

Internship Report On



**“EMPLOYEE LEAVE MANAGEMENT SYSTEM IN
METLIFE BANGLADESH”**

Hridita Afsana | April 12, 2018



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Internship Report on Employee Leave Management System In MetLife Bangladesh

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Letter of Transmittal

April 12, 2018

To

Ms. Tanjina Shahjahan

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Subject: Internship report on “Employee Leave Management System in MetLife Bangladesh”

Dear Madam,

With due respect and immense gratification, I am submitting my internship report on “Employee Leave Management System in MetLife Bangladesh” that you have assigned me as an essential requirement of the Internship program. It is really an enormous prospect for me to gather vast information and grasp the subject matter in an appropriate way. I have found the study is quite attention-grabbing, beneficial & insightful.

I tried my level best to prepare an effective & creditable report. The report will provide clear concept about the overall system of employee leave management in MetLife Bangladesh. I welcome your query & criticism on the report, as it will give me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in the spite of my best.

Sincerely,

Hridita Afsana

ID: 14104044

BRAC Business School, BRAC University

Letter of Endorsement by Supervisor Faculty

April 12, 2018

TO WHOM IT MAY CONCERN

The Internship Report entitled “**Employee Leave Management System of MetLife Bangladesh**” has been submitted to BRAC Business School, in partial fulfillment of the requirements for the degree of Bachelor of Business Administration, Major in Human Resource Management and Minor in Finance, BRAC University on April 5, 2018 by Ms. Hridita Afsana, ID # 14104044. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

Ms. Tanjina Shahjahan

Internship Supervisor Faculty

Lecturer

BRAC Business School

Acknowledgement

The success and final outcome of this internship report required a lot of guidance and assistance from many people and I am extremely privileged to have got this all along the completion of my report. All that I have done is only due to such supervision and assistance and I would not forget to thank them.

I respect and thank Mr. Md. Tauhidul Alam, Director and Head of Human Resources, MetLife Bangladesh, for providing me an opportunity to do the internship in Human Resources Department at MetLife Bangladesh and giving me all support and guidance which made me complete the internship report duly. I am extremely thankful to him for providing such a nice support and guidance, although he had busy schedule managing the corporate affairs.

I would not forget to remember Ms. Sangita Dutta, Senior Executive of Human Resources, Mr. Md. Saifur Rahman Khan, Manager, Human Resources and Mr. Nahid Tanveer, Assistant Manager, Human Resources, MetLife Bangladesh for their encouragement and more over for their timely support and guidance till the completion of my internship.

I heartily thank all the internal associates of MetLife Bangladesh for her/his guidance and suggestions during this project work.

Finally, I owe my deep gratitude to my internship supervisor faculty Ms. Tanjina Shahjahan, Lecturer, BRAC Business School, BRAC University, who took keen interest on my internship project work and guided me all along, till the completion of my internship project work by providing all the necessary information for developing a good report.

Executive Summary

MetLife is a multinational, health and life insurance company. MetLife started its venture in Bangladesh back in 1952. MetLife Bangladesh is registered under the name of American Life Insurance Company (Alico). Alongside with all the departments, MetLife Bangladesh has a very strong human resources department which is strategically supporting the organization to reach its goal.

However, due to lack of proper Human Resource Management System the department and the organization as a whole is becoming inefficient. MetLife Bangladesh do not use any automated employee leave management system. They manage the whole employee leave system manually. Thus, there is too much paperwork, and a complex leave management process which is causing the organization, especially HR department inefficient.

Therefore, the Leave Management System needs to be automated. Using a proposed web-based leave management system software will help cut down paperwork, streamline the leave application process and will increase work efficiency and productivity among all employees. Using the proposed leave system the management will also be able to generate error free leave report and analyze to make decisions regarding leave affairs.

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PART 1

1. The Organization



1.2. Overview of MetLife

MetLife in the World

Metropolitan Life Insurance Company in short known as MetLife. The firm established on March 24, 1898. With 90 million customers in over 60 countries, MetLife, Inc. is one of the largest global providers of life insurance, annuities, employee benefits and asset management. It holds the leading market positions in the United States, Japan, Latin America, Asia, Europe and Middle East by serving approximately 100 million customers and 90 of the Fortune 100® as clients.

MetLife in Asia

MetLife Asia's journey started over 60 years ago in Bangladesh. The organization has received a quick way to deal with each regional market by utilizing on the strong establishment and world-class skills of MetLife, Inc. Lately, MetLife propelled its strategy to increase its growth opportunities in developing markets and further extend its footmark into fast developing Southeast Asia markets including Malaysia, Vietnam and Myanmar.

Now, MetLife is operating in 11 markets across Asia: Japan, South Korea, China, Hong Kong, Australia, Malaysia, Vietnam, Myanmar, Nepal, India, and Bangladesh. As of June 30, 2014,

MetLife Asia has approximately 21,000 employees. Regional headquarter of MetLife Asia is located in Hong Kong.

MetLife Asia is rapidly becoming a key pillar in MetLife’s strategy by using its global investment and insurance expertise, best-in-class capabilities, and local know-how.

MetLife in Bangladesh

MetLife started its venture in Bangladesh back in 1952. MetLife Bangladesh is registered under the name of American Life Insurance Company (Alico). It rebranded itself from Alico to Metlife Alico in 2010 and to MetLife in January 2015. MetLife Bangladesh is the largest insurance company employing over 15,000 agents and employees. It is the market leader since 1997. At present MetLife has 358 employees and more than 1 million customers.

Table 1 MetLife Bangladesh at a glance

MetLife Bangladesh at a glance	
Number of Group Policies	887
Number of Lives Covered (under Employee Benefits)	266,133 (As of January 31, 2016)
Total Asset	101,050 million taka (as of December 31, 2015)
Amount of Life Fund	87,920 million taka (as of December 31, 2015)
Investment	88,856 million taka (81.62% investment in Govt. Sector) (as of December 31, 2015)
Income TAX Paid	1,881.6 million (2014)
Market Share	27.15% (as of 2014 BIA Report, here % is based on premium)
Number of Agencies	218 (as of March 28, 2017)
Number of Unit Offices	52 (as of March 29, 2017)
Financial Strength	Highest Rated AAA (2015-2016)
Awards & Recognitions	5th highest company tax payer (2013-14) One of the top company taxpayers since 2009

Source: <https://www.metlife.com.bd/about-us/about-metlife-banqladesh>

1.3. Nature and Type of Company

MetLife is a health and life Insurance company. It is a Financial Institution.

1.4. Mission and Vision of MetLife

MetLife's mission is *"To build value for policy owners, field force, employees and shareholders, by providing quality products and services through multiple distribution channels for market and through investing in financial institutions, thereby serving the people."*

The vision of MetLife is *"To be the most innovative finest and socially responsible insurance company providing best value to customers, partners, employees and shareholders."*

1.5. Product and Service Offerings

1. Life Insurance

The individual life insurance products and services of MetLife consist of term life insurance and numerous kinds of permanent life insurance, including whole life, universal life, and final expense whole life insurance. According to the duration and amount of coverage available and whether a medical exam is required for coverage, these services vary. The company also offers group life insurance, provided through employers, which consists of term life, permanent life, and accidental death and dismemberment coverage.

2. Dental

For over 20 million people MetLife provides group dental insurance plans for individuals, employees, retirees and their families and provides dental plan administration.

3. Disability

MetLife also offers disability products for individuals as well as employee and association groups who receive them through their employer. If an individual is not being able to work then there is individual disability income insurance that can replace a part of lost income of that individual. MetLife also provides short term disability insurance and long term disability insurance for groups.

4. Annuities

MetLife is one of the largest annuity providers in the world. According to Investment News (2010), MetLife achieved \$22.4 billion in sales during 2009. MetLife offers annuities which consist of fixed annuities, variable annuities, deferred annuities and immediate annuities. (Annuities, 2014).

5. Auto and Home

MetLife Auto and Home is the brand name for MetLife's nine affiliate personal lines insurance companies. MetLife home insurance solutions include homeowners insurance, condo insurance, renter's insurance, insurance for landlords and mobile home insurance. The available policies for MetLife's home insurance provide coverage for possessions, property damage from natural disaster or theft and various legal expenses caused from injuries sustained on an individual's property.

6. Other products

MetLife's products also include critical illness insurance. Financial services include fee-based financial planning, retirement planning, wealth management, 529 Plans, banking, and commercial and residential mortgages. Company also provides retirement plan and other financial services to healthcare, education, and not-for-profit organizations.

1.6. Organizational Structure

MetLife Bangladesh follows a flat hierarchy. All the departments' head reports to the General Manager and General Manager reports to the Chairman. The list of departments are as follows:

- | | |
|---------------------------|------------------------------|
| 1. A&H Sales | 14. Product and Actuarial |
| 2. Underwriting | 15. Agency Management |
| 3. General Services | 16. Finance |
| 4. Policy Administration | 17. Branch Customer Services |
| 5. Takaful | 18. Operations |
| 6. Claims | 19. Information Technology |
| 7. Internal Audit | 20. Employee Benefits |
| 8. Government Relations | 21. Risk Management |
| 9. Communications | 22. Call Center |
| 10. Medical Network | 23. Human Resources |
| 11. Legal | 24. Training |
| 12. Ethics and Compliance | 25. Brand and Marketing |
| 13. Business Excellence | |

General Manager and 1st Line Reports

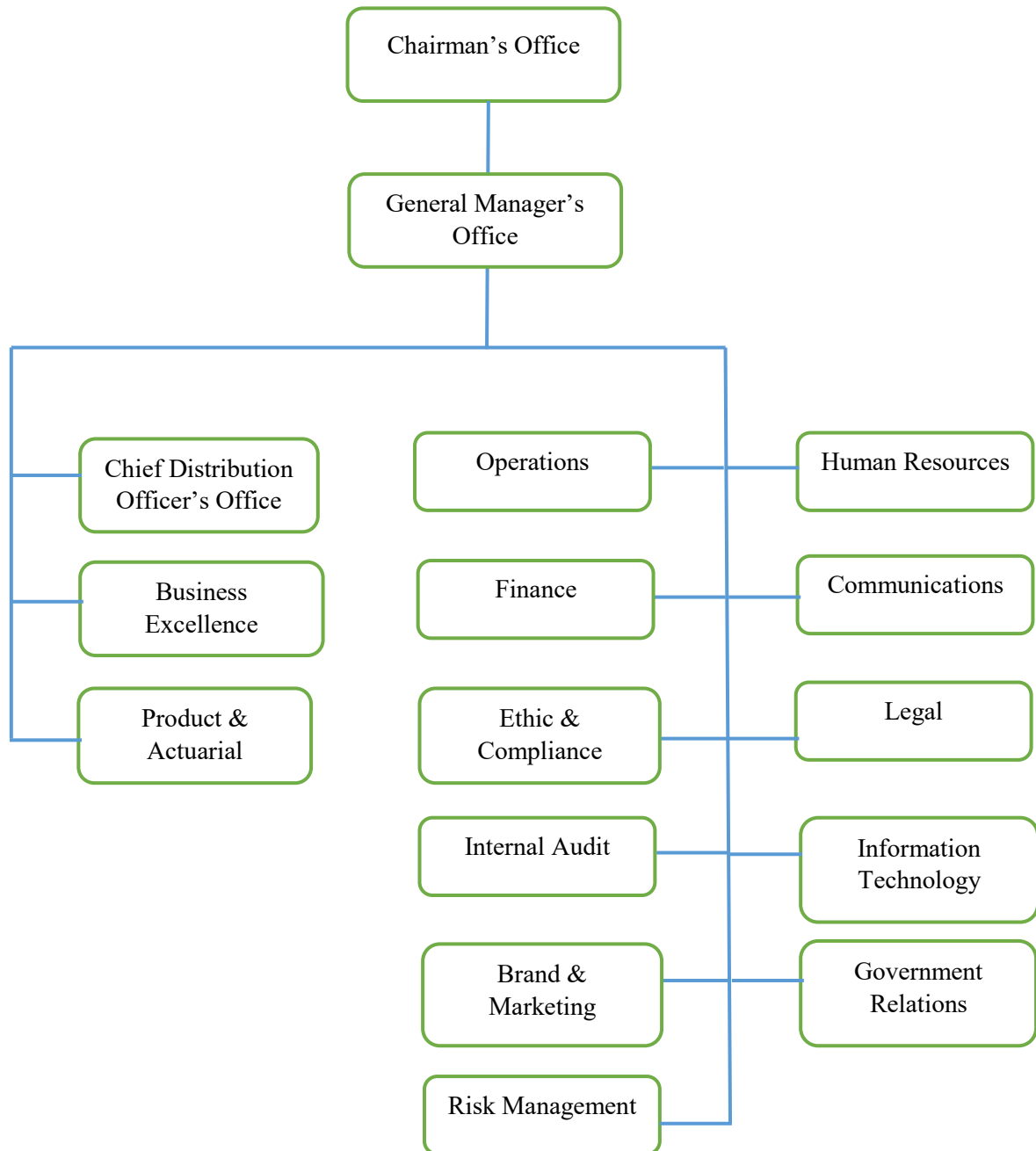


Figure 1 Hierarchy of General Manager and First Line Reports

Distribution

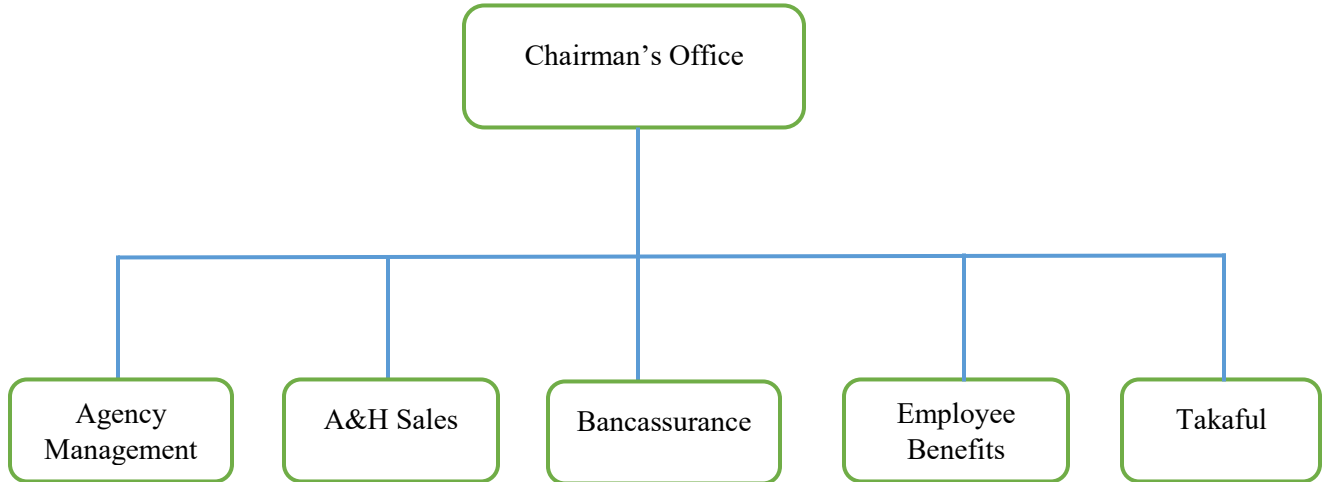


Figure 2 Departments under Chairman's Office

Operations

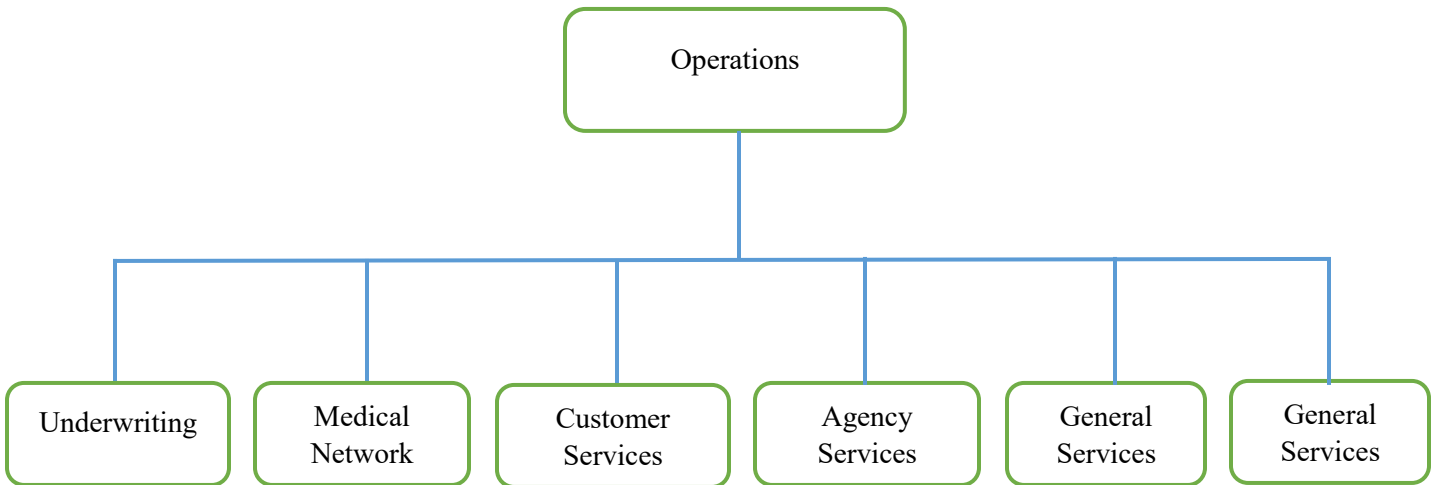


Figure 3 Departments under Operations

PART 2

2. Introduction

Human resources are the most valuable resources of any organization. The Human Resources department plays an active role in an organization. It has the potential to manage the most noteworthy and valuable resources of an organization. A company would fail to gain a high level of efficiency and workforce management without a proper functioning human resources department. The functions of Human Resource Management (HRM) includes recruitment and selection, compensation management, performance management, organization development, employee engagement and employee leave management, etc.

Leave management is keeping all the records of leave taken by an employee according to the company leave policy. Using an efficient leave management system is important in a big organization. Leave management system is an automated online stage that circles all sort of leave applications and leave regard, and the system to record various types of leaves (Nurul, 2008). This system can be applied to automate the work process of leave applications and their acceptance. It is straightforward and simple to use a system that dispenses with paper work, spares time and cash. However, the whole process of leave management is manual in MetLife Bangladesh.

It is a major part of HR department to keep all the records of personal information and managing leave data of all the employees, most importantly paid leaves taken by employees, up to date and readily available in times of need. Maintenance of these records becomes very difficult for the HR department when all the work is manual. This requires a lot of paperwork. It faces a lot of hurdle while maintaining tons of information manually and keeping track of employee performance, their personal data, especially information of number of leave taken by an employee according to the company policy. It consumes a lot of time and creates a barrier to work efficiency.

Thus, in this fast-moving technological era, it is very crucial for a large organization like MetLife Bangladesh to automate their employee record keeping system to make HR department more efficient and allow them to focus on most important functions like employee engagement, safety, employee benefits, etc.

2.1 Problem Statement

Currently, the whole leave management system of MetLife Bangladesh is manual and requires a lot of paperwork which creates a barrier to work efficiency. So, the objective of this project is to automate leave management system of MetLife Bangladesh that intelligently adapts to HR policy of the organization and to decrease the paperwork by enabling the process with efficient, reliable record maintenance using centralized database that will ensure the chances of data loss.

2.2 Purpose of the Study

The main purpose of the study is to understand the whole Employee Leave Management process handled by HR department of MetLife Bangladesh. This report will reveal how MetLife's HR department keeps all the records of leave undertaken by its employees according to the company policy by gathering primary data from the HR department and analyze the process to identify problems related to current system.

2.2.1 Broad Objective

- ✓ To identify the process of Leave Management System of MetLife Bangladesh

2.2.2. Specific Objective

- ✓ To analyze the leave management process of MetLife Bangladesh
- ✓ To provide necessary recommendations to problems identified.
- ✓ To learn and gather experience by doing this internship

2.3 Timeline

This report is aimed to be completed by 12 April 2018.

2.4 Limitations

- Time limitation: Time is a major factor in this kind of work. I did not get enough time to do this report to conduct in depth analysis, interview and survey on the company. Corporate executives usually remain very busy. It is difficult to get adequate time from them.
- Confidentiality of data: They do not want to share their internal things. It's difficult to gather primary data due to confidentiality of data.
- Resource limitation: There are not enough resources available to prepare an in-depth report on MetLife's Leave Management System.

In practical life many things change so the theories and real implications might differ.

3. Literature Review

The international organizations today are struggling to meet the unexpected business challenges. Organizations should be prepared to respond to the fast changing and highly competitive environment, maintaining standard and meeting stakeholder's expectations (Muduli, 2015). In the last two decades organizations in effort to standing out in the crowd has focused mostly on human resource management practices especially with the rise of strategic human resource management approach (Zehra Alakoç Burma, 2014).

The success of any organization widely depends on Human Resources. Managing Human Resources strategically has become very important for the companies. In today's world HR managers' roles and skills have developed significantly because of the adoption and use of new technologies (JAIN, 2014).

In Human Resource Management, technology is an application of organizations using software and hardware to aid human activities. A couple of various parts for the innovation can be hiring and selecting employees for interviews, overseeing employee paperwork, and securing sensitive employee records. A wide range of kinds of equipment or programming are accessible for this reason. Organizations can either utilize an outer programming bundle or make their own, dependent on their requirements (Selvan, 2015).

A large organization manages a noteworthy volume of information of its employees. This action can be overwhelming without a more modern device to store and recover data. The different levels of advancement can be analyzed by taking an evolutionary aspects of HR innovation. These viewpoints can be described into four phases of improvement: Paper-based frameworks, early (PC) innovation, electronic databases, and Web-based (Simaanya, 2014).

People are one of the basic achievement elements of a business. Unapproved non-appearance, absence of appropriate time/vacation arrangement, fall in profitable hours and so forth influence the efficiency of the company. Uniform application of Leave policies, accurately tracking leave balances, etc, leads to greater employee satisfaction and enables organizations to engage employees better. Implementing a good leave management solution will ensure that employees empower their organizations to plan their leaves better. This helps considerably reduce work

interruptions and at the same time reduce the time and effort spent by HR on maintaining accurate leave records (greytHR, 2013).

4. Activities Undertaken

During the 3-month internship tenure, I was given with several tasks alongside with the main responsibility of maintaining employee leave process. The activities undertaken are as follows.

✓ **Maintained Employee Leave Process**

During my internship managing employee leave was my main responsibility. The employee leave management in MetLife Bangladesh is maintained manually.

✓ **Planned and organized Cross-Functional Orientation Program for new employees**

In MetLife the number of hires per month is low. So, whenever two to three employees were recruited, MetLife's HR department organizes a one to one Cross-Functional Orientation for the new employees. Thus, I was given with the responsibility to plan and organize the orientation program. I planned a 5 day program which used to start from the 2nd half of the day till the end of working hour. The orientation was conducted by head of the departments.

✓ **Assisted in issuing of Work Experience Certificate upon request of a former employee**

Beside all the activities there were certain request from former employees to issue work experience certificate for them. I have assisted my supervisor to prepare work experience certificate following a standard format of MetLife.

✓ **Assisted in preparing account adjustments**

Whenever HR department organized any program and collected advance money to organize the program, they had to send all the receipts and bills to the Finance department for account adjustments. I prepared a report with an attachment of all the necessary bills and receipts to provide it to the Finance department.

✓ **Assisted in organizing:**

- **Farewell program for retiree**

When an employee retired from MetLife, a farewell program is organized by HR department where all the employees starting from top level management gather together to bid farewell to the retiree.

- **Long Service Anniversary of employees**

This is a program where employees who are working in MetLife for 5 years or more are awarded with long service anniversary award.

- **HR Town Hall**

HR Town Hall is a program organized every year by HR department of MetLife where all employees gather together along with other district branches through video conference. Here, the top management shares all the achievements accomplished by MetLife throughout the year. The aim of this program is to motivate all employees to work hard together to achieve organizational goal and to connect all employees with the top management to discuss and get feedback from them to develop the organization more.

I have assisted my supervisor and the HR team to organize all the three programs mentioned above by preparing checklist, selecting food vendor, monitoring and ensuring every employee has received refreshments and coordinating with HR team to run the program successfully.

- ✓ **Organized and maintained Employee Personal files**

During the last 3 weeks I have worked on the employee personal files. These files were totally unorganized and was difficult to find any files when in need. There are 358 employee personal files which I had to replace with new file with MetLife logo, check if all the papers containing proper information of individual employees are there or not and then reorganize those files according to employee ID number and department. I have done

this whole file reorganizing task single handedly and successfully completed it two days before the end of my tenure.

5. Analysis of Employee Leave Management

5.1. Employee Leave Management in MetLife

Leave Management involves the processes employees use to request time away from work and supervisors use to grant or deny leave based on organization policies. Leave management is one of the simplest yet crucial HR activities that often consumes a significant portion of the HR team's time. HR personnel have to ensure compliance with leave policies, guarantee the availability of sufficient staff at all times and also make sure that employee satisfaction is retained. Complex, manually administered Leave Management programs are costly and often result in errors.

5.2. An Overview of Existing Leave Policy at MetLife

5.2.1. Categories of Leave

According to the policy of MetLife there are 7 types of leave that all employees of the organization can avail:

- i. Earned Leave (Annual/Privilege Leave)
- ii. Casual Leave
- iii. Sick Leave
- iv. Maternity Leave
- v. Volunteering Leave
- vi. Study Leave
- vii. Leave Without Pay (LWP)

5.2.2. Description of Different Types of Leave

1. Earned Leave (Annual/Privilege Leave)

This type of leave is applicable for every permanent employee who has completed 01(one) year of continuous service at MetLife. He/she will be able to avail earned leave of 18 (eighteen) working days. It is counted in working days. After a successful completion of one year an employee will be able to request for Leave Fare Assistance (LFA) with an application of minimum 3 days of earned leave which must be submitted within 02 (two) months before the date of availing.

Un-availed annual earned leave(s) shall be accumulated or carried forward to next year which shall not exceed 60 working days.

On separation, during final settlement, the outstanding leave balance shall be credited to employee's account up to maximum 60 calendar days. HR shall provide the original copy of final settlement to payroll and keep a copy of payroll's receipt in personnel file.

2. Casual Leave

Casual Leave can be applied by an employee when he/she is unable to attend office due to situations of an emergency nature. It is counted in working days. Casual leave is granted for maximum 03 (three) days at a stretch and cannot be prefixed with annual leave or holiday. It cannot be carried forward to next year. The company have right to disallow any casual leave if it is not satisfied with the reasons for absence of the employee for which casual leave has been applied for.

3. Sick Leave

All employees are entitled to sick leave from the date of joining at MetLife. Sick leaves are counted in calendar days and are not carried forward to next year. If an employee remains sick for more the 02 (two) consecutive working days then the employee must provide a medical certificate issued by a licensed medical practitioner after joining.

4. Maternity Leave

At MetLife, a female employee is entitled to avail maternity leave for 180 days with full payment. After completion of 06 (six) months service in the company will be entitled to avail maternity leave. This type of leave is not be admissible more than twice during her tenure of service in MetLife.

5. Volunteering Leave

This type of leave is provided to employees to encourage them to contribute to social activities and help people in need. All permanent employees of MetLife can apply for up to 1 working day (or 2 half days) of each calendar year and this leave is not carried forward or accumulated in next year.

6. Study Leave

This type of leave is guided by the policies developed by MetLife Bangladesh for different study programs.

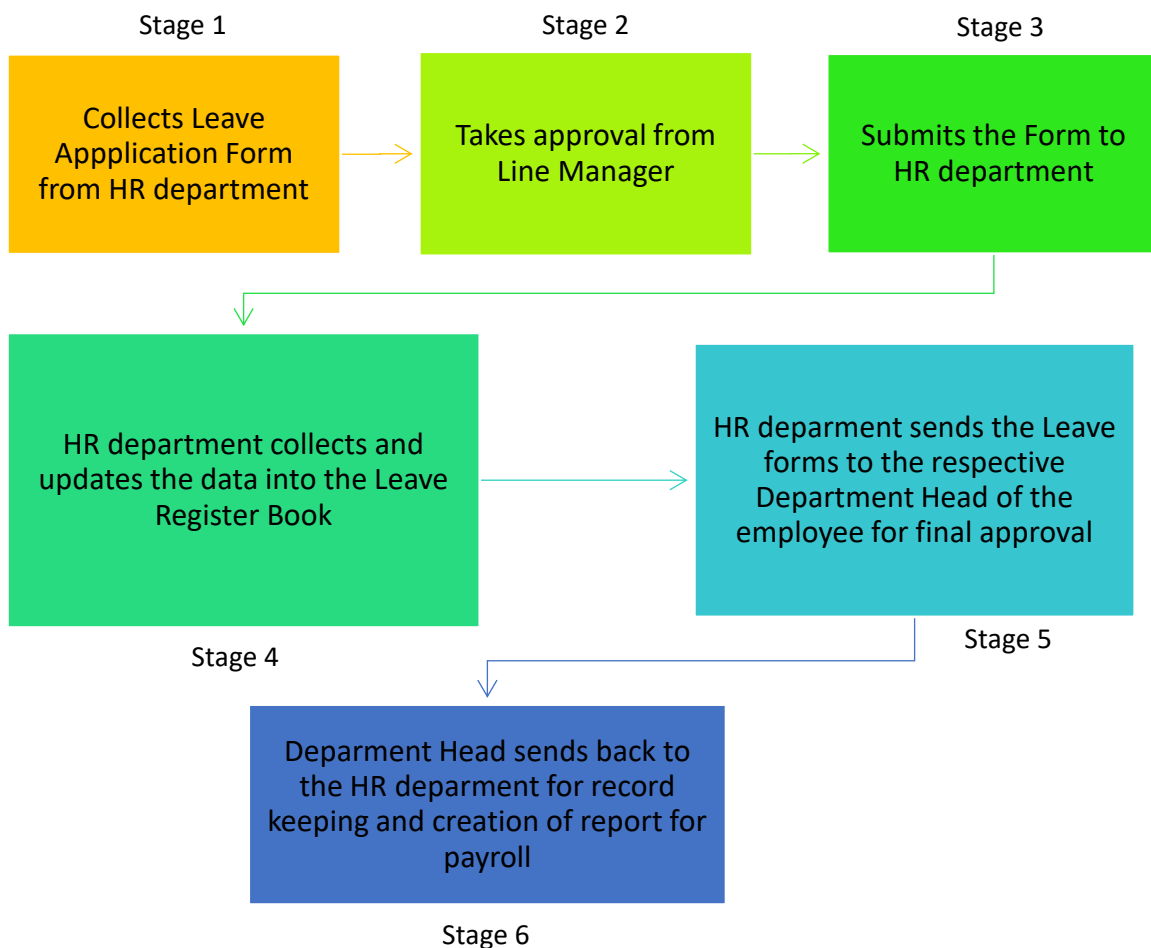
7. Leave Without Pay (LWP)

Leave without pay may be granted to an employee in special circumstances when no other leave is under this policy permissible or if all other applicable leaves has been availed. LWP is measured in calendar days.

5.3. Current Leave Management Process of MetLife

Employee Leave Management Process in MetLife is conducted manually. The process involves a lot of paperwork. At present, there is no HRIS system to record employee leave data which makes the process very much complex and time consuming. The overall process of Leave application is given below.

Figure 4 Employee Leave Application Process Flow Chart



The above process chart shows the stages of employee leave application which are described below:

- **Stage 1:** Employee collects MetLife Leave Application form from HR department and apply for leave using the prescribed leave application form.
- **Stage 2:** After filling out the form, the employee submits it to his/her respective reporting manager. For employees outside head office, matrix manager needs to be informed by the employee after getting approval for the leave. The employees with solid line reporting outside country needs to submit a clearance from their respective line managers with the leave application.
- **Stage 3:** Next, the leave application must be submitted to HR department.
- **Stage 4:** After receiving leave application from an employee, HR department completes their section in the application form by carefully checking the employee's leave eligibility and last leave balance and places it for final approval.
- **Stage 5:** After getting the form, the final approver may approve or reject leave accordingly. The final approver needs to be a manager two level high up in the hierarchy of the employee. However, for all cases, country head shall be the highest approver.
- **Stage 6:** After final approval, the leave form is sent back to the HR department and the HR updates the leave record in the leave register accordingly.

The HR department then uses the leave register to create monthly and annual leave report of earned leave which is given to the payroll via e-mail or hardcopy and shall keep a copy of payroll's receipt with the original leave application in a file maintained for this purpose.

As the annual leave report is nothing but the summary of the leave register for a particular month/year, it is not that much helpful for taking any managerial decision. There is no opportunity to analyze the report and find out the scopes for improvements as the HRD is not getting any instant data from the report. They are getting present year's leave status in the following year. As a result the top management is not being able to utilize the report in a proper manner.

So, the existing Leave Management System is a time consuming one. It needs to be more optimized and more synchronized which will lead the management to have a more proficient system to support the total employee management scheme.

5.2. Problems Identified in the Existing Leave Process

Employee leave management is simple HR activity and one that impacts all employees. Most organizations have clear leave policies that are properly conveyed to employees and managers through employee handbooks or HR policy manuals. However, HR is loaded with managerial administration of leave, updating of leave balances and responding to inquiries on leave statuses and entitlements from employees and their managers. Employees also find it difficult to fill paper forms and run after the approvers to approve their leave. A substantial amount of expensive time of employee, manager and HR is wasted in a very basic HR process.

MetLife Bangladesh is also facing similar problems even though they have a proper leave policy but not a proper HRIS system where leave management process can be integrated. MetLife Bangladesh has approximately 358 employees. It has been found that 400 to 500 leave applications are received by the HR department in each month. These huge number of leave applications are recorded and signed for approvals manually using Leave Register books. Sometimes the leave forms received in previous months pile up in current month with pending approval. This manual process of leave management creates a lot of problems in day to day activities. The problems associated with this process are as follows:

1. Involves a lot of steps to get final approval

When an employee applies for the leave he/she needs to go through so many stages to get final approval. This creates a lot of hassle for the employee and can thus, make the employee dissatisfied.

2. Too much paper works

Since every month approximately 400 to 500 leave applications are received by the HR department, so it piles up a lot of paper work for the HR team in filling out their section of the leave form and provide signature in each forms before sending it to the final approver.

3. High chances of data loss and data discrepancy

Due to too much paper work there is high chance of data loss. Maintaining 400 to 500 papers every month is not that easy. If any time any of the leave form gets lost then there will be error in leave data of the employee. Employees, most of the time, submits their leave form after taking leave without approval. This creates a discrepancy in leave data.

4. Time and energy consuming

The whole process is very much time consuming for the leave applicant as well as the leave approver.

5. Difficult to create monthly and annual leave report

Due to a bookkeeping system of leave data of each employee it is very difficult to prepare monthly and annual leave report.

6. Leave balance is not readily available to the employee

Employees cannot track record of their leave balance by themselves due to unavailability of any automatic leave system. Every employee queries for their leave balance to HR. Thus, it creates a barrier to work efficiency.

7. Lack of report analysis opportunity

There is no opportunity to analyze the report and find out the scopes for improvements as the HRD is not getting any instant data from the report.

8. Lack of monitoring and controlling facilities in existing leave system.

It has been seen that employees from one department apply for leave fare assistance together. Thus, the department slows down and faces lack of headcount to complete task. This happens because of lack of any monitoring and controlling facilities in existing leave system which can allow the HRD to find out which employee is taking leave on which date and who can take on his/her pending work responsibilities during leave period.

9. Difficult for employees to apply for leave working outside head office

Employees outside head office who are working in other branches of MetLife are required to apply for leave using the same process. However, they need to send the leave forms to the HR department through courier in head office which takes up a lot of time to get leave approval and also increases cost.

10. Lack of satisfaction among employees

Due to lot of hassle faced by employees while applying for leave, employees become dissatisfied and therefore, it affects work efficiency.

In conclusion, it can be said that, from the existing system it is hard to get accurate, reliable and up-to-date information which ensures better management and thereby more efficiency in the administrative work. So, the existing system needs to be altered with a new synchronized and optimized automated system.

6. Overview of the Proposed Leave Management System

By considering the existing problems in manual leave management system of MetLife, I have come up with a technological web-based solution that will simplify the whole leave process for all the employees, top management who are the approver of leave and the HRD while increasing work efficiency within the organization. Automating the leave management system is the solution.

With the introduction of **web-based Leave Management System** the existing problems of leave management in MetLife Bangladesh might be solved easily. Nowadays, leave management systems are mostly found in the form of a web-based application system because of its user-friendliness, and the capability to run in almost every devices and in any operating system which has a web browser.

The proposed system will allow the employees to apply for leave online from the list of types of leaves the company provides. The system will then verify the eligibility of the employee to get approval for the leave according to the organization's leave policy and employee leave entitlements. The system will then send the leave application to the approver to get the leave approval automatically and approver will be able to approve the leave request with single click. It will also allow HRD to check pending leave request, approved leaves and at the same time allowing employees to check their leave balance and status.

Furthermore, it will also show the list of employees from which department(s) are already on leave, thus, the system will not allow the top management (the approvers) to approve leave if the particular department faces lower number of employees to run the operation of that department.

Finally, the new system will help HR department to generate leave report which will also provide an automatic analysis of the report and the report will be easily sent to the payroll for further payment process.

A recent study by International Academy of Science, Engineering and Technology has been conducted to attempt to find out if there is any relationship between thirteen electronic HRM

activities (independent variables) and organizational performance (financial and strategic). The thirteen E-HRM functions are e-advertising, e-application tracking, e-recruitment, e-selection, e-learning, classical & virtual training, e-performance management system, e-compensation & benefit, HRIS & e-communication, e-personal profile, e-grievance tracking & handling, green HRM and **e-leave**. The research was carried out with a sample size of 299 mid & supervisor level managers and 228 top level managers of 46 private and public firms of 8 service sectors of Bangladesh. The convenience sampling technique has been used to choose the respondents and data have been collected through a detailed structured questionnaire from the respondents. Results after a careful and detailed analysis revealed that there is a positive relationship between e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, HRIS & e-communication, e-personal profile and **e-leave** with financial performance. **Among them, HRIS & e-communication, e-compensation & benefit and e-leave have a strong positive relationship with financial performance (HOSAIN, 2017).**

A web-based leave management system automates the whole procedure revolved around leave within a company, saving time and resources by letting employees focus on the important tasks before them and removing the outdated need to record and file leave documents. With the business world being so competitive, this could save valuable time for other projects. This automated system of leave management system empowers employees to check their own leave balances and apply easily, thus it will increase employee satisfaction and affects the organizations financial performance positively.

6.1. Proposed Functions of New Web-based Leave Management System

Using the proposed Leave Management System Software the organization will be able to use the following functions which are given below:

- ✓ **Management and employee Log In and Log Out system**

The software will create separate accounts for employees and the management using which they will be able to log in a log out into the system to apply for leave and do necessary activities regarding leave.

- ✓ **E-leave application form**

The software will have electronic leave application forms (e-leave forms) which can be filled out easily without any hassle.

✓ **Company Leave Policy**

The software will allow all the employees to check company leave policy and enquire anything related to the leave policy in the same platform.

✓ **List of public and company holidays**

There will be list of public and company holidays provided in the system which will help the employees to know all the upcoming holidays.

✓ **List of pending leave request**

A separate list of pending leave requests will be given in the system which will help the management to know about the pending leaves.

✓ **List of employees on leave**

A separate list of employees who are on leave will be given which will allow all the head of the department to know who are on leave.

✓ **Auto report generation system**

There will be auto leave report generation system which will help the management to generate leave report with one click and will also allow to send the report to the payroll for further payment process.

✓ **Integrated Attendance Management System**

The system software will also integrate the attendance system with the leave management system which will help the organization to keep track of absentees in one platform.

✓ **Employee Self-service Tool**

The software will allow all the employees to know how many days of leave an employee is entitled to and how many days of leave are remaining.

✓ **Data security protocols**

All the leave data will be encrypted and will have protected servers to prevent hacks.

6.2. Benefits of the New System

By implementing the proposed Leave Management system MetLife Bangladesh will be benefited in various ways. The breakdown of the benefits are given below.

6.2.1. Benefits to the Human Resources Department

✓ **Cut down of paper works**

The web-based leave management system will eradicate paper works. Since, all the applications and approvals will be conducted online, the dependence on paperwork will be reduced.

✓ **Reduced work load and saves time**

The automated leave management system will reduce the extra workload of managing and maintaining manual leave process. Therefore, the HRD will be able to utilize time and concentrate in other major functions of Human Resource Management.

✓ **Increased work efficiency**

With automated web-based leave management system the HRD will be able to manage leave process efficiently.

6.2.2. Benefits to the Employees

✓ **Cut down of leave application steps**

The new system will eradicate many stages of leave application process making it simple and quick.

✓ **Easy and fast application system**

The employees will not have to go through the 6 stages to apply get a leave approval. He/she will be able to apply for leave and get approval with one click. He/ she will also be able to attach medical reports/certificates in case of sick leaves.

✓ **No chasing after approver to collect approval**

The employees will not have to chase the management to get approval for leaves anymore. The application will be submitted and sent to the approval automatically.

✓ **Easy access to leave balance and status**

All the employees will have easy and quick access to leave balances and statuses. They will not have to call HRD to know about their leave balance.

✓ **Employee Satisfaction**

The hassle of applying for leave will be reduced and thus, employee satisfaction will increase.

6.2.3. Benefits to the Approvers

✓ **One click approval system**

The management or the leave approver will get notified automatically about the leave request and will be able to approve the leave with just a single click. If any leave application

is denied then the management will be able to state the reason for denial and sent it back to the HRD and to the employee who applied for leave.

✓ **Saves time**

The one click approval system will save time and increase efficiency.

✓ **Can check pending leave list**

The approvers will be able to check pending leave request easily and approve them accordingly.

✓ **Can check list of employees of his/her department are on leave**

The approvers will be able to check which employee is on leave and whether by allowing another employee on leave will create any shortage of headcount in that department.

6.2.4. Benefits to MetLife Bangladesh

✓ **Cost reduction**

With the new web-based leave management system the organization will be able to reduce cost by cutting extra headcount that was previously required to manage the manual leave system.

✓ **Enhanced workers productivity and efficiency**

The automation of employee leave management system will increase the productivity and efficiency of MetLife Bangladesh. Since, the employees will not have to worry anymore regarding their leave application process so they will now be able to concentrate on other works more.

✓ **Leave reports readily available for analysis and decision making**

The automation will allow the management to quickly generate and analyze leave reports and extract valuable information regarding employees who are on frequent leave and who have accumulated leave. The analytics can also be used to map employee performance and diligence.

✓ **Protection of data**

The organization's data will be protected. All the leave data and attendance data will be in one platform keeping the data safe and secured.

7. Design and Implementation Phase

Implementation phase is the most important and crucial part of any project. The first and foremost is to build up a project team who will take the whole responsibility to implement the project successfully. Secondly, the project team needs to set up a project timeline. To implement the proposed web-based leave management system in MetLife the stages are given below:

7.1. Proposal Submission

The HRD needs to submit a proposal of implementing the new web-based leave management system to the top management stating all the benefits with the calculation of return on investment (ROI) the business will gain using the new system. The proposal should contain the problems of the existing system and what changes the company will have after introduction of the new system.

7.2. Vendor Selection

Next, the organization will have to select suitable vendor out of a list of vendors who will be able to provide with all the functions and support that the MetLife requires. The management will have to go through a vendor selection process stated below:

7.1.1. Request for proposal

The management will send a request for proposal to the vendors where it will ask for budgets and the service that they will be able to provide to the organization regarding the proposed leave management system.

7.1.2. Non-disclosure Agreement

The management will then sign a non-disclosure agreement with the vendors where they will agree not to disclose the project plan to anyone by signing on a legal paper.

7.1.3. Business Requirement Document

Afterwards, the management will provide the business requirement document to the vendors. A business requirement document, also known as BRD in short, specifies the business need and customer expectations. The project team will need to properly plan out the project and specify every detail of the business requirement.

7.1.4. Functional Requirement Document

The functional requirement document is a formal statement which specifies the functional requirement of the business. After the submission of BRD the vendors will ask for more in depth

requirement of the business. This is where the project team needs to submit the functional requirement document or FRD for short.

7.1.5. Scoring

After all the above steps are completed the list of vendors will submit their proposal with budget and all the vendors will be scored on regional level and on local level.

7.1.6. Selection

Based on the highest score given by the regional office and local office, final vendor will be selected for the project implementation.

7.2. Budget Submission

By conducting a cost analysis of the proposed system and market survey a budget for the proposed system will have to be submitted to the management. After approval of the budget the team will move on to the next stage, which is the User Acceptance Testing (UAT).

7.3. User Acceptance Testing (UAT)

User Acceptance Testing, also known as UAT, is the last phase of software testing process. UAT is the usage of the software by the client or the intended real end user to check if the software is meeting the requirement or needs any development or correction.

7.4. Go-Live

Go-Live is the final stage where the new system will be started. All the users will be able to transact using the new leave management system.

7.5. Challenges

After implementation of the new system it is most likely to face various challenges. The list of questions that the team needs to ask post implementation to find out the challenges are as follows:

- Are the features working as expected?
- What errors are taking place and are they within the expected limits?
- Were the bugs and glitches fixed within the desired timeframes? (And, are the fixes being applied with the longer term in mind?)
- How did data integrity stack up against expectations?
- Is the system working with other integrated databases and systems as expected?

- What ‘quick wins’ are emerging? And can you announce them so that you have some early positive news to give out?

Regardless of these questions, the team might face few more challenges after implantation. All the employees might face difficulty in getting used to the new system user interface. They might not understand the application process in the beginning.

8. Recommendation to Overcome Challenges

Keeping the above challenges in mind, I have come up with the following recommendations to overcome the challenges post implementation.

- Training and tutorial videos should be provided to all the employees to get to know and understand the use of new leave management system.
- Every detail of glitches and bugs needs to be spotted and identified in order to fix the problems.
- The company can choose from the list of top vendors such as greytHR Leave Management, PlanMyLeave, Intoweb Leave Management, and Workforce Leave Management, etc.

9. Conclusion

The proposed new system of leave management will create the entire leave management process much easier and efficient. The user friendly interface and accessibility from any web browser or device will help the employees to easily complete the leave application process. Using the software the management and HRD will be able to take decisions regarding leave affairs. Additionally, the new system will ensure less paper works and therefore, the whole process of leave management will be smooth and reliable.

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