

Report On
**“A Comprehensive Assessment of the ERP Systems of Kazi
Farms Limited”**

By
Tahsin Raysha Mallik
19304031

Bachelor Of Business Administration
Brac Business School
Brac University
January, 2024

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

Brac Business School
Brac University
January, 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

Tahsin Raysha Mallik
ID: 19304031

Supervisor's Full Name & Signature:

Dr. Nusrat Hafiz
Lecturer
Brac Business School
Brac University

Letter of Transmittal

Dr. Nusrat Hafiz
Lecturer
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission

Dear Ma'am,

This is my pleasure to present my experience as a Talent Acquisition intern of Kazi Farms Limited.

I have attempted my level best to complete this internship report with the necessary data and addressed propositions thoroughly.

I sincerely hope this report will meet the requirements and will be considered credible and informative.

Sincerely yours,

Tahsin Raysha Mallik
Student ID- 19304031
Brac Business School
Brac University
Date: January 8, 2024

Non-Disclosure Agreement

The agreement is made and entered into by and between Kazi Farms Limited and Tahsin Raysha Mallik.

The information and data provided in this research paper are authentic and will only be used for internship purposes and nothing else.

Acknowledgment

Firstly, I want to acknowledge the Almighty for giving me the dedication and motivation to complete the report within the given deadline.

Secondly, I want to thank my academic supervisor, Dr. Nusrat Hafiz and co-supervisor Dr. M Asadul Islam for their guidance throughout the writing process.

Then, I want to thank my on-site supervisor, Farhana Alam, Talent Acquisition Manager of Kazi Farms Limited for her support in finishing the internship report.

Executive Summary

Kazi Farms Limited is considered as the pioneer of the poultry industry in Bangladesh. Kazi Farms Limited was in charge of Bangladesh's initial exports of day-old chicks and hatching eggs in 2004. Their products include broiler parent chicks and broiler chicks, layer chicks, table eggs, feed, and Kazi Organic fertilizer. Other than that, Kazi Farms Limited acts as the mother organization to Kazi Media Limited, Kazi Food Industries, and Sysnova.

The first chapter of the report provides the internship details overview. The chapter emphasizes the responsibilities I had to perform as an intern as well as my experience in the organization as an intern. This chapter also proposes some recommendations to make the internship experience even smoother.

The second chapter of the report focuses on the organizational aspects of Kazi Farms Limited. And lastly, the third chapter in the main project part which gives a detailed insight into the situation. Here the claims are backed up by the data collected recently.

Keywords: ERP, Productivity, E-HRM, efficiency, Kazi Farms Limited.

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List of Acronyms

MBM - Meat & Bone Meal

ERP - Enterprise resource planning

E-HRM - Electronic Human Resources Management

HRM - Human Resources Management

HRD - Human Resources Department

OP- Organizational Performance

EN- Employee Needs

SC- Strategic Change

KFIL- Kazi Foods Industries Limited

KFL- Kazi Farms Limited

A Comprehensive Assessment of the ERP Systems of Kazi Farms Limited

Chapter 1 Overview of Internship

1.1 Student Information:

Name: Tahsin Raysha Mallik

ID: 19304031

Program: Bachelor of Business Administration.

Major: 1st Major in Marketing, 2nd Major in Human Resources Management

1.2 Internship Information:

1.2.1 Company Information:

Period: 3 Months

Company Name: Kazi Farms Limited

Department: Human Resources Department

Office Address: Ahmad and Kazi Tower, 35 Dhanmondi. #Road 2, Dhaka 1205

Head Office Address: Ahmad and Kazi Tower, 35 Dhanmondi. #Road 2, Dhaka 1205

1.2.2 Internship Company Supervisor's Information:

Name: Farhana Alam

Designation: Manager, Talent Acquisition – HR

1.2.3 Job Scope:

1.2.3.1 Job Description: Kazi Farms Limited's Human Resources department provided me with an internship opportunity, which I am currently pursuing. I am working for the Talent Acquisition team in the position of an intern. The purpose of a talent acquisition team starts from attracting candidates to hiring the most eligible candidate and everything in between. For example, sorting CVs based on required criteria, arranging written tests, interviews, it tests, finalizing desired candidates, etc. I am currently 1 month into this program. The office day begins at 9:00 in the morning and concludes at 5 in the evening. I consider myself fortunate to be chosen as an intern at Kazi Farms Limited as I am gaining valuable experience and learning core human resources skills.

1.2.3.2 Job Responsibilities:

- Involved in arranging recruitment camps for non-management positions where over 400 candidates were participating.
- Sorting more than 100 CVs at a time based on job requirements.
- Calling the shortlisted candidates about the further hiring process.
- Message those shortlisted candidates the address, written test schedule, and interview schedule.
- Involved in written test invigilation as well as IT test invigilation.
- Arranging interviews.
- Making internship certificates for other interns.
- Involved in the whole joining process of selected employees.
- Involved in many special projects like making EB Calander, and different onboarding projects.

- Involved in managing the LinkedIn profile of the company.
- Making PowerPoints for departmental presentations.
- Preparing proposal requisitions on companies' ERP software.
- Scanning and mailing approved requisitions to different regional offices.
- Involved in booking meeting rooms for interviews.
- Making offer letters and appointment letters for recruits.
- Updating the internal database as well as the recruitment tracker.

1.3 Internship Outcomes:

1.3.1 Students Contribution to the Company:

As an intern in the Talent Acquisition team of the Human Resources Department of Kazi Farms Limited, I work closely with not only attracting the best candidate but also in every step of the onboarding process. My work starts from sorting CVs and maintaining the requirements of the position from the bdjobs online portal. I then inquire about the interview board and finalize a date when everyone will be free to take the interview. And check if the interview rooms are available or not. After that, I call those shortlisted candidates to inform them about the salary we are offering, a brief job description as well as the written test, and the interview schedule. After completing this I message those shortlisted candidates the address, written test schedule, and interview schedule. Then I send an email to the interview board members as a confirmation of the interview.

And as the employee number of Kazi Farms Limited is over 10,000, I have to go through this whole process every other day. As vacancies are opening every other day in a different regional office. Other than that, I also conduct an IT test for candidates, which occurs after the interview. If a candidate performs considerably well in the interview they have to attempt the IT test.

Besides all that, I am involved in 4-5 different special projects. For instance, I made an employee branding calendar of 2024 in Google Sheets where all the future holidays and relevant important days are highlighted so that the company can post about those days on their several social media platforms, especially their LinkedIn profile.

I also made a database where I keep track of written test questions based on different positions. In this database, I keep track of when the question was made, how many sets of questions were made, and when it is time to revise and update the question.

I also made a database on critical business positions of Kazi Farms. Where I specifically identified which positions of the company if difficult to attract, why those positions are critical, what educational qualifications are required, what behavioral skills are required, and lastly which executive is responsible for handling the position.

1.3.2 Benefits to the student:

An ideal education requires both theoretical and practical knowledge. Gaining proper education requires a balance between theoretical and practical. During the four years of my undergraduate studies, I have gained theoretical knowledge about the definition, functions, and processes of human resources management. Through my internship experience, I am gaining practical knowledge about human resource practices in corporate organizations. Because of this internship, I got to know that the theoretical knowledge I have gained in undergraduate life is completely different than the actual practice of HR. Which is extremely beneficial for a student's upcoming professional life.

1.3.3 Difficulties:

- Kazi Farms Limited uses the Linux operating system which is completely different and I faced difficulties using it in the first week or so.

- The computer setup that was allocated for me was slow.

1.3.4 Recommendations:

- **Organize a session about the ERP and Linux system:** The human resources department of Kazi Farms Limited is heavily intern-dependent and interns are treated as full-time employees. Which is when I joined, I had to learn the ropes quite quickly to keep up with the work pressure and that is why if there had been a small session about the ERP of the company as well as a few tips and tricks of Linux it would have been fruitful.

- **Need to maintain a repair schedule for their computers:** The computer I was allocated to was very slow and hampered the workflow. But it is not only my allocated PC. I have noticed more or less every computer is in the same state and we need to call the IT department to fix the issue. And this happens quite frequently. So, if a repair schedule is maintained it would increase productivity.

Chapter 2: Organization Part

2.1 Introduction:

The innovative Kazi Farms Limited has become a major force in the world's chicken and agriculture markets. With a long history spanning several decades, the organization has constantly shown its dedication to sustainability, innovation, and excellence. This dynamic company uses a diversified approach to operate in the poultry, aquaculture, and agribusiness sectors of agriculture. Kazi Farms Limited was established with the values of honesty, excellence, and continuous innovation and dignified the agricultural environment of our country. Its main emphasis on raising chickens has transformed Bangladesh's poultry business and given us a consistent, dependable supply of high-quality protein. By utilizing cutting-edge technology,

strict quality assurance, and moral behavior, the team has raised the bar for food safety and animal welfare.

2.2 Overview of the Organization:

2.2.1 Company Background:

In 1996, Kazi Farms Limited was founded as an egg hatchery for imports. The following year, they started operating their parent farms. Production on the grandparents' (GP) farms began in 2004. Kazi Farms Limited was in charge of Bangladesh's initial exports of day-old chicks and hatching eggs in 2004. This was a turning point for Bangladesh's agriculture sector as a whole because Kazi Farms Limited was the first Bangladeshi organization that exported day-old chicks and hatching eggs. Kazi Farms Limited can achieve global standards and establish itself in the export market. They have the dedication to quality and are flexible in responding to shifting market conditions. They specialize in chicken breeding, hatching, and raising, and their commitment is reflected in their market performance. To this day Kazi Farms Limited is the largest egg producer because of their commercial layer farms.

One of Bangladesh's biggest agro-industrial conglomerates, Kazi Farms has dominated the chicken market for over ten years. Their extraordinary progress over the years has led to the opening of over 100 new locations and the development of a variety of businesses encompassing the following industries: poultry, hatchery, feed mill, ice cream, frozen food, information technology, and television channels. With almost 10,000 employees, they work hard to establish a work atmosphere that values diversity, welcomes change, and gives each team member the chance to take the lead.

2.2.2 Company Purpose:

To produce high quality chicks and feed so that poultry farmers can be productive and prosperous.

To produce safe eggs and chicken which consumers can eat with confidence.

To produce organic fertilizer which replenishes the organic content of the soil, increases long-term fertility and protects farmers' profits.

Figure 1 Kazi Farms Limited's Purpose

2.2.3 Vision of the Company:

We have a vision of a more prosperous Bangladesh, where poultry farmers are generating income by producing safe food.

Figure 2 Kazi Farms Limited's Vision

2.2.4 Mission of the company:

Their mission is to gain customer satisfaction by creating premium agro-based products and services, as well as providing the products to their customers so that their product promotes healthy lifestyles. They are fostering the development of a passionate team of professionals to achieve the organization's vision and enhance each employee's working environment. They consistently react to stakeholder, societal, and environmental needs as fast as they can.

2.2.5 Products of Kazi Farms Limited:

2.2.5.1 Broiler parent chicks and broiler chicks: The finest broiler breeds in the world, Avigen Indian River and Cobb-Vantress, are represented by Kazi Farms Limited, the Grand-Parent franchisee of Bangladesh. Compared to other broiler breeds, Kazi Farms Limited's chicks are offered at a premium since they are thought to be the best-performing chicks on the local market.

2.2.5.2 Layer chicks and table eggs: In Bangladesh, Hy-line Brown and White Layers are distributed by Kazi Farms Limited. The world's oldest poultry breeding enterprise and top-layer breeder is Hy-line International. Bangladesh's largest producer of commercial table eggs is Kazi Farms, thanks to its commercial layer farms.

2.2.5.3 Kazi Feeds: In 2006, Kazi Farms Limited increased the scope of its business by manufacturing chicken feed. It has quickly established itself as the industry leader in terms of both volume and quality. The Gajaria feed mill was established using technical know-how from the USA and Europe to guarantee feed quality. Kazi Farms Limited abides with all applicable rules issued by the government of Bangladesh. MBM is not used in our feed. (MBM is an inexpensive protein produced by drying and boiling waste from slaughterhouses.) Antibiotics are not used in our diet.

2.2.5.4 Kazi Organic Fertilizer: When it comes to producing composted organic fertilizer, Kazi Farms leads the industry. Farmers can reap numerous benefits from this commodity. It is created when aerobic bacteria break down poultry dung, creating a naturally occurring fertilizer with a high organic matter content. Because of the excessive use of chemical fertilizers and the high frequency of plantations, many soils in Bangladesh have low levels of organic matter. The cost of irrigation is decreased by increasing the soil's organic content, which also improves water retention. Retention of more water also lessens the amount of chemical fertilizer runoff that occurs from rainfall.

2.2.6 Organizations Under Kazi Farms Umbrella:

2.2.6.1 Deepto TV by Kazi Media: In Bangladesh, Deepto TV (দীপ্ত টিভি) is a pay television network and streaming service. It is run by Kazi Farms Limited's sister concern, Kazi Media Limited. It began broadcasting sincerely on November 18, 2015, and in just two weeks it

became the most-watched television station in Bangladesh, surpassing all others. It is located in Tejgaon. Deepto TV from Kazi Media has become incredibly well-known across the country as a result of airing Turkish TV series in Bangla dubbing. The vast majority of Deepto TV's programming is devoted to agricultural and social topics.

2.2.6.2 Kazi Food Industries Limited: The Kazi Farms Limited launched Kazi Food Industries Limited. KFIL, based in Beron, Ashulia, manufactures and markets Bellissimo, a line of premium dairy ice cream with a minimum of 10% milk fat (per international standards). Under the brand name ZaNZee, another range of ice creams and ice lollies is made and distributed. Under the Kazi Farms Kitchen brand, a variety of frozen food items are available for purchase. Since, according to international practice, hens are not given antibiotics within seven days of being slaughtered, these are all guaranteed to be free of antibiotic residues. Additionally, according to European standards, the meat is assured to have come from chickens grown on a diet devoid of MBM (meat and bone meal). The meat-based goods are

Kazi Farms Kitchen: For Bangladeshi households, frozen foods from Kazi Farms are nothing new. There are several types of paratha, sausages, samosas, dalpuri, cupcakes, and nuggets available. The 14th "Best Brand Award 2022" event, which was presented by Nielsen IQ, The Daily Star, and Bangladesh Brand Forum (BBF), saw Kazi Farms Kitchen win the Best Brand Award 2022 in the Frozen Foods Area.

Za N Zee: Za N Zee's brand spokesman is well-known. The corporation gains a lot from Shakib Al Hassan's position as a brand ambassador. Ice lollies are this brand's best-known product. Since this brand is less expensive than many other brands on the market, young people also like various flavors. Located at Shimanto Shombhar, Dhanmondi 02, Dhaka-1209 is the company's headquarters.

Bellissimo Premium Ice-Cream: Bellissimo is the main ice cream brand of Kazi Foods. These choices and preferences are the most upscale. They are located in Ashulia. Both upscale dining establishments and fast-food chains use Bellissimo ice cream.

2.2.6.3 Sysnova: It is an IT firm that specializes in open-source solutions called Sysnova Information Systems Limited. It provides Idempiere ERP assistance for all Kazi Farms Limited entities.

2.2.6.4 Central Women’s University (CWU): Central Women’s University is the only privet university for women in Bangladesh and is an indirectly related organization under Kazi Farms Umbrella. Kai Farms Limited donated 53 crore Taka of financial support between the years 2010-2019 as social responsibility. Kazi Zahedul Islam the Managing Director of Kazi Farms Limited is serving as the Chairman of Central Women’s University.

2.2.6.5 Kazi Zahural Huq College: The Managing Director, Kazi Zahedul Hasan is from Mary Gopinathpur, Gopalganj, because of this reason this college was founded in that area. Kazi Farms Group supports the running of Kazi Zahural Huq College in his hometown. This is a free, privately run HSC college that is among the highest in the district.

2.3 Management Practices of Kazi Farms Limited:

2.3.1 Leadership Style

Kazi Farms Limited does not follow any particular leadership style. Here different types of leadership are being followed according to the seniority levels of their employees’ positions. The leadership styles that are followed are,

Laissez-Faire: Senior leadership at the highest level demonstrates a laissez-faire leadership style. when general managers delegate most of the decision-making responsibilities to

their assistant managers. General managers have faith in their team members to decide for themselves and finish tasks with little direction.

Democratic Leadership: From the assistant general manager to the senior manager or assistant manager, democratic leadership is evident. Assistant general managers foster teamwork and a sense of ownership in the company's objective by encouraging senior managers and assistant managers to contribute their thoughts, ideas, and opinions. Higher-quality products, improved customer service, and happier staff are possible outcomes of this engagement.

Autocratic Leadership: The CEO is the only one who can make crucial decisions like allocating funds for a newly launched product, creating a TV commercial, or organizing any events. He is an independent decision-maker who demands complete obedience to his directives.

2.3.2 Human Resources Planning of Kazi Farms Limited:

2.3.2.1 Human Resources Department:

Kazi Farms Limited is one of the exemplary HR departments in Bangladesh because of the number of employees they manage daily. Kazi Farms Limited employs more than 10,000 employees. To run seamless operations the HR department of Kazi Farms Limited is divided into four different teams, where every team oversees different aspects of HR. The four different teams are Talent Acquisition (TA), Performance & Rewards (OD), Compensation & Benefits, and Legal & compliance. The elaborated responsibilities of each team under HR are as follows,

Talent Acquisition (TA) Team: As the name suggests, the main responsibility of the TA team is to acquire new talents from all over Bangladesh. Bdjobs, paper advertisements, and Facebook ads are the most used mediums for attracting new talents. Publishing job opening advertisements for both management and non-management positions across different media platforms is only the first step of many. Sorting CVs according to the job specifications and

educational backgrounds, conducting and arranging written tests according to the department and designation, and conducting interviews and IT tests are the basic tasks of the TA team. Other than that recruitment and selection, preparing the new joiner's files according to the on-boarding checklist, organizing orientations, and handing over files of the new joiners to the compensation & benefits team are included in the responsibility of the particular team. The on-boarding and off-boarding processes are seen as two of the most major responsibilities.

Performance & Rewards Team: Analyzing the performance of the management employees and providing rewards as incentives are the main responsibility of this team. The team solely monitors the performance of employees and allocates rewards accordingly. Performance reviews are given to employees based on their performance. Employees are regularly evaluated according to their contributions and accomplishments. Managers use raises, incentives, and promotions to motivate their employees to be more efficient and productive. As a result, highly skilled employees are thought to have promotion potential. Promising workers could get letters of appreciation or be given job possibilities. Workers may receive a notice to quit if their performance reviews are deemed inadequate. This team and their management style motivate and inspire every individual to succeed in their jobs.

Compensation & Benefits Team: This team is responsible for the compensation processing of all employees. An employee of the compensation & benefits team gets in touch with a newly hired employee and gives them a bank account and book for their bank account. The payroll personnel are in charge of paying employees' salaries and holiday bonuses. Additionally, they are in charge of paying for discounts or other benefits on Kazi Farms products like frozen meals, eggs, and beef. Additionally, all frozen goods provided by Kazi Foods Limited are discounted by 20% for employees. Also, workers can choose to take out loans from Kazi

Farms Limited; if they choose to do so, a deduction will be made from their monthly salary. For every lunch that employees eat in the office, 35tk will be taken out of the employee's paycheck. Similarly, the payroll division manages medical, travel, and mobile allowances, as well as medical benefits if there is an event that a worker is wounded at work or must travel for work-related purposes. The employee's family receives compensation in the event of an untimely death. The payroll team at Kazi Farms Limited's HR Department is responsible for managing any transfers, leaves, or monetary settlements, TADA bill processing, etc.

Legal & Compliances: This team is solely focused on any legalities of Kazi Farms Limited. Starting from the clauses in the appointment letter of recruitment, this team maintains the employment laws inside the organization as well as any laws under the constitution that directly and indirectly affect the organization.

2.3.2.2 Human Resource Practice of Kazi Farms Limited: As Kazi Farms Limited employs more than 10,000 employees altogether, their human resources practice is a bit more detailed than other organizations. Kazi Farms Limited is considered an example when it comes to its HR practice among other organizations in the industry. The four different teams under HR oversee different operations. The detailed HR practice is explained below,

Recruitment & Selection Process: Recruitment plays a major role in a company's talent strategy and competitive advantage. Skilled workers in appropriate positions could be a great advantage to the business. Finding enough qualified candidates to support the company's goals is the aim of the recruitment process. The whole recruitment and selection as well as the onboarding of the employees are done by the talent & acquisition (TA) in the HR department. Keeping the objective in mind, recruiting contributes to the expansion of an organization's pool of prospective employees from whom management can select the most qualified candidates for

open positions. Whenever a department has vacancies open and is in of recruits to fill, it must fill out and sign a Recruitment Request Form; it must also include a justification for the request. If an employee leaves the company, the department looks for a replacement or hires new staff. The Recruitment Request Form will be reviewed by senior management before being sent to the Talent Acquisition team. The CVs are then sorted after the deadline has passed. The corporate office extends an invitation to the applicants for an interview. Depending on their classification, they must first pass a written exam. All applicants then take an IT test. Interview invitations are extended only to candidates who score highly on the written and IT exams. The successful candidates are contacted a few days after the interview to finalize their joining dates.

Compensation System: As mentioned earlier, the compensation & benefits team under HR works solely to provide compensation to employees. To provide compensation for over 10,000 employees uttermost perfection is needed, that is why a separate team is needed. Compensation is provided after evaluating the monthly attendance, lateness, loans taken, performance appraisal, lunch fee, etc. Punctuality is an important factor in compensation because if any employee is late a minimum of five days in a month, they do not get the salary of one day. Other than that, medical, travel, mobile allowances, as well as medical benefits, and TADA bills are also considered before compensation.

The Onboarding Process: After successfully joining employees, some structured onboarding steps are taken into consideration. Within a month or so of joining, the recruits have a mandatory orientation. Where they are made aware of certain organizational rules and regulations, organizational culture, a summary of their job responsibilities, and an overview of how to perform those tasks. With the help of this orientation, employees get to know more about the company and can get rid of any questions they have and want to ask. Other than that, a 30-

60-90-day plan is followed as a part of onboarding, where the recruit's learning about the job and their performance is measured every 30 days. Giving employees proper training according to their job description is an important part of onboarding. Currently, many projects are going through the implementation process so that new employees do not feel anxious about learning.

The Offboarding Process: The HR department of Kazi Farms Limited is constantly finding ways to improve. This is why when an employee is resigning, a thorough exit interview is conducted. Where the reasons behind leaving the company are disclosed, also here the employees give honest suggestions and recommendations about Kazi Farms Limited. Other than the exit interview, a detailed separation report is made every financial year to keep track. At monthly departmental meetings, the summary of the separation report, and the turnover rate are discussed with proper reasoning behind the turnover. And the HR department is constantly finding ways to keep the turnover rate at a minimum.

Performance Appraisal: As mentioned previously the HR department of Kazi Farms Limited has a separate team named "Performance & Rewards" which monitors and evaluates the performances of management employees and provides incentives, raises, and promotions. This team is responsible for employee motivation as they are responsible for appraisal.

2.4 Marketing Practice in Kazi Farms Limited:

1. Strategies Employed:

Kazi Farms Limited advertises its products through different types of marketing. For instance, content marketing, advertising, influencer marketing, social media marketing, promotional strategies, event management, product creation, and online advertising are currently utilized. Products from Kazi Farms, such as chickens, eggs, and frozen food items, are regularly

advertised on several local television channels and Cineplex screens before the start of movies. Also, they have a well-known athlete Shakib Al Hasan, a cricket player for the Bangladesh national team, as a brand ambassador of ZaNZee Ice-Cream, which aids in the company's ice cream marketing efforts.

2. Targeting & Positioning:

As the products of Kazi Farms Limited are of completely different variations, their target customer comes from different demographics, genders, social classes, lifestyles, ages Limited, etc. However, the traits and buying habits of the customers are somewhat similar. Their target customers are premium and upper-middle-class segments of society to middle-class individuals with a monthly income of at least 50,000 Taka. Families where both husband and wife are working, because they are both working and busy and are looking for something simple and quick. Family decision-makers, nuclear families, persons living in hostels, newlywed couples, etc. Based on these target customers Kazi Farms positions their products by the USP of their products.

3. Marketing Channels:

Direct to Customer sales: Facilitated by a dedicated sales team who are first-hand involved with the customers and take orders of the product. This team is also constantly in search of stores, restaurants, or food service providers so that they can supply large quantities of products according to the need. This method mostly works with chicken products and animal feeds.

Exporters: Kazi Farms exports its goods, mostly frozen food items, to countries including New Zealand and Ireland. Its export network, which consists of distributors, agents, and representatives, is well-established in these countries.

Distributors: In addition, Kazi Farms Limited works with a network of distributors to increase its market penetration. It is the distributors' responsibility to market and provide Kazi Farms products to their clientele across the nation.

Retailers: They sell their products through a network of merchants that includes health food stores, general supply stores, and supermarkets. These merchants work as retailers to the customer. Using this channel, the company might get in touch with certain customers who respect wholesome, high-quality food items.

4. Product development for reduced competition:

In this fast-changing world, buying trends and consumer demands are constantly changing. Kazi Farms Limited is committed to ongoing product development to satisfy the changing demands of the customers. To develop new items and raise the caliber of current ones, the corporation makes R&D investments. In addition to using competitive strategies, Kazi Farms Limited also regularly checks the display and adjusts to changing customer tastes and industry-related challenges. This helps the company to stay competitive and to hold its position as a major agricultural rival in Bangladesh.

5. Promotional Activities:

To increase awareness of its products and services among its target market, Kazi Farms Kitchen devotes a lot of effort to promotion. They use a range of mediums, such as offline, online, and conventional media, to market. As part of their promotional operations, they collaborate with a third party to develop POSM and other promotional tools.

Standard Practices and Advertisements: Conventional media includes print media and electronic media. Newspapers, magazines, and pamphlets are considered to be the components of print media. Whereas, radio and television advertisements, billboard advertisements, banner

commercials, and social media advertisements are relatively known as the components of electronic media. Businesses can utilize advertisements on each of these channels to reach consumers. For advertisement, Kazi Farms Kitchen didn't initially air their commercial on television, due to their desire to maintain a balance between supply and demand. As their supply and demand grew, they concentrated on airing ads on television.

Advertisements on Billboards and other Mediums: This type of advertisement where the ad is placed on attractive billboards, light boxes, posters, festoons, X banners, press advertisements, and brochures are called point of sale materials. According to Law Insider, when a Placement, the moment at which a buyer of Placement Shares signed a legally binding agreement to buy such Placement Shares, is considered a Point of Sales. Items for the point-of-sale Ads are used specifically at points of sale to promote and draw attention to products and services. Kazi Farms Kitchen uses a range of point-of-purchase tools to entice customers, including attractive billboards, light boxes, posters, festoons, X banners, press advertisements, brochures, etc.

6. Not Mounted Marketing Activities:

In addition to being conducted in public spaces like department stores or supermarkets, promotions can also be conducted live during special events like concerts, festivals, and trade shows. Field interactions make it feasible to make transactions instantly. One can utilize competitions, freebies, or discounts (i.e., coupons) to entice people to purchase a product.

Sponsorships: Kazi Farms Kitchen provides financial or in-kind support for a range of fairs, periodicals, concerts, science fairs, and academic events (study tours, rag days, seminars, etc.).

Convenience & Super Shop Activation: New product introductions by enterprises result in Superstore activation. It's comparable to giving a customer a free sample of a product to get them to buy it.

Brand Promotion: Kazi Farms Kitchen uses brand promoters to market its name, products, and services. Brand ambassadors execute a variety of tasks, including promoting a company's unique selling proposition (USP), answering inquiries from customers, and spreading brand awareness. Kazi Farms Kitchen hires brand marketers during the Dhaka International Trade Fair (DITF) and on significant events like Eid-ul-Fitr, Puja, Christmas Day, etc. when there is a high demand for frozen food.

7. Mounted Marketing Activities:

Digital media, such as the Internet and social media, is a contemporary means for businesses to interact with clients. This is because news, information, and advertisements are displayed on these platforms despite the technological constraints of print and broadcast media.

Social Media & website Activation: Kazi Farms Kitchen values digital marketing highly to reach its target audience and benefit from its simplicity. You may find out everything there is to know about their products and services by visiting www.kazifarmskitchen.com. Kazi Farms Kitchen keeps its target demographic informed about new items, exclusive deals, the launch of new franchise locations, and other information via its Facebook page. They are also active on LinkedIn and Instagram.

8. Critical Marketing issues and gaps:

Lack of Brand Awareness: Although Kazi Farms Limited is a well-known brand in Bangladesh's agricultural industry, its brand awareness is low among individual consumers. To

expand its audience and raise brand awareness, the organization needs to make greater investments in marketing and public relations.

Lack of Engagement: Kazi Farms Limited may lose out on opportunities to remember their clients' requirements and preferences owing to a lack of client maintenance and feedback channels. To enhance its offerings, the company had to fortify its approach to customer service and assiduously pursue customer input. I think a major contributing factor is that, specifically under Kazi Foods Limited, there isn't much marketing and promotion done for their food products.

Inadequate Distribution Network: Kazi Farms Limited has a vast network of distributors, but its reach is restricted to particular areas and not universally accessible to potential customers. New dispersion channels should be built and the conveyance arrangement enhanced to guarantee that all clients have easy access to the company's assets.

2.5 Financial Performance & Accounting Practices:

Despite my repeated requests and chats, Kazi Farms Limited has not given me the annual accounts for reporting. They indicated that this information had never been shared with any other intern and that it would not be shared with me. Not even on the internet did I discover it.

2.6 Operations Management and Information System Practices:

Data framework approaches and operations management are highly valued by Kazi Farms Limited. The business's operations, which are supported by creativity and an efficient data function, demonstrate its commitment to quality and sustainability. The focus on incline manufacturing innovations is one of the key components of Kazi Farms' operations management. Several progressive initiatives have been put into place by the company, such as Just-In-Time (JIT) inventory management, add-up to Profitable Upkeep, and continuous Improvement. These

techniques have helped to lower waste, boost efficiency, and raise the efficiency of its products and services. The business has developed a fully integrated Enterprise Resource Planning (ERP) system that enables real-time monitoring and administration of the supply chain, from gathering raw materials to manufacturing and ultimately shipping. It is greatly appreciated that Kazi Farms Limited can now shorten its processes and quickly adjust to changes according to specific requirements. Through the use of innovative technology, such as a modern manufacturing line for handling chicken, the company has been able to ensure premium standards of food safety and hygiene. Kazi Farms's data framework methods are consistent with their dedication to maintaining the standards. The organization has also integrated a few natural management frameworks, including ISO 4001, which guarantees that its activities are ecologically sustainable. Additionally, Sysnova, an IT sister concern of Kazi Farms Limited, designed the ERP server, which consists of two servers. Server 3 which acts as home to Kazi Farms Limited, and server 9 which acts as home to Kazi Media. All things considered, Kazi Farms Limited is a tried-and-true agricultural company that successfully combines data framework standards and operations management to promote expertise, generation, and maintainability. They successfully maintained their competitiveness in an industry that is undergoing rapid change due to the concentration on lean manufacturing, advanced innovation, quality control, and continuous development.



Figure 3 3 ERP Software of Kazi Farms Limited

2.7 Industry & Competitor Analysis:

2.7.1 Porter's Five Forces Model:

To identify and analyze the strengths and weaknesses of any particular organization, Porter's Five Forces model can be used. Porter's Five factors model identifies and evaluates the five competitive aspects that impact every given industry. An analysis of Kazi Farms Limited using Porter's Five Forces is shown below.

Threat of New Entrants: Bangladesh's agriculture and poultry sectors have limited geographical boundaries. Conversely, Kazi Farms Limited has enormous economies of scale, a well-known brand, and a prominent display position that makes it difficult for contemporary competitors to compete successfully in Bangladesh and its cutthroat industry.

The threat of Substitute: Kazi Farms enjoys a strong brand value and faces few risks in Bangladesh's agriculture industry; nevertheless, the company faces fierce competition and numerous substitutes in the frozen food and media sectors. Aside from that, even if Kazi Farms

Limited's eggs have a high Omega 3 content, imported goods, like eggs, that are brought in from outside the nation may be seen as alternatives or threats.

Buyer's Bargaining Power: Due to the large number of buyers and intense competition in the agriculture industry, customers have direct bargaining power. However, Kazi Farms Limited may have significant negotiating power over conditions and prices due to its great brand awareness and devoted customer base

Supplier's Bargaining Power: In the agricultural industry, provider arranging control is usually insufficient due to the large number of suppliers of supplies such as medication and bolster. Conversely, Kazi Farms Limited has cultivated ties with its suppliers and could be able to leverage these relationships to secure favorable terms in negotiations.

Industrial Rivalry: Several prominent competitors are operating in the agriculture sector, making it a fiercely competitive business. In contrast, Kazi Farms Limited enjoys a competitive advantage thanks to its wide range of products, well-known brand, and prominent display position.

2.7.2 SWOT Analysis:

Strengths:

- The first Bangladeshi company to produce regional frozen foods like parthata, singara, and samosas is Kazi Farms Kitchen.
- They place a high priority on operational maintainability and quality management.
- In the chicken and animal feed industries, they have a significant advertising presence and well-known brands.
- Expert in distribution planning and supply chain administration.

- Had a first-mover advantage.

Weakness:

- In some locations, the dispersal system is insufficient.
- Restricted client interaction and input methods
- Shoppers as a whole know relatively little about brands.
- Misinformation in the press.

Opportunities:

- Vast market expansion because one of Bangladesh's main agriculture sectors is frozen food.
- Growth into untapped product and market niches.
- Innovations and advancements in the field of technology.
- Improving the farming industry's access to technology and e-commerce outlets.

Threats:

- Growing industry competition, including Jhotpot, Golden Harvest, Paragon, and others; regulatory requirements and managerial issues.
- Trends and customer preferences are changing.

2.8 Summary & Conclusions:

Incubators, animal production, breeding grandparents and parents, broiler breeding, laying hen breeding, and other related activities are all part of Kazi Farms Limited's business

operations. The Spawning Division of Kazi Farm produces eggs for both local and international markets, and the Parent Stock Breeding Offices and Grandparents divisions produce excellent quality breeding stock. The most recent advancements are incorporated into the company's incubator units to guarantee amazing hatch rates and the development of healthy chicks. In addition to growing its primary business of producing chicken and animal feed, Kazi Farms has now entered the dairy, seafood, and vegetable industries. While the company's aquaculture section produces a wide range of fish for both domestic and international markets, its dairy division provides milk and dairy products of the highest caliber.

All things considered, it is a vibrant and innovative venture firm that has revolutionized the growth of Bangladesh's agricultural industry. It is one of Bangladesh's top agricultural companies, enjoying great market share and recognition as a reputable brand in the chicken and animal feed sectors. It has kept its place in the market by consistently innovating and adjusting to shifting market trends. It places a high value on quality control and sustainability in its operations.

2.9 Recommendations & Conclusions:

- Why Kazi Farms Kitchen ought to stock their goods in all well-known supermarkets and ensure that they remain available there even in times of low supply.

- To remain competitive, Kazi Farms Kitchen should give their R&D department more attention.

They need to project the expansion of the frozen market in the future and create more distinctive frozen goods.

- They need to sponsor reality TV cooking shows as well as many other sponsorships. Such as when they sponsor a cricket series in Bangladesh. They can greatly expose themselves in this way.
- Influencers should be used to promote their goods as well. The influencer market is currently in the lead. Teenagers adore seeing their favorite public figures or influencers on social media. If their favorite influencer is promoting the products, they will be curious to learn more about them.

Chapter 3: Project Part

3.1 Introduction

Kazi Farms Limited is a grandparent organization that operates many sister concerns under its umbrella. Time management and increased productivity go hand in hand when it comes to organizational operations. When it comes to managing over 10,000 employees daily creating synergy between these two components is necessary. ERP (enterprise resource planning) systems are now considered to be essential instruments in contemporary businesses, coordinating a symphony of company procedures to improve productivity and simplify operations. ERP (enterprise resource planning) system is a small part of E-HRM. Because of the rapid change in the information systems the functionalities and operations of human resources management are changing. Employee performance and productivity depend a lot the human resources practices. That is why Kazi Farms Limited slowly moving towards digitalizing the HRM practice within the organization. E-HRM has been found to facilitate the sharing of information, improve communication, and enhance collaboration among HR professionals, “Impact on HRM to Develop Relationship Between Leadership Effectiveness and Organizational Performance,” 2023. To increase efficiency organizations are switching to E-HRM. E-HRM is a method of

applying HR strategies, policies, and practices into effect in businesses by fully utilizing web-based technology and supporting it with awareness and purpose, (Ruël, Bondarouk, & Looise, 2004, p. 281). As technologies developed and started introducing new features in daily organizational operations, companies started to embrace the change with open arms. Technology offers innovative ways to complete routine organizational tasks with more efficiency. Electronic Human Resource Management (E-HRM) is the result of the combination of strategic organizational principles and technology in the field of human resource management (HRM). E-HRM uses digital technologies to streamline and automate HR procedures, including compensation & benefits, performance management, and employee onboarding. It signifies a rigid change from conventional HR procedures, enabling businesses to adjust to the changing needs of the modern corporate environment.

3.1.1 Background of the Research

Amidst technological advancement, every company will want to create novel strategies to improve internal business processes. Since time is valuable to run an organization this big, the company is using any strategies that may increase operations, increase productivity, or lower expenses, (Impact on HRM to Develop Relationship Between Leadership Effectiveness and Organizational Performance, 2023). Because traditional HRM is less effective, organizations are moving to electronic HRM. Benefits of e-HRM include reduced expenses, more transparency, and less time investment. It makes a lot of data available and drastically cuts down on paperwork. The integration of ERP systems and E-HRM is essential for attaining an integrated and comprehensive strategy for managing organizations. ERP acts as the framework, giving E-HRM modules access to a centralized data source, (Anjum et al., 2022). This connectivity promotes data accuracy, consistency, and accessibility by enabling smooth communication

between HR services and other departments. The combination of ERP and E-HRM becomes a strategic need as firms traverse the complexities of contemporary workforce management, offering improved organizational agility and a responsive HR ecosystem, (Haque & Nishat, 2022). The biggest poultry company in Bangladesh, Kazi Farms, decided to start its own ERP installation process three years ago. Many errors were made and lessons were discovered during it. Researching common ERP implementation errors led to the realization that these errors were common; ERP deployment is a complicated process that affects all organizational departments and is fraught with potential for error. A major contributing factor in the development of the academic area of Management of Information Systems was the realization that around half of big software projects, mainly ERP systems, fail. Although this may seem like a very high percentage, study after survey conducted all around the world has consistently revealed this to be the case, (Milon et al., 2022). The HR department is relieved of certain tasks when both parties the managers and the employees are empowered to carry out specific HR functions. This allows HR professionals to prioritize their workload more on the strategic aspects of HR and less on the operational aspects, allowing organizations to reduce the headcount of employees in the HR department as the administrative load decreases. With the help of ERP, HR professionals can focus on more important tasks as the number of employees in Kazi Farms Limited is over 10,000. The purpose of this study is to look into the successful implementation of ERP systems where the number of employees exceeds the norm.

3.1.2 Research Objective

3.1.2.1 Broad Objective: The objective of this report is to get a holistic view of the ERP implementation in Kazi Farms Limited and compare the state of HRM operation before and after ERP implementation.

3.1.2.2 Specific Objectives

- To identify the satisfaction level of employees after ERP implementation.
- To identify the extent of user acceptance and how it affects overall productivity.
- To identify the degree of automation involved in HRM operations after ERP implementation.
- To find out whether ERP implementation has resulted in improved communication within the organization or not.

3.1.3 Literature Review

This part of the report consists of a review of previously published literature about E-HRM and precisely the introduction of ERP in organizations and how it has affected organizational performance and employee productivity.

Kabir, M. R. (2020), conducted a study focusing on the ERP implementation of the largest Bangladeshi steel manufacturer and examined the productivity and profitability. The findings of the study claim that ERP implementation significantly increased the productivity and profitability of the said organization. The output-input ratio was increased by 25%, customer sales orders handled almost doubled in the post-ERP period, and service times improved. The lead times and the warehouse gains improved modestly; sales improved by 21% during the post-ERP era. The profitability that is indicated by the gross profit margin was also improved.

Anjum, N., Rahaman, M. S., Choudhury, M. I., & Rahman, M. M. (2022), published research that gives an insight into workplace sustainability through Green HRM or E-HRM practices in Bangladesh's banking industry. ERP also falls under the E-HRM phenomenon, to pursue workplace sustainability the research paper points out the obstacles for instance ignorance, high budget, and technological difficulties. It also directs ways to get past the

obstacles. The results of this study show the favorable link between Green HRM implementation and E-HRM.

Shamaileh, N., AlHamad, A., Al-Qudah, M., Mohammad, A., Alhalalmeh, M., Al-Azzam, M., & Alshurideh, M. (2022), conducted a study in which looks at E-HRM's effects on personnel management and organizational performance from a strategic standpoint. It concludes that E-HRM strongly improves organizational performance and talent management, reaffirming its position as a key enabler for accomplishing strategic goals. The report emphasizes the importance for businesses to give E-HRM implementation top priority and focuses on how it affects other critical strategic elements like human resource development and competitive advantage. Also, the study highlights the strategic importance of E-HRM in promoting organizational success through enhanced performance and efficient talent management, even while operational benefits like cost savings and efficiency improvement still play an important role in driving E-HRM adoption.

Shamout, M., Elayan, M., Rawashdeh, A., Kurdi, B., & Alshurideh, M. (2022), published a research paper exploring the connection between the impact of E-HRM practices and the achievement of sustainable competitive advantage on Jordanian industrial sector. The outcomes of this research point out the positive link between the two components E-HRM and SCA.

Haque, M. A., & Nishat, S. S. (2022), conducted research which investigates the impacts of digital HRM practices on individual employee's performance in Bangladesh's RMG sector. Even though certain methods like E-compensation and career management have slight impacts on employees' essential job tasks, these factors greatly impact the extra role performance. The results indicate that certain E-HRM practices work as motivators to improve employee productivity.

De Alwis, A. C., Andrić, B., & Šostar, M. (2022), discussed in their research how HR professionals were reluctant to use E-HRM software at first as the software was too sophisticated to use. The outcome of these study claims that E-HRM software freed HR from administrative duties.

3.1.4 Research Hypothesis

After conducting a thorough literature review on scholarly articles that have a similar topic, the following hypotheses have been created,

H1: E-HRM implementation has a positive impact on organizational performance in different industries.

Evidence: Different research conducted in different industries of Bangladesh for instance, steel, banking, and RMG has shown that E-HRM implementation significantly improves organizational profitability, productivity, efficiency, and employee performance. (Haque, M. A., & Nishat, S. S, 2022; Kabir, M. R, 2020).

H2: How the specific strategies are used to match each employee's needs and motivations determines how well E-HRM improves employee performance.

Evidence: Research conducted in Bangladesh's RMG industry reveals that career management and e-compensation strategies have a major impact on performance outside of the main work duties. (Haque, M. A., & Nishat, S. S, 2022).

H3: E-HRM promotes strategic change in HRD which results in HR professionals becoming strategic partners not just employees.

Evidence: Research result shows that E-HRM implementation relieves HR professionals from administrative tasks due to which they can focus on employee management, strategic planning, and organizational development. (De Alwis, A. C., Andrić, B., & Šostar, M, 2022)

3.1.5 Conceptual Framework

The conceptual framework as illustrated in Figure 3.1, contains three variables that have been constructed with the three hypotheses—the dependent variable is Organizational Performance and the independent variables are Employee Needs and Strategic Change. The first hypothesis (H1) indicates that ERP implementation has a positive impact on organizational performance across different industries. The second hypothesis (H2) emphasizes the importance of strategic changes for improving employee performance. Similarly, the last hypothesis (H3) indicates how E-HRM motivates strategic changes so employees may become strategic partners. Here the conceptual model has been developed according to the strategic evolution perspective, (Marler and Fisher, 2013). The model assumes that human resource management's strategic role is based on how it helps the organization achieve its strategic goals.

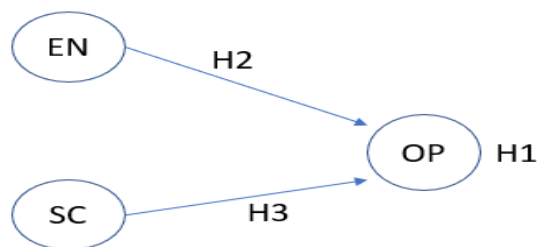


Figure 4 Conceptual Framework

3.1.6 Significance

Before the ERP project, Kazi Farms was a widely dispersed business with multiple sites, e-mail was the only distributed system in place. Large amounts of paper vouchers and paperwork were routinely transferred from each location to the main office, where a large number of accountants worked tirelessly to enter all the data into the central Tally accounting software. This was the typical method of exchanging information. The massive number of paper vouchers and

paperwork that were transferred daily from locations to the head office meant that occasionally items went lost, and the intense strain of entering Tally data at the head office meant that mistakes were made. These were the obvious shortcomings of the previous method of doing things. It took some time to fix the issues brought on by these two mistakes. As a result, accounts could only ever be made once a month, and even then, only after several weeks had passed.

This report is significant in many ways they are,

Increased Organizational Efficiency: This report is significant to discover whether implementing E-HRM in place of traditional HRM was worth it or not. If the HR professionals are facing a growth in their productivity or not.

To find out the synergy between traditional HRM and E-HRM: With this report, we will get a detailed insight into whether the previous practice of HR was better for employee management or not.

Efficient Supply Chain Management: Supply chain management is made more efficient and resilient by the frequent integration of ERP systems. A more resilient and responsive supply chain can guarantee the availability of goods and services, particularly during periods of economic uncertainty or disruption, if effective ERP deployments are understood. This report will give a clear viewpoint in this regard.

Increased Confidentiality: The management of enormous volumes of private employee and organizational data is a component of ERP systems. Successful ERP installation studies can provide useful insights into how to protect the privacy and security of data. This is essential in a world where cybersecurity and digital privacy are growing concerns. This report may encourage

other organizations to implement E-HRM if they are not implementing it because of confidentiality.

Promoting Sustainability: ERP systems can help promote environmental sustainability by streamlining operations and cutting waste. This report of effective ERP deployment may point to strategies that businesses can use to reduce their ecological footprint and better support the larger societal objectives of sustainability and environmental preservation.

3.2 Research Methodology

3.2.1 Sample of The Study

Convenient sampling has been chosen in this research. The target population for this report is the employees of Kazi Farms Limited who are using the ERP method for their assigned tasks daily. The sample consists of 125 members to collect the necessary data and information. The structured questionnaire has been constructed and distributed among the 125 employees of Kazi Farms Limited. These 125 employees are from high, middle, and low organizational levels.

3.2.2 Measures

As mentioned earlier, a structured questionnaire has been used for data collection. The variables (organizational performance, employee needs, and strategic change) and hypotheses have been constructed and measured based on the extensive literature review. The questionnaire used in this research consists of 22 questions, that have been prepared and used by many previous researchers, (Lubna et al., 2016), (Bradley, 2008), (Nkengfack Fialefack, 2023). All the questions have been adapted according to the concept of this research. In the questionnaire five-point Likert scale (from 1= “Strongly Agree” to 5= “Strongly Disagree”) has been used to measure the variables.

3.2.3 Data Analysis

All of the data that has been collected through the questionnaire, has been analyzed using SPSS (Statistical Package for the Social Sciences) version 29. Here, both descriptive and inferential statistics have been included. Descriptive statistics, according to (Kaushik Baral, K, 2013), will provide an overview of the data. Since the goal of this research paper is to comprehend the range of variables that are related to ERP and E-HRM as well as the mean, median, and standard deviation in Kazi Farms Limited, it will help identify and address data anomalies or outliers that may require additional inquiry or purification before inferential analysis. Firstly, frequency analysis has been utilized to present descriptive and inferential statistics.

Furthermore, the hypotheses constructed for this research shall be analyzed by using inferential statistics. The study objective aims to determine the organization's pre-implementation and post-implementation of ERP in terms of HRM operations. The analysis of variance (ANOVA) shall be utilized to determine the statistical importance of different observed variables, (Kaushik Baral, K, 2013). Whereas, correlation and regression analysis can be used to examine the extent of E-HRM and determine whether ERP implementation has resulted in positive changes for the organization or not.

The SPSS software program is majorly used in statistical analysis because of its user-friendly interface and data processing capabilities (Verma, 2012). The use of descriptive and inferential statistics using SPSS 29.0 can be fruitful for this research to address the research objectives because the software offers a vast range of statistical techniques and tools that are considered best for conducting both descriptive and inferential studies. Simply said, while descriptive

statistics will serve as a basis for comprehending the data, inferential statistics will enable the testing of hypotheses and the identification of noteworthy discoveries.

Descriptive Statistics: This particular type of analysis is commonly used to classify the subject profile of the survey respondents according to certain socio-demographics.

Frequency Table

Table 1

Frequency Table based on Experience in Kazi Farms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 year	25	20.0	20.0	20.0
	1-3 years	45	36.0	36.0	56.0
	More than 3 years	55	44.0	44.0	100.0
	Total	125	100.0	100.0	

The data shown in this table include a sample size of 125 respondents, who are employees of Kazi Farms Limited. Table 1 shows the frequency distribution of their working experience in the organization. By glancing at the table, it is understandable that the majority of the respondents have been working in Kazi Farms for more than 3 years and they are 44% of the whole sample. Similarly, among the whole percentage of 20% of the respondents, 25 people have been working in Kazi Farms for less than a year to 1 year. Lastly, 45 respondents, which consists of 36% of the whole sample have been in Kazi Farms for 1-3 years. The “Valid Percent” and

“Percent” results in this case show consistency across various situations, indicating that there are no missing data points in the measurement of the demographics.

Table 2

Frequency Table based on Job Positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	16	12.8	12.8	12.8
	Intern	15	12.0	12.0	24.8
	Manager	15	12.0	12.0	36.8
	Officer	18	14.4	14.4	51.2
	Sr. Executive	13	10.4	10.4	61.6
	Sr. Manager	11	8.8	8.8	70.4
	Sr. Officer	18	14.4	14.4	84.8
	Trainee	19	15.2	15.2	100.0
	Officer				
	Total	125	100.0	100.0	

Table 2 reveals the various job positions of the 125 respondents of the sample. The sample consists of management employees from different organizational levels high, medium,

and low. Here respondents were segregated with their organizational designations. The data discloses that, 16 responses out of 125, which measures about 12.8% of the whole sample were designated Executives. Similarly, 12% of the sample which is about 15 participants were interns. Then, 15 respondents out of 125 were managers and they consisted of about 12% of the sample. 18 out of 125 participants, which is 14.4% of the sample were Officers. Also, 13 respondents were Sr. Executives which is about 10.4% of 100%. 11 respondents out of 125 were Sr. Managers which is about 8.8% and is considerably low in comparison to other positions. 14.4% of the sample which is about 18 respondents were Sr. Officers. Lastly, 19 respondents were Trainee Officers and are 15.2% of the sample. The “Valid Percent” and “Percent” results in this case show consistency across various situations, indicating that there are no missing data points in the measurement of the demographics.

Table 3

Frequency Table based on Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounts	20	16.0	16.0	16.0
	Construction	31	24.8	24.8	40.8
	Human Resources	21	16.8	16.8	57.6
	Marketing	1	0.8	0.8	58.4
	Sales	27	21.6	21.6	80.0
	Transport	23	18.4	18.4	98.4

VAT & Accounts	2	1.6	1.6	100.0
Total	125	100.0	100.0	

Table 3 reveals the departments of each participant. 20 participants of 125 belong to the accounts department and it consists of about 16% of the whole sample. 24.8% of the whole sample belongs to the construction department which is 31 respondents out of 125. 16.8% of the sample was from human resources which is 21 respondents out of 125. There was only 1 response from the marketing department which is approximately 0.8% of the sample. 27 employees from the Sales department responded to the survey and this is about 21.6% of the sample. 23 participants were from the Transport department which consists of about 18.4% of the sample. Lastly, 2 employees from VAT & Accounts responded to the survey and it consists of about 1.6% of the sample size. The “Valid Percent” and “Percent” results in this case show consistency across various situations, indicating that there are no missing data points in the measurement of the demographics.

Descriptives

Table 4

Descriptives of Variables

	N	Minimum	Maximum	Mean	Std. Deviation
OP	125	3.43	4.86	4.1977	0.33786

EN	125	3.00	5.00	4.2220	0.39300
SC	125	3.00	5.00	4.1840	0.38119
Valid N (listwise)	125				

Table 4 reveals the descriptive statistics of the three variables which are, organizational performance (OP), Employee Needs (EN), and Strategic Change (SC). Among these variables, organizational performance is considered as a dependent variable similarly, employee needs and strategic change are considered as independent variables. The table shows the data of 125 samples and all the data is based on a five-point Likert scale where 1 is the lowest score and 5 is the highest score.

As the variables are constructed according to the hypotheses, based on the given data it is visible that the mean of the variable organizational performance is 4.19 which is closer to the highest score 5. It indicates that ERP implementation indeed has a positive impact on organizational performance. It is necessary to mention that the minimum and maximum of OP are 3.43 and 4.86 respectively, here the minimum value is still a bit higher than the neutral value 3. And this supports the previous statement about ERP implementation's positive impact.

Similarly, for the variable Employee Needs, the average value or the mean value is 4.22 which is close to the highest value 5. Based on the value, it can be said that E-HRM enhances employee performance when companies meet the requirements and incentives of their employees with particular organizational strategies. Also, the minimum and maximum values are 3 and 5 respectively. So, respondents are more or less agreeing positively with the statements. Lastly, for the variable Strategic Change, the mean value is 4.18 which is again close to the highest value 5.

The minimum and maximum values are 3 and 5 respectively. Based on the numbers, it can be said that the sample size has a neutral to positive mindset about E-HRM does initiates strategic change in the organization and it ultimately motivates professionals to become strategic partners of the organization.

Reliability Test

Table 5

Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded	0	0.0
	Total	125	100.0

a. Listwise deletion based on all variables in the procedure.

Table 6

Reliability Statistics

Cronbach's Alpha	N of Items
0.677	15

Table 5 shows that a total of 125 cases were analyzed in this research to measure the reliability. 0 cases were excluded in the analysis and the total dataset was based on 125 samples.

Additionally, the gathered survey data set is needed to assess each scale according to certain criteria to use Cronbach's Alpha coefficients to measure each scale's consistency and reliability. In Table 9 the Cronbach's alpha is slightly lower than the commonly accepted level. According to Shelby (2011), a Cronbach's Alpha coefficient of more than 0.7 is typically considered to be a sign of satisfactory internal consistency for the scale items. It implies that the scale's internal consistency is moderate but not ideal.

Inferential Statistics

Correlation Analysis

Table 7

Correlation of the Variables

		OP	EN	SC
OP	Pearson Correlation	1	0.135	0.084
	Sig. (2-tailed)		0.132	0.350
	Sum of Squares and Cross-products	14.154	2.228	1.345
	Covariance	0.114	0.018	0.011
	N	125	125	125
EN	Pearson Correlation	0.135	1	.216*
	Sig. (2-tailed)	0.132		0.015
	Sum of Squares and Cross-products	2.228	19.152	4.019

	Covariance	0.018	0.154	0.032
	N	125	125	125
SC	Pearson Correlation	0.084	.216*	1
	Sig. (2-tailed)	0.350	0.015	
	Sum of Squares and Cross-products	1.345	4.019	18.018
	Covariance	0.011	0.032	0.145
	N	125	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

Organizational Performance (OP) and Employee Needs (EN): The significance and direction of this connection are measured using the correlation coefficient in this table. This specific scenario consists of hypothesis H1,

H1: E-HRM implementation has a positive impact on organizational performance in different industries.

Between OP and EN, there is a small yet positive correlation of 0.135. Which identifies that employee needs and organizational performance have a small positive relationship. Describing differently, companies that score higher on employee needs also typically score slightly higher on organizational performance, and vice versa. That being said, the significance level is higher than 0.05 at 0.132. Because the commonly accepted level of alpha is 0.05, (Schober et al., 2018). This indicates that there may be a chance explanation for the observed connection as it is not statistically significant. It is consistent with H1, which states that E-HRM can have a positive effect on organizational performance.

Organizational Performance (OP) and Strategic Change (SC): The significance and direction of this connection are measured using the correlation coefficient in this table. This particular situation consists of hypothesis H2,

H2: How the specific strategies are used to match each employee's needs and motivations determines how well E-HRM improves employee performance.

Between OP and SC, there is a very small yet positive relation correlation of 0.084 which is pretty much nonexistent and non-significant. That being said the significance level is higher than 0.05 at 0.350. As commonly accepted level of alpha is 0.05, (Schober et al., 2018). If put differently the correlation indicates that, if strategic initiatives can cater to employees' needs then it would impact the organizational performance positively.

Employee Needs (EN) and Strategic Change (SC): The significance and direction of this connection are measured using the correlation coefficient in this table. In this case, it consists with the hypothesis H3,

H3: E-HRM promotes strategic change in HRD which results in HR professionals becoming strategic partners not just employees.

The correlation between EN and SC is 0.216, which is positive yet weak. This points out that the two variables have a small positive relationship. Also, the significant level is 0.015. Consists with the hypothesis, that if or when the employee needs are satisfied, they may be more respective and responsible towards the strategic changes in the organization which will ultimately impact their performance positively. And there is a chance they will become strategic partners of the organizations. It is also necessary to remember that there is a weak relation between the two variables, and it indicates a weak relation.

Regression Analysis

Table 8*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.147 ^a	0.021	0.005	0.33694	0.021	1.339	2	122	0.266

a. Predictors: (Constant), SC, EN

Table 9*Anova^a*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.304	2	0.152	1.339	.266 ^b
	Residual	13.850	122	0.114		
	Total	14.154	124			

a. Dependent Variable: OP

b. Predictors: (Constant), SC, EN

Table 10*Coefficients^a*

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	3.538	0.422		8.375	0.000
EN	0.106	0.079	0.123	1.339	0.183
SC	0.051	0.081	0.058	0.629	0.531

a. Dependent Variable: OP

The report's objective is to get a holistic view of the ERP implementation of Kazi Farms Limited and compare the state of HRM operation before and after ERP implementation. Here, the following hypotheses were proposed,

H1: E-HRM implementation has a positive impact on organizational performance in different industries.

H2: How the specific strategies are used to match each employee's needs and motivations determines how well E-HRM improves employee performance.

H3: E-HRM promotes strategic change in HRD which results in HR professionals becoming strategic partners not just employees.

Here, the dependent variable of organizational performance was regressed on the predictive variable of employee needs and strategic change. Table 9 shows that the independent variables significantly predict organizational performance, $F(2, 122) = 1.339$, $p > 0.226$, this indicates that we can't consider the model statistically significant. Because the commonly accepted level of alpha is 0.05, (Schober et al., 2018). That means the two variables utilized in this research "employee needs" and "strategic change" do not have a significant impact on organizational

performance. Additionally, in Table 8 it is seen that the $R^2 = 0.021$ portrays that about 2.1% of the variance in organizational performance can be elucidated by employee needs and strategic change.

In Table 10 it can be seen that the constant is 3.538, which means that the assumed value of OP when both the independent variables EN and SC are equal, is zero.

Moreover, the coefficient was analyzed further to determine the impact of each factor on the organizational performance criterion variable. The unstandardized coefficient for EN is as follows. Table 10 indicates that, while keeping SC constant, OP is expected to rise by 0.106 units for every unit increase in EN. However, this coefficient is not statistically significant because the p-value is 0.183, which is higher than 0.05.

Similarly, in the SC unstandardized coefficient. Table 10 indicates that, while keeping EN constant, OP is expected to rise by 0.051 units for every unit increase in SC. However, this coefficient is likewise not statistically significant because the p-value is 0.531, which is more than 0.05.

3.4 Summary and Conclusions

The report aimed to gain a comprehensive view of the ERP implementation in Kazi Farms Limited and to measure whether there were any changes in HRM operation before and after the implementation. The detailed literature review that has been conducted in this research gave a further understanding of the ERP and E-HRM aspects in organizations and the implementation and how organizations are gradually moving forward with E-HRM in terms of their daily operations. Also, the literature review emphasized how components of E-HRM, particularly ERP have been an effective addition to organizations throughout the world. The

main purpose of this research has been to get a thorough insight into Kazi Farms Limited's HRM operations after adapting ERP and to measure the assumed positive changes.

The findings revealed that the organization has indeed operated comparatively smoother than before. Three hypotheses have been formed with the literature review. The hypotheses have been tested with the structured questionnaire. The data that has been collected through the questionnaire have been analyzed by the quantitative methods using SPSS.

To conclude it can be said that the research paper has the potential to provide actual insights about ERP implementation of Kazi Farms Limited, a large organization that operates in the poultry industry of Bangladesh.

3.5 Recommendations / Implications

Based on the research's findings some recommendations and implications need to be addressed to increase productivity and strengthen the HRM operations of Kazi Farms Limited.

The implications are as follows,

- A calendar should be created that notifies the professionals about the scheduled updates of ERP software.
- Update the ERP software according to the scheduled calendar regularly.
- Conduct training sessions for the employees about the new functions and features of the updated ERP.
- Monitor and assess the ERP system's return on investment in terms of reduced costs, enhanced productivity, enhanced performance, and other significant indicators.
- To boost productivity and efficiency even more, look for ways to automate processes and integrate the ERP system with other platforms.

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Appendix

Final Proposal Part

Problem Statement

The problem in this research is the predictable level of productivity of human resources department of Kazi Farms Limited even after many years into ERP implementation. As ERP was implemented in Kazi Farms Limited in 2008 and after few years of implantation the productivity level became constant. Organizations commonly face a positively significant change in their productivity level, (AlMuhayfith & Shaiti, 2020). ERP automates several daily tasks which saves a significant amount of time that can be used in other more significant tasks. Despite all of this the reasons why the productivity has been somewhat constant is going to be the main driving force of this report. Because of this unusual scenario, the research paper's findings will analyze the before and after picture of ERP implementation as well as the effectiveness of it.

Background

Amidst the technological advancement, every company wants to create novel strategies to improve internal business processes. Because traditional HRM is comparatively less effective, organizations are moving to electronic HRM. Benefits of e-HRM include reduced expenses, more transparency, and less time investment. It makes a lot of data available and drastically cuts down on paperwork. The integration of ERP systems and E-HRM is essential for attaining an integrated and comprehensive strategy for managing organizations. ERP acts as the framework,

giving E-HRM modules access to a centralized data source, (Anjum et al., 2022). The research intends to shed light into the knowledge gap about the reasons behind Kazi Farms Limited's consistent productivity levels in human resources department.

Research Objective

The objective of this report is to get a holistic view of the ERP implementation in Kazi Farms Limited and compare the state of HRM operation before and after ERP implementation.

Preliminary Methodology

For this research, a structured questionnaire will be distributed as a google form to the employees of Kazi Farms Limited. Convenient sampling will be used. Employees from different departments and designations within the organization will be the target demography for this research. Previously published research papers by various researchers will also be used as secondary data source. Secondary data will also be used to formulate questionnaire, hypotheses and literature review.

Significance of the research

The research will be significant as it will provide accurate insights about the issue as well as recommendations that may help Kazi Farms Limited to visualize the underlying problem. The report's significance lies in terms of organizational efficiency and to finding the synergy between traditional HRM and E-HRM.

Questions for Survey Questionnaire:

Part- 1: Demographic Questions:

1. For how long have you been working for Kazi Farms Limited?

- 0-1 year
 - 1-3 years
 - More than 3 years
2. What positions have you occupied in Kazi Farms Limited?
 3. What is your area of responsibility?
 - Accounts
 - Transport
 - Sales
 - HRM
 - Construction
 4. How many employees in your particular area?
 5. How long has it been since Kazi Farms Limited begin the implementation of ERP?
 6. Is MIS integrated with the ERP system or other software?
 - Yes
 - No
 7. Can you access the ERP and MIS remotely using a mobile device outside the company?
 - Yes
 - No

Part-2: Questions supporting the hypotheses:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

H1	Impact of E-HRM in Organizational Performance	1	2	3	4	5
OP1	The state of the firm's MIS before the ERP implementation was not productive.					
OP2	The ERP system and MIS software help departmental workflow and general efficiency					
OP3	These software solutions have affected productivity in terms of output					
OP4	The implementation of ERP affected inventory turnover positively					
OP5	The implementation of ERP project affected delivery lead time significantly					
OP6	Organizational performance changed positively since implementing ERP					
OP6	The accuracy and timeliness of the ERP system produced reports compare with those from before is significantly better.					
H2	Strategy application in E-HRM to match employee needs for improving employee performance					
EN1	E-HRM application aims at increasing the performance of HR forecasting for employee needs.					
EN2	E-HRM helps the identification of training needs in the company.					
EN3	E-HRM automates and optimizes HR processes and aligns employee development and goals with corporate objectives.					
EN4	E-HRM offer training courses through E-HRM to meet the needs of all employees to improve their performance on an ongoing basis.					
H3	E-HRM for becoming strategic partners of the organization					
SC1	E-HRM supports decision making processes by middle and high-level management.					
SC2	A higher level of success is noticeable in the contribution of HR to strategic activities like competitor analysis, coupling of HR practices to the value chain and understanding of the requirements of external customers.					
SC3	E-HRM application supports the forecasting of HRM.					
SC4	E-HRM application aims at enabling HR practices to serve self-servicing for employees, HR staff and/or managers.					