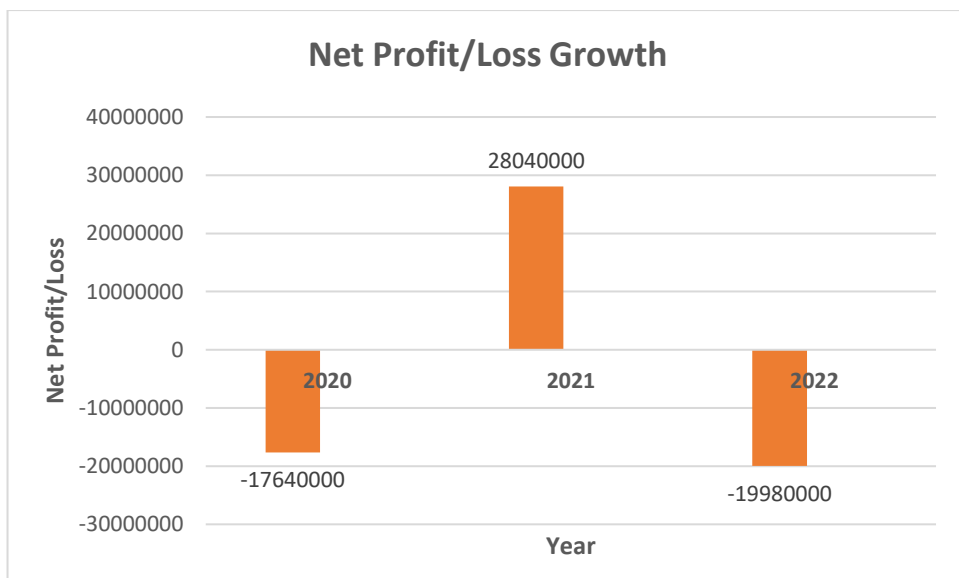


Figure 15 Net Profit/Loss Growth Chart

In terms of maintaining the net profit/loss, Aarong faced difficulty as in 2020 they faced a loss due to the effect of the pandemic where all the stores were closed and people weren't purchasing much. However, in 2021 Aarong could earn profit selling through both physical stores and online. Even though they could make a profit in 2021, in 2022, the brand had to face the heat from the post-pandemic effect, which led them to face a net loss. This could be due to a rise in several expenses, such as employing more people after the retails opened, increase in their costs such as transport, overhead etc., leading them to face loss for the time being. Nevertheless, Aarong has been taking various measures to counter the post covid effects on their business, and so far, they are doing well.

### **2.5.2 Accounting Practices:**

Due to the unavailability of concrete information due to confidentiality, I have put together some general insights into the accounting practices that retail organizations like Aarong typically would follow. It's important to note that the information provided is based on common accounting practices in the industry and may not reflect the specific practices of Aarong.

- **Financial Reporting and Disclosure:** Aarong, like other retail organizations, is likely to follow generally accepted accounting principles (GAAP) or International Financial Reporting Standards (IFRS) for financial reporting and disclosure. These standards ensure that the financial statements accurately reflect the company's financial position, performance, and cash flows.
- **Revenue Recognition:** Aarong will likely follow the revenue recognition principles outlined in GAAP or IFRS. Revenue from the sale of products is recognized when the risks and rewards of ownership have transferred to the customer, and the price can be



reliably determined. For instance, revenue from sales may be recognized at the point of purchase or when products are delivered to customers.

- **Inventory Valuation:** Aarong will likely follow the generally accepted accounting principles for inventory valuation, such as the first-in, first-out (FIFO) or weighted average cost methods. These methods determine the cost of inventory and the subsequent cost of goods sold. They help ensure that stock is valued at its price or net realizable value, whichever is lower.
- **Fixed Asset Accounting:** Aarong will likely follow depreciation methods to allocate the cost of fixed assets over their estimated useful lives. Standard techniques include straight-line depreciation or accelerated methods like the declining balance method. These practices help spread the cost of fixed assets over time and accurately reflect their value on the balance sheet.
- **Expense Recognition:** Aarong is likely to recognize expenses by GAAP or IFRS, using the accrual basis of accounting. This means that costs are recognized in the period they are incurred, regardless of when the associated cash flows occur. Examples of expenses include rent, salaries, utilities, marketing, and administrative expenses.

## **2.6 Operations Management and Information System Practices**

Aarong utilizes various information systems to handle different aspects of its operations. They employ database systems such as Uniware, Magento etc., to store and organize data related to their products, inventory, customers, and suppliers. This enables them to track and manage various aspects of their business, such as stock levels, customer preferences, and order history.

In terms of office management software, Aarong utilizes tools such as Microsoft Office Suite, e-commerce solutions company, Rhanosys etc., to work with presentations, spreadsheets, working with IT, web development issues etc.

In addition to data management, Aarong also focuses on quality management, scheduling, resource allocation, and operations management. They implement practices and systems to ensure high-quality product and service standards. This includes continuous quality control measures, inspections, and feedback mechanisms to monitor and improve their offerings continuously.

To streamline operations and ensure efficient resource allocation, Aarong employs scheduling tools and systems. These aid in planning and coordinating various activities, such as production, distribution, and customer service, optimizing the utilization of resources and meeting customer demands effectively.

Aarong also emphasizes operations management to enhance productivity and achieve operational excellence. They implement processes and systems to optimize workflows, reduce costs, and improve efficiency across their supply chain. This includes inventory management, order processing, logistics, and coordination with suppliers and partners.

Overall, Aarong leverages information systems, databases, and office management software to collect, store, process, and share data, enabling effective operations management. They also implement quality management practices, scheduling tools, resource allocation strategies, and

operations management techniques to enhance productivity and deliver high-quality products and services.

## **2.7 Industry and Competitive Analysis**

### **2.7.1 Porter's Five Forces**

Porter's Five Forces is a strategic framework that helps identify the factors that shape the intensity of competition and attractiveness of a particular industry—in this case, applying Porter's Five Forces to analyze Aarong, a famous retail brand in Bangladesh.

- **Threat of New Entrants:** Aarong enjoys a relatively strong position in the retail market in Bangladesh, primarily due to its brand reputation, extensive product range, and customer loyalty. However, the threat of new entrants cannot be ignored entirely. If new competitors emerge with similar offerings and manage to establish strong distribution networks and brand recognition, they could pose a potential threat to Aarong's market share. Nevertheless, Aarong's established presence and customer trust provide a barrier to entry for new players.
- **Bargaining Power of Suppliers:** Aarong collaborates with numerous artisans and craftsmen in Bangladesh to source products, such as clothing, accessories, and home decor. The bargaining power of suppliers is moderate to high due to the uniqueness of these handmade products. The availability and quality of skilled artisans could impact Aarong's supply chain and production costs. However, Aarong's strong brand presence and long-standing relationships with suppliers may provide some leverage in negotiations, enabling the company to maintain reasonable control over its supply costs.
- **Bargaining Power of Buyers:** The bargaining power of buyers in the retail industry, including Aarong's customers, is relatively high. Customers have several alternative options for purchasing similar online and offline products. This creates price sensitivity

among buyers, which can affect Aarong's profitability. Additionally, customer expectations for quality and service are increasing, putting pressure on Aarong to meet and exceed these expectations continually. Therefore, Aarong must continuously invest in customer satisfaction initiatives and differentiate its offerings to maintain a loyal customer base.

- **Threat of Substitutes:** Aarong's products primarily focus on traditional and cultural handicrafts, showcasing the rich heritage of Bangladesh. While alternatives are available in the market, such as mass-produced clothing and home decor items, the uniqueness and cultural value associated with Aarong's offerings act as a differentiating factor. However, the threat of substitutes remains significant, especially as consumer preferences and trends evolve. Aarong needs to stay attuned to changing consumer demands and adapt its product range accordingly to minimize the impact of potential substitutes.
- **Competitive Rivalry:** The retail industry in Bangladesh is becoming increasingly competitive, with numerous players offering similar products and targeting identical customer segments. Aarong faces competition from both local retailers and international brands. Local competitors may better understand local consumer preferences, while international brands often bring global trends and extensive resources to the market. Aarong must focus on its unique value proposition, quality craftsmanship, and customer experience to maintain a competitive edge. Continual innovation and effective marketing strategies are crucial to differentiate itself from competitors.

## 2.7.2 SWOT Analysis

SWOT analysis is a strategic tool used to assess a company or organization's strengths, weaknesses, opportunities, and threats.

### Strengths:

- **Strong Brand Reputation:** Aarong has built a strong brand reputation over the years by promoting the traditional and cultural handicrafts of Bangladesh. The brand is well-known for its commitment to preserving and promoting local craftsmanship, which resonates with customers.
- **Extensive Product Range:** Aarong offers a wide range of products, including clothing, accessories, home decor, and gift items. Its diverse product portfolio caters to different customer preferences and provides a unique shopping experience.
- **Quality and Authenticity:** Aarong is recognized for its high-quality products handmade by skilled artisans. The brand focuses on maintaining authenticity and ensuring the use of sustainable materials, attracting customers seeking unique, ethically sourced products.
- **Extensive Distribution Network:** Aarong operates through a vast network of stores across Bangladesh, making its products easily accessible to customers. The wide presence of physical stores enhances its reach and visibility in the market.

### Weaknesses:

- **Limitations in Aarong App:** While Aarong has established their personal app for online purchases for both the locals and internationals the app itself has showed issues which requires further modifications to fix the problem. Often IOS users faces issue such as the push notification link does direct them to the specific product line page while the link works perfectly fine with Android users. Furthermore, the app often has glitch issues which should be instantly fixed when identified.

- **Pricing Strategy:** Aarong's products are often perceived as premium due to their handcrafted nature and the quality associated with them. This pricing strategy may limit its customer base to those willing to pay a higher price for unique and authentic products.

### **Opportunities:**

- **Growing Demand for Ethical and Sustainable Products:** A global trend toward ethical and sustainable consumption exists. Aarong with its focus on handmade and eco-friendly products, can capitalize on this opportunity by targeting locally and internationally environmentally conscious consumers.
- **E-commerce Expansion:** The growth of e-commerce provides an opportunity for Aarong to expand its online presence and reach a broader customer base. Developing a robust e-commerce platform and digital marketing strategies can help the brand tap into the growing online retail market.

### **Threats:**

- **Increasing Competition:** The retail industry in Bangladesh is becoming more competitive, with the presence of local and international players. Aarong faces the threat of losing market share to competitors offering similar products or more robust marketing capabilities.
- **Changing Consumer Preferences:** Consumer preferences and fashion trends are constantly evolving. Aarong must stay updated with changing priorities and adapt its product range to remain relevant and appealing to its target audience.
- **Changes in Exchange Rate:** As Aarong provided services to 6 different countries any changes in exchange rate are likely to affect them as they have to calculate and adjust the product pricing along with shipping cost based on the rates.

## **2.8 Summary and Conclusions**

To conclude, this chapter provides an in-depth analysis of Aarong, covering its goals, vision, timeline, organizational chart etc. I have also mentioned various strategies and tactics they try to adjust and follow meticulously to work with the changing trends in the market. Aarong tries its best to provide its valuable customers with the best possible products and services. The company tried its best to contribute as much it could in rural development and empower women to be independent by having a source of income.

Following their values involving four components Integrity, Innovation, Inclusiveness and Effectiveness, Aarong tries to maintain a fair and healthy work environment for their employees by supporting them through various means. By analyzing SWOT and Porter 5 forces, we can get a clear picture of the company's strengths, weaknesses, scopes of opportunity and threats. We can also check their market competitiveness and profitability level from an industry perspective. Such analysis helps Aarong develop the best possible strategies to overcome any potential challenges or threats.

In summary, the research provides an in-depth analysis of Aarong providing insights regarding their background, history, achievements, advantages and scope for growth. Overall, Aarong has a firm hold on the market by giving variety of quality products to their customers locally and internationally.

## **Chapter 3**

### **Project Part**

#### **Effect of perceived support on employee's service behavior of Aarong**

##### **3.1 Introduction**

Apart from implementing an organizational built-in culture and HR policies to regulate and help employees, companies often adopt more procedures supporting employees. In this area, we will discuss the concept of perceived support for employees. Having to explore variants such as organization support, supervisor support and coworker support directly impacts employee performance.

The effect of perceived support on employee service behavior is a significant topic of interest in organizational behavior and human resource management. In today's highly competitive business environment, providing exceptional customer service has become crucial for the success and sustainability of organizations. Employee service behavior, which encompasses the actions and behaviors exhibited by employees in serving customers, plays a vital role in delivering high-quality customer service.

Perceived support refers to employees' perception of the support and resources provided by their organization. It includes various dimensions such as managerial support, organizational policies, training and development opportunities, and the overall work environment. When employees perceive high levels of support from their organization, it can positively impact their attitudes, job satisfaction, and service behavior.

Several studies have examined the relationship between perceived support and employee service behavior, highlighting its importance for organizational success. For instance, research has shown that when employees feel supported by their organization, they are more likely to engage in helpful and proactive behaviors toward customers. They may demonstrate a greater



willingness to go the extra mile, exhibit problem-solving skills, and display a positive attitude, all of which contribute to delivering superior service experiences.

Moreover, perceived support can also influence employee motivation and job satisfaction, leading to higher commitment and loyalty toward the organization. When employees perceive that their organization values and supports their efforts, they are more likely to develop a sense of identification and emotional attachment, positively impacting their service behavior.

Understanding the effect of perceived support on employee service behavior is crucial for businesses aiming to enhance customer satisfaction, loyalty, and overall organizational performance. By recognizing the significance of creating a supportive work environment, organizations can design and implement strategies that foster positive employee perceptions and encourage behaviors that enhance service quality.

This paper explores the relationship between perceived support and employee service behavior in business organizations. By reviewing relevant literature and examining empirical studies, we seek insights into how perceived support influences employee service behavior and identify practical implications for organizations aiming to improve their service delivery.

### **3.1.1 Background of the study**

The effect of perceived support on employee service behavior has been the subject of considerable research in organizational behavior and human resource management. This section reviews relevant studies examining the relationship between perceived support and employee service behavior, shedding light on the underlying mechanisms and practical implications for business organizations.

Numerous studies have highlighted the positive impact of perceived support on employee service behavior. Eisenberger, Huntington, Hutchison, and Sowa (1986) introduced the concept of perceived organizational support (POS) as the employee's perception of the extent to which the

organization values their contributions and cares about their well-being. They found that higher levels of POS were associated with increased levels of employee commitment and positive behaviors toward customers.

Rhoades and Eisenberger (2002) conducted a comprehensive literature review on perceived support and identified various outcomes, including employee service behavior. They found that when employees perceived higher levels of support from their organization, they were more likely to engage in extra-role behaviors, such as helping customers beyond their formal job requirements. The authors suggested that perceived support promotes a positive work environment, fostering employee engagement and a customer-centric mindset.

Moreover, research has shown that perceived support influences employee motivation, job satisfaction, and organizational commitment, all closely related to service behavior. For instance, Erdogan and Liden (2006) examined the moderating role of collectivism in the relationship between perceived support and employee responses. They found that when employees perceived higher levels of support, they exhibited more excellent customer-focused behaviors, such as problem-solving and providing personalized service.

In addition to the individual-level outcomes, perceived support affects team dynamics and service performance. Gutek, Bhappu, Liao-Troth, and Cherry (2010) investigated the impact of perceived supervisor support on frontline service employee behaviors and team performance. They found that when employees perceived more significant help from their supervisors, they displayed higher levels of team cooperation and coordination, resulting in improved service quality and customer satisfaction.

Practical implications can be derived from these studies. Organizations can foster a supportive work environment by implementing practices such as providing training and development opportunities, offering recognition and rewards, and establishing open communication channels.

By doing so, organizations enhance employees' perceptions of support, increasing motivation, job satisfaction, and improved service behavior.

In conclusion, the literature suggests a significant positive relationship between perceived support and employee service behavior. Employees who perceive higher levels of organizational support are likelier to engage in helpful and proactive behaviors toward customers. Furthermore, perceived support influences employee motivation, job satisfaction, and organizational commitment, enhancing service quality and customer satisfaction. Business organizations should prioritize creating a supportive work environment to maximize employee service behavior and improve organizational performance.

### **3.1.2 Objective**

The objectives of the current research are as follows;

1. To examine the effect of employee perceived support on their in-role service behavior
2. To examine the effect of employee perceived support on their extra-role service behavior

### **3.1.3 Significance**

The main purpose of this research is to discuss regarding the various types of support provided in Aarong and its effect on their employees. With the help of this research the management will be able to see at present how effective their work environment and policies are and what they can do to further make it better for their employees. The policies usually involve the various types of support the organization and its people provide to each other such as organizational support, supervisor support and coworker support. It further emphasizes how much the support perceived by the employees encourages their service behavior towards their customers. This will help HR to run the organization in a more efficient and effective manner. Furthermore, it helps provide a clearer idea to the employee regarding the organization's set culture. It also gives us an idea about how much effort personnel are willing to give to satisfy a stakeholder.

## **3.2 LITERATURE REVIEW**

### **3.2.1 Employee service behavior**

This study aims to explore how perceived organizational support (POS), perceived supervisor support (PSS), and perceived organizational climate (POC) relate to employee service behavior, which significantly impacts business success. Employee service behavior comprises in-role service behavior (task performance) and extra-role service behavior (organizational citizenship behavior), both influencing how employees perceive support from the company, consequently affecting engagement, satisfaction, and overall organizational effectiveness.

In-role service behavior, or task performance, encompasses job-specific responsibilities such as meeting deadlines and maintaining high-quality work (Williams & Anderson, 1991). Employees excelling in this area are perceived as dependable and efficient, fostering their sense of support from the organization (Eisenberger et al., 1986).

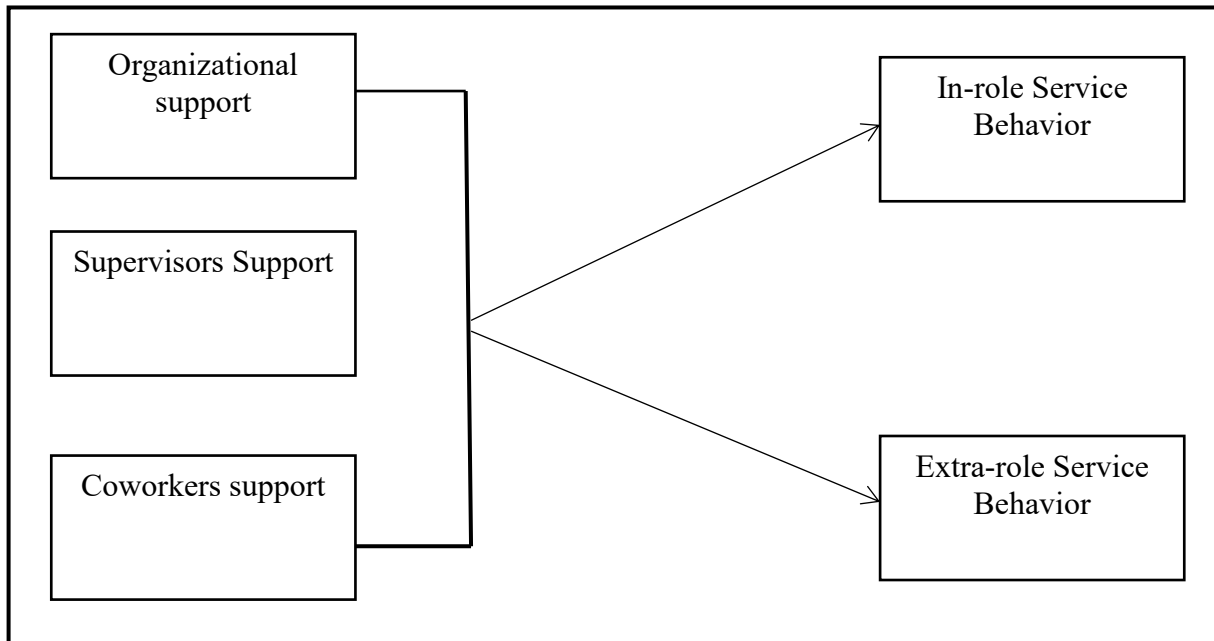
Extra-role service behavior, also known as organizational citizenship behavior (OCB), goes beyond formal duties, including helping colleagues and enhancing workplace culture (Organ, 1988). Employees engaging in OCB often do so as a way to reciprocate the support they feel from their employers, benefiting both individual job satisfaction and the overall well-being of coworkers (Eisenberger et al., 2001).

This study places a focus on individual role-prescribed roles, influenced by POS, PSS, and POC, directly impacting organizational performance. Recognizing the significance of organizational and supervisory supports (Stamper & Johlke, 2003), this research underscores the essential role these elements play in improving both individual and organizational performance.

#### **Proposed Conceptual framework**

The current section tries to identify the influence of employee perceived support on their service behavior. Three dimensions are considered under employee perceived support such as, organizational support, supervisors support and co-workers' support. These three dimensions are

considered independent variables. On the other hand, two dimensions of employee service behavior such as in-role and extra-role are contemplated as dependent variables. Following figure represent the research framework.



*Figure 16 Proposed Conceptual Framework*

### **3.2.2 Hypotheses development**

#### **Employee perceived support and employee in-role service behavior**

The relationship between employee perceived support and in-role service behavior is a critical aspect of organizational dynamics. When employees perceive that their organization values and supports them, they are more inclined to engage in their core job responsibilities with greater dedication and efficiency (Eisenberger et al., 1986). This perception of support creates a positive psychological contract between employees and their organization, motivating them to meet deadlines, produce high-quality work, and fulfill their in-role service obligations (Eisenberger et al., 2001). Studies have consistently demonstrated that higher levels of perceived organizational support (POS) are associated with increased in-role service behavior (Eisenberger et al., 2001). This connection highlights the importance of fostering a supportive work environment to enhance employee engagement and ensure that individuals are more committed to fulfilling their

prescribed job duties, ultimately contributing to the overall success of the organization. Based on the research by Rubel & Kee conducted in 2013 tells that POS and PSS has a positive relation in respective to in-role service behavior.

Employee in-role performance is influenced by POS as well since employee's desire to put forth more effort for the company's growth as long as the organization is giving them the support they need. For instance, Eisenberger et al. (2001) found a strong beneficial effect of POS on both employee in-role performance and affective commitment. Literatures also establish a relationship between POS and employee in-role performance. According to Shanock and Eisenberger's (2006) investigation, employee performance in both extracurricular activities and core job responsibilities is positively impacted by both organizational and managerial assistance. According to this research, POS not only encourages employees to perform well in their roles but also improves their civic behavior (Piercy et al., 2006). According to their results, employees' perceptions of organizational support influence both their performance and citizenship behavior for the business. In a different recent study, Chen et al. (2009) discovers a direct correlation between POS and worker performance. Thus, it can be inferred from the research that employee performance is a behavioral result that greatly depends on organizational support.

***Hypothesis 1a.*** organizational support has positive influence on employee in-role service behavior.

It is said that supervisor support has a positive influence on employee in-role service behavior. This hypothesis is grounded in the extensive body of research that highlights the significant impact of perceived supervisor support (PSS) on various facets of employee performance. According to Eisenberger et al. (2001), when employees perceive strong support from their supervisors, they are more likely to feel valued and motivated to excel in their primary job responsibilities, also known as in-role service behavior. Supervisors who provide guidance, feedback, and encouragement create an environment where employees feel appreciated and, in

turn, are more committed to fulfilling their job duties (Eisenberger et al., 2001). Therefore, we anticipate that higher levels of supervisor support will correspond to increase in-role service behavior, contributing positively to overall organizational performance.

***Hypothesis 1b.*** supervisors support has positive influence on employee in-role service behavior.

It is said that when employees perceive support from their coworkers, it leads to an enhancement in their in-role service behavior, which comprises the core responsibilities outlined in their job descriptions. Research by Rhoades and Eisenberger (2002) supports this idea, demonstrating that social support within the workplace, including support from colleagues, is associated with increased engagement in task performance. When employees feel that their coworkers are supportive, they are more likely to collaborate effectively, meet deadlines, and produce high-quality work. This positive influence of coworker support on in-role service behavior underscores the importance of fostering a supportive and cooperative team environment within organizations.

***Hypothesis 1c.*** coworkers support has positive influence on employee in-role service behavior.

### **Employee perceived support and employee extra-role service behavior**

The relationship between employee perceived support and extra-role service behavior is a vital aspect of organizational dynamics. Research has consistently shown that when employees perceive higher levels of support from their organization and supervisors, they are more inclined to engage in extra-role service behaviors, also known as organizational citizenship behaviors (OCB). Eisenberger et al. (2001) found that employees who feel supported by their employers are motivated to go beyond their formal job requirements, such as helping colleagues, volunteering for additional tasks, and contributing positively to the workplace atmosphere. This positive association between perceived support and OCB underscores the importance of

fostering a supportive work environment, as it not only enhances employee job satisfaction but also promotes a culture of cooperation and shared responsibility within the organization.

The hypothesis posits that organizational support has a positive influence on employee extra-role service behavior. This conjecture is based on extensive empirical evidence. Research by Eisenberger et al. (2001) demonstrates that when employees perceive higher levels of support from their organization, they are more likely to engage in extra-role service behaviors, which encompass actions that go beyond their formal job requirements. This relationship is rooted in the principle of reciprocity, where employees reciprocate the support, they receive from their employers by contributing proactively to the organization's goals and fostering a positive workplace environment. Thus, the hypothesis suggests that a supportive organizational climate fosters a culture of voluntary, extra-role service behavior among employees.

***Hypothesis 2a.*** organizational support has positive influence on employee extra-role service behavior.

It is said that supervisor support has a positive influence on employee extra-role service behavior. This hypothesis is grounded in the extensive body of research demonstrating that when employees perceive support from their supervisors, they are more likely to engage in extra-role service behaviors, often referred to as organizational citizenship behaviors (OCB). Eisenberger et al. (2001) found that employees who feel supported by their supervisors tend to exhibit higher levels of discretionary actions, such as assisting colleagues, volunteering for additional tasks, and contributing positively to the overall work environment. This positive correlation suggests that when supervisors provide tangible and emotional support, employees are not only motivated to fulfill their formal job duties but also go above and beyond in their efforts to benefit the organization as a whole.

***Hypothesis 2b.*** supervisors support has positive influence on employee extra-role service behavior.



It is said that coworker support positively influences employee extra-role service behavior. Building on research by Eisenberger et al. (2001) which highlights the relationship between perceived organizational support (POS) and employee extra-role service behavior, we propose that when employees perceive support not only from their organization but also from their coworkers, they are more likely to engage in discretionary, extra-role behaviors aimed at benefiting the team and the organization as a whole. This is consistent with the idea that a supportive work environment, characterized by positive relationships with colleagues, encourages employees to go above and beyond their formal job requirements, contributing to a more cooperative and collaborative workplace culture (Organ, 1988). Therefore, we anticipate that coworker support plays a significant role in fostering employee extra-role service behavior, ultimately contributing to enhanced organizational effectiveness and job satisfaction.

*Hypothesis 2c.* coworkers support has positive influence on employee extra-role service behavior.

### **3.3 Methodology**

#### **3.3.1 Introduction**

This chapters covers the methodology portion of the research paper. It confers about the research design, population and sample, measurement tools used to conduct current study as well as questionnaire design. The procedure of data collection and its analysis has also been explained in this chapter.

#### **3.3.2 Research Design**

According to Creswell (2009), research design is a methodical procedure for deciding on hypotheses through the gathering and analysis of data and their results. The respondents of

Aarong workers served as the cross-sectional study's data collection and conclusion-making subjects.

In addition, the present study is regarded as a correlational study because all the necessary data were acquired based on the theoretical framework (Cooper and Schindler, 2008). The supervisors' perceptions of several aspects of perceived support and employee service conduct were included in the data for the current study. The primary source of measurement used in the current study was a questionnaire survey. Salkind (2006) suggested using the questionnaire survey approach to look at how various study variables relate to one another.

### **3.3.3 Population and Sample**

According to Sekaran and Bougie (2010), a population is the total number of subjects or events under observation. To prevent sample selection problems, it is crucial for each study to identify the target population (Cavana, Delahaye, & Sekran, 2001). The sample collection has been accumulated by conducting a questionnaire created for the population Aarong employees resulting to sample of 60 responses.

### **3.3.4 Measurement Scale**

This part describes the measurement instrument used in the current study. There are two parts in the questionnaire. Part A encompasses 5 items divided in sections measuring the meaningfulness of perceived support affecting the employee service behavior. Section 1 provides the information about the 5 items of perceived organizational support in relation with employee service behavior. Section 2 provides the necessary information about the 4 item of perceived supervisors support in relation with employee service behavior. Section 3 provides the necessary information about the 3 items of perceives co-workers support in relation to employee service behavior. Section 4 provides information about the 3 items of in-role service

behavior. Section 5 provides information about 3 items of extra-role service behavior. Lastly, Part B provides the necessary information about the respondent's demography (Name, and job title) along with their years for experience information.

<b>Variables</b>	<b>Items</b>	<b>Sources</b>
Perceived Organizational Support	5	Burns, (2016)
Perceived Supervisors Support	4	Burns, (2016)
Perceived Co-workers Support	3	Liaw, Chi & Chuang, (2010)
In-role Service Behavior	3	Rubel and Kee (2015)
Extra-role Service Behavior	3	Rubel and Kee (2015)
<b>Total</b>	<b>18</b>	

### **3.3.5 Data Collection Procedures**

For the data collection a combination of primary research and secondary research has been made where the information of primary research was collected by designing a questionnaire for the Aarong employees with the help of supervisor. Keeping ethical consideration in mind where no personal information was taken. Secondary research information was taken through external resources found online which involved journals, research paper, websites etc.

### **3.4 Data Analysis Technique**

Numerous methods and tools were employed in the current study to analyze the data and evaluate the hypotheses. For instance, data insertion, descriptive analysis, reliability analysis, correlation analysis, and regression analysis. For analyzing data, the current study employed Social Science Statistics Package (SPSS version 21).

#### **3.4.1 Demography**

Demographic analysis (DA) is a technique for rating a census's accuracy. The pinnacle of traditional success is demographics. Specifically, accumulative academic study that has offered

helpful viewpoints on several significant situations. This accomplishment is attributable to the demography, which is the main issue and is comparatively amenable to quantitative observational research (Morgan et al. 2015). In the current study total respondents were 60 where 53% was male and 47% female. Most of the respondents (60%) were completed with their under graduation. More than 50% of the respondents were unmarried. In terms of experience majority of the respondents (53%) have experience less than 5 years.

### **3.4.2 Correlation analysis**

A correlation analysis is a statistical method used to find relationship between variables and the depth of their relationship. It helps analyze quantitative data gathered from research surveys for this report it involves a survey conducted on employees of Aarong. Here the analysis help identify the connection between the variables of the dimensions of employee perceived support and employee service behavior. A positive correlation interprets that both variables increase in relation to each other.

### **3.4.3 Regression analysis**

When modeling and analyzing many variables as part of a study, regression analysis—a quantitative research technique—is used to examine the connection between a dependent variable and one or more independent variables. Regression analysis is a quantitative technique that, in its simplest form, is used to examine the nature of correlations between a dependent variable and one or more independent variables.

### 3.5 Findings and Analysis

#### 3.5.1 Introduction

The data analysis findings and research hypotheses are discussed in the present section. Descriptive statistics of the many variables utilized in this study and the demographic profile of the respondents are employed as the first step in the data analysis. Based on the Harman single factor analysis, common method bias was evaluated and reported. Later, the Smart PLS 2.0 program assessed the structural model and measurement model in order to determine the validity, correlation, and link between the hypotheses. Additionally, last predictive significance was investigated and reported.

#### 3.5.2 Descriptive Statistics

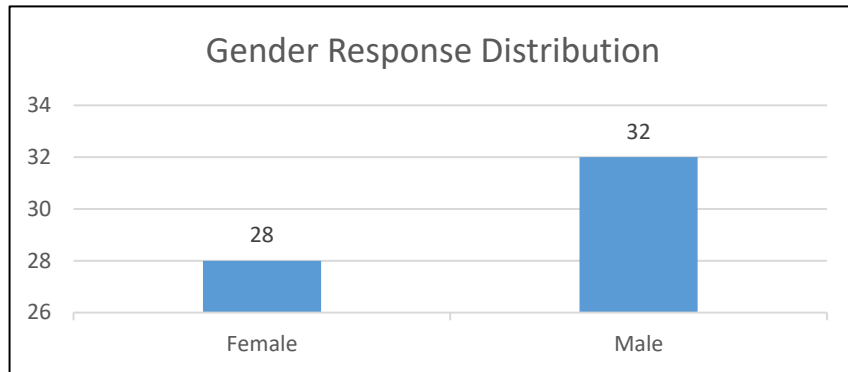
Table 3 shows the mean and standard deviation of the study variables. Both dependent and independent variable was measured by 5-point Likert scale. For 5-point scale data, the mean value was found more than 3. For instance, the highest mean and SD was found for rewards (mean = 3.78; SD = 1.31).

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
AOS	60	1.00	5.00	2.50	1.05
ASS	60	1.00	5.00	3.33	1.17
ACS	60	1.00	5.00	3.25	1.04
AIRSB	60	1.00	5.00	3.62	1.31
AERSB	60	1.33	5.00	3.78	1.07
Valid N (listwise)	60				

*Table 3 Descriptive Statistics of the Latent Constructs*

### 3.5.3 Demographic Analysis

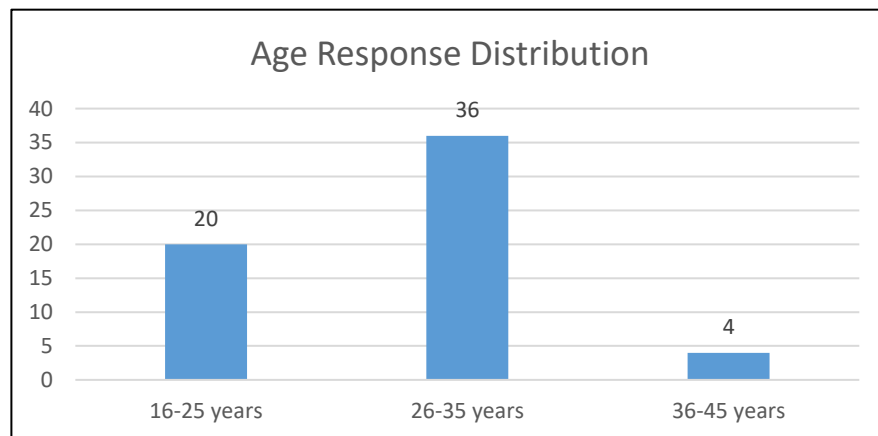
#### Gender



*Figure 17 Gender Distribution of the Responders*

For the survey among the responders 28 are female and 32 are male.

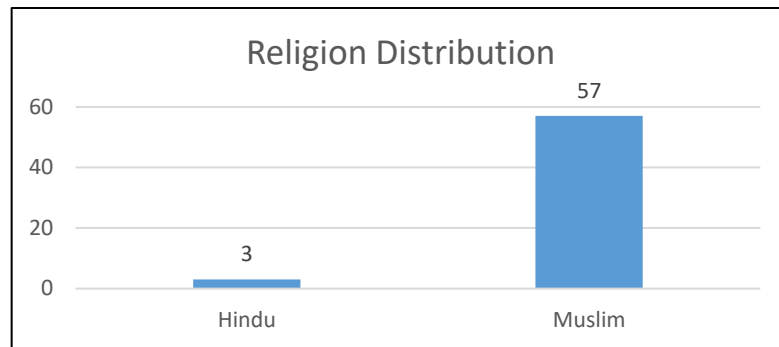
#### Age



*Figure 18 Age Distribution of the Responders*

Based on the survey response 20 members are of age group 16-25 years, 36 responders are from age range 26-35 years and rest 4 responders are from 36-45 years.

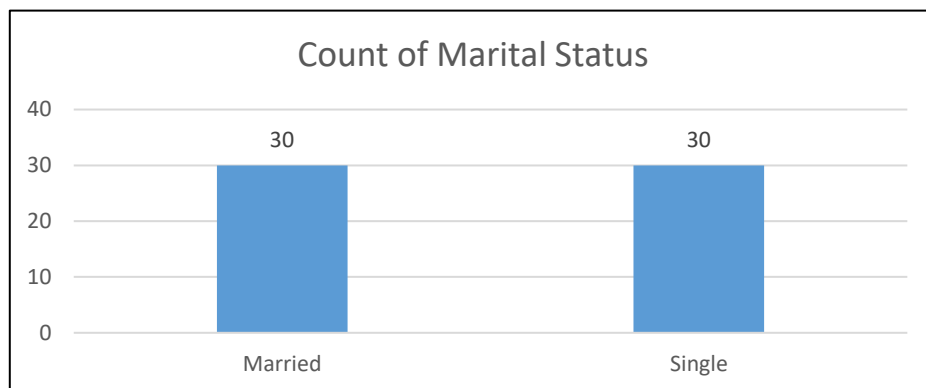
## Religion



*Figure 19 Religion Distribution of the Responders*

It can be seen that among the responders 57 people are Muslim while the remaining 3 members are of Hindu religion. It reflects that Aarong do explore diversity.

## Marital Status



*Figure 20 Marital Status of the Responders*

It can be seen from the data that there is fair number of employees in terms of single and married people. Aarong is very welcome to everyone in terms of marital status.

## Education

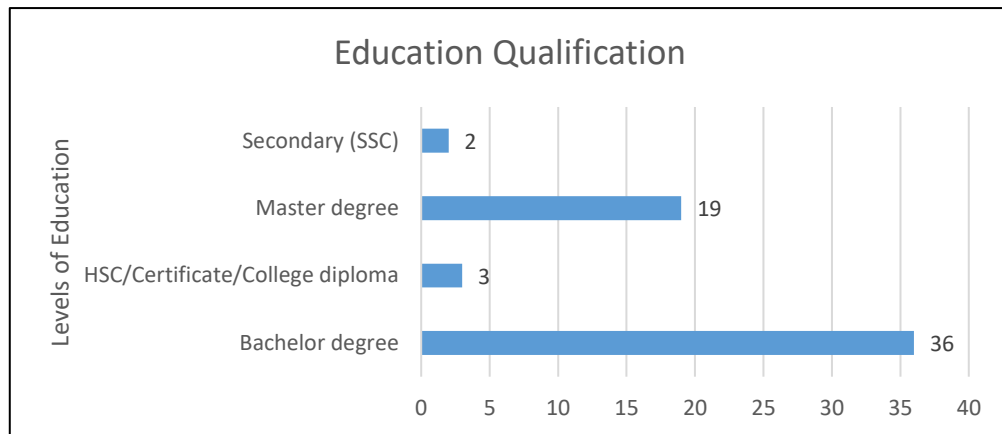


Figure 21 Education Qualification of the Responders

Among the responders 2 members have finished Secondary/SSC education they are likely to be on entry level employees such as Associates, 3 members have finished College diploma, HSC/Certificate education who are also likely to be in entry level position. 36 members have finished Bachelor's Degree who are most likely to be working in Aarong for at least 1 year. Lastly, 19 members have completed Master's Degree who is likely to hold mid-senior to senior level positions having experiences for at least 2 years.

## Total Experience

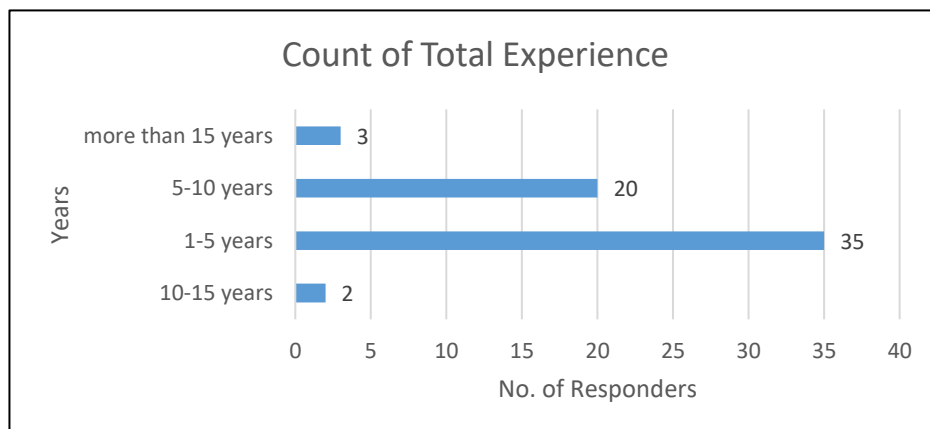


Figure 22 Total Work Experience of the Responders



We have asked the employees of Aarong regarding the total number of experiences they have attained over the years working in the corporate field. 35 members have responded to having work experience of 1-5 years, 20 members responded to have accumulated work experience from 5-10 years, while 2 members have responded to have work experience from 10-15 years. Lastly, 3 members have responded to have work experience a total of above 15 years.

### Total Experience in Aarong

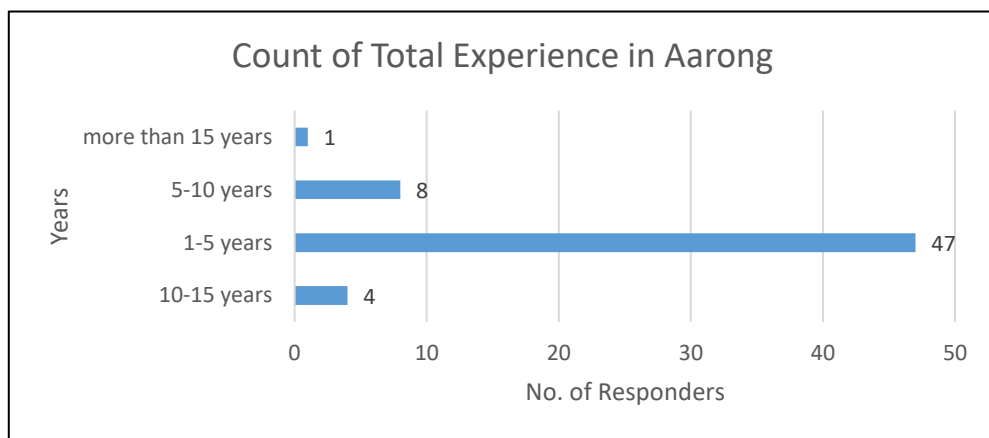


Figure 23 Total Work Experience of Responders in Aarong

We have asked the employees how long they have been working in Aarong. Among the responders we can see 47 of them have been working in Aarong for a span of 1-5 years they tend to on entry to officer level positions. While 8 members have responded to have been working there for 5-10 years who are mostly above officer level position. 4 members have mentioned they have been working in Aarong for 10-15 years, they are likely to be in senior level positions. Lastly, 1 member have been in Aarong for over 15 years. The distribution represents the employee loyalty Aarong have attained over the years by providing their respective members accordingly.

### 3.5.4 Reliability Analysis

The study's findings indicate 0.938, which is outstandingly higher than the required minimum dependability level of 0.6. We examine the features of the measuring scale and the components that make up the scale using reliability analysis. Numerous regularly used scale reliability measures are computed using the reliability analysis technique, which also offers data on the correlations between various scale items. One may assess inter-rater reliability using within-class correlation coefficients. An indicator of internal consistency is Cronbach's alpha. In other words, it demonstrates how closely interconnected a group of parts is. This serves as a gauge for the dependability of the scale. Alpha values that are "high" do not always indicate that the measure is one-dimensional. Having the value of  $\alpha$  between 0.6 and 0.7 suggests a reasonable degree of confidence, while a of 0.8 or higher indicates a very excellent level, according to a widely recognized guideline.

Cronbach's	N	of
Alpha	Items	
.938	18	

*Table 4 Reliability Statistics of the Latent Constructs*

### **3.5.5 Correlation Analysis**

The correlation coefficient, abbreviated r or R, measures how closely two variables are related. A statistical measure of correlation is the degree to which two variables are linearly connected, or if they change continuously. This is a general technique for explaining straightforward relationships without mentioning cause and effect. Any statistical association, whether or not there is a causal relationship between two random variables or bivariate data, is referred to as a correlation or dependency in statistics. Although the term "correlation" can be used to refer to

any sort of link, in statistics it is often used to define the degree of linear relationship between two variables. The factors' correlation reveals a starkly positive association.

In correlation analysis we try to find the relationship among the variables. In the current study tried to find the relationship among three dimensions of employee perceived support and two dimensions of employee service behavior.

<b>Correlations</b>						
		AOS	ASS	ACS	AIRSB	AERSB
AOS	Pearson Correlation	<b>1</b>	.547**	.425**	.440**	.261*
	Sig. (2-tailed)		.000	.001	.000	.044
	N	60	60	60	60	60
ASS	Pearson Correlation	.547**	<b>1</b>	.774**	.809**	.550**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	60	60	60	60	60
ACS	Pearson Correlation	.425**	.774**	<b>1</b>	.804**	.553**
	Sig. (2-tailed)	.001	.000		.000	.000
	N	60	60	60	60	60
AIRSB	Pearson Correlation	.440**	.809**	.804**	<b>1</b>	.642**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	60	60	60	60	60
AERSB	Pearson Correlation	.261*	.550**	.553**	.642**	<b>1</b>
	Sig. (2-tailed)	.044	.000	.000	.000	
	N	60	60	60	60	60
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Table 5 Correlation Analysis

### 3.5.6 Regression Analysis

Regression analysis is a trustworthy technique for locating factors that affect interest-related subjects. One may identify with confidence which elements are most crucial, which ones can be ignored, and how they interact by performing a regression. The outcome of impact is clearly significant in this investigation.

#### In-role service behavior

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 <sup>a</sup>	.733	.719	.69924

a. Predictors: (Constant), ACS, AOS, ASS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.059	.317		.186	.853
	AOS	-.005	.103	-.004	-.050	.960
	ASS	.526	.132	.469	3.981	.000
	ACS	.560	.138	.442	4.054	.000

a. Dependent Variable: AIRSB

By analyzing the two tables above we can interpret that representing 73% of data in relation to in-role service behavior both supervisor support and coworker support has a positive relationship as their t value is >1.64. In this study two dimensions of employee perceived organizational support found significant positive effect on employee in-role service behavior such as perceived

supervisors support on in-role service behavior (.469) and perceived co-workers support on in-role service behavior (.442). On the other hand, organizational support found insignificant influence on employee in-role service behavior.

**Extra-role service behavior**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 <sup>a</sup>	.345	.310	.88974

a. Predictors: (Constant), ACS, AOS, ASS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.845	.403		4.574	.000
	AOS	-.059	.131	-.058	-.449	.655
	ASS	.305	.168	.335	1.815	.075
	ACS	.327	.176	.318	1.863	.068

a. Dependent Variable: AERSB

Here also analyzing the above tables we can also interpret that representing 34.5% data in relation to extra-role services behavior both the variants supervisor support and coworker support have also a healthy positive relationship as their t value is >1.64. In this study two dimensions of employee perceived organizational support found significant positive effect on employee in-role service behavior such as perceived supervisors support on extra-role service behavior (.335) and perceived co-workers support on extra-role service behavior (.318). On the

other hand, organizational support found insignificant influence on employee extra-role service behavior.

### 3.6 Summary and Conclusions

To summarize in this report an explanation on analysis on how the employees of Aarong behave upon receiving various types of support during their work life. By working at Aarong it has been seen that the company and its employees explores a lot and tries to adopt various ways to support each other. The paper explains how effectively perceived support influences on employee service behavior leading to their performances. The report's main concept and its elements are briefly summarized in this last chapter, where the explanation and analysis have been done through both primary and secondary research as well imputing observation from personal experiences. The first portion of this chapter included a brief idea about Aarong. Various hypothesis explanation and relationships among the variants has also been explained with help of SPSS tool. Lastly, combinations of tables and figures have been provided to give a detailed idea regarding the company and report's main concept.

<b>Number</b>	<b>Hypotheses</b>	<b>Decision</b>
1a	Organizational support have positive influence on employee in-role service behavior	<b>Not Supported</b>
1b	Supervisors support have positive influence on employee in-role service behavior	Supported
1c	Co-workers support have positive influence on employee in-role service behavior	Supported
2a	Organizational support have positive influence on employee Extra-role service behavior	<b>Not Supported</b>
2b	Organizational support have positive influence on employee Extra-role service behavior	Supported

2c	Organizational support have positive influence on employee Extra-role service behavior	Supported
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*Table 6 Summary of Hypothesis*

### 3.7 Recommendations

Aarong at present has already or trying to adopt new method as a way to show their support to their employees which eventually contributes towards their organization production. As the report has been made with the help of primary, secondary data and personal experience attained through internship experience at Aarong the explanation has been provided based on the available knowledge and data. While Aarong is really a very established and popular brand among its customers. It is recommended that the company improves on certain areas found through personal observation and experience:

- **Improve their app and website performance:** The app requires constant update as glitches and bugs has been witnessed while trying to use it. The website is found comparatively slow which makes people at current fast network usage area to be impatient and frustrated.
- **Provide fast PC:** Various types of pc display is been used in the company based on department and specialties. Such as some people in e-commerce has very slow outdated pc while some have very fast working pcs. Ecommerce is a very dynamic department always need to be efficient to conduct proper sales and service.





# Appendix

## Appendix-A: Research Survey Questionnaire

The questionnaire involves 18 questions customized accordingly for the employee of Aarong as well as confidentiality of the responders have been maintained. The questions have a mixture of general and made-up question related to their corporate and personal experience.

<b>Part I: Section</b>
------------------------

This section is designed to measure your perceptions regarding the **organizational support** of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

<b>Perceived organizational support</b>						
1	My organization shows great concern for me.	1	2	3	4	5
2	My organization extends help to perform my job in the best way.	1	2	3	4	5
3	Help is available when I have a problem.	1	2	3	4	5
4	My organization takes pride in my success at work.	1	2	3	4	5
5	My organization cares about my opinion.	1	2	3	4	5

<b>Part 1: Section</b>
------------------------

This section is designed to measure your perceptions regarding the **Supervisors support** system in your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

<b>Perceived Supervisors support</b>						
1	My supervisor is aware of my career goal.	1	2	3	4	5
2	My supervisor recognizes me when I perform well.	1	2	3	4	5
3	My supervisor selects competent people for our team.	1	2	3	4	5
4	My supervisor supports my professional goal and achievement.	1	2	3	4	5

<b>Part I: Section</b>
------------------------

This section is designed to measure your perceptions regarding the **co-workers support** system of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

<b>Perceived co-workers Support</b>						
1	My co-workers are helpful for me.	1	2	3	4	5
2	My co-worker recognizes my contribution.	1	2	3	4	5
3	When I face problem my co-workers are ready to help.	1	2	3	4	5

<b>Part I: Section</b>
------------------------

This section is designed to measure your perceptions regarding the **In-role service behavior** of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

	<b>In-role service behavior</b>					
1	I perform all those tasks for customers that are required of him/her.	1	2	3	4	5
2	I help customers with those things which are required of him/her.	1	2	3	4	5
3	I fulfill responsibilities to customers as specified in the teller job description.	1	2	3	4	5

<b>Part I: Section</b>
------------------------

This section is designed to measure your perceptions regarding the **Extra-role service behavior** system of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

<b>Extra-role service behavior</b>						
1	I voluntarily assist customers even if it means going beyond job requirements.	1	2	3	4	5
2	I often go above and beyond the call of duty when serving customers.	1	2	3	4	5
3	I willingly go out of his/her way to make a customer satisfied.	1	2	3	4	5

**Part II**

**Background (demographic) information of the participants [Please tick (✓) the appropriate box]**

1	Gender	1.	Male	2.	Female	3.	
2	Age	1.	16-25 years	2.	26-35 years	3.	36-45 years
		4.	46-55 years	5.	56 years and above		
3	Religion	1.	Muslim	2.	Hindu	3.	Christian
		4.	Buddhist	5.	Others		
4	Marital status	1.	Single	2.	Married	3.	Divorced
		4.	Widowed				
5	Education	1.	Below Secondary	2.	Secondary (SSC)	3.	HSC/Certificate/College diploma
		4.	Bachelor degree	5.	Master degree	6.	PhD
		7.	Others				
7	Total Experience	1.	01 – 05 Years	2.	05 – 10 years		
		3.	10 – 15 Years	4.	More than 15 years		
8	Total Experience in Current Organization	1.	01 – 05 Years	2.	05 – 10 years		
		3.	10 – 15 Years	4.	More than 15 years		

Thank you for your participation and valuable time.

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