

Report On
Effectiveness of Employee Motivation and Engagement Practices at SIMEC
Engineers Ltd

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An internship report submitted in partial fulfillment of the requirements for the degree
Bachelor of Business Administration



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Plagiarism Declaration

I hereby declare that:

1. This internship report is my own original work and has been completed as part of the requirements for the Bachelor of Business Administration (BBA) degree at the University of Liberal Arts Bangladesh (ULAB).
2. The report does not contain any material that has been copied from published or unpublished sources without proper acknowledgment. All sources used have been correctly cited and referenced.
3. This report has not been submitted, either fully or partially, for any other degree or qualification at ULAB or any other university/institution.
4. I have clearly acknowledged all the help and support I received during the preparation of this report.

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Nov, 2025

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Subject: Submission of Internship report on “Effectiveness of Employee Motivation and Engagement Practices at SIMEC Engineers Ltd”

Dear Sir,

With due respect, I would like to inform you that I have completed my Internship on SIMEC Engineers Ltd. The project report paper titled “Effectiveness of Employee Motivation and Engagement Practices at SIMEC Engineers Ltd” has been prepared for the fulfillment of my Project according to the prerequisites of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB).

The internship at SIMEC Engineers Ltd provided me with valuable practical exposure, and this report reflects the knowledge I gained during the internship, combined with the theoretical concepts I have studied throughout my BBA program. I have made every effort to present the findings in a clear, structured, and meaningful way.

I hope the report meets the expected standards. I would be grateful for your valuable feedback and suggestions for your guidance throughout the internship period.

Thank you for your time and support.

Sincerely,

Tamanna Binte Azad

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Bachelor of Business Administration (BBA)

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Finally, I want to express my heartfelt appreciation to my family and friends for their constant support and encouragement. Their belief in me especially my husband's continuous motivation throughout my undergraduate journey at ULAB helped me stay focused even during difficult moments. Although I have limited experience, I tried my best to prepare a meaningful and sincere internship report, and their support has been the main strength behind all my efforts.

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List of Abbreviations

<i>ABBREVIATION</i>	<i>DEFINITION</i>
OB	Organizational Behaviour
PPE	Personal Protective Equipment
KPI	Key Performance Indicator
SOP	Standard Operating Procedure
AMO	Ability Motivation Opportunity Framework
HPWPs	High-Performance Work Practices
JD	Job Description
JS	Job Satisfaction

PART- A

Chapter 1: Internship Preparation

1.1 Motivation and Learning Expectations from this Internship

As student majoring in Human Resource Management in the BBA program at the University of Liberal Arts Bangladesh (ULAB), I was always eager to connect the theories learned in class with real organisational experience. Throughout my academic journey and course such as Human Resource Management Organizational Behaviour, Leadership and Employee Psychology sparked strong interest in understanding how organisation motivate employees, build engagement and maintain a healthy work culture. These subject helped me develop a curiosity about real workplace dynamics, how employees behave, how managers influence performance, and how HR practices shape the overall organisational environment. With this interest in mind, I wanted an internship where I could observe these elements firsthand rather than relying only on theoretical knowledge.

I chose SIMEC Engineers Ltd. because of its professional reputation, structured work culture, and diverse team environment. As a project-based engineering consultancy firm, SIMEC offered a unique opportunity to study employee motivation and behaviour in a technical, high-pressure work setting. I believed that working in such an organisation would allow me to see how communication flows between departments, how supervisors guide their teams, and how organisational systems support productivity. SIMEC's emphasis on discipline, coordination and teamwork aligned closely with the topics covered in my HR and OB courses, making it a suitable place to connect academic learning with real organisational practices.

Beyond academic curiosity I was also motivated by career development goals. I hoped that working under experienced professionals would help me strengthen essential workplace skills such as effective communication, team collaboration, time management and professional attitude. By observing daily interactions, departmental workflows and managerial decision making, I expected to gain a deeper understanding of practical HR functions like motivation, employee relations, supervision and workplace behaviour. I was particularly interested in comparing classroom theories with how things actually unfold inside a company, as real life situations often involve complexities that textbooks cannot fully capture.

Overall my expectation from this internship was to gain meaningful industry exposure and better understand how an engineering-based organisation operates on a daily basis. I wanted to observe how employee motivation, satisfaction and engagement contribute to maintaining productivity in a project driven company. I also hoped that this experience would not only enhance my knowledge but guide me in making informed decisions about my future career as I transition from academic learning to the professional field of Human Resource Management

1.2 Internship Finding Steps

Finding an internship was not a quick or random process for me. It required steady planning, research and a clear idea of what I wanted to learn. Since my internship report focuses on employee motivation and engagement I first started by looking for organisations where I could actually observe these practices in real life. I searched through different sources such as online job portals, LinkedIn, ULAB's career service announcements and also asked seniors and teachers for suggestions. During this time I updated my CV and wrote a short cover letter that explained my academic background and why I was interested in workplace behaviour and motivation. I applied to several organisations but many of their internship positions did not match the area I needed for my report.

While continuing my search I came across the opportunity to apply to SIMEC Engineers Ltd which is a well known engineering and construction focused organisation in Bangladesh. The company is recognised for its structured operations and professional environment and this made me feel that it would be a suitable place to study employee motivation in a real corporate setting. I submitted my CV to SIMEC through their official communication channel and mentioned my interest in understanding organisational behaviour, motivation strategies and employee engagement practices.

1.3 Internship Interview Experience

After submitting my application to SIMEC Engineers Ltd, I was contacted by the Human Resource department for an interview to discuss my interest and suitability for the internship. The interview was arranged at their corporate office which gave me my first real experience of the organisation's work environment. When I arrived I noticed the calm and disciplined atmosphere inside the office. The structured way the employees worked and the organised setup of the workplace immediately reflected the professional culture I had read about while researching SIMEC.

The interview session was simple and friendly which helped reduce my nervousness. The HR representative asked me questions about my academic background, my interest in organisational behaviour and why I wanted to study employee motivation for my report. They also asked how I planned to connect theories learned in class with practical observations from the internship. Instead of being very formal, the interview felt like a conversation where I could express my thoughts openly and explain why SIMEC seemed like the right organisation for my learning goals.

I noticed that the interviewer had gone through my CV carefully. They asked about my communication skills, teamwork experience and other activities I had been involved in during my studies. They also explained more about SIMEC, including how different departments operate and how interns are usually guided during their time at the company. Hearing about their supportive environment made me feel more confident that I would be able to learn effectively there.

Toward the end of the interview I was given the chance to ask questions about my responsibilities, working hours and what kind of supervision I would receive. This open discussion helped me understand what the organisation expected from me and what I would gain from the internship. A few days later I received a confirmation email from HR saying that I had been selected.

1.4 About the Organisation



SIMEC Engineers Ltd is a private consulting and construction management company headquartered in Dhaka Bangladesh. Although the company started its activities in 2007, it was formally incorporated as a limited company in 2012 under the Companies Act of 1994. Over the years, SIMEC has expanded its operations and developed strong capabilities in infrastructure development, architectural and structural design, planning, construction supervision and project management. The company works across a wide range of sectors, including multistoried and high-rise buildings, commercial and industrial structures, hospitals, markets, bridges, roads and water-supply and distribution systems. Its involvement in design and development, supply management, general contracting, and pre construction planning allows the organisation to manage both small and large-scale projects effectively.

SIMEC Engineers Ltd has completed more than 36 projects, covering structural design, construction, environmental works and development activities across different parts of Bangladesh. The company employs over 300 professionals, including engineers, architects, planners, project managers, technicians and administrative staff. This diverse and experienced workforce enables SIMEC to maintain high standards of technical quality, safety and timely delivery in all its projects. The head office, located in Shonim Tower at Sector12 in Uttara, Dhaka, serves as the central operational hub for coordination, design review, project monitoring and communication between different teams.

SIMEC is known for its professional work culture, structured departmental operations and strong commitment to client satisfaction. The project based nature of the organisation requires continuous collaboration between departments such as design, planning, construction, procurement and quality control. This creates an active workplace environment where communication, teamwork and employee engagement play a significant role in ensuring successful project delivery. These characteristics make SIMEC an appropriate organisation to study employee motivation, engagement practices and organisational behaviour within a modern engineering company.

1.4.1 Mission

The mission of SIMEC Engineers Ltd is to provide high quality engineering, construction and consultancy services that contribute to Bangladesh's infrastructure development and socioeconomic progress. The organisation aims to deliver innovative technical solutions while maintaining international standards of safety, efficiency and professionalism. Through a combination of skilled manpower, modern technology and strong project management practices, SIMEC strives to support national development goals and create long term value for its clients, stakeholders and the communities it serves.

1.4.2 Vision

The vision of SIMEC Engineers Ltd is to become one of the leading and most trusted engineering organisations in Bangladesh, recognised for its integrity, reliability and commitment to excellence. The company envisions expanding its capabilities in both domestic and international markets by continuously upgrading its technical expertise, enhancing service quality and adopting sustainable engineering practices. It aspires to build a reputation as a forward looking organisation that contributes significantly to the country's modern infrastructure landscape.

1.4.3 Commitments

SIMEC Engineers Ltd is committed to maintaining high ethical standards and ensuring transparency across all its operations. The company emphasises strict adherence to safety regulations, quality benchmarks and environmental guidelines. It is dedicated to fostering a professional and inclusive workplace where employees are encouraged to develop their skills and contribute meaningfully to organisational success. Additionally SIMEC prioritises timely project delivery, client satisfaction and continuous improvement through regular monitoring, evaluation capacity development initiatives.

1.4.4 Highlighted Projects

SIMEC Engineers Ltd has completed a variety of significant projects across infrastructure, commercial and community development sectors. Some of the notable works include contributions to the Dhaka Metro Rail (MRT Line-6) where the company was involved in structural works such as pile cap casting pedestal column construction and steel shade installations. They have also worked on the Dhaka Bus Rapid Transit (BRT) Project handling steel structure and shade work. In addition SIMEC has undertaken institutional and community projects, including construction under the SIMEC Foundation in Balipara, Mymensingh. Beyond transport and community projects, the firm has executed high rise buildings, commercial and industrial facilities, hospitals, roads, bridges, and watersupply systems. These projects reflect

SIMEC's multidisciplinary expertise and provide a professional environment suitable for studying employee motivation and organizational practices.

Chapter 2: About the Internship

2.1 Activities of the Department

During my internship at SIMEC Engineers Ltd, I was placed in the Human Resources and Administration Department where I gained a practical understanding of the organisation's employee management processes. The department plays a central role in managing recruitment, employee motivation, workplace communication, and administrative support. As part of my internship, I was involved in activities related to employee engagement, organisational coordination and HR documentation.

My tasks included observing ongoing engagement initiatives, assisting in the preparation of employee performance and satisfaction updates, and supporting internal communication activities. I also had the opportunity to observe how the HR team managed attendance records, coordinated staff activities and supported administrative operations within the organisation. These tasks helped me understand how SIMEC maintains a supportive work environment, encourages employee participation, and implements structured HR practices. Through my involvement, I gained first hand experience in how HR contributes to enhancing workplace motivation and strengthening overall organisational performance.

2.2 Work Environment

The work environment at SIMEC Engineers Ltd was formal yet welcoming, designed to support productivity, collaboration and professional growth. The HR and Administration Department operated from a well organised office setup that included individual workstations, meeting rooms and shared spaces for documentation and staff coordination. Employees from different departments frequently collaborated, which created a dynamic and interactive atmosphere.

Communication in the organisation followed a structured approach, using regular meetings, departmental briefings and open discussions to keep everyone informed. Weekly coordination sessions helped ensure smooth communication between HR, engineering teams and administrative units. The management style at SIMEC emphasised accountability and employee empowerment, allowing staff to take initiative and contribute ideas for improving processes. This supportive and collaborative environment made it easier for interns like me to learn, ask questions and participate in ongoing tasks. Overall the workplace culture reflected professionalism, respect and continuous learning.

2.3 Duties and Responsibilities as an Intern

During my internship, I was assigned several duties within the Human Resources and Administration Department that helped me understand the daily operations of HR in a corporate

setting. My responsibilities covered both administrative tasks and employee engagement support, including the following

2.3.1 Employee Engagement Observation

I was responsible for observing ongoing employee engagement activities and recording staff participation. This included monitoring how employees responded to different programs and noting their feedback to help evaluate the effectiveness of engagement initiatives.

2.3.2 Assistance in Surveys and Reports

I assisted the HR team in preparing and distributing employee satisfaction surveys. After collecting responses I helped analyse the data and summarise the findings reports. These reports were used by the department to understand trends related to motivation workplace satisfaction and employee concerns.

2.3.3 Internal Communication Support

My role included assisting in drafting internal notices, newsletters and motivational messages. These communications were used to keep employees informed about organisational updates, upcoming events and engagement activities.

2.3.4 Participation in HR Meetings

I attended departmental and inter departmental meetings where HR policies, employee performance issues, team building plans and administrative matters were discussed. I took notes during these meetings, which helped me understand how HR decisions are made and how different departments coordinate their activities.

2.3.5 Administrative Assistance

I supported routine administrative tasks such as organising employee files, updating attendance information, maintaining HR databases and helping prepare official documents. These responsibilities provided practical exposure to the administrative side of HR operations.

These duties helped me build a clear understanding of employee behaviour, workplace communication, and the challenges HR departments face when managing staff motivation and engagement.

2.4 Application of Educational Learning with Internship

The internship at SIMEC Engineers Ltd allowed me to apply the theoretical knowledge gained from my Bachelor of Business Administration degree at ULAB to real world situations. Courses such as Organizational Behaviour, Human Resource Management, Leadership and Business Communication were particularly helpful in analyzing the activities I observed during the internship.

For instance, theories like Maslow's hierarchy of needs and Herzberg's twofactor theory helped me interpret how the organisation's motivational programs addressed different levels of employee needs. Concepts from leadership studies enabled me to analyse managerial behaviour and understand how communication styles influence team performance. Lessons from HRM courses helped me interpret recruitment practices, performance evaluation methods, and the structure of employee engagement initiatives.

By connecting academic concepts with practical experience, the internship strengthened my ability to evaluate workplace behaviour communicate professionally & apply HR strategies effectively. This experience helped bridge the gap between theoretical learning and practical application, enhancing my understanding of employee motivation within a corporate environment.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

My internship at SIMEC Engineers Ltd was a very meaningful experience for me. I was able to learn many practical things that I could not fully understand from theory alone. Most of my tasks were related to employee motivation, engagement and HR communication, which matched my academic interests. I helped with surveys, attended meetings, prepared report and supported different HR activities. These tasks gave me a clearer idea of how a real organisation manage employees and maintains a positive work environment.

There were some challenges as well. At first it was difficult to understand the workflow of a large engineering company because the structure was very detailed and organized. Adjusting to the office environment, meeting deadlines and coordinating with different teams required time and focus. Collecting data for reports and arranging schedules with employees were also sometimes difficult. However these challenges helped me improve my communication, time management, and problem solving skills. The guidance from my supervisors was very helpful and made the experience easier and more productive.

3.2 How I Could Do Better and How the Organization Could Utilize Me Better

Looking back I feel that I could have improved in a few areas. I could have been more active in asking questions and seeking feedback from my supervisors. Sometimes I hesitated to share ideas or ask for clarification which slowed down my learning. I also realized that better time management would have helped me finish tasks more smoothly when several assignments came at the same time.

From the organisation's side they could have used my skills better by giving me more structured tasks or small projects related to employee engagement or HR analysis. Clearer guidelines about each task would have helped me understand exactly what was expected. More involvement in

planning sessions or discussions about HR decisions would also give interns a better understanding of how policies are developed.

3.3 Recommendations for the Organisation and Future Goals

Based on my observations SIMEC Engineers Ltd can make the internship experience even better by involving interns in a wider range of HR activities. Allowing interns to join cross departmental programs or engagement events would expand their learning. Providing short training sessions on HR tools, communication skills and motivation strategies would also be very useful for interns. For the organisation overall I believe that introducing more wellness and development programs can help improve employee satisfaction. Activities such as team building workshops, stress management sessions or short training courses could strengthen employee engagement and create a more supportive work environment.

As for my future goals I want to continue learning about employee motivation, communication and HR strategy. This internship has given me confidence and real experience and I hope to use these skills in my future career. The experience at SIMEC Engineers Ltd helped me understand how theoretical knowledge connects to real organisational practices and it has prepared me well for the next steps in my professional journey.

Chapter 4: Personal Development Plan

4.1 Technical Skills

To grow as an HR professional and to apply what I learned during my internship at SIMEC Engineers Ltd I want to improve several technical skills that are important for understanding employee motivation, performance and workplace behaviour.

4.1.1 Human Resource Analytics: One of my main goals is to learn HR analytics in a deeper way. During my internship I realised that companies today depend a lot on employee data to understand job satisfaction, workload balance, engagement, absenteeism and performance. By learning tools like Microsoft Excel, SPSS and Power BI I will be able to collect employee information, organise it, analyse trends and generate reports that help managers make better decisions. This skill will also support future research work, especially in areas like motivation and employee behaviour.

4.1.2 Project Management: SIMEC Engineers Ltd works with many engineering projects at the same time and I observed that project planning and coordination influence employee stress, communication and motivation. To understand these systems better, I plan to learn project management methods such as PMP, PRINCE2 or basic project coordination training. This will help me understand timelines, resource allocation, teamwork flow and how managers handle pressure. These skills are important because HR also works closely with project teams to maintain productivity and morale.

4.1.3 Employee Engagement Tools: Modern organisation use digital systems to manage employee engagement, performance and communication. I want to gain hands on knowledge of tools like Lattice, Zoho People, BambooHR, because these platforms help track employee satisfaction, provide feedback channels and measure motivation levels. Learning these tools will help me work more effectively in HR roles where digital HR management is becoming essential.

4.1.4 Report Preparation and Data Presentation: During my internship I had to organise information and prepare reports which made me understand the value of clear documentation. I want to improve my skills in writing professional HR reports, preparing employee insights and presenting data using charts, tables and visuals. These skills will help me communicate findings to managers, contribute to decision making and support policy development in the future.

4.2 Interpersonal Skills

Along with technical skills I also want to improve my interpersonal abilities, because HR professionals deal directly with people, workplace relationships and communication challenges.

4.2.1 Communication Skills: I aim to become more confident in both verbal and written communication. In SIMEC I noticed that clear communication reduces misunderstandings, builds trust and motivates employees. I want to practice expressing ideas more clearly, asking the right questions and presenting information in simple and professional language.

4.2.2 Leadership and Teamwork: During the internship, I saw how good leadership improves employee morale and creates a healthier work environment. I want to develop leadership qualities such as taking initiative, helping teammates and guiding small tasks or discussions. Learning teamwork will help me collaborate better in HR roles where coordination with different departments is necessary.

4.2.3 Adaptability and Flexibility: Engineering consultancy environments are very dynamic, and every day can bring different tasks or challenges. I want to become more flexible so I can adjust to new tasks, sudden deadlines or unexpected responsibilities. Being adaptable will help me work in different organisation settings and handle pressure more effectively.

4.2.4 Self-Motivation and Time Management: To succeed in HR and organisational behaviour roles I must manage my time well and stay motivated personally. I want to work on setting my own goals, breaking tasks into small parts and maintaining regular discipline. These skills will help me complete assignments on time and improve my performance in future jobs.

4.3 Career Plan and Next Steps

In the short term I want to gain more practical experience in HR departments especially in areas like employee engagement, training and development, HR operations and organisational behaviour. Working in medium or large organisations will help me understand how HR policies are implemented and how motivation strategies are used in real workplaces. In the long term my goal is to become a skilled HR professional who can design and evaluate motivation related programs that improve employee satisfaction, productivity and workplace culture. I want to continue learning through certifications, internship, workshops and real job experience. The lessons I learned from SIMEC Engineers Ltd especially about communication, team coordination and motivation will help guide my future decisions and career growth.

By improving both technical and interpersonal skills, I hope to contribute meaningfully to the organisation I work with and eventually take on leadership roles in the HR and organisational development field.

PART B

Effectiveness of Employee Motivation and Engagement Practices at SIMEC Engineers Ltd

Executive Summary

This study examined the main factors affecting employee motivation and engagement at SIMEC Engineers Ltd, a multidisciplinary engineering and consultancy company in Bangladesh. The company was founded in 2012. It has over 300 employees and has completed more than 80 projects in areas like high rise buildings, industrial development, roads, bridges, water infrastructure and urban planning. The diverse project schedule and teams, employee motivation, teamwork and communication play a key role in the company's success.

The main goal of this research was to understand how organisational practices such as leadership support, recognition, workload management, training, and teamwork affect employee motivation. Data were collected using a 36 item structured questionnaire from 42 participants including engineers, administrative staff, support staff and interns. The Qualitative information came from interviews, informal discussions and direct workplace observation during the internship which helped capture real experiences beyond the numbers.

The results show that employees feel generally positive about teamwork and leadership. Teamwork and Work Environment scored the highest at 4.08, shows that employees feel comfortable, supported and able to collaborate effectively. Leadership and Communication scored 3.87 indicates that employees appreciate guidance and support from supervisors. Job Satisfaction scored 3.66, depict moderate contentment with the work itself while Employee Engagement scored 3.43 shows that employees are moderately involved in tasks and decision making. Training and Career Growth scored 3.30 depict that development opportunities exist but could be more structured especially for interns and junior (experienced 1-2 years) staff. Overall the findings suggest that SIMEC Engineers Ltd has a generally supportive and collaborative work environment. Strong teamwork communication and positive relationships with supervisors are clear strengths. At the same time areas such as recognition, structured training career growth, and employee engagement could be improved to enhance overall motivation. By introducing small but consistent recognition practices, providing more formal training opportunities, clarifying career progression paths and giving employees more chances to contribute ideas the organisation can further improve motivation, satisfaction and long term retention. This study not only provides insights into employee motivation at SIMEC Engineers Ltd but also offers practical recommendations that can help the company strengthen its workforce engagement while building on existing strengths like teamwork and supportive leadership.

Chapter 1: Introduction

1.1 Background of the Study

The engineering and construction sector in Bangladesh has grown fast in the last ten years. This is because of industrialisation building more roads and bridges, highrise buildings and more demand for specialised technical services. As companies take more projects and hire more people it becomes important to keep employees motivated, skilled and happy. Motivated employees help the organisation do better work, finish projects on time and keep clients satisfied.

SIMEC Engineers Ltd is a multidisciplinary engineering and consultancy company started in 2012. It works in areas like civil engineering, industrial construction, water and sanitation, renewable energy and environmental solutions. The company has more than 300 employees and finished over 80 projects. SIMEC depends a lot on teamwork, good communication, and employees doing their work properly. In this kind of work, motivation is very important because it affects productivity, safety, quality, and overall performance.

Even though motivation is very important, many engineering companies in Bangladesh face problems like heavy work pressure, lack of training, unclear career paths, and poor communication between managers and field staff. OAK Engage Survey shows that 58% of engineering employees feel moderate job stress and 43% are worried about growth and recognition. These problems can reduce motivation and make people leave the company.

Most research about employee motivation is done in other countries. Very few studies look at engineering companies in Bangladesh, and even fewer study how motivation works in companies like SIMEC. SIMEC employees work in technical tasks but also need good teamwork and communication. Therefore, this study tries to find out what really motivates employees and interns at SIMEC Engineers Ltd. It will also help give ideas to improve motivation and make the company a better place to work.

1.2 Research Objectives

The main goal of this research is to understand how workplace environment, company support, and management practices affect employee motivation at SIMEC Engineers Ltd. This research focuses on how employees feel about teamwork, leadership, recognition, training, career growth, and overall satisfaction.

The objectives are:

- i. To find the main factors that affect employee motivation in an engineering consultancy environment.
- ii. To see how workplace environment, teamwork, and communication affect employee satisfaction and engagement.
- iii. To study employees' opinions about leadership, recognition, feedback, and organisational support.

- iv. To understand how interns and junior staff feel about motivation compared to senior employees.
- v. To give suggestions to improve motivation, engagement, and productivity in the company.

1.3 Problem Statement

SIMEC Engineers Ltd has grown a lot and handles complicated engineering projects. But there is very little research about how the workplace environment, leadership and company support affect motivation. From this study, it is clear that teamwork and communication are good, but recognition, training, career growth, and salary fairness need improvement. Understanding what motivates employees is very important to increase productivity, satisfaction, retention, and overall company performance. This research will try to fill this gap by studying what motivates employees and interns at SIMEC. It will also suggest ways to make the workplace more supportive, engaging and motivating.

Chapter 2 Literature Review

2.1 Theories of Motivation

Employee motivation is very important because it affects performance, engagement & job satisfaction. Understanding motivation theories help companies design policies and practice that encourage employees to stay committed and work well. One of the most cited theories is Maslow's Hierarchy of Need. It says that people are motivated by different levels of needs, starting with basic needs like food and safety, then social belonging, esteem, and finally self-actualisation [1]. If lower level needs are not met, it can be hard for employees to focus on higher level goals. This is very relevant in workplaces where safety and basic working conditions matter.

Herzberg's Two Factor Theory separates motivation into hygiene factors and motivators. Hygiene factors, like salary, work environment and company policies, prevent dissatisfaction but don't necessarily increase motivation. Motivators, like recognition, responsibility, achievement, and growth opportunities, actively improve job satisfaction [2]. Herzberg's ideas are often applied in engineering and technical companies where intrinsic motivation is key to creativity and problem solving [3].

McClelland's Theory of Needs identifies three main motivators: achievement, affiliation and power [4]. People with high achievement needs enjoy challenging goals and feedback. Those with high affiliation needs value teamwork and harmony. People with high power needs seek influence and leadership roles. In project based firms like SIMEC Engineers Ltd., knowing these needs helps managers assign tasks effectively. Vroom's Expectancy Theory says that motivation depends on three things: expectancy (belief that effort leads to performance), instrumentality (performance leads to rewards), and valence (value of the rewards) [5]. Employees are motivated when they believe that their efforts will be rewarded in ways that matter to them [6]. This is especially important in engineering projects where performance is measurable.

Self-Determination Theory (SDT) focuses on intrinsic motivation which comes from autonomy, competence and relatedness [7]. Employees are more engaged when they feel capable have control over their work and maintain good social relationships [8]. SDT is especially useful in knowledge-intensive fields where creativity is important. Equity Theory explains that employees compare their input to output ratios with others in the organisation [9]. If they feel unfairly treated, motivation drops. Fairness and transparency boost engagement. In engineering firms, where project responsibilities differ, fairness is critical for morale [10].

2.2 Employee Engagement and Motivation in Engineering and Project-Based Firms

Motivation and engagement are crucial in engineering and project based firms. Motivated employees deliver projects on time, maintain quality and come up with innovative solutions [11]. Clear communication, recognition, participative decision making and skill development opportunities increase engagement [12, 13]. In project based intrinsic motivators like autonomy, professional growth and task importance are as important as extrinsic rewards like bonuses or promotions [14, 15]. A collaborative culture that encourages knowledge sharing also improves motivation and engagement [16]. Assigning tasks according to individual strengths and giving regular feedback helps maintain motivation in complex projects [17, 18]

2.3 Motivation Practices at SIMEC Engineers Ltd.

At SIMEC Engineers Ltd motivation comes from a mix of intrinsic and extrinsic strategies. The company recognises achievements, provides training and gives performance feedback [19]. Training programs, workshops and mentorship improve skills and encourage continuous learning [20]. SIMEC also gives project based rewards and bonuses, linking work contributions to tangible outcomes, following expectancy and reinforcement theories [21]. Cross functional teams work together, which encourages knowledge sharing and teamwork [22]. Flexible work options, safety measures and welfare programs help meet basic and higher level needs, following Maslow's hierarchy in practice [23].

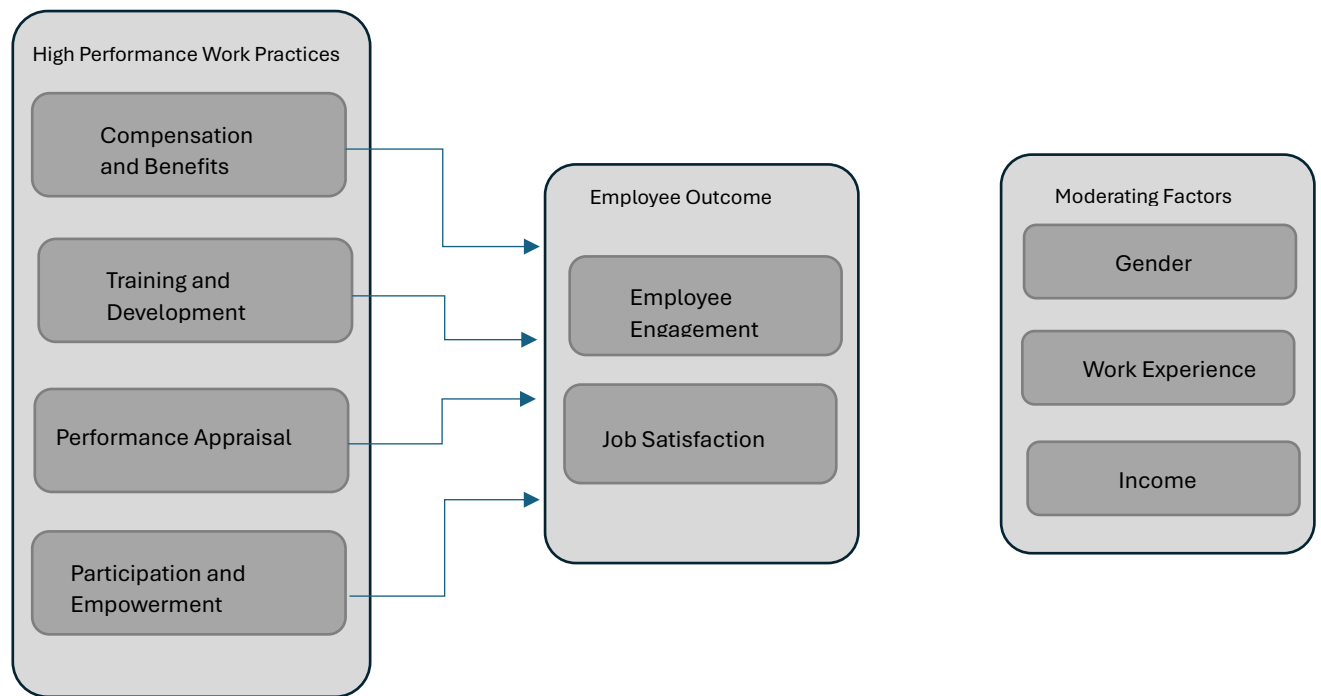
2.4 Challenges in Employee Motivation at SIMEC Engineers Ltd.

Even with these practices, SIMEC faces challenges typical in engineering firms. Motivation can drop when projects vary in deadlines, workload, or team composition, causing stress or burnout [24]. The technical nature of projects sometimes leads to gaps between management expectations and employee skills, which can reduce engagement [25]. Although professional growth and recognition are emphasised, some employees see limited career paths, affecting long term commitment [26]. Communication and coordination challenges between teams can create confusion about roles and responsibilities [27]. External pressures, like client demands and resource constraints, can also limit management's ability to provide rewards or flexibility [28].

2.5 Conceptual Framework

This study uses the Ability, Motivation, Opportunity (AMO) framework (Appelbaum et al., 2000) to explain how different HR practices at SIMEC Engineers Ltd. affect employees. According to this framework, when an organisation helps employees build their skills, keeps them motivated, and gives them opportunities to participate, employees are more likely to feel satisfied and engaged at work.

In this study, the organisation's HR practices such as fair compensation, training, performance evaluation, and opportunities for involvement are considered the independent variables. These practices are expected to influence the two main outcomes of interest: employee engagement and job satisfaction, which are the dependent variables.



2.6 Gaps in Existing Research and Need for This Study

Many studies examine motivation in general, but there is limited research on engineering and project-based firms in Bangladesh [29, 30]. Most studies focus on service industries or multinational companies. There is little evidence on how well theories like Maslow, Herzberg, and SDT apply in Bangladeshi engineering firms [31, 32]. There is also limited research linking motivation with interns' experiences, which could provide insights into workforce integration [33]. Quantitative data on how employees view intrinsic versus extrinsic motivators is scarce, limiting HR interventions [34]. This study aims to fill these gaps by exploring motivation and

engagement at SIMEC Engineers Ltd., using observations, interviews, and internship experiences to provide actionable insights.

Chapter 3: Methodology

3.1 Type of Research

This study followed a mixed method research approach where both quantitative and qualitative information were used. The survey questionnaire was prepared by adapting items from some common motivation and job satisfaction scales, such as the Employee Motivation Scale and the Job Satisfaction Index. A few changes were made so that the questions matched the working culture of SIMEC Engineers Ltd. The quantitative part mainly came from the structured questionnaire, which helped to measure different areas of employee motivation like leadership, teamwork, recognition and growth. Along with this qualitative data were collected through interviews, informal discussions and observations during the internship. These helped to understand real situations, behaviours and experiences that numbers alone cannot explain. By combining both types of data the study gives a clearer and more complete idea about what motivates employees inside the organisation.

3.2 Research Design

The study used a mixed-method research design, meaning both numbers and descriptive information were used together. The questionnaire (adapted from standard motivation and engagement scales) provided the quantitative data. Qualitative data came from interviews with selected employees and from observations of everyday office activities, capturing personal experiences, communication patterns, and workplace behaviours. By using both types of data together, the study not only measures motivation but also explores the reasons behind employees' feelings and attitudes, offering a more complete and realistic understanding of the work environment at SIMEC Engineers Ltd.

3.3 Population and Sampling Method

SIMEC Engineers Ltd. has around 300 employees. From this population a total of 42 participants were chosen purposively for the study. The selection focused on employees who are directly involved in project work, communication, coordination and administrative tasks because these people experience organisational systems more closely.

Position	Target Sample
Engineers	17
Admin/HR Staff	9
Interns	7
Support staff	9
Total	42

Table 1: Sample Distribution by Position

To be included in the study participants had to have worked at SIMEC for at least three months be actively involved in organisational or project processes and be willing to participate voluntarily. This approach ensured that the study captured meaningful insights from those who directly experience the work environment and its motivational practices.

3.4 Data Collection Methods

Data for this study were collected through four sources survey questionnaire, interviews, direct observation and review of organisational documents. The main quantitative tool was a structured questionnaire that contained 36 statements. Each statement was rated on a five point Likert scale from “strongly disagree” to “strongly agree.” The questions covered leadership and communication, teamwork, recognition, job satisfaction, training and career development and employee engagement. These items were adapted from commonly used motivation and engagement scales. For the qualitative part short interviews and informal conversations were conducted with employees during normal office activities. These helped to understand personal experiences and daily challenges that may not appear in the survey. Throughout the internship, regular observations were made on work practices, communication styles and overall office behaviour. Some documents such as company policies and project guidelines were also reviewed to understand the work structure. Using all these sources together helped to get a more complete and realistic picture of the organisation.

3.5 Data Analysis Method

The survey data were analysed using basic descriptive statistics like mean scores and frequency to understand how employees rated different aspects of their work environment. These numerical summaries made it easier to compare areas such as leadership, teamwork, recognition and overall job satisfaction. Alongside this the qualitative information collected from interviews, observations and informal discussions was examined through thematic analysis. The notes were read several times and grouped into common themes such as communication practices, workload management, recognition issue and opportunities for skill development. After analysing both sets of data, the findings were combined to crosscheck and deep the interpretation. This integration helped provide a clearer and more balanced understanding of employee motivation at SIMEC Engineers Ltd.

3.6 Ethical Considerations

The research followed strict ethical practices to ensure confidentiality and respect for all participants. No employee names, personal information, or sensitive company details were included. All interviews, observations, and conversations were used only for academic purposes, and participants were informed informally about the nature of the study.

Throughout the internship, the researcher followed company rules and maintained professional behaviour. Data were analysed honestly and presented without bias, ensuring the findings accurately reflect employee experiences and the real work environment at SIMEC Engineers Ltd.

Chapter 4. Results and Analysis

This chapter presents the main findings of the study based on the survey responses (42 participants qualitative interviews, and workplace observations conducted during the internship period at SIMEC Engineers Ltd. The results are organised by motivation categories used in the questionnaire. While tables or graphs may be added later, this chapter explains the key patterns interpretations, and supporting qualitative insights

4.1 Demographic Profile

Survey participants came from different functional areas of SIMEC Engineers Ltd mainly engineering, administration/HR, support services and internship roles. Most respondents were young to midlevel employees who work directly under project managers or supervisors

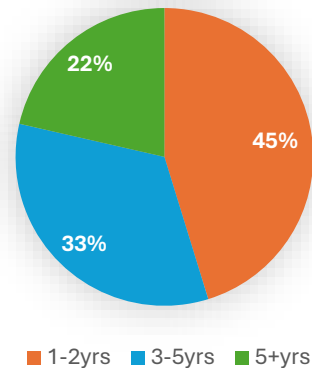
Position	Number of Participants	Nature of Role
Engineers	17	Project execution, technical supervision, reporting
Admin/HR Staff	9	Coordination, documentation, HR operations
Interns	7	Support tasks, drafting, learning, observation
Support Staff	9	Office support, logistics, operational assistance

Table 2. Demographic profile of respondents

Experience Level

- 1-2 years: 19 respondents
- 3-5 years: 14 respondents
- More than 5 years: 9 respondents

Experience Level



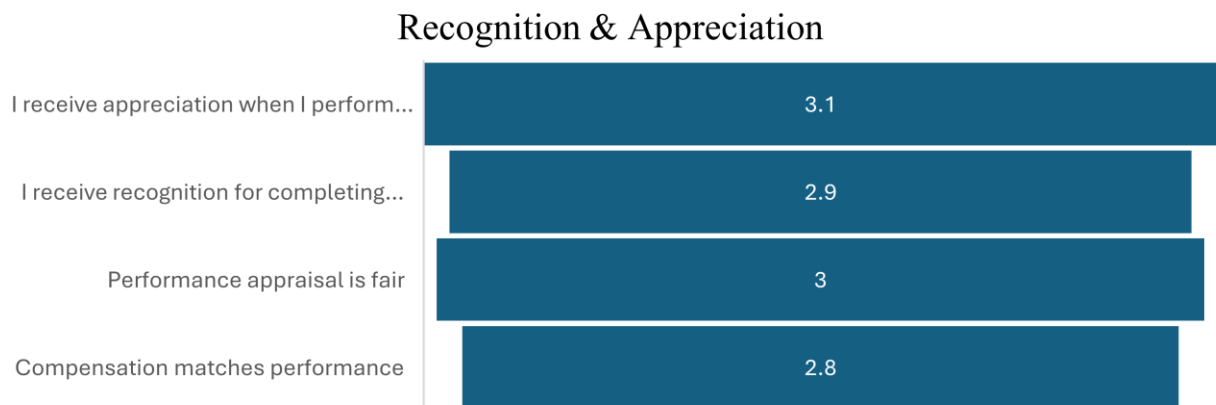
4.2 Leadership and Communication Practices

The Leadership and Communication section covered six question from the 36 item survey (Q no- 1, 5, 6, 7, 22, 35). The overall average score from the 42 participants was 3.87 out of 5 which suggests that employees are generally quite satisfied with how their supervisors lead and communicate. The individual ratings were My supervisor communicates clearly-3.9, My supervisor inspires me through professionalism (4.1), My supervisor encourages new ideas- 3.7, My supervisor is consistent in words and actions-3.6. Based on what I observed during the internship, supervisors usually give proper instructions and try to guide their teams well. But when the office gets busy or deadlines are very close some interns and junior engineers mentioned that they sometimes face delays in receiving feedback or direction. Overall employees value the professionalism and guidance they receive but there is still some space to make communication more consistent and to encourage creative ideas more openly

Leadership and Communication



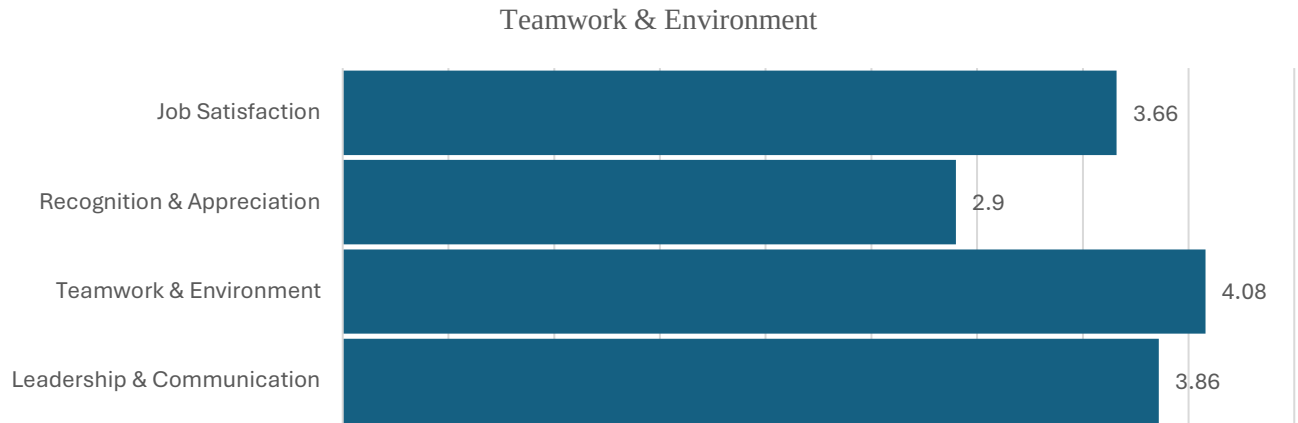
managing tasks and meeting project timelines so appreciation or positive feedback sometimes becomes less noticeable in the rush of daily work. Employees shared that recognition practices can differ from one project manager to another which creates some mixed experiences. Several staff members mentioned that having a more consistent way of acknowledging good work might help them feel more encouraged



4.4 Teamwork and Work Environment

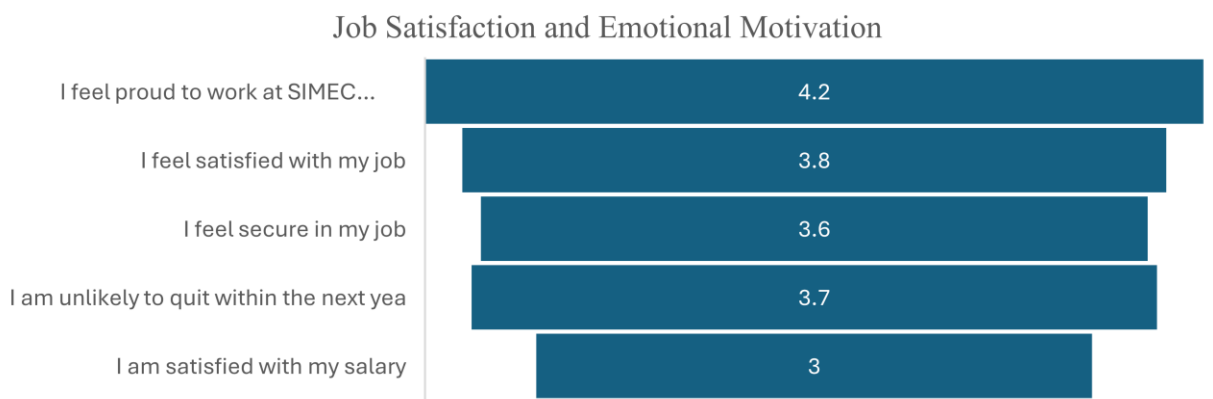
The Teamwork and Work Environment category which included question 4, 17, 18, & 34 received the highest average score of 4.08 out of 5. The specific ratings were also quite positive team members supporting each other scored 4.3, feeling connected with colleagues scored 4.1, feeling positive about working in the organisation scored 4.0, and having autonomy while completing tasks also scored 4.0. From what I observed during my internship employees often work together on project activities preparing documents, and coordinating field related tasks.

This regular collaboration creates a friendly and helpful environment where people can share ideas and assist one another. Interns also mentioned that they found the workplace encouraging, as colleagues were willing to guide them whenever needed. Overall the strong sense of teamwork seems to reduce stress and helps maintain a comfortable and supportive atmosphere in the office



4.5 Job Satisfaction and Emotional Motivation

The Job Satisfaction category, which included question 11, 12, 13, 14, 15, 20, 21 & 23 had an average score of 3.66 out of 5 shows that employee are generally satisfied but there are still some areas that can improve. The individual ratings were feeling proud to work at SIMEC Engineers Ltd scored 4.2 overall job satisfaction scored 3.8, job security scored 3.6, the intention to stay for the next year scored 3.7, and salary satisfaction scored 3.0. From the discussions and observations during my internship many employees shared that they feel emotionally attached to the organisation and enjoy being part of the work environment. They often mentioned that they like the projects, the teamwork, and the sense of belonging. However, when it comes to financial aspects, satisfaction seemed a bit lower, as some employees felt that salary or benefits could be better matched with the workload and responsibilities. Overall people appear emotionally motivated but financial factors still play a role in shaping their overall job satisfaction.



4.6 Training, Career Growth, and Skill Development

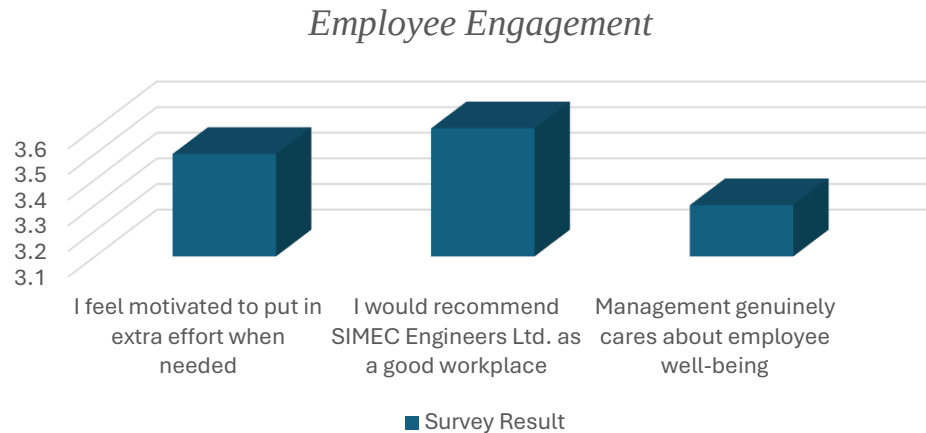
The Training and Career Growth category which included Question no 2, 24, 25, 26, 30, 31 & 32 received an average score of 3.30 out of 5 shows that opportunities for development are present but still not very strong. Some key ratings were useful training opportunities scored 3.1, applying what is learned from training scored 3.5 and long-term career growth support scored 3.1. From what I observed during my internship most interns and junior employees mainly learn through daily tasks, project work, and guidance from senior staff, rather than through structured or regular training sessions. This practical learning helps them understand real work situations, but several employees mentioned that they would like more formal training programs and clearer paths for career development in the future. Overall the workplace supports learning but there is room to make the training system more organised



4.7 Employee Engagement

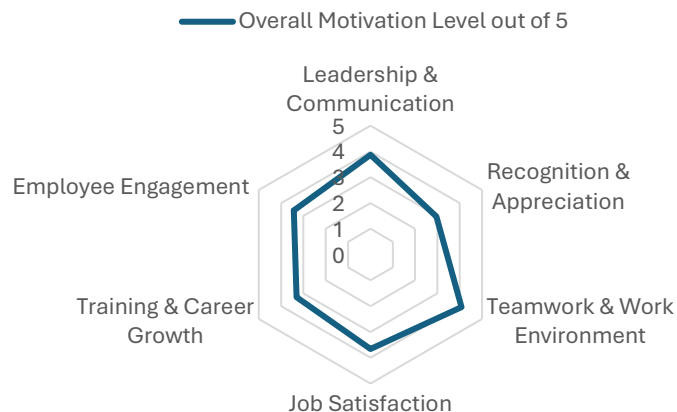
The Employee Engagement category which included Question no 8, 9, 10, 19, 27 & 29 had an average score of 3.43 out of 5 which suggests that engagement is at a medium level. The rating shows that employees feel motivated to put in extra effort when needed (3.5) many would recommend SIMEC Engineers Ltd as a good place to work (3.6) and they feel management cares about their well-being to some extent (3.3). During my internship I noticed that employees usually complete their tasks properly and try to meet deadlines but the overall engagement level seems to vary from person to person.

Some staff member mention that they would feel more involved if there were more chances to share feedback or take part in small decision making processes. Overall people stay committed to their work but a bit more involvement could help increase engagement.



4.8 Overall Motivation level and Key Findings

comparison between each motivation category



From the collected data the overall motivation level at SIMEC Engineers Ltd appears to be moderate. Among the six main areas Teamwork and Work Environment scored the highest at 4.08, shows that employees feel comfortable and supported while working together. Leadership and Communication also score fairly well at 3.87, indicate that most employee find their colleague and supervisor helpful and approachable. Job Satisfaction scored 3.66 reflects moderate contentment while Training & Career Growth scored 3.30, suggesting that development opportunitie are somewhat limited and could benefit from more structured programs. Recognition and Appreciation received the lowest score of 2.95 which shows that employees

sometimes feel their contributions are not fully noticed or acknowledged. Employee Engagement scored 3.43 shows a moderate level of involvement in work and decision making. Overall these findings suggest that while teamwork communication, and positive relationships are strong point in the organisation areas like recognition, training, and career development could be improved to further enhance employee motivation.

Chapter 5: Recommendations

Based on the findings of this study several recommendations can help strengthen employee motivation and engagement at SIMEC Engineers Ltd. The analysis shows that the organisation already has strong points, such as a supportive work environment, effective teamwork and generally positive relationships with supervisors, which provide a solid foundation for employee satisfaction. At the same time, the results highlight areas that could benefit from additional attention, particularly in recognition, training, career development, and engagement opportunities

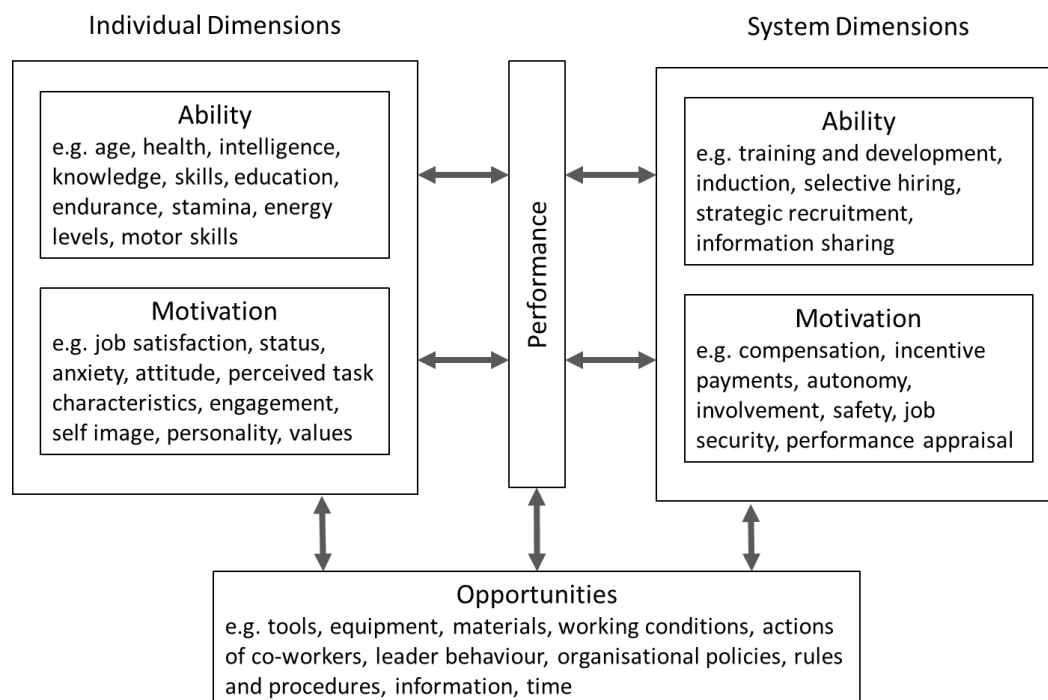


Fig 1: A dynamic model of AMO for HRM research (Kellner et al. (2019))

Before sharing the recommendations, it is important to mention how these findings connect with the AMO (Ability–Motivation–Opportunity) model by Kellner et al. (2019).

According to the AMO model, employees perform better when: A (Ability) They have the skills and training they need, M (Motivation): They feel recognise encouraged, and appreciated, O (Opportunity) They get chances to participate and contribute in the organisation

This model (Fig 1) supports the idea that motivation is not just about one thing it is a mix of skill development, recognition, and opportunities. The results from SIMEC align with this framework, showing that while teamwork and leadership are positive, motivation could be further enhanced through improved recognition, structured training, and opportunities for engagement.

Recognition appears to be an area where small, consistent practices could have a meaningful impact. While employees experience a generally supportive environment survey and observational data indicated that recognition and appreciation scored the lowest among the categories (2.95 out of 5). Implementing simple measures such as acknowledging achievements in team meetings shares positive feedback through internal communication channels or highlighting individual or team contributions, could help employees feel their efforts are noticed and valued. Training and career development opportunities also scored moderately low (3.30) suggesting that employees particularly interns and junior staff rely heavily on on the job learning rather than structured programs. Organising regular short training sessions workshop or skill development course as well as outlining clear career paths from intern to senior positions can provide employees with a clearer sense of growth and progression within the organisation.

Compensation and fairness are another area where attention can support motivation. Although employees generally feel satisfied with leadership and teamwork some indicated that salary or benefits do not always fully reflect workload or performance. Even if large scale adjustment are not immediately possible introducing performance based incentive project completion rewards, or milestone recognitions could help align employees contributions with tangible appreciation, supporting overall motivation and retention. Employee engagement with a moderate score of 3.43 could also benefit from increased involvement in relevant decision making and feedback processes. Providing employees with structured opportunities to share ideas or participate in project related discussions can strengthen their sense of ownership and connection to the organisation.

Leadership and communication which already scored relatively high (3.87) remain important for sustaining motivation. Maintaining clear guidance regular feedback and transparent communication ensures employees understand expectations and can perform confidently. Finally the strong teamwork culture (scoring 4.08) is a notable strength that should continue to be nurtured. Organising informal discussions, team building activities and collaborative sessions can reinforce cooperation trust, and interpersonal relationships, further supporting a positive work environment. Overall, by focusing on recognition, training, engagement, and transparent support systems while maintaining strong leadership and teamwork practices, SIMEC Engineers Ltd. can build on its existing strengths and create a more motivated satisfied, and productive workforce

Chapter 6: Conclusion

In conclusion, this study on employee motivation and engagement at SIMEC Engineers Ltd. gave useful insights into how motivation works in a real engineering workplace. During my internship, I was able to observe daily tasks, interact with employees from different departments, and see how work is managed in practice. This helped me connect what I learned in theory about leadership, teamwork, employee satisfaction, and organisational culture with real experiences at the office.

The findings show that SIMEC Engineers Ltd. has a generally supportive work environment. Employees work well together, communicate clearly, and help each other, which creates a positive and comfortable atmosphere. Leadership and communication also scored fairly well, with supervisors giving guidance and instructions that help employees do their work properly. Teamwork and collaboration are the strongest areas showing that people feel supported and connected with colleagues.

At the same time some areas need more attention. Recognition and appreciation scored the lowest, which means that employees sometimes feel their efforts are not noticed enough. Training and career growth opportunities are moderate and many employees especially interns and junior staff, mostly learn through practical work instead of formal programs. Employee engagement is also moderate, which shows that people are involved in their work but could benefit from more chances to share ideas or take part in decisions. Compensation fairness was another point mentioned by some employees, as they feel that salary and benefits could be better aligned with workload and responsibilities.

Lastly SIMEC Engineers Ltd. performs well in teamwork communication, and maintaining a supportive environment, which are important for motivation. By focusing on recognition training and career development, engagement opportunities, and fair compensation, the company can further improve employee motivation and satisfaction. The internship also helped me understand how organisations work in practice and how managers influence employee behaviour. Motivation depends on many factors working together and different employees respond differently based on their role, experience, and personality. SIMEC Engineers Ltd has a good foundation for employee motivation but there is room for improvement. By making small and practical changes in key areas while continuing to support employees effectively the organisation can create a more satisfied, engaged and productive workforce. The knowledge and experience I gained during this internship will be very helpful for my future career.

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Appendix

Questionnaire

Section A: Workplace Motivation & Experience

scale 1 = Strongly Disagree to 5 = Strongly Agree

1	My supervisor communicates clearly and provides proper guidance.	1	2	3	4	5
2	I receive support and encouragement for my learning and development.	1	2	3	4	5
3	I receive appreciation or recognition when I perform well.	1	2	3	4	5
4	My team members cooperate and support each other.	1	2	3	4	5
5	My supervisor encourages new ideas and different ways of thinking.	1	2	3	4	5
6	My supervisor maintains consistency between words and actions.	1	2	3	4	5
7	My supervisor inspires me by demonstrating competence and professionalism.	1	2	3	4	5
8	I feel motivated to put in extra effort when needed.	1	2	3	4	5
9	I would recommend SIMEC Engineers Ltd. as a good workplace.	1	2	3	4	5
10	I prefer coming to work even when tasks are challenging.	1	2	3	4	5
11	I feel secure in my job	1	2	3	4	5
12	My work does not negatively affect my physical health.	1	2	3	4	5
13	I am unlikely to think about quitting my job within the next year.	1	2	3	4	5
14	I feel passionate about the tasks I perform.	1	2	3	4	5
15	I feel proud to work at SIMEC Engineers Ltd.	1	2	3	4	5
16	I receive recognition for completing tasks successfully.	1	2	3	4	5
17	I feel connected with the people I work with.	1	2	3	4	5
18	I feel positive about working in this organisation.	1	2	3	4	5
19	I believe management genuinely cares about employee well-being.	1	2	3	4	5
20	I am satisfied with my current salary.	1	2	3	4	5
21	My skills and talents are properly utilised in my work.	1	2	3	4	5
22	I maintain a good working relationship with my supervisor.	1	2	3	4	5
23	I feel satisfied with my job overall.	1	2	3	4	5
24	The organisation provides useful training and development opportunities	1	2	3	4	5

25	I can apply what I learned in training to my job.	1	2	3	4	5
26	The organisation regularly offers learning opportunities.	1	2	3	4	5
27	My performance goals are clearly defined.	1	2	3	4	5
28	Performance appraisals here are fair.	1	2	3	4	5
29	I receive regular feedback about my performance.	1	2	3	4	5
30	The organisation supports my long-term career growth.	1	2	3	4	5
31	The organisation helps me progress towards my career goals.	1	2	3	4	5
32	I am provided with opportunities to grow and improve my abilities.	1	2	3	4	5
33	My compensation is aligned with my performance.	1	2	3	4	5
34	I have autonomy while performing my tasks.	1	2	3	4	5
35	My supervisor involves me in decision-making when appropriate	1	2	3	4	5
36	My pay is fair compared to similar roles in other organisations	1	2	3	4	5

Section B: Demographic Information

1. Age: _____
2. Gender: Male / Female / Other
3. Department: _____
4. Job Position: _____
5. Years of Experience: _____
6. Employment Type: Intern / Full-time / Contractual