

INTERNSHIP REPORT

Danpite Tech

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Submitted in Partial Fulfillment of the Requirements for the Degree

Bachelor of Business Administration



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ACKNOWLEDGEMENT

The internship with Danpите Tech has proved to be an invaluable learning experience and has provided me with

opportunity to experience life in a fast-paced IT environment in a variety of professional roles. I am very appreciative to Danpите Tech's management for providing an opportunity to work as an HR intern in addition to being used in project management and customer relationship management initiatives.

My awareness of how many different departments have to work in a collaborative manner in order to achieve a level of organizational success has increased greatly.

developed in part due to this interdisciplinary experience.

I would like to personally thank my faculty supervisor for all of his assistance, advice, and academic support during the internship. I was able to balance my actual work life and educational responsibilities with clarity thanks under his guidance. I would personally like to thank the HR department of Danpите Tech, CRM team, and project managements supervisors. I quickly adjusted and gained confidence in dealing with a different set of tasks—from handling communication with clients to managing recruitment processes to handling project

workflows—not least because of their patience, advice, and willingness to teach. It was an enlightening and

fulfilling in large part due to their mentoring. Lastly, I am grateful to my university for establishing an internship program which challenges students "beyond theoretical study and promotes exposure to the actual world. My professional abilities have been have not only been strengthened but have also been influenced by these developments.

EXECUTIVE SUMMARY

This paper shared my time in Danpite Tech. I performed different jobs such as project manager, dealing with customers, and with workers. This energetic IT firm allowed me to join many different spheres of work directly, making my internship both hard and satisfying.

Internal communication was managed, with the HR database supported the induction and recruitment activities of the HR department. In CRM too, I got to sustain client data, respond to consumer queries, and be a part of relationship-building activities which are integral to client satisfaction. Also, hands-on experience in coordinating tasks, monitoring progress, documentation, and making sure that everything is smoothly communicated within the team.

This relates to my responsibilities, lessons that I got, challenges faced, and professional skills gained. It explains how carrying out multiple responsibilities made me stronger, further enhancing my communication skills, and providing me with practical exposure to the cross-functioning of workflows in an IT company. It also includes recommendations that can help the HR, CRM, and project management processes at Danpite Tech.

PLAGIARISM DECLARATION

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.
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Name _____SIDRATUL MUNTHA AHANA_____
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ULAB ID #_213011060_____

Signature _____

Date _14/12/2025_____



Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

Organization: Danpita Tech _____

Internship /Project Report Topic: _____ The Impact of Social Contract Breaches on Employee Trust and Performance in IT Firms

Term (Tick one): ☐ Spring 2025 ☐ Summer 2025 ☒ Fall 2025

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

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PART A – ORGANIZATIONAL REPORT

Chapter 1: Internship Preparation

1.1 Motivation and What I Expected to Learn from This Internship

I looked forward to getting practical experience to augment my academic knowledge as a student of Human Resource Management at the University of Liberal Arts Bangladesh (ULAB). My studies have keenly developed my interest in people management, organisational behaviour, and HR operations. I sought an internship that would enable me to explore other related business activities and apply these concepts in a real organizational setting.

I wanted to work for an organisation where I could see the modern workplace practices in action and thereby evolve further from the conventional role of HR. Danpita Tech, an IT firm emphasising innovation and cross-functional collaboration brought about immediate alignment with my goals. The prospect of mastering HR procedures in a technologically-inspired environment and further honing my expertise in project management as well as customer relationship management (CRM) competencies, which happen to be some of the most pertinent factors in general organisational effectiveness inspired me.

I believed that this internship would strengthen my capacity to multitask across several professional domains, improve my interpersonal communication skills, and deepen my knowledge of HR operations.

1.2 Internship Search Process

Landing an internship in Bangladesh's highly competitive employment landscape demands both determination and careful strategy. During my search, I submitted applications to many organizations and carefully monitored different opportunities. I found myself especially attracted to startup settings. They provided enhanced practical learning, flexibility, and skill enhancement

During this time, I shared my interest in business development and IT roles with a close friend who works at Danpita Tech, a recently established IT startup. She learned of my interests and kindly informed me about an available internship position, recommending me. Her encouragement and guidance gave me the confidence to move forward. With her support, I submitted my resume and prepared for the application process.

After joining Danpita Tech, I continued to receive responses from other organisations I'd applied to. Notably, United Commercial Bank (UCB) offered me an official position after nearly a month at Danpita Tech. I carefully considered the offer and discussed it with my supervisor. After evaluating my learning progress, work environment and long-term career prospects, my supervisor advised me to stay at Danpita Tech. Considering this, I declined the UCB offer and chose to remain where I was already gaining valuable practical experience and developing relevant skills.

1.3 Internship Interview Experience

After the referral, I was invited to Danpите Tech for an interview. The fact that my friend was already a member and had prepared me, made all the difference in how nervous I felt. She explained the workflow to me, got me acclimated to startup culture and prepped me for what I could expect in the interview. Accordingly, I felt more at ease and relaxed when entering the office space. The interview was itself fairly comprehensive and conversational, I didn't feel pressured to regurgitate information. The welcoming environment and friendly interviewer made me feel at ease being as calm in my situation. Overall

About the organization — Danpите.Tech

Danpите.Tech is a Bangladesh-based IT firm offering end-to-end digital solutions, aiming to help businesses succeed online. danpите.tech+1

What Danpите.Tech Does

Danpите.Tech offers several services to help businesses enhance their presence and ways of conducting themselves in the digital environment. These include web design, app development, software development, video production for commercials, digital marketing, and SEO optimization. They claim to be the “one-stop solution for digital success” and help clients in conceptualization all the way through launching the product, whether it is a small website or a software product of fully functional capacity. Regarding scale, Danpите.Tech claims to have about 6 years of experience, a team size of approximately 27 people, hundreds of satisfied clients, and to have completed more than 300 projects.

Mission

They provide end-to-end, reliable, and professional IT solutions with an objective to assist companies in achieving their complete digital potential. Their aim is to provide their esteemed clients with top-quality solutions that cater to their requirements so they can prosper in this flourishing digital market.

Vision / Commitment

Danpите.Tech wants to be a reliable partner for companies looking to expand digitally. They promise to provide "digital success" by:

Professional and competent employees assisting customers.

For small to medium-sized clients, fair prices and clear services are appropriate.

Continuous assistance and support, including upkeep and client correspondence.

They work hard to turn client concepts into useful websites, apps, or marketing plans, successfully assisting companies in expanding online with strong digital infrastructure.

Chapter 2: About The Internship

2.1 Activities of the Department

While interning with Danpite Tech, I worked with three key departmental divisions, namely Human Resource, Project Management, and Customer Relationship Management. In the Human Resource department, I assisted in recruitment by coordinating interview timings, maintaining communications with applicants, and updating information in our system for recorded recruitment procedures.

As a part of Project Management, I assisted with project coordinating in terms of tracking project timelines, generating project progress reports, preparing project meetings, and facilitating a sound flow of communications among project team members. I have assisted with documenting project requirements and updates for efficient management of project workflow.

Furthermore, in the realm of CRM, my responsibilities were not only linked to interaction with clients but were also inclusive of maintaining clients' information, updating databases, in addition to assisting with the processing of clients' inquiries. Such tasks have aided in ensuring that information is recorded in an accurate manner, thus enhancing clients' relations by creating an efficient platform for interaction.

Overall, this internship experience has enhanced my horizon related to working in an organization, added to my communication skills, and provided me with great exposure to teamwork in a technology-driven industry.

2.2 Work Environment

The workplace of Danpite Tech is designed under a neat framework that allows cooperation and helps any employee.

The company promotes openness in team communication thus; the different departments interact constructively. The company maintained operational efficiency through scheduled meetings and updates on daily status. The organization's management also supported employee growth and career development.

2.3 Duties and Responsibilities as an Intern:

My internship duties encompassed primary tasks that were:

<u>Section</u>	<u>Area</u>	<u>Description of Responsibilities</u>
1.	Human Resources	Assisted in candidate evaluation and interviewing, while keeping accurate and updated information on the candidate in the HR database.
2.	Project Management	Aided in the progress of projects by tracking tasks that were allocated, team work, and interaction between various project groups.
3.	CRM Operations	Handled client information, dealt with client inquiries, and took care of the effectiveness of communication needs.
4.	Team Collaboration	Collaborated with other functional teams to support the current operations in HR, CRM, and Project Management.

Specific Skills Employed and Contributions Made:

<u>Skills Employed</u>	<u>Contribution to Danpita Tech</u>
Excel and Data Management	Leveraged expertise in the advanced usage of Excel to record, analyze, and maintain data regarding projects and clients, ensuring accuracy in the tracking of active tasks and the facilitation of reporting.
Web Development (Backend)	Back-end development, including database management, coding support, and debugging, which helped improve website functionality and enhance efficiency in project delivery.
Digital Marketing	Supported digital marketing campaigns by providing ideas, monitoring engagement online, and aiding in the implementation of social media strategies to improve the company's online presence.
Professionalism and Workplace Communication	Maintained professional relations with clients and colleagues, coordinated work effectively with other departments, and ensured assigned responsibilities were timely completed.

Innovation and Problem-Solving	Proposed innovative ideas concerning workflow improvements, strategies for client engagement, and processes of project management that helped an organization explore newer ways to grow and optimize operations.

I was able to accumulate hands-on experience with technical domains such as Excel, back-end web development, and digital marketing concepts while developing work habits at Danpate Tech. I also got the opportunity to contribute innovative ideas to various tasks related to the departments, thereby allowing me to be an active participant in the development of the organization.

Application of Educational Learning During Internship:

<u>Aspect</u>	<u>Application in Internship</u>
Academic Knowledge	Applied theoretical knowledge acquired from classwork to an organizational task in a professional environment.
HR Concepts	Followed principles of recruitment, candidate evaluation, and record management in the discharge of HR-related tasks.
Communication Skills	Employed professional communication techniques during interaction with teammates and clients.
Project Management Principles	Applied task coordination, time management, and teamwork concepts to support project execution.
Skill Development	Acquisition of enhanced practical skills and valuable insight into the way business operations are performed in real-world scenarios, along with organizational practices.

Generally speaking, the working period in Danpate Tech was a good experience for my studying. It helped me to experiment what I have learned at university with the real task of work, develop my communication skills and teamwork, and cognize practically how the organization works.

Chapter 3: Self Reflection

3.1 Feedback on Internship

My internship in Danpite Tech gave the opportunity to apply theoretical knowledge in HR, Project Management, and CRM. I took part in the collection of recruitment data, project coordination, and management of clients. Exposure to a fast-paced environment with dynamically changing priorities enhanced flexibility, time management, and problem-solving capabilities. Constructive feedback from mentors and seniors helped in assessing areas of growth and enhancing professional development.

Challenges and Limitations I faced

During my internship with Danpite Tech, I encountered some challenges that impacted my learning and work efficiency. Some of these challenges can be summarized by the following factors:

Absence of Structured Work:

Two There was no clearly defined workflow of tasks for the organization that made it difficult for me to comprehend how tasks could be accomplished efficiently. Furthermore, having no clear workflow made it difficult for me to plan and prioritize work that could otherwise be determined by my own analysis.

Lacking in clear expectations:

Job roles and performance expectations were not clearly highlighted. In some cases, this resulted in unclear priorities and uncertainty whether the work undertaken was meeting the expectations.

Lack of Training and Support:

There was little formal or off-the-job training given. Most learning was on the job, which made it difficult to get a full understanding of tasks or processes. This made adapting to new responsibilities or changes in the organization a challenge. Rule and Strategy Changes Often There were frequent introduction of new rules, policies, or strategic changes. Since proper explanation or training is missing, it is difficult to adapt to these new changes, which delays processes and sometimes causes misunderstandings.

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

Further improvement may involve placing emphasis on supervisors' feedback quite regularly, which would help ascertain a better perception of my strengths and points for improvement. Time management

and prioritization skills are those things which would certainly prove to be a great help in managing those responsibilities much more effectively. I will further communicate clearly and proactively with the team members so that the tasks are smoothly executed and there remains no scope for any misunderstanding. Being more confident in asking questions or taking initiative would also definitely help further in learning and professional growth.

The organization could utilize my capabilities more effectively if roles were better defined and clearer directions were provided along with clearer expectations. In startups, since a fast-moving environment is seen with less structured or systematized working, sometimes it becomes challenging to plan at an individual level without clear guidance. Once training is imparted with clear instructions regarding tasks, timing, and expectations, I could manage my work assignments better to perform. Basic training sessions, supervision, and feedback would allow me to enhance my skills. Recognition of efforts would also raise my morale towards more effective performance in the organization.

Chapter 4: Recommendations for Danpate Tech

Having observed and reflected on the internship experience, the following recommendations are made in order to improve effectiveness, training of staff, and stability of the work environment at Danpate Tech:

4.1 Functional and Structural Improvement

These recommendations seek to improve the structure of the organization with regard to resource allocation for enhanced job satisfaction and work quality.

Provide More Structured Guidance and Job Roles: To best alleviate issues caused by role rotation, it would be beneficial for Danpate Tech to offer their employees more structured roles in order to provide them with stability, especially for new employees and intern roles. Although learning multiple roles is great for development, it can also lead to feelings of being overwhelmed, helping little with stability of personal focus.

Optimize Multitasking and Concentration: It is likely that the current situation forces multitasking to a certain extent, which could undermine the effectiveness of work at times. Management should identify critical tasks that require intensive concentration and ensure that the uninterrupted time devoted to the completion of such tasks is optimized. Managers must plan their work to ensure that employees are not overwhelmed with critical tasks.

Cross-Functional Learning (Revised):

Encourage cross-functional learning by continuing to encourage employees to work in other roles or on cross-functional projects (as mentioned in the initial report), but ensure this is intentional, not just a by-product of a busy environment.

4.2 Operational and Training Strategy

These recommendations relate to the consistency of strategies and the approach adopted for developing employees.

Adopt a Stable Strategy: A situation of frequent shifting of strategies can pose challenges for the staff members to cope with, causing confusion among them. Danpate Tech should opt for a stable strategy that would be communicated to the staff members. Though flexibility is important for an IT firm, it is important for the basic operational strategies of firms, such as targeting of clients or structuring of internal workflow, to remain stable for some time.

Balance Training Procedures: As it stands, the current emphasis on On-the-Job Training is causing unnecessary strain on the trainees as well as their respective trainers, making it difficult for the trainees to learn. It is imperative for Danpate Tech to provide a better balanced training procedure that involves the training of new employees using formalized procedures of Off-the-Job Training in order for the new employees to gain adequate knowledge before being exposed to critical live tasks.

4.3 Wellness Plans

These recommendations help make the welfare of employees a priority besides other operational considerations.

Offer Programs for Well-being: These could include things like physical fitness challenges, wellness activities, or work flexibility that allows employees to achieve work-life balances. This is still an important consideration in a high-demand IT setting to help them avoid burnout.

Danpate Tech can boost performance and satisfaction by giving clear roles, balanced training, stable strategies, and wellness support, creating a more productive and positive workplace.

PART B: PROJECT REPORT

Part: B
**The Impact of Social Contract Breaches on Employee Trust and
Performance in IT Firms**

Danpita Tech

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Chapter 5: Introduction

5.1 Research Objective / Purpose

The main objective of this research investigates how psychological or social contract violations in IT organizations affect employee trust levels and their workplace actions and job performance outcomes. The fast-paced nature of modern IT organizations particularly startups creates conditions where employee-employer informal agreements determine workplace dynamics. The study examines how unfulfilled employee expectations and perceived workplace injustices and broken promises impact motivation levels and commitment and productivity in IT companies.

The research aims to determine how employees view social contract violations at IT companies when their work expectations remain unfulfilled regarding their workload and recognition and compensation and career development.

The specific objectives are:

The study evaluates how these breaches affect employee trust levels toward their supervisors and management team and the entire organization.

The research investigates how social contract violations affect employee performance through their impact on motivation levels and task quality and productivity and their willingness to perform extra-role activities.

The research aims to discover which workplace practices help prevent social contract violations while building trust between employees and their organization.

5.2 Research Context / Background of the Study

The IT firms, especially in countries such as Bangladesh, operate in a highly competitive and rapidly evolving technology context. The demand for qualified talent in an environment where projects have to be delivered within tight timelines makes the relationship between employees and employers very delicate. Unlike other industries, IT companies rely heavily on intrinsic motivation and participation of their employees. In such an organization, both psychological contracts and employment contracts affect employee loyalty and performance

However, if the commitment with respect to prospects for growth, sharing work, flexible work arrangements, or recognition is not fulfilled by the employees, it can lead to a breach of the social contract. The social contract can thus be demoralized, leading to negative effects on work performance and consequently project outcome.

Understanding these repercussions is critical for IT firms in their quest to retain important staff members, reduce turnover, and maintain strong organizational cultures. The study therefore provides relevant information pertaining to

how trust can be regained in situations where expectations keep shifting, and performance can be preserved in environments with dynamic expectations

5.3 Research Question / Problem Statement

The main research question directing this investigation is:

"How do violations of social contracts in IT companies influence employee trust and job performance, and in what ways can organizations enhance their internal practices to reduce these breaches and uphold a high-trust work environment?"

This study aims to reveal both the effects of unmet expectations and possible approaches for promoting transparency, equity, and enhanced psychological contracts in IT environments

Chapter 6: Methodology

6.1 Type of Study

This research adopts a Qualitative, Exploratory Study design to investigate the impact of psychological contract breaches on employee trust and performance in IT firms. Given that psychological contracts encompass individual expectations, perceptions, and personal interpretation, a qualitative approach is more appropriate for capturing the richness and complexity of such experiences. This approach focuses on understanding the motives for breach and emotional and behavioral responses of the employees rather than relying on numerical or statistical measures.

This research endeavors to generate detailed, descriptive insights of the dynamics in relationships between employees and employers in IT settings through a qualitative investigation.

6.2 Data Collection Approach

Methodology

The study used a qualitative approach to provide maximum freedom for the participants to express their views in a free and narrative manner. Data were collected with the use of a Google Form that contained qualitative open-ended questions, which allow participants to present their experiences around social contract breaches in their own terms.

The questionnaire was distributed to professionals in various IT firms, and responses were collected anonymously to ensure convenience, honesty, and confidentiality. Since this study focuses on depth, not measurement; no numerical scores or quantitative scales were included. Instead, the form was intentionally designed to hold detailed qualitative information in regard to expectations, trust, fairness, communication, and performance.

Qualitative Method Used

This research primarily employs open-ended qualitative questions as its main data collection technique. This approach enables participants to describe:

- How social contract violations are interpreted by them
- How these violations affect their trust in leadership
- How their motivation or performance shifts afterward.
- Which organizational elements influence these perceptions?

The open-response format promotes genuine, comprehensive, and psychologically nuanced descriptions—perfect for examining subjective ideas like trust, expectations, and perceived equity

Thematic Content Analysis

All the responses gathered via the Google Form were examined and analyzed through Thematic Content Analysis, a commonly employed qualitative approach. The procedure included:

- Transcribing and structuring unprocessed information
- Reviewing responses multiple times to grasp tone, feelings, and context.
- Recognizing repeated concepts, trends, and key terms.
- Categorizing alike statements into themes like erosion of trust, gaps in communication, expectations not met, workload challenges, or decline in performance.
- Analyzing themes among participants to recognize common experiences and variations.

These themes were generated inductively, indicating that they arose organically from the participants' stories instead of through a predetermined structure. This guaranteed that the results truly represented actual employee experiences in IT companies

Interview responses

Question 1: Do you think the company makes it clear what it expects from their workers?

Based on the mixed responses and the finding that 64% of participants answered “Yes”

Themes Identified:

General clarity of expectations : Most of the people who answered feel that the company makes its expectations clear when the way to do the work is clear and well structured.

Inconsistency in communication : Some of the people who answered feel that expectations are not always made clear in some situations or times.

Lack of structured guidance for some roles : A few of the people who answered feel that expectations are never made clear for some roles , which shows gaps in formal guidance.

Dependence on work structure and experience : People who answered say that clarity is more likely when the work, roles, or responsibilities are well structured or that they have learned how to do them through experience rather than by being told.

One participant stated, *“Yes, Expectation are usually explained, though sometimes more clarity would help”*

Question 2: Have you ever felt that a significant commitment made to you was broken by the organisation?

Based on the mixed responses and the finding that 44% of participants answered “No”, the following themes can be identified:

Themes Identified:

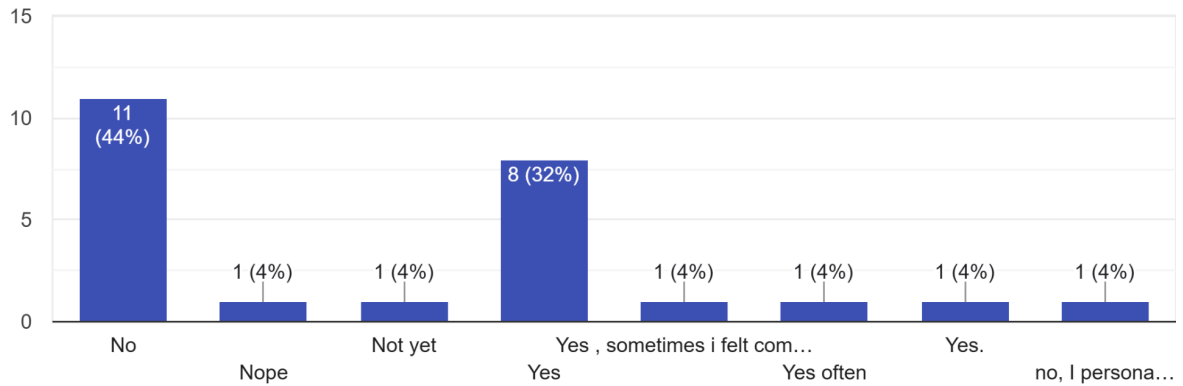
Perception of commitments being kept: over half of the people said they had not seen many promises broken so they were happy with the company.

Occasional failures: some people said that they are sometimes let down and commitments are not always kept. Some people said the commitments are often broken and they are not happy.

Personal experiences varied: some people's answers are different because they have different thoughts about what the company promises to do.

2. Have you ever felt that a significant commitment made to you was broken by the organisation?

25 responses



Question 3: Do managers usually do what they say they will? Can we rely on management's word?

Based on the responses and the finding that 61.5% of participants answered “Yes”, the following themes can be identified:

Themes Identified:

General trust in management commitments. Many respondents trust that their managers usually do what they say they will do. Many responses were that managers do not always do what they say they will do. Some responses said it is different depending on the manager, whether they follow through or not. Trust in management was shaped by past times they followed through, if they did then people trust them, and if they did not then people do not trust them.

Question 4: Do you think the decisions your boss makes are fair?

Based on the responses and the finding that 61.5% of participants answered “Yes”, the following themes can be identified:

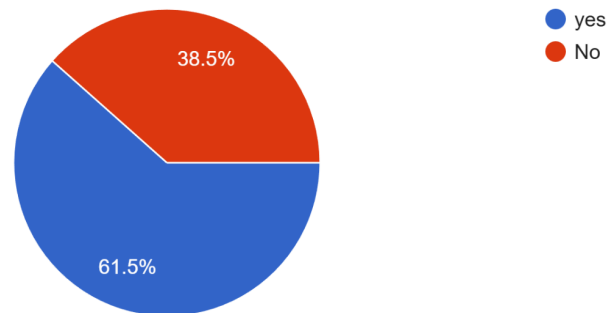
Themes Identified:

Many people said they think their boss is fair with their decisions. They believe their boss makes fair decisions most of the time. A few people disagree and think their boss is not always fair with their decisions. People think that their boss is not fair with their decisions sometimes because they might get mad at someone or they might pick certain people to do something special and that makes other people

upset. People think their boss has made unfair decisions in the past and so they think they won't always be fair.

4. Do you think the decisions your boss makes are fair?

26 responses



Question 5: How much do you trust senior management to make decisions that benefit employees?

Themes Identified:

Participants' trust in top management varied greatly. Some said they trust them a lot and believe the bosses make choices that are good for the workers, while others trust them a little or not much at all. A few said they trust them some but are also unsure, maybe hopeful but unsure. The answers show a mix of feelings, with how much the workers trust them depends on what each worker has seen, their own experience, and how fair they think the company is.

Question 6: Do you feel comfortable discussing questions or worries with your boss?

Based on the responses and the finding that 72% of participants answered "Yes", the following themes can be identified:

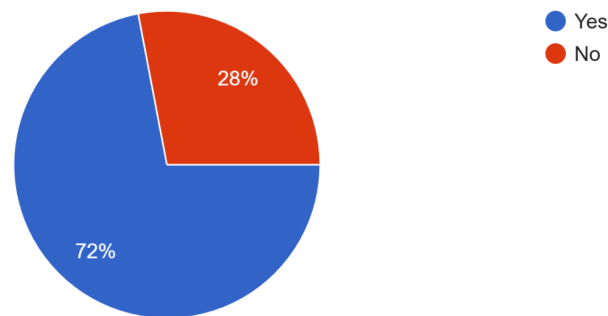
Themes Identified:

Most people said they feel fine talking to their boss if they have a question or problem, so the boss must be friendly and easy to talk to. But some said they do not feel comfortable, so they may be scared or not want to say anything. On the whole, workers feel fine around their boss because the boss and worker get along well, and the worker trusts the boss or they have worked together before and know the boss will

listen and help.

6. Do you feel comfortable discussing questions or worries with your boss?

25 responses



Question 7: Have you personally experienced any situation where you felt the organisation broke a promise? How much trust do you now have in the company after that?

Themes Identified:

Perception on broken promises: most people, 64,% said they had not had any broken promises, so most are happy with the company for now. Yet, 36% of those asked said they had met people who had not kept a promise even once, which made them angry or sad. The impact on trust: for those who had seen at least one broken promise, their trust in the company went down some, mostly a little bit. They said they still think the company has good plans, but now they must be more careful and expect less. Different opinions from each worker: answers showed that some workers trusted more or less depending on how they have been treated and if they think the company has good plans, or if the company has broken a promise to them before. Some workers still trust the company even if it has broken a promise before, which shows that positive experiences before or good work now can help keep a level of trust, even with broken promises.

One employee mentioned, *“After that incident, my level of trust in the company has decreased to some extent. While I still believe the organisation has good intentions, the experience made me more cautious. I now feel the company needs to show more transparency and follow-through to rebuild full trust.”*

Question 8: Did it impact your job performance or productivity? How?

Themes Identified:

Slight negative impact on motivation and engagement: Several participants reported feeling less motivated or caring less about their work due to trust issues or perceived broken commitments. One participant mentioned, “*Slightly felt less motivated...*”, while another said, “*Made me care less about my work.*”

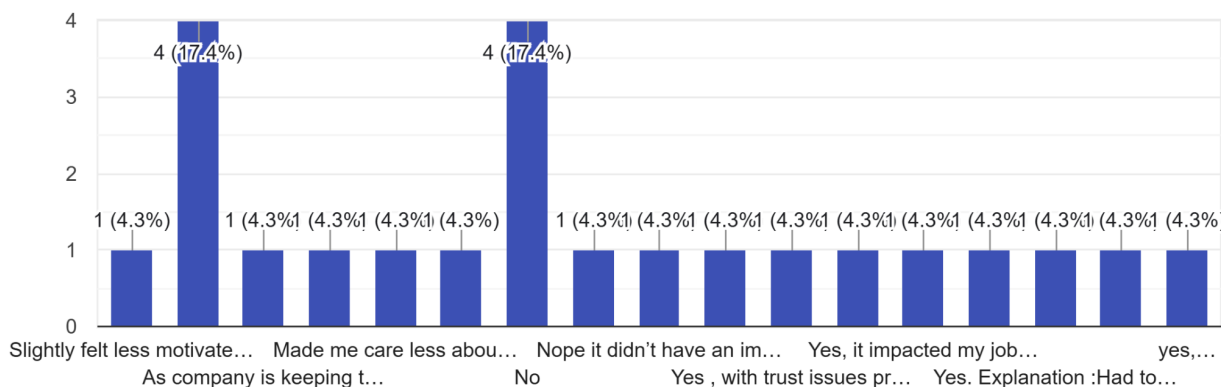
Perceived effect on productivity: Some respondents stated that trust issues directly impacted their work performance. A participant explained, “*Yes, with trust issues, productivity decreased,*” and another added, “*Yes. Had to rethink how I approach tasks and deadlines.*”

No noticeable impact for some employees: A few participants indicated that broken promises or trust concerns did not affect their job performance. One participant noted, “*Nope, it didn't have an impact,*” reflecting resilience or prioritization of work responsibilities.

Overall, the impact on performance varied depending on personal coping mechanisms, role expectations, and the extent of the trust issue experienced.

16. Did it impact your job performance or productivity? How?

23 responses



Question 9: What adjustments can the company make to increase employee trust?

Themes Identified:

Improved communication: Many participants emphasized the need for clearer, more consistent, and transparent communication from management regarding decisions, policies, and expectations. One participant mentioned, *“Communicate decisions clearly and transparently.”*

Keeping promises and follow-through: Respondents highlighted that maintaining commitments, following through on actions, and demonstrating reliability are crucial to building and sustaining trust. A participant stated, *“By keeping their word value by following through with their actions upon commitment.”*

Recognition and fair treatment

Employees said that if you say good things about their work and treat them right and show them respect it will increase their trust in you.

Employees said if you tell the truth and are sincere and honest about how you are and what you do then they will trust you and have faith in you.

Employees also said that if you are kind to them and helpful to them it will make them trust you more.

Question 10: How can management maintain employee trust with greater success?

Themes Identified:

Transparency and honesty: Many participants emphasized that management should be transparent in decisions, policies, and communication, and act honestly even when delivering unfavorable news. One participant stated, *“Be transparent, give regular feedback, support employees, treat everyone fairly,”* while another mentioned, *“Be honest even when the news isn’t positive.”*

Keeping promises and follow-through: Respondents highlighted that consistently keeping commitments and securing their words is essential to maintain trust. A participant explained, *“By keeping their promises,”* and another added, *“Management should keep their words.”*

Active listening and employee engagement: Several participants suggested that management should listen to employees’ concerns, understand their needs, and engage with them regularly. One participant said, *“By sitting with employees time to time to understand their issues and to resolve them promptly.”*

Recognition and support for growth: Employees noted that acknowledging contributions, supporting professional development, and valuing well-being helps strengthen trust. A participant shared, *“Value their contribution and rewarding,”* and another mentioned, *“By genuinely looking after their well-being and not treating them as only workers.”*

Fairness and accountability: Respondents also highlighted the importance of applying policies fairly, treating everyone equally, and being proactive in addressing issues to build long-term trust.

Chapter 7: Literature Review

Literature Review:

Training, development, and practices related to the organization significantly influence levels of trust and performance among staff, especially in IT firms where work environments are dynamic with informal expectations. Social contract theory is the term used to refer to the informal agreements between the worker and the employer with regard to issues of fairness, support, recognition, and communication. A violation of the social contract between the employer and the worker is likely to affect performance since it creates issues related to trust, motivation, and engagement.

Research focuses on the importance of trust in determining the effectiveness and initiative-taking capability of employees. When trust is violated by employees, it can result in their reduced effort or their reluctance to contribute their innovative ideas. Experts also discuss the significance of formal induction, training, and buddy systems in ensuring that the violation of trust does not occur. It helps employees understand their respective roles and perform their tasks effectively without any confusion or ambiguity.

Within small or start-up firms related to information technology, such as Danpita Tech, there is a higher possibility of violation of the social contract between the organization and its employees. This is attributed to the absence of formalized processes that evolve quickly by altering their strategies. A number of researchers emphasize that apart from technological competence, soft skills like communication, collaboration, or professionalism should also play a critical role in enhancing trust between the organization and the employees. It is evident from literature that to foster a high trust work environment, it is significant to define their roles, provide opportunities for learning, effective communication, and rewards.

Chapter 8: Findings and Discussion

8.1 Findings

Thematic analysis of the interview data gathered from employees of IT companies produced some recurring findings about the violation of the social contract, trust, and work performance. A significant number of the interviewed individuals stressed that understanding of what is expected is critical to their degree of trust. Though 64 percent of the group surveyed strongly believe that their company does communicate expectations clearly, there is some disparity in understanding, especially at work where there is less structured guidance.

Other main findings relate to management promises and follow-through. A majority (61.5%) reported that managers can generally be relied upon to keep their promises, but some noted occasional lapses or renegeing in this regard. Broken promises were associated with a slight loss of employee trust and motivation, though many employees continued to view organizational intentions optimistically. Employees also indicated that personal experience and perceived fairness in decision-making influence trust in management. Interestingly, 72% reported feeling comfortable discussing concerns with their

supervisors, which suggests that openness in communication helps to mitigate erosion of trust where social contract violations have occurred.

8.2 Organizational Perspective

Examining the firm, it is found that both strengths and weaknesses of trust exist among the employees of Danpate Tech. Employees would like to work autonomously or innovatively, but sometimes ambiguity in their role or lack of training could make it difficult for the trust levels to remain consistent. It was revealed that proper training or guidance could improve the situation of trust among the employees of a dynamic IT firm.

8.3 Discussion: Trust, Performance, and Organizational Focus

Breaking of the social contract in the context of Danpate Tech impacts trust and performance in a subtle manner. Sometimes, the violation of the social contract tends to contribute to slight demotivation, whereas consistent social contract violations tend to undermine trust. Employees tend to perform better with consistency between flexibility and stability in the social contract. Communication, training, and recognition can make a significant difference in improving performance.

Chapter 9: Limitations and Recommendations

9.1 Limitations of the Study

Although the findings of this study provide very important information on the issue of social contract violation influence on the trust and work performance of IT staff, it is important to understand the scope of the research by pointing out some of its limitations.

Sample Size and Demographics: Due to the time constraint of the internship program, the study had a small sample size. Most of the research subjects were selected through convenience sampling. Therefore, it might be difficult for the findings to generalize to the entire information technology industry in Bangladesh since the study is limited to certain organizational variables.

Methodological Limitations: This study took a purely qualitative approach by using Google Forms. This study could provide descriptive answers, but it could not provide any statistics or data like a quantitative study would. Moreover, it is recognized that conducting this study online prevented the researcher from asking additional questions or delving deeper into some of their answers as would be possible in face-to-face interviews.

Self-Reporting Bias: Being a self-reported perception study, the data is likely to face the issue of response bias. Respondents could have over-reported their degree of discontent or could have underrated their complaints out of fear of being traced, despite having maintained anonymity. This data is a reflection of their subjective perception of 'broken promises' rather than objective reports.

Unilateral Perspective: This study was only concerned with the perspective of the individual worker with regard to the violation of the social contract. This study neither captured the perspective of management nor any organization-based reason for which certain commitments or expectations were left unfulfilled.

9.2 Recommendation:

On the basis of analysis of the data gathered from the employees, some recommendations are given below that can be of great use for the IT companies to improve or minimize social contract violation.

Formalized Informal Commitments: This is one of the key factors that trigger violations of the social contract in the IT organization. It is important for IT organizations to formalize commitments with respect

to what is expected in terms of career development opportunities, bonuses, and flexible work conditions from the organization. This requires moving from verbal commitments to written policies.

Improve Onboarding and Role Understanding: When thinking about the results that showed some employees were confused about what was expected of them, it is clear that a better system of onboarding is a must for businesses. During the interviewing stage and throughout the initial week of work, it should be clear from HR or management what is expected of them in regard to technical as well as cultural roles.

Conduct “Stay Interviews”: Rather than hearing about lost trust at an exit interview, the management should make it a point to conduct stay interviews. These interviews should provide a platform for the employees to express their concerns about their unmet expectations (such as a promotion that is held back), before it is too late, that is, before they lose trust completely.

Management Training: Management of Expectations

Project managers or team leads make some informal promises to motivate their team in crunch work sessions. It is imperative for organizations to train their team leaders on the management of “micro-promises.” Team leaders need to be educated on effective management of commitments related to team expectations, such as keeping promises or withdrawing from commitments in unexpected situations.

Transparency of Communication During Change: The dynamic setting of an IT startup means that priorities shift from time to time. If a shift in the plan or an unavailable resource derails a promise made, communication of the “Why” must be instantaneous in the organization. Transparency helps to ensure that trust is maintained despite the failure to meet the initial promise if it is for valid business reasons.

Conclusion:

This study concludes that the social or psychological contract violations in IT organizations significantly affect employee trust and eventually motivation and job performance. Even though fairness, communication, and managerial reliability were generally rated positively by most employees, even occasional unmet expectations or broken promises decreased trust and engagement to a certain extent. The findings underline that trust is developed not only through formal policy but also through daily interactions, consistency of communication, and management follow-through.

Overall, the findings of this research highlight that clarity of expectations, transparency of communication, training, and recognition are some of the factors that are considered vital to sustaining trust in dynamic IT contexts. By taking proactive steps to address informal commitments through organizational practices aligned with employee expectations, IT companies can reduce social contract violations, safeguard employee performance, and build a more resilient and high-trust work environment.

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Appendix:

Question 1: Do you think the company makes it clear what it expects from their workers?

Question 2: Have you ever felt that a significant commitment made to you was broken by the organisation?

Question 3: Do managers usually do what they say they will? Can we rely on management's word?

Question 4: Do you think the decisions your boss makes are fair?

Question 5: How much do you trust senior management to make decisions that benefit employees?

Question 6: Do you feel comfortable discussing questions or worries with your boss?

Question 7: Have you personally experienced any situation where you felt the organisation broke a promise? How much trust do you now have in the company after that?

Question 8: Did it impact your job performance or productivity? How?

Question 9: What adjustments can the company make to increase employee trust?

Question 10: How can management maintain employee trust with greater success?

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