

The Factors Associated with the Employee Turnover Rate at Meena Bazar

GEMCON Food and Agricultural Product Limited, Meena Bazar

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Internship/Project Report Approval Form

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Part – A

Chapter 1: Internship Preparation

An internship is an organized, temporary work arrangement designed to deliver students or recent graduates practical experience in a particular sector or subject of study. This professional development opportunity allows students to put theoretical knowledge into practice in a real-world situation, closing the gap between academic knowledge and practical application. Internships can be part-time or full-time, and they provide vital insights, skill development, and networking opportunities in the chosen career subject.

During the internship program, students get to work on tasks and projects where they can apply their academic knowledge to practical real-world scenarios. Also, this is supervised by an expert from the organization who helps to guide the individual throughout the internship process. It contributes to a thorough understanding of business processes, workplace dynamics, and execution of projects. Furthermore, an internship program serves as a platform for students and recent graduates to build a professional network, make connections in the business world, and gain practical insight into a possible career path.

Overall, an internship helps the interns gain new skills, prepares them for more challenges in the real world, and enhances their chances of future employment.

Internship Motivation and Plan

The final requirement for my graduation is to complete an internship, which is a necessary prerequisite. I've been stressed because of my growing fear that I will not live up to a company's norms for its internship program. My main aim after graduation is to find a good career, and considering that I do not have any previous work experience, I see this internship as an important tool to shape me for my future career. It's a competitive world out there, and I have seen all of my friends succeed in extracurricular activities at my university. As a result, I exposed myself to various volunteer opportunities offered by university clubs, went to seminars and workshops, and generally increased my engagement in various events. This was the first move I took during the past two semesters to enhance my extracurricular activities (ECAs) to improve my résumé. I want to get practical experience, a better understanding of workplace dynamics, and the knowledge and capacities necessary for my future job via this internship. One of my primary plans is to enhance my communication abilities, which I believe I lack. A few more things that I intend to do are to understand how the organization's practices align with the academic

teachings, learn workplace etiquette, build connections within the organization, experience working in a team environment, and lastly, identify my strengths and weaknesses.

Internship Search Process

I constantly kept an eye on BDjobs, LinkedIn, and Facebook groups to get a sense of what organizations and small businesses were seeking in individuals. The first thing I did was search for proper resume templates online, update my resume in that format, and include all of the important skills that I have developed over the years.

I began looking for internship options before my midterm exams, which were held from July 16th to July 20th. This provided me enough time to continue looking for internships in case I didn't get one in time. I applied for internship positions in the following companies: Studynetglobal, Vision Spring, IDC Bangladesh, SIHA Marketing Agency Limited, Wander Woman, Renata Ltd., Bimafy, Invicta Solutions Ltd., ACI logistics, Western Engineering (Pvt.) Ltd., Mentors' Education, BJIT Group, IPDC Finance Limited, Ignites Asia, Digicon Technologies Limited., Dhaka Tribune, BRAC, IDLC Finance Limited, Amraa Solutions, Acme Global Industries, Sticker Visa, Concord Group, Meena Bazar, Trust Axiata Digital Limited, PeopleScape Ltd., Kazi Farms Limited, Nagad, Bkash internship program bNext, GAOTek Inc., Dnet, Augmedix, RedDot Digital Limited, Race Online Limited, Fashol Dotcom Ltd., and Intertek Bangladesh. Every time I sent an email to each of these organizations, I hoped that at least one of them would contact me for an interview. I was chosen for interviews with four companies: Intertek, Race Online, Meena Bazar, and Fashol Dotcom. All of these seemed well-established and goal-oriented and hence I have decided to go for anyone who hires me for the internship.

Internship Interview Experience

Fashol Dotcom Limited contacted me for an interview on August 20. The following day, Meena Bazar also called me for an interview. Both of these organizations have booked me for an interview on August 24th. The first interview was with Meena Bazar. I arrived on time at the GEMCON Building headquarters and waited. Mr. Nahid Aktar, the HR manager of Meena Bazar, was in the interview room when I entered. He was conducting a stress interview and asked me theoretical questions. Even though I was scared and couldn't fully answer the questions, I still attempted to respond in a way that he would appreciate. A few questions included him telling me I had no experience and asking why he should hire me for the internship position. To this, I responded that I had sufficient experience as an intern from past internship-like work, which most other candidates do not have. He concluded the interview and informed me that within two days they would let me know if I had been chosen. I didn't think they'd hire me after I walked out of the office.

Later that afternoon, I gave an interview for Fashol Dotcom, which went well. I received calls from both companies within an hour of leaving their offices, informing me that I had been chosen for their internship positions. I was overjoyed. Even though it was a difficult decision, I chose Meena Bazar for my internship since they had a better brand name than the startup business - Fashol Dotcom Limited.

Overview of Meena Bazar (GEMCON Food and Agriculture Product Ltd.)

Meena Bazar was established in 2002 and is operated by GEMCON Group under GEMCON Food and Agriculture Products Limited (GFAPL). It is one of the largest retail superstore chains in Bangladesh. Since 2002, the company has expanded vastly all over Bangladesh with 26 outlets and is planning to open a few more outlets at Mirpur. Meena Bazar operates under GEMCON Food and Agricultural Products Limited which provides organic and fresh food products. The physical stores have sections which are Fish, Meat, Fruits, Vegetables, Dairy, frozen, Personal care, household, kitchenware, and a different section of Meena Sweets (Online M.B., 2023).

Meena Bazar Superstore has an online website that allows customers to purchase products and get the delivery within 90 minutes. This serves customers with various products, 365-day call center operations, and cashless delivery options. The only goal of Meena Bazar Online is to save time for its customers and allow them to experience the digital shopping experience through their website which is also accessible on IOS and Android phones. Customer demand is given top priority at Meena Bazar, and service quality can be expected to be perfect.

Each physical store of Meena Bazar needs bike riders for delivery, Porters, Sales associates, cashiers, and Packers for the Warehouse. Given that there are more than 20 outlets in this superstore, there are hundreds of non-management employees who provide support for the business to grow.

Chapter 2: About the Internship

Job Duties and Responsibilities as an Intern with the Company

As an intern, my appointment letter from Meena Bazar mentioned that I would have to complete any task that has been assigned to me by my supervisor. The tasks that I have been assigned were - Helping non-management employees with their documentation process, answering their queries, preparing personal files of employees according to the company rules, managing employee data in the HRIS, handing out appointment letters to the new joining employees, and briefing them about work time and other necessary information about dress code.

A few other tasks were to prepare the list of the candidates who were interviewed and trained which included their name, phone number, location, interview, and training date. As an intern, I had to sort out the assessment papers of each candidate so that whenever the candidates came in for their joining process, we could save valuable time by easily acquiring their papers from our desks. Other times, I helped out in the training room to sort out the candidates' documents and announce dates for their joining process.

I was also assigned the task of reading the book "Kaizen" by Sarah Harvey and giving a presentation to the HR manager every Sunday. On top of that, I have been assigned to write down the description of jobs of each departmental section of HR - Recruitment and selection (Non-management), Recruitment and selection (Management), Training and Development, Payroll Management, Organizational Development, Administration, and HR Operations.

New skills acquired and the contributions I made to the company

I gained practical knowledge in handling the Human Resource Information System (HRIS) during my internship at Meena Bazar. This required the first stage of gathering new employees' physical personal documents, which were then manually entered into the HRIS. I also gained knowledge on how to handle and settle issues with employees' joining dates and locations of employment. In addition to proving my dedication, I tried to make a good impression by being proactive in understanding and minimizing these problems, which may have improved employee retention and satisfaction.

Furthermore, I got hands-on experience implementing the Zebra card printer to create employee identity cards. Working under pressure during this internship considerably improved my capacity to function well in high-pressure settings. What used to be the scary thought of contacting candidates for interviews gradually changed into a skill set that allows me to interact with and get in touch with shortlisted individuals with confidence. This progression reflects my growth and adaptability in professional communication, an essential component of human resource management.

Relating educational learning with the internship roles and responsibilities

During my last two years of university, I have been taught about HR, Organizational Behavior, Manpower Planning, Recruitment and Selection, Training and Development, Performance Management, Compensation and Benefits, Employee Relations, Labor Laws and regulations, Strategic HRM, Diversity and Inclusion, HR Information System, HR Ethics, and Change management.

As an intern at Meena Bazar, I have been able to relate fewer things with my educational learning which are as follows:

Manpower Planning: Every week, non-management employees left their jobs and as a result, we had to onboard new employees. This was done by following a process that included the outlet in charge sending an email to us regarding their manpower needs. By following them, we would interview candidates from those areas, select the right fit candidates, and then onboard them according to the needs of the emergency. We kept track of how many workers we had deployed and how many more needed to be hired and kept weekly targets to minimize the shortage of non-management employees.

Recruitment and Selection: Just like I have learned in my university life, job posting is the initial step for recruitment. I have seen the job advertisements which are posters that have the job roles added in bullet points. Since we focus more on non-management employee recruitment, the job posting is written in Bengali because most of these employees come from a Bengali Medium Background and many of them do not have the highest of education degrees. These posters are mainly posted on LinkedIn and Facebook. Apart from posters, job posting is also done in BDjobs and other job sites as well. This includes a job description, employment status, education and skills requirements, additional requirements, job location, and lastly compensation and other benefits. The next step is to interview the applicants. During this procedure, we ask the candidates about their previous work experience, ask them where they live, tell them to read a paragraph printed on a page in front of them to check their verbal pronunciation and other literacy skills, and lastly check whether these candidates have the proper grooming to be working as a sales associate, cashier, butcher, driver, or porter. If they pass the interview, they are selected and contacted later on.

As for the management employee recruitment, the senior executive of Meena Bazar collects employee requisitions from all the departments. When there is a need for new employees in a department, the executive then prepares a job description and posts it on websites like BDjobs, LinkedIn, and Facebook. When different candidates apply for the job, the HR executive then shortlists candidates with experience, educational requirements, salary expectations, and the previous company they have worked at. This helps to understand whether the candidates are overqualified, or underqualified and whether they have higher expectations from Meena Bazar than what they'll receive. After shortlisting the candidates, a second shortlisting is done by the HR manager himself or the other departments' managers. After shortlisting, the candidates are invited to an interview. During the interview, the HR manager and the other department manager are present in the interview panel for it to be effective and bias-free.

Training and Development: Training and development is a crucial part of smooth operations in an organization which can be found in every book of HR. Meena Bazar non-management employees go through the training process as well. This is done right after their interview and selection process. These

employees are given 2 days of training where in the first training they learn about the products of the company, HR policies, and behavioral standards, and on the second day, they go through the entire documentation process that is required for the final joining process.

As for the management team of the corporate office, they do not require any specific training since they are initially selected for the exceptional skills for their jobs. However, Meena Bazar ensures that these employees get more knowledge that is provided to them through workshops.

Performance Management: Meena Bazar uses the 365-degree assessment to assess the performance of every employee. The employees are given feedback by reviewing their performance of the tasks they were given and based on this feedback, they work on the areas of improvement. Usually, each department's line manager does the review of the respective department's employees individually over employee-manager meetings which also improves the relationship between them.

Compensation and Benefits: Meena Bazar provides direct and indirect benefits to its employees. Direct benefits include salary, bonus, incentives, and overtime pay. The bonus is paid twice annually to all of the employees including management and non-management which is 50% gross of the monthly salary. They also pay provident fund and gratuity. Provident funds for the management employees are matured after 3 years of their employment. 10% of their monthly salary is deducted by the company and when they decide to resign, this money is paid back to them. For non-management employees, there is no provident fund. In terms of gratuity, management employees have to work for consecutive 5 years to receive the gratuity. Non-management employees have to work for 1 year to receive gratuity.

In Meena Bazar, salary is given by following different levels of job grades of employees. Minimum salary starts from 8000 BDT for the job grade W2. Salary increases as the job grade increases. There are 18 job grades: W2, W3, S1, S2, O1, O2, E1, E2, E3, M1, M2, M3, M4, M5, M6, M7, M8, M9. W2, W3 & S1 are for non-management employees which include cashiers, delivery bike riders, sales associates, porters, butchers, and packers. O1 & O2 are for officers and supervisors; E1, E2 & E3 are for executives and senior executives; M1-M7 are for assistant managers and managers; and M8 and M9 are for COO and CEO. A few years ago, there was the job grade W1 which was removed after reviewing the salary. The sale range for W1 was 4000 to 6000 which is now a very less amount and hence it has been removed.

Indirect compensation for Meena Bazar includes medical insurance, opportunities for promotion, and employee recognition. The medical insurance is 30% to 40% and all of the management employees have this benefit. Usually, the employee has to visit the hospital and show them their employee ID card which then helps them to avail of this insurance benefit. One of the hospitals is the Ibn Sina Trust.

HR Administration: This process includes managing Meena Bazar Super shop security including fire safety, and employee discipline which involves the behavior of the employees. If an employee has

behavioral issues, a warning is given and if the issue is severe then the employee is terminated. HR administration also includes managing the ID cards of the employees. In the management section, outlet managers, supervisors, and other officers and executive members are provided with phone sim cards and mobile bills with a specific limit according to the type of work they do. Housekeeping services and vehicle services (pull cars and motorbikes for product delivery) are managed by the HR administrator. Employee engagement programs such as the Ludo tournament, carrom tournament, Bar-b-que night, employee night, and Meena Bazar premier league are organized where employees have interactive and fun activities. The HR administrator is also responsible for the requisitions of employees i.e., stock budgeting of stationery.

HR Information System: Meena Bazar keeps all the personal data of its employees in their own HRIS to make the HR process effective and efficient. Employees are required to fill up documents containing their NID/Passport information, present and permanent home addresses, family details, education qualifications, emergency contacts, references, etc., which are then recorded in the HR system. This helps us to prepare their appointment letters effectively and allows us to track their information such as their attendance record, total working days, salary details, and leaves. After successfully creating an employee ID, we use this employee ID number and maintain a physical personal file to store all their raw documents.

HR Ethics: Sexual and verbal harassment is prohibited. Proper action is taken if anyone is subjected to harassment. No one under the age of 18 is hired at Meena Bazar. Any certificates provided by interested candidates are cross-checked to make sure they are not forged or fake. Lastly, Meena Bazar ensures equality and fairness in their employment by keeping a 2:1 ratio of males and females in their super shops to avoid any heavy lifting work that the females cannot do.

Clearance and Settlement: The departing employees go through a clearance and settlement process that states that none of their payment or paperwork is due. These employees fill up the clearance form with some checkboxes to be ticked for the super shop outlet, Finance and Accounts department, IT department, and HR and administration department. When all of the papers are okay, the paper is ready for the settlement process. During the clearance process, a few things are taken back from the employees including ID cards and uniforms. If the employees fail to return these, an amount will be deducted from their account during the settlement.

Chapter 3: Self-Reflection

Things I liked and disliked about My Internship at Meena Bazar

Things I liked from my internship:

- My co-workers were nice and friendly.
- The co-workers made me feel comfortable in the workplace.
- I was very curious about HRIS during my education and after joining Meena Bazar I got to learn to utilize HRIS for employee data management.
- Verifying educational certificates was one of my favorite tasks. In addition to that, I liked separating inactive employee files because it took less time and was not tedious.
- My co-supervisor was flexible with my work time because some days I was late due to traffic or health issues. She was also kind enough to give me recovery leaves during my health problems.
- My supervisor offered me a choice to extend the internship duration which meant I can work as an intern even when I no longer have an academic requirement for graduating. He offered me to keep working as an intern until I landed a good job.

Things I disliked from my internship:

- I felt that my work was monotonous.
- I felt pressured by my organization supervisor to read a book and give a presentation on it every week even when the workload was too much. I felt burnt out after working 8 hours or more some days and barely had time to rest, complete his presentation by reading the book or even spend family time. I did not get the time for myself for weeks.
- I asked if I could use the primary data collected by Meena Bazar from their employees which I could have used for my internship report. However, my supervisor did not allow me to interview any of their employees or use their data for my research purposes even though I made sure not to use anything confidential like employee salary or personal information.
- My supervisor was the HR manager himself but I felt like there was a gap of communication between us.
- My potential was not recognized. I worked hard every day and I was very efficient in my work. However, another HR intern was always praised for his work which made me feel like there was personal judgement rather than a professional one.
- I was put down by the male employees of the HR department by comparing me with the other intern who was not even working properly. This came from my observation because the other intern would waste too much time doing nothing and worked very slowly whereas I on the other hand was finishing twice as much work.

- Our PC was very slow at times and our desk's keyboard holder was broken. Despite asking them to fix it, they barely paid any heed. They fixed it right before the day I was done with my internship at Meena Bazar.
- The behavior of some of the employees from other departments was rude and it felt like they did not like anyone who was younger in the organization and was doing well.
- I asked several times to teach me more about HR-related work. However, they gave me very little room to learn. They thought of everything as confidential and as an intern, I should know much about it. This made me very unhappy because I was doing the internship to gain knowledge about the type of work that was unavailable to me.

How I Could Do Better and How Meena Bazar Could Utilize Me Better

Initially, I had expectations from Meena Bazar that I would learn so many new things and my effort would be considered. I worked harder from the beginning and only learned the basics of HR work like binding all the employee documents in their separate files, inputting their personal information in the HRIS, compiling their assessment sheets and Personal Information Forms (PIF) after their training, giving them briefing about their work time and outfit, and compile all the bank forms. However, I was not satisfied with it because even after completing 2 months of my internship period, I was still doing the same work. I was very much interested in learning about the payroll and benefits, ID card distribution, creating and posting job descriptions, shortlisting candidates for interviews, interviewing candidates, or maybe at least being present in the interview panel. However, my learning was very limited. I could have done better for the organization if they taught me more and allowed me to learn without making it all seem “confidential”.

A few ways that the organization could have utilized me better is if they did not oppress the interns for being in the company for 3 months and by not considering us as temporary employees. If they realized I am a fast learner and I could have lifted off much of their workload by learning all the things, the HR department could have become more efficient.

Insights and recommendation of ways the organization can improve its internship program

As I have been offered an extension, I have decided to continue working as an intern at Meena Bazar. I would love to share my ideas with the senior executive of HR so that they can be used in a more diverse way within the organization. I want to be more confident and flawless in what I do and hence one or two more extra months of working might allow me to bring positive changes in the workplace. I will focus on the CV screening and job posting on different platforms because that's the initial step of selecting candidates for the organization. In many cases, wrong hiring has caused harm to a lot of

companies and hence, selecting people with goals and skills that align with the objective of the organization is very crucial.

Another thing that I have not done properly during my 3-month internship is building a network among the people of different departments of Meena Bazar. I would like to work on changing people's points of view towards younger generations. People can be rude and tough but maintaining a positive attitude and a friendly, respectful tone towards these people might bring some change.

Many organizations fail to distribute tasks to their employees which makes the work very tedious and the employees might not be able to keep up with their tasks. Organizations like Meena Bazar can make a proper detailed plan of the intern task and assign a supervisor/senior employee to help them learn and complete those tasks. Imposing a deadline, keeping the manager of the department and the employees in email, and sending out the task list with proper instructions would allow them to take their work seriously and take out the time for their interns.

Chapter 4: Personal Development Plan

Brief Personal Development Plan and Career Plan

After completing my internship program and graduation, I will look for a new job in the HR department. The application process will start a month before my internship period with Meena Bazar comes to an end. On the other hand, I plan to study abroad in Canada/Europe for a Master's in Business Administration or a Post-Graduate Diploma under the following concentrations: Human Resource Management, Business Analytics, International Business, or Management. Hence, I would start my IELTS classes and take my exam at the end of December or the first week of January 2024. I will be applying for the September 2024 intake and so during the remaining few months, I will gain experience by landing a job in HR. Some of the selected Canadian Colleges are Sheridan College, North Island College, and Seneca College. My career plan involves getting a job in a junior executive position or executive position since I will be performing the initial stages of HR work.

Skills I Want to Develop at Present for Securing Employment

While working at Meena Bazar, I have realized that I am weak in decision-making skills and Organizational Skills which will help me to perform HR tasks more smoothly. Leadership skill is something I am working on and will further improve since leadership is what keeps an organization running. Another skill I would like to develop is managing the HRM software since it is a crucial tool for Human Resources. I am also interested in basic graphic designing which will be helpful for

companies to keep up with their website and social media platforms. A few of the companies are shifting their dynamics in content creation and so, having graphic designing skill will be a plus point for a candidate like me. Lastly, for my interpersonal skills, I would like to focus on developing persuasion skills, and negotiation skills.

PART – B

The Factors Associated with the Employee Turnover Rate at Meena Bazar

Executive Summary

This study on Meena Bazar, Bangladesh, highlights the importance of taking a proactive approach in addressing the key variables that contribute to employee dissatisfaction and resignations. The study highlights the significance of quarterly evaluations in reducing high turnover by revealing notable gaps between the company's objectives and employee satisfaction. The research employs a qualitative approach, utilizing personal observations and interactions during a three-month internship at Meena Bazar. The findings highlight issues such as long work hours, low pay, and gender-specific location difficulties. Meena Bazar has not been very successful in keeping its employees, especially when it comes to dealing with issues related to behavior. Initiatives to enhance working conditions, on-the-job training, and transparent talent acquisition are among the recommendations. To summarize, a holistic organizational approach that prioritizes employee satisfaction is essential for future growth and reputation.

Keywords: *Employee turnover, Factors, Meena Bazar.*

Chapter 1: Introduction

Research Objective/ Purpose:

The main objective of this report is to understand what factors are influencing the non-management employees of Meena Bazar (GFAPL) to leave their work.

Research context / Background of the study:

Meena Bazar is a retail super shop that serves customers all over the country. This super shop also provides employment opportunities for those who do not have a higher education but require money to sustain their family. Bangladeshi superstores sell a variety of products such as fish, meat, fruits, bakery, grocery products, etc. (Munni, 2010). Not just that, these super shops also provide products of kitchen appliances, household, and also personal care and beauty (Siddiqui, et.al. 2006; Munni 2010). According to BSOA also known as the Bangladesh Supermarket Owners' Association, the super shops

get around fifteen to twenty percent growth in market sales. Another report contains the information that by the year 2021, the growth of the retail market will be around 3027.25 billion BDT (Hussain & Leishman, 2013). For the last 10 years, retail super shops have been growing at a fast pace. However, due to a few reasons the current retail organizations are going through several challenges in managing and retaining good employees (Kashem, 2012; Sarker and Afroze, 2015; Shamsher and Hossain, 2012).

Employee Turnover:

Employee turnover is a term used to define the number of employees that resign from their job and new employees are hired to compensate for the vacancy in the organization. The employee turnover rate means the percentage of total employees who left the company during a specific period. Any organization or company that faces a higher employee turnover means that they will have to deal with more costs of hiring new employees (Jose, 2013).

Literature on Factors Causing Employee Turnover:

Multiple studies have shown that several factors force employees to decide to leave a job. When an organization goes through the selection and recruitment of candidates, a series of procedures have to be followed such as hiring the right amount of manpower required, checking skills that are required for the job role, education qualification requirements, etc. (Bowden, 1952). During this time, people have different expectations from the organization they are planning to work for and this is connected to employee turnover which is backed by a study on how managers can reduce employee intention to quit. According to the study, employees that are recruited usually form an expectation from the stage of selection and recruitment and they only plan on staying with that organization if their expectations are met hence allowing the organization to retain their employees for several years (Firth et al., 2007). When there is a communication gap between the employee and the recruiter of an organization, it leads the candidate to have a level of expectation that cannot be fulfilled and hence it leads to turnover which is why communication must be done properly (Herriot, 1989).

It has been also found from various studies that employee turnover is related to job satisfaction. Several factors contribute to the job dissatisfaction of employees. Results from one research study showed that employees are influenced to leave their jobs for the following factors - the structure of compensation, management and organization structure, work nature, career path, challenging job, and availability of jobs in the market (Alam & Bhuiyan, 2014). Some employees find better pay and working environment, less supervision from a tough boss, benefits from retirement, and less work pressure which creates a heavy influence to leave their current job (Alam & Amin, 2018). According to the researchers Lee and Mitchell (1994), employees do not intend to leave only because of dissatisfaction with the job but also to find other better opportunities. Work locations can be challenging for female employees which can cause them to consider a new job that is convenient to travel. From a different study result, it was found out that 17 individuals out of the 20 interviewed have said that salary is their main motivation for

working; 6 individuals have said that the location was the main factor for them since some had to take care of their babies or some of them didn't get the proper family time after returning home from work; Another individual has said that sometimes the qualification is not properly evaluated for the job which is why employees leave (Hossain et al., 2015).

From the previous research papers, we have found that many reasons why organizations might face employee turnover. Since there is a high turnover at Meena Bazar, in this research we will identify the reasons that are influencing them to quit.

Research question / Problem statement:

In order to understand the research topic, we must find out the answers to the following questions:

1. What influences the employees to leave Meena Bazar?
2. Is Meena Bazar doing anything to retain their employees?

Chapter 2: Methodology

Type of research:

The goal of this research is to provide the readers with an in-depth understanding of the reasons behind Meena Bazar employees' decision to quit their jobs. To achieve this, a thorough analysis of the factors impacting the employees' decisions to quit will be set up by the study using descriptive data. This research aims to identify patterns and connections that contribute to the understanding of employee turnover with the help of a detailed analysis of the work environment, employee behavior and relationships, and organizational practices.

The research aims to comprehend the reasons behind employee turnover at Meena Bazar by conducting qualitative methods rather than relying only on numerical data. This study intends to provide valuable insights that can serve to inform both Meena Bazar and other organizations to figure out how to keep their employees satisfied and retain them.

Research design:

The study will take a qualitative approach, relying on the data gathered from personal observations and interactions with a few employees. Additionally, formal interviews with the employees were not conducted due to a lack of consent from Meena Bazar. The company conducts its employee survey that

is delivered in the form of Google form and I was given access to the survey link. However, the data collected by Meena Bazar's survey is confidential, and hence, my analysis will be based solely on the data gathered by me during my internship.

Meena Bazar's primary survey questions have been followed during the research, which is:

- 1) Feedback about your job
- 2) What activities did you enjoy most during your service here?
- 3) What activities did you enjoy the least during your service here?
- 4) Feedback about your supervisor
- 5) Feedback about your workplace environment
- 6) Feedback about your salary, allowances, and other benefits
- 7) Are you leaving Meena Bazar to avail of a better opportunity (to take another job)?
- 8) What improvements do you feel could make your former position more meaningful and better?

Methods for sampling, data collection, and analysis:

The sampling was done based on personal observation of the three months of the internship. Every month, it has been observed that an average of forty to fifty-five employees come to the headquarter to resign from their job. These people worked between one to seven months only. The age group of these people starts from eighteen to thirty and their education backgrounds range from S.S.C to H.S.C to Bachelor's degree. Approximately five hundred individuals joined Meena Bazar from the first week of September to the first week of December. These newcomers primarily consisted of positions such as trainee sales associate, senior sales associate, trainee cashier, senior cashier, trainee butcher, butcher, and senior butcher. This data on newly recruited non-management employees was obtained from the Human Resource Information System (HRIS) of Meena Bazar.

Among the hundreds of people whose joining process was overseen by myself, around five to six people have approached to me regarding their resignation. During the informal conversation with them, they disclosed the reasons that have affected their decision to quit.

Other data for analysis is drawn from my recollection of the primary survey conducted by Meena Bazar. The survey responses will be used to identify the areas that are causing problems for the organization and how they may be addressed to improve the situation of employee turnover.

Chapter 3: Findings and Discussion

Factors Contributing to Employee Turnover:

Upon my observations, several factors played a role in employees' decisions to leave their jobs. During my internship, a significant number of employees resigned, evident during their visits to the headquarters for exit interviews and clearances. Notably, when sharing their feedback through survey forms, a prevalent reason cited was dissatisfaction with their salary, followed by concerns about workload and supervisor behavior.

Employee Satisfaction and Responsibilities:

From the collected data from the primary survey of Meena Bazar, it was found that leaving the organization often highlighted their overall job satisfaction and manageable workloads. Primary responsibilities included assisting customers at the Meena Bazar outlet store and completing tasks assigned by managers. Various activities, such as serving clients, working in the fish-meat department, operating the cash register, teamwork, maintaining neatness, adhering to grooming standards, organizing shelves, and participating in-home delivery services, satisfied them.

Specific Employee Discontent:

Some of the workers expressed discontent with specific tasks, such as cleaning, loading/unloading products, and working in the fish and meat section. Additionally, many employees voiced concerns about work pressure, overtime, late-night inventory duties, and tasks beyond their designated responsibilities. Furthermore, a substantial portion of workers expressed dissatisfaction with grooming rules.

Supervisor Feedback and Workplace Environment:

When asked about feedback in the primary survey of Meena Bazar regarding their supervisors, some employees felt undervalued or treated unfairly, while others acknowledged clear communication of work procedures, adherence to company policies, and encouragement to work. Regarding the workplace environment, employees generally provided positive feedback, citing encouragement, quick problem resolution, supportive colleagues, a sense of being part of a team, fair treatment, and an encouraging atmosphere. A small percentage felt there were fairness issues or a completely positive work environment.

Salary and Benefits Perspectives:

Moving on to the most crucial aspect, employees provided feedback on their salary, allowances, and other benefits. A significant majority did not consider their salary fair and adequate compared to

industry benchmarks. Dissatisfaction extended to weekends affected by extreme workload or overtime and insufficient leaves.

A notable portion mentioned leaving Meena Bazar for better job opportunities with improved salary and benefits, including provident fund, incentives, and free lunch. A considerable percentage would consider returning, and most employees would recommend someone they know to join Meena Bazar.

Influencing Factors on Employee Decision-Making:

When asked about the factors influencing their decision to leave, responses included higher education, issues with work distance, excessive work pressure, family disagreement about the job, misbehavior from supervisors, lack of proper recognition of merit, physical illness, and primarily low salary and delay in salary disbursement.

Employee Suggestions for Improvement:

Lastly, when asked for suggestions on improvements, employees commonly recommended increasing the salary, ensuring proper respect and behavior, timely salary disbursement, reducing work pressure, recognizing merit, allowing work in designated areas of interest, and avoiding forced transfers. Some emphasized proper lunch breaks and timely leave approvals, stressing that these factors should not be overlooked.

Discussion:

From the research, answer to the question number 1 – “What influences the employees to leave the Meena Bazar?” has been found which is discussed below:

Employees at Meena Bazar, especially those doing sales and cashier duties, usually put in more than eight hours a day at work. Extensive work hours and a burden that is frequently above the average for non-managerial staff are caused by the outlet shops, which are well-stocked with all necessary commodities and see considerable foot traffic on most days. The salary, however, falls below Ten thousand BDT, which may appear inadequate, especially considering the country's inflation rate after 2022. A significant portion of these workers are young students who support their families through their employment; others pay for their own living and educational costs. Therefore, their dissatisfaction with the salary is justifiable from their perspective.

Furthermore, workers want their mentors and superiors to behave courteously and pleasantly. Given that young people are still learning, they enter the workforce with the expectation of looking up to their seniors for direction. Any rough or tough behavior can shatter this positive frame of mind. Furthermore, it can occasionally make them feel disappointed when they compare the perceived value they receive at their work. For example, in a personal conversation with an employee, she voiced her displeasure

over having joined as a cash counter operator but never being given the chance to work behind the counter. She felt underutilized in her areas of skill as a result of this disparity. Another employee shared a sentiment of humiliation due to a minor misunderstanding in front of others. It emphasizes how crucial it is to have these conversations one-on-one when disagreements can be respectfully discussed and problems may be solved productively.

In conclusion, a trend that has been noticed indicates that location-related issues are the main reason why female employees opt for resignations from Meena Bazar. Given that Bangladesh poses safety challenges for women, particularly during late-night hours, female employees often find themselves commuting home after 11 p.m. This situation causes their families to strongly encourage them to resign from their jobs, putting safety first. The safety concern is closely linked to the recurrent demands by employees, primarily females, to relocate their jobs to a location closer to their homes. However, the process of moving can often take a long time and seem unattainable for certain employees. Because of this, individuals choose to look for other jobs that are closer to their homes and more convenient overall. This dynamic emphasizes how crucial it is to address location-related issues to improve female employees' overall job satisfaction and retention while also creating a more welcoming and safe work environment.

Concerning the second study question, "Is Meena Bazar taking any steps to keep their employees around?" It is easy to see that the organization's response has been quite minimal even though it is aware of the issues causing employee dissatisfaction. The onboarding procedure at Meena Bazar consists of a two-day training session, with the first day focused on documentation processes and the second day addressing HR regulations and product descriptions. Nevertheless, this method of training is deemed ineffective since it does not sufficiently prepare employees for the difficulties they might face while working there.

Some employees brought up situations of supervisory behavior, but Meena Bazar's response to discuss and resolve these concerns didn't seem adequate. Because of this failure to handle employee issues, dissatisfied staff choose to quit. Employee issues and complaints must be given priority to create a positive work environment, even as outlet in-charges and supervisors are acknowledged for their experience and support.

Meena Bazar works to minimize employee turnover by making sure that the places where employees work are conveniently close to their homes. The company also permits transfer requests, which is another tactic to improve employee satisfaction. It is important to remember, nevertheless, that Meena Bazar retains discretion when granting employee transfers, especially in cases when the requests conflict with HR regulations. While this careful consideration helps to meet the rules, it also requires a balanced approach to resolve employee problems and build a work culture that encourages employee retention.

Chapter 4: Recommendations

The research analysis has revealed several concerns regarding employee dissatisfaction and resignations, particularly in Bangladesh's retail industry, where thousands of people are employed by numerous companies. There is a growing gap between employers and employees as a result of the company's frequent failure to fully understand the requirements of their employees and the significance of their jobs. Various actions can be taken to bridge this gap:

- From the initial step of talent acquisition, it should be made clear to the employees what their salary will be and what type of work is expected from them. A clear and concise work description should be provided so that they do not have greater expectations than what they will be offered.
- On-the-job training in the outlet where they will be employed could prove advantageous for non-managerial employees. This practical strategy will ensure that employees possess the necessary skills for their positions, eliminating knowledge gaps that could result from missed training sessions or last-minute hires.
- It is essential to address the behavior of seniors and outlet supervisors. A more favorable workplace environment can be achieved through offering training and seminars on improvements in behavior. Supervisors and outlet in-charges can receive thorough guidance on expectations for their jobs. Additionally, planning meditation classes twice a month can aid in controlling the effects of job stress.
- Salary should be revised for non-management employees who have extraordinary skills, experience, and educational qualifications. For employees who have completed their Bachelor's or Master's degree, either their salary should be increased or they should not be hired in the first place. Hiring them will only increase the employee turnover rate since they will eventually get a better job or quit if not feel valued.
- Work hours should be 8 hours since most non-management employees are students or even have children to take care of. A 5-minute break should be introduced to keep the employees energized.

Organizations have plenty of space for improvement in a variety of areas. Employers can significantly reduce staff turnover and increase overall workplace happiness by proactively putting the above-mentioned recommendations into practice.

Chapter 5: Conclusion

This research study's main goal was to identify the underlying causes of employee dissatisfaction which often result in job resignations from employees. Significant gaps have been identified during this study, which is linked to findings from earlier research. Organizations may become overly focused on their goals and objectives, ultimately neglecting the vital component of acknowledging their employees. This mistake could have several organizational impacts and cause harm to the organization's image in the industry. Organizations in Bangladesh should conduct thorough inspections on a monthly or quarterly basis in all areas to prevent problems and reduce the impacts of a high employee turnover rate since they are aware of the possible consequences.

In conclusion, the focus for businesses should go beyond just making money and instead take into account the general well-being and satisfaction of all those connected to the organization. This approach strengthens the organization's internal systems and promotes its reputation in the market. As a result, the most important thing is to maintain a continuous effort to balance the objectives of an organization with the welfare of employees by establishing a mutually beneficial alliance that surpasses short-term financial advantages to develop long-term success.

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