Report On
The In-House Human Resource Information System of Robi Axiata

By

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18204078

An internship report submitted to the BRAC Business School (BBS)
in partial fulfillment of the requirements for the degree of
Bachelors of Business Administration

Bachelors of Business Administration
Brac University
September 2022

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

Maisha Tahsin
18204078

Supervisor's Full Name & Signature:

_____

Dr. Md. Mizanur Rahman
Assistant Professor, BBS
BRAC University

Letter of Transmittal

Dr. Md. Mizanur Rahman

Assistant Professor,

BBS

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Letter of Transmittal

Respected Sir,

With humble honor and regard, I am pleased to submit the internship report on " The In-House Human Resource Information System of Robi Axiata." I have endeavored to complete the report as concisely and comprehensively as possible with the pertinent information and desired outcome.

The project has enhanced my ability to apply theoretical knowledge in a practical setting, which will contribute to a successful professional life. It would be a great honor for me if the report could serve its purpose. In the event of any questions or concerns, I would be glad to assist.

Sincerely,

Maisha Tahsin
18204078
BRAC Business School
BRAC University
Date: September 18, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Limited and the undersigned student at BRAC University.

…………………………………….

Maisha Tahsin
18204078
BRAC Business School
BRAC University

Acknowledgement

Executive Summary

My internship at Robi Axiata served as the basis for the academic internship report. The primary objective of this internship was to provide hands-on practical experience of corporate life and work style, as well as to give us a more practical foundation for all of our learning. The report includes a synopsis of the company's profile. In addition, the paper provides a brief overview of Robi Axiata's current HRIS system scenario and future expectations for the product.

The report is endorsed by quantitative and qualitative data from primary and secondary sources. The findings have been presented with graphical and descriptive statistical analysis. The testing of efficiency was conducted using a metric approach. In addition, the paper identifies research gaps that necessitate further study in the respected field.

In conclusion, the paper analyzes the findings and provides Robi Axiata with recommendations for the foreseeable future. There are some data limitations due to non-disclosure agreement. Nonetheless, the analysis was conducted based on the company's available information.

Keywords: HRIS; Efficiency; Data-driven; Experience; Employee; Performance

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List of Acronyms

BBS	BRAC Business School
HRIS	Human Resource Information System
EEI	Employee Experience Information
RCC	Robi Champions Club
IT	Information Technology
HR	Human Resources
HRP	Human Resource Planning
HRBP	Human Resource Business Partner
CV	Curriculum Vitae
NID	National Identification Document
IP	Internet Protocol
VAS	Value Added System
ROA	Return on Asset
NPM	Net Profit Margin
EM	Equity Multiplier
AT	Asset Turnover
IFRS	International Financial Reporting Standards
MC	Management Committee
CHRO	Chief Human Resources Officer
DevOps	Development Operations
CS	Corporate Strategy
RPS	Robotics Process Automation
UI	User Interface
UX	User Experience

Chapter 1: Overview of Internship

1.1 Student Information

Name: Maisha Tahsin
ID: 18204078
Program: Bachelors of Business Administration
Major: Human Resource Management

1.2 Internship Information

The section is divided into two categories. First category states the basic information of the internship. In the second part, information about the company supervisor has been specified.

1.2.1 Company Information

Period: 3 Months (17 May 2022 – 17 August 2022)
Company Name: Robi Axiata
Department: Compensation and Agile Rewards
Division: Human Resources
Project Name: Employee Personal File Management and Data Maintenance
Address: 53, Gulshan South Avenue Gulshan 1, Dhaka – 1212

1.2.2 Company Supervisor's Information

Supervisor's Name: Nahid Islam
Position: Manager, Employer Branding and Experience

1.2.3 Job Scope

Job scope refers to the amount and frequency of tasks that must be performed in a certain position (Dessler, Human Resource Management, 2020). Generally, the job scope is mentioned in job descriptions. The Job description of Robi Axiata internship that I fulfilled is stated below:

Job Title : **Intern**
Direct Reporting : VP, Compensation & Agile Rewards
Functional Reporting : GM, Performance & Agile Rewards
Division/Department : Compensation & Agile Rewards /Human Resources Internship

Key Responsibilities

1. Checking and documenting the fundamental employee records
2. Maintain employee records in a personal file
3. Continuation and assurance of documentation completion
4. Creation of virtual file for each employee
5. Database management for employee records

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

My contribution to the company is as follows:

- Inspected files to ensure information accessibility for A-C band personnel
- Obtained information that was lacking from the files by contacting the relevant individual
- Created virtual database of personal file
- Formed a photo database of Robi's personnel.
- Prepared a digital database for EEI system feedback
- Composed draft contents for encouraging employees to ensure continuous communications
- Developed employee performance feedback form
- Designed slides for different events
- Contributed to the organizing of the RCC program
- Made a short movie featuring photographs of the year's best employees

1.3.2 Benefits to the Student

Internship at Robi Axiata has provided me with long-term benefits. As an intern, I have learned a variety of corporate procedures and functions. Primarily, I learned the accurate documentation and data management system, which helped me develop my technical skills. I have performed more crucial tasks during my internship at Robi Axiata than any other intern. The internship tenure at Robi Axiata has allowed me to learn and experience the life of a corporate professional. Aside from complex mechanisms, I have enhanced my skills in persuasion and communication.

These skills have benefitted me the most in understanding the situation and responding appropriately. As a result of my extensive exposure to the routine duties of a human resource employee, the daily tasks have provided me with a depth of knowledge. The learnings I

received from Robi Axiata would benefit me in the foreseeable future. The modern technical and interpersonal skills that Robi Axiata has trained me will allow me to demonstrate my effectiveness as a potential employee.

1.3.3 Challenges Faced During the Internship Period

Throughout the internship, I encountered a variety of obstacles. Primarily, the company provides interns with outdated laptops. During office hours, the device frequently froze or stopped working, posing profound challenges. According to company policy, we were prohibited from sharing or publishing internal Robi Axiata information. The IT department has installed special software to block certain document-sharing websites to ensure the above. Due to the limitation, transferring large documents from vendors or external sources was challenging.

Apart from that, the salary processing system for Robi Axiata interns is critical. Nearly fourteen to fifteen days were typically added to the promised payment date. The fact that Robi Axiata does not provide interns with transportation or lunch was a significant barrier for me. As a result, I had to use the compensation for office transportation and lunch. I had to face specific difficulties in coming to the office due to the delay in remuneration.

1.3.4 Recommendations

It is recommended that Robi Axiata reevaluate its internship preparation in advance. For instance, what amenities they will provide and what alternatives there are for amenities they will not provide. Suppose they are unable to ensure a more effective way of compensation. In this case, the organization may consider providing interns with transportation or a lunch facility.

In addition, it is suggested that interns be given better devices, and interns will thus be able to work efficiently. On the plus side, Robi Axiata advocates continuous employee engagement, and it is recommended that the concerned supervisor ensure that interns do the same. In this way, interns will be able to express their concerns without reluctance, and management will be able to enhance the personnel's experience.

Chapter 2: Organization Part

2.1 Introduction

The focus of this chapter is an overview of Robi Axiata. This chapter addresses the practices of the company's various divisions. Robi Axiata's position in the current telecommunications industry has been evaluated using both internal and external analysis employing a variety of methods. Nonetheless, the chapter aims to provide a summary of the findings and analysis to highlight the challenges and provide Robi Axiata with insightful recommendations for the upcoming quarters.

2.2 Overview of the Company

According to Stephenson and Mintzer (2008), the strategic planning section that outlines a company's foundations and history refers to the company overview. It forms the foundation for the rest of the organisation's strategy. The following sub chapters focuses on Robi Axiata's chronology and foundational strategies.

2.2.1 Background of the Company

Robi Axiata is the mobile network operator with the highest growth rate in Bangladesh, with approximately 53,7 million Bangladeshis currently subscribed to 4G service. The government of Bangladesh has chosen +88018 as the Robi access code.

The company launched its 'Aktel' brand under the name Telekom Malaysia International in 1997. (Bangladesh). In 2010, the company changed its name to Robi Axiata to reflect its new brand identity. Robi Axiata launched its commercial operations in 2016, following its merge with Airtel in Bangladesh. (2022). Robi has established the leading online school, Robi-10 Minute School. In addition, the company subsidized the construction of the National Call Center in Bangladesh, which has played a crucial role in preventing the spread of the corona virus (Robi Axiata, 2022).
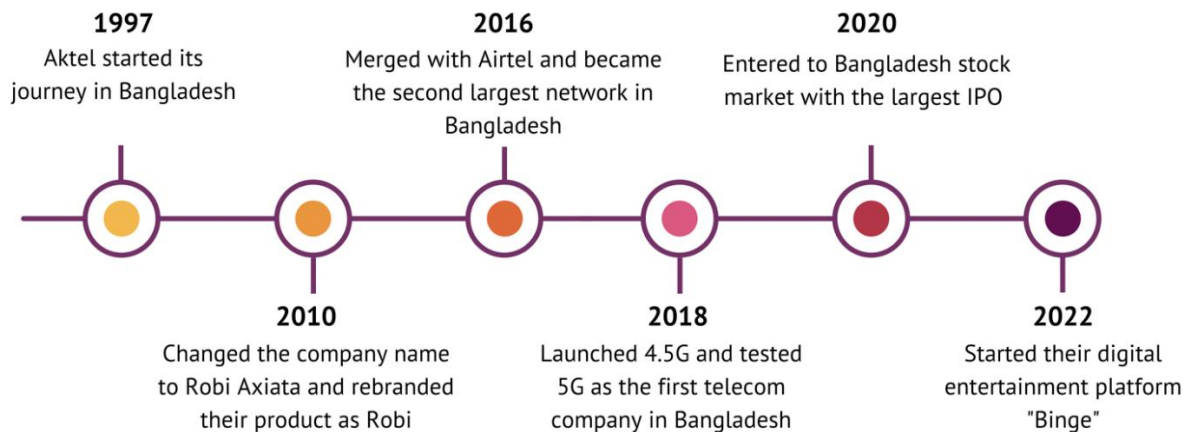
Source: Author's Creation

Figure 1 Timeline of Robi Axiata

They are the first company in the nation to provide 4.5G service in all 64 regions (The Daily Star, 2019). In reality, Robi Axiata reached this significant milestone during the service's inaugural week of commercial operation in 2018. The company prioritizes innovation due to the importance it places on providing its customers with novel experiences through out-of-the-box digital products and services. Robi Axiata has taken a commanding lead in its industry as a result of its dedication to incorporating digital technology into every aspect of its operations.

2.2.2 Vision

Robi Axiata visions to become the industry leader in offering customer-centric digital and data services.

2.2.3 Mission

Robi aspires to achieve its vision by ranking first in terms of market capitalization and by becoming an employer of choice with highly advanced expertise and products designed to meet the ever-evolving demands of the nation's youth.

2.2.4 Core Values

Robi Axiata has two core values which they strongly believe in. The core values are:
- Uncompromising Integrity
- Exceptional Performance

2.3 Management Practices

2.3.1 Leadership Style

According to author Henry. the capability to inspire and direct subordinates is a capstone of effective leadership (Fayol, 1916). Leadership entails beyond just directing towards success; it's also an art form to convey one's vision to others and inspire them to take on responsibility and develop as individuals. Successful leadership has the ability to motivate not just the followers but also the leader. Leadership styles include authoritarian, democratic, participative, laissez faire and others.

Robi Axiata has always preferred to maintain participative leadership in their company. Participative leadership describes leaders who engage their teams democratically (Greiner, 1973). Line supervisors at Robi encourage their staff to use their initiative and initiative in problem solving. Furthermore, team leaders work to give everyone a voice and include them in decision-making.

The leadership style which Robi Axiata follows seems to be beneficial as it is contributing to achieve the company's goals and objective. The approach is similar to bottom-up approach (Anam, 2020). Due to the participation of employees of different bands, there is a friendly bond between a leader and the team members. The technique differs significantly from democratic leadership in that each team member has an equal vote in the final decision, whereas in the participative leadership style, team participation is acknowledged during the decision-making procedure, however the leader makes the final decision (2021).

Due to the sheer increased significance of their contributions to the whole, employees appear more motivated as a result. There has been a marked improvement in the quality of the team's conversations. Furthermore, the organization benefits from strategies that are more likely to succeed since they were developed in collaboration with employees.

2.3.2 Human Resource Planning

According to Gary (Dessler, Human Resource Management, 2020), Human resource planning is the procedure by which an organization ensures that it will have sufficient numbers of appropriately skilled workers available when needed to carry out assignments that both satisfy the business's operational requirements and the employees' personal aspirations. As a result, businesses are better able to plan for their future workforce needs and anticipate how many and what kind of workers they will need. Robi Axiata's HRP provisions in both short- and long-term goals including those listed below for its management.

- Determining the scope, depth, and breadth of a talent gap
- Accurately locating suitable sources of workforce
- Growing the workforce
- Maximizing efficiency in human resource management
- Forecasting and identifying occupational needs

Thus, the recruitment process of Robi Axiata as follows:
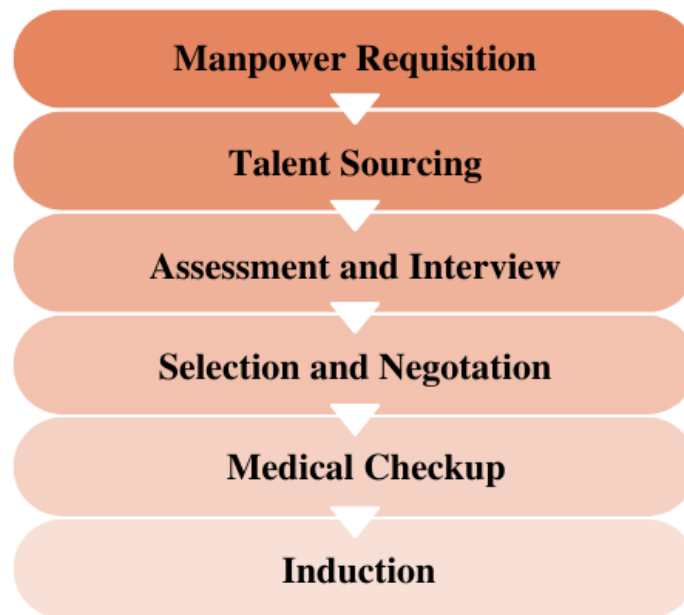
Figure 2 Requitement Process

Manpower Requisition

Robi Axiata awaits a personnel request before initiating the recruitment procedure. A manpower request form permits a business to employ for a certain position once it has been approved by top management. Human Resources receives requests for personnel when opportunities become available. They are qualified for the position they are trying to fill, meet the desired employee profile, etc.

When it is determined that a certain division requires more personnel or interns, a requisition proposal is drafted and delivered to the relevant HRBP. They undertake a comprehensive investigation to establish whether or not their team can accommodate the new role. In the case of a replacement, HRBP determines if a precise replacement requirement exists. If the documentation seems in order, an HRBP representative signs the document and sends the

requisition request to the Vice President of Human Resources Operation for final approval. If no changes are necessary, the method moves to the subsequent phase.

Talent Sourcing

Robi Axiata's typical timeframe for bringing a new employee on board is 60 days. The company recruits talent from two different sources. Listed below are the sources:

i.   External Sources

External Sources of Recruitment refers to the practice of actively seeking out potential workers from outside the organization. Robi Axiata encourages for external source recruitment. The employment and selection procedures of the company do not include the use of outside agencies. The Human Resource Operations staff of Robi Axiata is entirely on top of the matter. The operation is completely centralized. External sources are preferable since they provide access to more recent and superior talents on the job market.

Applicants may utilize Robi Axiata's internal system. On the portal, they offer job vacancies for required positions. Additionally, the firm aggressively seeks out CVs from other job-hunting websites, such as BDjobs.com. Employers frequently visit job fairs in search of talented fresh college graduates to join their fast-paced teams.

ii.   Internal Sources

In the context of human resources, "internal sources of recruiting" refers to an organization's current workers as a possible hiring pool. When a candidate's talents and expertise are in more demand than those of the external candidates who made the final cut, Robi Axiata gives precedence to hiring from inside. The firm is devoted to employing in a fair manner. Having said that, Robi Axiata has a high preference for intramural recruited individuals.

When a position becomes vacant, workers are notified through email. On the other hand, anyone interested in applying would be need to through conventional external recruitment procedures. Internal recruiting, on the other hand, typically results in inbreeding and discourages the hiring of new faces. Veteran employees often proves to be diversified with the ability to cross function compared to new ones.

Assessment and Interview

Candidates have to start by creating and uploading a short introduction video. After seeing the video, the hiring committee will decide whether to proceed to the written exam. The final phase in the selection process is a test of aptitude that evaluates the participant's grasp of English, Mathematics, and Analytical Thinking. After 7 to 10 business days, if the candidate has passed the first screening, they will be contacted for an interview.

Prior to the outbreak, the whole operation was managed at the Robi corporate headquarters. However, following the epidemic phase, a testing and interview-based technique was used. An HR representative and a divisional representative conduct the interview. When there are several qualified candidates, a second interview round may be required. The selection of candidates for middle and upper management is more significant than the selection of entry-level personnel. Occasionally, potential workers are evaluated via competency exams. Robi personally checks these seven criteria due of their secrecy.

Selection and Negotiation

Robi Axiata chooses the candidates they consider to be the best qualified. As soon as a candidate is chosen, they verify their references and look into their past. If everything is judged to be satisfactory, they then begin pay negotiations. According to business policy, the starting wage for an entry-level employee is as follows. Candidates for managerial and executive roles are required to provide a copy of their most recent pay slip through email.

When a candidate is chosen, the hiring staff reviews their past pay slip and emails them a formal offer. If the terms of the offer letter are satisfactory to the selected candidate, that person should notify HR operations that they have accepted the position and have begun wage negotiations. Email is also used for this purpose. The HR department closes the post once the compensation has been negotiated. Next, they make a notation of approval. The division head and the chief human resources officer have both signed this notice of approval. This phase applies only if the candidate and Robi's management team have approved the negotiated offer. In the event that this is not the case, the process comes to an end for that applicant, and the team moves to the next better candidate who was picked.

Medical Checkup

Robi Axiata will have the applicant undergo a medical examination at United Hospital, an institution that meets their standards. This is done to make sure the chosen applicant can actually accomplish the job. The HR operations team receives immediate notification of the results of any required medical examinations. If the individual picked passes a medical exam,

he will be offered a letter of employment. However, passing the medical test is required. When a candidate is chosen from a pool of applicants but then is found to not satisfy the fitness standards, another panel member is chosen to fill the position.

Induction

Once all of the steps have been completed, a firm date is sent to the successful applicants. On the day of their orientation, new hires are required to provide copies of their personal papers, such as academic certificates, NID copies, etc. Plus, they need to sign a bunch of secret paperwork. On the same day, employees are issued personal laptops, brand-new mobiles and SIM cards, access to corporate email, and other necessities for conducting business. Following the completion of all necessary procedures, new employees are formally welcomed into their new positions and introduced to the company. Finally, the new hires are shown to their assigned cubicles and introduced to their immediate managers and fellow employees.

2.3.3 Compensation System

Employees receive compensation in exchange for their hard work (Yoder, 1975) . The cost of labor is high. Robi has been rewarding its staff with a competitive salary and the following non-monetary incentives and privileges:

Monthly Salary

On the 25th of each month, after withholdings for things like income tax and contributory provident fund, etc., employees get their net pay, which includes any additional allowances they may have received. Pay slips detailing gross earnings and deductions are provided to employees on a monthly basis.

Incentives

Employees at Robi Axiata have also been eligible for various types of flexible incentives, particularly ones based on personal achievement and those awarded in acknowledgment of the company's overall success.

Festival Bonus

Festival Bonuses are given out twice a year at Robi Axiata, once for Eid and once for Christmas. The bonus amount is often the same as the employee's base amount.

Reimbursements

Housing, medical, transportation, and utility allowances are all included as allowance in the net monthly remuneration.

Professional Growth

Personnel at Robi are given training and growth opportunities based on their actual performance evaluations.

2.3.4 Training and Development initiatives

Training is a method for skill development among personnel (Kirkpatrick, 1983). The staff of Robi Axiata are trained according to a prescribed training calendar. This training schedule includes the title of the training, whose department the training is for, who will conduct the training, who will participate in the training, in which the training will be place, and the time. After the training need analysis, an assistant manager and executive from human resource division collect information about all the employees and their skill gaps.

2.3.4.1 Training Categories

Robi Axiata's training and development programs are organized into three areas. The following are the categories:

i.   Pragmatic Training

The goal of functional training is to better equip workers to carry out their regular duties. These courses are tailored to the needs of a particular division. The majority of functional training, such as training on the interface, IP network barrier, and any IT mechanism-based skill, is ideal for tech department staff. Success through distributors is an additional functional training. The sales division's area managers are the primary target audience for this course. However, there is some operational training that is available to personnel from all divisions.

ii.   Training for Leadership

Employees can improve their leadership abilities through leadership training. This training is open to employees of all departments and positions. Leadership training may include a wide range of topics, from problem solving and decision making to project management and coaching for excellence. Training in areas such as project management and time management are designed to cultivate certain skillsets.

iii.   Expatriate Training

A small subset of employees are transferred abroad each year for further learning and development. Participants at the yearly Axiata training in Malaysia include vice presidents and other top-level managers. The employees of the department of technology are deployed to China, Korea and Malaysia to receive training on forthcoming technologies. But since the epidemic, health security concerns have put a halt to the international training sessions. Online platforms have been utilized for all trainings.

2.3.4.1 Steps in designing a training program

Robi Axiata places a premium on research and development. To improve the training process is the mission of the professional development team. This motivates them to strive for perpetual innovation in their approach to designing effective training programs. Following are the measures taken by the training and development team:

Figure 3 Training Design Procedure

Assessing training requirements

Robi Axiata prioritizes analyzing the training requirements of its personnel. The discrepancies in employee performance are analyzed, together with any other factors that may have contributed to the underachievement. Once a corporation has identified skill shortages and deficiencies within its workforce, it works to develop training programs to address those issues.

Budget Planning

Robi Axiata sets aside a portion of their money for training purposes. They examine and attempt to anticipate the cost of carrying out the training program's objectives. Financial and time constraints are analyzed and accounted for in the development of the company's annual budget. They can save time and money by teaching a large number of people at once if they all need the same sort of instruction. However, if there are too many participants in training, no one will learn as much as they might.

In addition, the company specifies the learning process or procedures that must be implemented in order to meet the training goals and entire training goals. The majority of the funds are allocated toward two primary training components, including-

- Training session module
- Optimal options for a superior learning experience

Specify training approaches

The team charged with training and development next works to establish a set of guidelines for how that training will be delivered. Seminars, coaching, practical exercises, etc., are all examples of standard training approaches. Determining the number of learners to be instructed concurrently is an additional crucial aspect. The team also allocates time for each form of training. When providing training to employees, a business must be mindful of the time available. To prevent future mismanagement, it is crucial that the development and training staff adequately stress this factor.

If upper management is going to be involved in the training, the team will try to come up with a new training module. In some instances, extra training is necessary for management positions. When building training programs, the firm takes this into account.

Choose location

Robi Axiata puts in great effort whenever deciding on a venue for a training session. Before planning the training program, they take into account factors like the number of students, the nature of the training, and the need to keep the learning atmosphere conducive.

In its corporate headquarters, the company has even built out dedicated training facilities. These rooms are reserved exclusively for use in training and development activities. Yet, the epidemic has provided the agency with fresh opportunities. At the moment, participants can take part in either online or face-to-face training and development courses. In doing so, the team is able to have access to a wider range of perspectives and methods, enriching their collective educational experience.

Formulate a Training Goal

Trainer attempts to nurture the training's goal at this level. They communicate their expectations of the training programs. For this, they present a discussion to trainees on the intended outcome. The SMART approach is commonly used in conjunction with the above factors when creating objectives:

- Stands to benefit
- Actual Performance
- Future Performance

Action

All the planning, preparation, and preparatory work done up to this point is put into action now by Robi Axitata. After much deliberation, the company develops its training design program through the stated stages.

2.3.5 Performance Appraisal System

The annual examination of an employee's contribution to the organization by his or her supervisors (Scott, 1900). Robi expects all of its workers to perform to a respectable level, especially given the fierce competition in the telecom industry in Bangladesh. The administration established a work standard to enhance the appraisal system.

2.3.5.1 Evaluation system

Individual objectives are allocated to each employee in order to attain the overarching organizational objective. A periodic assessment is undertaken, usually in December, to evaluate employee performance and to determine each employee's training requirements. Individual employees are informed of their appraisal results and evaluations. The top performers can be singled out with its aid. Furthermore, it aids in determining areas for improvement in order to decrease skill deficiencies. Contributors that go above and above in their work for Robi are rewarded monetarily (Alam, 2022).

It is also useful to see how each person is growing and what kind of training they require. The managers compare their real work to the job standard. If they discover discrepancies between the two, they will utilize this information to further improve employee performance. Managers provide employees with specific comments on how their performance was assessed.

In the process of job appraisal, the manager first establishes a job standard. However, this benchmark varies from position to position and is also contextual. Robi always assesses the performance of individual staff. At the outset of the review process, the supervisor and worker settle on a common set of observable performance criteria for the position. The next step is an in-person evaluation, during which the work is measured against established benchmarks.

The purpose of this assessment is to help managers identify areas of employee performance that fall below expectations and to reward those who improve. If there are any discrepancies, managers can record them here. Managers provide feedback to employees following the creation of work deficiency notes through an evaluation interview. Employees' prior performance is evaluated and discussed in this interview. Managers may make the interview process easier on prospective workers by creating a warm and welcoming atmosphere. In the end, management takes corrective action based on requirements to bring down skill gaps on the job and raise the bar for the talents that are essential to success.

The immediate supervisor, who is better knowledgeable about each employee's performance, does the evaluation in Robi. The manager or supervisor had enough opportunities to see the worker in action. The completed tasks are recorded in a variety of logbooks. This book is used as a journal throughout the process of rating. Managers employ several performance evaluation strategies, including grading scales, rankings, critical incident assessments, balance score card systems, and self-evaluation.

The organization is improving its evaluation system. Data shows inconsistent feedback. Managers often evaluate the last performance rather than a summary. Robi Axiata promotes continuous team engagement to avoid such situations. Line managers get regular updates on

team members' status. Strategy implementation had positive results. Employees can gauge their performance with the feedback. Following this procedure's implementation, divisions and departments have improved performance and evaluation.

2.3.5.2 Performance Appraisal System in Probation Period

Six months is the trial term for Robi Axiata. Once every three months, the management of Robi conducts an informal survey to assess the performance of the newly selected employees.

i. Mid Appraisal

After three months on the job, a supervisor in the employee's department conducts a mid-point review and keeps all related paperwork.

ii. Final Appraisal

After six months, a final evaluation is conducted, and all relevant paperwork is forwarded to HR operations. Employees' work is evaluated using a form designed for the performance management system. An employee receives a letter of affirmation if his or her line manager is content with his or her performance. Without satisfactory performance, the employee's employment is terminated. Nevertheless, Robi estimates that over 90 percent of employees consistently meet or exceed expectations. The evaluation is conducted by each line manager.

2.3.5.3 Post-appraisal Incentive and Recognition Plan

Robi Axiata's evaluation cycle is January to December and Incentive period is on April. After completing the incentive allocation process, the company plans to provide financial incentives as well as chances for professional development in an inspiring workplace setting. Two annual events are held by Robi Axiata to honor the company's finest employees. The following are the events:

i. Robi Championship Club

Robi's Championship Club award was established in 2017 to single out and honor those who have made major contributions to Robi via extraordinary performance and effort (Robi Axiata, 2022). Employees across Robi are recognized annually for their outstanding contributions to

Robi's financial success, operational efficiency, quality of products and services, and/or the morale and engagement of their fellow colleagues, as well as for their public advocacy of Robi's core values and principles.

ii. The Axiata Championship

The Axiata Championship is based on the UI.EP framework, which emphasizes unwavering integrity and outstanding performance. About 0.5% of the top achievers across all Operating companies are honored annually by Axiata Group with Axiata Championship awards (Axiata Group Berhad, 2022).

2.4 Marketing Practices

According to author Kotler (1999), market practices refer to the behavior and course of business to serve the customer. This encompasses the method in which index transitions are implemented with counterparties in a comparable position to the vendor, as well as buyback facilities designed for assets of a comparable nature. To dominate the market, Robi Axiata has implemented a variety of marketing strategies which are addresses in the sub sections. In addition, the segment seeks to identify obstacles and market gaps for additional research.

2.4.1 Marketing Strategy

Robi provides Bangladesh's biggest International Roaming coverage, connecting 550 operators in 205 countries. The company's customer-centric solution incorporates VAS, high-quality customer support, easily accessible contact centers, digital network security, and adjustable tariff rates. Because of the expertise and resources that Robi has accrued over the years, the company is well-positioned to offer its clients in Bangladesh the finest possible services on the basis of coverage and connection. Robi develops distinctive services with a local flavor to stay close to its clients' hearts with its unique capacity to produce local insights.

Robi offers a variety of services to its loyal clients in order to meet market demands. The following are priorities for the business in terms of what its consumers value. Robi Posse has a lot of industry knowledge, and he understands a lot about the characteristics of the best customers. Preparation for launch included an in-depth market analysis by a team of highly trained and responsive sales and marketing professionals who identified target audiences, identified their unique requirements, and devised strategies for reaching them.

2.4.2 Target Customers

A company's target client is a specific individual or group of individuals to whom it intends to offer its goods and services (Camilleri, 2017).Robi's primary clients are company owners, entrepreneurs, and established organizations. With the advent of Robi basic rate Pre-Paid services, they also want to attract students and other low-income consumers. The post-paid

service is aimed towards persons of high status. Market segmentation based on demographics and business size will be used to better serve their target audience. On the other hand, they have been concentrating more on reaching out to young people as one of their primary target demographics of customers.

2.4.3 Targeting and Position Strategy

The company's positioning goal aims to offer the finest network performance and experience. Their company's tagline peruses:

"Life-e notun experience"

As a result, they are positioning themselves as a flexible company. Something new and exciting from a firm that never stops innovating. The positioning statement for Robi is-

*As the largest mobile network, Robi provides the finest experience
for innovators in their different sectors, making it ideal for them to succeed in their job*

As per the strategic group map-

Source: Author's Creation

Figure 4 Strategic Group Map

While Robi's initial goal was to be at the top, competitors are also aiming to expand their client base by focusing on the lower levels. Robi Axiata desires to be the industry leader in terms of product quality and design for all socioeconomic strata.

2.4.4 Marketing Channels

2.4.4.1 For Product

Advertising, including as billboards and posters, have been a primary priority for Robi Axiata Limited. Moreover, they appoint area managers to distribute their sim cards across Bangladesh. In addition to traditional channels, Robi makes great use of online platforms with engaging content.

2.4.4.2 For Service

Robi offers its products and services through a combination of physical locations and telecommunication facilities. The organization's swift operation system attempts to deliver efficient services. Robi Axiata Limited's customer service is quite proactive in advertising their services.

2.4.5 Existing/New Product Development and Competitive Practices

Robi Axiata believes in simplicity. Similarly, the organization follows one efficient but simple practice for existing or new product development. Robi Axiata's practice for product development is as follows:

Brainstorming Ideas

Initially, the team interacts with diverse groups and employ creativity-generating strategies generates new product and service concepts. The culture of Robi allows existing employees, channel partners, and upper management to be a part of brainstorming for new product ideas.

Idea Sorting

Before launching a new product, the idea committee meets once a week to discuss new ideas. Lastly, Robi Axiata conducts research on the ideas that are put forward by its members.

Conceptualization and Evaluation

To have an idea is to imagine what kind of product the business may give to customers. The notion of goods is an elaboration of the concept stated in consumer-meaningful terms. Multiple concepts are derived from a single product concept idea Testing the concept of a product entails presenting the idea to customers who are a good fit for the product and obtaining their feedback.

2.4.6 Branding Activities

Robi Axiata Limited's market operation team puts a major emphasis on branding efforts. Recently, they have teamed with Tamim Iqbal, one of the best cricketers in Bangladesh. Aside from that, they have engaged prominent models Safa Kabir and Siyam Ahmed to attract young people. Robi constantly recognizes and values innovation. For this reason, they have joined with 10 Minutes School in ability to implement free education to every citizen in Bangladesh. They advertise their services and engage in corporate social responsibility in this manner.

Robi Axiata makes limited efforts to sponsor other events, such as the Coke Studio Bangla Live performance, among others. For entertainment material, they have been a digital communication partner. Promotion of the firm is greatly aided by the sponsorship.

2.4.7 Advertising and Promotion Strategies

Author Kotler (1999) asserts that advertising is any sponsored way that an organization presents and promotes ideas, goods, and services across mass media like newspapers, magazines, TV, and radio. Robi Axiata's advertising and promotion strategy is heavily reliant on online platforms. The following strategies are used:

2.4.7.1 Digital Marketing

Robi Axiata Limited places a significant emphasis on digital marketing. For example, social media facilitates ongoing contact. For the search engine to reach the most people, their market operation team makes sure to optimize it.

2.4.7.2 Social Media Engagement

Robi guarantees that the greatest content is created for social media platforms in order to get the highest interaction possible. They use the color of their emblem to entice clients. In addition, the firm strives to provide material that is relevant to the young of Bangladesh. Robi Axiata

Limited's marketing strategy aims to generate brand recognition through interesting content. For this reason, they have developed their own streaming platform "Binge" for entertainment.

2.4.8 Critical Marketing Issues and Gaps

Robi Axiata Limited's considerable reliance on social media may be one of its most significant marketing challenges. In point of fact, over reliance on digital platforms might bring to a rise in problems and worries regarding security. Aside from that, Robi's marketing strategy is lacking in comparison to its key product advertisement. For example, Robi's customer-facing methods promote the brand name rather than the services or products it offers. In order to ensure a successful promotion, the void must be filled.

2.5 Financial Performance and Accounting Practices

Financial performance measures a company's ability to utilise assets from its principal method of operation to create revenue (1996). The chapter focuses of the financial analysis of Robi Axiata based on their financial statements from 2017-2021. The analysis includes financial ratios, DuPont analysis and different valuations.

2.5.1 Financial Ratios

This section aims to analyze and interpret the financial performance with respect to liquidity and solvency, efficiency, profitability, leverage, and market value. The insights are as follows:

2.5.1.1 Liquidity Ratio

Table 1 Liquidity Ratio of Robi Axiata (2017-2021)

Particulars	Formula	2017	2018	2019	2020	2021
Current Ratio (Times)	Current Asset / Liabilities	0.21	0.18	0.26	0.18	0.20
Quick(acid)ratio (Times)	(Current Asset - Inventory) / Current Liability	0.23	0.21	0.25	0.26	0.20

Source: Annual Report 2017-2021

Analysis
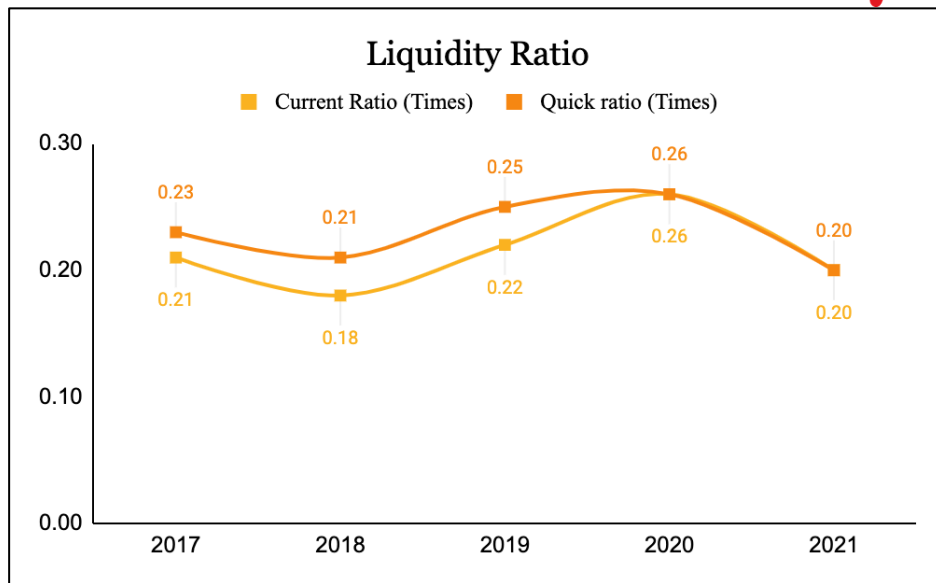
Figure 5 Graphical Representation of Liquidity Ratio

The graph shows a constant liquidity ratio throughout time. Robi Axaiata maintained the same current ratio in 2020 despite it being lower from 2017 to 2019. Current and quick ratios below 1 suggest a company can't satisfy its current liabilities (Breuer, 2010). This means Robi Axiata may suffer short-term requirement.

2.5.1.2 Efficiency Ratio

Table 2 Efficiency Ratio of Robi Axiata (2017-2021)

Particulars	Formula	2017	2018	2019	2020	2021
Inventory turnover (Times)	COGS /Average total inventory	4.28	5.63	5.94	5.21	4.00
Average collection period (Times)	365 /Average accounts receivable	29.92	20.46	23.25	36.75	18.62
Average payment period (Days)	Accounts Payable / (Annual Purchases / 365)	-	77	72	52	53

Fixed asset turnover (Times)	Net Sales / Average Fixed Asset	5.76	5.64	5.22	5.04	5.10
Total assets turnover (Times)	Net Sales / Average Total Asset	5.76	5.64	5.22	4.55	4.71

Source: Annual Report 2017-2021

Analysis
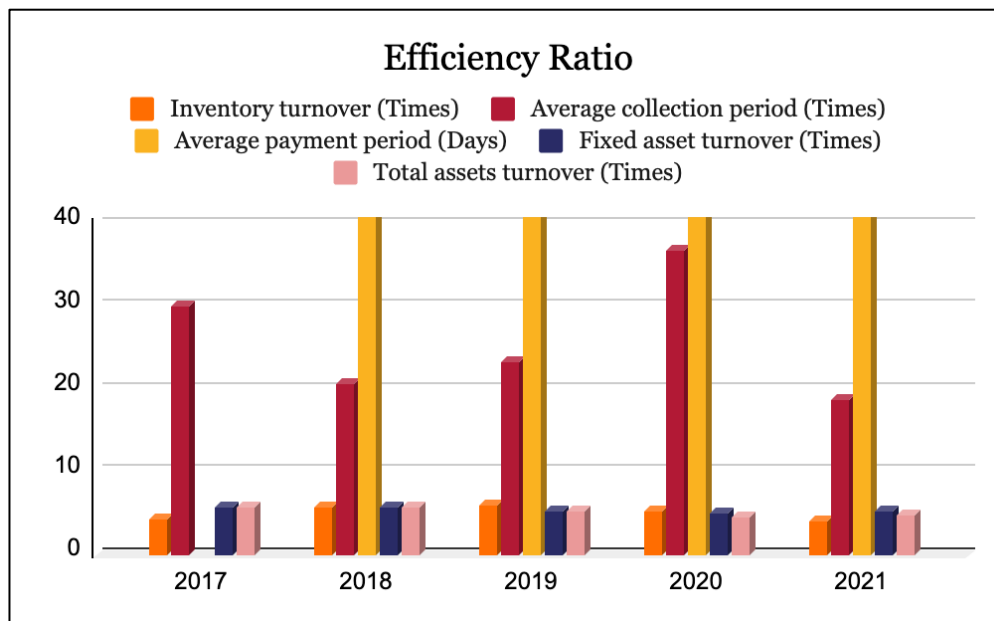
Figure 6 Graphical Representation of Efficiency Ratio

The graph shows Robi Axiata's improved efficiency. The company's inventory turnover is reasonable. This indicates the stocking rates and sales are balanced. Robi Axiata has effectively collected its receivables. 2020's average collection period rose. Pandemics may have delayed collection at the time. The average payment period has improved. The company pays the supplier faster.

The capacity to generate income from fixed assets is evaluated by the fixed asset turnover ratio (2019). Here, the turnover of fixed assets has remained stable and above average which is 2.5. It is reasonable to anticipate that management can create income from fixed assets. Overall asset turnover was constant through 2019, but declined in 2020. During the selected time period,

Robi Axiata either had surplus production capacity or poor inventory management. The next year, the rate improves, suggesting that the company has recovered and maintained efficiency.

2.5.1.3 Leverage Ratio

Table 3 Leverage Ratio of Robi Axiata (2017-2021)

Particulars	Formula	2017	2018	2019	2020	2021
Debt Ratio (%)	Total Liabilities / Total Assets	0.51	0.50	0.91	0.89	0.87
Debt to Equity	Total Liabilities / Total Equity	1.42	1.39	1.89	2.02	2.14

Times interest earned (Times)	Operating Income / Interest Expense	6.37	8.32	7.54	6.46	10.20

Source: Annual Report 2017-2021

Analysis
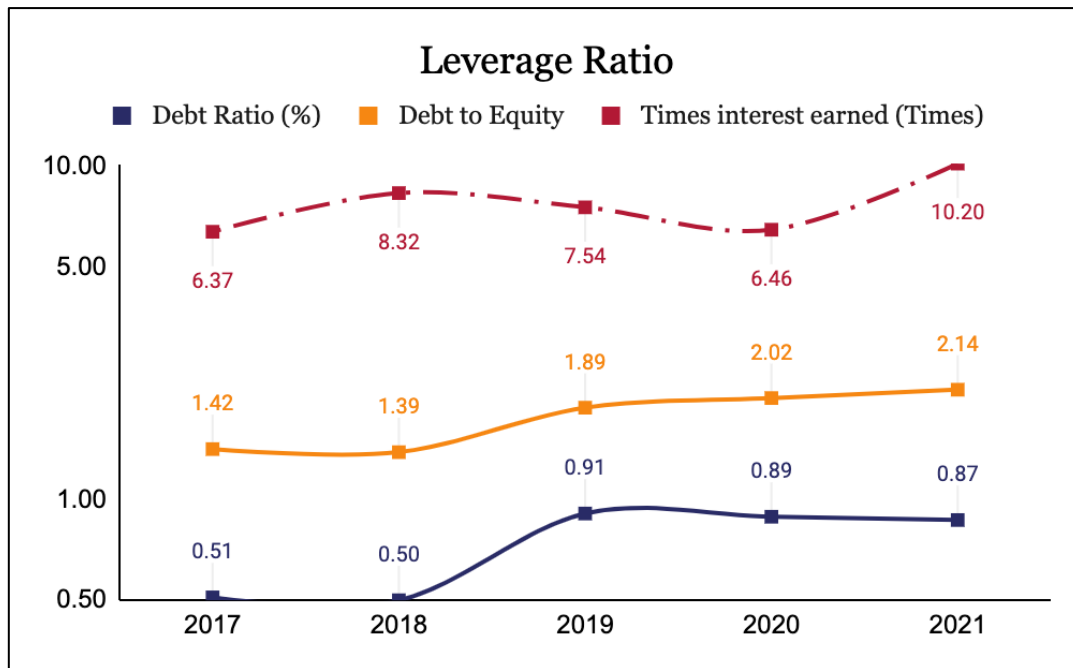
Figure 7 Graphical Representation of Leverage Ratio

According to the graph, Robi Axiata's financial risk is modest based on the leverage ratio. In the first place, the debt ratio is continually increasing, indicating possible financial concern. Although the debt-to-equity ratio is reasonable, it is not optimal. According to Dan, a healthy debt-to-equity ratio is between 1 and 2, in capital-intensive sectors (2012).

In reality, the telecom industry is extremely capital demanding due to the vast network infrastructure required to supply fixed line and wireless services. In such a circumstance, the debt-to-equity ratio is justified to some extent.

However, this feature has potential for improvement. However, the company's time interest earned ratio is in a favorable situation. Even though the rate has been variable, in 2021 it has improved significantly. This implies that the company's income exceeds its yearly interest expenditure, and it can afford to pay the interest on a new loan.

2.5.1.4 Profitability Ratio

Table 4 Profitability Ratio of Robi Axiata (2017-2021)

Particulars	Formula	2021	2020	2019	2018	2017
Gross profit margin	GP/ Sales * 100	33.72	37.39	37.25	29.63	23.27
Operating profit margin	OP/ Sales * 100	19.70	16.86	16.40	18.63	14.61

Net profit margin	NP / Sales * 100	2.21	2.05	0.23	3.16	-0.15
Return on assets (ROA)	NP / Asset * 100	0.87	0.78	0.10	1.48	-0.07

Source: Annual Report 2017-2021

Analysis
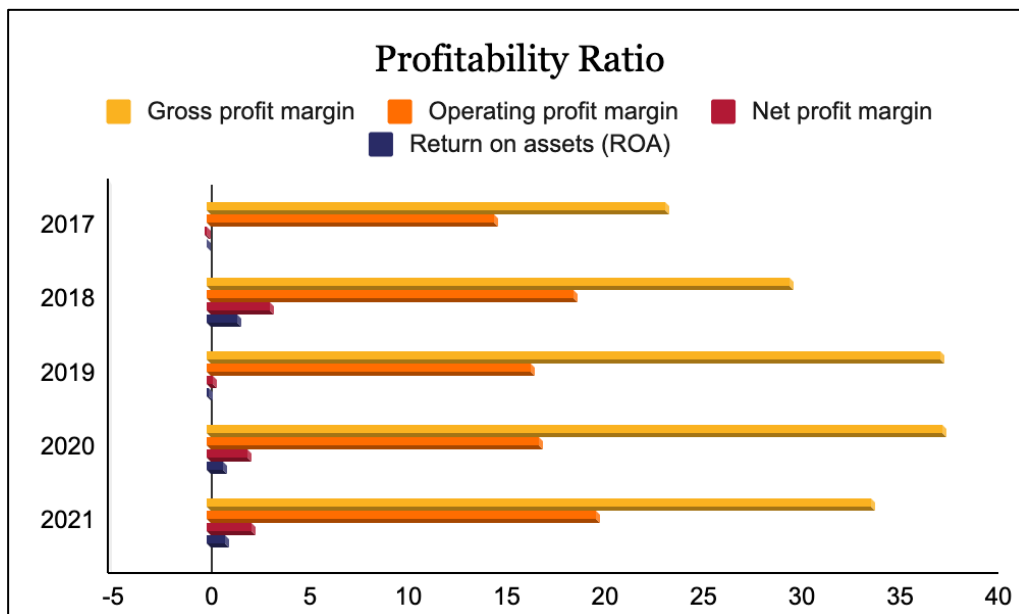
Figure 8 Graphical Representation of Profitability Ratio

After 2019, the gross profit margin has begun to decline. Profit from operations has been constantly low and declining. Despite the net profit margin's positive pace, it declined in 2021. Further, the overall lower ROA raises concerns that Robi Axiata might have heavily invested in assets that did not contribute to profitability.

2.5.1.5 Market Value Ratio

Table 5 Market Value Ratio of Robi Axiata (2017-2021)

Particulars	**Formula**	**2021**	**2020**	**2019**	**2018**	**2017**
Earning per share ratio (EPS)	Net Income / Average Outstanding Share	0.32	0.33	0.34	0.46	-0.02

Price/Earnings	Price per share / EPS	31.25	30.30	29.41	21.74	-

Analysis
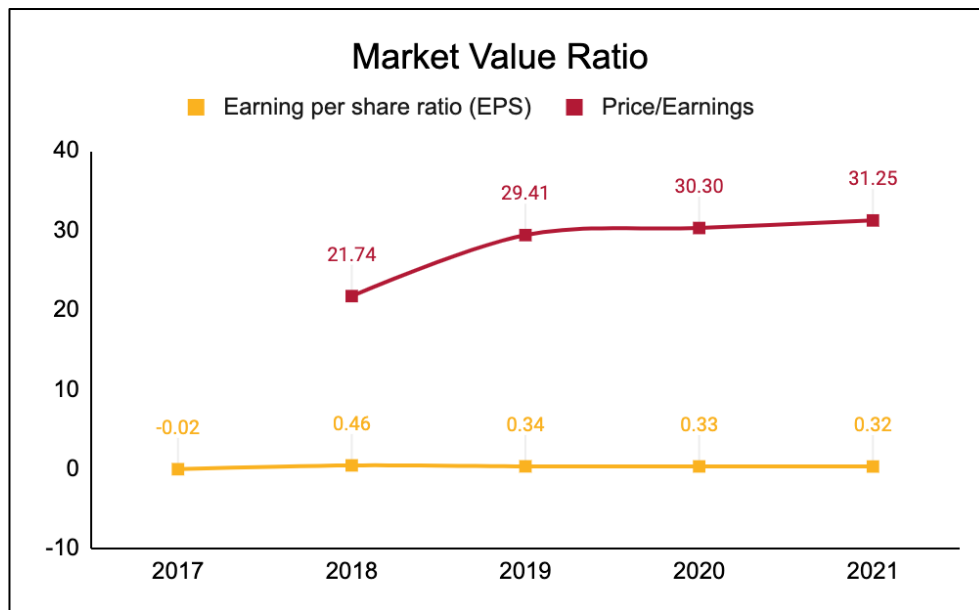
Figure 9 Graphical Representation of Market Value Ratio

Robi Axiata's shares are expensive relative to their market capitalization. This indicates that the shares are trading at a premium to their intrinsic worth. Consequently, the stock price may eventually decline.

2.5.2 Du-Pont analysis

Table 6 DuPont Analysis of Robi Axiata (2017-2021)

Particulars	Formula	2021	2020	2019	2018	2017
ROE	NPM * AT * EM	32.69	28.26	3.41	42.53	-2.14
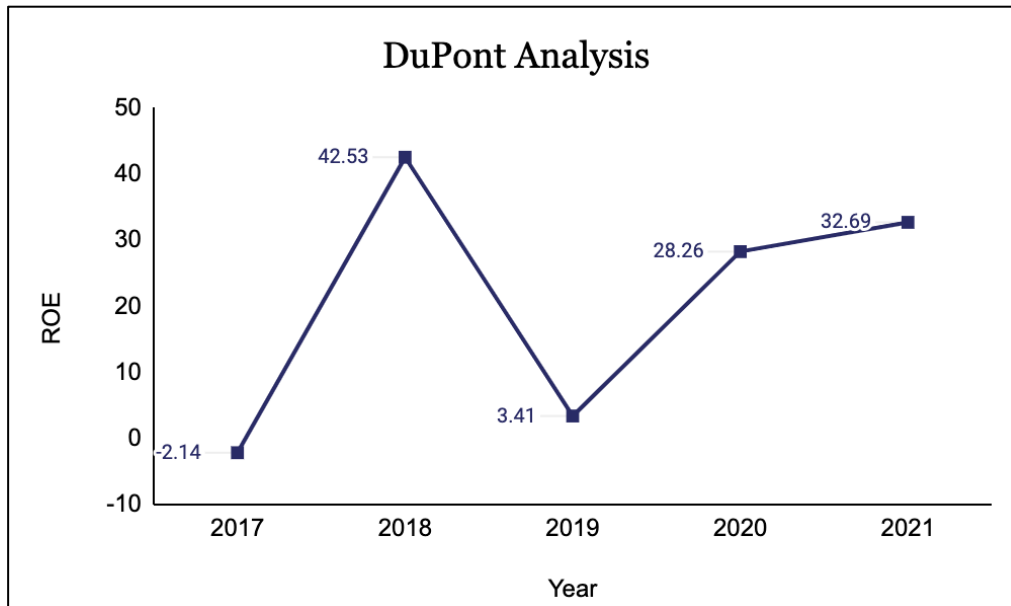
Analysis

Figure 1 0 Graphical Representation of DuPont Analysis

According to the graph, Robi Axiata's DuPont has been variable throughout the year. Nonetheless, the rate has increased rapidly since 2019. This means the firm can do effectively with its average equity.

2.5.3 Valuation

Table 7 Valuation of Robi Axiata (2017-2021)

Particulars	Formula	2021	2020	2019	2018	2017
EVA	NOPAT- (Capital Invested * WACC)	11554.27	21531.66	23135.76	29270.63	45103.01
MVA (In Billion)	Market Value of Shares – Book Value of	178.32	1807.81	1405.06	1514.04	1589.99

	Shareholders' Equity					

Analysis

2.5.3.1 Economic Value Added
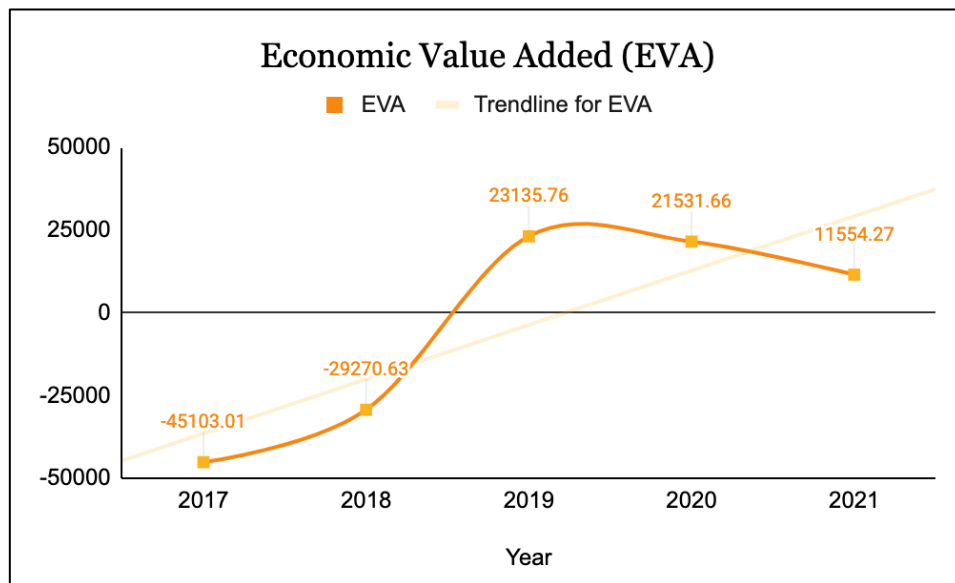
Figure 1 1 Graphical Representation of EVA

The graph indicates that the firm was unable to produce value from the capital put in the business between 2017 and 2018. Moreover, 2019 marks Robi Axiata's EVA high point. It might be concluded that the pandemic had an effect on the firm, as the rate declined in

subsequent years. This shows that Robi Axiata was unable to utilize the resources more efficiently than in prior years.

2.5.3.2 Market Value Added (MVA)
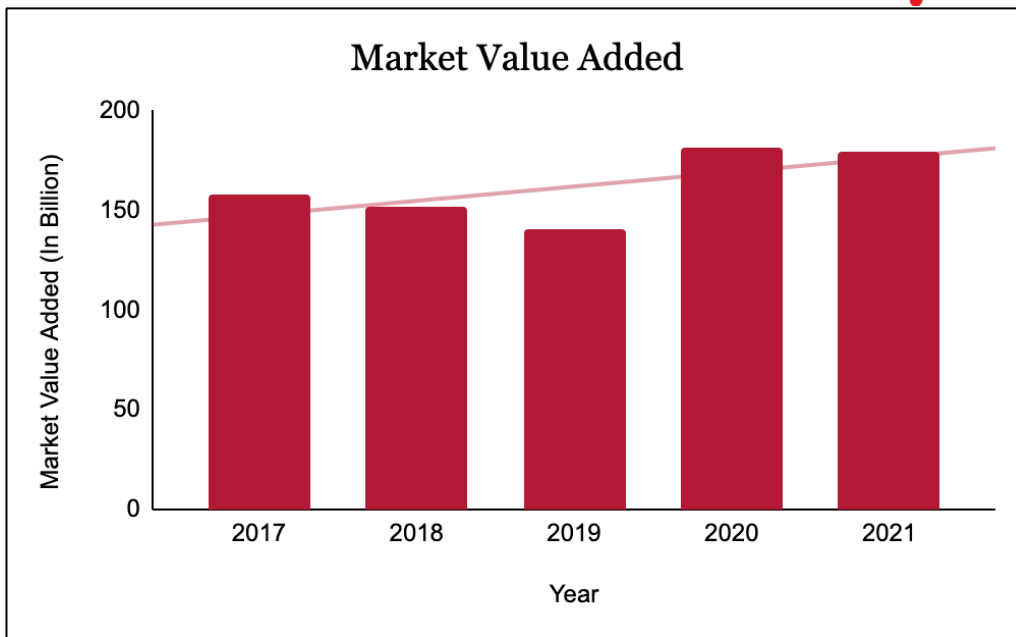
Figure 1 2 Graphical Representation of MVA (In Billion)

The graph depicts a rather stable market value. Contrary to EVA, the outcomes are extremely unexpected. From 2020 to 2021, Robi Axiata have the best MVA rate. This shows that management's efforts and investments have yielded a higher return than shareholders' initial contributions.

2.5.2 Accounting Practices

As per the annual report of Robi Axiata (2022), the financial reporting practices of the corporation are in accordance with IFRS, the Companies Act of 1994, the Securities and Exchange Rules of 1987, the Financial Reporting Act of 2015, relevant guidelines published by the BSEC, and other associated regulations in Bangladesh.

2.5.2.1 Core Accounting Principles

There has been a consistent use of revenue recognition in the company's annual reports for at least five years. When a consumer pays a bill, the corporation reports the amount of that bill as revenue, not the amount that the customer actually pays.

Revenue recognition methodology is preferred by Robi due to its accuracy in calculating profit and loss. Utilizing the revenue recognition concept also aids in financial forecasting, enabling the organization to predict future revenues more precisely.

2.5.2.2 Method of Accounting

The accrual method is preferred by Robi Axiata (2018). Rather of recording income once the money has been received, the corporation records revenue as soon as it is generated.

Since income and costs are recorded as they are incurred, this approach provides a more realistic picture of how much money a firm has coming in compared to how much money it actually has going out. Hence, the methods seem to be more beneficial to the company.

2.5.2.3 Accounting Cycle

Before auditing, Robi Axiata covers all of the accounting cycles. The accounting cycle is broken down into eight phases, which the firm takes care of.

- Tracing transaction
- Create journals
- Transfer individual journals to posting
- Trial balance
- Formulate worksheet
- Review and adjust entries in journals
- Develop financial statements
- Book closing

2.5.2.4 Depreciation Method

Robi Axiata depreciates assets using the straight-line approach (2019). The depreciation of an asset can be estimated using the straight-line method of depreciation and amortization (Liapis & Kantianis, 2015). The corporation chooses this strategy since depreciation is always the same amount. This ensures that profit comparisons between years are correct.

2.5.2.5 Accounting Disclosures

Accounting disclosure refers to the declaration that acknowledges a company's financial practices (2015). The term depicts spending and earnings over a period of time. Accounting disclosure and presentation are both mandatory requirements for the Robi Axiata annual report.

Robi Axiata presents disclosures such as changes to accounting practices, the justification of policies, the retirement of assets, amendments to insurance contracts, and notable occurrences to their stakeholders.

2.6 Operations Management and Information System Practices

According to author (Battistoni, Bonacelli, & Colladon, 2013), operations management is a business technique that focuses on maximizing efficiency of a company. It seeks to maximize the profit of a business by enhancing the motion with which raw resources and labor are turned into completed products and services (2021). On the contrary, an information system is a collection of linked components generally a database that gather, process, store, and disseminate information to support an organization's decision-making and control processes (Ragowsky, 1996).

2.6.1 Practices

With regards to the management of operations and resource allocation, Robi Axiata Management follows an agile style. An integrated approach is the primary practice of Robi Axiata. Reusing frameworks and foundations saves time because they don't enjoy having to start from scratch every time. At the top of the firm or MC level, they have an adaptive approach where new concepts are regularly debated and questioned, before they go into delivery mode after they have agreed on a new concept (Khan, HRIS: The way we look at it at Robi Axiata, 2022).

The company believes not to risk spending days, weeks, months, or even years on a process that may fail in the end due to a minor overlook that occurred in the early phases of the process. By trusting individuals and teams to deal with consumers directly, it is possible to give solutions in a quick and incremental manner that better meet their needs.

There are daily face-to-face meetings between members of the project team at every level of the project. As conditions change, this kind of cooperation and communication keeps the project on schedule. In fact, Robi Axiata workforce practice being self-organized. Instead than blindly adhering to a set of guidelines laid out by management in an attempt to achieve a certain outcome, they grasp the objectives and chart their own course to achieve them. Quality and resource allocation are always ensured, but the organization encourages its employees to be adaptable and make adjustments to the process as needed, all the while adhering to the simple process philosophy.

Instead than waiting until delivery to measure performance, teams monitor the development process often. At Robi Axiata, speed is monitored after each increment has been delivered.

2.6.2 Office Management Software

HR4U

SAP was previously used by Robi Axiata Limited to run their operations. For the benefit of the value chain stakeholders, the organization has developed a custom-tailored system that is tailored to their individual requirements (Alam, 2022). "HR4U" is the name of the information system. Their information systems and operational management have been vastly enhanced because to the use of cutting-edge technology. The platform may be utilized as a data-secure communication platform. In addition, they want to include additional cutting-edge technology into the system in order to make it self-sufficient.

Ignite 2.0

"Ignite" was created in 2018 as a robust performance management solution for our people-centric organization. It is an essential tool for Robi in managing organizational performance. An overhauled version of Ignite 2.0 was launched for 2021 to reflect the adoption of new features that would improve performance and evaluation (2020).

2.7 Industry and Competitive Analysis

Understanding the internal and external situation of Robi Axiata's competition is a prime goal of a comprehensive competitive and industry analysis. The analysis might be advantageous in comprehending market circumstances, particularly in the post-pandemic period.

2.7.1 Porter's Five Forces analysis

The Five Forces Model is a framework for understanding the competitive environment in which a firm operates (1979). A complete Porter's Five Forces study of Robi Axiata's industry competitiveness has been done. Every factor has been scored out of 5 to comprehend the accurate level of competitiveness. The five factors are as follows:

Threat of New Entrants

A potential entrant is a company that has the ability but has not yet entered the market to compete. The higher the Barriers to Entry, the more likely it is that a potential rival will try to

get in. Companies with a broad client base, good customer retention rates, a solid reputation, high product quality, and excellent after-sales support enjoy a high level of brand loyalty in the market.

For example, Grameenphone, Banglalink, and Teletalk all have a strong following of customers and are well-positioned to compete in the mobile phone business. As a result, they will be able to take advantage of any new products or services they develop in the future. Thus, the threat posed by new competitors is modest.

Score – 2/5

Bargaining Power of Buyers

Individual consumers are an industry's purchasers, as are end users and retailers who purchase goods for resale to consumers. In the telecom sector, the primary purchasers are consumers and dealers. It increases their negotiating leverage with the corporation. Hence, bargaining power of buyer is high.

Score – 3.5/5

Bargaining Power of Suppliers

The factor refers to the power of suppliers to increase input costs, threaten to cease supplying items, and postpone product delivery. The telecommunication industry's supplier is be equipment vendors, transmission line providers. In fact, the raw materials in this sector is supplied at a fixed rate. For this. the bargaining power of suppliers is somewhat lower.

Score – 2/5

Threat to Substitutes

Substitutes are items from various companies that can meet the same demands as the original product. Using the internet as a replacement for the telecommunications business is a viable option. As a result of the rapid advancement of technology, there is a significant possibility

that several telecommunication companies may be supplanted by a single communication system that will be used throughout the world. As a result, the risk of substitution is high.

Score – 4/5

Threat to Rivalry

Using competitive advantage, firms in a given industry engage in a competitive domination for market share. The level of competition within an industry is determined by the competitive structure of the business, the state of demand, and the height of the industry's exit barriers. A limited handful of significant businesses dominate the mobile phone sector in Bangladesh such as GrameenPhone, Robi, Banglalink, and Teletalk.

In today's industry, there is a lot of desire for connectivity. Every firm launches new products or extensions on average once each month. Customers who are price sensitive are switching connections whenever a new bundle is released. All of the businesses who joined the market did so with substantial capital outlays and a clear commitment to the market as a whole. As a result, rivalry represents a significant threat.

Score- 4.5/5

Hence, external environment of Robi Axiata scores 3.2/5 on average. Hence, the telecommunication industry is 64% competitive.

2.7.2 SWOT Analysis

The acronym "SWOT" stands for "strengths, weaknesses, opportunities, and threats," and it refers to research that a company does in order to determine both its internal and external opportunities and associated risks. Robi Axiata's SWOT analysis is as follows:

Table 8 SWOT Analysis of Robi Axiata

Strength	Threats
• Exposure to a diverse range of businesses • In-depth knowledge of business operations • Well-established financial resources	• Strong competitors • Regulations from Bangladesh Telicommunication Regulatory Commision (BTRC)
Weaknesses	Opportunities
• Inconsistency in network coverage • Minimal output through excessive advertising	• Fund-raising by use of innovative products • Diversification scope • Possibilities for business growth • Dominance in share market

2.8 Summary

According to the study results, Robi Axiata Limited is currently operating within the expanding phase of the market product life cycle. Although the company invests a significant amount of money in its branding efforts, the results are only slightly below par. Despite this, other aspects of the company are operating at an exceptionally high level of efficiency, which demonstrates Robi Axiata's dominance in the field of telecommunications.

2.9 Recommendations

Among the greatest aspects of Robi Axiata Limited seems to be the fact that they are willing to pay attention to ideas. Consequently, they have been steadily improving over the last few years. It is advised that the organization prioritize promotions that would be most closely applicable to the target audience of the products or services it offers.

It is also worth noting, nonetheless, that the telecom business is an oligopoly. Robi has to rethink its business model in order to maintain pace with the competition. As a result, the organization should be able to project a different aesthetic to its customers. Their presence would therefore have a higher influence than that of other corporations in the industry.

Chapter 3: Project Part

3.1 Introduction

An HRIS is a program that helps businesses manage their human resources information, such as policies, procedures, and employee records. One of HRIS' main objectives is to create a central repository for all of the company's human resources records (Lina, 2019). It also acts as a single repository for any information pertinent to the company and its employees, such as the most recent recruiting and retention statistics.

Robi Axiata Limited places a premium on protecting the confidentiality of employee data. Their activities correspond to the principles of integrity, respecting rights, utilizing personal data responsibly by employing strong cyber-security measures, and exercising prudence while sharing information. The model is also known as T.R.U.S.T. (Robi Axiata Limited, 2021).

When dealing with human resources in a rapidly changing corporate setting like the telecom industry, the task is far from straightforward. In order to assure both individual and group productivity and motivation, it is necessary to focus on each personality at a microscopic and granular level with a tailored approach. That's where the company bring in the kind of cognitive capacity and aptitude that only technology-assisted human minds are capable of producing. There is no end state to transformation, according to the CHRO of Robi Axiata (Khan, HRIS: The way we look at it at Robi Axiata, 2022).

Robi Axiata has gone from using resume profiling to undertake real-time certification of each employee using dynamic interactivity and gamification, which is now the new standard for the company. With the touch of empathy and encouragement, Robi personnel have been directed to a digital learning platform that resulted in their indigenous HR platform, "HR4U," being accredited on a variety of digital material. Robi's workforce is progressively evolving into an expert, empowering, and agile society inside the company and in their interactions with customers and partners courtesy to the effective use of responsive mobile and website apps.

According to the company, HRIS benefits not just workers but also other participants in the value chain such as clients, stake holders and so on. The open source-based decision-support systems have been greatly aided by their own DevOps team, which has developed and enabled these systems for each of the above-mentioned entities. Digital apps connect Robi employees to partners, distributors, retailers, and customers (2022). In-house built chatbots are able to answer questions without the need for expensive manpower. Nevertheless, RPA has been a huge success in automating the rule-based and time-consuming duties, allowing to train the employees for more intellectually demanding positions within the company.

3.2 Literature Review

According to researchers, effectiveness of HRIS can be measured for the improved accuracy, quick and easy access to information, and cost savings (Arnav, T.R, & Reddy, 2021). Authors highlight the need of HRIS accuracy and timeliness for HR operations, management, and planning. Additionally, author Anubhuti (2016) asserts that contemporary literature depicts HRIS development as a dynamic, evolving notion.

On the contrary, the argument put out by author Suharti and Ratna (2018) in contrary of the viewpoint is that HRIS development is multifaceted and that there is no one-best approach to go about it. Rather, it is dependent upon management requirements, individual needs and capabilities, and the organizational setting. Besides author asserts that HRIS can be found as effective if the software is able to reduce cost while delivering superior performance (Suharti & Sulistyo, 2018).

The researcher contends on the role of HRIS that it may play in contributing to price reductions, customer satisfaction, and development (Boateng, 2007). Computerized HRIS functions allow for speedier decision making since data can be stored, updated, classified and analyzed much more easily. This means that HR decisions can be made more quickly and more accurately. On the basis of the fact, researchers claim that the high expense of establishing and maintaining an HRIS is the most significant barrier to its deployment (Ferdous, Chowdhury, & Bhuiyan, 2015). Having similar argument, author (Ahmad, 2019) asserts that a lack of financial resources and the lack of support from upper management can be the most significant obstacles to maximizing the potential of HRIS.

According to author (Atika, 2011) users and system designers both complained about a scarcity of relevant resource as additional roadblocks. She states when it comes to HRIS in the workplace, there is a wide range of elements that might impact the system. These aspects include the scope for development, system flexibility, value, and system competency for the efficiency of HRIS in businesses.

The researchers (Haines & Petit, 2000) identify employee involvement as a vital issue that must be addressed to optimize HRIS user satisfaction. They argue that rather than challenges of management, information, and systems that are not dependent on specific technologies, the area has been driven by advances in technology and employee literacy. Hence, they emphasize on employees to participate in the process of system development in a new way.

Having said that, author claims that HRIS is the result of the combination of information technology with human resources, while data processing technologies evolved into standard

operating procedures and ERP software packages (Jeffery, 1983). Data from many applications is typically combined into one central database in these enterprise resource planning solutions. He discusses these ERP systems are built using software that combines data from multiple systems into a universal database.

According to researcher Mintzberg, HRIS software must have a forecasting component including ambiguity and necessitates foresight into the future. From operational control to managerial control, this may be essential for effectivity (1989). Furthermore, author Stephenson (2008) suggests organizations must implement an HRIS strategy to be effective. Complex tools and activities of HRIS can be challenging to adopt by employees, especially in large businesses.

According to the authors (Anderson & Caldwell, 2018), some businesses have found great success, while other attempts have been unsuccessful owing to inadequate development, mismatched technological tools and business objectives, departmental cooperation difficulties, and employee acceptance. The vast majority of these systems were simply used to record how users communicated with their acquaintances when it came to improved connectivity. They put an emphasis on the operator of the system by noting that a competent HRIS manager creates, installs, monitors, and upgrades the software and hardware of the network and the mainframe.

Lastly, researcher Dessler (2004) defines competence as the capacity to perform at a high level. The author states it is common practice to begin competency modeling by observing successful professionals to see how they differ from less skilled corporations. HRIS design has required assumptions about the features of organizations, as well as participants in the design effort, and what would be expected from designers, according to authors (Brewster & Sparrow, 2005).

3.2.1 Case study Protocol

A protocol for a case study is a systematic statement that specifies the process of data collection for a literature review. Following the case study approach, the paper conducted a review of the existing literature
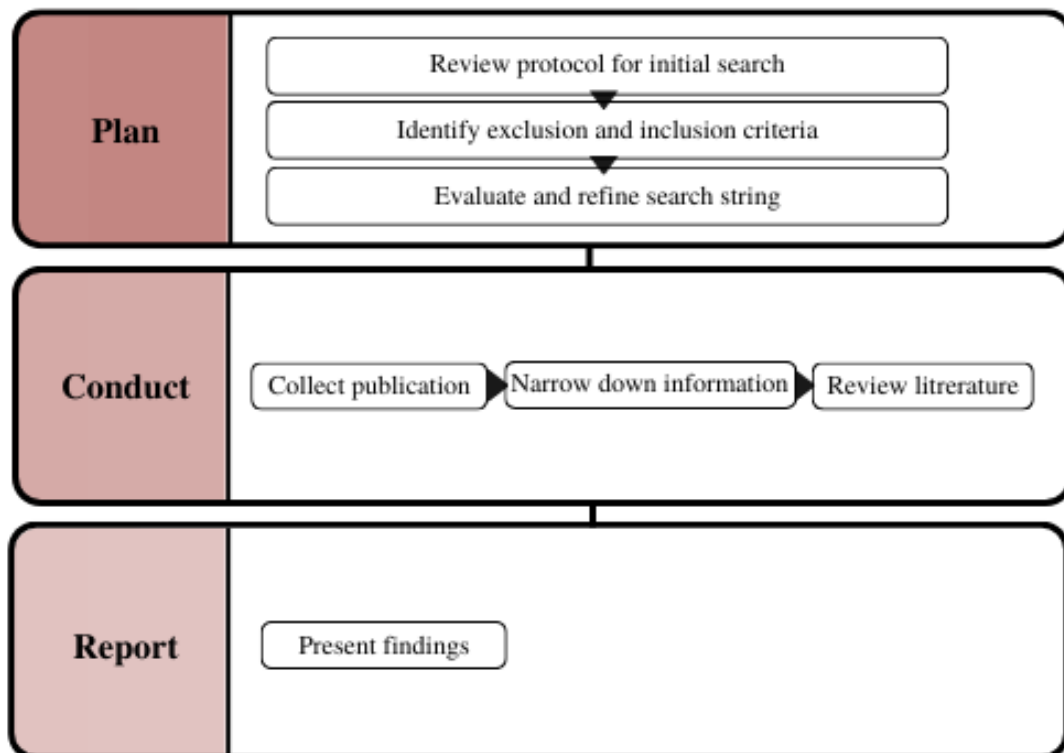

Figure 1 3 Case Study Protocol

3.2.2 LR Metrics

Table 9 LR Metrics of HRIS efficiency

Citation	Factor	Key Finding
(Arnav, T.R, & Reddy, 2021)	Strategic function	As per authors (2021), HRIS effectiveness can be measured by how well it improves accuracy, how quickly and easily information can be accessed, and how much it reduces costs. For strategic business functions like HR operations, management, and planning, HRIS data must be accurate and updated regularly.
(Boateng, 2007)	Cost reduction	Author (2007) claims the potential role that HRIS systems can play in bringing about cost reduction. In addition to HRIS, an effective software should be able to save budget for business operations in order to be considered effective.
(Mintzberg, 1989)	Forecasting capability	HRIS software must include a forecasting component that accounts for uncertainty and looks ahead, author (1989) asserts. This may be crucial for operational and management control effectiveness. Organizations need an HRIS plan to succeed. Employees in large firms may struggle to use the HRIS's sophisticated tools and applications.
(Haines & Petit, 2000)	User satisfaction	Authors (2000) highlight that personnel reaction is a key factor in HRIS user satisfaction. This sector has been driven by technological advances and employee literacy, not by management, information, and system problems. Employees must develop new systems differently.
(Atika, 2011)	Scope for development	Users and developers of the system alike have stated concerns about the lack of available references as further hurdles as per author's findings (2011). There are several factors that might affect HRIS at work. Important factors include the scope for further development, the system's adaptability, the value it provides, and the system's level of competency for effectiveness in HRIS.

3.2.3 Limitation in Literature Review

The literature review has specific constraints. A lack of relevant publications has been noticed while seeking for thorough information about HRIS software. The paper struggles to discovering adequate scientific publications from recent times that discuss the efficacy of HRIS instead of the organization's performance in terms of the software.

At present, researchers are more concerned with the repercussions of HRIS rather than its development. As a result, for relevant information and theoretical implications, a literature study was conducted on authentic articles, vital academic publications, and research papers from earlier decades.

3.3 Methodology

The chapter discusses the research's methodology. Included in this section are various aspects of the research design, including the case protocol. Finally, data limitations have been outlined to clarify the conditions under which the findings should be interpreted.

3.3.1 Research Methodology

The research methodology employed for this paper is descriptive. Combining survey and deductive research methods has been employed. Survey methodology is a research method in which participants complete a pertinent questionnaire in their most natural environments. In this instance, the survey collected the responses of the participants regarding the new HRIS software.

In contrast, derived methodology refers to the use of existing data points, typically from different data sources, to generate new data through some form of transformation. Specifically, the Robi Axiata logo of the header has been derived from the company's website (2021). The focus of this paper is on derived methodology for the collection of secondary data such as company information and procedures.

Due to a non-disclosure agreement, it is not possible to extract numerical data for software efficiency techniques, so this paper focuses on qualitative metrics such as user feedback. In addition the study contains descriptive statistical analysis and representation such as-

- Graphical representations
- Frequency distributions
- Measures of central tendency
- Standard Deviation

3.3.2 Data Type

The research incorporates both qualitative and quantitative data. For this study, both primary and secondary data were utilized. For accurate data analysis, nominal and interval data have been collected.

3.3.3 Sampling Design

Sample design is an established method for selecting a representative sample from an entire population. Probability-based systematic simple random sampling has been chosen for the research. The sampling method was selected to guarantee impartial results. Random samples of 2 employees from each of 10 divisions have been selected for the study.

3.3.4 Research Tools and Techniques

Research tools are referred to a combination of instruments used to extract, measure, and evaluate data associated with a research investigation (Sathiyaseelan, 2015). A variety of research tools were employed to compile the study. Listed below are the instruments:

- Electronic database
- Interview
- Survey Questionnaire
- Microsoft Excel 2019
- Statistical Package for Social Sciences version 26

The qualitative information gleaned from the survey has been converted into quantitative information for measuring the effectiveness of the HRIS system. Scores have been assigned to each response in preparation for descriptive statistical analysis. The following are the scores:

Likert Scale

Responses	Score
Very Poor / Very Unsatisfied	1
Poor / Unsatisfied	2
Fair / Neutral	3
Good / Satisfied	4
Excellent / Very Satisfied	5

Close-ended questions

Response	Score
Yes	1
No	0

3.3.5 Setting of the Research

According to the author (Snowdon, 2014), the research setting is defined as environment in which the researcher performs the study. The data collection was conducted in its natural environment. In this instance, the corporate environment was typical. Employees were asked to participate in the survey and interviewed during the first hour of the workday.

3.3.6 Data Limitation

The data that were used for this investigation had some limitations that needed to be addressed. To begin with, the company's policy on data protection and disclosure does not permit the release of certain information. As a consequence of this, the findings presented in the subsequent chapter can include some informational gaps.

3.4 Findings and Analysis

The sub-chapter offers insights gleaned from the samples. Findings has been presented into two categories. Graphical representations of the findings have been presented. In addition, descriptive analysis has been performed to ensure quantitative data accuracy. The following are the findings:

3.4.1 Findings from Interview

The interview was attended by the general manager of the HR division. The subchapter's contents are based on the information provided by the employee. The following are the findings:

3.4.1.1 Purpose of HR4U

HR4U was created to fill the technological void left by the previous software. Robi Axiata has used SAP for fifteen years. As the organization transforms into a data-driven enterprise, the system has become obsolete in comparison to the company's needs.

Robi Axiata's HR, CS, and DevOps divisions came up with HR4U in order to overcome this obstacle. The goal of this system has been to provide technologically advanced service, ensure the cost balance of the employee fund, and effectively manage medical claims.

3.4.1.2 User

The users of HR4U are all current Robi Axiata employees. Everyone has access to the software in order to update their personal information, file for compensation, and provide the necessary information.

Aside from that, the software aims to store all pertinent information an employee is required to share with the company. On this basis, the organization can provide adequate facilities in accordance with company policy and requirements.

3.4.1.3 Data Process System

The system process data through logical functioning. The flow chart of the system is as follows:
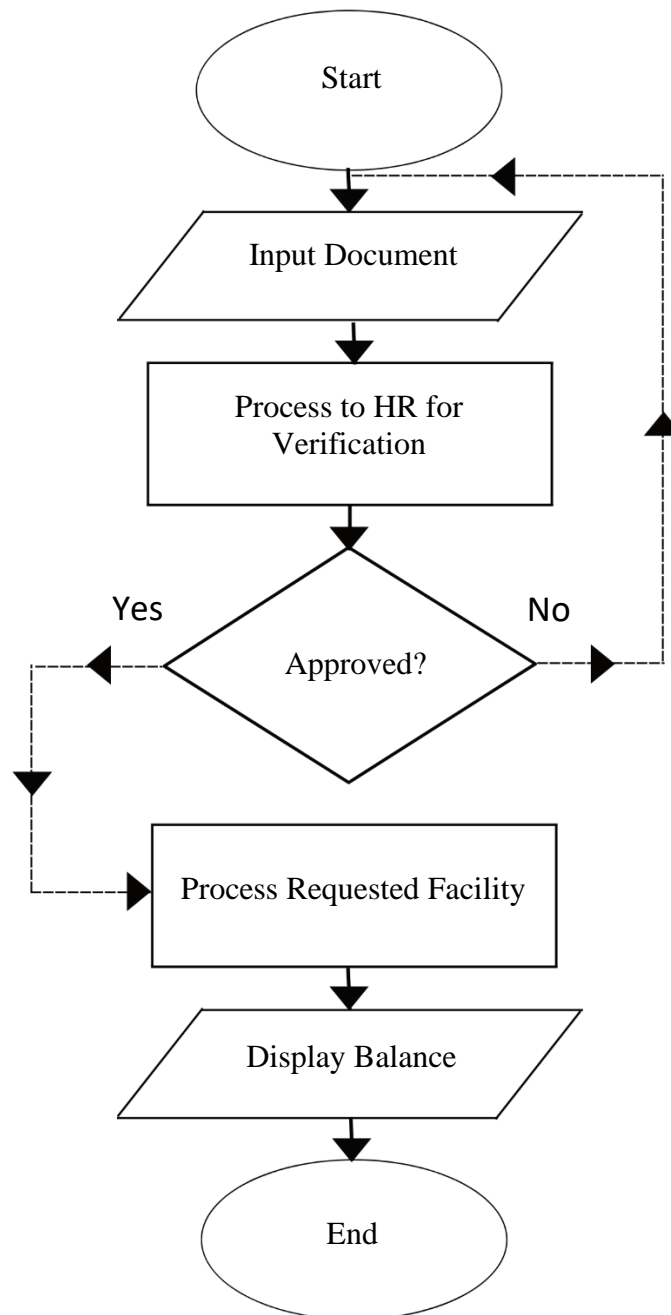
Figure 1 4 Data Process Flowchart of HR4U

When an employee wants to fill out his/her personal information or file a claim for compensation, he must first input the information. Regarding the claim, she or he must provide evidence such as a scanned copy of the bill, a prescription, etc. After entering in requested documents, HR team personnel verify the document. The claim is processed and sent to the employee's account once HR approves the documents. In the event that the request is denied by HR, the employee must restart the process to receive the claim. After the requested facility has processed the claim, HR4U automatically adjusts the balance due.

3.4.1.4 Current Challenges

Robi Axiata, a technologically advanced, data-driven company, strives continually to automate its manual work culture. In the process, they occasionally encounter technological issues. As a result, the system is unable to operate at its maximum capacity. In spite of this, the developer team continually reviews and tests HR4U to ensure minimal logical failure.

3.4.1.5 Future Expectation

Robi Axiata anticipates introducing HR4U as a potential HRIS software system for every office within the next two years. They want to make the product so flexible and adaptable that any organization can modify it to meet its specific needs. Robi Axiata intends to sell the product on the local and international markets by 2024.

3.4.2 Finding from Survey

20 Robi Axiata employees from ten different departments participated in this study. The findings and its descriptive statistical analysis are as follows:

3.4.2.1 Regular usage of the HR4U system

x	$f(x)$	$p(x)$
Yes	15	0.75
No	5	0.25

Regular usage of HR4U

No
25.0%

Yes
75.0%
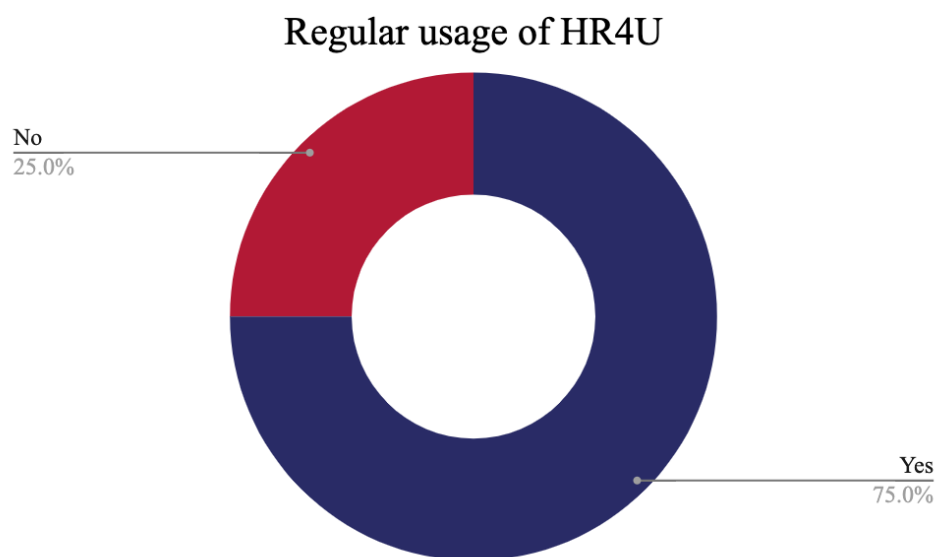
Figure 1 5 Graphical Representation of HRIS's Regular Usage

Participants were asked if they utilize "HR4U" daily for work-related purposes. According to the responses, 75% of users utilize HR4U every day. Only 25% of the employees do not use HR4U every working day.

Table 10 Descriptive Statistical Analysis of the HRIS Regular Usage

Descriptive Statistics	
Mean	0.75
Standard Error	0.0993
Median	1
Mode	1
Standard Deviation	0.4443
Sample Variance	0.1974

It is evident that the sample variance reflects low data variance. It can be assumed, based on the standard deviation, that the data is somewhat clustered around the dataset's mean value. This indicated that the majority of sample responses are comparable.

3.4.2.2 Quality of HR4U

x	f(x)	p(x)
Very Poor	0	0.00
Poor	0	0.00
Fair	6	0.30
Good	7	0.35
Excellent	7	0.35
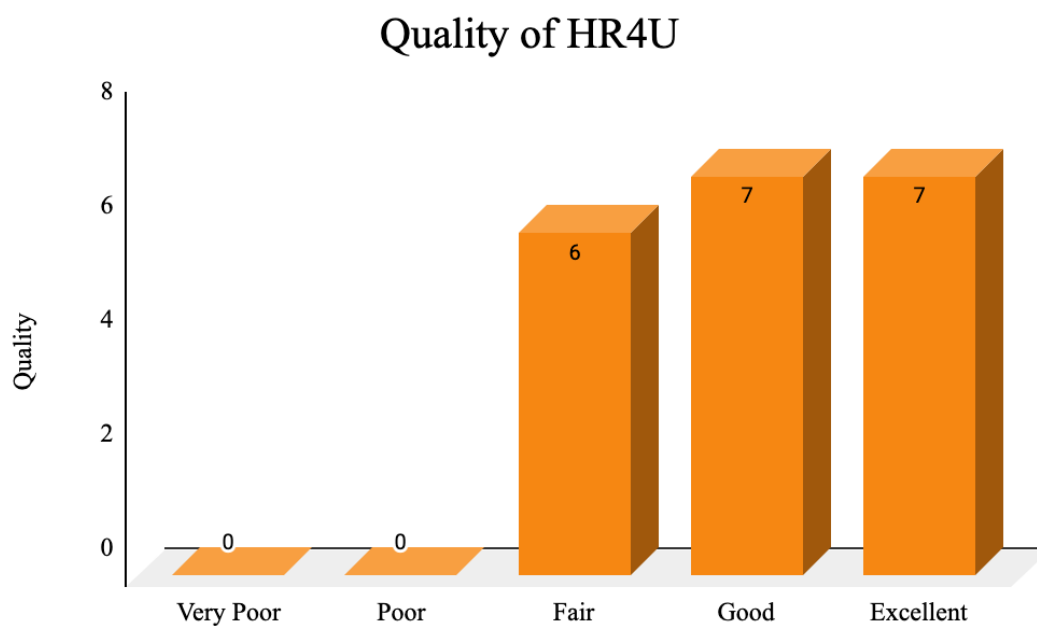
Figure 1 6 Graphical Representation of the HR4U's Quality

According to the responses, 35% of the employees believe that the HRIS system is of an excellent quality. Nonetheless, another 35% of the sample believes the product is excellent. Having said that, 30% of employees believe the quality of the HR4U system to be adequate.

Table 11 Descriptive Statistical Analysis of the HRIS Quality

Descriptive Statistics	
Mean	4.05
Standard Error	0.1846
Median	4
Mode	4
Standard Deviation	0.8256
Sample Variance	0.6816

As the average response is 4.05, which indicates decent value, it can be concluded that the personnel are positive about the quality. In contrast, the standard deviation of 0.81 indicates that the data values are less dispersed around the mean.

Therefore, there are no significant statistical distinctions between the responses. Hence, the quality of the HR4U is good according to the majority.

3.4.2.3 Performance of HR4U

x	*f*(x)	*p*(x)
Very Poor	0	0.00
Poor	0	0.00
Fair	9	0.45
Good	8	0.40
Excellent	3	0.15
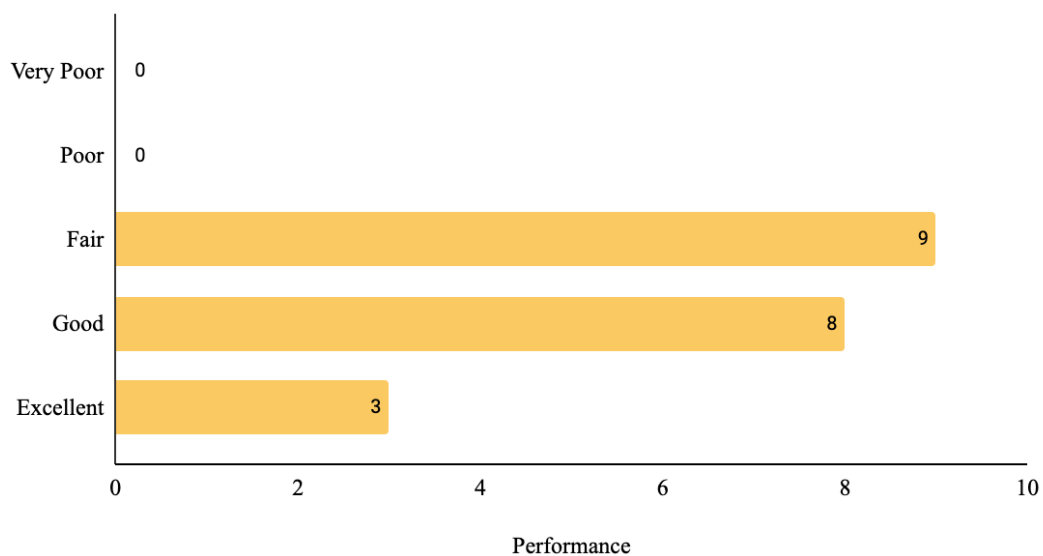
Figure 1 7 Graphical Representation of HR4U's Performance

Contrary to the quality, the majority of HR4U's employees have rated its performance as average. 40% of employees concur that the software's performance is good, while 15% of respondents believe that the product's performance is outstanding.

Table 12 Descriptive Statistical Analysis of the HRIS Performance

Descriptive Statistics	
Mean	3.7
Standard Error	0.1638
Median	4
Mode	3
Standard Deviation	0.7327
Sample Variance	0.5368

In actuality, the mean is 3.7, which is somewhat closer to good performance. The standard error is 0.16, which is a relatively small value.

The sample variance, however, is 0.53, which is low. On the contrary. As the standard deviation is close to one, it can be assumed that the majority of the responses are close to the mean value. Therefore, the responses to the HR4U's performance can be viewed as good.

3.4.2.4 Employee Data Storage

x	f(x)	p(x)
Very Unsatisfied	0	0.00
Unsatisfied	1	0.05
Neutral	4	0.20
Satisfied	12	0.60
Very Satisfied	3	0.15
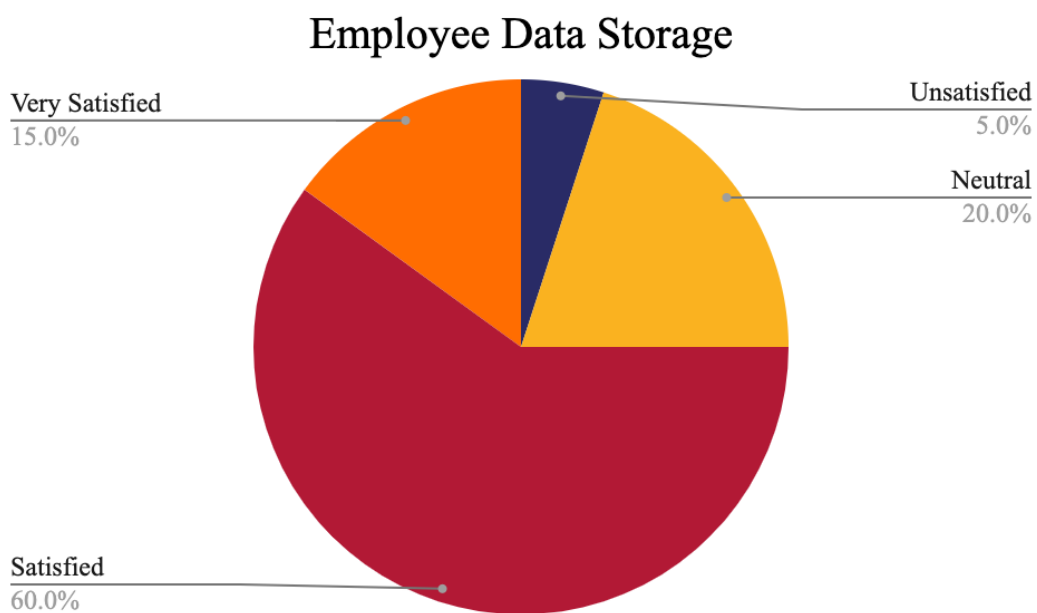
Figure 1 8 Graphical Representation of Employee Data Storage

According to the pie chart, 60% of employees are satisfied with data storage. However, merely 5% of respondents are dissatisfied with the data storage facility. 15% of the employees are extremely satisfied with the feature, while 20% of respondents have no opinion. The positive response for HR4U's data storage system is approximately 75%, which is a positive sign.

Table 13 Descriptive Statistical Analysis of the Employee Data Storage

Descriptive Statistics	
Mean	3.85
Standard Error	0.1666
Median	4
Mode	4
Standard Deviation	0.7452
Sample Variance	0.5553

According to the statistical analysis, the mean of the sample is 3.85. There is a slight tendency for the response to indicate satisfaction with the data storage system.

In addition, the standard error is less than the standard deviation, indicating a high level of data collection precision. The variance of the sample is 0.55, which is less than 1. Consequently, the data points are closer to the mean value. It can be assumed that employees are satisfied with the employee data storage system.

3.4.2.5 System Interface

x	f(x)	p(x)
Very Unsatisfied	0	0.00
Unsatisfied	0	0.00
Neutral	12	0.60
Satisfied	6	0.30
Very Satisfied	2	0.10

System Interface
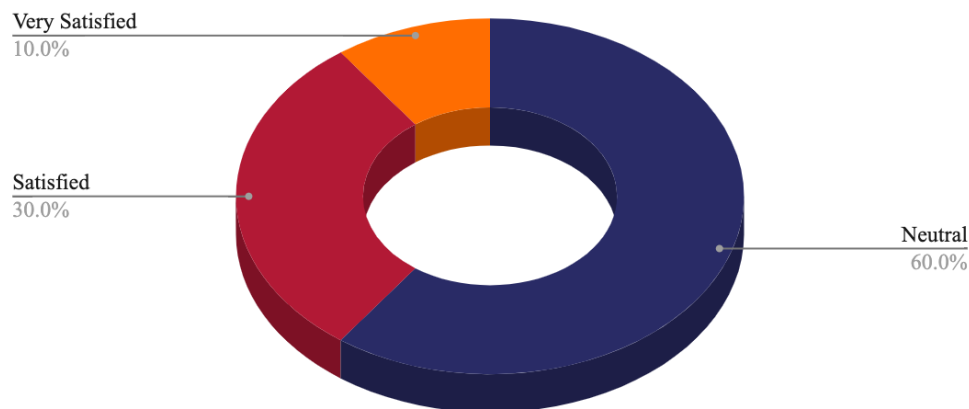
Figure 1 9 Graphical Representation of System Interface

Respondents were requested to rate their satisfaction level with the HR4U system's interface. According to the graph, sixty percent of respondents were indifferent. Nevertheless, 30% of employees are satisfied with the system interface, while 10% are extremely satisfied. It is evident that the cumulative positive response is less than the cumulative neutral response.

Table 14 Descriptive Statistical Analysis of the System Interface

Descriptive Statistics	
Mean	3.50
Standard Error	0.1539
Median	3.00
Mode	3.00
Standard Deviation	0.6882
Sample Variance	0.4737

Statistical analysis indicates that the mean of the data set is 3.50. The average of the data set can be assumed to be indifferent to the factor. Even the mean and median are consistent with the analysis. The dataset has a low standard deviation and is moderately clustered around the mean value.

As the standard error is also small, it is possible to conclude that respondents are indifferent to the fact. The question arises as to how a majority can be indifferent to a factor. This indicates respondents' lack of clarity regarding the factor.

3.4.2.6 Payroll and Compensation

x	f(x)	p(x)
Very Unsatisfied	0	0.00
Unsatisfied	0	0.00
Neutral	5	0.25
Satisfied	6	0.30
Very Satisfied	9	0.45
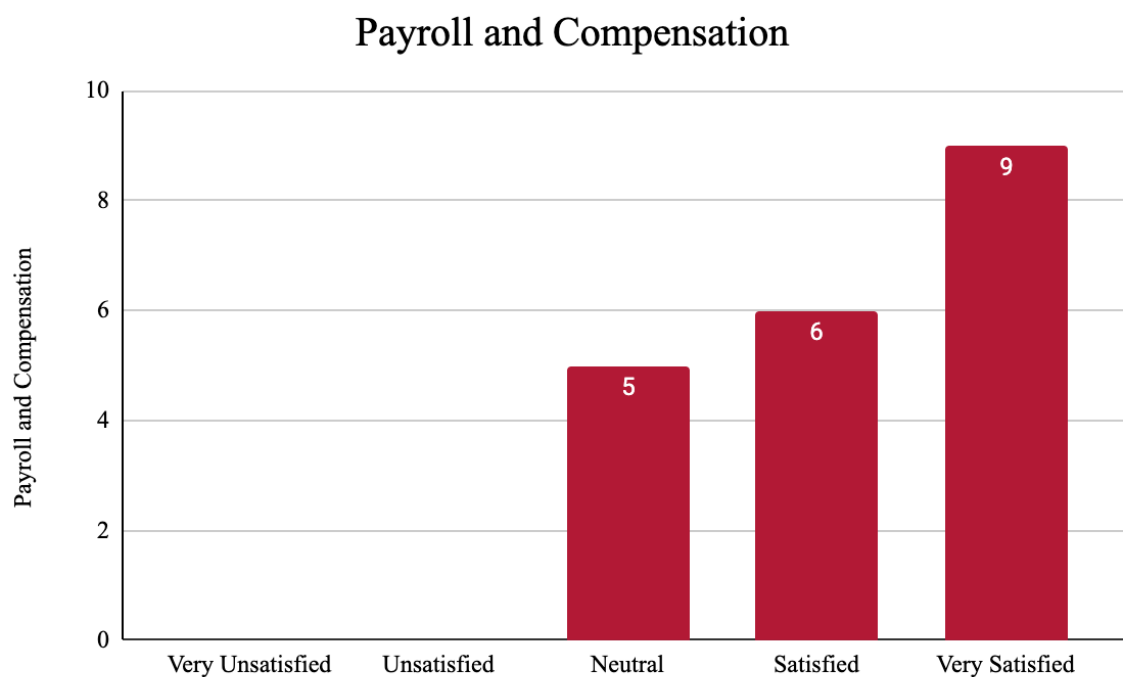
Figure 2 0 Graphical Representation of Payroll and Compensation

45 percent of employees are extremely satisfied with the payroll and compensation functionality of the HRIS. Despite this, 30% of respondents are satisfied with the feature. Only 25% of employees provide a neutral response.

Table 15 Descriptive Statistical Analysis of Payroll and Compensation

Descriptive Statistics	
Mean	4.2
Standard Error	0.1864
Median	4
Mode	5
Standard Deviation	0.8335
Sample Variance	0.6947

The analysis reveals that the average of the data set is 4.2. It is reasonable to assume that the true response leans slightly toward being satisfied. Although "very satisfied" occurred frequently in the dataset, the "satisfied" data point, which is 4, is centered in the dataset.

The standard deviation is less than 1, so the data set is normally distributed. Since the standard error is also minimal, it can be concluded that the HR4U payroll and compensation feature is satisfactory to the employees.

3.4.2.7 Leave Management

x	f(x)	p(x)
Very Unsatisfied	0	0.00
Unsatisfied	0	0.00
Neutral	2	0.10
Satisfied	14	0.70
Very Satisfied	4	0.20
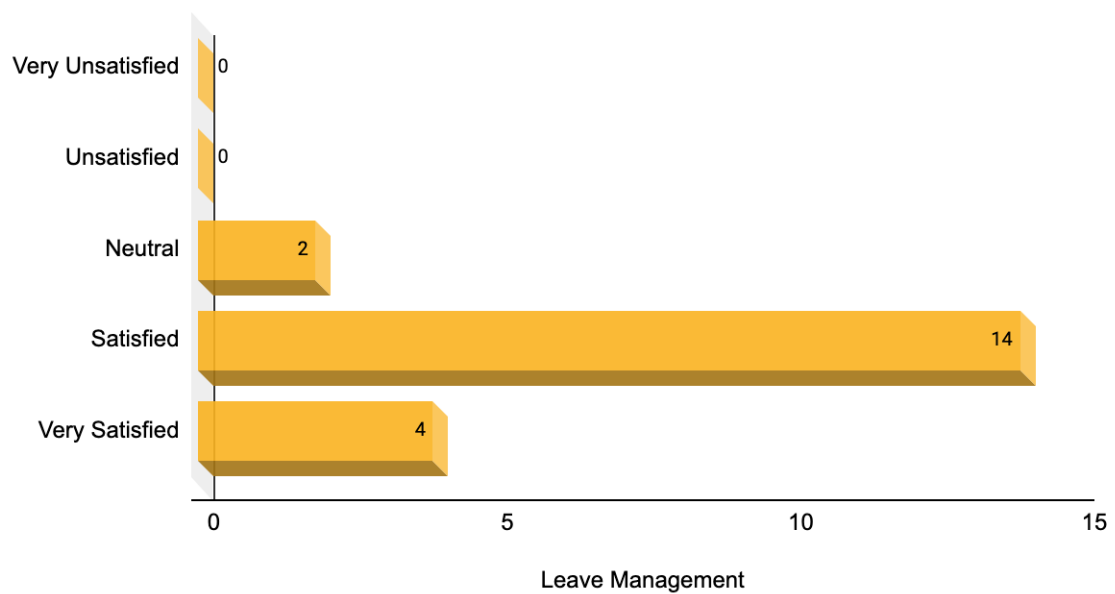
Figure 2 1 Graphical Representation of Leave Management

70 percent of employees are satisfied with HR4U's leave management functionality. In addition, 20% of respondents are extremely satisfied. Only 10% are neutral regarding the system's leave management functionality.

Table 16 Descriptive Statistical Analysis of the Leave Management

Descriptive Statistics	
Mean	4.1
Standard Error	0.1235
Median	4
Mode	4
Standard Deviation	0.5525
Sample Variance	0.3053

The statistical analysis reveals a mean value of 4.1 which corresponds with the graphical analysis. The data is also supported by the mean and median values. The dataset's low variance is evident from the sample variance.

In fact, the standard deviation indicates that the data are closely distributed around the mean. Therefore, the majority of employees are pleased with the system's leave management functionality.

3.4.2.8 Attendance Tracking

x	f(x)	p(x)
Very Unsatisfied	0	0.00
Unsatisfied	1	0.05
Neutral	4	0.20
Satisfied	7	0.35
Very Satisfied	8	0.40
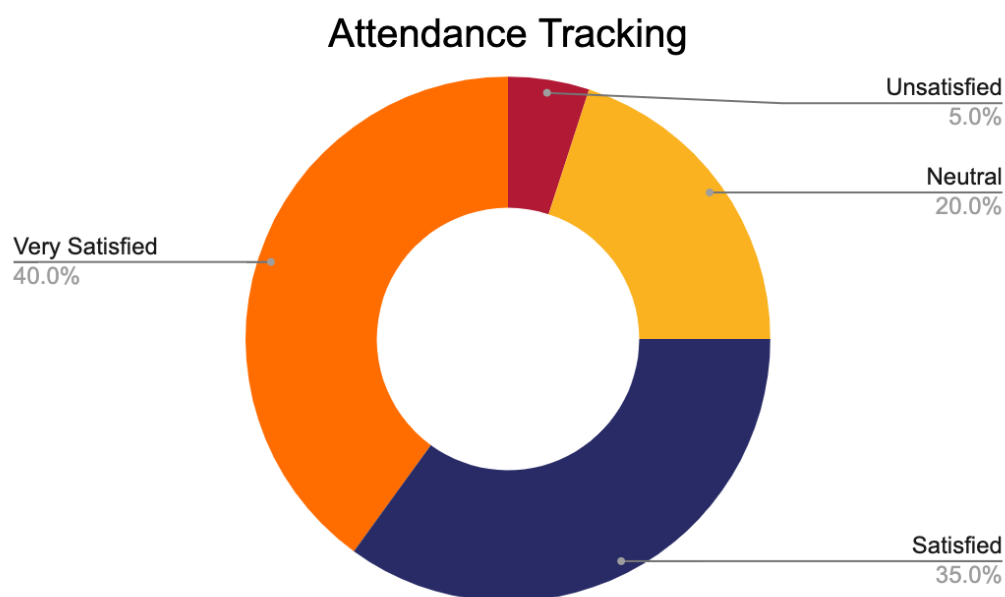
Figure 2 2 Graphical Representation of the Attendance Tracking

35 percent of the employees are satisfied with the attendance tracking system, as depicted by the pie chart. Approximately 40 percent of respondents are satisfied, representing the majority. However, only five percent of employees are dissatisfied with the feature, while twenty percent are neutral.

Table 17 Descriptive Statistical Analysis of the Attendance Tracking

Descriptive Statistics	
Mean	4.1
Standard Error	0.2039
Median	4
Mode	5
Standard Deviation	0.9119
Sample Variance	0.8316

According to statistical analysis, the mean value is 4. Even though "very satisfied" occurred more frequently in the survey, it is reasonable to assume that the data set as a whole is satisfied on average. However, the standard deviation is marginally closer to 1.

Thus, the collected data is slightly dispersed but closer to the mean. Moreover, the sample variance is relatively low. As a result, while the vast majority of employees are content with the leave monitoring technology, some opinions in the dataset differ marginally.

3.4.2.9 Sufficient instruction and support from the HR team

x	f(x)	p(x)
Yes	13	0.65
No	7	0.35

Received Sufficient Instruction and Support from HR Team
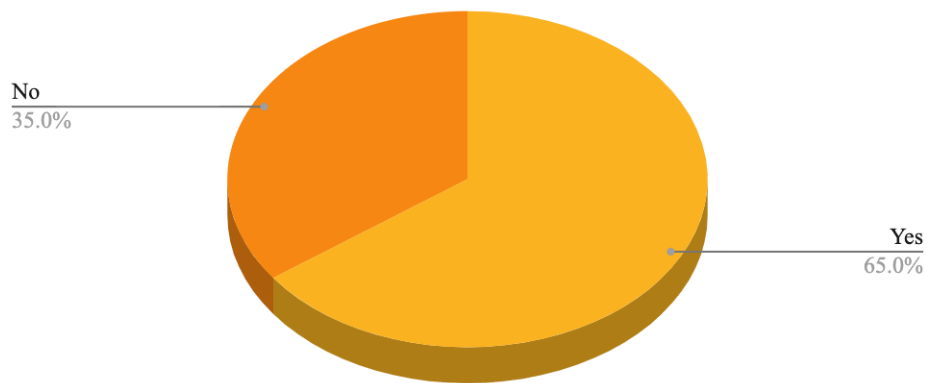
Figure 2 3 Graphical Representation of support and instruction of the HR team

The pie chart indicates that 65 percent of employees received adequate training and support from the HR team. Only 35% of respondents believe they did not receive sufficient instruction and support in accordance with their needs.

Robi Axiata is an organization with nearly 5000 employees (2021). The HR team's ability to support the majority of employees despite having such a large family is a source of praise.

Table 18 Descriptive Statistical Analysis of the HR Team Support

Descriptive Statistics	
Mean	0.65
Standard Error	0.1094
Median	1
Mode	1
Standard Deviation	0.4894
Sample Variance	0.2395

The outcomes from the statistical and graphical analyses are comparable. In addition, 1 is the value of the median and mode. The value for the standard deviation shows that the value in the dataset is closer to the mean and has less variance.

With a standard error of 0.10, it is possible to consider the data. Therefore, the HR team has provided adequate guidance and support for incorporating the HR4U system.

3.4.2.10 Aspects for Improvement

x	f(x)	p(x)
User Interface	2	0.10
Data Privacy	3	0.15
Functionality	7	0.35
User-friendly	2	0.10
Automation	8	0.40
UI and UX	2	0.10
Data Storage	2	0.10
Flexibility	1	0.05
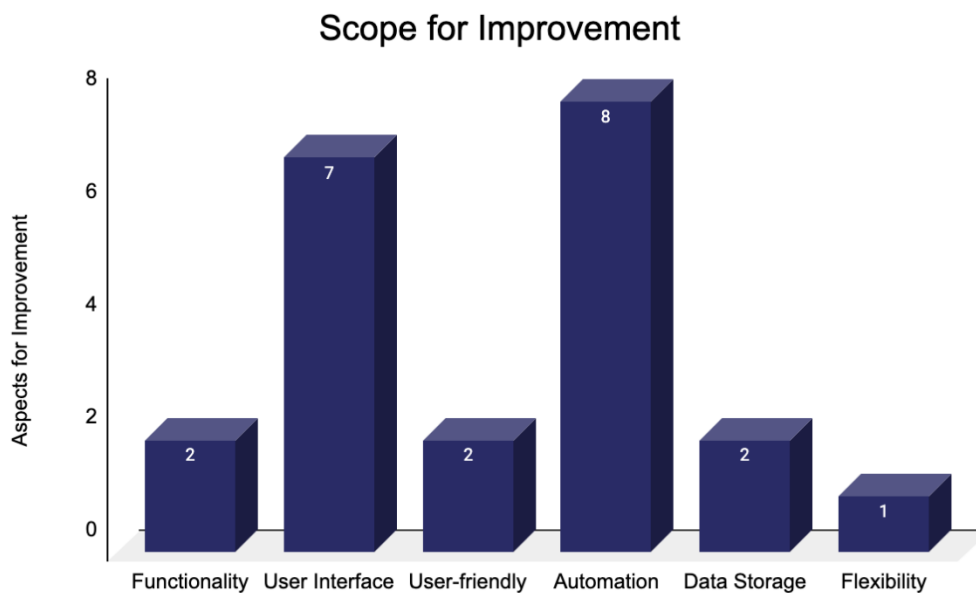
Figure 2 4 Graphical Representation of the improvement factors

The survey included an open-ended question in which respondents were required to identify the specific aspects of the HRIS system that need improvement. 40 percent of the employees believe that the system needs more automation, and 35 percent believe that the user interface could be improved, according to the graphic analysis. This explains why employees provided a neutral response to the system interface question. According to the employees, HR4U can improve a number of other aspects. The elements are functionality, user - friendliness, data storage, and flexibility.

3.4.3 Efficiency Testing

The testing has been conducted with the results of statistical analysis. The standard and feature based questions has been included for the testing. The result is as follows:

Table 19 Efficiency Testing Scoreboard

Particular	Response	Score
Quality	Good	4
Performance	Good	4
Employee Data Storage	Satisfied	4
System Interface	Neutral	3
Payroll and Compensation	Satisfied	4
Leave Management	Satisfied	4
Attendance Tracking	Satisfied	4

Average Efficiency	3.86
Efficiency Rate	77.20%

3.5 Summary and Conclusion

Robi Axiata is innovating the way people view the HRIS system, to put it succinctly. With innovative technology and ideas, the company intends to create a marketable product for the business sector. In addition, internal Robi Axiata employees are satisfied with HR4U, according to the survey. According to statistical testing and analysis of the survey, HR4U is 77.2 percent effective despite some minor flaws. Therefore, the system is performing well with the current demand, but there is room for improvement that Robi Axiata must consider in order to achieve the system's intended outcome.

3.6 Recommendations

The paper presents insights regarding various aspects of the HR4U system based on its findings and analysis. Robi Axiata has the ability to transform the system into a world-class product. However, the setbacks will likely cause them significant problems in the near future. In light of this, the organization can consider the recommendations made.

First and foremost, Robi Axiata should consider redesigning their UI/UX to make it more user-friendly. For this purpose, the company can consider implementing a color palette and motion strategy. In addition, they can add features such as font enlargement, navigation, and closed captioning. Therefore, users with certain disabilities will feel more engaged with the system.

It is also recommended to implement a routine for detecting system bugs so as to ensure minimal bug detection. As a result, the system will operate efficiently and HR4U's functionality will gradually improve. In addition, Robi Axiata may want to consider implementing quality assurance and error forecasting programs. This would aid in preventing significant team damage.

On the other hand, it is recommended that Robi Axiata enable internal communication processes so that it can substitute alternative products. Employees will not be required to use any other communication software or system. This will make it feasible to make the system sustainable.

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Appendix

Equity Multiplier						
Particular	**Formula**	**2017**	**2018**	**2019**	**2020**	**2021**
EM	average total asset / average share holder's equity	3.14	3.02	2.89	2.39	2.42

Source: Annual Report 2017-2021

Weighted Average Cost of Capital						
Particular	**Formula**	**2017**	**2018**	**2019**	**2020**	**2021**
WACC	[(cost of equity * % of equity)] + [(cost of debt * % of debt * (1 - tax rate)]	2.82	4.38	5.20	7.02	6.56

Source: Annual Report 2017-2021

Internship Report Questionnaire

The Effectiveness of in-house HRIS System : A Study on Robi Axiata

1. Do you use the HRIS system everyday?

   Mark only one oval.

   ◯ Yes

   ◯ No

2. Please rate the stated standards of the system

   Mark only one oval per row.

	Very Poor	Poor	Fair	Good	Excellent
Quality	◯	◯	◯	◯	◯
Performance	◯	◯	◯	◯	◯

3. Please rate the stated features based on your satisfactory level

   Mark only one oval per row.

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Employee Data Storage	◯	◯	◯	◯	◯
System Interface	◯	◯	◯	◯	◯
Attendance Tracking	◯	◯	◯	◯	◯
Payroll and Compensation	◯	◯	◯	◯	◯
Leave Management	◯	◯	◯	◯	◯

4. Were you given sufficient instruction and support on how to use the system?

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Maybe

5. Please mention the aspects where the software can improve

_____

_____

_____

_____

_____

Usage of HRIS everyday	Quality	Performance	Employee Data Storage	System Interface	Attendance Tracking	Payroll and Compensation	Leave Management	Received instruction and support	Aspects for improvement
Yes	Good	Good	Satisfied	Neutral	Very Satisfied	Neutral	Satisfied	Yes	user interface
No	Fair	Fair	Neutral	Neutral	Neutral	Neutral	Neutral	No	user interface , data privacy
Yes	Fair	Fair	Satisfied	Neutral	Satisfied	Neutral	Satisfied	No	user interface , data storage, functionality
Yes	Good	Excellent	Unsatisfied	Satisfied	Very Satisfied	Very Satisfied	Satisfied	Yes	Data privacy , user interface , flexibility
No	Good	Good	Satisfied	Satisfied	Neutral	Satisfied	Satisfied	No	user-friendly
No	Fair	Good	Satisfied	Satisfied	Very Satisfied	Satisfied	Satisfied	Yes	automation
Yes	Excellent	Fair	Neutral	Neutral	Unsatisfied	Very Satisfied	Satisfied	Yes	user interface , user-friendly
Yes	Excellent	Good	Unsatisfied	Neutral	Satisfied	Very Satisfied	Very Satisfied	No	user interface , functionality
Yes	Good	Fair	Very Satisfied	Very Satisfied	Very Satisfied	Very Satisfied	Satisfied	No	Functionality
Yes	Good	Fair	Satisfied	Neutral	Neutral	Satisfied	Very Satisfied	Yes	Automation , user interface
No	Fair	Excellent	Satisfied	Neutral	Very Satisfied	Neutral	Satisfied	Yes	user-friendly , automation
Yes	Excellent	Fair	Satisfied	Neutral	Neutral	Very Satisfied	Neutral	Yes	flexibility
Yes	Fair	Fair	Satisfied	Neutral	Satisfied	Satisfied	Satisfied	No	user interface , flexibility, automation
Yes	Excellent	Good	Satisfied	Satisfied	Satisfied	Satisfied	Satisfied	Yes	user interface
Yes	Good	Fair	Neutral	Satisfied	Satisfied	Very Satisfied	Satisfied	Yes	user interface , data privacy
Yes	Fair	Good	Neutral	Satisfied	Very Satisfied	Very Satisfied	Satisfied	Yes	user interface
No	Excellent	Fair	Very Satisfied	Neutral	Unsatisfied	Neutral	Satisfied	Yes	data storage, functionality
Yes	Excellent	Good	Unsatisfied	Neutral	Satisfied	Very Satisfied	Very Satisfied	No	Data privacy , user interface , flexibility
Yes	Excellent	Good	Satisfied	Very Satisfied	Very Satisfied	Very Satisfied	Satisfied	Yes	user-friendly
Yes	Good	Excellent	Very Satisfied	Neutral	Very Satisfied	Satisfied	Very Satisfied	Yes	user-friendly

Responses from the questionnaire

Project Proposal
On
The Efficiency of In-House Human Resource Information System: A Study on Robi Axiata

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Background Information

HRIS. is a software solution for managing and processing HR-related rules and procedures and specific personnel information. The goal of HRIS. is to provide a consolidated database that holds employee data and other employee-based pieces of information (Lina, 2019). It also serves as a central repository for all documents relevant to the company workforce, including the most recent data on recruitment and retention rates.

Keeping employees' private information safe is a top priority for Robi Axiata Limited. Their operations are based on the T.R.U.S.T. principles of transparency, respecting rights, using personal data responsibly through secure cyber-security procedures, and exercising caution while transferring data (Robi Axiata Limited, 2021). As the leading telecommunications company in Bangladesh, they utilize HRIS. to gather and retain personnel information.

Problem Statement

The HRIS of Robi Axiata Limited is still in the development stage as per the primary source. For instance, employee data were expected to be kept in sync in this system, and server overload caused the system to fail due to technological glitch. The efficiency needs to be tested for understanding it's growth and flaws.

There remains a research gap in this field. Human resource management and other aspects of Robi Axiata Limited have been the focus of previous research and publications. There is no information about Robi Axiata Limited's human resource information system. The gap provides for the possibility of substantial exploration in the foreseeable future.

Research Objectives

The purpose of the research objectives is to fill the research gap. The following are thus the objectives:

Objective 1: To comprehend HRIS.'s contribution to the daily activities of Robi Axiata Limited

Objective 2: To investigate the fundamental HRIS. challenges and address the issue.

Objective 3: To identify feasible alternatives to the issues impeding the sustainable operation of the system.
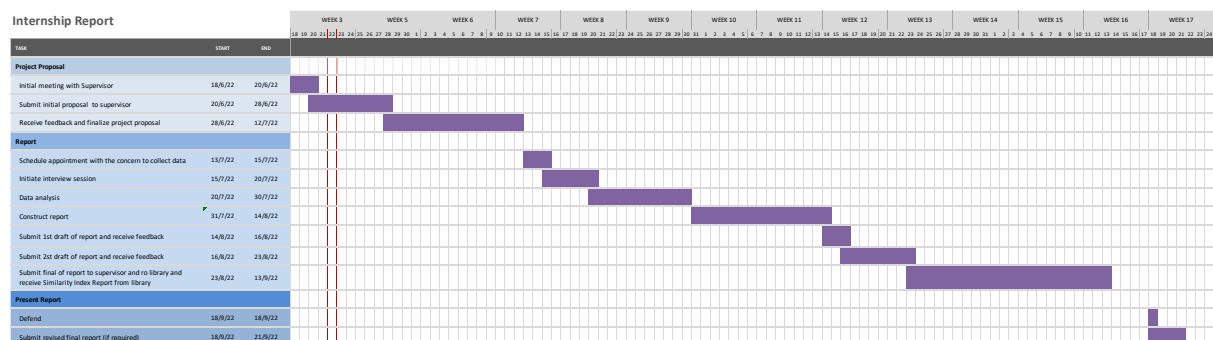
Preliminary Methodology

Qualitative data form the foundation of the paper's preliminary methodology. The report is based on both primary and secondary data. The third chapter exclusively utilizes primary data collected via employee questionnaires and interviews, and case studies, articles, and academic papers are considered for secondary data.

Significance of the Issue

The study focuses on a significant subject. According to the authors (García-Arroy & Segovia, 2019), data is the most important asset for human resource management. Besides, researchers (Boon, Hartog, & Lepak, 2019) claim that companies use data to forecast when employees have tendencies to quit, where to hire the best prospects, and how to find and attract them. The factors amplify the value of HR data. If the HRIS. is not fully supported, there is a danger of not making the best SHRM. judgment. A lack of such vital information can affect both the firm's and employees' progress.

The expected implication of this research is to identify the optimal solution to Robi Axiata Limited's current HRIS. issues. In addition, the study aims to establish new research areas in HRIS. efficiency and development.

Timeline of the report work

Timeline of the report work