

“The role of employee engagement in escalating overall organizational performance - A study on Sajeeb Group”



Prepared by:
SK SHAHRIAR
ID: 111 182 079

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration

**Title of the report: “The role of employee engagement
in escalating overall organizational performance - A
study on Sajeeb Group”**

Submitted to:

Name: Mr. Jakowan

Designation: Assistant Professor, School of Business & Economics

Deputy Director, IQAC UIU

United International University

Submitted by:

Name: SK Shahriar

ID: 111 182 079

Major: Human Resource Management

Registration Trimester: 252 – Summer 2015



**School of Business and Economics
United International University**

Date of submission: 12 March 2026

Letter of Transmittal

Date: 12th March 2026

Mr. Jakowan

Assistant Professor
School of Business and Economics
United International University

Subject: Submission of Internship Report on “The Role of Employee Engagement in Escalating Overall Organizational Performance – A Study on Sajeeb Group”

Dear Sir,

With due respect, I would like to submit my Internship Report titled “*The Role of Employee Engagement in Escalating Overall Organizational Performance – A Study on Sajeeb Group*” as a compulsory requirement for the completion of the Bachelor of Business Administration (BBA) degree, majoring in Human Resource Management, at United International University.

This report is based on my three-month academic internship conducted at the Head Office HR Department of Sajeeb Group from 13 August 2025 to 25 November 2025. During this period, I was directly involved in recruitment, documentation, payroll support, HRIS operations, onboarding, and employee engagement-related activities. The study reflects both practical exposure and academic application of HRM concepts, particularly focusing on how employee engagement influences organizational performance in a large FMCG organization.

I have sincerely attempted to prepare this report with accuracy, clarity, and analytical depth by integrating theoretical knowledge with real organizational practices. I believe the findings and recommendations presented in this report will provide valuable insights into engagement strategies within the FMCG sector of Bangladesh.

I would like to express my sincere gratitude for your continuous guidance, support, and valuable feedback throughout the preparation of this report.

I respectfully submit this report for your kind evaluation.

Sincerely,



SK Shahriar

ID: 111 182 097
BBA (Major in HRM)
United International University

Certification of Similarity Index

Declaration of the Student

I hereby declare that the Internship Report titled “*Employee Engagement and Its Impact on Organizational Performance: A Study on Sajeeb Group*” has been prepared and submitted as a partial requirement for the completion of the Bachelor of Business Administration (BBA) degree under the School of Business and Economics, United International University.

This report is based on my practical experience gained during the academic internship course **INT 4399 (Academic Internship)**, registered for **Batch 252, Summer 2025**. The internship was completed at Sajeeb Group, Head Office HR Department.

I further declare that this report is entirely my own work and has not been submitted previously to any other university or institution for the award of any degree, diploma, or certificate. All sources of information used in this report have been properly acknowledged and cited in accordance with APA guidelines.

I accept full responsibility for the authenticity and accuracy of the information presented in this report.



SK Shahriar

ID: 111 182 097

BBA (Major in HRM)

United International University

Date: March 12, 2026

Corporate Evidence



Shezan Point (5th Floor), 2 Indira Road, Farmgate, Dhaka-1215
Phone : +88-02-58150237, +88-02-58150238, Mobile : +8801711 762999
Fax : +88-02-8124839, +88-02-9102465, E-mail : info@sajeebgroup.com.bd
Web : www.sajeebgroup.com.bd

Ref. No : SG/HRM/1419/2025
Date : August 13, 2025.

Code: 15720

S.K. Shahriar

Father: Nazmul Huda Shamim

Mother: Maya Begum

Village: Gopibag, Post Office: Shantinagar - 1217

Police Station: Motijheel, District: Dhaka.

Letter of Appointment (Internship)

Dear Mr. S.K. Shahriar

We are pleased to offer you an opportunity to work as an **Intern** in the **Human Resources Department** of **Sajeeb Group**. This internship is designed to provide you with valuable exposure and hands-on experience in HR functions within a professional work environment.

Terms of Internship:

1. **Position Title:** Intern - HRM
2. **Internship Duration:** Three (03) months, starting from 13th August 2025 to 12th November 2025.
3. **Stipend:** You will receive a monthly stipend of **BDT 10,000** (inclusive of all allowances) along with subsidized lunch during the internship period.
4. **Working Hours:** As per company policy, you are expected to maintain regular office hours from **9:30 AM to 6:00 PM**, Saturday to Thursday.
5. **Reporting Authority:** You will directly report to **Sr. Manager-HRM**
6. **Learning Scope:** During the internship, you will be exposed to HR functions including Recruitment & Selection, Employee Engagement, HR Operations, HRIS, and Compliance.
7. **Confidentiality:** You are required to maintain confidentiality of all company information, data, and processes that you may have access to during your internship.
8. **Code of Conduct:** You are expected to follow all company policies, rules, and regulations during your internship tenure.
9. **Termination:** The internship may be terminated by either party with prior notice of 07 (seven) days.

We believe this internship will be a valuable learning experience for you, and we look forward to your active contribution to our HR Department.

Please sign and return a copy of this letter as a token of your acceptance.

With best regards,

Head of the Department - HRM
Sajeeb Group

I have read, understood and accepted the above-mentioned terms & conditions of my internship with the company.

Signature

S.K. Shahriar

Date: 14/08/25

Ref. No: SG/HRM/1519/2025
Date : November 26, 2025.

Code: 15720

SK Shahriar

Father: Nazmul Huda Shamim

Mother: Maya Begum

Village: Gopibag, Post Office: Shantinagar - 1217

Police Station: Motijheel, District: Dhaka

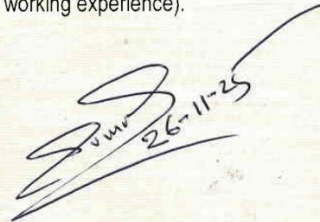
Letter of Appointment

Dear SK Shahriar,

With reference to your application and subsequent interview, the Management is pleased to appoint you as the **Executive** in the **Human Resource Management** department under **Sajeeb Group** on the following terms and conditions:

1. You will join by November 26, 2025.
2. You will be reporting to the **Sr. Manager - HRM**.
3. You will receive a consolidated salary of **BDT 20000/- (Twenty Thousand Only)** per month and other facilities as per company policy. Please note that individual Salary & benefits should be treated with strict confidentiality. Disclosure of salary & benefits to others is prohibited and against the norms of the company.
4. Income tax (if applicable) will be deducted at source as per prevailing Income Tax Law of Bangladesh and you will be responsible for submission of your Annual Income Tax Return.
5. You will be on an initial "Probation Period" of 06(Six) months. And upon successful completion of Probation Period, you will be confirmed in your position. In case of unsatisfactory performance, your services may be discontinued as deemed appropriate by the management.
6. Your service during probation period may be terminated by either side by serving 15 (fifteen) days prior notice in writing or paying 15 (fifteen) days salary in lieu of such notice. Your service after confirmation may also be terminated by either side by serving 30 (thirty) days prior notice in writing or paying 30 (thirty) days salary in lieu of such notice. However, in case of misconduct or violation of Company's rules and regulations by you, the management reserves the right to dismiss you from service without any prior notice in writing or paying any compensation in lieu of such notice during probation as well as after confirmation of job.
7. You will maintain strict confidentiality & secrecy of all company information and will not divulge the same to any others during the tenure of your service with the company and even after job separation.
8. At the time of joining, you will be required to:
 - a. Submit release order / acceptance of resignation letter from your immediate past employer (If you have claimed for having previous working experience).

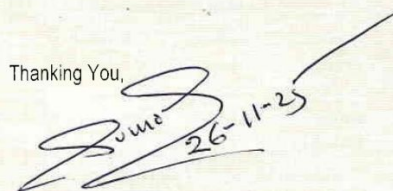

26.11.25


26-11-25

9. Your working hours will be according to the office hours fixed by the Management from time to time. Timely and regular attendance will be considered as an important parameter for performance evaluation.
10. You will be required to notify your reporting supervisor through any means about absences due to medical or unavoidable reasons on the day of the absence, as soon as possible. Any such absence shall have to be regularized within three working days of your resuming office.
11. It is assumed that all the information & certificates which you have provided & mentioned in your resume are all correct and genuine. After your joining if any information is found fake/ manipulated/ untrue, the management reserves the right to terminate your service without any prior notice in writing or paying any compensation in lieu of such notice during probation as well as after confirmation of job.
12. Your employment with the company will be governed & regulated as per **existing service rules & regulations of the company** which may be changed /amended from time to time.
13. You are requested to report to **Sr. Manager - HRM** at 9.30 AM for joining and orientation on the date of joining.

If the above terms & conditions are acceptable to you, please sign the duplicate copy of this letter as a token of your acceptance and return to the undersigned.

Thanking You,



Head of Department - HRM
Sajeeb Group

I have read, understood and accepted the above-mentioned terms & conditions of my employment with the company.



Signature
SK Shahrar

Date: 26 / 11 / 25



Acknowledgement

I would like to express my sincere gratitude to all those who contributed to the successful completion of my Internship Report titled *“The Role of Employee Engagement in Escalating Overall Organizational Performance – A Study on Sajeeb Group.”* This report was prepared as a mandatory requirement for the completion of my BBA degree in Human Resource Management at United International University.

First and foremost, I am deeply grateful to my respected faculty supervisor, **Mr. Jakowan**, Assistant Professor, School of Business and Economics, United International University, for his valuable guidance, constructive feedback, and continuous encouragement throughout the preparation of this report. His academic direction helped me refine my analysis and present the findings in a structured and professional manner.

I would also like to extend my sincere appreciation to the management of Sajeeb Group, especially the HR Department at the Head Office, for providing me with the opportunity to complete my internship in a practical and dynamic environment. Special thanks to the HR Senior Manager and colleagues for their guidance, cooperation, and support in allowing me to gain hands-on experience in recruitment, payroll support, documentation, HRIS management, and employee engagement activities.

Furthermore, I am thankful to my colleagues and organizational mentors whose practical insights and operational support significantly enriched my learning experience. Their professional guidance allowed me to understand the real challenges and responsibilities of modern HR practices.

Lastly, I would like to express my heartfelt gratitude to my family and well-wishers for their continuous encouragement and support throughout my academic journey.

Executive Summary

This report titled **“The Role of Employee Engagement in Escalating Overall Organizational Performance – A Study on Sajeeb Group”** has been prepared as a partial requirement for the completion of the Bachelor of Business Administration (BBA), majoring in Human Resource Management at United International University. The academic internship was conducted at the Head Office Human Resources Department of Sajeeb Group from 13 August 2025 to 25 November 2025. Following the internship, the intern was appointed as an HR Executive from 26 November 2025, which further strengthened practical and strategic exposure to HR operations.

Sajeeb Group is one of the prominent conglomerates in Bangladesh, particularly strong in the Fast-Moving Consumer Goods (FMCG) industry, with more than 2,600 employees across corporate offices, factories, and field operations. In such a labor-intensive and performance-driven environment, employee engagement plays a vital role in ensuring productivity, operational efficiency, and employee retention.

The main objective of this report is to analyze how employee engagement contributes to overall organizational performance at Sajeeb Group. The study combines academic HR theories with practical workplace observations gained during the internship. Direct involvement in recruitment and selection, onboarding, HR documentation, payroll support, and ERP-based HRIS operations provided comprehensive understanding of how HR functions influence business outcomes.

To support the analysis, a structured survey was conducted among 40 employees, including 20 corporate staff, 10 sales and field force employees, and 10 factory workers. The research followed a descriptive quantitative design using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire focused on two areas: core employee engagement variables and the perceived relationship between engagement and performance.

Findings indicate that overall engagement at Sajeeb Group is moderate but has scope for improvement. Supervisor communication and HR supportiveness received relatively higher mean scores, reflecting positive managerial interaction. However, career growth clarity and workload manageability showed comparatively lower scores, indicating uncertainty regarding promotion pathways and performance pressure in certain departments. Recognition practices were perceived as moderately effective but not fully structured.

Employees strongly acknowledged that engagement directly impacts performance. Responses confirmed that motivation increases productivity, recognition enhances performance, delayed payroll reduces efficiency, and clear career growth opportunities improve retention. These results validate the strategic importance of engagement in driving organizational success within the FMCG sector.

Based on the findings, the report recommends implementing formal engagement surveys, introducing structured reward and recognition systems, clarifying career progression policies, increasing HR manpower, and ensuring full HRIS automation.

In conclusion, the study demonstrates that employee engagement is a strategic driver of organizational performance. Strengthening engagement initiatives at Sajeeb Group will enhance productivity, retention, and long-term sustainability in a competitive business environment.

Table of Contents

Letter of Transmittal	3
Certification of Similarity Index.....	4
Declaration of the Student.....	5
Corporate Evidence.....	6
Acknowledgement	9
Executive Summary.....	10
List of Figures	14
CHAPTER 1: INTRODUCTION	15
1.1 Background of the Report.....	15
1.2 Objectives of the Report	15
1.3 Rationale of the Report.....	16
1.4 Scope and Limitations of the Report	16
1.4.1 Scope of the Report	16
1.4.2 Limitations of the Report	17
1.5 Definition of Key Terms	17
CHAPTER 2: COMPANY AND INDUSTRY PROFILE.....	18
2.1 Company Analysis	18
2.1.1 Overview and History.....	18
2.1.2 Trend and Growth.....	22
2.1.3 Product / Service / Customer mix	22
2.1.4 Company Operations / Activity.....	22
2.1.5 SWOT Analysis.....	23
2.2 Industry Analysis	23
2.2.1 Specification of the Industry	23
2.2.2 Size, Trend, and Maturity of the Industry	23
2.2.3 Industry SWOT Analysis	24
CHAPTER 3: INTERNSHIP EXPERIENCE	25
3.1 Internship Position, Duties, and Responsibilities.....	25
3.2 Core HR Responsibilities	26
3.2.1 Recruitment and Selection.....	26
3.2.2 Training, Development, and Onboarding	27

3.2.3 HR Documentation and HRIS Exposure.....	28
3.2.4 Payroll Support.....	28
3.3 Employee Engagement Practices	28
3.4 Contribution to the Organization.....	29
3.5 Challenges and Learning Experience.....	30
3.6 Skills Applied and Developed	30
3.7 Evaluation	31
CHAPTER 4: Findings & Analysis.....	32
4.1 Analyzing of all the survey data based on employee engagement & it's impact on overall organizational performance	32
4.1.1 Research Methodology Overview.....	32
4.1.2 Analysis of Engagement Variables	33
4.1.3 Analysis of Engagement–Performance Linkage	35
4.1.4 Integrated Analytical Discussion	36
4.1.5 Conceptual Framework Interpretation	37
4.2 List of all the findings from the analysis	38
4.2.1 Visual Representation of the overall employee survey analysis.	38
4.2.2 Summary Charts Supporting the Findings	44
4.2.3 Perceived Weak Engagement Dimensions.....	45
CHAPTER 5: Conclusion and Recommendation	46
5.1 Conclusion	46
5.2 Recommendation	47
Reference	49
Appendix-A:	50
Survey Questionnaire.....	50
Section 1: Employee Engagement Variables.....	50
Section 2: Engagement–Performance Relationship Variables.....	50

List of Figures

Figure Number	Details	Page Number
Figure 1	Sajeeb Group – Head Office (Shezan Point) at Farmgate, Dhaka.	4
Figure 2	Hashem Foods Ltd. Factory at Narayanganj, Dhaka.	4
Figure 3	Hashem Flour Mills Ltd. Factory at Narayanganj, Dhaka.	5
Figure 4	Maximum Fitness Gym at Farmgate, Dhaka.	5
Figure 5	Sajeeb Homes at Farmgate, Dhaka.	6
Figure 6	Hiroshi Ramen Restaurant at Gulshan, Dhaka.	6
Figure 7	Linexis IT Institute at Farmgate, Dhaka.	7
Figure 8	Receiving flowers after completion of academic internship program and job confirmation as Executive.	11
Figure 9	Interview session for Accounts Department – Assistant Manager.	12
Figure 10	Onboarding of a new employee – Sales Department.	13
Figure 11	Corporate Futsal Tournament participation with Sajeeb Group team.	15
Figure 12	Input of employee data at ERP System to maintain HRIS.	16
Figure 13	Bank Forwarding Letter for employee to create salary account.	16
Figure 14	Analysis of impact on overall Engagement Variables.	20
Figure 15	Analysis of impact on overall Engagement-Performance Linkage.	21
Figure 16	Key Employee Engagement Drivers.	23
Figure 17	Distribution of responses for Question 1.	24
Figure 18	Distribution of responses for Question 2.	25
Figure 19	Distribution of responses for Question 3.	25
Figure 20	Distribution of responses for Question 4.	26
Figure 21	Distribution of responses for Question 5.	26
Figure 22	Distribution of responses for Question 6.	27
Figure 23	Distribution of responses for Question 7.	27
Figure 24	Distribution of responses for Question 8.	28
Figure 25	Distribution of responses for Question 9.	28
Figure 26	Distribution of responses for Question 10.	29
Figure 27	Distribution of responses for Question 11.	29
Figure 28	Distribution of responses for Question 12.	30
Figure 29	Key employee engagement drivers identified from survey responses.	31
Figure 30	Engagement dimensions perceived as comparatively weaker by employees.	31

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

Internship is an integral and compulsory component of the Bachelor of Business Administration (BBA) program at United International University (UIU). The primary purpose of this academic internship is to bridge the gap between theoretical knowledge and practical application by allowing students to gain real-world exposure in a professional organizational setting. As a Human Resource Management (HRM) major, the internship enables students to observe, participate in, and analyze real HR practices within an organization, thereby enhancing professional competence and employability.

This report has been prepared as a partial requirement for the completion of the BBA degree under the HRM major. The internship was conducted at **Sajeeb Group**, one of the leading conglomerates in Bangladesh, particularly prominent in the Fast-Moving Consumer Goods (FMCG) sector, with a strong focus on food and beverage manufacturing. The organization employs approximately **2600 employees** across its head office, factories, and field operations, making it a suitable environment for studying human resource practices at large scale.

The internship period was flexible in nature and spanned from **August 13, 2025 to November 25, 2025**, during which the intern was placed in the **Human Resources Department at the Head Office**. Following the successful completion of the internship, the intern continued professional engagement with the organization as an **HR Executive from November 26, 2025 onwards**, which further strengthened practical understanding of HR operations.

This report focuses on examining the **role of employee engagement in escalating overall organizational performance**, with specific reference to Sajeeb Group. Employee engagement has emerged as a critical determinant of productivity, employee retention, job satisfaction, and long-term organizational sustainability. Given the labor-intensive nature of the FMCG industry, understanding engagement practices is particularly relevant for organizations such as Sajeeb Group.

1.2 Objectives of the Report

The primary objectives of this study come from combining both **academic learning goals** and **real-world HR experience** to make sure that the analysis is thorough and balanced. The report has the following specific goals:

1. To learn about Sajeeb Group's broad business operations and how the company is set up.
2. To look at the idea of employee engagement from both a theoretical and a practical point of view.
3. To look at how Sajeeb Group already gets its employees involved.

4. To find out how employee involvement affects the performance of the whole organization.
5. To find problems and gaps in present engagement efforts.
6. To connect HRM theory on how to keep employees engaged with real-life HR practices seen during the internship.
7. To give Sajeeb Group useful and realistic suggestions for getting employees more involved.

1.3 Rationale of the Report

Employee engagement is very important for the success of a business, especially for big companies in very competitive fields like FMCG. Employees that are engaged are more likely to be committed, productive, happy with their jobs, and in line with the aims of the firm. On the other hand, disengagement can cause people to miss work, leave their jobs, and become less productive, which can hurt the performance of the business as a whole.

At Sajeeb Group, there are a number of official ways to get employees involved, such as employee surveys, Key Performance Indicators (KPIs) related to performance, and structured feedback sessions. These tools let us learn about how employees feel, what motivates them, and what problems they face at work. During the internship, it was noted that employee engagement has a direct and substantial effect on performance results, particularly in domains such as productivity, collaboration, compliance, and employee retention.

However, even though there were established ways for people to get involved, several gaps and areas for development were still found. Some of these are too much work, not enough HR staff, and the need for more organized engagement programs for all types of employees. This paper is very important since it attempts to critically look at the current engagement methods and find ways to improve them, which will help the area of HRM both in theory and in practice.

1.4 Scope and Limitations of the Report

1.4.1 Scope of the Report

This study covers a lot of topics; however, it mostly focuses on the **Human Resources Department of Sajeeb Group**. The intern received a lot of access to HR-related information during the program, including as:

- Personnel files of employees
- HR documentation and records
- ERP system data
- Payroll-related support information
- Recruitment and onboarding records

- Information related to both head office and field-level employees

This wide access made it possible to learn a lot about how to keep employees engaged at all levels of the business. The research talks about how engaged employees are when it comes to hiring, onboarding, communication, motivation and recognition activities, and all of HR's other duties.

1.4.2 Limitations of the Report

The report has some limitations, even though it covers a lot of ground:

1. **Time constraints:** The internship was short and there was a lot of work to do, so there wasn't much time for long-term observation and in-depth analysis.
2. **Workload pressure:** The HR department only had three HR professionals and one Senior HR Manager on staff, which often meant that operational priorities took a lot of time.
3. **Confidentiality concerns:** Some private information couldn't be included in detail to protect the privacy of the company.
4. **Single-organization focus:** The results are based on one organization and may not apply to all sectors.

1.5 Definition of Key Terms

In the context of Sajeeb Group's HR procedures, the following important words are specified for this report:

- **Employee Engagement:** The level of emotional, cognitive, and behavioral commitment employees shows to their work and the company, as shown by their motivation, performance, and loyalty.
- **Organizational Performance:** The organization's overall success in reaching its strategic and operational goals, as shown by productivity, quality, profitability, and staff retention.
- **Human Resource Management (HRM):** The strategy way to manage people to reach company goals through hiring, training, performance management, pay, and employee relations.
- **Key Performance Indicators (KPIs):** Sajeeb Group uses these measurable standards to judge how well employees are doing and how well the company is doing as a whole.
- **Onboarding:** is the planned process of bringing new employees into the company through orientation, training, and socializing.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

Sajeeb Group is one of the biggest and most diverse corporate groups in Bangladesh. It is especially powerful in the food and drink manufacturing section of the Fast-Moving Consumer Goods (FMCG) sector. **Md. Abul Hashem**, who is now the Chairman and Managing Director of the Group, started the business in 1982. Sajeeb Group has always been strongly linked to the manufacture and distribution of food and drinks. This became the company's main strength over time.

The Group's first steps were to process meals and drinks. As Sajeeb Group grew and the market changed, it branched out into other areas, such as flour milling, agro-processing, fitness services, and restaurants. FMCG, especially processed food and drinks, is still the Group's main source of income, even if it has diversified. Today, Sajeeb Group is a large company that does a lot of different things, but its main focus is on fast-moving consumer goods (FMCG). It sells to both domestic and foreign markets.



Figure 1: Sajeeb Group – Head Office (Shezan Point) at Farmgate, Dhaka.



Figure 2: Hashem Foods Ltd. Factory at Narayanganj, Dhaka.



Figure 3: Hashem Flour Mills Ltd. Factory at Narayanganj, Dhaka.



Figure 4: Maximum Fitness Gym at Farmgate, Dhaka.



Figure 5: Sajeed Homes at Farmgate, Dhaka.



Figure 6: Hiroshi Ramen Restaurant at Gulshan, Dhaka.

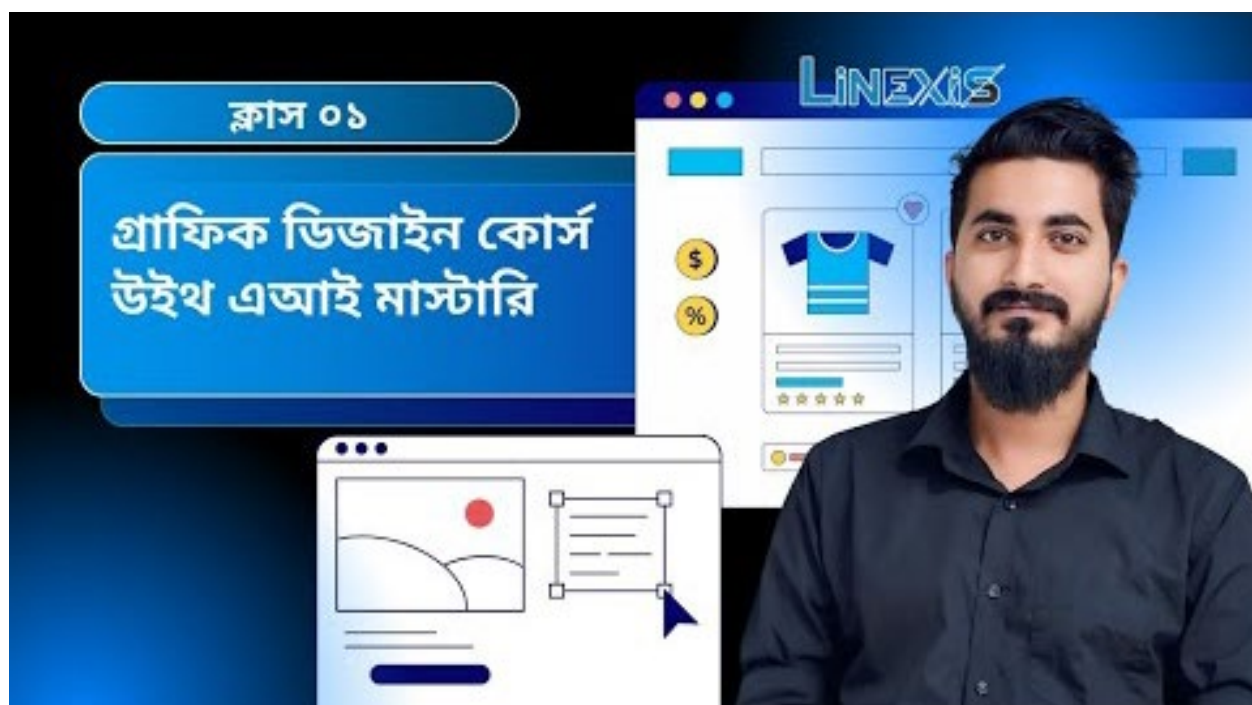


Figure 7: Linexis IT Institute at Farmgate, Dhaka.

2.1.2 Trend and Growth

Sajeeb Group's growth has mostly been steady over the years, with some ups and downs. In 2021, **a huge fire at the Hashem Foods Limited facility was one of the biggest problems** the company faced as it grew. This event produced problems with operations and put a strain on finances, which slowed down the organization's growth for a short time. But the Group showed strength by keeping things going and slowly bringing company activities back to normal.

The number of employees has gradually grown over time, which is a sign of the company's growth and the size of its operations. Sajeeb Group currently has about **2,600 active people working** in its main office, factories, and field activities. In recent years, growth has been especially clear in terms of **product variety and market penetration**. The company now offers a wider range of FMCG items and is more present in both domestic and foreign markets.

2.1.3 Product / Service / Customer mix

Sajeeb Group offers a diverse range of FMCG products, primarily focused on food and beverage items. There is a total of 163 products of Food and Beverages. The major product categories include:

- **Shezan Juice**
- **Kolson Macaroni**
- **Sajeeb Bhushi**
- **Sajeeb Flour**
- **Sajeeb Lassi**
- Imported products such as **Nocilla** from Spain

The Group has a lot of customers and uses a lot of different ways to get its products to them. Its main customers are end users. Products are sent to **retail chains**, sold to export **purchasers in overseas marketplaces**, and sent to **distributors and wholesalers**. Sajeeb Group works in both the domestic and foreign sectors, which greatly increases its **brand visibility and market reach**.

2.1.4 Company Operations / Activity

The **Head Office of Sajeeb Group is located at Farmgate, Dhaka**, from where strategic, administrative, and HR operations are centrally managed. The Group operates multiple manufacturing facilities across Bangladesh, including:

- **Hashem Foods Limited and Hashem Flour Mills Limited** located in Narayanganj

- **Hashem Agro Processing Limited** located in Rajshahi

Human Resource Management follows a **centralized model**, with the HR Department at the Head Office overseeing recruitment, payroll, performance management, employee relations, and compliance for both office-based and field-level employees.

Sajeeb Group has a hybrid HR system that uses both an **ERP-based HRIS** and **manual paperwork** and **data entry in Excel**. Some of the main HR tasks that are done in-house are **hiring, payroll processing, performance management, employee relations, and following labor laws**. This consolidated and integrated operating structure makes it possible for all parts of the business to follow the same HR rules.

1.2.5 SWOT Analysis

Strengths:

- A lot of brand value in the food and drink industry.
- A wide market reach in both domestic and foreign markets.
- Strong export sales that help the company make money in many ways.

Weaknesses:

- Manpower shortage within the HR department
- High workload pressure on HR professionals
- Significant financial obligations resulting from the 2021 factory fire incident.

2.2 Industry Analysis

2.2.1 Specification of the Industry

The Sajeeb Group mostly works in the food and beverage manufacturing industry. High manufacturing volume, quick inventory turnover, large distribution networks, and fierce competition are all hallmarks of this industry. Many local and international companies are fighting for market share in Bangladesh's FMCG food business, which is thought to be very competitive.

2.2.2 Size, Trend, and Maturity of the Industry

Right now, the FMCG food and drink business in Bangladesh is developing. This growth is due to things like more people moving to cities, more people living in cities, changing consumer lifestyles, and more people wanting packaged and branded food. The business has also grown faster because companies are moving into rural regions and using digital transformation strategies including digital marketing, online ordering, and automated distribution systems.

2.2.3 Industry SWOT Analysis

Opportunities:

- Bangladeshi FMCG products are becoming more popular in export markets.
- Growth through online and digital sales platforms.

Threats:

- Sustained Long-term inflation affecting the costs of making and shipping goods.
- Political and economic uncertainty that makes it hard for businesses to keep going.

Technological Factors:

- Automating the sales process to make it more efficient and cover more of the market.
- Using cloud-based HRIS and ERP technologies to improve the efficacy of HR and operations

Employee engagement is very important in the FMCG industry. Because the sector relies on a huge, high-pressure field force, employees who aren't engaged might cause stock-outs, loss of retail shelf space, and high staff turnover. In the fast-moving consumer goods (FMCG) industry, **turnover costs** can be as **high as 30% to 60% every year**, which has a direct impact on daily sales and the overall performance of the company.

CHAPTER 3: INTERNSHIP EXPERIENCE

3.1 Internship Position, Duties, and Responsibilities

The intern performed duties in the Sajeeb Group's Head Office HR Department, where they were formally named an HR Intern on August 13, 2025. After finishing the three-month academic internship, the intern was offered a permanent job as an HR Executive on November 26, 2025. This showed that the company trusted the intern and recognized their good work. The employee code was 15720, and the worker is still working for the company.

The intern worked under close supervision and reported directly to the HR Senior Manager, Md. Sumon Khan. As the internship went on, the intern also had to take care of their own tasks. The internship took place during regular office hours, from 9:30 AM to 6:00 PM, Saturday through Thursday. The average work day was 9 hours long. This full-time job gave the intern a lot of experience with how HR works every day and how strategic decisions are made.

From the start, the intern was given important HR tasks to do instead of just watching and learning. This hands-on experience gave me a full grasp of how the HR department helps employees get involved and the company do well.



Figure 8: Receiving flowers from Head of HR, Sales and Supply Chain departments after completion of academic internship program and job confirmation as an Executive (26th November 2025).

3.2 Core HR Responsibilities

3.2.1 Recruitment and Selection

The intern was involved in every step of the hiring process, from requesting new employees to onboarding them. Job posting on digital platforms, CV screening, candidate shortlisting, interview scheduling, interview participation, reference checking, offer letter preparation, and completion of joining formalities were all part of the recruitment process.

The intern helped with hiring and also wrote appointment letters, entered employee information into the ERP system and MS Excel, and helped with salary preparation throughout payroll cycles. The recruitment process included permanent, contractual, and part-time workers, which shows how Sajeeb Group needs a wide range of workers.

The intern also did the hiring for a number of positions on their own, such as Sales Officers, Sales Promotion Officers (Modern Trade), Waiters and Cashiers at Hiroshi Ramen Restaurant, and other operational responsibilities. This direct involvement cut down on the time it took to hire new employees by a lot and helped the firm run smoothly, especially in sales-driven roles.



Figure 9: Interview session for Accounts Department – Assistant Manager (October 15, 2025).

3.2.2 Training, Development, and Onboarding

Sajeel Group didn't have a defined onboarding program at the start of the internship. But during the internship, the HR department started a formal onboarding program that involved giving new staff flowers, diaries, and pens. New employees usually started on the 10th or 18th of each month, with an average of eight people starting each time.

The intern helped and watched onboarding processes like orientation classes, HR policy briefings, explaining attendance requirements, probation procedures, resignation protocols, and employee benefits. The intern also helped with making ID cards, creating personnel files, and entering data into the ERP system, which made it easier for new employees to become used to their jobs.

During the internship, trainees learned how to utilize MS Excel and ERP systems for internal users and sales software for field staff. At Sajeel Group, training was a mix of scheduled workshops and informal, on-the-job learning. This helped staff quickly adjust to the needs of the business.



Figure 10: Onboarding of a new employee – Sales Department (October 26, 2025).

3.2.3 HR Documentation and HRIS Exposure

A big part of the internship was doing HR paperwork. The intern dealt directly with a lot of different types of documents, such as approval letters, offer letters, appointment letters, joining reports, ID cards, personnel files, resignation files, inter-office memos (IOM), leave files, transfer letters, disciplinary letters, warning notices, and show-cause letters.

The intern used the company's ERP-based HRIS a lot to handle employee profiles, attendance records, wage information, leave records, and transfer information. Sajeeb Group uses a mix of digital and paper records for their documentation. The intern was in charge of keeping employee files in the right order using employee codes. This meant making sure the data was accurate, private, and easy to find.

This exposure made the administration more accurate and showed how important it is to keep accurate records in order to keep employees' trust and interest.

3.2.4 Payroll Support

Payroll support was a critical learning area during the internship. The intern helped get the payroll ready by reviewing attendance records, supporting overtime (OT) records, and making sure that all the information was correct before it was sent in. Sajeeb Group processes payroll once a month, and it usually takes 6 to 7 working days to finish for all of the group's concerns.

After being confirmed as an HR Executive, the intern took care of payroll for Maximum Fitness Gym, one of the group's businesses, on their own. This showed that they were more responsible and skilled at their job.

It was noted that delays in payroll, especially in circumstances of ultimate settlement, could often hurt employee morale and involvement. In some cases, delays of two to three weeks made employees who had quit angry, showing how closely payroll efficiency and employee happiness are linked.

3.3 Employee Engagement Practices

It was clear that employee engagement was a top priority for Sajeeb Group's HR department. Regular contact between employees and their supervisors, recognition programs (both formal and informal), feedback sessions, and engagement surveys were all part of engagement practices.

There were engagement questionnaires every now and then, and after the six-month probation

term, there were also job confirmation exams when more feedback was gathered. HR got feedback from employees through direct conversations, reports from supervisors, and organized questionnaires. Based on what I saw, the general level of employee involvement was average. Even if employees were committed to operational goals, things like high workloads, a lack of HR staff, and delays in settlements often made them less engaged.

Even with these problems, engagement programs helped keep employees and improve their performance, especially in high-pressure FMCG jobs where stability is very important.

3.4 Contribution to the Organization

The intern provided a number of real improvements to the HR department, such as speeding up the hiring process, making sure that paperwork was accurate, helping with high-volume hiring, and making sure that payroll deadlines were met. One important thing that was done was to make a separate Facebook page called "Sajeeb HR" that was utilized to post job openings and draw in more candidates.

The intern's work made HR's job a lot easier by speeding up the hiring, paperwork, and data entry processes. Several activities were done on their own, such as making job circulars, posting jobs online, screening candidates, and finishing the hiring procedure for restaurant, sales, and modern trade employees.



Figure 11: Participated in Corporate Futsal Tournament as the captain of the team with seniors and mentors of Sajeeb Group - Head Office (9th November 2025).

3.5 Challenges and Learning Experience

One of the biggest problems during the internship was not knowing what your position was, especially at the beginning when it wasn't clear what was expected of you each day. It was also hard to get used to complicated HR systems, internal rules, and organizational structures in a short amount of time.

Sometimes, a lot of job pressure made HR less efficient, which meant more chances for data entry mistakes and fewer chances for employee involvement programs. There were also ethical problems, especially when it came to keeping sensitive employee information private and possible prejudice in hiring or performance reviews. These events made me realize how important it is to follow ethical HR practices and keep data private.

3.6 Skills Applied and Developed

The internship let me use what I learned in school about HR topics like hiring and firing, keeping employees happy, keeping records, and following basic labor laws. During the internship, I learned how to communicate professionally, handle private information, manage my time, use ERP software, and solve problems.

The internship was very important in getting the intern ready for the present HR Executive job because it connected theory to reality. The intern learned how to think like a business person by doing things like recruitment, HRIS, payroll, compliance, and employee relations. This made them a more professional HR practitioner.

The screenshot displays the 'Employee Basic Info' form within the Sajeed Group HRM system. The interface includes a sidebar with navigation options like 'Start Information', 'Basic Info', 'Essential Info', 'Education', 'Course/Diploma', 'Experience', 'Training', 'Transfer', 'Promotion', 'Demotion', 'Increment', 'Admin Action', and 'PF Check List'. The main form area contains various input fields for employee details, organized into two columns. At the top right, there is a search bar for 'Employee Identification Number' with the value '15799' and a 'Find' button. Below the form, there are buttons for 'Update', 'Cancel', 'Show All', and 'Delete'. A status bar at the bottom indicates 'Data Successfully Saved' and provides a 'Report' link.

Employee Basic Info	
Code :	15799
Name :	Md. Mizanur Rahman
Father's Name :	Md. Tarikul Rahman
Mother's Name :	Mst. Neelbanu Begum
Designation :	Manager
Date of Birth :	1993-01-01
Place of Birth (District) :	
Service Length :	0 Year, 3 mon
Joining Date :	2025-11-26
Confirm Duration :	6 Month
Extended Upto :	
Confirm Date :	2026-03-03
Gender :	Male
Religion :	Islam
Permanent Add :	Village: Munshi Para, PO: Kauni
Present Add :	
Office Mobile : (88)	
Personal Phone :	01700633409
E-mail :	
Organization :	Hashem Foods Limited
Department :	Mechanical
Section :	
Region :	
Zone :	
Area :	
Group :	
Sales Grade :	
Dealer Code :	0
Due Confirm Date :	2026-05-26
Confirm Type :	ACR
Edu Qualification :	B Sc
Marital Status :	
Nationality :	Bangladeshi
Area of expertise :	
Institutes :	
Present file Status :	
Job Location :	HFL Factory
Job Status :	In Service
Resign Type :	
Resign Date :	

Figure 12: Input of employee data at ERP System to maintain HRIS.

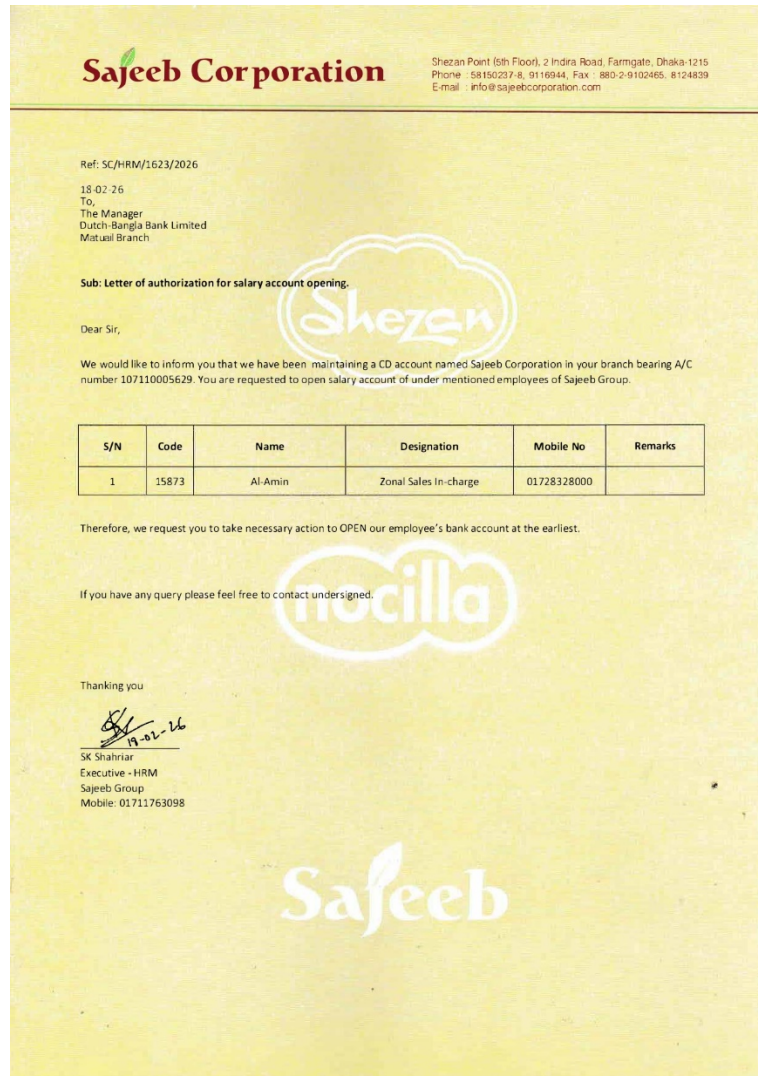


Figure 13: Bank Forwarding Letter for employee to create salary account.

3.7 Evaluation

The intern thought their performance during the internship was good, based on how well they finished tasks, what they learned, and comments from the business. People also thought the HR department did a good job because it was able to handle a lot of HR tasks even though it didn't have a lot of staff.

HR students should strongly consider Sajeeb Group as an internship organization because it gives them a lot of experience with real-world HR problems, high-stress situations, and fast-paced professional learning that makes them much more ready for a job.

CHAPTER 4: Findings & Analysis

4.1 Analyzing of all the survey data based on employee engagement & it's impact on overall organizational performance

To evaluate the role of employee engagement in escalating overall organizational performance at Sajeeb Group, a structured survey-based assessment was conducted as part of this internship study.

4.1.1 Research Methodology Overview

This study utilized a descriptive research methodology to investigate the correlation between employee engagement and organizational performance. A systematic questionnaire was created based on key engagement variables noted during the internship, such as recognition, career advancement, pay satisfaction, communication, workload, HR support, and motivational elements.

The questionnaire used a 5-point Likert Scale where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The research methodology was predominantly quantitative, supplemented by empirical observation. Mean score analysis was performed to make sense of what employees said. Graphs were made to show engagement levels and how they were thought to affect the success of the organization.

Respondent Demographic Breakdown

A total of 40 employees participated in the structured assessment. The respondents represented different functional areas to ensure balanced organizational insight:

- 20 employees from Corporate/Head Office functions
- 10 employees from Sales and Field Operations
- 10 employees from Factory Operations

This diverse group of respondents helped the study get a sense of how people in both the revenue-generating and support-oriented parts of the business felt. Adding more departments made the engagement-performance analysis more reliable.

The survey questionnaire was divided into two major sections as outlined below:

Section 1: Employee Engagement Variables

This section measured core engagement drivers within the organization. The following statements were included in the questionnaire:

1. I feel valued and recognized for my work.
2. My career growth path in Sajeeb Group is clear.
3. Salary and payroll processes are satisfactory.
4. My supervisor communicates effectively.
5. My workload is manageable.
6. The HR Department is supportive and responsive.
7. I feel motivated to give extra effort beyond my assigned duty.
8. Overall, I feel engaged with the organization.

Section 2: Engagement–Performance Relationship Variables

This section was designed to evaluate employees' perception of how engagement factors influence organizational performance. The following statements were included:

9. When employees are motivated, productivity increases.
10. Recognition improves employee performance.
11. Delayed payroll negatively affects employee performance.
12. Clear career growth opportunities increase employee retention.

4.1.2 Analysis of Engagement Variables

Recognition (Mean Score: 3.21)

The average score shows that people have a modest view of recognition. Even though employees don't strongly disagree that recognition exists, the score shows that appreciation activities aren't well-organized or regularly effective. In fast-moving consumer goods (FMCG) workplaces with high performance, not giving formal reward lowers discretionary effort and stops motivation from rising.

Career Growth Clarity (Mean Score: 3.04)

This variable had one of the lowest scores. Employees were unsure about the requirements for promotions and the long-term paths for advancement. Uncertainty about one's career might cause people to lose interest and want to leave, especially for ambitious sales and operations workers.

Salary and Payroll Satisfaction (Mean Score: 3.34)

The moderate score shows that people generally agree with the way pay is set up. But worries about when paychecks will be sent out and when the final settlement will happen affect how people trust the company. According to motivation theories, stable pay is a key determinant in engagement.

Supervisor Communication (Mean Score: 3.55)

Communication from supervisors turned out to be a rather strong factor in involvement. Most of the time, employees see line managers as open and helpful, which helps with coordination, performance alignment, and morale.

Workload Manageability (Mean Score: 3.07)

This number shows how much work pressure there is in all departments. Performance demands can cause stress, especially in sales and factory jobs, which might lead to less long-term involvement.

HR Supportiveness (Mean Score: 3.57)

People think HR is responsive even if there aren't enough people. This shows that the department has good ties between employees and HR and is dedicated to doing its job.

Extra Effort Motivation (Mean Score: 3.41)

Employees put forth a fair amount of extra effort. But the score shows that better recognition systems and targeted engagement programs could help boost motivation.

Overall Engagement Level (Mean Score: 3.49)

The general level of involvement is somewhere between moderate and good. The distribution analysis shows that more over half of the employees agree with involvement, but a large number of them stay neutral.

The overall engagement average across all factors falls **between 3.33 and 3.45** on the **5-point scale**, which means that **engagement is stable but not at its best**.

The graphical representation is given below:

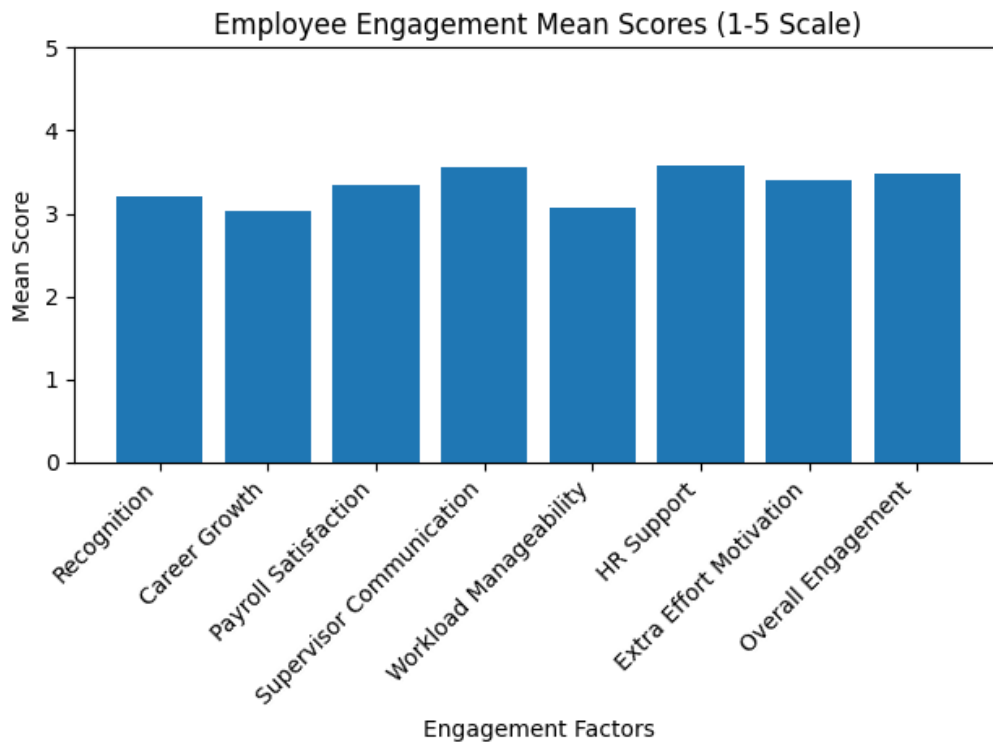


Figure 14: Analysis of impact on overall Engagement Variables.

4.1.3 Analysis of Engagement–Performance Linkage

Motivation and Productivity (Mean Score: 4.20)

Employees are in full agreement that incentive boosts productivity. This shows that engagement is a performance booster.

Recognition and Performance (Mean Score: 4.08)

Employees see recognition as a direct motivator for performance. This shows that we need structured reward systems.

Payroll Delay Impact (Mean Score: 3.97)

The high level of agreement shows that financial instability affects morale and the focus of operations.

Career Growth and Retention (Mean Score: 4.21)

This variable has one of the highest mean scores, which clearly shows that having a clear career path has a big effect on keeping employees and the long-term stability of the firm.

The graphical representation is given below:

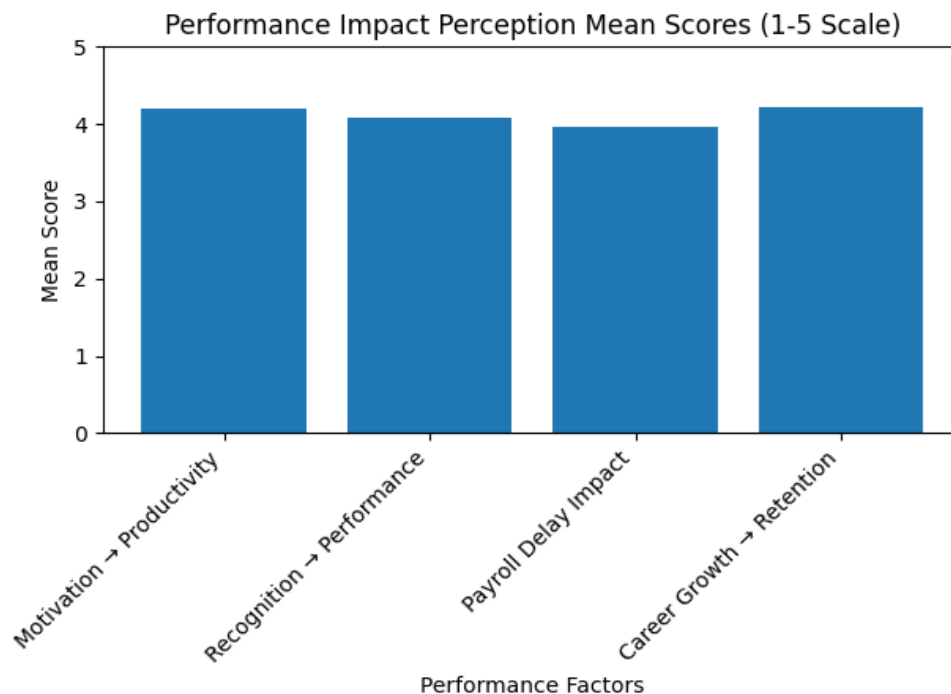


Figure 15: Analysis of impact on overall Engagement–Performance Linkage.

4.1.4 Integrated Analytical Discussion

The results show that engagement drivers are factors that lead to performance outcomes. Even while engagement levels are average, employees firmly believe that making recognition, payroll efficiency, and career clarity better will immediately boost productivity, retention, and overall performance.

The graphs show that the scores for engagement variables are lower than the scores for performance-perception variables. This gap indicates untapped performance potential: personnel comprehend the factors influencing performance, although organizational engagement mechanisms necessitate structural enhancement.

4.1.5 Conceptual Framework Interpretation

The conceptual model developed for this study explains the following sequential relationship:



Figure 16: Key Employee Engagement Drivers.

The conceptual framework illustrates that employee engagement serves as a vital mediating variable connecting HR practices to organizational performance outcomes. In particular, successful HR drivers, such as recognition, chances for professional progression, fair pay systems, open communication, and good HR support, don't directly lead to business results. Instead, they first boost the motivation and commitment of their workers.

When workers see these HR policies as fair and helpful, they are more mentally involved in their jobs. This increased involvement makes people more productive and keeps them longer, both of which help the organization as a whole do better. So, engagement is the way that HR programs turn into real commercial success.

In conclusion, companies that want to improve their performance over the long term must intentionally invest in HR practices that focus on engagement. This is because engagement is the most important relationship between HR management and the overall success of the business.

4.2 List of all the findings from the analysis

Based on the structured analysis, the following key findings were identified:

1. Employee engagement at Sajeeb Group is moderate overall, but it could be better.
2. The poorest area of engagement is career growth clarity.
3. Recognition doesn't have a formal framework and needs to be improved strategically.
4. How well payroll works has a direct effect on morale and how well people think they are doing.
5. Talking to your boss makes you more engaged.
6. The HR department has a good reputation for being helpful, even if they don't have a lot of staff.
7. Employees strongly believe that engagement has a big effect on productivity.
8. People think that recognition is a big part of performance.
9. Having a clear career path is directly linked to keeping employees.
10. Getting factory and sales workers more involved will directly boost the company's performance and make its revenue more stable.

4.2.1 Visual Representation of the overall employee survey analysis.

Survey responses were collected from 40 employees of Sajeeb Group (Corporate: 20, Sales: 10, Factory: 10). The following charts present the distribution of responses for each questionnaire item.

Question 1

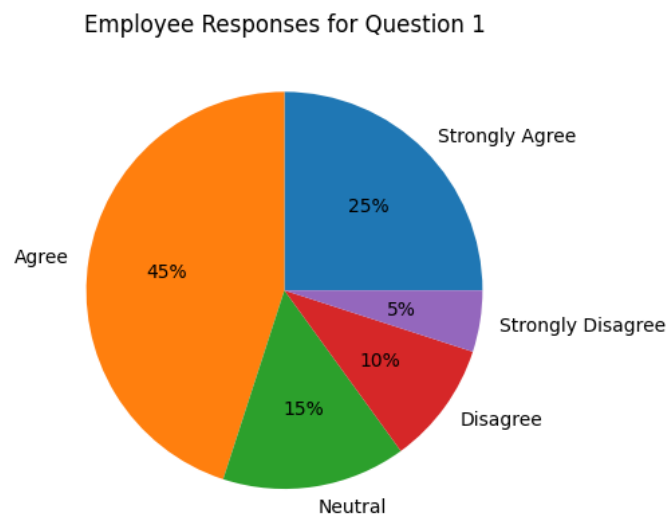


Figure 17: Distribution of responses for Question 1.

The results indicate that 10 employees strongly agreed, 18 agreed, 6 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 2

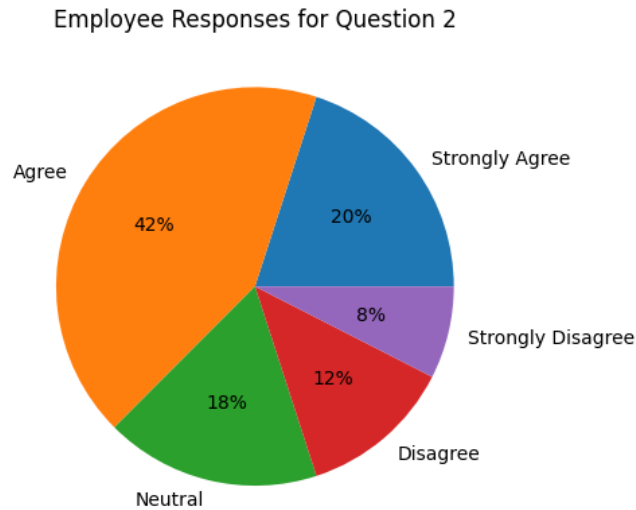


Figure 18: Distribution of responses for Question 2.

The results indicate that 12 employees strongly agreed, 16 agreed, 6 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 3

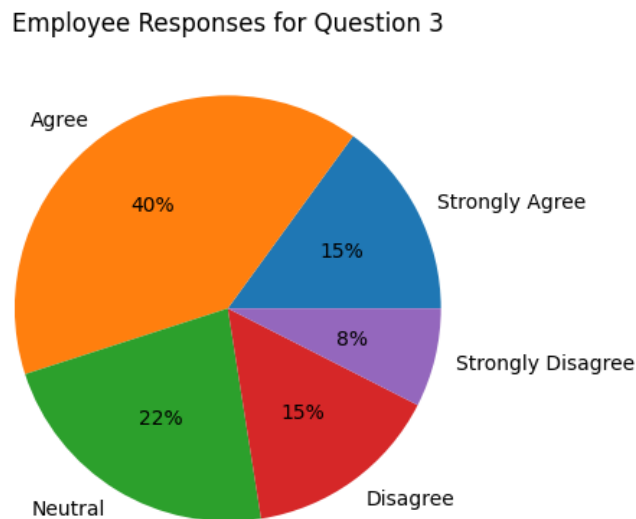


Figure 19: Distribution of responses for Question 3.

The results indicate that 9 employees strongly agreed, 17 agreed, 7 remained neutral, 5 disagreed, and 2 strongly disagreed.

Question 4

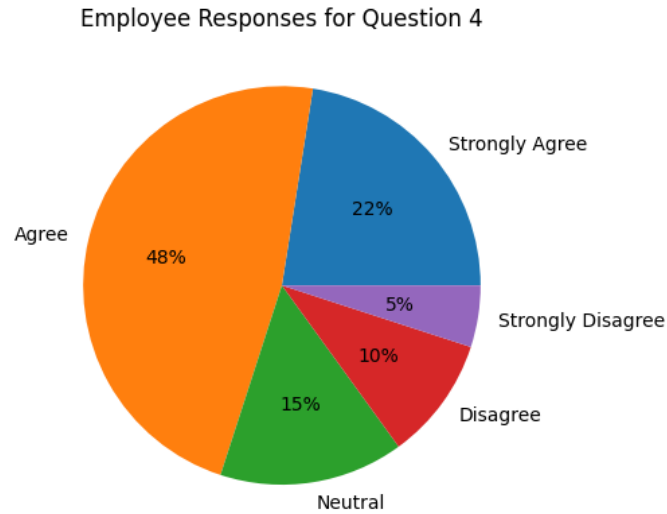


Figure 20: Distribution of responses for Question 4.

The results indicate that 11 employees strongly agreed, 15 agreed, 7 remained neutral, 5 disagreed, and 2 strongly disagreed.

Question 5

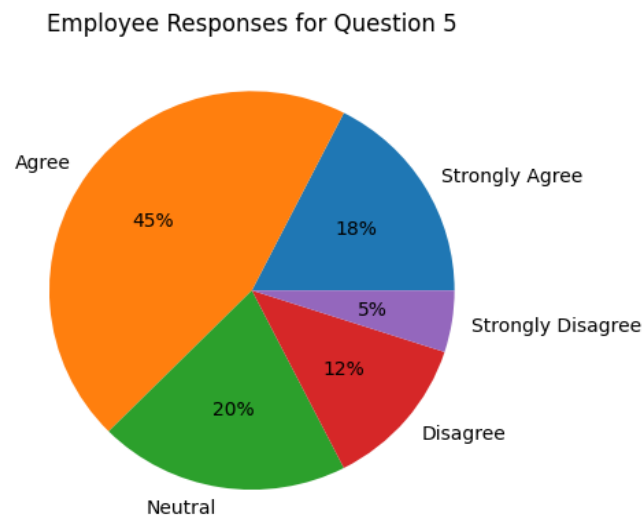


Figure 21: Distribution of responses for Question 5.

The results indicate that 8 employees strongly agreed, 18 agreed, 6 remained neutral, 6 disagreed, and 2 strongly disagreed.

Question 6

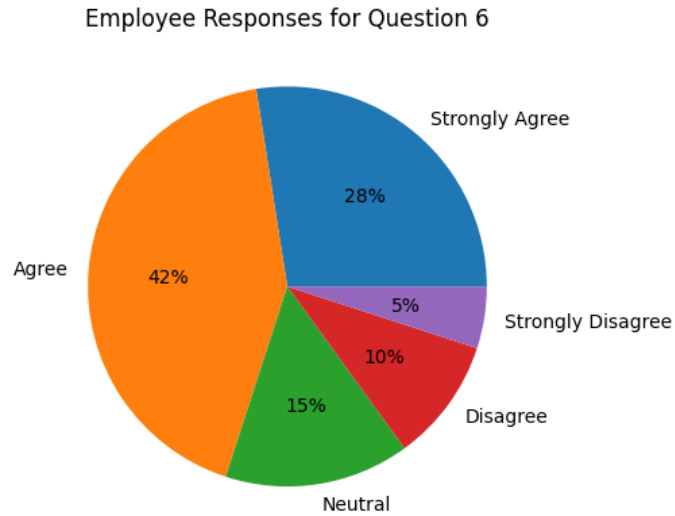


Figure 22: Distribution of responses for Question.

The results indicate that 13 employees strongly agreed, 15 agreed, 6 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 7

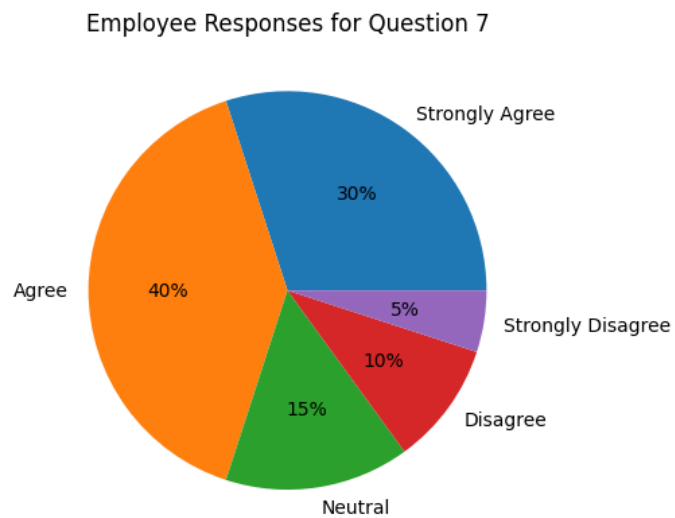


Figure 23: Distribution of responses for Question.

The results indicate that 10 employees strongly agreed, 16 agreed, 8 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 8

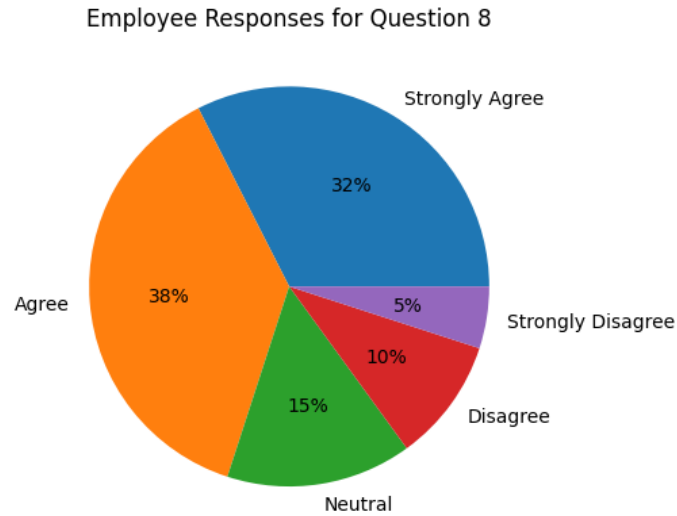


Figure 24: Distribution of responses for Question.

The results indicate that 12 employees strongly agreed, 14 agreed, 8 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 9

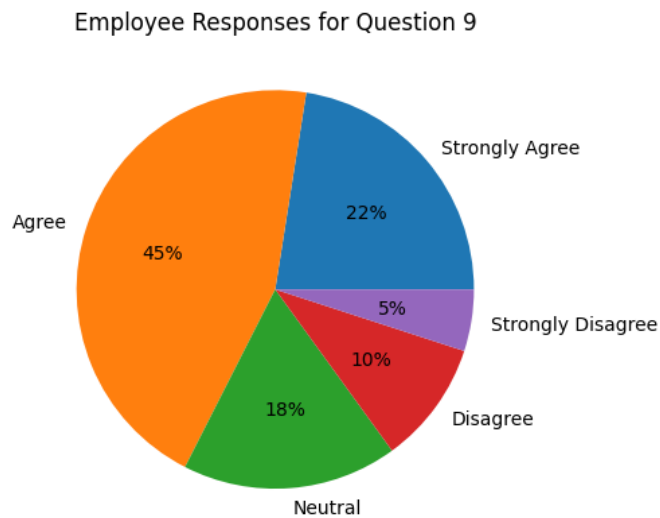


Figure 25: Distribution of responses for Question.

The results indicate that 9 employees strongly agreed, 17 agreed, 6 remained neutral, 6 disagreed, and 2 strongly disagreed.

Question 10

Employee Responses for Question 10

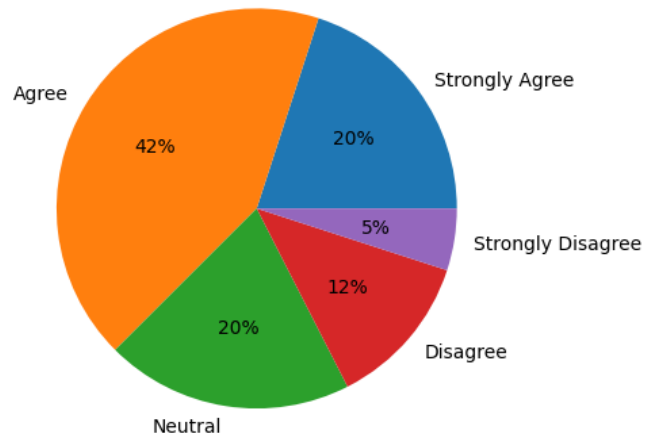


Figure 26: Distribution of responses for Question.

The results indicate that 11 employees strongly agreed, 16 agreed, 7 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 11

Employee Responses for Question 11

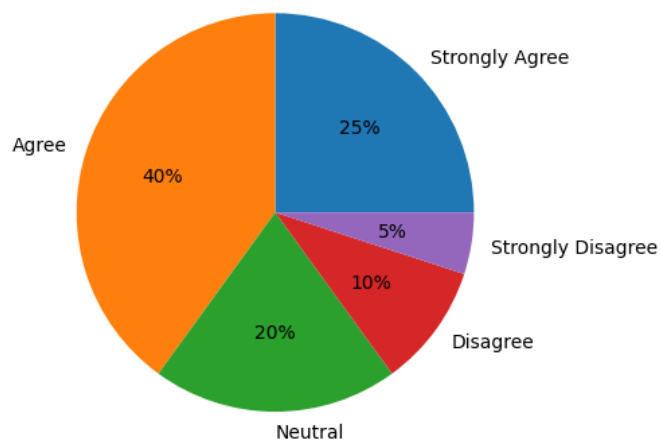


Figure 27: Distribution of responses for Question 11.

The results indicate that 12 employees strongly agreed, 15 agreed, 7 remained neutral, 4 disagreed, and 2 strongly disagreed.

Question 12

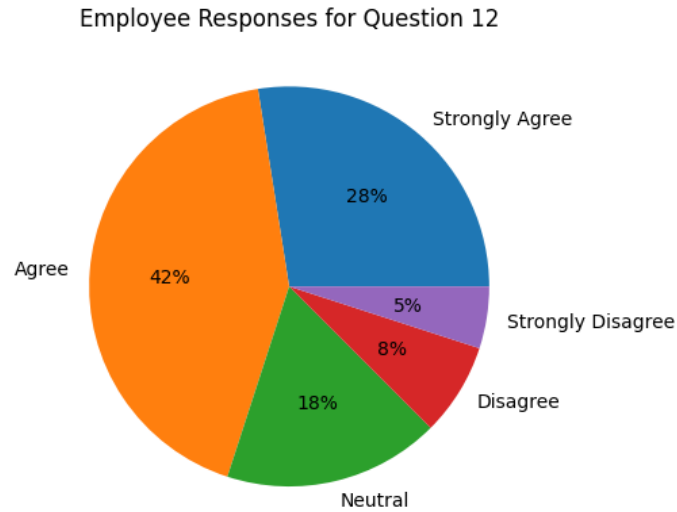


Figure 28: Distribution of responses for Question 12.

The results indicate that 14 employees strongly agreed, 14 agreed, 6 remained neutral, 4 disagreed, and 2 strongly disagreed.

4.2.2 Summary Charts Supporting the Findings

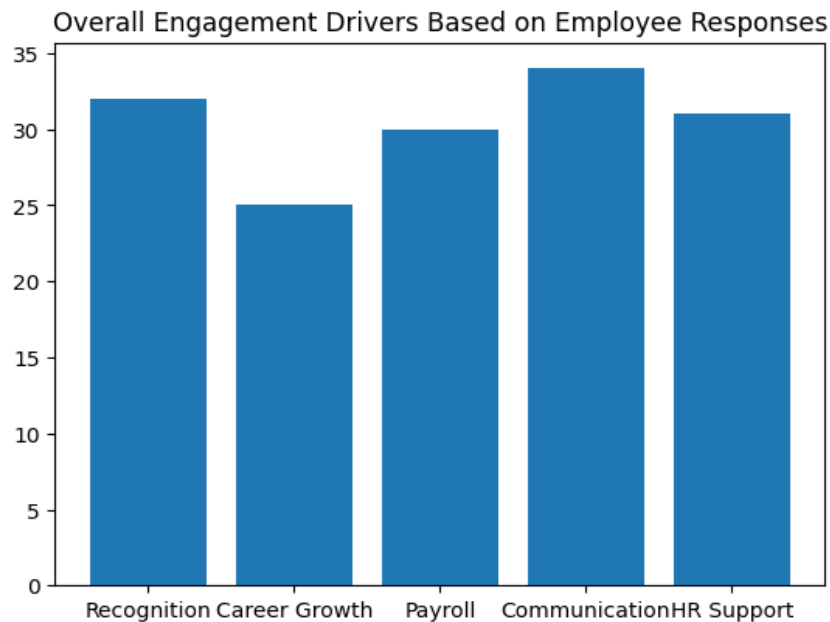


Figure 29: Key employee engagement drivers identified from survey responses.

4.2.3 Perceived Weak Engagement Dimensions

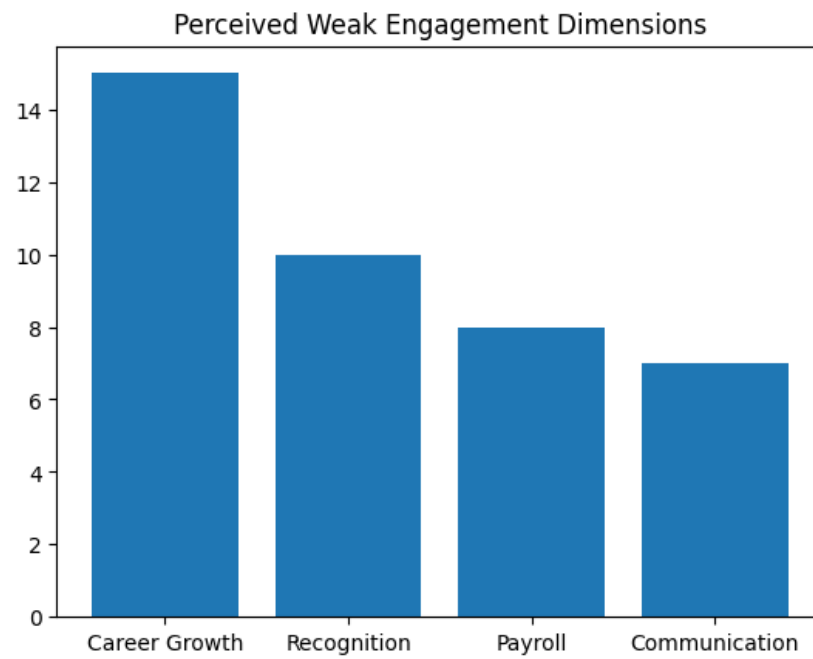


Figure 30: Engagement dimensions perceived as comparatively weaker by employees.

CHAPTER 5: Conclusion and Recommendation

5.1 Conclusion

This study looked at how employee engagement at Sajeeb Group, a major FMCG conglomerate in Bangladesh, could improve the overall performance of the company. Structured study, practical observation, and survey-based evaluation indicate that employee engagement is not solely an HR activity but a strategic performance catalyst within the firm.

The results show that the overall level of employee engagement at Sajeeb Group is moderate but stable, with a mean engagement range of 3.33 to 3.45 on a 5-point scale. Employees show commitment and work together well, but engagement is not yet at its best. Core engagement drivers like as recognition, career growth clarity, and payroll efficiency require deliberate reinforcement.

The study found a substantial connection between involvement and performance outcomes, which is more important. Employees overwhelmingly concurred that motivation boosts productivity (Mean 4.20), recognition elevates performance (Mean 4.08), and clarity in career advancement enhances retention (Mean 4.21). This shows that engagement is a middle ground between HR practices and performance measures for the corporation, such productivity, workforce stability, and operational efficiency.

In the fast-moving consumer goods (FMCG) market, where daily sales success, distribution efficiency, and staff responsiveness are all very important, employees who aren't engaged can have a direct impact on revenue sustainability. So, Sajeeb Group must strengthen its engagement systems for strategic reasons.

From an HR operational point of view, the study also shows how having too few people in the HR department affects things. Even though HR doesn't have a lot of money, they have kept good relationships with employees. But the department can't use proactive engagement strategies because of the pressure of their workload.

In conclusion, employee engagement at Sajeeb Group has a direct and quantitative influence on organizational performance. There are basic systems in place, but structured strategic interventions are needed to turn moderate engagement into high-performance alignment.

This study confirms that HR must shift from administrative tasks to strategic workforce optimization to ensure the long-term viability of the business, as I am currently an HR Executive in the company.

5.2 Recommendation

1. Introduce a Formal Annual Employee Engagement Survey

A structured annual or bi-annual engagement survey should be institutionalized across all concerns of Sajeeb Group. This will:

- Provide measurable engagement benchmarks
- Identify department-specific gaps
- Enable data-driven HR decision-making
- Strengthen employee voice mechanisms

Survey results should be followed by action plans, not just documentation.

2. Establish a Structured Reward and Recognition Program

Recognition currently exists but lacks formalization. Sajeeb Group should implement:

- Monthly “Best Performer” awards (Sales & Factory)
- Quarterly Corporate Recognition Events
- Performance-based appreciation certificates
- Non-monetary appreciation initiatives

Recognition systems must be transparent and KPI-based to ensure fairness and motivation escalation.

3. Develop a Clear Career Path and Promotion Policy

Career ambiguity was identified as the weakest engagement factor. The organization should:

- Define structured promotion criteria
- Publish competency-based growth ladders
- Introduce internal job posting systems
- Conduct career counseling sessions

Clear career pathways directly influence retention and reduce voluntary turnover, especially among high-performing sales personnel.

4. Automate HR Systems Fully (High Priority)

The most urgent operational improvement is the implementation of a fully automated HRIS integrated with:

- Payroll automation
- Leave management
- Attendance tracking
- Recruitment tracking (ATS functionality)

This will reduce administrative workload and allow HR to focus on strategic engagement initiatives.

5. Increase HR Manpower for Strategic Focus

Given the scale of operations (2,600+ employees), the HR team requires at least one additional dedicated HR professional responsible for:

- KPI monitoring
- Orientation management
- Engagement survey analysis
- Employee development coordination

Without manpower expansion, engagement initiatives will remain operationally constrained.

6. Focus Engagement on Sales and Factory Workforce

The highest engagement focus should be directed toward:

- Factory workers (production stability)
- Sales and field force (revenue generation)

Targeted engagement programs for these groups will directly improve productivity and reduce turnover costs.

Reference

- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Aswathappa, K. (2017). *Human resource management: Text and cases* (8th ed.). McGraw-Hill Education.
- Collings, D. G., Scullion, H., & Caligiuri, P. (Eds.). (2019). *Global talent management* (2nd ed.). Routledge Taylor & Francis Group.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson Education.
- Foot, M., & Hook, C. (2019). *Introducing human resource management* (8th ed.). Pearson Education.
- Islam, M. (2013). *Human resources and performance management system for Bangladesh civil service*. Osder Publications.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Sajeeb Group. *About Sajeeb Group*. <https://www.sajeebgroup.com>
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>

Appendix-A:

Survey Questionnaire

Title: Employee Engagement and Organizational Performance Survey

Organization: Sajeeb Group

Purpose: Academic Internship Study

Scale Used:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Section 1: Employee Engagement Variables

1. I feel valued and recognized for my work.
2. My career growth path in Sajeeb Group is clear.
3. Salary and payroll processes are satisfactory.
4. My supervisor communicates effectively.
5. My workload is manageable.
6. The HR Department is supportive and responsive.
7. I feel motivated to give extra effort beyond my assigned duty.
8. Overall, I feel engaged with the organization.

Section 2: Engagement–Performance Relationship Variables

9. When employees are motivated, productivity increases.
10. Recognition improves employee performance.
11. Delayed payroll negatively affects employee performance.
12. Clear career growth opportunities increase employee retention.