

Report on

Impact of AI in Future Human Resources in FMCG Industry

By

Shams Shuab Rafi

Student ID: 19104010

**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

December 24, 2023

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Declaration

I hereby declare that,

1. This internship report is solely my work which is done for the purpose of completing my BBA degree in BRAC University.
2. This report does not contain articles or write ups which are submitted previously or copied directly from the web except where appropriate citation and references have been used.
3. This report also does not have any articles or reports which were previously submitted for degree completion.
4. I also acknowledge the sources that I have used in order to complete this report

Student's Full Name & Signature:

Shams Shuab Rafi

ID: 19104010

Supervisor's Full Name & Signature:

Dr. Nusrat Hafiz

Lecturer

BRAC University

Letter of Transmittal

Dr. Nusrat Hafiz

Lecturer,

BRAC Business School

BRAC University

Kha-224 Merul Badda, Dhaka 1212

Subject: Internship report submission on the topic “The impact of AI in Future Human Resources in FMCG Industry”.

Dear Madam,

It is a matter of great joy to submit my internship report regarding the impact of AI in future human resources in FMCG industry for my BBA degree completion. The report includes details of my experience which I gained completing this course in Meena Bazar and the knowledge, skills and attitude I achieved while doing my internship.

I am optimistic regarding the fact that this report will give you precious details about the contribution that I have made to my organization and the commitment that I have shown. Any further suggestion will be highly appreciated.

I am truly grateful for your guidance and support. I am awaiting your valuable feedback regarding further improvement of this report.

Yours Sincerely

Shams Shuab Rafi

Student ID: 19104010

BRAC Business School

BRAC University

Date: 24 December, 2023

Non-Disclosure Agreement

This is an agreement between an undergraduate student of BRAC University or intern, Shams Shuab Rafi, and the company Meena Bazar, operated by Gemcon Group. This non-disclosure agreement claims that the intern is undertaking a 3-month internship program with the mentioned company. The contract expresses some confidential information that is accepted by the undersigned student as any technical or non-technical data revealed to the receiving party by the disclosing party. The obligations of the recipient beneath this agreement do not conceal any publicly known material, identified or generated by the addressing party prior to disclosure, attained through some authentic resources that are announced by the reveling party with the written approval mentioned above. This written provision of the internship project includes the requirements on nondisclosure, severability, integration, and appraisal of resistance, which are the vital facets. Even after the expiry of the NDA, the nondisclosure agreement must be sustained effectively, and the access gainer of this sensitive information must maintain the discretion of the personal data up until the acquiring party gives the release in a written document to the divulge party or the agreement is no longer certified as intellectual property.

1.

Acknowledgement

I would like to thank and express my earnest gratitude to Meena Bazar for giving me this amazing Internship opportunity. It was a great experience to learn a lot of new things. I highly appreciate the knowledge, skill and attitude that I have developed doing this internship course in Meena Bazar.

I would specially like to mention the contribution of my on-site supervisor Md. Nahid Aktar (Manager, HR, Training & Administration, Meena Bazar) who has helped me a lot during my internship in MB. His guidance and mentorship not only helped to improve my professional skills but also personal qualities. Also, my heartfelt gratitude to my HR team whose support and inspiration helped me to work heart and soul for MB as well as made my internship course very enjoyable. Add to that, I do appreciate their support and guidance to help me complete this course successfully.

However, I would like to thank my supervisor Dr. Nusrat Hafiz for her tremendous support. Her guidance helped me a lot to finish this mesmerizing report. Also, her continuous feedback to improve my writing is something which I highly appreciate. Without her proper guidance, I would have been a ship without a sailor. Her continuous support and encouragement are something which I will cherish rest of my life.

Lastly, my utmost gratitude to my institution BRAC University, my supervisor Dr. Nusrat Hafiz Madam, my co-supervisor Dr. Md. Asadul Islam Sir, my on-site supervisor Md. Nahid Aktar Sir and the organization where I worked Meena Bazar for helping me in my internship journey. The things that I have learned from this internship course will never be forgotten.

Executive Summary

The Internship opportunity in Meena Bazar gave me the chance to get practical learning and experience in the FMCG industry. Throughout this internship, I have been assigned to so many different tasks and responsibilities. They are- recruitment and selection of employees, facilitating the onboarding process of newly joined employees, updating forms and personal details of the employees in company's internal software, scheduling and confirming interviews with the candidates, collecting pay-roll data, event management as well as procurement of venue selection for walk-in interviews.

The objective of this report was to give me the taste of the practical experience of professional life, relate my academic studies with practical work environment and prepare me for my future professional experience. In this report, I also did research regarding the impact of AI in future HR in FMCG industry. Qualitative research methodology was used to complete the research. Also, 5 interviews were taken for the findings of the research. The findings of the research the potential benefits of integrating AI in current HR in FMCG industry, challenges to integrate AI in HR in FMCG industry as well as the impact of AI in future HR in FMCG industry.

Keywords: Internship, Practical Experience, Recruitment and Selection, Future Human Resources, Artificial Intelligence, FMCG Industry.

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List of Acronyms

Acronym	Description
MB	Meena Bazar
FMCG	Fast Moving Consumer Goods
HR	Human Resource
HRIS	Human Resource Information System
AI	Artificial Intelligence
R&S	Recruitment and Selection
T&D	Training and Development
HRM	Human Resource Management
GG	Gemcon Group
CCTV	Closed Circuit Television
COO	Chief Operating Officer
NDA	Non-Disclosure Agreement
LR	Literature Review

Chapter 1

Overview of Internship

1.1 Student Information

Name: Shams Shuab Rafi

ID: 19104010

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Minor: Computer Information Management (CIM)

1.2 Internship Information

Organization: Gemcon Group (Meena Bazar)

Period: 3 months

Address: Dhanmondi 27, Meena Bazar.

Department: Recruitment & Selection (non-management), Recruitment & Selection (management), Training & Development, Payroll Management, Organizational Development, Administration, HR Operations.

1.3 On-site Supervisor

Name: Nahid Aktar

Designation: Manager

Organization: Gemcon Group (Meena Bazar)

1.4 Job Responsibilities

Departmental Section	Topic
Recruitment & Selection (non-management)	Recruitment & Selection Process of Trainee Sales Associates
Recruitment & Selection (management)	Recruitment and Selection Process of Management Employees
Training and Development	Sales Associates Training Process
Payroll Management	Compensation & Benefits of Employees
Organizational Development	Organizational developmental tasks and approaches
Administration	Administrative tasks and detail process
HR Operations	Operational tasks and explanations

There are different departmental sections of Meena Bazar. Each of the departmental sections has different kinds of job responsibilities in order to maintain organizational efficiency. The recruitment and selection department handles the recruitment and selection process of the staffs. These staff-level employees are Sales Associates, Cashiers, Butchers, Packers, Loaders and Delivery Man. In this recruitment and selection process staff-level employees have to go through interviews, assessments. This is how interviewers identify the best possible staffs. Talking about the Recruitment and Selection of management level, it is a bit diplomatic because this section handles the recruitment and selection of slightly high perform employees. It includes the recruitment and selection of Supervisor, Assistant Manager, Executives, Senior Executives etc. Normally an interview board consists of at least 4 people take the interviews of these employees. Whereas, for staff-level employees one interviewer conducts the interview. The interview type of the Recruitment and Selection for the staff-level employees is walk-in interview.

In the Training and Development department of Meena Bazar, they conduct a lot of training programs for the betterment of their employees. Employees include both management level

and staff-level. Most of the training programs are featured based on improving customer service, ensuring product quality as well as leadership development. One of the training programs that I have seen while working was regarding the non-management employees. They are trained how to do their documentation properly as well as how to provide quality service to the customers of Meena Bazar.

Talking about the Payroll Management department, it is a very crucial department for Meena Bazar. Because this department takes care of the employee compensations, processing payrolls, salary structure. This department is the reason why Management and Non-management employees are very happy regarding their financial benefits. They take good care regarding whether employees are getting paid at the right time or the employees are getting compensated properly for their hard work. During. When I first started working for the company my salary was five thousand takas. Then the Payroll Management de decided to increase my remuneration because of my hard work. It was a wholesome moment for me.

The Organizational Development department is responsible for the development of the super shop as a whole. The main focus is to improve the efficiency every day and bring more freshness to the life of people. Senior executives work day and night to improve effectiveness and efficiency of the super shop. The goal is to minimize cost and achieve superior profitability. This is what they have been able to achieve in last couple of years. So, definitely credit to the Senior Executives of the company for giving their all.

The Administration department takes care of hiring to terminations. Keeping the records of Meena Bazar employees is the responsibility of this department. There are some other responsibilities as well. Like managing documentation, paperwork of hiring as well as terminations.

HR operations department takes care of the everyday activities of HR. Everything relate to HR runs very smoothly in Meena Bazar. Working in that department for me was really fun. They also manage the HRIS database of Gemcon Group which keeps track of all the employee information, their attendance, whether the employees are coming on time or not, how many working days an employee has worked; literally everything.

1.5 Internship Outcome

The goal of this internship course was to learn and apply my institutional knowledge to real life work experience. This is why it was important to have that learning attitude. Throughout the internship period my attitude was to learn something every day. That attitude really helped me to grow as a professional. I reckon, I was very fortunate to be offered this opportunity of internship because it has allowed me with different prospects for my betterment.

Throughout my academic career, only thing I did was to study theories and formulas. I was confused in what sector of my life these theories, mathematics, calculations will come useful. Then this internship allowed me to showcase all the theories that I have learnt in real life experience. This will surely help me work for any organizations.

During my internship period, I am not going to lie I have learnt a lot of new things. Thanks to the HR team that I have worked with. Only by watching how they work has really helped me to learn so many new things. Not only by watching them, by sharing knowledge and wisdom with me they really helped to become a very professional individual. Their expertise has really allowed me to know more about the FMCG industry which will surely be very useful when I will work for any FMCG organization as an HR expert.

Moreover, while working I have made so many mistakes. But thanks to my on-site supervisor for correcting me every time and giving me continuous feedback. Those feedbacks have really helped me to improve and work better. More feedback I got, I have become better because of my attitude to learn all the time and take constructive criticism.

Add to that, this internship opportunity has showered me with knowledge, skills and attitude. The HR professionals of MB made me more skillful, more knowledgeable and presentable person. The internship was a wholesome opportunity for my personal as well as organizational development. They have made me a better communicator as well as helped me to learn how to be a team player; how to work with a team. During the internship period, I gave presentation on different topics of “The Compound Effect” book which helped to improve my presentation skills, how to make others understood as well as helped me to become a better human being. There were so many important life lessons on that book which I would have never known had I not read the book. So, thanks to the Manager of MB who always wanted me to learn something while working for this company.

My overall experience was amazing working as an HR Intern for MB. I think internship is an amazing opportunity for students to implement their academic knowledge to real life experience. It is an outstanding platform to become a professional. I feel privileged to get one of these opportunities. While doing this internship I also made some colleague friends. So, internship not only provides learning opportunities but also creates networking. This is probably the first but most significant step towards our professional career.

1.5.1 My Contributions

From the first day of joining, I have maintained a very high standard of professionalism. Keeping the fact in mind that I am representing BRAC University I have worked very hard for MB so that I can maintain the reputation of my university as well as make the road smoother for my juniors who will work for this organization. I have also maintained high standard of commitment. There would not be single finger who will question my commitment towards my job.

During my internship period, I was mostly involved with the recruitment and selection process of the employees. I have also scheduled and confirmed interviews with the candidates. I have also facilitated the onboarding of the newly recruited employees. Add to that, I have also updated employee forms and details of the newly joined employees in the internal software of the company. Moreover, I was also given the opportunity to be the part of procurement of the venue selection for walk-in interviews as well as training in Tangail and Mymensingh. I have also facilitated the walk-in-interviews in both Tangail and Mymensingh. Add to these contributions, I have also participated in their event management of Meena Bazar Premiere League. Furthermore, I have collected the pay-roll data and facilitated the bank account opening of newly joined employees. Last but not the least, I have minimized employee shortage in different outlets of MB based on the weekly manpower requisition.

To conclude, during my internship period my commitment was strong as a rock to complete all the tasks that was assigned to me without any error. I tried to complete all the tasks to the best of my ability. It also helped me to increase my existing ability and sharpen my knowledge. This opportunity I reckon will be very helpful going forward in my professional career.

1.5.2 My Benefits

Internship opportunity in MB helped me in so many ways. Before the start of this internship, I did not have any knowledge regarding FMCG industry. While doing internship, I have known a lot of different aspects of FMCG industry. Also, this internship opportunity gave me the experience of workplace environment. Before this internship, I have absolutely no knowledge regarding the environment of a workplace. But MB helped building that foundation. With the foundation being established, now I can pile on that and excel my professional career. During my internship, I was shouldered with a lot of responsibilities. All these responsibilities helped to create my sense of responsibilities. By taking responsibilities, my organizational skills also developed as well as my communication skill. I learned the art of how to communicate, how to negotiate, how to be calm and cool under tremendous amount pressure also how to be a good team member. The fast-paced nature of MB forced to be better at pressure taking ability and work faster making zero errors. Learning all these abilities were priceless.

While doing the internship, I have realized that the tasks that I was assigned to didn't have anything to do with my academic studies. But the practical skills that I have got from doing that internship, the permanent change that has been brought to me was very precious. By doing internship in MB, I am now more knowledgeable regarding what are the things done behind the scene of a super shop for smooth operation. I am now more literate regarding how three important sectors of FMCG industry work together to maintain a smooth operation. Had I not got the chance to do internship in MB, I would have been unaware regarding all this practical knowledge about FMCG industry. Moreover, getting the opportunity to work alongside amazing co-workers made my experience of doing internship in MB more amazing. Whenever I had any questions, they have always helped by giving me answers to the best of their knowledge despite being so busy at the work place. They gave me time whenever I needed to fulfill my internship course. They helped to educate regarding their workplace culture and brought the best out me. Also, I was benefitted from the weekly book review that I used to give to my manager. It improved my presentation skill and helped me to learn some important of aspects of life which I would have never known had I not given the presentation in every week. It improved my communication skill as well as developed a good habit of reading books. It gave me the hunger to learn more. To conclude, I am really grateful to BRAC University, my honorable faculties and of course MB for the opportunity and the experience that I was given. Now, I have become more self-confident and surer of my abilities to face challenges going forward and excel my professional career.

1.5.3 Challenges

Though the internship was a very interesting experience for me. But there are some challenges which I faced during the time of my internship. Those challenges tested my abilities but at the same time helped to me to learn new things. The first challenge that I faced, was trying to understand the culture of MB because I did not have any experience of working in any organization. But with time, I became familiar with their culture and found out how friendly the organizational culture of MB is.

The second challenge was to adapt to a completely new environment. As I did not have any experience of working in any organization, so this internship was a completely new experience for me. Also, at the initial period I had difficulty understanding some of the terms of FMCG industry. With the help of colleagues and continuous support I overcame these challenges with ease.

Lastly, the fast-paced nature and constant pressure of this company really tested me. At the beginning it was very challenging for me to maintain documentation as well as facilitating the onboarding process of more than ten employees daily. But with time I got used to it. I took this challenge as an opportunity to increase my ability to take pressure. I knew that, if I can perform in this much of pressure it will be helpful for me going forward. So, I took this as an opportunity. Sometimes, I had to work over time to overcome crisis of my team. Also, I had to meet deadlines during those crisis period which helped to better at time management as well as at crisis management.

Last but not least, dealing with some of the staff-level employees was always very challenging. There were times they would not even listen to me. So, I had to be calm dealing this kind of situation keeping reputation of company in mind. This helped me to learn how to be calm in rage moments and become more professional.

To conclude, despite all these challenges I enjoyed most of the time of this internship. A carrying manager and supportive colleagues helped me to get through all these challenges. Their helping hand is something which will never be forgotten. I believe, the hand on experience of FMCG industry will help me a lot in my professional career and to adapt in different challenging situations. All these challenges that I have faced helped to become more professional and prepared me all the future challenges. I am really grateful to Meena Bazar for this amazing internship opportunity.

1.6 Limitation

The fast-paced nature of MB always keeps their employees on their toes. Specially, the HR & Admin department is more involved than any other department in a fast-paced company. This was the case in my company as well. As, they were too much involved and busy with their work, it was very tough for me to get time from them and to know more about the company. Because of that, I was unable to do much research regarding MB. Also, because of heavy workload it was very difficult for me to gather sufficient primary data for my research. Moreover, because of the fast-paced nature of my company, it was difficult for me to talk with all my team members individually and extract necessary information from them which make things challenging for me to do my research.

Though some unavoidable situations made things difficult to complete my research, still I tried to gather as many information as I could using different ways. I gathered information from their website as well as by interviewing them while working. Also, some of my team members' lack of knowledge regarding the integration of AI in HR in FMCG industry made things very difficult for me to complete this research. But still I gathered primary data regarding the impact of AI using secondary research as well as interviews which team members gave me with whatever knowledge they had to compensate for the limitations.

To conclude, though I faced a lot of challenges to complete my research. But I tried to gather primary data to the best of my ability from different sources. This helped me to make proper use of limited resources which will surely help me in my upcoming professional life.

Chapter 2

Overview of Organization

2.1 Background

Under the visionary leadership of Kazi Shahid Ahmed, the group's founder and chairperson, Gemcon Group was established in 1979 (Gemcon Group, 2020 a). Nevertheless, it was in 2001 when the company introduced Meena Bazar, one of the first modern retail enterprises to put the needs of their consumers first, leaving a lasting impression on Bangladesh's retail scene (Islam, 2021). Meena Bazar has been delivering excellence in product quality, pricing, freshness, variety and customer service for the past 15 years, and it hasn't wavered. The group's customary emphasis on the power and industrial sectors was significantly altered by this strategic move.

August 24, 2001 saw the opening of the first Meena Bazar store at Dhanmondi, Road No 27 old 16 (Press Release, 2023). The second store then opened at Dhanmondi 9/A in April 2002 (Press Release, 2023). Meena Bazar has consistently expanded its authority and influence throughout Bangladesh. The company currently operates an amazing network of 33 stores across the nation, solidifying its reputation as a reliable and well-liked brand among consumers (Press Release, 2023). Throughout the journey, Meena Bazar has consistently maintained a steadfast commitment to guaranteeing the highest quality for its products, placing the welfare and security of all of its stakeholders, including clients, vendors, and employees, first. Furthermore, the name "Meena Bazar" inducement its inspiration from the Greek language, signifying a marketplace. The initial concept was to establish a welcoming atmosphere where people might visit and shop, as well as linger and socialize. The company is worth noting simply because of its distinctive logo where the name is displayed in the energizing shade of green.

Briefly, it can be said that Gemcon Group, under the guidance of the industrialist Kazi Sahed Ahmed, is a reputed business entity in our country.

2.2 Mission, Vision, Values & Objective

2.2.1 Mission

Enhancing the purchasing experience for its clients is the cornerstone of Meena Bazar's mission (Gemcon Group, 2020b). The retail giant is committed to offering a wide selection of high-quality products, making sure that customers always have access to the best. Meena Bazar also makes an effort to set a fair and reasonable price, ensuring value and affordability go hand in hand. The brand places a lot of emphasis on establishing a friendly, hygienic, and healthy environment where customers can thoroughly enjoy their shopping experience, in addition to items and prices. Meena Bazar is about creating a warm and welcoming environment where consumers can locate what they need and interact with a lively community of shoppers, not just about making sales. Essentially, Meena Bazar's goal goes beyond simple business; it's about providing a complete shopping experience that attends to the happiness and well-being of its cherished patrons.

2.2.2 Vision

Meena Bazar's vision is to foster a culture of trust while gaining the unwavering trust of its customers (Gemcon Group, 2020b). Meena Bazar desires to be more than just a place to shop; it wants to become a reliable partner in the lives of its clients in a world where customer trust is crucial. The goal goes beyond just providing goods; it also involves fostering an atmosphere where consumers have faith in the caliber of the goods they buy and the brand's honesty. Meena Bazar hopes to become the first choice for consumers looking for a place where their belief is respected and maintained, in addition to a place to shop, by continuously delivering on this vision.

2.2.3 Values

Meena Bazar's operations and corporate culture are supported by a set of fundamental values. These principles include maintaining the highest standards of quality in everything, being unwaveringly honest in all of their business dealings, and being devoted to excellence (Gemcon Group, 2020 b). Their goal is to constantly surpass their valued customers' expectations while maintaining a complete commitment to their satisfaction. They are committed to innovating

and forward-thinking, and they always try to look for new projects that will advance society and keep Meena Bazar at the forefront of the retail sector. In addition to valuing each person for who they are, the company also strives to inspire and enable them to realize their greatest potential. Encapsulating the very essence of Meena Bazar, these core values direct toward sustained success while maintaining moral standards.

2.2.4 Objective

Meena Bazar's objectives reflect its steadfast dedication to delivering its valued clients the best service possible while also making a positive impact on the community it serves (Gemcon Group, 2020b). Delivering outstanding-quality goods and services at reasonable costs is the company's main goal, along with building brand trust and satisfying customers. Maintaining a steady supply of products and a wide range of options is another essential objective in order to make Meena Bazar a trustworthy resource for a wide range of consumer requirements. Additionally, the brand is committed to consistently improving product presentation, packaging, and the general shopping environment in order to create a welcoming and hassle-free shopping environment. Together, these goals help to build an atmosphere of trust and encourage customer confidence. On top of that, Meena Bazaar prioritizes creating a hygienic, hospitable, and healthy shopping environment that enhances the overall well-being of its customers. They hope to significantly improve the lives of the people it serves in the process of pursuing the aforementioned objectives.

2.3 Organogram

Meena Bazar is a well-structured organization operated by Gemcon Group since 2001 is currently running 33 supermarkets with almost 700 employees in all over Bangladesh (Press Release, 2023). The company is administered by the Chief Operating Officer (COO) who plays a pivotal role in overseeing the company's overall management. The day-to-day responsibilities of the firm are skillfully managed by the Manager, who is generally supported by a team of three Assistant Managers, ensuring the unified operation of all the supermarkets. Meena Bazar comprises several essential departments, such as Marketing, Human Resources, and more, in addition to their core leadership team. A committed group of more than 200 experts effectively

oversees these divisions, making sure that all facets of our company run smoothly (Press Release, 2023).

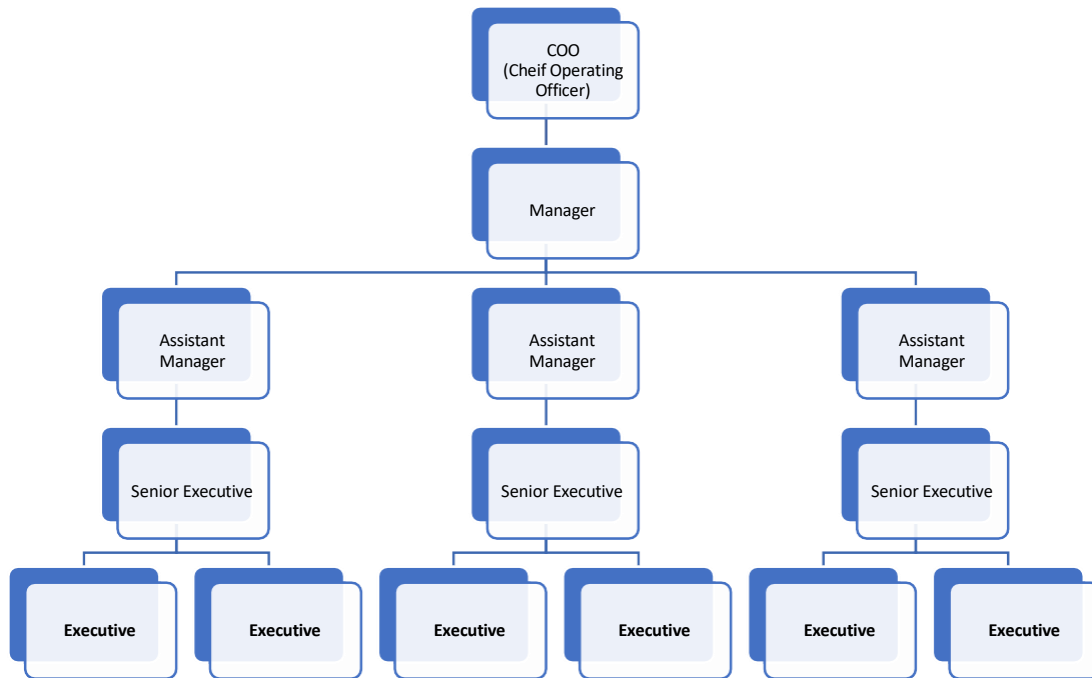


Figure 1: Organogram of Meena Bazar (Headquarter)

To maintain a solid and effective bridge between top-level and front-line personnel, the company have two Senior Executives and four Executives. Such individuals play a crucial role in overseeing the daily operations, ensuring task accuracy, and providing valued clients with exceptional service. On top of that, an experienced In-Charge supervises the teams in each department and reports directly to the Assistant Managers. Their operations are made to run seamlessly and effectively, and the dedication to providing high-quality services is maintained at all levels.

2.4 Management Practices at Meena Bazar

The management practices at Meena Bazar are one of the best. The manager of the company has built a culture of participation in the organization that brings the best out of each and every employee. Here, the company allows top to bottom approach in the decision making. That means, each and every employee share different ideas in the decision-making process. As an intern of their organization, I have also participated in so many decision-making situations.

One of the examples is, during the time of Hartal the management team had to organize walk-in interview in Tangail. One of the executives was asked to leave Tangail immediately and conduct the interview in Tangail. In this critical situation I was asked by the HR team to give my valuable opinion in that matter. I proposed the idea to conduct the interview on WhatsApp. As the interview was not possible to be postponed because so many candidates were supposed to come. My proposal was rejected but it was great for me to participate in the decision-making process in that critical period. That shows the participative leadership culture of the organization.

One of the important management practices at Meena Bazar is their recruitment and selection process. The recruitment and selection process at Meena Bazar is very smooth and structured. One of the senior executives of the org. short-list employees by assessing their CVs. After that they are scheduled and called for interviews. Mostly, the employees get selected through walk-in interviews. On the other hand, management employees have to give their interview in front of an interview board consists of minimum 4 people.

Talking about the administration, they are very strict in terms of maintaining employee rules and regulations. The company uses fingerprint system for employees' attendance count. Both management and employees have to give their fingerprint when they enter in the workplace and also while leaving the workplace. Head of HR is updated regularly regarding late attendance of the employees. Moreover, attendance data is also maintained in the internal HR system of GG as well as in the spreadsheets.

The performance appraisal procedure at MB is also something to be admired. In order to motivate as well as development their employees the company assesses the performance. Based on that, they choose employee of the month. Add to that, they also have the performance improvement plan for the underperforming employees which help those employees to upgrade their skill level and add value to the company.

Meena Bazar is also very serious when it comes to train their employees. That is why they immediately organize training programs for the selected employees. Beside these off-the job training they also provide the employees with on-the job training, mentorships, workshops to upgrade their skill level. They help the employees with a lot of learning opportunities to advance their career.

2.4.1 Leadership Style

I have already mentioned regarding the participating approach of MB. MB follows participative leadership style in their organization which automatically brings the best out of each and every employee. The reason why they follow this leadership style because they really trust their employees from top to bottom. The belief comes naturally because of their outstanding R&S process. The organization values the unique set of thinking, opinion as well as decision-making of the employees.

This participated leadership style is one of the reasons why MB is doing so great as a super shop in Bangladesh. Because the company follows a top to bottom approach, every employee gets the opportunity to participate in the decision-making process. This creates a sense of belonging in the workplace. Employees feel more engaged and motivated to do well for the organization and help the business to grow. Moreover, this also creates a sense of empowerment. When employees feel empowered to apply new and creative ideas, they love to take chances and try out new things (Yang & Lew, 2020).

MB also follows customer-centric leadership style as it is a successful retail shop. This leadership style focuses on the customer satisfaction as well as customer loyalty. The organization is very serious when it comes to meeting the customer needs, providing a quality customer service and reacting positively to customer opinions and feedbacks to improve its customer service.

To conclude, the participative leadership style is the success mantra of MB. The participate leadership style allows their employees to be themselves and try out fresh things. The sense of belonging that it brings creates very good team friendly environment. The business will automatically improve its decision-making process, employee motivation as well employee engagement when employees feel their opinion is valued which will result in an innovative culture in the workplace (Vermeeren, 2014).

2.4.2 Human Resource Planning Process

Meena Bazar has a strong foundation in human resource management strategies and is consistent in its commitment to fostering an environment at work that is energetic and successful. They judiciously distribute substantial resources over a wide variety of essential components, combining hiring, selection, salary, training, and performance assessment procedures in recognition of the important role that its workers play in the company's development (Atmaja et al., 2022). The company ensures that only the most qualified candidates are hired through a thoughtfully designed recruiting process, resulting in a diverse and inclusive workforce that fits in with the rich history of the communities it passionately serves.

Furthermore, Meena Bazar's compensation system is a massive testament to its ongoing commitment to recruiting and retaining top talent. Competitive benefit packages that are complemented by an alluring array of extras like health insurance, festival bonuses, and flexible work schedules—all of which are thoughtfully designed to promote a healthy balance between the personal and professional spheres—serve as evidence of this promise (Spillan & Rahman, 2020, pp. 205–231) At the same time, the company places a high priority on professional advancement and ongoing growth, providing large sums of money for comprehensive training and development initiatives. Through these programs, staff members get strategic positioning for future leadership positions within the company as well as empowerment for their existing duties.

Last but not least, the performance assessment system serves as a powerful tool for feedback and provides frequent insights or observations to guide and support employees on their difficult journey to success (Mone & London, 2018, pp. 55–81). In addition to showcasing Meena Bazar's unwavering dedication to its workers, this strategy plan positions the company as a hub for expansion and development that can attract fresh talent and foster growth within an adaptable organizational structure. Meena Bazar's commitment to excellence goes beyond just words and functions as a guiding principle that guides every choice she makes. Its hallowed passageways provide an atmosphere that consistently fosters growth, variety, and achievement.

2.4.2.1 Recruitment and Selection Process

The recruitment and selection process at Meena Bazar is very smooth and structured. As an intern I was directly involved in the recruitment and selection of the employees. First, they conduct a walk-in interview where approximately 50-60 employees come with their CV, photocopy of their NIDs, SSC and HSC examination certificates and 4 copies of passport size photos. Then the interviewer assesses all the employees and give them scores based on their interview performance. The best candidates then given 2 dates for 2 training programs. After participating in the training, they come with the necessary documents to complete their documentation. The documentation process is completely supervised by the MB Executives. After the completion of successful documentation, they onboard those candidates by updating their information, contact details as well as necessary forms. The selected candidates then have to register their fingerprint to the IT department for their respective MB outlets. Then the executives brief the dress code and the selected candidates join their respective outlets in their joining day.

Almost in the similar fashion the management employees are also onboarded. But their interview type is not walk-in interview. They have to sit in front of the interview board consists of minimum 4 interviewers. Also, their documentation doesn't have to be as closely supervised. The organization also doesn't provide immediate training to the management employees. But performance improvement program is there to help underperforming employees.

2.4.2.2 Compensation System

Meena Bazar acknowledges that offering a competitive compensation package is essential for recruiting and retaining exceptional individuals (Islam, Arefin, Kazi, & Nazrul, 2018). To accomplish that, the organization has developed a comprehensive compensation system that simultaneously recognizes the work of its employees as well as provides a financial incentive for exceptional work. The salary structure has been meticulously planned out, accounting for employee obligations, market trends, position grades, and industry guidelines. The monetary range is reviewed, adjusted, or modified regularly to guarantee justice and competitiveness. Employee evaluations take experience and performance into account, resulting in suitable compensation adjustments (Rivaldo & Nabella, 2023). To elaborate more, the remuneration of any employee undergoes assessments based on their performance or experience, and their

compensation is adjusted accordingly. This strategic method assures that workers are fairly recognized for their accomplishments and internal advancement inside the organization.

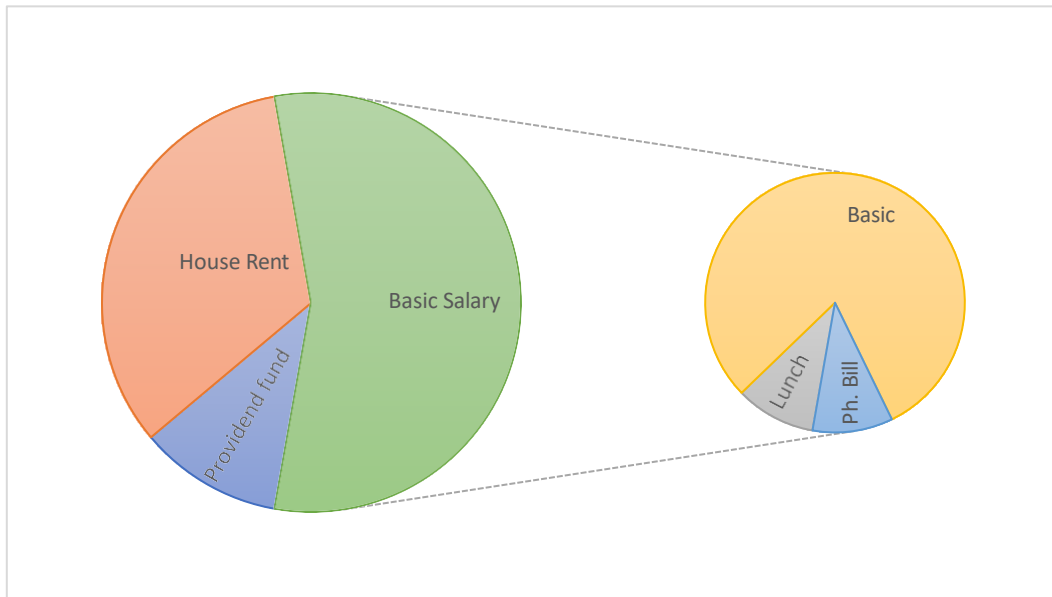


Figure 2: Salary Distribution of Meena Bazar

In addition, Meena Bazar's benefits package includes several features designed to improve the basic well-being of the staff members and their families. Comprehensive coverage of their health insurance is available to ensure that each employee can receive medical treatment of the highest caliber. The corporation also helps its employees save for retirement and other foreseeable financial objectives by providing lump sums and incentives. Acknowledging the importance of career advancement and progression in attracting and keeping the best workers, Meena Bazar offers a range of training and development initiatives to help staff members evolve within the organization and pick up new abilities. The salary structure of the company has been thoughtfully designed to provide a positive work atmosphere that values and honors the achievements of its employees (Hidayati & Zulher, 2022). This transparent and equitable approach promotes total employee well-being by providing multiple rewards and chances for career advancement, safeguarding that the workers are fairly compensated for their diligent efforts. It allows organizations to cultivate a workforce that feels involved, enthusiastic, driven, and committed to the success of the organization.

2.4.2.3 Training and Development Initiatives

Acknowledging the essential part that staff development plays in the overall operation of the company as well as the personal development of its employees, Meena Bazar places a high priority on providing a wide range of training programs. This dedication is demonstrated by a broad spectrum of programs designed to fulfill the particular learning requirements of staff members. Meena Bazar ensures a comprehensive development strategy, from operational training targeted at refining technical abilities to soft skills training emphasizing customer contact and service, as well as orientation training that acquaints people with the culture of the business (Future Startup, 2018). Particularly, the organization offers workers the chance to participate in different external training events or sessions, introducing them to the most recent business trends and best practices, going above and beyond internal programs.

The passionate executive team in charge of HR actively supervises and mentors staff members, providing guidance and encouragement to assist them in reaching their career objectives. Meena Bazar's training and development activities are aimed at creating a culture of continuous learning and growth, which not only improves skills and knowledge but also boosts motivation and job satisfaction (Paais & Pattiruhu, 2020). This strategic investment helps to retain top personnel while also increasing employee dedication to the company's success. Most significantly, the implementation of employee ability training modules for the twenty-first century shows a forward-thinking strategy, guaranteeing that workers acquire the necessary skills to prosper in the contemporary world, thus reaffirming Meena Bazar's dedication to developing a knowledgeable and driven workforce.

2.4.2.4 Performance Appraisal System

Meena Bazar appreciates the significance of an effective performance assessment system in providing maximum worker productivity and overall success for the company. The organization has implemented a thorough performance evaluation system that aims to objectively analyze worker contributions, offer helpful criticism, and highlight areas in need of development. The structured review process, which is usually carried out once or twice a year, entails managers and supervisors evaluating staff members using predetermined performance measures that are in line with the objectives of the business. This evaluation process also includes each worker of the super shop and all the outlets of Meena Bazar. These indicators, which include sales accomplishments, customer satisfaction ratings, collaborative behavior,

and managerial abilities, are both quantitative and qualitative. Meena Bazar prioritizes transparency, equity, and impartiality in its performance assessment process, which employs a multifaceted methodology (Anis, 2022). Workers are assessed by a combination of supervisory, peer, and self-assessments, which guarantees a thorough analysis from several angles.

Furthermore, the organization empowers staff members by giving them the chance to examine their own performance, take ownership of their career development, and highlight areas in need of development (Tippins et al., 2023). The company's strategy extends beyond performance evaluation and incorporates chances for ongoing growth as well as constructive feedback.

Following performance reviews, Meena Bazar works with staff members to establish career goals that are in line with the evaluation findings. They highlight the changes that must be made and set performance standards. The company's incentive program, which offers bonuses, events, and promotions, is designed to inspire and acknowledge employees' accomplishments. Within the company, this thorough performance evaluation approach promotes a culture of growth and excellence. Meena Bazar is committed to motivating and energizing a committed staff, as evidenced by its proactive feedback, identification of growth areas, and recognition of exceptional performance (Noor, 2020). The organization intentionally fosters highly motivated employees who are also truly committed to the company's success as a whole.

2.5 Industry & Competitive Analysis

To navigate the market for any organization, a detailed industry and competitive analysis are very important. To realize the dynamics, expand competitive positions, observe the strengths, weaknesses, opportunities, and threats, or identify the macro-environmental factors of the current market that may affect Meena Bazar, they conduct some industrial and competitive analysis, namely Porter's five forces analysis, SWOT analysis, and PESTLE analysis.

2.5.1 Porter's 5 Forces Analysis

To analyze the competitiveness of the market, most companies use Porter's five forces process, which considers the entire industry's economy and is contemplated as a macro tool in business analytics (Hall, 2023). It helps Meena Bazar estimate the competitiveness of the recent marketplace by defining the affiliation between their competitors.

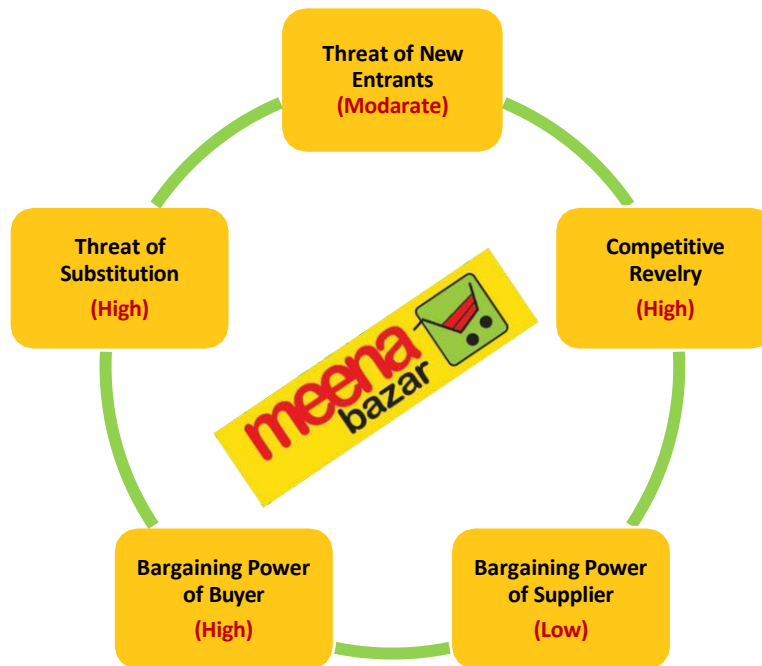


Figure 3: Porter's Five Forces analysis of Meena Bazar

1. **Threat of New Entrants:** As the largest retail chain, Meena Bazar has a perk to tackle the hazard of newcomers effortlessly. Still, establishing and operating a grocery store in Bangladesh doesn't require much endeavor. Due to the constant supply of grocery products, starting a store at a new convenient location is quite easy.
2. **Competitive Rivalry:** Understanding the strengths and weaknesses of a competitor is the most important thing for a company to survive in the market (Martin, 2019). By analyzing the market trend, it is perceived that some of the retail chains, such as Agora and Shwapno, are expanding rapidly and have a huge customer base, which is the biggest threat for the company. To confront that, the marketing team at Meena Bazar always observes the size of competitors, their product and service differentiation, pricing strategies, and market share.
3. **Threat of Substitution:** Like other brick-and-mortar stores, online stores have become a ubiquitous substitution (Spaid, et al., 2019). In fact, people nowadays prefer online supermarkets to traditional ones due to their busy schedules and technology dependency. However, the website of Meena Bazar still needs some improvements. Therefore, to thrive and grow, the firm needs to place more emphasis on its online existence.
4. **Bargaining Power of Buyer:** Due to having a wide range of grocery stores and alternatives, customers have strong bargaining power. Without a loyal consumer base, it is very difficult

to grasp them, as pricing, product quality, and developed customer service can influence the buyer's commitment.

5. Bargaining Power of Supplier: Meena Bazar works with various suppliers, like Pran, ACI, Teer, Kazi Farm, Unilever, etc., and has a huge obtainability of replacements. Therefore, they are trying to be more concerned about the supremacy of obtaining the most convenient offers through negotiation.

2.5.2 SWOT Analysis

Within the complex and continually evolving retail environment of Bangladesh, Meena Bazar is a strong competitor because to its qualities, which have helped it build a substantial client base and high brand awareness. In the fiercely competitive retail industry, addressing weaknesses, seizing opportunities, and avoiding risks will be crucial for long-term success and expansion.

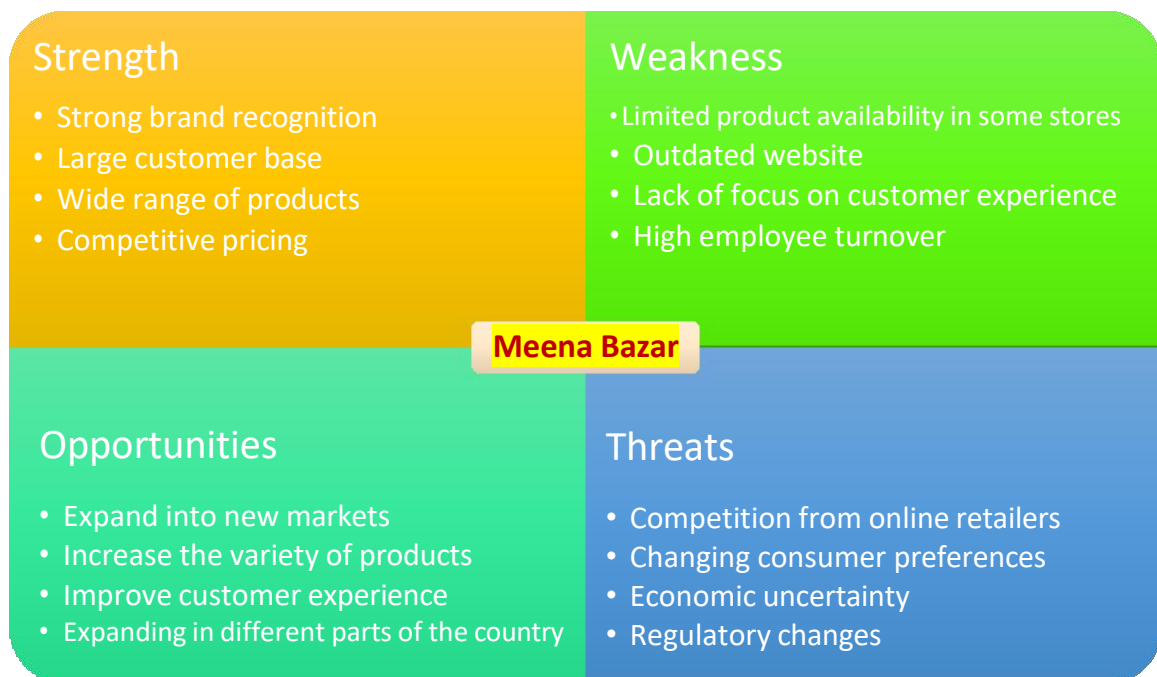


Figure 4: SWOT Analysis of Meena Bazar

Strengths:

- **Strong Brand Recognition:** Meena Bazar has been successful in establishing a brand that Bangladeshi consumers trust and are familiar with. Having this recognition might provide the company with a competitive edge by drawing in brand-aware customers.
- **Large Customer Base:** Meena Bazar's ability to attract a wide variety of customers is demonstrated by the size of its customer base. Its wide range of products, price policy, and general market presence are all contributing factors to this.
- **Wide Range of Products:** Meena Bazar is positioned as a one-stop shop for all customer needs because of its wide selection of items. This variety has the potential to increase customer retention and loyalty.
- **Competitive Pricing:** Keeping prices competitive is essential to pulling budget-conscious customers. Meena Bazar's market attractiveness is increased by its capacity to provide goods at affordable costs.
- **Good Customer Service:** Maintaining a positive and loyal base of consumers requires providing good customer service. Positive client experiences are a result of Meena Bazar's emphasis on customer care.

Weaknesses:

- **Limited Product Availability in Some Stores:** The company has widespread outlets all over Bangladesh. Therefore, it is difficult for them to always maintain a good quality product or availability of all products in each store. The new outlets or the outlets in the suburbs like Narayanganj, Shonir Akhra, Bosila, etc. have to face these problems regularly.
- **Outdated Website:** A user-friendly website serves as a virtual shop in the era of e-commerce, drawing clients and presenting goods and services. It could be challenging for Meena Bazar's antiquated website to rank highly in search engine results, making it challenging for potential clients to locate them online. Missed possibilities for online sales, customer acquisition, and brand exposure result from this low visibility.
- **Lack of Focus on Customer Experience:** Although providing excellent customer service is a strength, neglecting the entire customer experience might result in lost opportunities to increase brand loyalty. Putting a complete client experience first might help to counteract this shortcoming.

- **High Employee Turnover:** A high employee turnover rate can impact service consistency and employee morale. Implementing strategies to improve employee retention and satisfaction may help address this weakness.

Opportunities:

- **Expand into New Markets:** Meena Bazar may be able to reach undiscovered consumer niches by exploring and joining new geographic marketplaces.
- **Increase Product Variety:** Depending on consumer preferences and market trends, new product lines can be introduced to extend current ones, which will draw in more customers and boost sales.
- **Improve Customer Experience:** Improving the general customer experience proactively may boost recommendations and loyalty to customers both in-person and online.
- **Expanding in Different Parts of the Country:** Meena Bazar is now increasing its market penetration by establishing its outlets in different cities outside Dhaka. Namely, Tangail, Mymensingh, and Chittagong and have a huge opportunity to take advantage of a variety of consumer tastes and habits by investigating marketplaces in other parts of Bangladesh.

Threats:

- **Competition from Online Retailers:** Online merchants such as Pandamart, Chaldal, Shwapno, or Agora are becoming more and more popular, which puts conventional brick-and-mortar establishments at risk. Meena Bazar must modify its tactics to contend successfully in the online market.
- **Changing Consumer Preferences:** Meena Bazar must be flexible and sensitive to the ever-evolving needs of the market due to changes in client preferences, which are impacted by things like trends and lifestyle modifications.
- **Economic Uncertainty:** Shifts in the economy can affect how much consumers spend. Meena Bazar needs to be ready to modify its plans in order to get through unstable economic periods.
- **Regulatory Changes:** Meena Bazar's activities may face difficulties as a result of revisions to laws about business, labor, or other issues. It is important to be knowledgeable and flexible to handle any changes in regulations.

2.5.3 PESTLE Analysis

Through the PESTLE analysis the marketing department mainly focuses on the 6 crucial external or the macro environmental factors explicitly, political, economic, sociological, technological, legal and environmental factors that influences the operations of Meena Bazar. This analysis applies the aspects of surroundings that assist the managers in decision making.

- **Political Factor:** The operations and strategies of Meena Bazar affects by the government stability or the regulatory environment like, revenue generating structure, tax policy, trade traffic or fiscal policy related to the retail industry of our country.
- **Economic Factor:** Assessing the economic progress, inflation and exchange rate is very important for Meena Bazar as it unswervingly impact on the obtaining power of the customers and affect the production expanse of the company.
- **Sociological Factor:** Here the organization focuses on the cultural aspect and demographic trends including, taste and preferences, age ranges of consumers, size of families, changes in lifestyle, etc. observing these facts Meena Bazar offer attractive deals and discounts during festival, public and weekly holidays and try to focus on the consumers of each level and groups.

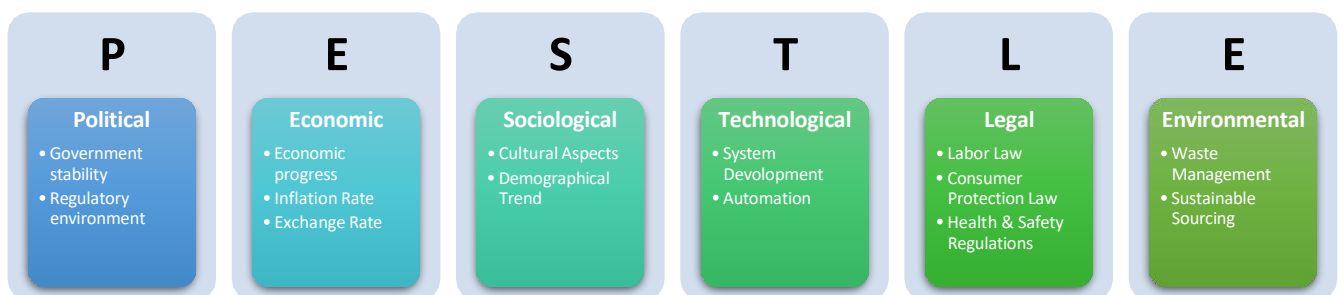


Figure 5: PESTLE Analysis of Meena Bazar

- **Technological Factor:** In this age of modern technology, attaining technical advancement is crucial. The IT team of Meena Bazar is working constantly on system development and automation to match with this digital trend. To illustrate, they are using some internal software like, HRIS to manage the human resource. Then automated attendance count through finger print scanner, finger print lock system doors for updated security and the CCTV cameras are also maintained strictly in every outlet.

- **Legal Factor:** Meena Bazar operates its business by obeying all of the legal features, notably, the labor and consumer protection law, health and safety regulations, data protection act, tax laws etc. The company conform the legal working hours and overtime policy, provide accurate information about products to the consumers, install and update safety tools regularly, safeguard the customer information with strong encryption, pay all kinds of taxes timely. Moreover, the firm is apprising its guidelines with accordance to changes or corrections in laws.
- **Environmental Factor:** Like other retail market, Meena Bazar is also committed to ensure about sustainable practices in favor of the environment. Specifically, they are reducing the food and packaging waste by minimizing plastic uses. They are also maintaining a sustainable sourcing by trading with the suppliers involving in ethical practices.

2.6 HR Strategies

As an intern at Meena Bazar's central office, I get a tremendous opportunity to thoroughly examine HR procedures used by different Bangladeshi companies. I observed that there was a strong emphasis on using strategic HR methods to improve overall employee performance in this fast-paced business. They often place a high priority on training and development initiatives, enabling employees to enhance their skills and knowledge for more efficient work performance. These programs cover a wide range of areas, such as leadership development, customer service expertise, and the technical ability of each employee. The organization put strong performance management systems into place in conjunction with training programs. These systems outline clear performance targets, provide frequent feedback, and appropriately recognize exceptional accomplishments (Roc et al., 2021). Among the most important HR strategies is the cultivation of a good work environment, which is recognized for its critical role in maintaining worker satisfaction and general well-being for an efficient labor force. Meena Bazar outshines in some aspects, such as establishing work-life balance programs, arranging engaging employee events like the Meena Bazar Premier League or Carrom Championship, and providing various channels for valuable responses and other communication.

Considering the inherent worth of its workforce, Meena Bazar implements programs for employee appreciation to recognize and incentivize exceptional performance. The company uses a variety of strategies to draw in and keep elite staff members, including attractive benefits

packages that include salary, incentives, and other benefits. Furthermore, giving employees the chance to advance and grow professionally allows them to take on jobs and challenging responsibilities (Franken, Plimmer, & Malinen, 2019). Despite diverse techniques, the overall objective remains constant: to improve worker performance, foster a positive workplace culture, and ensure that the best talent stays with the organization. Meena Bazar's devotion to these values not only demonstrates its commitment to the professional development of its staff but also establishes the company as a leader in the field of recruiting and developing talent within the workforce.

2.6.1 Employee Development and Training

Meena Bazar is dedicated to developing an employee base that is both skilled and versatile by offering a variety of effective training programs. These programs benefit current employees by encouraging ongoing skill development, as well as new hires by facilitating their smooth transition into the workplace (Pandey, Balusamy, & Chilamkurti, 2023, pp. 10–14). The broad range of training programs includes operational training that emphasizes technical abilities, soft skill training for successful customer interaction, on-the-job training customized for particular positions, and orientation training for fundamental insights. Furthermore, the company's support of professional certifications demonstrates its dedication to lifelong learning and personal development. Meena Bazar ensures competent and well-equipped employees who can thrive in a changing business environment in this way.

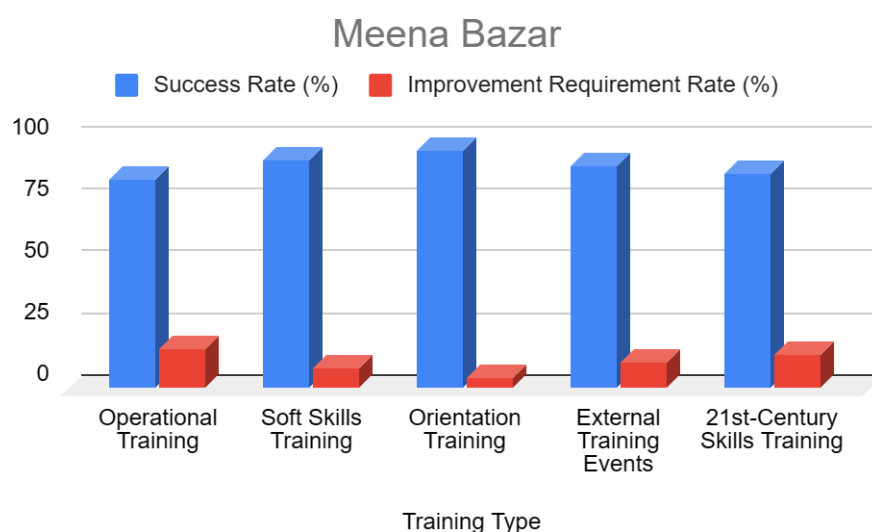


Figure 6: Type of Training in Meena Bazar

- Orientation Training: Meena Bazar offers orientation training to new recruits as an approach to providing them with an overview of the company's values, policies, and unique culture. Through this first training, it is ensured that fresh employees are well-versed in the organization's values and expectations. The purpose of the initial training is to facilitate the seamless integration of new members into the firm by acquainting them with the values and expectations of the latter.
- On-the-Job Training: Meena Bazar's focus on employee development is firmly rooted in on-the-job training. With this flexible strategy, their training and onboarding processes are customized to the particular duties and divisions of both new and current staff members (Komarova, 2023). For instance, superstore cashiers at different outlets receive specialized training on handling cash and related processes, while HR executives receive training on conducting interviews and managing applicant contacts. By using a practical approach, staff members have the opportunity to gain abilities that are directly applicable to their jobs, which advances their professional growth.
- Operational Training: The goal of operational training is to improve the staff members' technical abilities (Alolayyan et al., 2022). This includes specific training programs for different positions, such as educating staff members on how to properly preserve fruits and vegetables or the complexities of cutting fish and meat. These operational abilities are essential to upholding Meena Bazar's wide range of product offerings' high standards of quality.
- Training in Soft Skills: They understand the value of soft skills in customer-focused fields. Programs for soft skill development concentrate on instructing employees on how to deal with consumers constructively by improving conduct and communication (Prasanta Kumar, Bidya, & Anwasha, 2022). Employee training improves the total customer service experience by teaching the workers how to comprehend and meet consumer needs in addition to communicating properly.
- Professional Certificate Training: Meena Bazar supports their employees in obtaining professional credentials, demonstrating the company's dedication to promoting lifelong learning and development. To illustrate, the progressive strategy of offering employee capacity training for the modern era, also called 21st-century employee ability training, gives workers the resources they need to meet the demands of the contemporary workplace. Meena Bazar's deliberate approach to ensuring that its workforce is inventive, adaptable, and ready for the needs of the twenty-first century is reflected in this effort.

Essentially, Meena Bazar's extensive training programs emphasize professional growth, soft skills, and future-focused competencies in addition to job-specific knowledge, resulting in a staff that is competent and well-rounded.

2.6.2 Performance Management

The company establishes clear goals and offers continuous feedback to identify and reward the best performers. Performance reviews may be used to pinpoint areas in need of development and draw attention to avenues for advancement (Schaefer & Copeland, 2022). Here, with the assistance of their seniors or supervisors, staff members create measurable objectives that align with the overarching corporate goals at the beginning of every performance cycle (Malik, Budhwar, Patel, & Laker, 2021). Their goals are defined, realistic, and time-bound, which provides employees with guidance and attention for the particular task at hand. During the first part of their performance cycle that I saw, their controllers provided each member with appropriate feedback and instruction. Informal remarks from everyday interactions as well as more official feedback events, such as one-on-one conferences or performance reviews. Managers acknowledge their staff members' successes, provide advice on how to improve and address performance issues as soon as they arise.

At the end of the performance cycle, official performance evaluations are then carried out to evaluate how well the workers performed regarding their planned objectives. These performance assessments also provide an opportunity to identify areas where employees need to improve and create customized strategies for advancement (Diaz-Carrion, López-Fernández, & Romero-Fernandez, 2018). This focuses on encouraging long-term growth for staff members and addressing performance disparities. Meena Bazar also values its greatest performers and gives them an abundance of significance when it comes to acknowledgment and gratitude. High-performing employees who consistently meet or exceed their goals are acknowledged and given rewards in several ways.

2.6.3 Employee Engagement

Meena Bazar places a high priority on employee engagement since it is the foundation of establishing an enthusiastic, positive work environment, which in turn boosts morale and productivity. To actively engage and appreciate its employees, the organization uses a variety of tactics, such as effective appreciation programs, team-building exercises, and open lines of communication (Das & Ramaswamy, 2022). Frequent employee recognition events help Meena Bazar's staff members feel valued and acknowledged for their achievements, which substantially increases morale and fosters a culture of appreciation throughout the company. To enhance interpersonal relationships, Meena Bazar arranges team-building activities and events and encourages cooperation among staff members. Notably, yearly activities that involve workers from all levels and outlets, such as the Meena Bazar Premier League and Carron Championship, promote camaraderie and reduce stress associated with the workplace. I had the chance to actively engage in these activities as a volunteer, so I saw directly how well they improved the cohesiveness of the team.

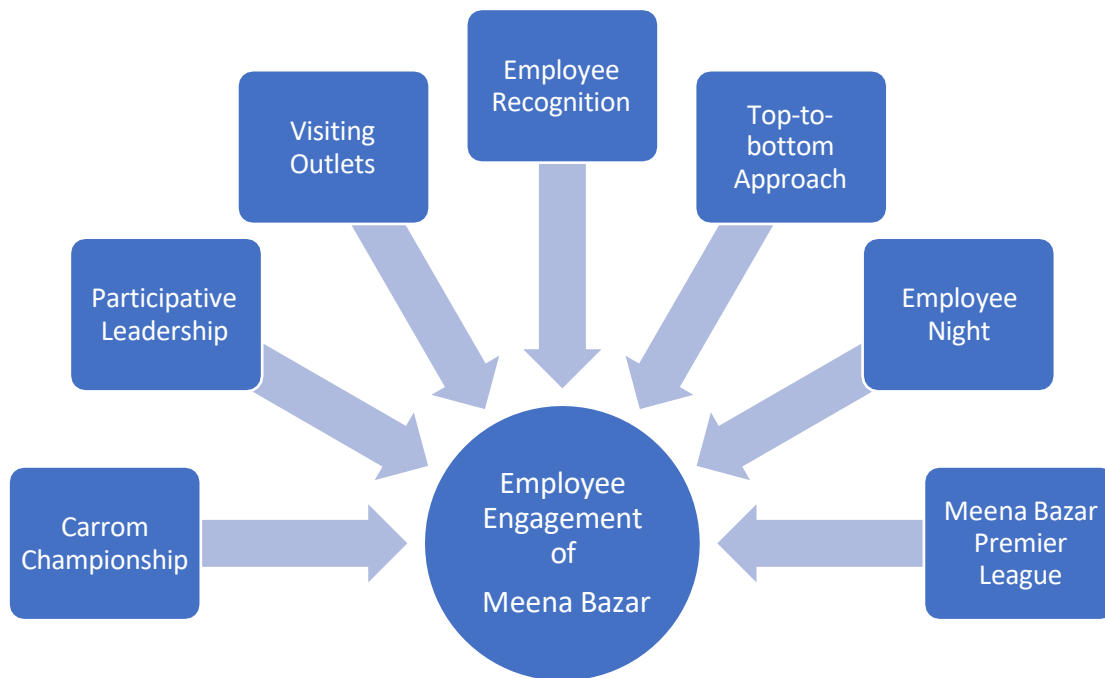


Figure 7: Ways applied in Meena Bazar for Employee Engagement

They value regular and genuine interactions with their employees. Top management facilitates direct communication with staff by visiting various stores or outlets both inside and outside of Dhaka on a regular basis. Meena Bazar is dedicated to upholding a work-friendly culture,

which is demonstrated by its efforts in the areas of health and wellbeing, fitness center access, stress-reduction programs, and work-life balance promotion via flexible scheduling. These programs improve workers' overall perceptions of pleasure and engagement, in addition to their physical and mental health (Gray et al., 2019). Meena Bazar frequently seeks out and cherishes employee feedback through regular surveys via Google Forms since they understand how important it is. These feedback systems are essential for highlighting problem areas, finding solutions, and making defensible choices that affect worker engagement. The firm further reinforces a collaborative and engaged workforce by including employees' opinions, which encourages a sense of ownership and active participation in the organization's operations and initiatives (Azevedo, Schlosser, & McPhee, 2020).

2.6.4 Compensation and Benefits

To recruit and retain top talent, organizations use a variety of tactics, such as competitive pay and benefits packages. These packages include bonuses, healthcare benefits, pay grades, and other incentives. As part of my job, I prepare the monthly compensation sheets for employees, taking into account not only their base pay but also extra costs such as 30% housing rent, 10% medical conveyance, 10% insurance premium, and other benefits. One of the company's primary strategies for inspiring employees to perform to the best of their abilities is to set weekly goals for each worker (Pellegrini, Rizzi, & Frey, 2018). These objectives center on meeting the company's sales targets and bringing in new clients; employees who successfully accomplish these objectives get rewards. A sense of drive and ownership is also fostered by the company's biannual compensation review, which encourages staff members to actively participate in the expansion of their company (Abhilasha et al., 2023).

Understanding the value of a healthy work-life balance, the firm offers its staff 10 paid vacation days, 15 days of sick leave, and 15 days of other casual leave annually. In addition to promoting worker well-being, this raises output and increases job satisfaction. Meena Bazar goes beyond the ordinary by providing a range of extra bonuses and perks to increase worker satisfaction. To give an instance, Employee Assistance Programs (EAPs) are designed to help staff members through tough personal situations. They provide important assistance for problems such as mental health, money



Figure 8: Sick, Casual and Annual Leave in a Year

problems, and family concerns. By demonstrating care and providing chances for skill development through training programs and tuition reimbursement, the organization promotes an upbeat and encouraging work atmosphere. This focus on ongoing development highlights the company's dedication to investing in its workforce and enables staff members to advance their knowledge and abilities for more efficient job performance.

The company's dedication to staff development is a reflection of its interest in the productivity and professional development of its employees. By making investments in professional development, the firm shows its gratitude for the contributions made by its staff members and its commitment to helping them achieve their objectives. People become more devoted and loyal as a result of this commitment, which makes the workforce more inspired and driven (Leonova, Krutskikh, & Zayed, 2021). The business also understands how important it is to draw in and keep top people with attractive perks and compensation packages. Employee retention tactics reinforce the company's dedication to its workforce, such as providing promotions within sister concern companies like Gemcone, Meena Sweets, or Gemcone City. This strategy makes workers feel appreciated and supported, which eventually results in a more dedicated and productive workforce (Osborne & Hammoud, 2017).

To conclude, a business that places a high priority on drawing in and retaining great talent recognizes the value of offering attractive benefits and compensation packages. Additionally, spending money on employee training and fostering an environment of contentment and engagement helps to create a successful, long-lasting workforce with greater output and reduced turnover rates.

2.6.5 Employee Feedback and Communication

Meena Bazar appreciates the critical role that efficient avenue for employee feedback and communication has in developing a productive and motivated team. The company has put in place a number of channels for asking for feedback from staff, addressing issues, and promoting open communication. One very effective means of fostering communication is through surveys. The organization can find out quite a bit about employee engagement, contentment, and opportunities for development by routinely conducting surveys (Mone & London, 2018, pp. 34–35).

The organization uses anonymous employee feedback forms to enable employees to voice their opinions and submit feedback, encouraging candid answers. These forms recognize the importance of work-life balance in employee well-being and concentrate on facets of it (Ko, 2019). Meena Bazar provides an opportunity for continuous improvement by allowing staff members to voice their ideas, views, and concerns through suggestion boxes and surveys. It is recommended that managers hold individual meetings with their team members in order to offer direction, talk about performance, and resolve any concerns (Gupta, Chaturvedi, Prasad, & Ananthi, 2022, pp. 191–218). In addition to fostering trust and making sure that workers feel appreciated and acknowledged, these sessions help managers and staff members develop a cordial and honest working relationship.



Figure 9: Effects of Feedback & Communication

By creating efficient routes for feedback and communication and encouraging people at all levels to voice their opinions, the company actively promotes an open communication culture. Meena Bazar gives immediate and effective issue resolution a high priority since she recognizes that keeping an engaged staff depends on it. This pledge demonstrates the company's commitment to the welfare and work satisfaction of its employees (Rizal, Sarboini, Wali, Masitah, 2019). Meena Bazar's focus on lines of communication and feedback often

improves employee engagement, business productivity, and general satisfaction. The firm regularly solicits employee feedback through surveys and suggestion boxes because it values the opinions and contributions of its employees highly. Regular town hall meetings and one-on-one discussions enhance the sense of empowerment, support, and connection that staff members feel (Flinchum, Kreamer, Rogelberg, & Gooty, 2021). Meena Bazar creates a culture of respect, cooperation, and ongoing growth through these programs, which produces a highly engaged and driven workforce.

2.7 Conclusion and Recommendation

MB is one of the successful super shops in Bangladesh. They are the first organization to bring the concept of super shop in Bangladesh. The “Super shop” term is still very new in this country. Except the capital city, most of the towns are unknown regarding the concept of super shops. I have experienced that live when I went to Tangail and Mymensingh. In those two towns people were referring MB as departmental store. This is what the challenge of this company is. It is very important for them to normalize the term “Super shop” in the country to expand their business.

Being one of the most successful super shops of Bangladesh, it is very important for MB to maintain that reputation. Meena Bazar has currently 33 outlets in the country. 27 in the capital city, 2 in Chattogram, 1 each in Tangail and Mymensingh. So, maintaining the reputation will not be that easy for them as they have so many outlets. The mismanagement of the outlets outside the capital city has always been challenge for this company. So, it is very important for them to give extra attention to the outlets outside of Dhaka so that they do not harm the reputation of the company because of mismanagement. Their goal should be expanding their outlets all over the country and live up to their reputation as well as the hype that they have created in Dhaka city.

Moreover, they should also improve their social media engagements. Their Instagram reach is very low. Also, people do not use their app that much. This is why it is important to improve their social media engagement so that they can promote their business more and bring more freshness to people’s lives.

Chapter 3

Impact of AI in Future Human Resources in FMCG Industry

3.1 Introduction

AI, Artificial Intelligence is a very common concept now-a-day. AI is impacting our daily life heavily these days. We have become tech driven lately. Which is the reason AI's impact on our life has become huge. How many of us do not use the phone straightaway waking up from the bed? How many of us cannot a live a day without using our laptops? Literally no one. Idea of AI is introduced Alan Turing in the era of World War II (Hmoud and Laszlo 2019, 23). This AI is affecting human resources field as well because taking monotonous and repetitive tasks cost top level managers their valuable time. AI can easily take care of these tasks which help the top managers to focus on more important things (Hmoud and Laszlo, 2019). On the other hand, FMCG means Fast Moving Consumer Goods. The industry is associate with the ultimate products or services which are for consumption. Here, only those products are found which sells quickly, but at a very affordable price (United News of Bangladesh, 2023). It has already become one of the most rapid growing industries in Bangladesh (United News of Bangladesh, 2023). Shwapno super shop is the ideal example of it. By using AI, FMCG companies can surely improve their human resources which will be revolutionary going forward. Because as we know, how rapidly FMCG companies are increasing in Bangladesh and considering the huge growth opportunity that it has in Bangladesh's consumer goods market, use of AI will be key (The Daily Star, 2023).

The purpose of this report is to identify at what extent AI will impact human resources in the coming future specially in the FMCG industry. Because the HR of FMCG industry is very critical. Here, everything happens very quickly. Also, the growth opportunities of FMCG companies are huge here in Bangladesh. FMCG companies will try utilizing the growth opportunities in this developing country (The Daily Star, 2023). Furthermore, if we take the example of Shwapno, there are so many employees work in so many different outlets all over the country. The number of employees is greater than any other industry. Which means this industry has high turnover rate as well as high employee dissatisfaction. So, AI's role will be key manage this bulk number of workloads while maintaining the satisfaction level of both employees and consumers as FMCG industry is very consumer focused. In this report, the goal

is to figure out in which way different companies in the FMCG industry are implementing in AI in the recruitment and selection, employee compensation, employee engagement, employee benefits, training and development, performance appraisal; different areas of HR in the FMCG industry. Secondary research will be the key to identify this effect of AI and at what extent the future of human resources will be affected in the FMCG industry. This report also talks about how much the human resources is already impacted by AI in the FMCG industry. Data is collected and scrutinized using different statistical methods. The findings section reflects about whether the impact of AI on human resources are positive and negative in the FMCG industry. The report also provides recommendations regarding how the use of AI will improve the efficiency of future human resources in the FMCG industry.

3.1.1 Background

The impact of AI is undeniable. AI is impacting every phase of our life. Studies have showed that the impact of AI is increasing every day in every aspect. The HR field of FMCG industry is no difference to this. From recruitment selection to employee engagement everything is taken care by AI in so many FMCG companies. The reason why AI is trusted more than human is because it is not biased and faulty. In order to maintain transparency AI is trusted more than humans these days in different fields of HR.

This report has been completed depending fully on the works of previous authors who have discussed regarding the role of HR in different Industries. In similar way, we can say that the FMCG industry is also affected positively by the heavy acceptance of AI. If we take the previous works of the authors into consideration, we can say that AI is affecting different areas of HR such as recruitment and selection, HR policies, employee compensation, employee benefits, T&D, employee engagement as well as performance appraisal. In FMCG industries, all these areas of HR are very much essential. Because the number of employees is greater than any other industries. The management part is one of the important aspects of the FMCG industry. Because they are the ones who takes the business forward. Also, In Bangladesh's perspective, there are a lot of room for improvement in the FMCG sector because of less consumption rate (Akhtar, 2023). So, FMCG industries have an amazing opportunity to grow in Bangladesh's consumer market (The Daily Star, 2023). Moreover, there are so many issues which FMCG industries face time to time, which no other companies face that much. Like high turnover rate, maintaining brand name, distribution and supply chain, consumer centric activity.

Also, some of the companies of FMCG industry operate globally. Those companies have to be very careful regarding diversity and differences in culture. Bearing all these things in mind, the role of AI in future HR in FMCG industries will be key.

Moreover, by analyzing the previous works of the authors we can say that the use of AI in HR in FMCG industry can make the road easier for FMCG industries to operate. In the season of recruiting all the industries feel the pressure of onboarding right people taking the company cost into consideration (B. Monteiro et al., 2020). Due to high turnover rate in the FMCG industry, recruiters always have to do bulk joining which is very critical. Critical for humans, because analyzing job best and based on that finding out the perfect employees for that post is always challenging. By analyzing in which position the vacancy is in a company, then taking it into consideration recruiting the right people to fill that vacancy; AI can do that effectively and efficiently (Freitas, 2023). Add to that, in FMCG industries recruiters have to take interviews of so many candidates together. One single recruiter is not sufficient in that case. Multiple recruiters will increase company's cost. In that case, AI can be very useful. It will not only minimize company's cost by not allowing the company to hire multiple recruiters but also bring transparency in interviewing (Hmoud and Laszlo 2019, 22). Also, by analyzing consumers buying pattern it can identify which customers like what. By using this learning, they can also maintain consumer satisfaction. AI is useful to maintain brand name because it can identify more accurately what is hampering the brand of the company and take immediate action to stop those activities to regain the brand reputation.

Furthermore, by understanding the literature review we can say that the FMCG companies are increasing day by day. Developed countries already have so many super shops. If you take developing country like Bangladesh into consideration, FMCG companies are increasing every day. The country has already become a rapid-growing consumer market of Asia (Manzur, 2023). For example, there used to be only one Super shop named Shwapno. Now, there are too many with the arrivals of Meena Bazar, Unimart, Agora, Daily Shopping, Grocery Mart, Konna. Citizens of the country recognizes brands and they are always on their toes to spend their money. Now, they are well aware of how to spend their money (Manzur, 2023). This indicates that there will be more opportunities, more distribution, more employment. Taking this growing rate into consideration the role of AI will be significant in future HR.

3.1.2 Literature Review

The present impact of AI in HR in different industries worldwide give us the indication that the impact in the future will be significant. We have found in so many studies that how AI is managing different areas of HR proficiently with zero error. So, in future the reliability and trust in AI will definitely increase and it will surely impact the FMCG industry. In this part, we will be focusing on previous studies which talks about acceptance of AI in present time as well as the significance of AI in the future of HR in FMCG industry.

AI is not something which is talked about recently. AI came into limelight when 2nd World War was going on. In an article named “Computing Machinery and Intelligence” (Hmoud and Laszlo 2019, 23). Up until 1980, we did not see much use of AI in industries. After 1990s, especially in the middle of 1990s the use of AI started to increase. But it was not used in every area, AI was more frequently used in tasks which require more precision and repetitive. When an Artificial Intelligence was introduced for playing chess, AI became familiar (Hmoud and Laszlo 2019, 23).

The acceptance of AI has impacted HR in different industries significantly. The FMCG industry is no exception. In order to adopt to the new trend, different companies in FMCG industry started to adopt AI as well so that they can take the most crucial competitive advantage. This effect is heavy in the HR because the HR policies will completely change due to the adoption of AI. So, it becomes urgent to revise the ways a company make strategies, maintains employee satisfaction and benefits, conduct trainings, conduct performance appraisal, conduct recruitment and selection process as well as nullify human error and biasness (Hmoud and Laszlo 2019, 22). The recruitment process is one of the important aspects of HR in the FMCG industry. The Introduction of AI in this aspect is the most common thing. The impact of AI in the recruitment and selection process in FMCG industry is huge because of the transformation from orthodox way to more technology centered way to recruit better personnel (Hmoud and Laszlo 2019, 22). Now, most of the companies in the FMCG industries are implementing AI based recruitment and selection and this is also increasing every day. From sourcing, sorting out CVs to selecting best candidates maintaining low cost as well as keeping the job requirements in mind AI is taking care of everything related to recruitment and selection with pin point accuracy (Hmoud and Laszlo 2019, 22).

Not only the recruitment and selection process, but also other areas of HR in the FMCG industry is also affected by AI. Different companies in the FMCG industries have implemented

automated performance appraisal system. In the automated performance appraisal process, there are some specific components which are taken into consideration. Those components are what is department that employee works, how much distance does he cover while working, how he is compensated, what is his and what are the ratings of his past performances. By taking all these components into consideration AI based automated performance appraisal system evaluates an employee (Patel et al., 2022). Some of the companies in the FMCG industry also use AI based employee tracking tool which keeps track of the productivity of an employee and increases employee productivity by providing AI based productivity coaching which monitors the employee (Enaible, 2020). By using learning metrics different companies are also predicting employee performance (P. GururamaSenthilvel; N. Duraimutharasan; Hannah Rose Esther T; P. N. Periyasamy; Rajesh Kumar. K, 2023). Talking about employee compensation, this area of HR is also impacted by AI in the FMCG industry. By using AI's machine learning and regression model different companies in the FMCG industry are identifying the best possible compensation approach as well as predict future compensations (G. Wang, 2022). By using AI different companies are also identifying whether an employee is worthy for promotion or not (J. Dafni Rose; K. Vijayakumar and S. Sakthivel, 2019). AI has also huge impact on employee satisfaction in the FMCG industry. AI based tool Deep Learning is used in different companies of FMCG industry to analyze the work behavior of employees (Liu et al., 2019). This AI based tool can predict the future work pressure of employees and based on that they can help employees maintain healthy work life balance by minimizing the work load and maintain employee motivation and satisfaction (Zhang & Qi, 2022).

By seeing the significant impact of AI in HR in FMCG industry we can easily say that AI will be more significant in the future of HR. Because, already a large no of companies is using AI tools (Bark and Cole,2018). We will AI being used more for accurate outcomes as well as it will replace repetitive administrative tasks so that top management can focus more on the strategic part of the HR in FMCG industry (Hmoud and Laszlo 2019).

To conclude, we can say that the future of HR in FMCG industry will be more AI dependent because of the accuracy it can present and the transparency it can maintain by putting aside human biasness and error (Hmoud and Laszlo, 2019). It will also make sure better efficiency in recruiting and hiring candidates than human employers.

3.1.3 Objectives

First of all, the objective of this report was to identify the impact of AI in present HR in FMCG industry and how much it will impact the future of HR. As we know, there are so many companies who are implementing AI. We tried to find out, the companies who are already using AI having positive impacts or negative in their recruitment and selection process, training and development, employee engagement, employee satisfaction, performance appraisal.

- **Acceptance of AI in FMCG Industry**

The goal of this report was to find the factors why companies are implementing AI in different areas of HR. This report helped us to identify how much companies are adopting AI tools in order to get upper hand over their competitors and the number will definitely increase in the future.

- **Role of AI in Recruitment and Selection**

The aim of this report was to find how much implementation of AI is affecting recruitment and selection, performance appraisal, employee engagement etc. Based on that, how much people will rely on AI for these jobs to be done in the future.

- **Impact of AI in Training and Development**

The aim of this research was to identify whether employees are getting enough trained to use AI tools and software effectively. This study showed us, the use of AI will increase in the FMCG industry in the future. So, it is important to provide training to employees so that they can make sure proper utilization of AI in the company as well as upgrade their skill level to strengthen company's human resources. This is identified as a competitive advantage.

- **AI's Ability in Ethical Consideration**

We have also tried analyze the ethical consideration of AI. We tried to find out is their human biasness in recruitment selection or not. Moreover, this report also helped us to identify whether AI is capable enough to reduce cost in a company where they are implemented.

- **Role of AI in Cost Reduction**

Cost is the enemy in every organization. From recruiting employees, to give them benefits and compensation as well as providing them training everything has cost. So, the goal of this

research was to find out what are strategy AI uses in the FMCG industry to recruit talented employees for a certain position at minimum cost.

By being able to understand all these things we tried to identify how much impact it will have in the future human resources. Furthermore, we tried to analyze each and every aspect of HR, from recruitment selection to employee satisfaction so that we can say in which areas of future HR AI will perform and in which areas it will need improvement.

3.2 Research Question

The main goal of this report is to study the impact of AI. From the literature review, there is a large number of companies in the FMCG industry that are implementing AI in different important areas of HR. Based on that, we tried to find out how much the impact will be in the future in different important aspects of HR. The whole research outcome will be covered in three questions.

Q1. What are the potential benefits of integrating AI in HR in the FMCG industry?

In this research we tried to identify what are the potential benefits of integrating AI in the FMCG industry. We also tried to find out in which function of HR the integration of AI will be beneficial. By understanding this, we will be able to identify how much AI will be implemented in the HR of more companies in the FMCG industry.

Q2. What are the challenges of integrating AI in current HR in the FMCG industry?

We tried to find out what concerns are holding companies back from adopting AI in HR in the FMCG industry. The challenges helped us to understand how AI could be integrated in future HR by overcoming these challenges in the FMCG industry.

Q3. What will be the impact of AI in future HR in the FMCG industry?

The combination of the first two research questions helped us to know how AI will impact future HR and take the FMCG industry forward.

These 3 questions will be able to give us accurate outcomes regarding our research and will help us to understand the impact of AI in future human resources in the FMCG industry.

3.3 Methodology

While making a research paper we take three types in to consideration. They are- quantitative method, qualitative method and mixed method (Taherdoost, 2022).

It's very hard to define qualitative research as there are a lot of definitions. Basically, the goal of a qualitative research is to find practical and scientific problems. Depending on the subject, the approach is kind of interpretative and natural. Qualitative research method takes advantage of different experimental components for example, real life examples, different life experiences as well as stories which center the focus into a problem which people are facing by analyzing deeply which is very difficult to assess using numerical. It involves two important aspects (Aspers and Corte, 2019). Steps of doing the research as well as the outcome of the research. In qualitative method, we take the raw data of textual format and analyze the data by taking the help of different methods of interpretation. There is always high volume of chance to invent new ideas and theories in qualitative research because of its nature. The sole focus of this method is the findings of the research rather being worried about the consequences of the findings or other subjects that might popularize the findings of the research (Crocker and Heigham, 2009).

Talking about the quantitative research method, it involves numerical and observation. The values basically come from the observations which basically explains the outcome of a study. The observation is backed up by the findings of the study. The function of the methods and problems used for analyzing is ignored. Rather we use both experimental assertions as descriptive assertion to identify the meaning of the problem in the research. Lastly, the data that we collect is explored using different mathematical methods. We can say that, both these methods; qualitative research method and quantitative research are used to describe the context of the research. But point to be noted, the analyzing part is different for both the methods. In quantitative research method different statistical methods are taken into consideration to identify an issue. Different points from different angles are taken into consideration as well as numbers to address an issue. Here, percentage and quantity are involved to answer certain questions. Moreover, this method can also transform qualitative data into quantitative data using different methods. These methods can collect numbers and values from descriptive studies and by involving certain set of question for this certain purpose (Sukamolson, 2007).

On the other hand, mixed research method is a method which researchers use by combining both and qualitative and quantitative approach. Objectives of the study and the research

questions are taken into consideration for this method. The reason why they are taken into consideration, is to make the research topic understandable. Both quantitative and qualitative method could be given equal priority or one of the methods might get prior priority. But that depends on the objectives of the research as well as the questions that are used to fulfill that objective (Crocker and Heigham, 2009).

Nevertheless, in this report, we used qualitative research method to make this report because this report studied an incident which has limited information to be accessed because of its exploratory characteristic (Taherdoost, 2022). By implementing qualitative method in this report, it will help us to identify the role of AI in the future human resources in FMCG industry.

3.3.1 Interview

In this part we will be discussing regarding the data collection method of this report. Data collection could be done in different ways. For example- Surveys and Interviews. We have chosen interviews as the type of this report is qualitative. The structure that we chose to conduct the interviews are semi-structured. The reason why semi-structured interviews are chosen because of the time limitation we had to make this report.

In a semi-structured the interviewer doesn't ask too many premeditated questions to interviewees. Some questions are premeditated and rest of the questions are not predefined beforehand. The advantage of this structure was it allowed us to make comparisons between interviewees as well as identify issues which were relatable to the interviewees (Pollock, 2022). In this report, we have used semi-structured interview method to identify role of the AI in the future of human resources in the FMCG industry.

3.3.2 Sampling Strategy and Sample Size

The sample strategy that has been used for this research is convenient sampling. This is one type of non-probability sampling. In this type, data is gathered from some the representatives of the population who are available for the research and easy to approach. In other words, this sampling technique refers to individuals who are easily accessible. In most of the cases, individuals are found in their convenient places. There are absolutely no criteria to be eligible. Everyone can take part ("Convenience sampling – Research Methodology", 2022). In this type, the representatives of the population have to be given pliability because of their time limitation. That's the reason convenient sampling is chosen for sampling strategy for this research (Islam et al, 2019).

3.3.3 Thematic Analysis

For findings and analysis, we have used thematic analysis. Because we had a very small sample size. So, we have no other option but use manual ways to analyze data. To test the raw data that we have found conducting interviews, we have used manual method. The use of manual method helped us to develop a code and to prepare a theme. After the theme was established, the interviews were transcribed.

3.4 Findings and Analysis

The findings and analysis part of this will allow us know the challenges of integrating AI in the HR in FMCG industry. Analysis of the findings of these challenges will help us to identify how AI will affect the future human resources in FMCG industry.

3.4.1 Familiarity with AI Integrated in HR in FMCG Industry

When asked about the familiarity with AI integrated in HR in FMCG industry, the first interviewee was very much aware. He thinks the work regarding normalizing AI has not been started that much yet. He said,

“I am well aware regarding the integration of AI in HR in FMCG industries. Some of the companies are doing it. But I think the integration of AI has not started that way we have anticipated.”

He also added that,

“I think the integration of AI will be very crucial in the data analysis as well as forecasting and I am very hopeful regarding the integration of AI in the future HR in FMCG industry.”

The 2nd interviewer also had same view regarding the familiarity with AI. She thinks the integration of AI in current HR in FMCG industry is very necessary and helping the organization a lot. She said,

“Companies which are still operating manually are struggling with the attendance count of their employees. They come in the office in a time, writes a different time in the manual book. So, someone from the top management has to keep track and manually make an excel sheet regarding employee’s attendance which is very hectic.”

She also said that,

“After making the excel sheet a summary has to be made. Based on that the attendance and the leave attendance has to be identified. Then the summary report has to be sent to the manager. Then he decides whether he will accept the leave attendance or not. So, the whole process is lengthy and the reason of this problem is manual operation. Things have become very easy in our organization after the introduction HRIS software”.

The 3rd interviewee also shared similar point of view regarding familiarity with AI in HR in FMCG Industry. He suggests that HR in FMCG industry should be more careful regarding the difference between human and AI. He said,

“All the necessary data that I need, AI can easily provide me those. Not only that, one of the important aspects of HR department in any industry is to place the right employee in the right position. This right work can be done way better by AI.”

He also added that,

“Fresh graduates like copying information from different sources to make their CVs rather writing it on their own. In this regard, AI can help them with keywords which will help them to write their own CVs”.

3.4.2 HR in the Current Scenario of FMCG Industry

While asking about the experience of the first interviewee regarding the experience working in the HR in FMCG industry he is so far enjoying a lot. He said,

“FMCG industry is very crucial in an economy. Because based on this industry other industries operate. The scope of work is very vast in this industry. So, I am enjoying a lot.”

He also added that,

“The fast-paced nature of this industry makes it very challenging to work. Everything happens here so quickly. But the challenge makes working in this industry more enjoyable.”

The 2nd interviewee also expressed her opinion from a similar point of view. She said,

“From my experience working here as an Executive, FMCG industry is very unpredictable. The variability here is more than other industries. We always have to cope up with a lot of changes. If I take manpower deployment into consideration, sometimes I call a candidate for

joining then had to cancel it for unavoidable reasons. This is why working in this industry is bit challenging but praise to Almighty, the experience so far is amazing.”

4th interviewee also had similar views. She said that,

“There is always rush in the HR in FMCG industry. Because multiple sectors work here. There are 3 to 4 sectors in a retail company. They are- the warehouse sector, the corporate sector and the last sector where the main things happen is the outlet sector for retail shops, pharmacy stores for pharmaceuticals and for manufacturing companies the stores. Those who work in the HR in FMCG industry, from recruitment and selection to everything sitting in the head office we have to keep in mind that we have to cover all the 3 sectors. So, the pressure increases along with the diversity and variety. Basically, FMCG industry has more pressure, diversity and variety.”

3.4.3 The Adoption of AI and Awareness Regarding AI

While asking about how aware interviewees and their company is regarding the potential benefits of AI, the 1st interviewee was very positive. He said,

“AI can do the things automated and quick. Automation of different works will be key. If things become data driven, they are more accurate. So, use of HR analytics in different HR functions will be crucial. Proper use of HR analytics can be done by AI.”

He also said that,

“We have a separate IT team who is working for automated processes. We want to make everything regarding our company online based. For that, we have a separate team working”.

The 3rd interviewee also shared his valuable opinion. He said,

“Works which are lengthy and takes a lot of time can be done by AI. But the problem is AI is not that creative. It will become fruitful only if it is used properly. AI is not invented recently. It has been here for a long time. We can use AI in different areas of our company but we have to increase our ability so that we can use it properly.”

He also said that,

“I am not having anyone to talk about AI because my colleagues are not that much aware. So, AI is not going to help me that much. The absence of LMS is the reason behind the lack of awareness regarding AI.”

The 5th interviewee was bit unsure regarding the potential benefits of AI in HR in FMCG industry. She said,

“The things that cannot be done manually, AI could be implemented there. Recently, HRIS software has been introduced in the company. Before that, the attendance used to be maintained in the excel sheet. Now, it has become automated. But sometimes HRIS software crashes, it shows a lot of issues. If we can put these problems aside than it is quite great.”

She added that,

“Our company is trying to integrate in AI and the complete adoption of AI has not taken place yet.”

3.4.4 Specific Function of HR in FMCG Industry Where AI Could be Implemented

The 1st interviewee thinks the R&S function is key in HR specially in FMCG industry where AI will be beneficial. He said,

“You already know how crucial the R&S function in this industry is. AI could be very useful in this function. Because a human employee cannot do all the things. If the manual works in a company becomes automated it will be good for the development of the organization.”

The 3rd interviewee reckons AI can be used in so many functions of HR. Such as- talent acquisition, recruitment as well as payroll. He said,

“AI can be used in different functions of HR. Such as- talent acquisition, recruitment and payroll. We can integrate AI in T&D too. But to integrate AI in T&D we will be needing a lot of investment.”

Furthermore, he said that,

“Our company has already shown glimpse of AI through the introduction of HRIS software. But we will be able to see more of AI when our ability increases. Day by day it is increasing.”

The 4th interviewee thinks AI will be more useful in the T&D function. She said,

“We will input the culture failure, why employees are leaving, why employees are demotivated in AI and based on that it will suggest us a training module. Then our own trainers will modify it based on organizational needs. This will be very important in the FMCG industry.”

She also stated that,

“Sell and marketing are two crucial aspects of FMCG industry. If we have cash, we can bring a lot of products. But if the customers do not get the luxurious feel like Unimart then the selling part will be quite difficult. AI can be very helpful in this regard,”

3.4.5 Role of AI in the Future of Talent Management, Recruitment and Training

The first interviewee reckons AI’s impact in the future of talent management and recruitment will be crucial. He said,

“AI’s impact on recruitment and talent management will be crucial. It is a very manual job which takes a lot of valuable time. AI will make the process faster and efficient. As I have already mentioned, if time consuming works become automated it will be very beneficial for an organization.”

The 4th interviewee thinks the best AI could do is short list the potential CVs and suggest the best candidates when it comes to recruitment. She said that,

“Recruitment is something which cannot be done by AI. Because when we recruit a candidate, we look for qualities, human qualities, being qualities that this position requires this kind of fine behavior, fine personality. AI cannot take these things into consideration because AI doesn’t have any feeling”.

She added that,

“Sometimes when we take interviews, we can feel that this is the person who have all the qualities that we require. This is the person who has fine lining, fine thinning. AI can short list CVs, can take examinations, can do assessment but recruiting is different cattle of fish.”

3rd interviewee expressed his opinion about what will be the impact of AI in future training in FMCG industry. He said,

“AI will have significant impact in training. If there is profile of training modules, I can search there for the best module. AI can also suggest me.”

He added that,

“AI can also be helpful to keep track. For example, an employee has worked for 3 months without doing a certain training. AI can notify me about it 3 months before.”

3.4.6 Benefits of AI in HR in FMCG Industry

While asking regarding the potential benefits 1st interviewee thinks it will take the pace of work in a different level. He said,

“AI will make things very fast. It will make things more efficient and easier. When something is data driven the information becomes very accurate. So, I think there are so many potential benefits. I think AI will be crucial in forecasting in the future of FMCG industry.”

The 2nd interviewee thinks if AI is integrated in HR in FMCG industry it will save a lot of time. She said,

“70% of the work can easily be done by AI. If I have to take care of rest of the 30% then it will save me a lot of time.”

3.4.7 Concerns Integrating AI in Future HR in FMCG Industry

The 1st interviewee thinks the owner's and the directors should be supportive towards the adoption of AI. He said,

“I think biggest challenge that we are facing integrating AI in HR of our company is owner's support. Surprisingly, not only in this industry but also in other industries the priority is not HR. We are taken for granted. So, first of all, our priority should increase, then the owners' might think about integrating AI in HR in FMCG industry.”

He also added that,

“AI integration cost is also another concern which should be taken into consideration. If AI can't meet the profitability, then it will be issue for a company. Also, AI's availability is another reason why it is holding us back.”

2nd interviewee reckons as AI is something new, employees will feel a lot of challenges adapting to it. She said,

“Just like when HRIS software was introduced, we faced a lot of challenges. Similar way, introduction of AI will make things challenging. Because it will be something new for us.”

The 3rd interviewee thinks we could not systematically reach that level to integrate AI in HR in FMCG Industry. He said,

“The use of AI will only be fruitful if we know how to use it properly. We have to acquire the ability to use AI. Also, not having LMS is a barrier integrating AI in our company.”

He also added that,

“We are already integrating glimpses of AI in our company. We have introduced HRIS software. Attendances are tracked automatically. But we have not received AI as a full package yet. When we will get the complete package then we will be able to get the final output. But day by day our company is developing.”

5th interviewee thinks age will be a concern integrating AI in future HR in FMCG industry. She said,

“I think aged people would not be able to use AI properly. They will be needing more training.”

Furthermore, she also said that,

“But it is not a major concern. They have worked all these years manually. They might find it difficult to get used to it at the initial period. But continuous training will make things easy for them.”

3.4.8 Training Initiatives in FMCG Industry to make sure Future HR Team is Ready to Take Full Advantage of AI and Develop a Smooth Transition

When asking about the training initiatives that could be taken to make sure HR team is well trained to work with AI side by side and make the smooth transition happen, he said,

“Well, we have to provide updated technology training in FMCG industry. New software should be introduced along with the training modules to operate those new software.”

He also said that,

“Look, when HRIS was first introduced, we gave our employees updated technology training immediately. This is how we are preparing for the future keeping in mind the impact of AI in future HR in FMCG industry. Continuous learning will be essential for the smooth transition.”

The 2nd interviewee thinks taking the full advantage of AI would not happen overnight as well as the smooth transition. She said,

“We will be needing a lot of sessions. After conducting multiple sessions, we will get used to it. We will get the complete understanding of AI.”

3rd Interviewee reckons the first and foremost priority should be to know about AI. He said that,

“AI is not an entity. It’s a software program. So, it is important to train the employees fully regarding that software. LMS is going to play a significant role in this regard. But the person who is going operate LMS, also the person who is going use it both have to be trained. But training method will be different.”

He also said that,

“The employee who is already trained and using AI will train his or her juniors. In this way, we can make sure a smooth transition from manual based work to AI based work. This is how the transition will be smooth. The transition will be smooth anyways, because people already know about AI. All they need is a LMS which is not that hard to develop as well as appropriate training module by personnels who are expert in the field of HR regarding AI in our industry. Easy peasy lemon squeezy.”

The 5th interviewee thinks personalized training methods will be key to prepare the future HR team to make sure proper use of AI in FMCG industry. She said,

“A buddy could be assigned. The person who has best knowledge regarding AI, responsibility should be given to him to train others.”

She also stated that,

“Recruitment and selection team will play a crucial role to recruit those who are already skillful to use AI. Those expert individuals will train the other employees so that everyone becomes able to utilize the full potentiality of AI.”

3.4.9 Impact on Future HR in FMCG Industry with The Increase Adoption of AI

As integration of AI is increasing day by day, when asking about what will be the impact on future HR in FMCG industry 1st interviewee thinks it will be significant. He said,

“It will be crucial. Because the fast-paced nature of FMCG industry always makes it very challenging to work here. Increase rate of AI will make things very easy to take challenges.”

He also said that,

“AI will make things very fast, quick and error free. FMCG industry will be more data driven, which will make everything very accurate. Decision making will become very precise. Development and investment will increase.”

The 2nd interviewee thinks the increase adoption of AI will make the operation smooth at the same time it will be make the operation challenging as well. She said,

“That’s a very good question. The impact could be both positive at the same time negative. It is fifty-fifty. If we take HRIS into consideration, sometimes it crashes. When it crashes, we have to send some of the newly joined employees’ home. Because we cannot update their information. So, it is very uncertain.”

The 4th Interviewee said,

“More work can be done with less human resources. The cost of salary will decrease. Expenses will decrease. That means, profitability will increase. For example, if it costs only 20lacs bucks to integrate AI, in the long run it will make more than 20lacs bucks if it can work efficiently.”

She also said that,

“The works that AI can do alone, we need minimum 4-5 employees to do that job. For example, in our company an employee takes care of the pay roll, another keeps track of the manual, someone else in the operations department is doing the NOC appraisal, paper works; one is taking care of the onboarding, one employee is taking care of the confirmation letter, exit letter, PMS. Assuming that to do all these things we have 2 employees and we are paying both of them more than 24 lacs every year. But integration of AI costed me only 20 lacs. I do not even have to pay monthly salary to AI. All I have to do is the maintenances of it. So, AI is more beneficial.”

3.4.10 Steps Companies can Take to Prepare us for the Future Impact of AI

When asking about what are the steps your company can take to prepare your employees for the future impact of AI, the 1st interviewee was very positive. He said,

“We are very open minded. If we can introduce something which will perform efficiently maintaining the cost of the organization at the same time providing profitability why should not, we go for it? We have to be open minded. We have to have the mentality to accept changes.”

The 2nd interviewee thinks AI should be introduced first. She said,

“Owners should not hold themselves back worrying about its cost. Because in the long run, it will make sure more profitability. Companies also have to provide sessions regarding the use of AI so that we can adapt to it quickly.”

The 5th Interviewee thinks training initiatives should be taken as soon as possible. She said,

“Companies have to make sure the training initiatives beforehand. Also, recruitment and selection should be done keeping the future impact of AI in mind. With time everything will fall into its places.”

3.5 Managerial Implications

To integrate AI in future HR in FMCG industry managers will play a key role. Because managers have the knowledge regarding their company’s strength and weakness. So, in the decision-making they will play a crucial role because they are the best knowledgeable in terms of the need of integrating AI in the future HR in FMCG industry (Shrestha, Ben-Menahem, 2019). The actions manager level employees should take to establish AI in future HR in FMCG industry:

- 1. Change Management:** Switching from orthodox style of operations to AI based operation will be revolutionary change. Managers have to prepare their employees for this change and ensure the smooth transition. So, change management will be crucial for integrating AI in future HR in FMCG industry.
- 2. Risk Management:** There is always a certain amount of risk involved when integrating a new concept in an organization. When the risk involves cost it’s a major concern for the employees. Managers’ always have to be careful regarding organizational cost. As, AI will

cost a lot of money to be integrated, adopting it will be a risk. So, managers have to take necessary steps to manage this risk.

- 3. Creating an Environment of Continuous Learning:** Managers have to create an environment for continuous learning so that can ensure change management when it's necessary. An environment of continuous learning will influence the employees to accept AI in future HR in FMCG in industry.
- 4. Providing Necessary Training:** Managers have to make sure training initiatives are taken to prepare the employees for the AI based HR in FMCG industry. Ensuring appropriate will not only minimize the potential risks of AI in future HR but also help employees to make the proper use of AI in the future to extract competitive advantage.
- 5. Convince the Owners and the Directors:** End of the day owners and the directors are the ones who will invest in AI in an organization. Owners' lack of desire not to invest on AI is a major concern regarding AI's adoption in HR. So, managers have to make them aware regarding the potential benefits of AI regularly as well as how beneficial it will be on the long run. The bottom line is Managers have to win the trust of the owners and the directors so that they invest on integrating AI in HR in FMCG industry.

3.5.1 Discussion

In this discussion part, we will be focusing on how managers can take the necessary actions to integrate AI in future HR in FMCG industry so that future HR of FMCG industry can get the positive impact of AI.

First of all, for the change management managers to be introduce new softwares in their organizations. By doing so, managers will be able to make sure that their employees can adapt to these new changes quickly. Also, introducing new softwares will help the employees to understand how these changes are making their job easy as well as giving them competitive edge. Moreover, to counter potential risks managers have to make sure that their employees are well equipped to take the full advantage of AI. Managers should provide their employees all the updated technological trainings. So that, their employees are well trained to use AI in different HR functions properly. Add to that, continuous training sessions will play a crucial role. It will help the employees to better understand AI and get used to it quickly. Furthermore, to build an environment of continuous learning managers have to consistently make them aware regarding the potential benefits of AI. In meetings, conferences they have to keep on telling

their employees that how the adoption of AI in HR will make their job easier and help them to work with hundred percent efficiency. Also, managers have to bring LMS so that their employees can get to know AI on their own and how it should be used. With the help of LMS, employees will be self-trained to use AI in different HR functions. Also, it will encourage them to learn more regarding AI's potential benefits and how to use it properly. It will add value to their skill level as well as will crucial for their career development. It will make them smarter in a world where AI will take over most of the jobs. Last but not the least, managers can provide further trainings to enhance their knowledge regarding the use of AI by designing the perfect training module. The recruitment and selection department will play a crucial role here, they have to hire professionals and experts who have experience integrating AI in HR FMCG industry. By hiring them, they can design an appropriate training module so that the trainees can use AI to its full potential and help their organization reduce cost and take the FMCG industry forward.

3.6 Summary and Conclusion

To conclude, this research was about the impact of AI in future HR in FMCG industry. As the use of AI in different industries are increasing day by day, we tried to find out what will be the impact in future HR in FMCG industry if AI can be integrated. To make this research, qualitative research methodology has been taken into consideration. Before that, we used ideas of previous authors and their valuable articles to develop the literature review. Then we set the objectives. To justify the objectives of this report we conducted 5 interviewees. Then we did thematic analysis of the interviews to identify the findings and analysis.

From the report, we can say that companies are very positive regarding the integration of AI in HR in FMCG industry. But the integration has not started yet as it is costly. So, owners are not that confident to invest on AI in HR in FMCG industry. Because of this sense of doubt, the use of AI has not started yet. But it is also true, companies are trying to integrate AI in different functions of HR in FMCG industry. But the progress is bit slow. Though progress is slow, but from this report we can surely that, the impact of AI in future HR will be crucial to take FMCG industry forward.

3.7 Recommendations and Implications:

From the findings and Analysis part, we have identified the challenges that companies in the FMCG industry are facing regarding the integration of AI in current HR. But we are sure of one thing, each and every interviewee was very positive regarding the impact of AI in future HR in FMCG industry. All came to one point that; AI will be compatible with fast-paced nature of FMCG industry's HR. But the tension regarding cost of AI integration is the major reason why companies still have not gone in that direction. So, the recommendations will be keeping the findings and analysis of this report in mind:

- 1. Owner's support:** 1st interviewee shared his concern regarding the priority of HR in any industry. HR is not prioritized that much than other departments. So, owners have to prioritize HR more. They have to invest more in HR which will result in integration of AI. So, owner's support will be key to make sure the integration of AI in the future HR in FMCG industry
- 2. Not Being Fully Dependent on AI:** I reckon companies in FMCG industry should not be fully dependent on AI in future human resources in FMCG industry. There will be some tasks which are better done manually. If we take the example of sorting out CVs and then selecting the best candidate based on the job requirements, best AI could do is sorting out the potential CVs. But the selection of the best employee should be done manually. So, it will minimize time at the same time AI's suggestion will also be taken.
- 3. Work Alongside AI:** There are rumors that AI will replace humans in the job place. But I think these are just rumors. End of the day, companies will always be needing someone to operate AI in HR in FMCG industry
- 4. Adaptation Skill:** With time HR in FMCG industry have to upgrade their adaptation skills. Because AI is something which is very costly to integrate. So, making sure its proper use is a must. To make sure that, different HR activities such as- recruitment selection, training, performance appraisal, compensation and benefits are done efficiently HR employees should upgrade their adaptation skill to get used to the change. So, future HR have to adapt with the positive as well as negative impacts of AI in FMCG industry.
- 5. Ensuring Training for Efficient Use of AI:** As AI is something new, training initiatives should be given emphasis. Multiple training sessions should be conducted so that employees working in HR get used to it quickly and use it efficiently to give their company competitive advantage.

6. Positive Mentality: Companies in the FMCG industry have to be open minded regarding the integration of AI. Because integration of will bring revolutionary change in future HR in FMCG industry. Often, companies do not like changes. Companies have to embrace AI in HR in FMCG industry so that they can reduce the workload of the employees, as well as maintain cost and gain superior profitability as well as achieve competitive advantage.

A total of 5 interviews were conducted to understand what will be the impact of AI in future HR in FMCG Industry. Will the impact be positive or negative? 12 questions were asked to each interviewee to gather different opinions from experienced personnels who have been working in HR in FMCG industry for a long time. The aim of these interviews was to meet the objectives of this research.

We asked semi-structured questions to gain knowledge regarding the impact of AI in different aspects of HR and identify the impact of AI in future HR in FMCG industry. We tried to identify the potential benefits of AI in current HR in different functions, what are the challenges companies of FMCG industry are facing to integrate AI and what will be the impact of AI in future HR in FMCG industry.

Interviewer tried his level best to help interviewees share their valuable opinions based on their experience. As semi-structure questions were asked, interviewees felt very comfortable and interested to share their opinion, explain their logics as well as share examples.

Thematic analysis was used to analyze all the 5 interviews. Based on the analysis, the findings and analysis section of the report was developed. The findings and analysis part were developed to fulfill the research objectives which helped us to give valuable recommendations regarding the impact of AI in future HR in FMCG industry.

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3.9 Appendix-Interview Questions

Question 1: How is your experience so far working in HR in FMCG industry?
Question 2: How much aware you are regarding the adoption of AI in future HR in FMCG industry?
Question 3: Could you please enlighten me regarding the HR practice in your company?
Question 4: What do you think regarding the potential benefits of AI in HR in FMCG industry?
Question 5: Do you have any plan regarding integrating AI in your company?
Question 6: In which function of HR do you think integration of AI will be beneficial?
Question 7: What will be the impact of AI in future recruiting, training as well as managing talent?
Questions 8: What benefits companies of FMCG industry can extract by implementing AI in HR?
Questions 9: What are challenges companies in FMCG industries are facing to integrate AI in HR?
Questions 10: What are the training initiatives do you think should be taken to make sure the efficient use of AI as well as make the smooth transition from manual based operations to AI based operations in future HR in FMCG industry?
Question 11: What will be the impact in future HR in FMCG industry with the increase rate of AI integration?
Question 12: What should be done to prepare the employees for the future impact of AI in FMCG industry?