

**THE INFLUENCE OF PEOPLE AND CULTURE ON OPERATIONAL
EFFECTIVENESS: A STUDY OF ESQUIRE GROUP, BANGLADESH**

Internship Organization
Esquire Ltd

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Submitted in Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



30 Aug 2025



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Letter of Transmittal

August 30, 2025

Dr. SK Tasthekur Hossain Kowshik

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Subject: Submission of internship report on “The influence of people and culture on operational effectiveness: A study of Esquire Group, Bangladesh”.

Dear Sir,

With due respect, I would like to inform you that I have completed my report on “People and Culture” on Esquire Ltd. The report paper titled “The Influence of People and Culture on Operational Effectiveness: A Study of Esquire Group, Bangladesh” on Esquire Ltd has been prepared for the fulfillment of my internship report according to the prerequisites of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB). In this report, I have tried my best to compile the concepts which I have learned in my Bachelor of Business Administration along with some experience during Internship and gathered knowledge from the internet for relevant information regarding the internship report. I hope that it will find your acknowledgment. I am looking forward to your valuable feedback.



Sincerely,

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Acknowledgement

I would like to address certain people with due honor and respect who assisted me not only to solve the challenge and complete my report paper but also to introduce me to this new situation without any trouble. Therefore, I'd like to express my gratitude to them. I am grateful to Almighty Allah for providing us with the patience and courage to complete this challenging task, within its Deadline.

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List of Abbreviations

ABBREVIATION	DEFINITION
B2B	Business-to-Business
BBA	Bachelor of Business Administration
CEO	Chief Executive Officer
HRM	Human Resource Management
HR	Human Resource
CSR	Corporate Social Responsibility
KPI	Key Performance Indicator
L&D	Learning and Development
C&B	Compensation and Benefits
SWOT	Strengths, Weaknesses, Opportunities and Threats
ORG. CULTURE	Organizational Culture
EVP	Employee Value Proposition
DEI	Diversity, Equity, and Inclusion
OD	Organizational Development
OE	Operational Effectiveness

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PART- A

Chapter 1: Internship Preparation

1.1 Motivation and what I expect to learn from this internship

As a Human Resource student of Bachelors in Business Administration of University of Liberal Arts Bangladesh, my motivation for pursuing this internship on the topic of *people and culture* stems from a deep interest in gaining knowledge to understanding how overall business success occurs through organization culture shaping employee engagement, productivity and business achievement. I am eager to explore how communication strategies, HR practices and leadership styles influence the job environment and contribute to an overall positive organizational culture. I expect to gain practical insights on how to develop effective communication and respecting the diverse culture and how to mitigate disputes and conflict in an organization that promotes the ability to respect each and everyone's value and opinions.

Initially I wanted to work in an organization that values its HR team (i.e. HR employees) and the organization mission and vision aligns with that of mine. As I was applying for my internship, I was getting calls from many companies yet I was very skeptical of selecting which one I will fit in the most. As I got invited from Esquire for interview, I realized after doing extensive research that Esquire would be a good fit for me. After the interview was conducted by the CEO as well as other HR employees of Esquire, I knew and felt that I could be a potential HR candidate in this organization. Within the next few days I was offered paid internship at this prestigious company. Our HR team at Esquire was very efficient as they welcomed me with warmth and kindness. All mandatory job formalities were done quickly and I settled in well. What I learnt from Esquire is that all employees from different departments were treated fairly and equally whether it's gender, organization rules and policies or any code of conduct.

1.2 Internship search process

In today's job market the competitiveness is extremely high in Bangladesh. However, it can be a rewarding process if one is willing to learn through the job-hunting process and apply correctly. My goal was to apply in such an organization that has a genuine good corporate environment which is both safe and fair for all employees. Esquire follows strict regulations and policies that implies that the organization code of conduct must be maintained for all. As I searched online and on various job sites, I realized Esquire was a very successful company in terms of profit and had built a strong public image. Esquire employs employees who they see

having great potential and that they can contribute and become asset to the company all while developing themselves through the process. Esquire does extensive research in their recruitment process. I was asked many questions about my skills and educational competency which I knew I was prepared for as I have carefully analyzed on what they wanted from an intern through their internship requisition. The first few observations of Esquire were that they had built a good public image, accountability where they encourage transparency in everything they do and strictly adhere to the highest ethical standards. They are accountable for their action and responsible for their corporate reputation. Esquire Ltd has excellent business ethics that they are never willing to compromise. Esquire is dedicated to many corporate social responsibilities where they actively take part in programs and initiatives that benefit society and contribute to the welfare of the people. They take great care in managing their operations with high concern to protect the environment. Esquire has consistently maintained reliability through employees who leave an impact on their quality standards. Esquire leads by example through changes in our practices, public policy, and individual behavior to renew and revitalize our connection with nature. Lastly what caught my attention was through innovative actions to take risks, encourage curiosity and new ideas, learn from mistakes, and constantly strive to exceed expectations. Through innovation, Esquire generates solutions for their customers and raise the bar both within their workspace and throughout the industry.

1.3 Internship interview experience

Shortly after applying for an intern HR position at Esquire, I was contacted within 3 working days to ensure whether I was still interested for this position that I applied for. I was called up for an interview after they carefully observed my cv which I knew because they asked many questions based on what I have written in my cv. As my interview continued, I became more and more confident as I was feeling quite prepared. I was able to answer all questions to my satisfaction. One such question that really surprised me was how the CEO sir confidently asked me why Esquire interested me, why I thought I was qualified to be a candidate here at this organization along with many other enquiries. My interview session went well but at the same time I had the privilege to see the office which had a very professional ambience. I really like the way the whole office looked so chic. The interview was conducted in a very top-notch room where privacy was fully maintained. After my first interview was completed, I had a feeling that I have secured this job. I was again called for my second interview which also took place in the same room but by different interviewers. This time they asked me questions like where was I going to see myself in the next 5 years and will I want to become a permanent employee

after my 3 months internship was over. My interview well went and I was appointed to start my internship at Esquire from the very next day.

1.4 About the organization:

1.4.1 Mission:

1.4.2 To become a leading manufacturer of knit garments products in the international market and to explore a new era to achieve the highest level of success. At the same time, our mission is to ensure quality products and services to the customers within the shortest possible lead time based on the optimum utilization of the resources to achieve sustainable growth. We want to make sure that the overall purpose and scope of the business are meeting shareholders'/stakeholders' expectations through maintaining business ethics caring for the environment and exertion a green planet. To give companies an all-inclusive, intuitive platform that improves productivity, encourages creativity, and streamlines operations. They strive to provide comprehensive tools and services that enable organizations to thrive in today's dynamic business environment.

1.4.3 Vision:

A premier quality company providing quality products and maintaining an excellent level of ethical and professional standards. At the same time, our vision is to work for continuous self-improvement to serve our customers with the best possible products and services and emerge as one of the most admired companies.

1.4.4 Commitments:

Esquire is committed to going above and beyond for its clients' by offering outstanding services that add significant value. To improve their range of services and stay on the cutting edge of market trends, they place a high priority on ongoing innovation. To guarantee clients can consistently rely on their solutions, stability and reliability are crucial.

Chapter 2. About the Internship.

2.1 Activities of the Department. The HR department in Esquire group focuses on number of functions. They are involved in recruitment, and after recruitment training, employee's performance management, their relations and social and office well-being. The department also continuously focuses on employee development for better performance and looks after discipline matters, compensation of the employees, their salaries, grievance issues etc. the department has developed self-learning app, education programs and also scholarship for talented employees.

The HR Department in Esquire manages the total affairs of finding out the required manpower and hiring as well. They are also responsible for training of the employees and for their development of skills and knowledge for the job entrusted. They look after the mutual organizational and employee relationship, work environment, concerns of the employees, wellbeing, health and safety and welfare. They manage employee's salary, wages, benefits as well as compensation and benefits. They are trusted with HR Policy, strategy and procedures for the company while addressing resignations, retirements, and redundancies. They are also responsible for motivation and employee focus on the company goal and protects employees from danger, harm and harassment. Additionally, Esquire has self-learning app, education program scholarship scheme and an in-house training center for its employees.

2.2 Work environment. Esquire offers a diverse working environment since it has different industries with role specific activities and tasks. For example, Esquire Knit Composite, emphasize skilled workforce, state-of-the-art machinery, and efficient time management i.e., put priority on meeting deadlines and efficient completion of work. While Esquire Technology puts main emphasis on customized software development, retention of talents and employee development through skill enhancement. The company also takes employee feedback and includes positive and challenging aspects including supportive management, opportunities for growth, and potential for high expectations and adaptation to change. Esquire encourages good team work in line with the clients' requirements by adapting processes expected by the clients. Some reviews mention a 6-day work week, while others highlight supportive management and work-life balance. Esquire offers supportive and collaborative environment however, while some roles offer clear career paths, others may have limited advancement opportunities. In a nutshell, I find the company offers a good and varied

work environment with positive and also challenging aspects based on the particular company's role and task.

2.3 Duties and responsibilities as an intern.

Interns are assigned a supervisor or mentor who oversees their activity for the duration of the placement and provides feedback on their performance and progress. The interns are given task by their supervisors which they need to complete and also on the process they may clarify their doubts for future development and knowledge gain on the industry.

An intern at Esquire in Bangladesh would likely have responsibilities that include assisting with various tasks across different departments, conducting research, and potentially managing social media. They would also be involved in administrative duties, learning technical skills related to the industry, and participating in team meetings and training. They are likely to perform administrative support like performing clerical duties like handling mails and photocopies, assisting with research data analysis and compilation, team collaboration, social media management, learning and development, project assistance, adherence to company policies and communication etc.

2.4 Application of Educational Learning with Internship.

An internship at Esquire Group provides BBA students with a valuable opportunity to apply their academic knowledge in a real-world business setting. This experience allows them to gain practical skills, understand business operations, and explore potential career paths within the organization. Internship helps interns to apply theoretical knowledge into practical field and thereby reduces gap between theory and practice in the field. The internship allows application of various business functions like sales, marketing, human resource management and business operations based on the academic learning by the interns. It also allows hands on training on these areas which enables intern to develop practical skills. It allows intern to explore career exploration by working in various departments and gain insights into their interests and strengths before making career choices. It also allows networking environments, allows him to develop his portfolio, understanding of the business operation, development of his/her professional skills and allows fruitful industry insights i.e., the current trends, challenges, and opportunities within the industry.

In particular, an internship is a very important element for an intern education, skill development, enabling his translating theoretical knowledge in the practical fields and his/her industry insights. This allows him a better chance to enter into the job market

Chapter 3. Self-Reflection.

3.1 Feedback on Internship.

An internship is designed as an exchange. The student agrees to do work that will benefit the host organization and in return the individual is offered the opportunity to learn new skills, expand his or her knowledge for a specific field for of a particular field and find better job options for career. Employers offer internships for many reasons. An internship is a field where interns have learnings goals and knowledge that can be measurable in terms of outcome they produced for the assigned tasks. Therefore, it's a way of checking his academic learning in the organizational field. Employers offer internships for many reasons. The organization see it's a way of completing their project works with economical resources by the Interns which would not have been possible with their staffs. They believe interns bring enthusiasm and new ideas into work settings and make strong employees. Just as importantly, employers feel an increasing commitment to education and want to help train students to assume responsible roles in org and practice and its influence on students' future career plans. society. In my work in Esquire as part of the academic learning I have applied and test knowledge learned in the classroom to a professional work environment and found it works well. It also helped me in my career development because I explored the field of my interest and enhanced my knowledge and professional network, I took help from the HR team who are senior and experienced in the company. I have gained an understanding of the transferable skills and knowledge required for success in a professional work environment and integrates those skills in my academic learning. By working in the company, I have my personal developments like I can make my decisions, gained self-confidence, learned ethics and most importantly learned team work. My colleagues were very supportive in my understanding and work. They provided me necessary guidance. I have also developed good network which will help me with the earned knowledge and experience to secure job in future. I have also leaned to transfer my theoretical knowledge into practical working field that was good experience. Most students do not have the time, expertise, or knowledge of the organization to tackle self-initiated projects. This is an opportunity to test prior learning in a humble and tactful way. Application can be done only if the intern remembers his or her role and purpose.

Therefore, If I summarize my experience in Esquire, I have good education in the company and I could relate my theoretical knowledge into practical applications. Leaned team work,

developed self-confidence and established good network. I understood the organizational goals and the works of the employees in fulfilling the company tasks.

3.2 How could I do better and the Organization could Utilize me Better. By training myself in the training centers and learn how to carry out the operations and complete the order I could do better in fulfilling organizational goals. It requires a lot of skill to carry out the operations and the work has to be fast to meet the deadlines. These companies are very sensitive and strict in maintaining their deadlines and orders are often cancelled for failing to meet the time line. This event may lead to losing the buyer, losing their confidence and sell the products in local market costing loss for the company. For such reasons training both onsite and outside hold a lot of value and by doing the training religiously I can make changes for the company. Onsite training also plays a big part as well to operate lots of machineries and require very technical skills. I also need to learn HR marketing which may attract lots of candidates and company can better choose the talented one for the company. As a HR expert I also need to learn the recruitment activities, which support the name of the employer on the job market. The organization needs to work hard for their brand name and create job opportunities with the clear path for the employee's promotion or higher posts.

3.3 Recommendations. All Intern should be very careful and utilize the intern period for better understanding the company vision, mission and objectives. They should understand how he fits as a pie in the bigger picture. He should utilize the time for his development through training, knowledge sharing with the experienced, developing team work, establishing network and by understanding the modus operandi of the company.

Chapter 4. Personal Development Plan.

4.1 Personal development plan. Employers typically search for interns with certain strengths that can help them contribute to the organization. Excellent communication skills are needed for personal development. An employee needs regular communication with colleagues. As such ability to write and speak in a professional manner would help. Also, we need to develop listening skill and good presentation ability for personal development. A positive attitude and adaptability are all qualities of a good intern. We need to be positive in our attitude with the colleagues and it will enable better team work. We shall have also progressive mindset means facing obstacles should allow you to think how we can overcome it instead of focusing it as a problem. As an intern, I need to learn adaptability where I should be able to adapt myself in fast paced or continually by practicing to do multi-tasking and prioritizing my job for the day. I also need to learn self-discipline where I would be able to work hard without much guidance and oversight. I need to learn time management so that I can finish my work or meet the deadlines as specified. Displaying leadership qualities even when we are not leading may quickly bring in to notice the ability by the supervisors. Leadership skills can show that we are confident and willing to accept new responsibilities, which can also translate well from your internship to a full-time role. This can be done by leading a group project or seeking volunteer roles where we have the opportunity to lead. We need to ask questions to clarify our doubts or on a topic that reflects our willingness to work and complete our task. Last but not the least, critical thinking is an essential thing can help your complete assignments, meet challenges and troubleshoot issues resourcefully. This will improve our problem-solving skills. Critical-thinking skills can also improve our problem-solving abilities, which is another strength that many employers value. We can improve our critical-thinking skills by carefully evaluating different obstacles and finding out solutions from many ways. We also need to develop interpersonal skills that include listening and understanding others. As an intern, we should be able to respond to the feedbacks received from supervisors and try to make an allout effort for the development in the weak areas of my work. This interpersonal skill allows us to work and communicate comfortable with others and makes us a good candidate for the internship position and future employment opportunities. This strength involves many other skills, so you could focus on improving one at a time. We need to develop a good team work for the works because ability to collaborate and help each other and develop a good understanding with the other employees plays a crucial role for the success. Honesty, loyalty, dependability and trustworthiness are all a part of integrity, which can help us excel as an intern. Integrity means

we do our job on time as scheduled and cooperate and help others for their need and be honest with the colleagues and supervisors. If we can develop these key skills as an intern, we shall be setting ourselves to a better position for job market and a strong base for our future career development.

4.2 Interpersonal Skills. As an intern, I think I should master few interpersonal skills for my successful internship. First is emotional intelligence. As an Intern we shall be able to recognize, understand and manage our own emotions and shall be able to maintain interpersonal relationships. We shall be aware of our emotions and reactions, understand other people's perception and shall be able to adapt our behavior accordingly. If you can develop your emotional intelligence, you will be able to develop a positive work environment, develop good team work and develop positive leadership skill. Secondly, you need to have good communication skill. As an intern we should develop good verbal and written communication, develop the habit of listening well with the colleagues. We need to articulate our ideas very clearly, needs to listen to our colleagues and seek feedback from them would allow build trust and foster good and transparent communications. Thirdly, we need to develop good team work and collaboration. Embracing teamwork involves actively participating in group projects, respecting diverse viewpoints, and leveraging individual strengths to achieve collective goals. Fourthly, active listening is a skill that involves fully engaging and comprehending what others are saying, without judgment or interruption. Interns can practice active listening by maintaining eye contact, asking clarifying questions, and paraphrasing to demonstrate understanding. Another aspect of active listening that I have experienced is through feedback.

Executive Summary:

People and culture are two of the most important parts of any organization. The “people” are the employees—the individuals who bring skills, ideas, and energy to the table. The “culture” is how things feel at work: how people treat each other, how decisions are made, and what values are truly lived day to day.

A company's culture isn't just about having fun or being friendly. It's about creating an environment where people feel supported, trusted, and inspired to do their best. That includes everything from how leaders communicate, to how people are recognized for their work, to how diversity and inclusion are handled.

Why People and Culture Matter

When the culture is positive, people are more likely to stay with the company, work well together, and go above and beyond. When the culture is negative or unclear, it can lead to high turnover, poor teamwork, and lack of motivation.

Culture also helps shape the company's reputation. If people enjoy working there, they'll talk about it—and that makes it easier to attract great talent.

At the heart of every successful organization are its people and the culture they help create. A strong culture shapes how employees work, interact, and grow. It's not just about perks or mission statements—it's about shared values, behaviors, and mindsets that guide daily decisions and long-term goals.

People and culture go hand in hand. When employees feel respected, included, and aligned with a company's purpose, they're more engaged, motivated, and productive. A healthy workplace culture also attracts top talent, reduces turnover, and drives innovation.

Building a positive culture requires intentional effort—from leadership setting the tone, to teams fostering collaboration and trust. Emphasizing diversity, continuous learning, and open communication creates an environment where people thrive and the business grows.

In short, investing in people and culture isn't a soft strategy—it's a smart one. It's the foundation for long-term success.

PART B

THE INFLUENCE OF PEOPLE AND CULTURE ON OPERATIONAL EFFECTIVENESS: A STUDY OF ESQUIRE GROUP, BANGLADESH

Abstract

Operational effectiveness is a critical determinant of organizational success in today's competitive market. In Bangladesh, corporate culture and human capital play a pivotal role in shaping productivity, innovation, and adaptability. This research focuses on the Esquire Group, a diversified conglomerate with a significant presence in various industries. The objective is to understand how people and culture contribute to operational outcomes and identify strategies for sustained performance.

In today's highly competitive business environment, organizations recognize that operational effectiveness is not solely driven by technological advancement, process optimization, or cost efficiency; rather, it is profoundly shaped by the people who work within the organization and the culture they embody. Human capital—comprising employees' skills, values, attitudes, and behaviors—acts as the foundation of sustainable operational performance. Similarly, organizational culture, encompassing shared norms, beliefs, and practices, serves as a guiding framework for decision-making, problem-solving, and collaboration across all levels of the enterprise.

The Esquire Group, a leading Bangladeshi conglomerate with a strong presence in the textile and apparel industry, electronics and accessories offer an illustrative case for examining this dynamic interplay between people, culture, and operational effectiveness. As a labor-intensive industry competing in global markets, the Group's success depends not only on production capacity and quality control but also on fostering a culture of commitment, innovation, and adaptability among its workforces. In such contexts, the alignment between organizational values and employee engagement becomes a decisive factor in achieving operational excellence.

In Bangladesh's rapidly evolving industrial landscape, where globalization, shifting consumer preferences, and sustainability pressures are reshaping operational priorities, understanding the influence of people and culture is essential. This study aims to investigate how human resource practices, leadership approaches, and organizational culture at Esquire Group contribute to, or

constrain, its operational performance. By exploring these linkages, the research seeks to provide insights that can guide both management strategies and policy decisions for similar organizations.

This qualitative study investigates how people and organizational culture influence operational effectiveness in the Esquire Group, Bangladesh. Using semi-structured interviews and thematic analysis, the research explores key cultural attributes, employee engagement, leadership styles, and their impact on operational performance. The findings indicate that a positive organizational culture enhances teamwork, innovation, and adaptability, leading to improved operational results. Recommendations are provided for aligning people and culture strategies with organizational objectives.

Chapter 1:

1.1. Purpose of the Research

The principal reason of the study is to explore and analyze how employee factors like skills, motivation, teamwork and leadership of the Esquire group and existing organizational culture affects operational efficacy of the organization. The research wants to view the relationship of the available human capital and Esquires' organizational culture to see how these elements interact and contributes to increased productivity, quality, and overall performance of the organization in order to find way forward for future development. The study aims to:

1.1.1 To examine how employee behaviors, competencies, engagement, and organizational culture influence decision-making, innovation, and operational outcomes at Esquire.

1.1.2 To recommend strategies for improving people management and aligning success. cultural strengths with strategic goals to ensure sustained operational

1.2.Research Questions. Following research Questions are considered for the study:

1.2.1 How do cultural dimensions and people-related factors—such as values, norms, skills, motivation, and relationships—shape workplace behavior, decision-making, and overall operational effectiveness at Esquire Group?

1.2.2 What strategies can align people and cultural strengths to enhance productivity, quality, adaptability, and long-term operational success at Esquire Group?

1.3.Objective of the Research.

General Objective:

To study the influence of people and culture on the operational effectiveness of Esquire Group in Bangladesh.

Specific Objectives:

- Examine how people-related factors and cultural dimensions influence workplace dynamics and operational performance at Esquire Group.

- Recommend culturally aligned management strategies to improve productivity, quality, adaptability, and overall effectiveness.

1.4. Significance of the Study

The findings of this study will have good contributions from theoretical as well as practical perspectives since it will enrich knowledge on the relationships between people i.e., human factors, Esquires organizational culture and its operational performances keeping the context of developing country dynamics on mind. As a result, these findings once endorsed will equip executives, managers, policy makers and stakeholders of the company to plan actionable insights. This effort or insights will help appropriate level to plan their inputs and interventions that will influence human and cultural strengths for sustained competitive advantage and take the company ahead as per vision and mission of the company. For Esquire Group specifically, the research will provide an evidence-based framework for enhancing employee engagement, aligning culture with strategic objectives, and improving overall operational effectiveness. Here lies the significance of the study.

1.5. Problem Statement

The Esquire has now established themselves a leading group in the electronics, textile, apparel and accessories in 27 years of their journey. However, as researched, there had been limited information or study available on how their human factors interacts with the organizational culture or available cultural practices and the impact or effect it produces on their operational effectiveness. Without a clear understanding of these relationships, strategic initiatives aimed at improving performance risk being fragmented or misaligned with long term strategy in order to attain organizational vision and mission. If it is well understood the relationship, then the planners can plan better intervention in the organization in order to develop better synergy for alleviated performance. The effort or study will increase operational effectiveness, develop better relationship and enhanced knowledge of the employees.

1.6. Background of the Research.

Bangladesh has emerged as the second largest export entity in the world in readymade garments and textile sector over the couple of decades in South Asia. This development of our capability in RMG and textile has driven industrial growth, male and especially female employment, and earning huge amount of foreign revenue for the country. To keep this competitive advantage,

it is understood that only technology and infrastructure will not give us expected outcome. Rather it should be accompanied by the values, behaviors and cultural dynamics of our workforce. The situation is even more demanding with the increasing tariff on US exports by one of our largest buyers of RMG the United States. To keep the competitive advantage there need to be proper synergy or else we lose the competitive advantage and head for disaster in the coming days.

The esquire group with their many diversified portfolios in Bangladesh I.e., textiles, electronics, accessories, RMG, IT and other industries provides a wonderful opportunity for case study. The group was founded in 1989. Currently, the group has grown from an electronics retailer to textile manufacturer, accessories, RMG with global client base. The company has 18000 plus staffs with diversified workforce including skilled technicians, production operators, designers, and managerial staff—many of whom are influenced by Bangladesh's collectivist social norms, high-context communication style, and hierarchical workplace culture. The study would allow us to see how human performance and available or practiced organizational culture of the country and company shapes the operational performance and foster way for future development in achieving vision and mission of the company.

In our country context if we see organizational culture, we find it is greatly influenced by our traditional values like respect for elder and authority, group cohesion or harmony and loyalty. The modern organizational demand like efficiency in work, innovation and also increased global competitiveness plays its part also influences. This domestic and modern corporate cultures greatly affect our decision-making ability, leadership style, employee work engagement and productivity. The salary and ability to go up on promotion also has affects in company culture. During my research, I found number of studies/ literatures in the field in international companies are available on effect of people and organizational culture on operational performance. However, there are very limited empirical research available depicting how people/work force and organizational culture interacts and influences the operational performances of national firms and companies where Esquire is not an exception. As an Intern, I tried to look for some study or research on the relationship and effect but got scanty paragraphs on the subject matter particularly in the textile and apparel industry.

Therefore, this study seeks to bridge that gap by exploring how people-related factors (skills, motivation, interpersonal relationships) and cultural influences (values, norms, communication patterns) impact the operational effectiveness of Esquire Group. Understanding this

relationship will not only help in designing culturally attuned management strategies but also provide actionable insights for similar organizations navigating both local cultural realities and global market pressures.

1.7 Facts about Esquire Group.

The facts presented here are based on my work as an Intern and conducted Interviews with chief executives of the company, mid-level supervisors of different company line, discussion with my coworkers and my observation during different visits and meets. People and culture play an important role in achieving the mission and vision of Esquire Group. The company has strong employee centric culture based on honesty, collaboration or team work and innovation. Motivation, establishing personal relations with the staffs and welfare by the company like providing snacks and lunch with cheap price, enjoying different (national and International) days celebration like Bengali New Year, Victory Day, Independence Day, International Mother Language Day, Women's Day, Mother's Day etc. The company has recently started to celebrating its employees' birth days to keep their moral strong. Providing Sanitary Napkin Discount is yet another welfare since over 60% of the employees are women; thus, their health and hygiene are immensely vital for the smooth operation of the business. Post-Eid Raffle Draw among their employees after Eid is also a moral boosting factor. The company also provides electronics and plastic household in discount price from their sister companies like Esquire Plastic limited and esquire Electronics items at discounted price. Skincare Products of Unilever is also provided to its employees through collaboration with Unilever. Rewarding and appreciation further adds to the culture. This positive environment also enhances Esquire's reputation, making it an attractive employer and strengthening its connection with employees.

Based on the interview of top executives like Group CEO it is learned that in achieving its mission and vision, Esquire puts more emphasis on its people's development and foster a positive culture. This creates a positive work environment and considered as a strategic investment of the company in achieving its vision, mission and task. ResearchGate report suggests that strong corporate culture enhances people's performances and engagement with company affairs resulting companies increased performance and reputation. As per HR senior executives, the company's activities are greatly inclined of the relationship of its people and culture. As per other HR executives and employees, taking local context into considerations, maintaining work ethics, social norms and understanding consumer behavior plays a crucial role in companies' success at Esquire.

Esquire Group's functions in Bangladesh are significantly influenced by the relationship between people and culture. The company's success hinges on understanding and adapting to the local context, encompassing work ethics, social norms, and consumer behavior. This comprises nurturing a positive organizational culture, controlling and managing a diverse workforce, and also aligning business practices with local values. Organizational culture and Ethics as observed, collected through interview, observation and questionnaire are enumerated below:

1.7.1 How people & culture affect Esquire Group's operations

The people factor (skill & competencies, motivation and relationships) interacts with cultural factors (national values and organizational norms) and affects operational efficiency in terms of productivity, quality control, innovation and adaptability. No single factors are therefore responsible for OE. The findings are:

- **Workforce size, skills and labor supply shape production capacity**

Esquire is a large group of companies with diversified portfolios with 18000 plus people across divisions. The availability of the workforce and their efficient skill mix determines their quick scale of lines, adoption of new machinery and large seasonal orders from local and global buyers.

- **Family-business / management culture influences decision-making speed and priorities**

Esquire started its journey as a family business then to conglomerate and reflects founder/ Board of director's influence. Although family-owned culture often produces quick top-down decision but however, often concentrate strategic control that at times affect investment (e.g., vertical integration into dyeing, accessories) and the balance between long-term reputation and short-term cost pressures.

- **Labor relations, social norms and gender roles affect HR practices and retention**

Esquires RMG and other portfolios has distinct labor dynamics as seen in local context. The composition of large female workers, social expectations about working hours and focus concern on worker safety and their welfare is the esquires labor dynamic. The certifications and compliance programs (ISO, GOTS, Oeko-Tex, BSCI) indicate that international buyer expectations and local labor culture push the company to invest in workplace safety, training and female-friendly

policies. This naturally shape productivity and export relationships. ([Esquire Knit Composite PLC.+1](#))

- **External buyer culture (European/ global brands) imposes social and environmental standards**

Esquire exports to major European brands like Esprit, Next, C&A, Bestseller, Inditex etc. these companies have strong purchasing rules that require audits, traceability, and compliance. This culture of buyers forces esquire to have compliance set like factory labs, and certifications into everyday operations. This prompting production scheduling, input sourcing (e.g., eco-friendly dyes) and reporting of the company ([esquire.com.bdEsquire Knit Composite PLC](#)).

- **Local community & national culture shape reputation and license to operate**

Esquire head office is at Tejgaon/Dhaka and they operate large factories in Gazipur and elsewhere. These forces Esquire to manage community expectations (employment, environment, transport). Cultural expectations around corporate reputation, philanthropy and responsiveness to local stakeholders affect site expansion, shift systems, and the company's social investment choices ([esquirebangladesh.com](#)).

- **Cultural calendar & religious observances affect planning and productivity**

Esquire as big company takes into account, he cultural calendar in its productivity to align with consumer behavior, production schedule and delivery deadlines. Therefore, the company policy is culturally aware and flexible as not to miss the deadlines or moral issues (holiday, Ramadan, Eid). Additionally, Esquire's investments in worker housing and 'green factory' initiatives signal the strategic value of maintaining a social license to operate. Community relations affect labor availability, transportation logistics, and local regulatory goodwill for expansion projects (Esquire Group reports; Indian Textile Magazine).

- **Organizational culture matters for modernization and digital adoption**

Recent partnerships (for example with Shapeshifter on smart manufacturing) show Esquire's willingness to modernize. A culture that values learning and worker upskilling eases adopting Industry 4.0 tools; a more traditional culture can slow change unless training and change management are prioritized ([Textile & Apparel News](#)).

- **Building a Strong Ethical Foundation:**

Esquire Group emphasizes ethical conduct and transparency in all operations, aligning with the expectations of both employees and the broader Bangladeshi society.

- **Fostering a Positive Work Environment:**

The company aims to create a culture of respect, integrity, and responsibility, encouraging employees to act ethically and contribute to the company's reputation.

- **Adaptability to Cultural Norms:**

Esquire Group recognizes the importance of adapting to local customs and traditions in its interactions with employees, customers, and partners.

- **Understanding Cultural Diversity:**

Esquire Group acknowledges and manages the diverse backgrounds and experiences of its workforce, ensuring inclusivity and equal opportunities.

- **Training and Development:**

The company invests in training programs to enhance employees' skills and capabilities, aligning with the needs of the business and the aspirations of the workforce.

- **Employee Engagement:**

Esquire Group focuses on building strong relationships with its employees, fostering a sense of belonging and encouraging their active participation in the company's success.

- **Understanding Consumer Behavior:**

Esquire Group recognizes that cultural factors significantly influence consumer preferences and purchasing decisions in Bangladesh.

- **Product Development and Marketing:**

The company tailors its products and marketing strategies to resonate with the cultural values and preferences of the Bangladeshi market.

- **Building Trust:**

Esquire Group strives to build trust with its customers by providing quality products and services that align with their expectations and cultural values.

- **Contributing to the Community:**

Esquire Group actively participates in social initiatives that benefit the local community, demonstrating its commitment to the welfare of the people and the environment.

- **Environmental Sustainability:**

The company takes measures to minimize its environmental impact, reflecting a growing awareness of environmental issues within Bangladeshi society. By integrating these elements, Esquire Group aims to create a sustainable and thriving business that is both commercially successful and socially responsible in the context of Bangladeshi culture.

1.8 Literature Review

1.8.1 Introduction

In this literature review, an attempt is made to check on the available body of knowledge on the impact of people and culture on operational effectiveness (OE), with a particular focus on the ready-made garment (RMG), electronics and textiles sector in Bangladesh. The aim of this study is to ascertain the position and standing of Esquire Group in to the discourse. The review identifies operational effectiveness is a concept, and emphasizes on the role of people, examines cultural influences and analyzes the interaction of culture and people in order to shape performance of the organization.

1.8.2. Operational Effectiveness: Concept and Dimensions

Operational effectiveness is basically the ability of an organization to perform its functions and operations better than other especially its rival companies. It means the product/ item has to be of better quality, cost effective with reliable delivery and flexibility. Hayes and Wheelwright (1984) emphasized “competitive priorities” such as cost, quality, speed, and flexibility as core elements of manufacturing performance.

Ferdows and De Meyer (1990) further argued that operational improvements follow a cumulative “sand-cone model,” where quality builds the foundation for dependability, flexibility, and cost competitiveness.

Bangladesh faces a tough global competition in RMG and textiles where the fashion and style changes at a very faster pace and keeping low cost while maintaining compliance standard. Bangladesh has to compete with competitors like China, Vietnam, India, Pakistan and others. Therefore, we can say operational effectiveness is not only a technical issue rather it is also shaped by the efficiency of the people and cultural dimensions.

1.8.3. People Factors and Human Resource Perspectives

1.8.3.1 Skills, Competencies, and Motivation

As per Barney’s (1991) resource-based view, a firm’s competitive advantage stems from its unique, valuable, rare, inimitable and non-substitutable resources and capabilities. This is a visible shift from industry structure to an organizational internal resource and how effectively they manage their resources-this is the key concept of Barney. This concept provides that firms with portfolio of VRIN (valuable, rare, inimitable and non-substitutable) generally achieve and sustain competitive advantage over its competitor farms. In any organization, human resource or workforce remains the core for operational performance or effectiveness. For minimizing the defects, efficiently balancing the line and producing the delivery on schedule depends greatly on people or work force like efficient management, better performing and guidance by capable supervisors and motivated employees. The frequent strikes or hartal in some of the companies orchestrates the lack of this skilled work force and their lack of motivation.

1.8.3.2. AMO Model and High-Performance Work Practices

The Ability–Motivation–Opportunity (AMO) model was introduced by Appelbaum et al. (2000). The AMO framework explains how people practice influence outcomes. Workers in an organization contributes effectively when they have ability means they are adequately skilled and trained by the company, they are well motivated with better/ just incentives and recognition and have enough to participate in company’s decision-making. High-performance work practices (HPWPs) such as continuous training, fair appraisals, and teamwork have been shown to enhance productivity and quality as per Appelbaum.

1.8.3.3. Leadership and Employee Recognition

Leadership development and qualities plays an important role in a hierarchical work environment. If the leadership abilities are developed and practiced it will raise accountability, increase transparency in work and develop team work with all included. If the company recognizes its staffs or employees, rewards for their good deeds and empower initiative it will strengthen employee engagement for the company work and activities. This effort in turn will have positive outcome in terms of productivity, commitment, and innovation in the company.

1.9. Cultural Factors and Organizational Performance

1.9.1. Organizational Culture Frameworks

Edgar H. Schein (2010) provides a widely accepted definition of culture. He defines culture as *“pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”* The definition shows that culture is an unseen operating system of any organization that brings people together, drives their behavior and outlines their responses to challenges. However, if the assumption is misaligned with strategy of the environment, then culture may become a barrier to success. For instance, cultures emphasizing collaboration and openness to learning support lean manufacturing and continuous improvement.

1.9.2. National Culture in Bangladesh

Hofstede, Hofstede & Minkov (2010) framework reveals that Bangladesh scores high in power distance meaning people in Bangladesh tend to accept hierarchal order where power is unequally distributed and collectivism meaning people of Bangladesh are more group oriented in their work than individual oriented work. High power distance means employees tend to defer to authority, while collectivism promotes group loyalty and teamwork. These traits affect communication, decision-making, and innovation. While collectivism can strengthen cohesion, excessive hierarchy may limit employee voice and slow responsiveness.

1.9.3. Culture in the RMG Sector

As seen in Bangladesh, organizational culture and norms interacts with national values. As we have seen in study, the employees tend to accepts organizational hierarchy but however, strict or difficult hierarchies may create barrier for worker better participation. On the other, the

compliance driven reforms encourage dialogue, trust, and shared responsibility. Therefore, we see, cultural change is an agent of operational effectiveness.

1.10. Interaction of People and Culture with Operational Effectiveness

1.10.1. The Sand-Cone Model in Practice

The Sand Cone model was introduced as a concept in operations management by Ferdows and De Meyer (1990). The model explains how organizations can improve their performance in a systematic manner. The model visualizes operational capabilities as layers of a sand cone where each layer represents a dimension of operational performance: quality, dependability, speed, flexibility and cost. The key idea of the concept is improving quality first leads to sustainable improvements in other capabilities. In RMG or Textiles or electronics, when workers get skilled then the company progresses with quality first then schedules dependability, enhance flexibility and finally reduces costs. Culture shapes whether this progression occurs smoothly. For example, in a high power-distance environment, leaders must actively create safe spaces for feedback to avoid hidden defects or delays.

1.10.2. Lean Practices in Bangladesh

Lean manufacturing tools (5S i.e., sort, set in order, shine, standardize & sustain, line balancing, Kaizen) have been introduced in Bangladeshi factories, with varying success. Studies reflects adoption depends not only on technical training but also on cultural openness to problem-solving and without a culture that encourages reporting issues, lean tools remain less utilized.

1.10.3 Employee Voice, Participation, and Inclusion

It has been observed that work committee and dialogues programs of the company have good effects on compliance and company work force performance. Participation of the company employees creates the “opportunity” element of AMO (ability, motivation and opportunity) leading to better OE outcomes. Moreover, promoting women into supervisory roles enhances line productivity, linking inclusion directly to operational results.

1.11 Gaps in the Literature

The literature available underscores the role of people and culture and their interaction in enhancing operational effectiveness. However, in Bangladesh context, we find lack of empirical evidence that links cultural transformation to operational effectiveness outcome.

Less explored link or interaction between national cultural values and lean manufacturing success. And insufficient look on gender inclusion. The literature indicates that people and culture are critical determinants of OE. Theories such as RBV, AMO, and the sand-cone model provide insights into how skills, motivation, leadership, and cultural norms combine to influence outcomes. For Esquire Group, understanding and strategically aligning these dimensions is essential for sustaining competitiveness in Bangladesh's RMG sector. Therefore, this study on Esquire Group seeks to address these gaps through qualitative inquiry and organizational analysis.

1.12 Conceptual Framework

Based on the literature review and study it is understood that the operational effectiveness at Esquire Group is meaningfully influenced by both people-related factors and cultural dimensions. These two domains interact with each other and with the organization's systems, shaping the company's productivity, quality performance, innovation, and adaptability to changing market conditions.

1.12.1. People Factors

People-related factors refer to the human capital attributes that directly contribute to organizational outcomes. These include:

- **Skills and competencies**—the technical expertise, problem-solving abilities, and work-related skills employees bring to their roles.
- **Employee motivation**—the level of engagement, commitment, and drive among employees to achieve organizational goals.
- **Interpersonal relationships**—the quality of collaboration, trust, and teamwork across different departments and levels.

1.12.2. Cultural Factors

Cultural dimensions represent the shared values, norms, and behavioral expectations that shape how people work together. These include:

- **National cultural values**—such as collectivism, respect for hierarchy, and group harmony, which influence work attitudes and decision-making.
- **Organizational norms and leadership style**—the internal standards, role expectations, and managerial approaches that guide daily operations.

- **Communication patterns**—the formal and informal ways in which information flows, feedback is given, and collaboration occurs.

1.12.3 Interaction and Influence

The interaction between people factors and cultural factors creates a unique organizational environment. This interaction determines how effectively the organization can:

- Maintain high **productivity levels**.
- Ensure **quality control** in processes and outputs.
- Foster **innovation capacity** to respond to competitive pressures.
- Enhance **adaptability** to changing market demands.

This framework highlights that operational performance is not determined by isolated factors, but by the dynamic interaction between human capabilities and cultural context.

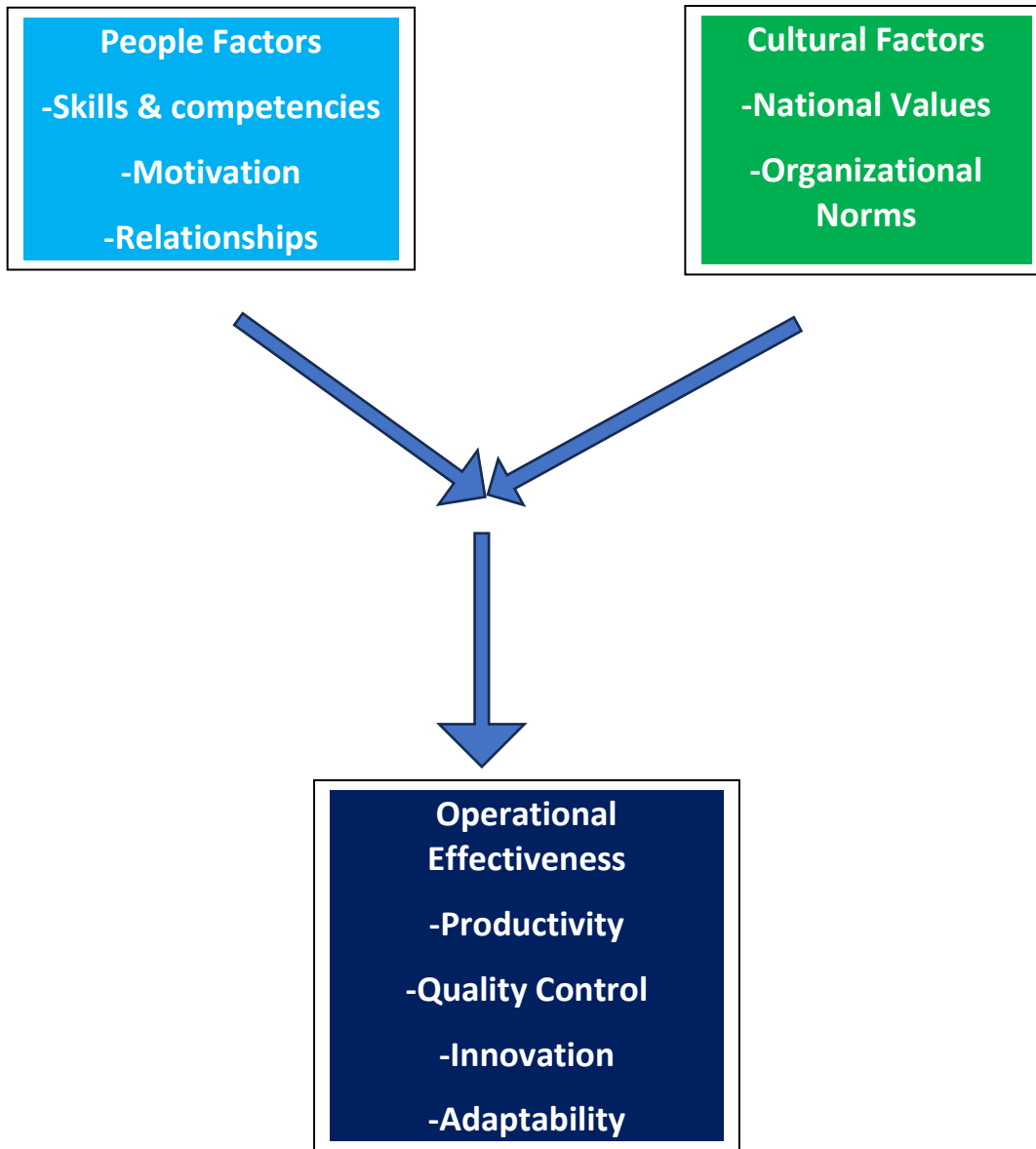


Chart 2. Conceptual Framework.

Chapter 2:

2.1. **Type of research.** This is qualitative research where I want to explore *how* people-related factors and cultural dimensions affect operational effectiveness, focusing on meanings, perceptions, and experiences rather than numerical measurement. There are limited researches on this field, therefore my research approach will be exploratory and I would investigate and identify patterns rather than testing a hypothesis. The research would be in the interpretivist paradigm since I shall be prioritizing the understanding of human behavior and cultural contexts from the perspective of employees and managers.

2.2. Research Design. This study follows a qualitative case study design, focusing on in-depth exploration of how people-related factors and organizational culture influence operational effectiveness at Esquire Group, Bangladesh. The case study approach is chosen because it allows for detailed, context-rich understanding of the organization's internal dynamics.

2.3. Methodology. This study employs a qualitative research design using semi-structured interviews.

2.3.1. Method of Sampling

This study employs a qualitative research design using semi-structured interviews with 14 Esquire Group employees from various departments. The purposive sampling method ensures representation from management, operations, and support staff. Data collection was conducted over a two-month period, and thematic analysis was applied to identify recurring patterns and insights. Ethical considerations, including informed consent and confidentiality, were strictly followed.

2.3.2. Method of Collecting Data

Semi-Structured questionnaire, face to face interviews and informal observations. Questions will cover areas such as employee motivation, leadership style, workplace communication, and cultural norms. Face to face interviews would be conducted for 30-45 minutes per interview with flexible protocols to allow new themes to emerge. Informal observations would be carried out during visits to work areas to note behaviors, interactions, and work environment.

2.3.3. Population and Sample

- **Population:** Available employees of Esquire Group at head office, including management, supervisors, and operational staff.
- **Sample Size:** 15 participants for interviews to allow for depth without sacrificing diversity of perspectives.
- **Sampling Method:** Purposive sampling to target individuals with relevant experience and insights into cultural and operational practices.

- **Semi-Structured Interview Questions.** The semi structured interview questionnaire is attached as annex B.

2.4. Method of Data Analysis. Thematic Analysis following Braun & Clarke’s six-step process with software Tools: NVivo or manual coding using Excel for theme organization could be utilized. The six steps for data analysis are enumerated below for reference: Familiarization with data (transcribing interviews, reading transcripts).

- Generating initial codes (labeling key statements).
- Searching for themes (grouping similar codes).
- Reviewing themes (ensuring accuracy and coherence).
- Defining and naming themes.
- Producing the final report linking themes to operational effectiveness.

2.5. Ethical Considerations.

In this study, ethical considerations will be strictly observed to protect participants. Informed consent will be obtained, ensuring that participation is voluntary and that respondents can withdraw at any time without consequence. Confidentiality and anonymity will be maintained by removing identifying information and presenting findings in aggregated form. Participants will be treated with respect, and sensitive questions will be avoided to prevent any psychological or professional harm. Data will be securely stored and accessed only by the researcher, and findings will be reported honestly and objectively, without bias or misrepresentation.

Chapter 3. Finding and Analysis

3.1 Analysis and Findings of Semi-Structured Interview Questions:

The summary of **Interview Responses from 15 Participants (Esquire Group)** of semi structured interview questions are placed below for scrutiny:

3.1.1 Theme 1: People Factors – Skills, Motivation & Relationships

Q1. How do employee skills and competencies influence productivity, quality, and adaptability at Esquire Group?

- P1: “Skilled operators reduce machine downtime.”
- P2: “Experienced workers help us meet urgent buyer orders.”

- P3: “Unskilled staff cause quality rejections.”
- P4: “Competent workers adjust quickly to style changes.”
- P5: “Better training helps avoid mistakes.”
- P6: “Skilled cutters save fabric waste.”
- P7: “Quality checks depend on technical knowledge.”
- P8: “Competent people complete work faster.”
- P9: “Adaptability comes from training.”
- P10: “New machines need skilled hands.”
- P11: “Skilled employees reduce rework.”
- P12: “Competency ensures consistent production.”
- P13: “Trained staff are more confident.”
- P14: “High skill means fewer delays.”
- P15: “Skill improves both speed and quality.”

Q2. In what ways do motivation and interpersonal relationships shape collaboration and operational outcomes?

- P1: “Respect from supervisors keeps me motivated.”
- P2: “Team support helps when workload is high.”
- P3: “Recognition boosts morale.”
- P4: “Friendly colleagues create smoother work.”
- P5: “Bonuses make us push harder.”
- P6: “Trust within team reduces conflicts.”
- P7: “Motivated staff finish targets early.”
- P8: “Cooperation avoids delays.”
- P9: “Small encouragement works better than pressure.”
- P10: “Good relations improve line balance.”
- P11: “We share work when someone is absent.”
- P12: “Caring supervisors build loyalty.”
- P13: “Supportive environment keeps stress low.”
- P14: “Working as friends increases commitment.”
- P15: “Praise motivates me to stay longer.”

3.1.2 Theme 2: Cultural Dimensions – National & Organizational Culture:

Q3. How do national cultural values (e.g., hierarchy, collectivism) affect workplace decision-making and communication?

- P1: "We follow seniors, even if it delays decisions."
- P2: "Collectivism makes teamwork strong."
- P3: "Sometimes juniors hesitate to suggest ideas."
- P4: "We respect hierarchy in meetings."
- P5: "Authority is important in decisions."
- P6: "Teamwork reflects our culture."
- P7: "Seniors' approval is always needed."
- P8: "We help each other, like a family."
- P9: "Younger workers don't question supervisors."
- P10: "Group harmony is valued more than individual opinion."
- P11: "Hierarchy slows feedback."
- P12: "Collectivism creates unity."
- P13: "Respect for elders guides communication."
- P14: "Cultural respect sometimes blocks open discussion."
- P15: "Team culture makes us stronger."

Q4. What role does organizational culture play in shaping employee behavior and work practices at Esquire?

- P1: "Morning briefings keep us disciplined."
- P2: "The culture of compliance makes us careful."
- P3: "Focus on quality shapes our habits."
- P4: "Training reflects company values."
- P5: "Cultural programs increase bonding."
- P6: "Strict rules push us to work carefully."
- P7: "Team culture motivates collaboration."
- P8: "Safety culture improves our habits."
- P9: "Compliance culture avoids penalties."
- P10: "Company norms make us punctual."
- P11: "Organizational culture feels like a family."
- P12: "Discipline is part of our culture."
- P13: "Respectful culture builds trust."
- P14: "Compliance shapes worker attitudes."

- P15: “Culture of responsibility makes us alert.”

3.1.3 Theme 3: Integration of People and Culture on Performance:

Q5. How do people-related factors and cultural dimensions interact to influence operational effectiveness?

- P1: “Skilled workers perform better when they respect hierarchy.”
- P2: “Team culture plus skills bring better results.”
- P3: “Culture sometimes restricts innovation.”
- P4: “Discipline and skills together improve flow.”
- P5: “Collectivism and training reduce waste.”
- P6: “Culture supports teamwork, skills bring quality.”
- P7: “Without skills, culture alone is not enough.”
- P8: “People and culture both are needed for efficiency.”
- P9: “Respect and skills make production smoother.”
- P10: “Cultural respect reduces conflict in teams.”
- P11: “Culture gives structure, skills give execution.”
- P12: “Combination improves adaptability.”
- P13: “Culture plus skills maintain harmony.”
- P14: “When culture limits voice, skills can be wasted.”
- P15: “Both together decide success.”

Q6. To what extent does the alignment (or misalignment) between employees’ skills and cultural expectations impact productivity and adaptability?

- P1: “If culture blocks ideas, skills get wasted.”
- P2: “Alignment brings smooth workflow.”
- P3: “Misalignment causes delays.”
- P4: “Skills respected by culture increase adaptability.”
- P5: “Misalignment frustrates skilled workers.”
- P6: “Alignment builds confidence.”
- P7: “Mismatch reduces motivation.”
- P8: “Skills respected in culture improve outcomes.”
- P9: “When ignored, talent gets demotivated.”
- P10: “Cultural respect encourages better skill use.”

- P11: “Misalignment creates communication gaps.”
- P12: “Alignment makes urgent orders manageable.”
- P13: “Skills thrive in supportive culture.”
- P14: “Mismatch blocks innovation.”
- P15: “Alignment ensures better adaptability.”

3.1.4 Theme 4: Culturally Aligned Management Practices:

Q7. What management practices are most effective in balancing people factors with cultural values to enhance operational effectiveness?

- P1: “Training led by seniors works best.”
- P2: “Festival bonuses increase loyalty.”
- P3: “Respectful supervision balances culture.”
- P4: “Open-door policy with hierarchy works.”
- P5: “Cultural recognition improves morale.”
- P6: “Flexible hours help during Ramadan.”
- P7: “Supervisors guiding juniors maintains respect.”
- P8: “Awards in front of peers motivate us.”
- P9: “Leadership that listens is effective.”
- P10: “Clear communication keeps balance.”
- P11: “Festive celebrations boost motivation.”
- P12: “Regular feedback works well.”
- P13: “Managers respecting culture motivate more.”
- P14: “Balance of authority and dialogue is key.”
- P15: “Practical training plus respect works best.”

Q8. How can HR and leadership initiatives be adapted to fit the cultural context of Esquire Group while promoting performance and innovation?

- P1: “HR should allow prayer breaks.”
- P2: “Leadership should respect hierarchy but hear juniors.”
- P3: “HR must link training with cultural values.”
- P4: “Leaders should adapt during Ramadan.”
- P5: “Cultural events should be recognized by HR.”
- P6: “HR can offer flexible shifts for festivals.”

- P7: “Leadership should balance tradition and new ideas.”
- P8: “Innovation needs encouragement without breaking respect.”
- P9: “HR policies should respect family needs.”
- P10: “Cultural context must guide rewards.”
- P11: “HR should link policies to local culture.”
- P12: “Leadership must combine authority with inclusiveness.”
- P13: “Innovation should respect cultural harmony.”
- P14: “Policies should balance global standards with local culture.”
- P15: “HR should support both culture and performance.”

3.1.5 Thematic Analysis of Interview Questions. These interview findings were then thematized to answer the most critical questions of the influence of people and culture on operational effectiveness of esquire group, Bangladesh. The following section encapsulates what the participants say within the broader context of the discussion of compensation and management practices.

Theme	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	Total
People Factors: Skills, Motivation & Relationships	√	√	√		√	√		√	√		√		√	√		10
Cultural Dimensions: National & Organizational Culture	√		√	√		√	√		√	√		√	√		√	10
Integration of People and Culture on Performance		√	√	√	√		√	√		√	√		√	√	√	11
Culturally Aligned Management Practices	√	√		√		√	√	√		√		√	√	√	√	11

3.1.6 Analysis of Themes:

Theme 1: People Factors – Skills, Motivation & Relationships (10 mentions)

Most participants emphasized the importance of employee competencies, motivation, and collaboration in shaping productivity. For example, managers noted that well-trained operators adapt faster to new machinery, while team leaders highlighted that motivation (through recognition or small incentives) reduces absenteeism. Trust and communication between colleagues were described as essential for smooth workflow on production floors. When asked How do employee skills and competencies influence productivity, quality, and adaptability at Esquire Group? One participant answered *“When workers are properly trained on new machines, production errors go down, and we can meet buyer deadlines faster (participant 2)”* another participant responded *“Skilled employees adapt quickly when a buyer changes order requirements, but less trained staff struggle, which slows the line (participant 7).”* When asked In what ways do motivation and interpersonal relationships shape collaboration and operational outcomes? One participant answered *“A small bonus or even recognition from supervisors keeps us motivated to work harder (participant 3).”* Another responded *“Good teamwork reduces conflicts. If one person helps another finish their task, the whole line meets the target participant 11.”*

Theme 2: Cultural Dimensions – National & Organizational Culture (10 mentions)

Interviewees often discussed how Bangladeshi cultural values (collectivism, respect for hierarchy, senior-junior relationships) shape workplace interactions. Some employees explained that decision-making is slow due to hierarchical approval systems, while others stressed that collectivist values help teamwork. A few highlighted organizational rituals (like morning briefings and group prayers) as strong unifying practices reflecting culture. While asked the question How do national cultural values (e.g., hierarchy, collectivism) affect workplace decision-making and communication? One responded answer *“Decisions usually come from the top, and we follow. Sometimes it delays work, but we respect senior authority (participant 8).”* Another answer *“We work like a family. If someone is absent, others cover the gap because teamwork is important in our culture participant 12.”* While asked the question What role does organizational culture play in shaping employee behavior and work practices at Esquire? One participant answered *“Morning meetings remind us of discipline and unity, which creates a positive environment participant 1.”* While another answered *“Because the company emphasizes compliance and quality, we feel pressure to be careful and avoid mistakes (participant 9).”*

Theme 3: Integration of People and Culture on Performance (11 mentions)

This theme was the most frequently discussed, as participants explained that operational effectiveness is not only about skilled employees or strong culture separately but about their interaction. For instance, motivated employees who align with cultural expectations of discipline and respect are more adaptable to production demands. Several noted that when cultural values (e.g., mutual respect) are ignored, even skilled workers become disengaged, lowering quality. When asked the question How do people-related factors and cultural dimensions interact to influence operational effectiveness? One participant answered *“If skilled workers also respect hierarchy, then processes run smoothly, and supervisors trust them more (participant 15).”* While another answered *“Sometimes cultural respect for seniors stops younger workers from giving suggestions, which can limit improvements (participant 12).”* While asked the question ‘To what extent does the alignment (or misalignment) between employees’ skills and cultural expectations impact productivity and adaptability?’ One participant answered *“When skilled workers are not allowed to contribute because of rank, their potential is wasted participant 2.”* While other answered *“But when culture and skills match—like teamwork with competence—we easily handle urgent orders participant (13).”*

Theme 4: Culturally Aligned Management Practices (11 mentions)

Many participants suggested practical management approaches suited to Esquire’s cultural context. For example, HR officers emphasized training programs that respect hierarchical authority but still promote open dialogue. Supervisors noted that recognition of employees during religious or cultural festivals boosts morale. Suggestions included more flexible leave policies during Eid and Ramadan, as well as leadership development programs that balance authority with inclusiveness. When asked the question ‘What management practices are most effective in balancing people factors with cultural values to enhance operational effectiveness?’ One participant answered *“Training works best when senior staff lead it, because juniors respect authority but also learn (participant 12).”* While other participant responded *“Acknowledging workers during festivals or family events increases loyalty and reduces turnover (Participant6).”* When asked the question ‘How can HR and leadership initiatives be adapted to fit the cultural context of Esquire Group while promoting performance and innovation?’ One participant answered *“HR should give flexible hours during Ramadan; it shows respect for culture and increases employee commitment (participant 8).”* While other

respondent answered “Leaders should listen more to junior staff ideas while still keeping respect for hierarchy, so innovation doesn’t get blocked (participant 13).”

3.2 Overall Findings and Analysis.

3.2.1 The findings align with Schein's assertion that leadership is central to shaping and sustaining culture. Esquire Group's emphasis on employee empowerment through training, motivation etc. fosters innovation, which in turn enhances operational efficiency. However, hierarchical decision-making sometimes slows responsiveness. Balancing structure with flexibility is essential for sustained performance.

The qualitative findings reveal that leadership style is not merely a managerial function but a cultural force that shapes how employees perceive their roles and responsibilities. For example, leaders who adopt an open-door policy facilitate quicker conflict resolution and foster trust, while authoritarian approaches tend to reduce creativity and increase employee turnover. This finding aligns with transformational leadership theory, which emphasizes vision, inspiration, and individualized consideration as key to sustaining a high-performance culture. In Esquire, the Group CEO open door policy and remains extremely open and cordial with colleagues and subordinates like a family. However, this is not the case in elsewhere and needs training for leadership development. From the interview, employee engagement emerged as a multifaceted driver of operational effectiveness. Engagement was not only reflected in willingness to complete assigned tasks but also in proactive problem-solving, voluntary collaboration, and innovation. This suggests that engagement is deeply tied to the intrinsic motivation fostered by recognition systems, career growth opportunities, and alignment with organizational goals.

The role of collaboration and communication cannot be overstated. Cross-departmental collaboration at Esquire Group has reduced operational redundancies, enhanced knowledge transfer, and accelerated project delivery. However, communication gaps-especially between upper management and field-level staff-were reported as occasional bottlenecks. Addressing these gaps through digital communication platforms and structured feedback loops could enhance responsiveness.

Innovation and adaptability were found to be essential for long-term competitiveness, particularly in the context of Bangladesh’s rapidly changing business landscape. Respondents noted that the company’s willingness to pilot new technologies, diversify product lines, and enter emerging markets contributed to its resilience. Nevertheless, resource constraints and procedural rigidity occasionally limited the speed of adaptation in Esquire.

Bangladesh's RMG sector has employed millions, with estimates of around 4.2 million workers (Bangladesh Labor Market Profile, 2024/25). Historically, the industry was noted for very high female participation (often cited around 70–80% in earlier decades), but multiple sources indicate a decline in recent years, with some outlets reporting female share around 53% in 2024 (RMGBD, 2024). For Esquire Group, company documents emphasize a large, semi-skilled workforce and programs focused on female empowerment (Esquire Knit Composite, 'Beyond Borders'). These demographic trends (female over 60% of workforce) have operational implications for retention, shift scheduling, childcare support, and career progression programs (ILO; Light Castle Partners). These trend reflects a steady increase in female participation. In 1990s women's share was only 25%, while in 2020 the participation rose to 45%. In 2024, the share is estimated at 52%, suggesting that women now constitute more than half of the workforce/representation (from interview of CEO and senior representative). And in Esquire it is over 60%. This emphasizes a transformation toward gender equity but also the potential of female participation as a driver of organizational and societal growth.

3.2.2 Buyer Culture and Compliance

Esquire holds multiple certifications (ISO 9001, ISO 14001, ISO 45001/18001, GOTS, Oeko-Tex) and highlights NABL-accredited labs in its factories (Esquire Knit Composite, 2023-24). International buyers' compliance requirements directly influence production scheduling, quality control, and documentation processes. These requirements raise operational costs but secure market access to premium buyers, making compliance one of the most impactful factors for operational continuity (Esquire Annual Report; industry analyses). The graph shows high compliance by the company.

3.2.3 Technology Adoption and Automation

Industry reporting shows many factories plan to purchase automation and advanced machinery; estimates suggest high proportions (e.g., industry surveys indicating ~80% may plan automation purchases) which imply both productivity gains and potential displacement risks (Vogue Business, 2023). For Esquire, capital expenditure on machinery has been reported in annual reports, indicating a push toward modernization (Esquire Board Report, 2023).

3.2.4 SWOT Analysis (People & Culture Lens) – Esquire Group, Bangladesh

Strengths

- **Vertical Integration & Compliance Credentials:** Vertical integration with strong compliance with international labor standards, certifications, and social audits, enhancing trust with global buyers.
- **Employee Welfare Programs:** Onsite childcare, medical facilities, female-friendly policies, and worker well-being programs support inclusivity.
- **Stable Workforce Loyalty:** Long-term retention due to job security and welfare benefits. The recent slowdown and poor performance in RMG sector has reduced workforce job security.
- **Cultural Fit with Collectivist Values:** Team-oriented work environment aligns with Bangladesh's collectivist cultural orientation, supporting cooperation and harmony.

Weaknesses

- **Skills Gap for Industry 4.0:** Limited digital and technical expertise among workers may reduce competitiveness in automation-driven global markets.
- **Dependency on Large-Volume Buyers:** Reliance on a few global retailers exposes workers to job insecurity during demand fluctuations.
- **Top-Down Decision Culture:** High power distance may discourage bottom-up innovation and worker voice.
- **Limited Career Development Pathways:** Lack of structured leadership and talent development programs can limit employee growth.

Opportunities

- **Upskilling & Reskilling:** Training in digital, lean, and green manufacturing practices can future-proof the workforce.
- **Premiumization via Sustainability:** Leveraging sustainable practices and fair labor image to access higher-value markets.
- **Leadership Development:** Building transparent, inclusive, and participative leadership to increase engagement.

- **Global Recognition of Ethical Supply Chains:** Growing buyer preference for socially responsible factories boosts reputation and employee pride.

Threats

- **Labor Unrest & Worker Rights Activism:** If welfare gaps persist, it could lead to strikes or negative publicity.
- **Global Economic Volatility:** Order fluctuations directly impact worker livelihoods.
- **Competitive Labor Market:** Other compliant factories may attract skilled employees.
- **Cultural Rigidity:** Resistance to change due to traditional hierarchical norms could slow adaptation to global best practices.

Analysis. This SWOT analysis shows that Esquire's strong compliance culture and welfare programs give it a people advantage, but skills gaps and hierarchical norms pose risks. The way forward lies in reskilling, leadership development, and leveraging sustainability for cultural and operational excellence.

Chapter 4: Conclusion & Recommendations

4.1. Conclusion. People and culture significantly influence operational effectiveness in the Esquire Group. As seen in survey and interviews, the interaction of people factors and cultural factors enhances operational effectiveness in the company. Besides, leadership plays a crucial role in organizational effectiveness. However, too much rigidity and late decision making would reduce the effectiveness. Leadership transparency, employee engagement, and adaptability are key drivers of success. However, excessive bureaucracy can hinder agility. It is also learned that positive cultural values greatly enhance people and company performances. If the employees are given opportunity to share their ideas and have a participatory role, the operational effectiveness would increase. This would further initiative and innovation and higher product quality with managing deadliness well. Positive work environment with right culture and leadership may play a pivotal role for higher organizational efficiency. Developing people factors, aligning cultural values with operational goals can ensure long-term competitiveness.

4.2. Recommendations. Based on the findings of this study on the influence of people and culture on operational effectiveness at Esquire Group, the following recommendations are proposed:

4.2.1. Strengthen Leadership Development Programs to Promote Transparency and Inclusiveness

Invest in targeted leadership training that emphasizes open communication, ethical decision-making, and participatory management. Leaders should be equipped with the skills to engage diverse perspectives, build trust, and foster an environment where employees feel valued and heard.

4.2.2. Enhance Employee Recognition Initiatives to Boost Engagement

Introduce structured recognition programs that celebrate individual and team achievements, both formally and informally. Recognition should be timely, specific, and inclusive, ensuring that contributions at all levels are acknowledged. This can enhance morale, motivation, and long-term retention.

4.2.3. Foster Cross-Functional Collaboration to Encourage Innovation

Create opportunities for employees from different departments to work together on joint projects, problem-solving workshops, and innovation challenges. Breaking down silos can lead to more creative solutions, improved resource sharing, and a stronger organizational culture of cooperation.

4.2.4. Streamline Decision-Making Processes to Improve Responsiveness

Review and simplify approval workflows to reduce delays and improve operational agility. Empower managers with greater decision-making authority within defined parameters, allowing the organization to respond quickly to market and operational changes.

4.2.5. Align HR Policies with Cultural Values and Strategic Goals

Ensure that recruitment, training, promotion, and performance management policies reflect both the cultural values of the organization and its long-term strategic objectives. HR practices should promote equity, respect for hierarchy where appropriate, and adaptability in a changing business environment.

Appendix A: Participant Demographics

Department	Count
Management	5
Operations	6
Support Staff	4

Appendix B: Interview Questionnaire

THE INFLUENCE OF PEOPLE AND CULTURE ON OPERATIONAL EFFECTIVENESS: A STUDY OF ESQUIRE GROUP, BANGLADESH

Abstract

Operational effectiveness is a critical determinant of organizational success in today's competitive market. In Bangladesh, corporate culture and human capital play a pivotal role in shaping productivity, innovation, and adaptability. This research focuses on the Esquire Group, a diversified conglomerate with a significant presence in various industries. The objective is to understand how people and culture contribute to operational outcomes and identify strategies for sustained performance.

In today's highly competitive business environment, organizations recognize that operational effectiveness is not solely driven by technological advancement, process optimization, or cost efficiency; rather, it is profoundly shaped by the people who work within the organization and the culture they embody. Human capital—comprising employees' skills, values, attitudes, and behaviors—acts as the foundation of sustainable operational performance. Similarly, organizational culture, encompassing shared norms, beliefs, and practices, serves as a guiding framework for decision-making, problem-solving, and collaboration across all levels of the enterprise.

The Esquire Group, a leading Bangladeshi conglomerate with a strong presence in the textile and apparel industry, offers an illustrative case for examining this dynamic interplay between people, culture, and operational effectiveness. As a labor-intensive industry competing in global markets, the Group's success depends not only on production capacity and quality

control but also on fostering a culture of commitment, innovation, and adaptability among its workforce. In such contexts, the alignment between organizational values and employee engagement becomes a decisive factor in achieving operational excellence.

In Bangladesh's rapidly evolving industrial landscape, where globalization, shifting consumer preferences, and sustainability pressures are reshaping operational priorities, understanding the influence of people and culture is essential. This study aims to investigate how human resource practices, leadership approaches, and organizational culture at Esquire Group contribute to, or constrain, its operational performance. By exploring these linkages, the research seeks to provide insights that can guide both management strategies and policy decisions for similar organizations in the country's manufacturing sector.

This qualitative study investigates how people and organizational culture influence operational effectiveness in the Esquire Group, Bangladesh. Using semi-structured interviews and thematic analysis, the research explores key cultural attributes, employee engagement, leadership styles, and their impact on operational performance. The findings will help in excelling operational performance with the positive interaction of people and culture for the Esquire Group. indicate that a positive organizational culture enhances teamwork, innovation, and adaptability, leading to improved operational results. Recommendations are provided for aligning people and culture strategies with organizational objectives. You are kindly requested to fill up the questionnaire for helping the research.

Thematic Research Questions

Theme 1: People Factors – Skills, Motivation & Relationships

- 1. How do employee skills and competencies influence productivity, quality, and adaptability at Esquire Group?*
- 2. In what ways do motivation and interpersonal relationships shape collaboration and operational outcomes?*

Theme 2: Cultural Dimensions – National & Organizational Culture

- 3. How do national cultural values (e.g., hierarchy, collectivism) affect workplace decision-making and communication?*
- 4. What role does organizational culture play in shaping employee behavior and work practices at Esquire?*

Theme 3: Integration of People and Culture on Performance

5. *How do people-related factors and cultural dimensions interact to influence operational effectiveness?*
6. *To what extent does the alignment (or misalignment) between employees' skills and cultural expectations impact productivity and adaptability?*

Theme 4: Culturally Aligned Management Practices

7. *What management practices are most effective in balancing people factors with cultural values to enhance operational effectiveness?*
8. *How can HR and leadership initiatives be adapted to fit the cultural context of Esquire Group while promoting performance and innovation?*

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