

Examine Human Rights Audit and Appreciation Week Procedure in the case of DHL Express Bangladesh

by 111201015 Rafin Rahman

Submission date: 18-Nov-2024 09:38AM (UTC+0600)

Submission ID: 2523108225

File name:

Examine_Human_Rights_Audit_and_Appreciation_Week_Procedure_in_the_case_of_DHL_Express_Bangladesh_-_Internship_Report.pdf (1.33M)

Word count: 10131

Character count: 60903



United International University
QUEST FOR EXCELLENCE

Internship Report

on

Examine Human Rights Audit and Appreciation Week Procedure in the case of DHL Express Bangladesh

Prepared for

Nasrin Akter

Assistant Professor

School of Business & Economics

United International University

Prepared By

Rafin Rahman

111 201 015

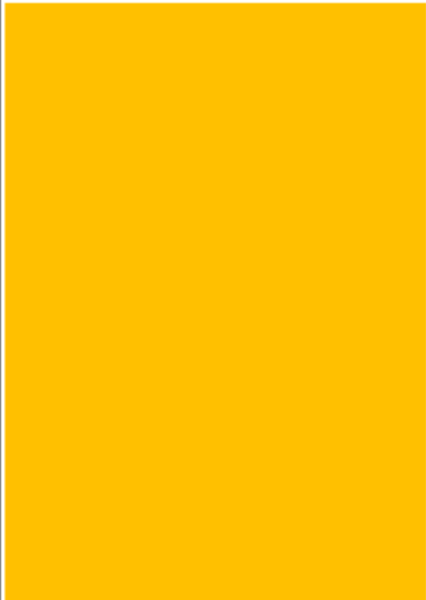
Major in Human Resource Management

School of Business & Economics

Submission Date

17 November, 2024

DHL Worldwide Express Bangladesh Private Limited



Declaration

1. I prepared the internship report that is submitted as part of my degree program at United International University.
2. This report has never been and will never be copied for use on another BBA course or for any other reason.
3. This report must not include any material that has already been published or written by a third party, unless it is properly cited with complete and correct references.
4. I've given credit to all the major sources of assistance.



Rafin Rahman

111201015

Letter of Transmittal

17 November, 2024

Nasrin Akter
Assistant Professor
School of Business & Economics
United International University

Subject: Submission of Internship Report.

Dear Ma'am,

With due respect, I am pleased to submit my internship report titled "Human Rights Audit and Appreciation Week Procedure at DHL Express Bangladesh" as part of my internship program requirements. This report reflects my six-month experience as an intern at DHL Worldwide Express Bangladesh Private Limited, where I gained valuable insights into the organization's human resources practices and procedures.

The report focuses on my observations and learnings about the Human Rights Audit processes and Appreciation Week procedures at DHL Express Bangladesh. I have strived to provide a comprehensive overview, including relevant data and analyses to illustrate the HR team's initiatives.

During my internship, I worked closely with HR Executives, HR Managers, the HR Department's Business Partner, and the Head of HR, observing their daily activities and management strategies. I am grateful for your guidance and support throughout this process, which has been invaluable in preparing this report.

I'm hoping this report will meet your standards of quality and that you will be gracious enough to accept it.

Sincerely,



Rafin Rahman

111201015

Acknowledgement

In the beginning, I would want to thank the Almighty Allah, the Most Gracious and Merciful, for his kindness and for giving me the opportunity to successfully complete the internship and turn in the internship report on time.

Firstly, I want to start by thanking Nasrin Akter, my academic supervisor, for helping me to prepare my internship report on " Human Rights Audit and Appreciation Week Procedure at DHL Express Bangladesh." This study would not have been successful without his help and competent direction. She helped me to successfully complete it at every stage, from topic selection through data gathering and analysis. I want to express my sincere gratitude to my on-site supervisor, Mr. Abu Tareq, for giving me the chance to get real-world job experience and develop my ability to work cooperatively and with more assurance in a professional setting. I also want to thank my coworkers and all of the HR Executives who gave me the knowledge, direction, and assistance I needed to create this report. They made sure I had a nice working experience at DHL by giving me company assignments that I knew would be helpful to me in the future.

Finally, I'd like to thank everyone at DHL Express Bangladesh for contributing to the positive work environment there. My four months here have felt more like a combination of learning and bonding, which has been quite inspiring for me to move forward with my future professional development.

Executive Summary

When "Homebound" packagers and shippers established "DHL Worldwide Express" as a division in 1991, it marked one of the first steps in Bangladesh's evolution into a global logistics hub. Since then, DHL has expanded its operations to support regional businesses in going global, ensuring the swift delivery of a wide range of goods and services to meet local business needs. In 1994, the airport saw the establishment of the first Air Side Express Handling Unit. DHL was the first company to offer diverse, speedy delivery options and introduce frontline customer care into the workplace. It also pioneered the door-to-door import service in response to the growing demands of the RMG sector. To maintain its status as the world's leading international air express network, DHL continues to grow and improve its network of offices, hubs, and services, delivering exceptional customer service through its skilled and dedicated team. This study examines the HR audit and Appreciation Week procedures at DHL Express Bangladesh, a leading logistics company. The primary objectives of this academic internship report are to fulfill the requirements for the BBA degree and to gain a comprehensive understanding of HR audit practices and employee recognition strategies within the organization. The secondary objectives include analyzing how HR audits contribute to compliance, efficiency, and overall organizational effectiveness, as well as evaluating the impact of Appreciation Week on employee morale, engagement, and performance. Through this report, I aim to provide insights into the best practices of HR audits and employee appreciation initiatives and recommend strategies for enhancing their effectiveness at DHL Express Bangladesh. During my internship in the HR department at DHL Express Bangladesh, I gained valuable insights into HR audits and employee engagement, particularly through organizing Appreciation Week. The experience challenged me to adapt to a corporate environment, strengthening my resilience and organizational skills. Managing key HR activities not only deepened my understanding of compliance and engagement but also equipped me with practical skills that will benefit my future career.

Keywords: DHL Express Bangladesh, Human Rights Audit, Appreciation Week, Employee Engagement, Compliance.

Table of Contents

Executive Summary	iv
Chapter 1	1
1. Introduction	2
1.1 Background of the study	2
1.2 Scope of the study	3
1.3 Objective of the study	3
1.4 Methodology of the study.....	4
1.5 Limitation of the study	4
Chapter 2	5
2. Literature Review	6
Chapter 3	10
3. Company Profile.....	11
3.1 DHL Worldwide Express:	12
3.2 Vision, Mission Statement & Objectives	14
3.3 Purpose	15
3.4 DHL Express Bangladesh.....	16
3.5 Organizational Structure	17
3.6 Corporate Division	18
3.7 Details of Product lines & Services	19
3.8 Operational Activities	20
3.9 Philanthropic Activities/ CSR	22
3.10 DHL Express Bangladesh Human Resource	23
Chapter 4	26
4. Analysis: Human Rights Audit and Appreciation Week procedure	27
4.1 Human Rights Audit at DHL Express Bangladesh	28
4.2 Appreciation Week at DHL Express Bangladesh	31

Chapter 5	36
5.1 Findings.....	37
5.2 Recommendations	39
5.3 Conclusion	41
6. References	42
Bibliography	42

Chapter 1

Introduction

1. Introduction

The largest and most seasoned International Air Express network in the world, DHL Worldwide, Express provides service to more than 120000 locations worldwide. Constantly growing and improving its networks of offices, and services, DHL retains its position as the top world express network. DHL Express (BD) Limited was impacted by the global financial crisis in 2009, just like the majority of multinational corporations (MNCs). It observed that its growth had reached a standstill and that its profitability ratios had significantly decreased. However, thanks to the global economy recovery in 2010, DHL anticipates a successful year with significant gain in market share and higher revenues. Competitors are also advancing with a similar tactic. DHL Express Limited must therefore provide excellent service to its current and potential customers in order to stand out in the face of severe competition to secure. As many clients as possible. In order to complete this, DHL must ascertain what influences customer happiness and how it stacks up against its competitors in terms of delivering to consumer expectations. Therefore, a thorough analysis of customer satisfaction levels can work as both a qualitative and quantitative compass for raising DHL Express (BD) Limited's service standards.

1.1 Background of the study

As an HR intern at DHL Express Bangladesh, I was responsible for supporting various HR functions and processes. My primary tasks included assisting with the HR audit process and organizing Appreciation Week, a key initiative to recognize and motivate employees. I also managed daily administrative duties such as maintaining employee records, coordinating recruitment efforts, and aiding in the onboarding of new hires. Additionally, I lent a helping hand with training and development activities, including Staff Appreciation Week, Quarterly Town-hall Meetings, and various other employee engagement initiatives. To gain a comprehensive understanding of DHL's human resource management, I played a shadow role in multiple HR areas, such as recruitment, training and development, and personal file management. Through this internship, I developed a deeper understanding of HR practices and their impact on organizational effectiveness, while contributing to the smooth operation of DHL Express Bangladesh's HR department. This internship report helped me realize the true value of the service delivery of the organization. It aided in understanding crucial elements that determines customer satisfaction and its standing in achieving these requirements in comparison to its rivals.

1.2 Scope of the study

The scope of this study focuses on examining the HR audit and Appreciation Week procedures at DHL Express Bangladesh. It covers the HR audit process, including compliance checks, policy adherence, and internal controls that ensure efficient HR operations. The study also explores the planning and execution of Appreciation Week, highlighting its role in boosting employee morale and engagement. Additionally, this report delves into various HR functions, such as recruitment, training and development, corporate events and personal file management, to provide a comprehensive understanding of DHL's HR practices. The insights gained from this study aim to identify best practices and areas for improvement, contributing to the overall enhancement of HR management strategies at DHL Express Bangladesh.

1.3 Objective of the study

Primary Objective:

- This internship credits represent the culmination of my theoretical knowledge, particularly in Human Resources, and its practical application in a real-world setting.
- Through the internship, I aimed to bridge gap between academic concepts and professional practice, actively observing and analyzing how HR knowledge translates into concrete actions and decisions within a company.
- As the topic of this internships, I'm examining the Human Rights Audit and Appreciation week procedure.

Secondary Objective:

- To analyze how Human Rights Audit and Appreciation Week initiatives contribute to fostering a positive workplace culture and align with DHL's commitment to ethical practice and employee engagement.
- To compare DHL's practices with industry standards and best practices to assess the effectiveness of these initiatives in enhancing compliance and employee satisfaction.
- To evaluate and identify the strengths and areas for improvement in DHL's strategies by benchmarking them against successful programs in similar multinational organizations.

1.4 Methodology of the study

The report was created using the knowledge I gained through the internship and my own understanding. This report⁴ is crafted by gathering both primary and secondary data which played a crucial role in the report. In order to create this report, I evaluated and merged the data I had.

1.5 Limitation of the study

Due to confidentiality issues, I have not shared much information which would have been helpful for this report that could be included in the analysis and findings.

Chapter 2

Literature Review

2. Literature Review

1 In today's world, Human Resource is the one of the significant departments, playing direct influence to any organization in terms of gaining competitive advantage and optimum employee productivity. Managing human resources is very challenging and for its effective management, organization requires effective HRM practices, for a greater efficiency and harmony towards aligned goals of the company as a whole. According to Khatri (1999), people are one of the most important factors providing optimum beneficiary in terms of flexibility and adaptability to organizations.

Rundle (1997) argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment. HRM can help firms improve organizational behavior in such areas as employee commitment, ideals, competency and flexibility, which in turn leads to improved staff performance (Koch and McGrath, 1996).

The challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. A dynamic and proactive company like DHL strives for efficiency with the leverage of its employees, optimizing efficiency in its HR practices, throughout, maintaining a rather global brand standard.

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee is aware of business context and works to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. If employees are happy, they perform better and have stability.

Schmidt et al (1993) defines employee engagement as a modernized version of job satisfaction, which is basically an employee's involvement with commitment to and satisfaction with work. 'Employee Engagement' has been a significant factor for organization's benefit in the corporate world today. It is a fad word that employers think they understand, but face difficulties and challenges while practicing.

Kahn (1990) was the first to coin the term engagement as he described how people can "use varying degrees of their selves - physically, cognitively and emotionally in work role performances".

An additional emerging trend in the logistics industry is the scalable workforce. The pandemic has taught the logistics sector the need to be flexible. The demand for different commodities varied virtually weekly, and consumer buying patterns altered overnight. Companies were compelled to adapt their shipping procedures to satisfy customer demands, and because the sorts of items that consumers desired were in high demand and under continual change, it became necessary to make significant adjustments to the procurement, packaging, storage, and delivery procedures. The requirement for a scalable workforce grew as these demands continued to change considerably during the pandemic.

Employers have begun to give the following workplace procedures top priority to develop this scalable workforce: improved cross training, increased need for temporary workers and enhancing work force analytics. The first step in addressing any company's concerns about the need to attract talent in a post-pandemic market, like those of many others in the logistics sector, is to recognize how the logistics sector has evolved and what new hiring trends are emerging.

Employers must stay current on the most recent HR practices and tactics as the need for logistics personnel rises. Employers can use these insights to create hiring procedures that produce results, allowing them to maintain their competitiveness in the expanding market of today. The scarcity of trained labor is one of the most important new developments in the logistics sector. Even before the epidemic started, employers in the logistics industry were having problems filling positions with suitable candidates. When COVID-19 hit, the talent pool for both skilled and unskilled workers shrunk, and the demand for transportation-related goods increased significantly. Employers are still having trouble luring in qualified people as the economy starts to stabilize. Few reasons for this shortage is younger candidates with less experience, shift in skill sets etc.

In "5 Ways for Human Rights Due Diligence to Make a Difference," the World Economic Forum (2022) highlights the critical role of human rights due diligence, emphasizing that such audits can significantly help businesses identify, prevent, and address potential human rights impacts. The article stresses that these audits provide accountability, encourage transparency, and build trust by actively engaging with potentially affected stakeholders. Furthermore, it discusses how due

diligence and audits can preemptively address issues, protecting both vulnerable groups and a company's reputation.

Similarly, the Business & Human Rights Resource Centre's article "Human Rights Due Diligence & Impact Assessment" (2023) provides insights based on the UN Guiding Principles on Business and Human Rights. It notes that audits are valuable tools for companies to maintain human rights standards and avoid harm to workers and communities. The authors argue that effective human rights audits must include stakeholder engagement to ensure meaningful, actionable outcomes that align corporate operations with global standards, thereby mitigating risks and enhancing corporate responsibility.

Appreciation in the workplace significantly impacts employee morale, fostering a sense of value and belonging that can lead to increased productivity and engagement. Research shows that employees who feel valued and recognized for their contributions are more motivated, loyal, and committed to organizational goals. According to Zenger and Folkman (2019) in the Harvard Business Review, employees who experience regular appreciation tend to perform better and have lower stress levels. Recognition not only boosts individual morale but also strengthens team dynamics and reduces turnover, as employees are more likely to stay with an organization that acknowledges their efforts. Studies by Gallup further illustrate that recognition positively correlates with profitability, as engaged employees often provide higher-quality work and create a positive ripple effect across teams. Appreciation doesn't need to be grand to be effective; specific and timely acknowledgments, meaningful peer recognition, and celebrating personal and professional milestones all contribute to building a positive work culture. When appreciation is a consistent part of the workplace environment, employees feel inspired to give their best, contributing to a harmonious and productive organizational culture.

Also in another article, "Appreciation at Work Training and the Motivating by Appreciation Inventory: Development and Validity" published by Dr. Paul White, 2017 states that workplace appreciation is among one of the essential factors for performance & staying in an organization better than engagement or retention. At the heart of the research is the Motivating by Appreciation (MBA) Inventory, an instrument that helps identify how employees prefer to receive appreciation. These likes are known as Words of Affirmation, Quality Time, Acts of Service, and Physical Gifts.

The results show that Words of Affirmation, like verbal praise, are the most popular type of recognition, picked by 47% of employees and tangible gifts are last. Quality Time and Acts of Service also matter — but preference differs per individual; and culture matters too. The research emphasizes once again that appreciation methods must be tailored, as blanket approaches to appreciation rarely hit home. Based on data collected from more than 100,000 employees around the world, including the U.S. and Singapore, the research confirms that the MBA Inventory is a solid instrument for developing an energizing, spirit at work climate within organizations.

Companies can strengthen relationships with their employees by catering to specific appreciation needs, resulting in happier and more productive employees. These findings highlight the changing nature of employee behavior in the workplace and ways to throttle your eye on them.

Chapter 3

Company Profile

3. Company Profile



DHL was founded by three aspiring and determined businessmen from San Francisco in 1969. If you have ever wondered what DHL actually stands for then it goes with last names of the three founders, Adrian Dalsey, Larry Hillblom and Robert Lynn. They initially started by transporting customs documents by air. As a result, the time taken for customs to process freight shipments was dramatically reduced. The first flights tended to be between San Francisco and Honolulu, but the network was later expanded to all corners of the globe. Though it's American founded but it's headquartered in Bonn, Germany.

Since 2013, DHL has been the market-leader with respect to international express deliveries and logistics. DHL works every day to help you cross borders, reach new markets and grow your business or just simply send a letter to your loved ones. It connects you with the whole world. It offers a matchless portfolio of logistics products and solutions ranging from domestic and international parcel delivery to international express, road, air and ocean freight to end-to-end supply chain management.

It's present in and serves more than 220 countries, a total of 600,000 employees and around 1668,000,000 parcels are delivered each year. It's also vital for me to mention that DHL has a few divisions and the one I'm working in is DHL Express worldwide. Further information will be provided in the report about the other divisions.

1 DHL Express Worldwide (2024)	
Head Office	Bonn, Germany
Revenue	Approx. €94.4bn (US\$100bn)
Network	More than 220 countries and territories served/approx. 500 airports served globally
Employees	Approx. 590,000
Customers	Approx. 2.7 million
Aircraft	More than 250 dedicated aircraft

3.1 DHL Worldwide Express:

- **What we do:** If it's about logistics, DHL is the name to remember. From express deliveries throughout the world via airplanes, trucks, ships, and trains to warehousing services that go beyond just storage and cover everything from packaging to repairs alongside international mail delivery, customized and specialized shipping.

Express is used to carry items and papers that need to be delivered quickly. More than 220 nations and territories are served, and the most extensive worldwide express network is run by this company. Customers are reached on time from door to door. DHL Express is one of the biggest air carriers in the world with a fleet of more than 250 aircraft.

¹
The Leading International Air Network: Over 500 airports in Europe, Asia Pacific, the Americas, Africa, and the Middle East are served by DHL Express. Our air network dominates the express sector with its unrivalled global coverage and density. It serves as the foundation of their organization for worldwide quick delivery. They keep up a highly developed network of uniform air express routes. Airlines owned by DHL as well as contracted partners and independent carriers fly the routes. They market excess air capacity by providing a service from airport to airport to the sister companies and third parties in order to improve their capabilities and economics.

- **Aircraft and Facilities:** DHL Express has created policies to guarantee that only the safest, most advanced, and environmentally friendly aircraft are utilized at all times. Similar to this, all new air facilities must provide cutting-edge technology and the greatest levels of safety and environmental protection.
- ¹
Express Delivery Services & International Shipping: *When you ship with DHL Express – you're shipping with specialists in international shipping and courier delivery services!*
- With wide range of express parcel and package services, along with shipping and tracking solutions to fit your needs.

DHL offers a wide range of delivery options.

1. Service to Another Country
2. Service to Your Country
3. Service within Your Country

3.2 Vision, Mission Statement & Objectives

Purpose & Value- Connecting people and improving lives, Respect & Results.

✚ **Vision-** “We are THE Logistics Company for the World”

✚ DHL has always transformed, shaped, and made the logistics industry simpler. They are thinkers, innovators, and pioneers who constantly push the boundaries of what is possible, having created the international air express sector and rising to become the top logistics provider in the world. And now they are crossing the most difficult border: sending packages to the moon.

✚ **Mission Statement-** Excellence Simply Delivered.

Objectives- The four most important trends that have been impacting logistics in recent years will also shape the industry going forward: Globalization, Digitalization, E- Commerce, and Sustainability.

✚ **Strategy 2025:** “*Delivering excellence in a digital world*”

The organization releases more appealing, stronger strategies every three years that are in line with the objective of providing consumers with the highest quality service. The document "Delivering excellence in a digital world" for the upcoming year lays out the organization's future vision, mission, and goals.

The organization will make an effort to work toward improving operational excellence as well as the experiences of its employees and customers. In order to capitalize on these trends, DHL strives to grow its core logistics businesses profitably over the long term while also accelerating the digital transformation that is now taking place throughout the entire Group.

3.3 ¹Purpose

Connecting people, improving lives- is the basis of all they do. DHL also contributes significantly to the improvement of lives by bringing people together. The world is made better by international trade, and DHL, a logistics corporation, believes that it can contribute significantly to society. They are aware of the influence of trade. They make sure containers arrive on schedule and convey much more than just boxes and packages: we transport prosperity, health, growth, and joy. DHL connects people by enhancing their lives every day.

By being unwaveringly customer-centric and consistently providing excellence, DHL connects people. It connects people together, makes life easier for their clients, staff, investors, and society as a whole, and contributes to a better world.

3.4 DHL Express Bangladesh



As a pioneer in the express sector, DHL Express Bangladesh was founded in Bangladesh in 1979. The managing director of DHL Express Bangladesh is Md. Miarul Haque. They employ 478 people in Bangladesh altogether. There are 7 flights every day. It has more than 90 trucks, and it is the only international express company in Bangladesh with two facilities recognized by the Transport Asset Protection Association (TAPA). In Bangladesh, DHL Express commands a 65% market share for international air express services. In Bangladesh, DHL offers customer service through 5 service centers (full-service business processing centers) and 29 retail locations. Worldwide, it delivers to and from 220 nations and territories. People can import goods through them from all of the major economic hubs in Europe, the Americas, Africa, and Asia-Pacific. The first and only fully automated, cutting-edge conveyor and security scanning system in our nation is owned by DHL Express.

DHL Express's primary business is making international deliveries as quickly as feasible. Although solely for foreign deliveries and not for any domestic ones, it covers the area for urgent parcel and document deliveries. If possible, deliveries could be made the same day or the following working day. A window of one to three working days is specified.

On May 10th, 1991, DHL's Air Express Services were introduced in Bangladesh. Homebound Packers & Shippers Limited, a DHL Express agent, established a presence in Bangladesh. DHL has expanded its footprint in Bangladesh since it first opened to help local companies go global. Meeting the needs of local businesses has been made easier by the timely launch of diverse goods and services. In 1994, DHL was ¹the first company to have an Air Side Express Handling Unit at the airport in Dhaka. It was upgraded to ¹the pinnacle of worldwide standards in succeeding rounds of expansion and renovation. DHL recognized the growing demand for a door-to-door import service in 2001 and developed it. DHL first provided frontline customer service to the market in 1997. The nation's most cutting-edge customer care section is currently found at DHL. DHL's ascent to greatness has been accelerated by the opening of a state-of-the-art Quality Control Center in 2006, a specially constructed shipment processing facility in 2007, the ¹introduction of the six sigma-based efficiency program "First Choice" in 2008, and the certification of Certified International Specialist for all DP DHL employees in 2011.

¹DHL and The Daily Star together created the "Bangladesh Business Award" in 2013, which was Bangladesh's first award of its kind. DHL has always held the view ¹that giving back to society is a responsibility, and as part of its global "Living Responsibly" policy, company takes part in a number of CSR programs. At various times, DHL volunteers have helped with initiatives including reforestation, education for blind and underprivileged kids, and maintaining school water supplies.

¹The company has been successful in creating a unique connection between the rest of the globe and Bangladesh.

3.5 Organizational Structure

The Country Manager, who held total executive power, is at the top of DHL Bangladesh's organizational structure. Six SMT's, each of whom oversees a department, are under their supervision. The seven departments are. Operations, Commercial, Information Technology, Finance & Admin, Customer Service and Human Resources are all involved in customer service. The latter are referred to as backline, while the first four are referred to as frontline. The backline or support departments are tasked with providing various sorts of help to the frontline departments, whereas the frontline departments regularly deal with customers. Usually, frontline divisions have

the greatest expansion in personnel numbers. For instance, the HR department had been working with just 5 employees. Backline departments have a significantly tougher difficulty getting their requested personnel increases approved.

3.6 Corporate Division

There are 2 main divisions of DHL:

Two divisions in which are currently operating in Bangladesh are DHL Express & DHL Global Forwarding.

DHL Express: In the Express division, they transport urgent documents and goods reliably and on time from door to door. International time-definite shipments are our core business. The division's main product is Time Definite International (TDI) which will be discussed further in the main product & service category.

5 DHL Global Forwarding: With DHL Global Forwarding (DGF), the world leader in air freight services and one of the leading providers of ocean freight services. Around 30,000 employees work to ensure the transport of all kinds of shipments by air or sea. DGF's logistics solutions span the entire supply chain, from the factory to the shop floor. They also include special transport-related services.

3.7 Details of Product lines & Services

The main service of DHL Express is to ³ pick up and deliver urgent documents and parcels around the world with the help of the scheduled Express network which consists of 320 dedicated DHL Express aircraft with more than 2,300 flights per day. With the expert knowledge available in customs clearance, it has dedicated team of 4,800 custom experts worldwide who ensures that shipments are cleared quickly on arrival so that customers receive their shipments on time. In addition to being fast and reliable, it offers international door to door service with a full track and trace capability throughout the network. The Time Definite International (TDI) is the core business of this division which allows clients to send and receive parcels at a predetermined time. They provide industry-specific services under the TDI which includes Medical Express Transport and temperature-controlled delivery options for the Life Sciences & Healthcare sector.

To be more specific with the services which they provide, ³ DHL Express does not deal with any domestic shipping but only concentrates on shipping internationally. Their expertise is based on delivering within a short span of time, same day deliveries could be made or in the next possible business day.

Some other services which they provide to customers while shipping is listed below:

² **Duty Tax Paid:** At customer's request, DHL clears the shipment through customs in the destination country and arranges the payment of any import duties, taxes and fees to a DHL account in the country of departure or a third country instead of charging them to the consignee in the destination country. This service is of particular interest to online retailers, as their buyers know the final price at the time of purchase.

² **Insurance:** For shipments with particularly valuable contents, an additional transport insurance against loss or damage can be chosen.

²
Residential Address: Customers shipping to a private residence can activate specific delivery options by designating the delivery address as residential. Receivers can then select the most suitable delivery option on demand.

²
Direct Signature: When sending sensitive documents or high value contents, it can be requested to DHL for obtaining a direct signature from the consignee or a representative at the delivery address. DHL will ensure your shipment is not re-directed or delivered at an alternative address.

3.8 Operational Activities

DHL Express follows a network or process through which they operate their business. Firstly in order to get a delivery done, the parcel needs to be weighed at the retail outlet. After the shipment weight, documentation is required which states the reason for export, description of product and a few other details.

The packaging is done and payment is taken afterwards. The shipment is then brought to the service center where it's sorted and assigned accordingly. It is then transported to the Gateway which is the Hazrat Shahjalal International Airport. This is how the entire express process operates.

Coming to business operations, below are the departments mentioned which handle all the daily operations in a systematic manner to run the business properly.

The Finance Department: This team oversees the integrity of the Express organization. It keeps strong and effective internal controls, the close cooperation with the internal and external audit teams, uncompromising follow-ups on audit results and full compliance with all the regulations are a priority for them. In this way, they help to ensure the long-term viability and sustainability of DHL Express. To grow in terms of profitability, the finance team helps DHL to focus on the right topics and to take the right management decisions, based on intelligent, fact-based analysis and by working on improving the Cost of Finance position.

Human Resources Department: People are at the top agenda at DHL Express and the HR team looks on how to drive the people agenda. They contribute to motivate people and to create an environment where everyone can have their Best Day Every Day because they believe that their people are the biggest differentiator for them. This team is committed to spending time 'on the floor' in order to understand the needs of the frontline people and provide customer centric service which enables their motivated employees to deliver great service to the DHL Express customers.

Operations Department: Network Operations team is made up of well-trained and motivated people in the industry who hold the responsibility for Network Management, Operations and Aviation Programs, Security and Safety, Customs and Regulatory Affairs, and Shipment Movement. This includes the full shipment journey from Booking and Pick Up through the respective Processes in Service Centers, Gateways, and Hubs all the way through to Import clearance and ensuring a successful Delivery for customers.

Commercial Department: Under the team of Commercial there are a few different and separate teams but they are all working under the same department. Basically this team handles all the customers and sales of the company. From bringing new clients on board by research and using different software to maintaining a relationship with all the clients, managing client's account and branding the company and marketing it as well.

Information Technology (IT) Department: The IT department is essential to DHL Express's operations, enabling seamless communication, data management, and automation across all functions. This team ensures that the company's technological infrastructure is secure, reliable, and up-to-date, helping to maintain high standards of efficiency and service quality. By implementing advanced software solutions, they support other departments in achieving their objectives, from enhancing data analysis for informed decision-making to securing data privacy and compliance. IT also plays a crucial role in troubleshooting technical issues and implementing innovations, ensuring DHL Express remains competitive and well-prepared for digital transformation.

Customer Service Department: The Customer Service team at DHL Express is dedicated to providing exceptional support and assistance to customers at every stage of their journey. This department is responsible for managing inquiries, resolving issues, and offering timely updates on shipment statuses. They serve as the first point of contact, ensuring customers feel valued and informed. Through consistent follow-ups, active listening, and solution-focused assistance, Customer Service helps to maintain and elevate customer satisfaction and loyalty, strengthening DHL Express's reputation for reliability and responsiveness.

3.9 Philanthropic Activities/ CSR

In recent times many companies have been engaging in activities related to corporate social responsibility. DHL Express also takes many initiatives like this. A particular set of programs titled as “GO PROGRAMS” of DHL is designed to help make the world a better place. By matching our strengths with priority global needs and working with leading international organizations, these programs channel our resources for maximum impact. GoGreen, GoHelp, GoTeach, and GoTrade are driven by our commitment to the United Nations Sustainable Development Goals.

GoHelp- DHL leverages their competencies and global reach and the core assets are used to help with disaster management.

GoTeach- Activities are designed to help empower children and young people to attain the employability skills.

GoGreen- It's a climate protection program. It includes activities to make the operations cleaner and to inspire the employees to act in a more environmentally friendly way.

GoTrade- A Group-wide sustainability program designed to support the growth of trade in developing and least developed countries. It supports small and medium sized businesses to increase cross border trade and to access the global market.

Another initiative taken by DHL is We Help Each Other (WHEO) was set up to help colleagues affected by kinds of natural disasters and to help them get back at their feet as quickly as possible. Aviation is one of the fastest growing sources of greenhouse emissions in the world. DHL Express plays a part by utilizing sustainable aviation technology so that carbon footprint could be reduced. It has also adopted electric vehicle technology for shipping purposes to become more environmentally friendly



3.10 DHL Express Bangladesh Human Resource

DHL Bangladesh views its workforce as its most important resource. Employee client contacts have a significantly higher impact on DHL's business because it is fundamentally in the business of selling services rather than actually producing anything. Nearly 250 of its 300 employees are thought to engage with clients every day on average. This increased the importance of adequately training and motivating all employees. DHL has identified speed and service as crucial success elements, and highly trained and motivated employees are essential to both. As a result, despite its role as a support function, the HR department is critical in obtaining, motivating, and educating high-quality personnel at all levels of the organization.

The HR department at DHL Bangladesh is made up of four (permanent) employees and one contractual employee. Tabien Kamal, the country's HR Director, is in charge of the department. One HR managers, one HRBP manager, one Payroll Supervisor and one HR officer as well as one Intern.



The DHL Express Bangladesh Human Resource Department, in collaboration with the relevant department managers, is in charge of recruiting all DHL Bangladesh personnel. In the case of managerial-level personnel, the HR department collaborated with the Country Manager. Preliminary interviews, aptitude exams, job-specific tests, personality tests, and final interviews were all part of the recruitment process.

Compensation and benefits administration was one of the HR department's fastest expanding areas of work. Benefits were decided on a company-wide basis until 1998, whereas increments were based on department manager recommendations. This scenario had drastically changed in the last four years. All non-salary benefits are being streamlined to regional norms, and the HR department is now in charge of the entire process. Medical benefits, employee leave, and so on. Which were previously established and administered on an ad hoc basis are now being standardized and brought in line with regional guidelines. In terms of wage increases, the most recent HR practices, such as Hay grading and merit matrices, are used at all levels of the organization. This process includes companywide job evaluations and sizing, benchmarking jobs both internally and externally, determining DHL Bangladesh's market salary position, and then determining increments based on employee performance, internal and external equity, and overall industry trends. This puts a lot of strain on the existing HR staff, who are coping with a rapid increase in the number of employees.

Another important aspect of HR activity is training and development. In the last three years. Development initiatives (which focused on the long-term development of generalist abilities) have risen significantly throughout the firm. There has also been a significant growth in overseas trainings. Keeping track of these, as well as developing a good succession planning framework, all need far more effort now.

Additional responsibilities of the HR department include record keeping, planning and implementing motivating programs, cross-functional projects, and so on. However, the above-mentioned activities of recruitment, remuneration, and benefits, as well as training and development, use the majority of its time, and these are also the areas where the majority of the expansion in duties is coming from.

Chapter 4

Analysis

4. Analysis: Human Rights Audit and Appreciation Week procedure

The Human Rights audit at DHL Express Bangladesh is a critical process that ensures the company's adherence to global human rights standards and ethical practices. This year, the audit was conducted by a team of seven auditors from various countries, including the APEC HR head and representatives from the headquarters in Germany, who directly report to the CEO of DHL Express Worldwide. This diverse team brought a comprehensive and global perspective to the audit, examining DHL Bangladesh's adherence to international human rights policies and local regulations.

Prior to the arrival of the auditors, the HR team at DHL Bangladesh undertook extensive preparations to ensure all necessary documentation and procedures were in compliance with human rights standards. This preparation involved a thorough review of policies related to fair treatment, workplace safety, non-discrimination, and employee rights. The aim was to meet all the requirements set by the auditors, focusing on transparency, fairness, and the ethical treatment of all employees.

The audit also included a detailed evaluation of employee welfare programs, grievance mechanisms, and workplace conditions. The successful completion of the audit, with a positive outcome from the auditors, demonstrated DHL Bangladesh's commitment to upholding human rights principles within the workplace. The feedback from the auditors highlighted the company's strong adherence to human rights standards, reflecting its dedication to maintaining a fair and respectful work environment for all employees. The appreciation procedure at DHL Express Bangladesh is designed to recognize and reward employees' contributions to the company's success. This includes programs such as Employee of the Month, special recognition awards, and Appreciation Week, which are aimed at boosting employee morale and fostering a positive workplace culture. The appreciation initiatives are strategically aligned to encourage desired behaviors that support DHL's core values and business objectives.

Appreciation Week, in particular, is a significant event where employees are recognized for their hard work and dedication. The week is filled with activities that not only celebrate achievements but also promote team bonding and engagement. Employees are awarded based on their performance and contributions, reinforcing a culture of recognition and appreciation. This

initiative is instrumental in enhancing employee engagement and retaining top talent, as it makes employees feel valued and motivated.

By combining rigorous HR audits with robust appreciation procedures, DHL Express Bangladesh ensures a compliant, efficient, and motivated workforce that aligns with the company's strategic objectives and maintains its reputation as a leading employer in the logistics industry.

4.1 Human Rights Audit at DHL Express Bangladesh

The audit was carried out by a 5-member at DHL Express Bangladesh as part of their Human Rights Compliance process. Ultimately, their goal was to determine if the company complied with global human rights standards and labor laws but also whether employees were treated in a fair and ethical way. The audit was performed as part of DHL Global Forwarding's Sustainability and Code of Conduct Policy effort.

The auditors started by asking for files of random employees, which they planned to investigate thoroughly. These were files shared with everything from employment history, contracts, benefits to leave records and salary details along the disciplinary route if need be. Through a detailed review of the out-put, files we verified that each file corresponded to an employee and ensured all wages, pension benefits and similar leave entitlements were being distributed in accordance with national or local labor laws. They wanted to make sure that none of the workers was over exploited, underpaid or working in conditions which did not comply with human rights.

One example of my internship involvement in this project occurred when I traced and compiled the personal files for all permanent workers during regular monitoring by our HR team. The objective was to have every file complete and compliant with the audit standards. This preparation was necessary since the auditors made random checks to personal balances during the entire week. By audit process I mean all level of checks where it was verified to avoid discrimination in hiring, promoting or benefits distribution racial wise such as gendered based distributed aged base job sharing and ethnically sense across this curve.

They also interviewed employees from different departments and took feedback on their good as well as the bad experiences at work. The purpose of the interviews was to assess employee satisfaction, job security and general working conditions. They also checked if there were adequate grievance mechanisms in place for the employees to raise issues concerning workplace safety, harassment or any other kind of unfair treatment. Among the factors contributing to DHL's successful audit was its dedication to providing an environment that is safe, inclusive and respectable.

Key Aspects Covered Under Human Rights Audit

1. **Workplace Safety:** The auditors closely examined safety measures, including fire drills, emergency protocols, and the overall working conditions at DHL's facilities. They reviewed whether employees had access to necessary safety gear, whether there were clear emergency evacuation plans, and if safety training was conducted regularly. The audit team found that DHL Express Bangladesh maintained a high standard in this regard, providing employees with a safe work environment.
2. **Working Hours and Overtime:** The auditors checked whether DHL was adhering to the legal working hours and whether employees were being fairly compensated for any overtime. DHL's automated time-tracking system, integrated with the BIPO platform, allowed the auditors to review attendance and overtime data easily. The audit team found that employees were compensated fairly for overtime and that there were no violations regarding working hours.
3. **Fair Wages and Benefits:** The auditors checked to see if DHL Express Bangladesh pays fair wages according to local labor laws and global standards. They also looked at the benefits offered to employees, including health care insurance, maternity leave and retirement plans. Feedback was very positive as the compensation offered by DHL took competitive, comprehensive care of employee well-being.

4. **Non-Discrimination and Equal Opportunity:** The audit team reviewed recruitment, promotion, and training processes to ensure that there was no discrimination based on gender, religion, ethnicity, or other factors. They also considered if DHL provided all its employees with equal opportunity, including access to training and development programs as well as career advancement. DHL was also acknowledged by the auditors for its diverse workforce and inclusive policies guaranteeing equal opportunities for all staff.
5. **Employee Well-being and Mental Health:** The audit would only be done to provide assurance on well-being initiatives like counseling services, mental health awareness programs and other wellness programs. Praising DHL Express Bangladesh for focusing on the physical and mental well-being of its employees, especially with regards to the aftermath of pandemic environment reflects a positive move made by an organization. In recent years, the company had launched several initiatives to lift employee spirits and improve mental health, cementing its reputation as a caring employer.
6. **Labor Contracts and Legal Compliance:** The auditors reviewed labor contracts to ensure that they were in line with both local labor laws and international standards. The feedback indicated that DHL was fully compliant with all legal requirements, ensuring that employees were provided with clear and fair contracts that protected their rights.

Use of Technology – BIPO System:

One of the most praised aspects of the audit was DHL Express Bangladesh's use of the BIPO system, a digital HR platform that offers employees easy access to their personal data. Through BIPO, employees can apply for leave requests and mobile work requests, as they are allowed to work from home one day each week. The platform also provides detailed information on provident funds and insurance policies. Additionally, employees can request important documents such as a No Objection Certificate (NOC), employment certificates, and salary certificates. This self-service system ensures transparency, reduces administrative workload, and empowers employees to manage their information efficiently.

Final Outcome:

A weeklong audit was wrapped up with a final meeting between the auditors and Senior Management Team (SMT) at DHL Express Bangladesh. We got flooded with supportive and positive feedback. The audit team applauded DHL for having strong HR practices, treating employees well and prioritizing safety at work. This includes a recently conducted successful HR audit by DHL Express Bangladesh, receiving extensive limited assurance with specific and positive feedback; further cementing the image that this is an organization which values human rights and employee well-being. This audit needed to be successfully done in order DHL, not only comply with global human rights standards but also announce it loud that they are open for business listening and thorough listening from employees on site.

4.2 Appreciation Week at DHL Express Bangladesh

Appreciation Week is one of the flagship events at DHL Express Bangladesh where HR takes leadership to help its employees engage better and create a free working environment. The event allows employees to take a break from their regular jobs and engage in team-building, cross-functional bonding fun activities. Participating in this event as an enlightening experience to see how they set up these corporate events on a mass scale so employees can also attend., and I hope that other intern programs attending felt the way about interning with Amazon after witnessing such awesomeness. On July 9 and again on the following day, a raft of activities were held across both days to encourage community spirit amongst everyone at BASE.

1. Event Planning and Collaboration with Event Management Organization: The HR team working on appreciating week collaborated with an event management organization to ensure a successful execution. There were multiple meetings where we discussed the event logistics and how things will work — including but not limited to, venue setup and managing game stations & technical requirements for an acoustic session.

2. Games and Activities: Several interactive games were organized that an employee could enjoy for fun over the course of two days. The games, in turn were also made to be fun but at the same

time aimed towards teamwork and promoting interactions across functionaries. Here are some of the notable games:

- **Carrom Championship:** Most liked indoor game which aware played with all employees, fostering a competitive yet fun atmosphere.
- **Table Tennis Matches:** Singles and doubles matches among employees helped build-up the adrenaline.
- **Put the Ball into the Mug:** A quick, easy game where employees were able to showcase their aim and focus.
- **Dart Throw into Balloons:** Employees participated in this casual yet thrilling game, popping balloons with darts to win prizes.



As well as your individual events, there were several games that required the whole office to come together and rally in groups, fostering inter-departmental relationships. Teams were formed whose members came from different departments as it allowed everyone the time to get new acquaintances and improved team spirit. Back then, the employees who cleared those activities were rewarded as well with a goal accomplished pat in the back.

3. Thank You Cards for Employee Appreciation: Thank you card distribution to employees was another special feature of Appreciation Week. Employees could then use these cards to write individual notes of appreciation, thanks, or even encouragement for their peers. This small act was powerful in building a culture of appreciation where employees were appreciated for the work they do. It built a stronger interpersonal relationship among the team and gave confidence to them.

4. Capturing Memories: Photo Frame and Employee Album Board : mobile phone look-alike photo frame was arranged during the Appreciation Week, to click some cool photos of employees. This created a fun element to the event – people were running around trying to get their snapshots of happiness and camaraderie. The photo frame added to the bonding and memory share amongst employees making it in fact a Star of the show. Aside the photo frame, there was this Big Board where employees based their memorable pictures taken along with co-employees on or before the event. These photos were curated and placed on a board by the HR team which looked like an employee album. Seeing memories displayed visually added an emotional element to the evening, reinforcing things like appreciation and teamwork.



5. Live Acoustic Music Performance: On July 10, the DHL Band live acoustic session performed. Employees got to step away from their desks and relax over the live music instead of this being another cramped game. Also band played different song which made the whole time more pleasant and cozy for those who were there.



6. Speech by the Country Manager: Md. Miarul Haque, the Country Manager of DHL Express Bangladesh, delivered an inspiring speech during the event. He emphasized the importance of appreciation, teamwork, and the company's commitment to maintaining a supportive and inclusive work culture. The speech aligned with the core message of Appreciation Week, which was to recognize and celebrate the hard work and dedication of all employees. He also thanked the HR team for organizing such a successful event and reiterated the company's dedication to employee well-being.



7. Closing Ceremony and Dinner: The two-day event concluded with a grand dinner, where all employees gathered to share a meal. The shared dinner was a key part of the event, symbolizing unity and fostering a sense of belonging among employees. The opportunity to connect over food allowed for informal conversations, further strengthening the bonds among colleagues.

Chapter 5

Findings, Recommendations, Conclusion

5.1 Findings

- A full-scale human rights audit process takes extensive preparation, meaning time and effort is diverted from regular HR duties. This allocation can delay day-to-day HR operations and impede the team's ability to provide timely employee support.
- Interviews and personal file reviews conducted in an audit seem to be a privacy concern. Employees may feel uneasy about such scrutiny and might hesitate to provide honest feedback due to fear of retaliation. However, this can result in misleading results because some employees might not feel comfortable enough to communicate real opinions.
- The reliance on auditors poses a challenge, as they may lack insight into the local cultural and operational context. While they bring a global perspective, their assessments might overlook important regional nuances, potentially leading to conclusions that don't fully resonate with local practices.
- Appreciation Week may inadvertently lead to feelings of exclusion among employees whose roles are less visible. Without public acknowledgment, these employees might feel undervalued, which can negatively impact morale and lead to dissatisfaction among staff who perceive the event as favoring certain roles or departments.
- Although Appreciation Week aims to enhance engagement, the benefits can be short-lived. Once the event concludes, employees might feel that appreciation is limited to specific periods rather than being a continuous element of workplace culture. This could result in a dependence on such events to feel valued, rather than experiencing ongoing recognition.
- Utilizing an external event management organization introduces a risk of logistical issues and miscommunication, which can limit HR's control over the details of Appreciation Week. As a result, the event may not fully align with DHL's core values or cultural identity, potentially diminishing its impact on employees.

- The in-person focus of Appreciation Week can unintentionally exclude remote or off-site employees. Despite DHL's flexible work options, such as remote work, these employees often miss out on the full benefits of Appreciation Week, which can lead to feelings of isolation or unequal treatment. Without a virtual component, remote employees are less able to participate in the activities that foster camaraderie and a sense of belonging, ultimately impacting their engagement and perception of DHL's commitment to inclusion.

5.2 Recommendations

- The comprehensive preparation required for a human rights audit demands significant resources, diverting HR's attention away from regular tasks. This allocation can delay day-to-day HR operations and impede the team's ability to provide timely employee support.
- Conducting interviews and reviewing personal files during the audit raises privacy concerns. Employees may feel uneasy about such scrutiny and might hesitate to provide honest feedback due to fear of retaliation. This can lead to skewed findings, as some employees may not feel safe sharing genuine insights.
- The reliance on auditors poses a challenge, as they may lack insight into the local cultural and operational context. While they bring a global perspective, their assessments might overlook important regional nuances, potentially leading to conclusions that don't fully resonate with local practices.
- Appreciation Week may inadvertently lead to feelings of exclusion among employees whose roles are less visible. Without public acknowledgment, these employees might feel undervalued, which can negatively impact their morale and lead to dissatisfaction among staff who perceive the event as favoring certain roles or departments.
- Although Appreciation Week goals to enhance engagement, the benefits can be short. Once the event finished, employees might feel that appreciation is limited to specific periods rather than being a continuous element of workplace culture. This could result in a dependence on such events to feel valued, rather than experiencing ongoing recognition.
- Utilizing an external event management organization introduces a risk of logistical issues and miscommunication, which can limit HR's control over the details of Appreciation Week. As a result, the event may not fully align with DHL's core values or cultural identity, potentially diminishing its impact on employees.

- To ensure inclusivity, DHL could incorporate hybrid elements into Appreciation Week, enabling remote or off-site employees to join in virtually. Options like livestreamed events, virtual networking opportunities, and online activities can foster connection, helping remote employees feel more involved. Furthermore, DHL could consider offering dedicated online sessions or alternative ways for remote employees to engage with the week's events, which would promote a culture of inclusivity and reinforce a sense of equal recognition across all work arrangements.

5.3 Conclusion

In summary, the initiatives undertaken by DHL Express Bangladesh, such as the human rights audit and Appreciation Week, reflect a commendable effort to reinforce ethical standards and cultivate a positive, engaging work environment. However, these initiatives also reveal areas where strategic enhancements could yield even greater long-term benefits. The human rights audit, for instance, is a vital exercise, but its resource-intensive nature places substantial demands on the HR team, which can sometimes hinder regular HR functions and employee support. Striking a balance between the audit's requirements and daily HR operations is crucial to sustaining productivity while upholding ethical standards. Furthermore, addressing potential privacy concerns related to the audit process is essential to foster trust among employees, encouraging them to provide honest feedback without fear of repercussions. Additionally, the role of external auditors, while valuable for their global perspective, could be strengthened by incorporating local context into evaluations, ensuring a more culturally sensitive and holistic assessment.

Similarly, Appreciation Week is a positive and impactful initiative that boosts morale and fosters camaraderie among employees. However, to ensure lasting impact, DHL could consider a more inclusive and sustained approach to recognition. While the event serves as a focal point for employee appreciation, regular acknowledgment throughout the year can help maintain high morale and prevent the temporary surge in motivation from fading. Ensuring that appreciation efforts reach employees in all roles, including those with less visibility, can also promote a sense of belonging and equity. Additionally, maintaining strong communication and logistical coordination with external event organizers will help align the event's execution with DHL's culture and values. By refining these areas, DHL can enhance its support for employees, foster an even more inclusive and engaging workplace, and ensure that its efforts align with the company's core values, ultimately contributing to a more committed and satisfied workforce.

6. References

Bibliography

- <https://www.dhl.com/bd-en/home.html?locale=true>
- <https://www.dhl.com/global-en/delivered/responsibility/the-most-important-ingredient-to-finding-success-in-business-and-in-life-connections.html>
- <https://www.dhl.com/bd-en/home/about-us/dhl-in-bangladesh.html>
- <https://www.mordorintelligence.com/industry-reports/bangladesh-freight-and-logistics-market>
- <https://www.dhl.com/en.html>
- <https://group.dhl.com/en/sustainability/social/human-rights.html>
- <https://dhl-consulting.com/news/dpdhls-human-rights-commitment/>
- <https://www.dhl.com/global-en/delivered/responsibility/now-more-than-ever-employee-engagement-and-appreciation-should-take-center-stage.html>
- <https://www.dhl.com/de-en/microsites/express/hubs/hub-leipzig/insights/blog/appreciation-is-a-top-priority-at-the-dhl-hub-leipzig.html>
- <https://www.humanrightscareers.com/issues/10-reasons-why-human-rights-are-important/>
- <https://wheniwork.com/blog/employee-appreciation-ideas>
- Kahn, W. A. (1990). An Exercise of Authority. *Organizational Behavior Teaching Review*, 14
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business Unit Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: 2012 Global Workforce Study, Towers Watson, 2012
- Robinson D (2007), Employee Engagement; Opinion Paper OP11, Institute for Employment Studies
- Macey WH, Schneider B (2008a), 'The meaning of employee engagement',
- Luthans F, Peterson SJ (2002), 'Employee engagement and manager self- efficacy: implications for managerial effectiveness and development', *Journal Of Management Development*, 21(5), 376–387
- Maslach, C. 1998. 'A multi-dimensional view of burnout'. In Cooper, C.L. (Ed.). *Global Logistics International Home*.
- <https://www.emerald.com/insight/content/doi/10.1108/SHR-11-2015-0090/full/html>

Examine Human Rights Audit and Appreciation Week Procedure in the case of DHL Express Bangladesh

ORIGINALITY REPORT

12%

SIMILARITY INDEX

10%

INTERNET SOURCES

0%

PUBLICATIONS

7%

STUDENT PAPERS

PRIMARY SOURCES

1

dspace.bracu.ac.bd

Internet Source

6%

2

www.dhl.de

Internet Source

2%

3

Submitted to Coventry University

Student Paper

1%

4

Submitted to United International University

Student Paper

1%

5

findonejob.business.blog

Internet Source

1%

6

Submitted to Indiana University

Student Paper

1%

7

archive.org

Internet Source

1%

Exclude quotes On

Exclude matches < 1%

Exclude bibliography On

