Report on

Implementing HR Analytics-Examining the Possibilities and Obstacles: A Study on The City Bank Limited

By

Anindita Zaman

ID: 17304008

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

BRAC Business School
BRAC University
September, 2022

Declaration

Declaration has been made that

1. The internship report that I have submitted is my own original work while completing my Bachelor of Business Administration degree at Brac University.

2. The internship report does not include any previously published or written contents of third party, unless it is properly cited through thorough and correct referencing.

3. The report does not include any content that has been approved or submitted for another degree or diploma at a university or other institution.

4. All key sources of help have been acknowledged.

Student's Full Name & Signature:

_____

Anindita Zaman
Student ID: 17304008

Supervisor's Full Name & Signature:

_____

Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Mohammad Atiqul Basher

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on Implementing HR Analytics-Examining the Possibilities and Obstacles: A Study on The City Bank Limited.

Dear Sir ,

With utmost respect, I would like to inform you that I have completed my internship report on Implementing HR Analytics-Examining the Possibilities and Obstacles: A Study on The City Bank Limited. I have prepared the report with all of my efforts and tried to make the paper as informative as possible. Working on this paper has enabled me to learn how the theoretical contents are put into real-life scenarios.

I would like to express my gratitude to you for your valuable guidance and support which helped me to complete the report within the designated time duration. In an effort to make the report as meaningful, and thorough as possible, I have done my best to include the necessary information and recommendations.

I have faith that this report will accomplish the intended goal.

Sincerely yours,

_____

Anindita Zaman

ID: 17304008

BRAC Business School

BRAC University

Date: September 10, 2022

Non-Disclosure Agreement

This agreement is established and entered into by and between Anindita Zaman (ID: 17304008), a student at BRAC University, and The City Bank Limited with the intention of preventing the unlawful disclosure of the company's confidential information.

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The City Bank Limited

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Anindita Zaman

Acknowledgement

To begin with, I would like to express my gratitude to the Almighty for providing me with the opportunity to complete the report. Furthermore, I would like to convey my gratitude to my supervisor, Mohammad Atiqul Basher, Lecturer at BRAC University, for his direction, inspiration, and support during the entire process, which enabled me to produce an informative report. Moreover, I would like to convey my gratitude to my co-supervisor, Jubairul Islam Shaown, Lecturer at BRAC University, for the guidance and support he provided.

In addition to that, I would take this opportunity to express my gratitude to Mr. Mohammad Shafiul Islam, my on-site supervisor for providing me the chance to work under his supervision. He has been so supportive to me all the time and a person who inspires to achieve more. Lastly, I would like to appreciate the support and guidance I received from the colleagues of HR Department of the City Bank Limited.

Executive Summary

This report is a reflection of the skills and knowledge I developed throughout the course of my 12-week internship at The City Bank Limited. The paper incorporates a detailed discussion on HR Analytics implementation which would be able to assist organizations in developing country like ours to determine what can be done to introduce HR Analytics by overcoming the possible obstacles. This report includes a brief discussion on my internship experience at The City Bank Limited. This paper also consists of an overview of the City Bank Limited, along with a detailed discussion on the functions of various departments of the organization such as bank's management strategies, operational practices, financial performance, accounting procedures, and marketing plans. The paper also offers a comprehensive industry and competitive analysis of The City Bank Limited. Then, a qualitative research has been conducted to identify how The City Bank Limited has incorporated HR Analytics into the organization, what challenges the organization faced and how they overcame those obstacles. In addition to that, factors that contribute to the obstacle to incorporate HR Analytics in the organizations in developing nations like Bangladesh has been discussed as well. Lastly, some recommendations has been included to further enhance the utilization of HR Analytics at The City Bank Limited.

Table of Contents

List of Figures

List of Acronym

CBL= The City Bank Limited

HRA= HR Analytics

CSR= Corporate Social Responsibility

IT= Information Technology

R&D= Research and Development

EPS= Earnings Per Share

HRIS= Human Resource Information System

MIS= Management Information System

CMMS= Corporate Memory Management System

Chapter-1: Overview of Internship

1.1 Student Information

Name: Anindita Zaman

ID: 17304008

Program: Bachelor of Business Administration

Major: Human Resource Management

1.2 Internship Information

1.2.1 Period: Three months (June 5th, 2022 to September 4th, 2022)

    Company Name: The City Bank Limited

    Department: Human Resources (Recruitment)

    Address: City Bank Center, 136 Gulshan Avenue, Gulshan-2, Dhaka-1212

1.2.2 Internship Company Supervisor's Name: Mohammad Shafiul Islam

    Designation: Senior Manager, HR MIS & Recruitment, Human Resources Division

1.2.3 Job Scope-Job Description/ Duties/ Responsibilities

At the City Bank Limited, I worked as an intern of the Human Resources Department, specifically in recruitment division, where I assisted with recruitment and selection related tasks such as calling candidates to schedule interview or informing them about the date and time of written test, assisting with the invigilation of written tests, providing the appointment letter to selected candidates and collecting necessary documents from the newly recruited employees.

1.3 Internship Outcomes

It was an honor and a great beginning for my professional career that I was able to secure an internship with The City Bank Limited. I have learned a lot during this internship term. Mentors at work encouraged me to act professionally and helped me develop my interpersonal skills.

1.3.1 Students Contribution to the Company

As an intern of the Human Resources Department, I conducted the following activities:

➢ **Inviting Candidates to Interviews/ Written Tests:** One of the tasks that I did most frequently was calling candidates for interviews or written tests. During my internship period, I have called candidates for attending written tests/ interviews for various positions. I was provided with list of candidates whom I had to call or text to inform them about the time and date of the interviews or written test of the positions that they have applied for.

➢ **Exam Invigilation:** I have worked as exam invigilator when any written tests took place. I focused on ensuring that no unfair means were used during the exam. The question and answer papers cannot be photographed by candidates. During the exam, they are not permitted to speak or use a mobile device. One of my main responsibilities was to keep an eye on them and return each and every question paper that was handed to me prior to the exam.

➢ **Providing Assistance during Interviews:** Another task of mine was to assist the interviewer during the interview sessions. Before the interview, I made sure that the seating arrangement was appropriate for conducting the interview session in proper manner. Depending on the number of interviewers, I made copies of required documents and organized them in the interview room. It was my job to make sure that the whole process conducts smoothly.

➢ **Calling Selected Candidates:** Once the right candidates for any positions was selected, I called them to inform them about the selection and other details associated with joining.

➢ **Handing Over Appointment Letter:** I was entrusted with the task of handing over the appointment letters when the members of the recruitment team went to a meeting or had other urgent activities. The employees are provided with two copies of the employee agreement form and letter of appointment. Both copies must be signed and returned; one copy belongs to the employee and the other one is for the employer. The following are the five documents that are provided to them as part of the joining package:

   i) The first document contains information on the joining dates and what needs to be brought on the joining day, including the release letter, a copy of the E-TIN,

photocopy of the National ID, and original and copies of all educational documents.

ii) The joining report is the second document.

iii) The "Know Your Employee Form," which requests more information about the employee, is the third.

iv) The nomination information form for provident funds and gratuities is the fourth. A worker may nominate up to three people, but only one nominee is required (maximum). Potential nominees include spouses, kids, parents, and siblings.

v) The declaration form promising to follow all corporate regulations and policies is the fifth document.

➢ **Collecting Necessary Documents from Newly Recruited Employees:** Once an employee joins the organization by collecting the appointment letter, I collected necessary documents from them and organized the papers as instructed from the HR Officials.

➢ **Entering Employee Information into Excel:** I entered employee information into the excel database when required.

1.3.2 Benefits to the Student

I received numerous benefits from The City Bank Limited during my internship period. They supported my internal and external growth so that I could compete in the corporate world. I have developed conversation skills with a variety of people, which will help me prepare for my future work. I had the opportunity to work with experienced professionals and discovered how an organization's human resources department operates. Additionally, I learned about the functions of several HR departments like Recruitment, MIS, Organizational Development, and Operations. Furthermore, I got to learn about the recruitment and selection process and the activities associated with it in more depth during the internship period which helped me to broaden my knowledge regarding how the process works in real life.

1.3.3 Problems/ Difficulties Faced during the Internship Period

There are some difficulties that I faced during my internship period. To begin with, I was doing my internship along with a course, and it had put me under a lot of pressure as I had to attend classes, give exams, complete assignments along with the internship. Moreover, there was a significant traffic delay and the office was fairly distant from my home, so it took more time

to travel. Additionally, there was a lot of work pressure at the bank, and since it was my first step towards the corporate life, I was not used to dealing with it, so it was tough for me to adjust at the beginning.

1.3.4 Recommendations (To the Company on Future Internship)

The City Bank Limited is a great organization to work for. It is highly appealing to the interns because they have an excellent office culture. While also being highly professional, everyone there is really friendly and helpful. Given that The City Bank Limited is already a suitable company to work with, I have very little to suggest. In my opinion, the office hours should be followed strictly as it gets difficult to concentrate for more than 8 hours a day. Also, transportation service could be provided to the staff which will lessen the hassle significantly for interns like me who lives quite far from the office. Lastly, the resources given to the interns could be improved as the slow resources can occasionally derail an intern's motivation and productivity.

Chapter-2: Organization Part

2.1 Introduction

2.1.1 Origin

This section incorporates an overview of The City Bank Limited and its various functional divisions. This section will aid in a better understanding of the City Bank Limited as a whole. It comprises the details of the bank's management strategies, including its leadership style, recruitment and selection process, compensation scheme, performance evaluation system etc. In addition to that, this chapter includes CBL's financial performance, accounting procedures, and marketing plans. The research also offers a comprehensive industry and competitive analysis of the bank and focuses on the operations management and information system practices of the City Bank Limited.

2.1.2 Objectives

The objectives of this section are the following:

- ✓ To analyze the functional areas of The City Bank Limited in detail
- ✓ To discuss the management and marketing practices of CBL
- ✓ To analyze the financial performance of CBL
- ✓ To perform Porter's Five Forces analysis in order to determine the industry competitiveness of CBL
- ✓ To conduct a SWOT Analysis of CBL
- ✓ To recommend some solutions based on the findings of the report

2.1.3 Scope

This chapter incorporates information about the different functions of The City Bank Limited in detail. As a result of that, it will provide the readers a knowledgeable insight about the organization.

2.1.4 Methodology

The data has been acquired from both primary and secondary sources.

- o The primary data has been collected by personal observation and face to face conversation with the staffs.
- o Company website and online write-up on CBL has been used to gather relevant information.

[5]

2.1.5 Limitations

Some limitations were faced while preparing the report. These are:

o The confidentiality code made it difficult to obtain all the necessary information. It was challenging to compile this report without any difficulties because the management of CBL withheld any confidential information.

o Since the internship term was brief and the permanent employees were busy with their own work most of the time, it was challenging to gather data on my own and I had to use secondary data.

2.2 Overview of the Company

2.2.1 The City Bank Limited-About the Company

City Bank began operations in 1983, making it one of the country's oldest private commercial banks. On March 27, 1983, the bank inaugurated its first location at Banga Bandhu Avenue in Dhaka, the country's capital. It was made possible to start a bank and grow day by day because of the initiative and risks taken by 12 innovative entrepreneurs. The directors initiated their journey with capital of BDT 3.4 crore, which has since grown to BDT 330.77 crore in capital and reserve ("Assignment on Historical Background of The City Bank Limited - Assignment Point", n.d.). At present, the Managing Director and CEO of the organization is Mashrur Arefin and Mr. Aziz Al Kaiser is the Director of the City Bank Limited. The organization currently have 132 branches with more than four thousand three hundred employees. These branches serve more than 17 lakh customers across the country ("Overview", 2022). The head office of CBL is situated at Gulshan-2, Dhaka.

Since its founding in 1983, City Bank has served as a case study in evolution, evolving from a conservative organization into a renowned institution with a variety of functions that welcomes best practices from around the world and chooses to lead the way in technological advancements. The Bank, unlike many others, uses milestones toward becoming the most comprehensive bank in the nation as part of its criterion for success in addition to bottom-line results ("Overview", 2022). Retail banking, corporate financing, digital banking, asset management SME banking, and women's banking are some of the products and services the bank provides. The bank holds licenses for the Visa and MasterCard Debit and Credit Cards as

well as the only American Express Card in Bangladesh. City Bank has launched the country of Bangladesh's first Dual Currency Credit Card.

In the past few years, the organization has received numerous awards such as Best Bank in Bangladesh by Global Finance in 2021, Best Digital Bank in Bangladesh by Asiamoney in 2021, Best Innovation in Banks for Digital loan by Bangladesh Innovation in 2021, Best CSR Bank In Bangladesh by Asiamoney in 2020 etc. ("Awards and Recognitions", 2022).

2.2.2 Vision, Mission, & Values

Vision

An organization's "vision" is the idealized future in which it envisions itself. The following is the vision statement of CBL which was introduced in order to create a road leading to the world that the organization envision ("Vision, Mission, and Values", 2022):

"The Financial Supermarket with a Winning Culture Offering Enjoyable Experiences".

Mission

The particular goals that must be accomplished for an organization to advance toward its vision are defined by its mission. The following are the missions of the City Bank Limited ("Vision, Mission, and Values", 2022):

➢ Offer wide array of products and services that differentiate and excite all customer segments

➢ Be the "Employer of Choice" by offering an environment where people excel and leaders are created

➢ Continuously challenge processes and platforms to enhance effectiveness and efficiency

➢ Promote innovation and automation with a view to guaranteeing and enhancing excellence in service

➢ Ensure respect for community, good governance and compliance in everything we do

Values

The values of the organization outline the expected conduct of the workforce in order to jointly fulfill the bank's Mission and Vision. The values of CBL are ("Vision, Mission, and Values", 2022):

- ➢ Result Driven
- ➢ Accountable & Transparent
- ➢ Courageous & Respectful
- ➢ Engaged & Inspired
- ➢ Focused on Customer Delight

2.2.3 Products and Services

The City Bank Limited offers a range of goods and services to its clients in an effort to boost client satisfaction and establish a significant presence in Bangladesh's banking sector. The bank offers its clients a range of lending products. These are ("Loans", 2022):

- ▪ Personal Loan
- ▪ Auto Loan
- ▪ Home Loan
- ▪ Secured Facilities Loan
- ▪ City Bike Loan

Additionally, the bank offers its clients a variety of credit card and debit card options, including American Express Gold Credit Card, the Citymax American Express Card Debit Card, the City Alo American Express Credit Card, the American Express Platinum Credit Card, the MasterCard Manarah Islamic Debit Card, the Visa Debit Card, UnionPay Gold Debit Card and others ("Cards", 2022).

Moreover, the bank's deposit products consist of short-term, fixed, insurance-backed, goal-based, and other DPSs. The City Bank Limited offers a variety of services, such as wholesale banking, employee banking, student banking, women's banking named City Alo, digital banking named City Touch, priority banking which is known as City Gem, employee banking, Islamic banking, and SME banking ("City Bank", 2022).

2.2.4 Subsidiaries

The organization has introduced the following subsidiaries in order to gain access of new market and to expand brand recognition ("Subsidiaries", 2022):
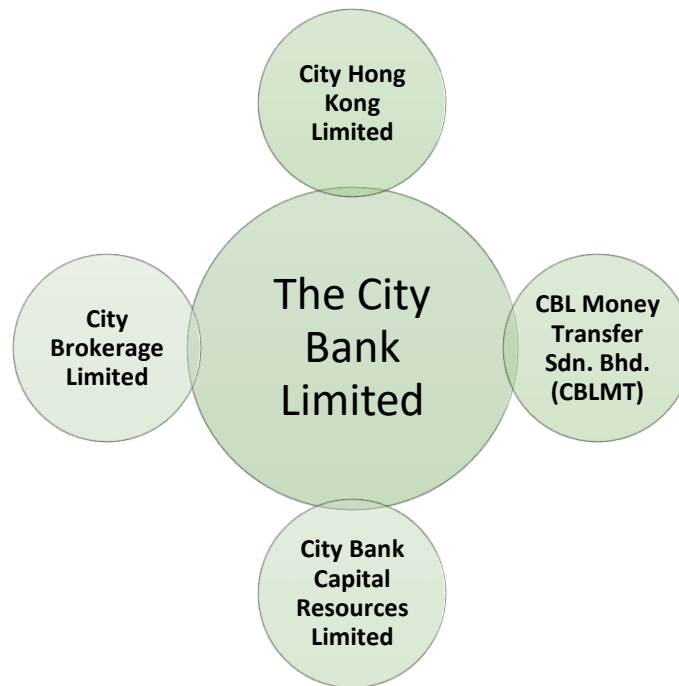
Figure 1: Subsidiaries of The City Bank Limited

2.2.5 CSR Activities

The City Bank Limited prioritizes long-term initiatives that have a lasting impact on the nation's citizens and society. The following are some of the CSR initiatives that were adopted by The City Bank Limited ("Corporate Social Responsibilities", 2022):

i)   Developing a range of health support programs

ii)   Introducing educational initiatives for the disadvantaged

iii)   Making contributions to sports, culture, and the arts

iv)   Developing various disaster management-related projects.

v)   Aiding the poor in generating income

vi)   Support for law enforcement from The City Bank Limited

vii)   Increasing awareness of the down syndrome

viii)   Contributing for the defense against terrorism

2.3 Management Practices

2.3.1 Leadership Style of CBL

The City Bank Limited uses a variety of leadership styles instead than adhering to a single leadership style. It helps the organization to utilize the advantages of different leadership styles and ensure best practices at the workplace. The following are some of the leadership styles that CBL employs:

a) Autocratic Leadership: To begin with, the employment of an autocratic leadership style can be seen in situations where a line manager gives a subordinate task with a deadline that must be met. Additionally, in order for the subordinates to work on the plans and make good results, the line manager also shares some of the plans with them.

b) Democratic Leadership: When making decisions, a department's entire staff gathers in a room together and is encouraged to share their insightful opinions. Everyone gets the equal opportunity to share the thoughts on the issue and the leader listens to them and modify strategies if required.

c) Participative Leadership: The City Bank Limited also follows participative leadership styles in some circumstances. For example, if workload is high the leaders empower their subordinates to make decision and complete the tasks on their own. They might guide them if any help is required, but the employees have the chance to be innovative and conduct the task on their own. Participative leadership style helps to identify employees with potential and to offer necessary developmental program to those employees.

These leadership styles help CBL to provide necessary guidance to the employees, to closely monitor the work of the subordinates and keep them on task, helps ensure that the assigned tasks are performed on schedule, which helps to accomplish major projects. Furthermore, it increases the motivation level among staff members and help them feel at home at work, which boosts productivity and helps CBL to meet its goals and objectives.

2.3.2 Human Resource Planning Process of The City Bank Limited

The City Bank Limited considers the employees as an asset of the organization. As a result of that, the human resource planning process is done carefully in order to find and retain the best fit for the organization. Human resource planning process of CBL incorporates hiring the best

fit for a winning culture, workforce forecasting, succession planning, identifying what skills and capabilities an existing employee possess. It helps them to determine what sort of training or developmental programs needs to be offered to the employees so that the organization can compete in this competitive business world.

2.3.2.1 Recruitment and Selection Process

Recruitment and selection process is one of the most crucial part of the human resource department of CBL as it is the employees that helps the organization to achieve its goals. The City Bank Limited's recruitment and selection process includes several steps which are maintained strictly during the hiring process. The following figure represents steps in the recruitment and selection process of CBL:

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    ┌────────────────────────────────────────┐
    │           CV Screening                 │
    └────────────────────────────────────────┘
        ┌────────────────────────────────────────┐
        │        Written Assessment              │
        └────────────────────────────────────────┘
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            │            Interview                   │
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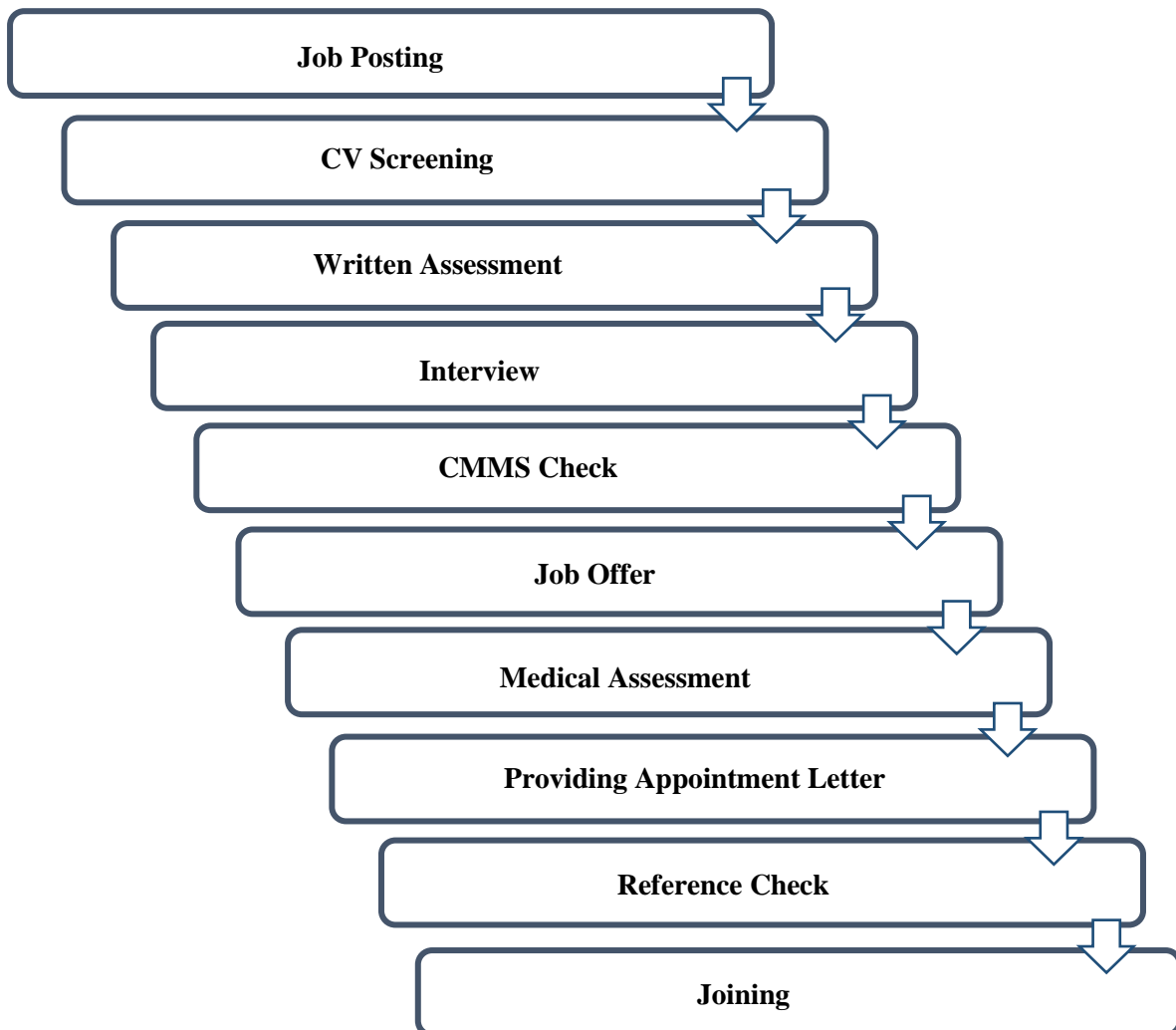
Figure 2: Recruitment and Selection Process of The City Bank Limited

i) **Job Posting:** The recruitment process starts with posting job opening advertisements. Job opening advertisements are posted in BD jobs, newspapers, social networking sites such as LinkedIn and Facebook. These job advertisements include details like job description, job specification, how to apply and deadline for applying. In addition to that, interested candidates can voluntarily apply on the career page of The City Bank Limited's website.

ii) **CV Screening:** Once the deadline is over, CV's are collected and gathered for screening. During the screening process HR checks whether this applicant has applied previously or not, if yes did he/she attended the written test or interview are not. If it is found that an applicant has been called for written test or interview but he/she did not attend it those applicants gets rejected during the screening process. Once the CV's are screened, shortlisted candidates are contacted for the next step.

iii) **Written Assessment:** Shortlisted candidates go through written assessment. The City Bank Limited offers five types of employment:
   ➢ Temporary
   ➢ Permanent
   ➢ Contractual
   ➢ Part-time
   ➢ Intern

Candidates do not need to go through written assessment if the position is for senior officer or above. If the job opening is for temporary and officer position then the candidates need to attend written assessment. A score of 45% is required to pass.

iv) **Interview:** Selected candidates are invited for an interview with the time and location details. One HR executive, one representative from the division for which the application is being made, and one representative from a cross-functional division make up the minimal interview panel. If the candidate is not chosen following the interview session(s), they are notified via email.

v) **CMMS Check:** Candidates who are selected after the interview are checked in the Corporate Memory Management System (CMMS). This system helped to determine whether this candidate worked in any other banks or was involved in any fraudulent activities or not. A candidate needs to pass this background check test to be offered a job.

vi) **Job Offer:** The selected candidates are offered job which are approved by the head of HR. Salary negotiation takes place before offering the job. However, in case of temporary positions, no salary negotiation takes place.

vii) **Medical Assessment:** Candidates who accept the job offer are sent for medical assessment. They receive an email with a prescription for a medical test attached. In order for the tests to be performed on the candidate, he/she must print this prescription and bring two copies of his or her passport size photograph to Shahabuddin Medical College and Hospital. The medical costs are covered by The City Bank Ltd. The hospital authority gives the HR department the report as soon as the test findings are prepared. The candidate is given an appointment letter if the exams demonstrate that he/she is physically fit.

viii) **Providing Appointment Letter:** Candidates are then provided with appointed letter consisting details of job position, job grade, salary structure etc.

ix) **Reference Check:** At least two references must be provided by the applicant. One reference from the candidate's place of education may be provided. It is advised for a candidate who has worked before to give a reference from their previous employer's manager.

x) **Joining:** New hires must bring original documentation, as well as copies of their E-TIN, NID, and academic transcripts, on the day of their start date. Release letter, appointment letter, nominee information are required as well. If these are not brought on the day of joining, the employee will need to wait until the following joining date.

2.3.2.2 The Compensation System

In terms of compensation and benefits, The City Bank Limited is committed to enforcing a flexible, equitable, and competitive policy. The management team regularly reviews the pay scale to make adjustments for changes in the cost of living and the competitive environment of the banking sector. The review is initiated by the HR department, and the management then approves, rejects, or modifies the department's recommendations before the Board of Directors does so.

The salary structure of the employees consists of basic salary, house rent allowance and medical allowance. In addition to that, the permanent employees various benefits such as

insurance, provident fund, festival bonuses, gratuity benefits, paid time offs etc. Moreover, the organization offers its employees financial support in the form of advance salary payments and load deductions from provident funds to cover a variety of emergencies and incidental costs. It includes medical emergency involving the self, the spouse, the kids, or another dependent; passing away of a spouse, child, or other dependent; marriage of the employee or the employees children or siblings; and children's education.

Employee salary records are kept by the HR department. These documents are private and should not be accessible to anybody not authorized (the authorization as defined by MD). Benefits and pay are private information that should not be shared with anybody else. Discipline may result from disclosing such sensitive information. HR handles the processing of the employee's salary and other benefits. While concerned HR payroll team members process all salaries and benefits, the Head of HR Operations approves the payments on a monthly basis or as needed. Any payment needs to be approved by the HR payroll team using the Finacle app.

2.3.2.3 Training and Development Initiatives

The City Bank Limited firmly believe that its most valuable resource is the workforce, and as a result, it makes an investment in the training of the employees to position them for future leadership and career advancement. CBL believe that effective training/learning interventions, enabling opportunities, and upgrading functional abilities, leadership competencies, and potentials all contribute to the development of human resources benefits both the employee and the company. Employee development needs are determined at CBL using a macro and micro two-layered method. The effectiveness of the company strategy will be directly impacted by the major development areas of the organization's personnel (both functional and leadership), which are often identified by the macro approach. A systematic "needs analysis matrix" is used to facilitate an interactive discussion between the divisional leadership team and HR. Through the annual performance review process, the micro method seeks to identify an individual's development areas. With this method, the demands of the individual are determined in accordance with the performance gaps in the current role and the individual's long-term career goals. In conjunction with the divisional head and the employees themselves, line managers are primarily responsible for determining each employee's specific training needs (Happy, 2018).

The employees are provided with orientation training, peer or supervisor coaching, need-based local or international training, job-specific training, in-house training, and e-learning training programs. On-the-job and off-the-job training are two of The City Bank Limited's most popular training options. Employees who receive on-the-job training are exposed to real-world situations and appear to be productive right immediately. It is a technique for teaching by doing. On the other hand, some of the techniques utilized in off-the-job training include classroom lectures, film demonstrations, case studies, various simulation exercises, and programmed instruction. The training center of The City Bank Limited provides a range of courses. The bank, for instance, offers general courses, executive courses, computer courses, and other short courses to improve the skills of its personnel ("Human Resource Management Practices of the City Bank Limited", n.d.).

2.3.2.4 Performance Appraisal System

The practice of evaluating an employee's previous performance is known as performance appraisal, and it is usually done for staff development, promotion, and award purposes. The City Bank Limited conduct performance appraisal for evaluating performance of the employees, for evaluating the need for training. Performance appraisal helps CBL to support employees development, to determine promotion-worthy candidates, to officially and legally support an employment decision, to identify the organization's hidden issues and to evaluate the capabilities of an organization as a whole. One of the most commonly used performance appraisal system at CBL is 360-degree feedback. In this method, supervisor, colleagues, subordinates, and in some cases clients takes part to evaluate the performance of the employee. This approach requires them to fill out a lengthy questionnaire which helps CBL to determine whether the employee performance partially meet the expectation, fully meet the expectation or exceeds the expectation. In addition to that, experience-based performance evaluations is another approach used by The City Bank Limited. In this method, CBL assesses worker performance based on prior work experience. For instance, Mr. A has been employed by the company for three years, while Mr. B has been employed by The City Bank Limited for two. So, CBL therefore favors Mr. A due to his greater experience.

2.3.3 Organogram of The City Bank Limited
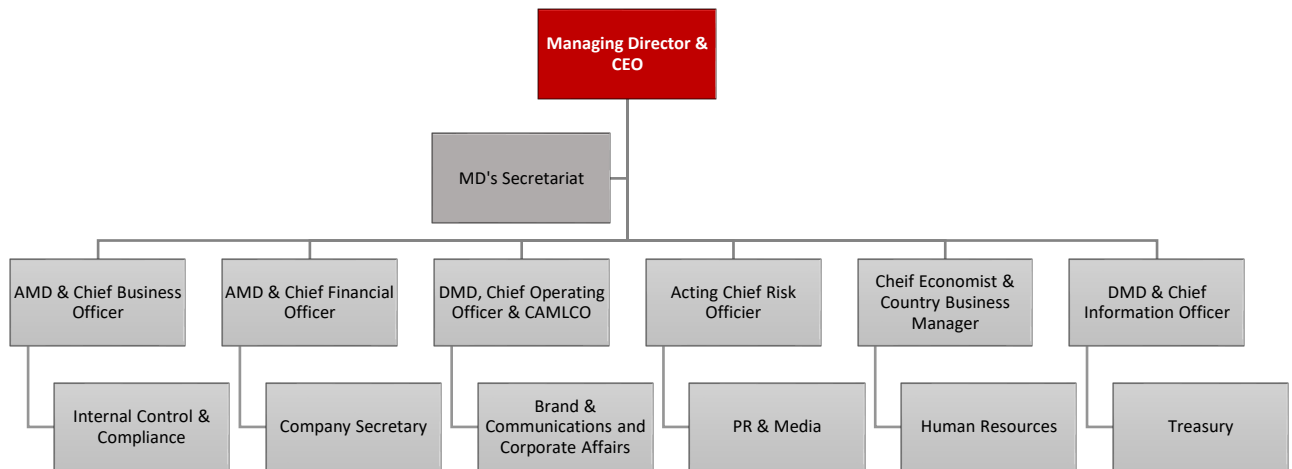
Figure 3: Organogram of The City Bank Limited

2.4 Marketing Practices

2.4.1 Marketing Strategy

Brand and Communication department of The City Bank Limited is responsible for conducting the marketing activities and for marketing related strategy formulation. Building, preserving, and enhancing CBL's reputation as a reliable provider of top-notch financial services is the responsibility of this department. To determine business priorities and carry out organizational plans for the brand, the team collaborates closely with other departments.

2.4.2 Target Market of CBL

The target market of The City Bank Limited includes adults who are 18 years and above. Entrepreneurs, working couples, and senior citizens all fall under this category. Due to their ability to pay for the deposit and loan services, medium- to high-income families falls under the market. Although the majority of the population may reside in villages, but urban and sub-urban regions are where the banks want to consider as the target location. Due to the difficulty of collecting, villagers typically do not deposit their money in banks. As a result of that, the target market of CBL is the urban and sub-urban area residents of Bangladesh.
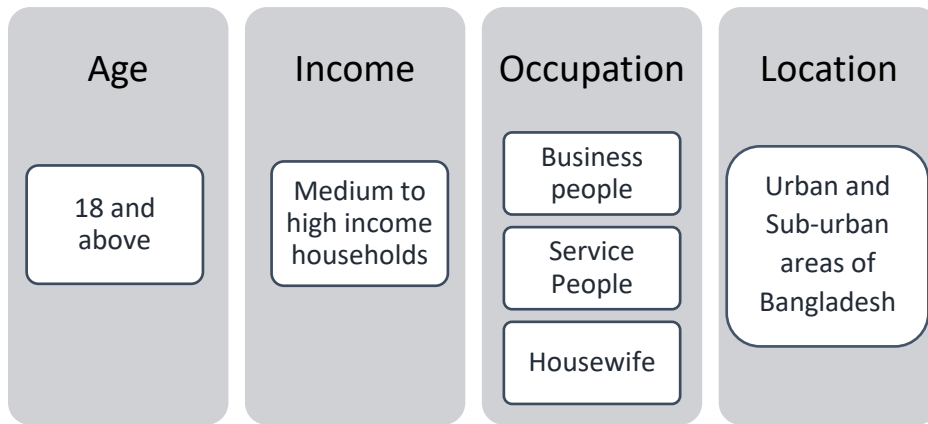
Figure 4: Target Market of CBL

2.4.3 Marketing Mix of The City Bank Limited

The 7P's of marketing for CBL is mentioned below:

- **Product/Service:** The following are the products/services of CBL ("City Bank", 2022):

Loans	Accounts	Digital Banking	Cards	Others
• Auto Loan • Personal Loan • Home Loan • City Bike Loan • Secured Facilities	• Current Accout • EASY Current Account and EASY Plus Current Account • General Savings Account • Savings Delight Account • High Value Savings Account • New Born Savings Account • Seniors Savings Account • Student Savings Account (School Plan) • Student Savings Account (College Plan) • Goal Based DPS • Insurance Backed DPS Account • Fixed Deposit Account • Monthly Interest Paying Fixed Deposit Account	• Citytouch • Ekhoni Account • Smart IVR • Account Holder Service Portal • Credit Cards Customer Service Portal	• American Express Platinum Credit Card • American Express Gold Credit Card • American Express Green Blue Credit Card • Agora American Express Card • University of Dhaka American Express Credit Card • The Biman Bangladesh American Express Credit Cards • UnionPay Gold Debit Card • MasterCard Platinum International Debit Card • Master Card Regular BDT Debit Card- Local	• Employee Banking • Agent Banking • City Alo- Women Banking • SME Banking • Wholesale Banking

Figure 5: Product/ Services of CBL

- **Price:** The City Bank Limited set its interest rates at or near competitive levels as the bank pursues parity pricing. In the service industries, price affects consumers psychologically and economically. The middle class and higher middle class income groups—the bank's target customers—are extremely price sensitive in a nation like ours. Price should therefore be comparable. CBL will have more creditors and fewer depositors if it sets its interest rate below that of its rivals. If the bank sets its interest rate higher than its rivals, the situation could turn around. Therefore, the bank will not turn a profit in either scenario ("Banking Activities Analysis of The City Bank Limited", n.d.).

- **Place:** There is no possibility of selling their service through any media, so the sale is direct. CBL has 132 branches across the country which helps it to offer its products/services to the customers.

- **Promotion:** CBL uses various strategic approaches to promote the product or services to the customers. Advertisements on different medias, sponsorship programs, different events are arranged to promote the brand.

- **Process:** It encompasses how CBL's business is run, and how the service is provided. In its simplest form, the process outlines the sequence of steps or essential components involved in providing the product or service to the consumers of CBL.

- **People:** Anyone who are participating in the business side of the CBL, whether directly or indirectly, is referred to as people in the marketing mix. CBL's people include all individuals engaged in marketing, team management, customer representation, product design, sales, and training.

- **Physical evidence:** The infrastructure of the bank such as head office, branches and the employees are the physical evidence of CBL.

2.4.4 Marketing Channels

The City Bank Limited conducts its marketing activities through the following channels:

- Website
- Advertisements on television

- Social media such as Facebook, LinkedIn, Instagram

- Newspaper

- Magazines

- Billboards

- YouTube

2.4.5 Advertising and Promotion strategies

The City Bank Limited is focusing on branding itself as a bank that can be trusted for three generations of a family. As Bangladeshi citizens are generally emotional in nature, and they have a tendency to save money for the members of the family so CBL is emphasizing on this strategy. To do that, CBL is broadcasting advertisements in television and social medias promoting how CBL is a bank for three generations.


Figure 6: Advertising and Promotional Activities

In addition to that, City Bank is promoting City Alo which is a woman banking service, and they are posting advertisements regarding this to draw the attention of female citizen of the country. Furthermore, CBL provides the customers with attractive offers on famous brands which helps the organization to promote itself as customers use CBL's cards to avail those offers.

These are the strategies that The City Bank Limited is utilizing to conduct advertising and promotional activities. These strategies are helping the organization to reach the potential customers and also to create a brand image by targeting specific needs and desire of the customers.

2.4.6 Digital Marketing at CBL

With the advancement of technology, it is easier to connect with target market by utilizing the benefit of digital marketing. CBL has a team dedicated to digital marketing. The team consists head of digital marketing who oversees the marketing activities on digital platforms such as Facebook, YouTube, and Instagram. The role of the search engine specialist is to oversee all SEO tasks, including content strategy, link building, and keyword strategy, in order to improve rankings across all major search networks. A content developer's role is to select and produce new content for the website. The social media marketing and advertising for the business is managed by the social media manager. The creation and execution of marketing plans for CBL's social media platforms are under her or his purview. For ongoing, strategic, and tactical digital marketing initiatives, the role of the digital media planner is to design and implement the media strategy (Yousuf, 2019).

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance of CBL

In order to forecast an organization's future and sustainability, its financial performance must be measured. A method of evaluating an organization's financial performance is to compute financial ratios. To determine the sustainability and future of The City Bank Limited, net interest margin, cost to income ratio, return on equity, current ratio, debt-equity ratio, total shareholder's equity and earnings per share (EPS) has been analyzed for the past five years.

Net Interest Margin:

The net interest margin measures the difference between the interest a bank receives on loans and the interest it pays on deposits. Net interest margin identifies growth and profitability of banks.
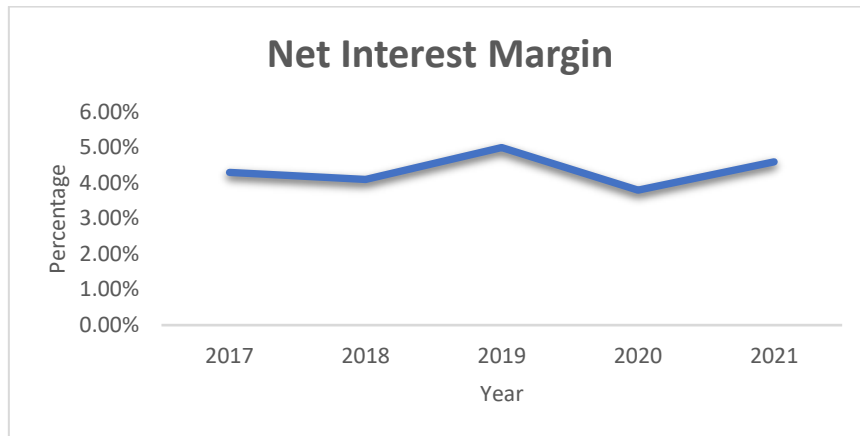
Figure 7: Net Interest Margin of CBL

The chart above represents the net interest margin of the City Bank Limited for the past 5 years. From the chart it can be seen that from 2017 to 2021, net interest margin of CBL was 4.30%, 4.10%, 5.00%, 3.80%, and 4.60% consecutively. Net interest margin followed a downward trend in 2020 due to COVID-19 pandemic. However, CBL has been able to recover from that to some extent as we can see the net interest margin in 2021 again followed an upward trend. It indicates that the profitability of CBL is increasing again.

Cost to Income Ratio:

Cost to income ratio provides a clear picture of the bank's operational efficiency; the lower the ratio, the more successful the bank. Changes in the ratio also point to possible issues; for example, if it increases from one period to the next, that indicates that costs are rising faster than income.
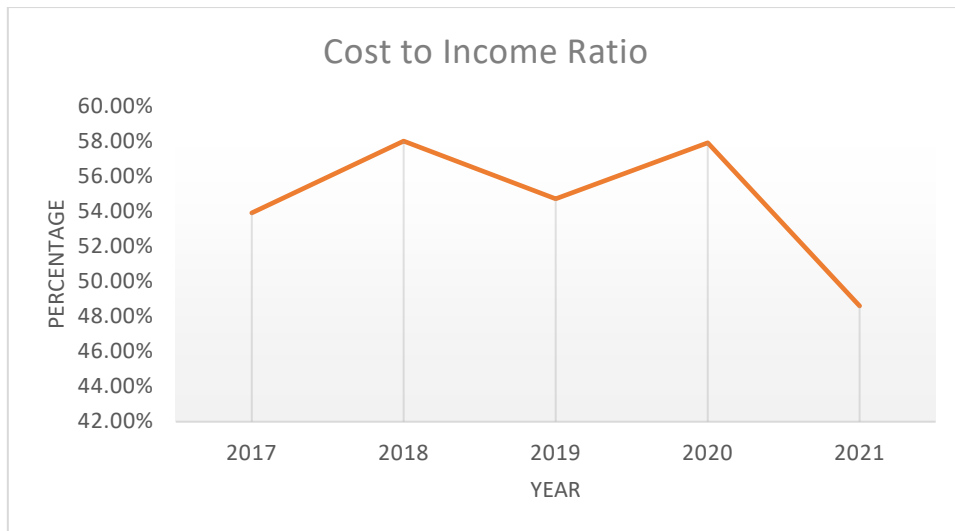
Figure 8: Cost to Income Ratio of CBL

This graph indicates the cost to income ratio of CBL from 2017 to 2021. It can be seen that in 2017 the ratio was lower which means the bank was operating efficiently in these years, but it was high in 2018 and 2020 which indicates costs were rising faster than income. In 2021 the ratio was much lower among the past 5 years which represent that CBL is operating more efficiently in the recent year.

Return on Equity:

Return on equity ratio effectively calculates the rate of return that stockholders in a company receive on their investment. How effectively a corporation generates returns on the investments it has received from its shareholders is shown by its return on equity.
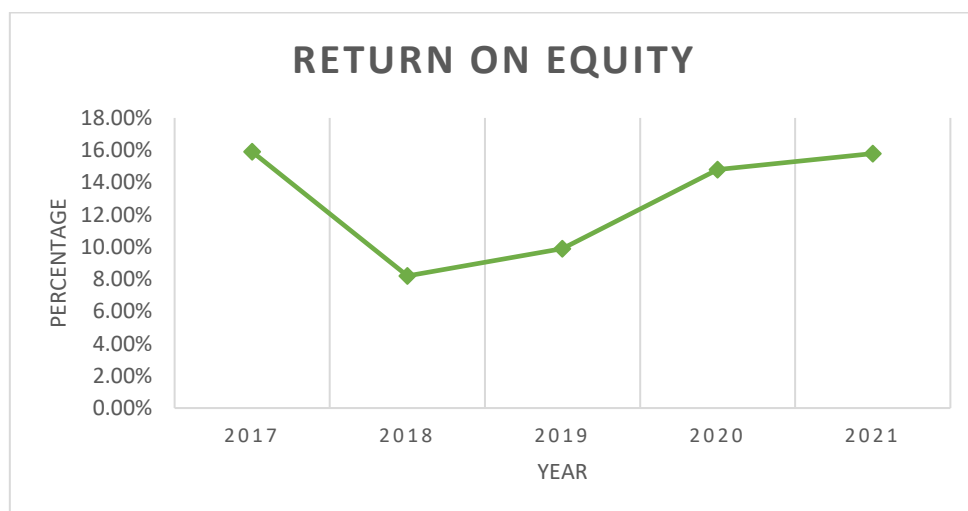
Figure 9: Return on Equity of CBL

In 2018, for every Tk. 100 of common stock equity, CBL had net profit of Tk. 8.20 and the value is remarkably lower than that of the previous year as in 2017, for every Tk. 100 of common stock equity, CBL made a net profit of Tk. 15.90. However, from 2019 the organization followed an upward trend and the ROE of 2021 was 15.80%. It indicates CBL is generating more return on investments.

Current Ratio:

The ability of a company to meet its short-term liabilities that are due within a year is assessed by the current ratio. It shows the company's financial standing and how to make the most of its current assets' liquidity to pay off debt and other obligations.
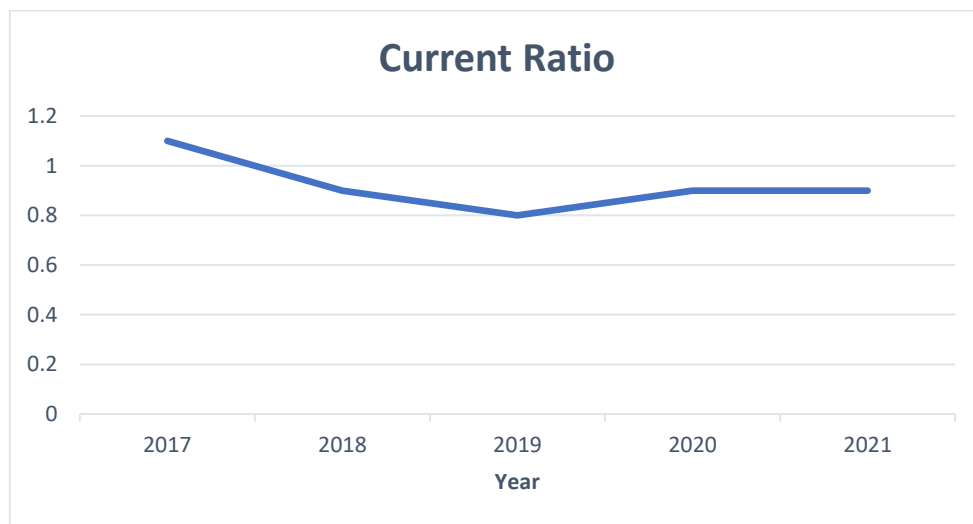
Figure 10: Current Ratio of CBL

From the graph it is evident that in 2017, for every Tk. 1.00 of current liabilities, CBL had Tk. 1.1 of current assets and from 2018, it followed a downward trend. In 2020, the ratio increased, and it remained comparatively stable for the last 2 years. The value of recent years has slightly increased compared to 2019's. It indicates that the bank keeps enough liquid assets on hand to pay down its current liabilities.

Debt-Equity Ratio:

A company's ability to pay off its debt is represented by its debt-to-equity ratio. The greater the debt-to-equity ratio, the more challenging it might be for the company to pay off all of its creditors.
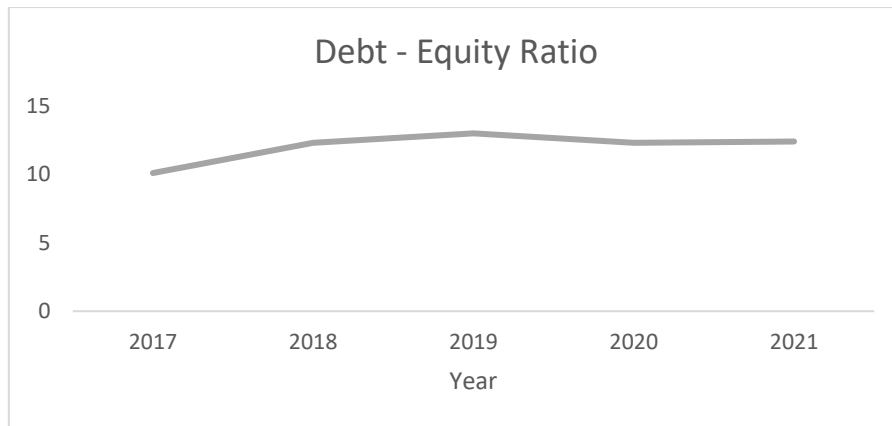
Figure 11: Debt-Equity Ratio of CBL

The above chart represents the debt to equity ratio of The City Bank Limited for the past 5 years. It can be seen that in 2017, for every Tk. 1.00 of common stock equity, CBL had a debt of Tk. 10.1. The ratio has gradually increased for the next two years then again decreased in 2020 and then slightly increased in 2021. To lower the risk of default to its investors and lenders, the bank should strive harder at lowering its debt-to-equity ratio.

Total Shareholder's Equity:

Total shareholders' equity is a measure of a company's net worth, or the amount that would be given back to investors if all of the company's assets were sold and all of its liabilities were settled.
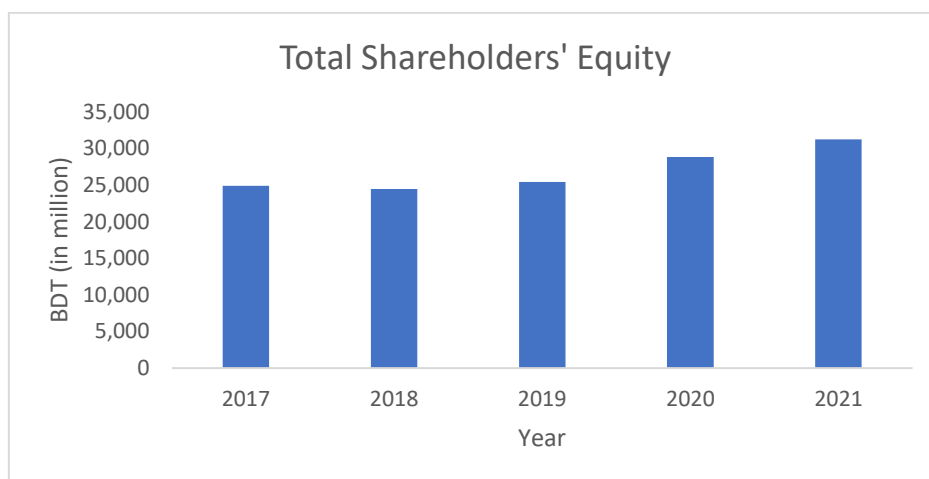
Figure 12: Total Shareholder's Equity of CBL

The chart above refers to the total shareholders' equity of the City Bank Limited. It can be seen that total shareholders' equity has been increasing for the last 5 years which indicates that CBL has enough assets to cover its liabilities.

Earnings Per Share:

Dividends from the total number of outstanding common shares are used to compute the financial indicator known as earnings per share (EPS). Before making an investment, investors analyze earnings per share to determine a company's performance and profitability. Higher earnings per share reflects the company's increased profitability.
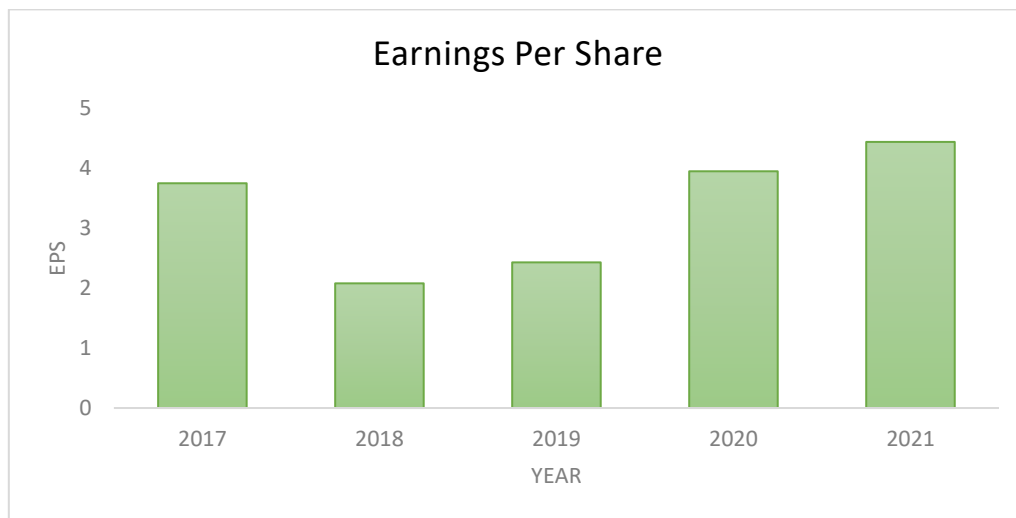
Figure 13: Earnings Per Share of CBL

This chart represents the earnings per share of CBL for the past five years. Even though the EPS was lower in 2018 compared to 2017, it again increased from 2019. The rising earnings per share indicate that the City Bank Limited's profitability and growth are improving.

2.5.2 Accounting Practices of CBL

To conduct accounting related activities, suitable accounting procedures, such as International Accounting Standards (IAS) is incorporated into the accounting practices of CBL. In preparing the financial accounts, Bangladesh Accounting Standards (BAS), International Financial Reporting Standards (IFRS), and Bangladesh Financial Reporting Standards (BFRS), are being consistently followed as it is applicable in Bangladesh. On the basis of acceptable foundations and responsible judgment, accounting estimates and underlying assumptions are established and continuously examined. The financial statements are prepared in accordance with accounting principles consistently implemented, and the accounting estimates are supported by careful and reasonable judgment. The Companies Act of 1994, the Bangladesh Securities and

Exchange Commission (Stock Dealer, Stock Broker, and Authorized Representatives) Rules 2000, as well as other relevant laws and regulations are taken into consideration when preparing the financial statements in accordance with International Financial Reporting Standards (IFRS), which also include the International Accounting Standards (IAS). Additionally, the financial statements are created in BDT, which acts as both the functional currency and the presentation currency for the organization. The financial statements include a statement of financial position, a statement of changes in equity, a profit or loss and other comprehensive income statement, a statement of cash flows, a summary of major accounting policies, and other explanatory data.

2.6 Operations Management and Information System Practices

2.6.1 Operations Management Practices

The overall goal of maintaining outstanding customer experience across all of the bank's interfaces and touch points is the responsibility of CBL's Operations division. To provide the bank an advantage over the competition, this is essential to ensuring that it can offer great customer service. The division also guarantees that the entire bank is in complete compliance with regulatory requirements for ensuring responsible stewardship. It has a number of specific arms that guarantee the implementation of processes in a seamless manner so that the bank can achieve its main goals.

The major activities of operations management include the following:

Service Delivery: Despite the delays caused by Covid-19, the department implemented some significant projects in 2021 with the goal of raising service quality.

Following are some of the key initiatives:

➢ Inclusion of gpi: The Service Delivery team integrated SWIFT gpi effectively (Global Payments Innovation). As a result, the correspondent banking network's cross-border payments are significantly improved, resulting in security and a seamless international payments experience. The bank is currently in the Green Zone and up to 80% of the gpi update was input internally.

➢ AbabilNG: CBL helped with the smooth transition from Ababil to AbabilNG as the Islamic Banking Division's Core Banking Software (CBS) underwent a paradigm shift.

For the bank's Islamic Banking service, this modernization project has opened up a completely new world.

> Establishing a bank account with a one-stop service BIDA\splatform: Through BIDA's one-stop service platform, the Service Delivery team is actively involved in opening bank accounts. For services relating to investments, this platform acts as the only point of contact and single point of communication between the government and investors.

> Dedicated desk for opening corporate accounts: For opening corporate accounts, Service Delivery has set up a specialized desk. This program has been given top priority in order to ensure new corporate account creation, allowing the bank to offer complex services to customers quickly and in compliance.

Branch Operations: The Branch Operations Managers (BOM) are in charge of ensuring compliance at the branch level and have the authority to sanction/prohibit non-cash transactions, both financial and non-financial transactions; and to ensure prompt regulatory and internal reporting, audit handling, and monitoring of anti-money laundering (AML) activity.

Treasury Operations: By guaranteeing seamless deal settlement and strict compliance, Treasury Ops assists the bank's Treasury & Market Risk Division. Treasury Operations currently focuses on five important areas, including: management of OBU funds, settlement of foreign exchange, settlement of money market transactions, settlement of fixed income securities, and settlement of capital market transactions.

Card Operations: The largest card issuance and acquiring bank in Bangladesh is City Bank. American Express (AMEX) cards are only issued and acquired by the bank in this nation. By working with AMEX, Visa, China Union Pay, and MasterCard, the bank's card management system issues cards, which are then processed through a variety of terminals. The Card Ops team, a back office with the responsibility of guaranteeing effective processing and top-notch customer support, powers this operation.

Central Clearing Operations: The BACH (Bangladesh Automated Clearing House) operations are carried out by City Bank's Central Clearing Ops team to facilitate clearing and settlement of image-based payment instruments across all scheduled banks throughout the nation, speeding up transaction processing and lowering operational risks. 105 branches spread across 4 hubs are currently used by the team to carry out the bank's BACH operations directly. To assure "Positive Pay" confirmation from our retail customers and further secure cheque

payments, Central Clearing Ops developed a full-scale digital platform (SMS and IVR) in 2021 (The City Bank Limited, 2021).

2.6.2 Information System Practices

The City Bank Limited has a dedicated IT division that oversees the activities related with technological tools. The IT Division's activities are concentrated on introducing new infrastructure and services on a constant basis, with digital transformation at the center of everything it does. It is also looking into and integrating the technologies of the fourth industrial revolution. Some of these are:

- o Data warehouse and business analytics utilizing Database Consolidation System.
- o Virtual private cloud for service resilience, scalability, and redundancy, optimizing traditional infrastructure.
- o Expanding the use of middleware and open banking.
- o Upgrades to network infrastructure for compatibility with leading industry standards and technologies.
- o Improve redundancy, notably in call center systems, and add more functions to the platform of the core banking system. Upgrade the card system to the most recent version and add new functionalities.
- o Relocating a data center.
- o Adoption of robotic process automation (The City Bank Limited, 2021).

IT division played a significant role during the COVID-19 pandemic as employees were able to work from home and the clients were able to complete banking activities online.

In addition to that, under HR department CBL has Management Information System division which concentrates on maintaining employee database with the help of technological advancements. The system maintains a record of all pertinent data regarding the employees. Additionally, through supporting organizational and procedural controls, the bank's efficient management information system aids in the management of its risk exposure. The City Bank Limited uses an effective and efficient information system, which aids the bank in carrying out its operations without many difficulties. In the past, it was extremely difficult for HR to gather, confirm, and record each employee's information, let alone regularly update it. However, they can now quickly find out who is employed by which branch, how many people work there,

how much they are paid, etc. They can also update details about the employee such as resigning, joining again, getting paid, joining when, personal information, etc. whenever needed.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

Competitive Rivalry	Power of Buyers	Power of Suppliers	Threat of New Entrants	Threat of Substitute
High	Very High	Low	Moderate to High	High
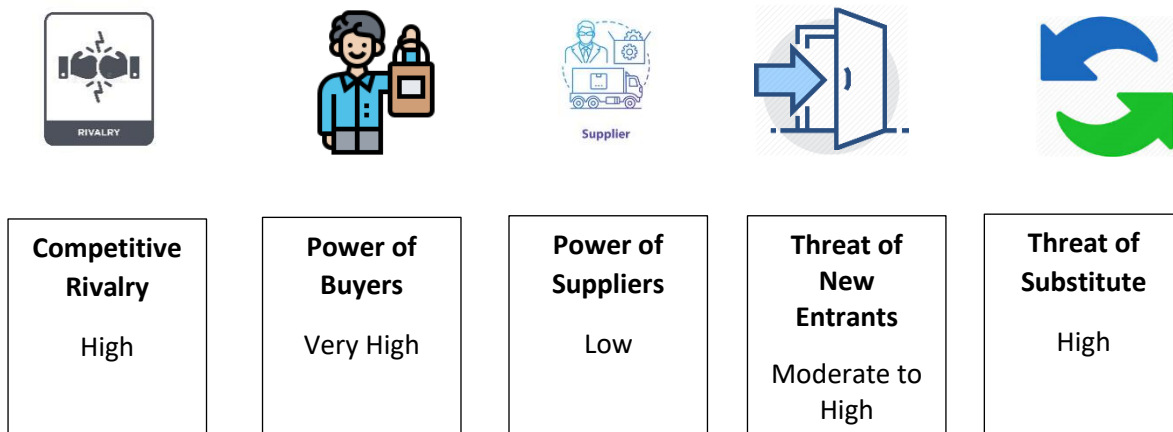
Figure 14: Porter's Five Forces Analysis

Porter's five forces analysis for the City Bank Limited is discussed below:

i) **Competitive Rivalry:** The banking services industry has changed from being a monopoly to a fiercely competitive, quickly expanding market where businesses must constantly increase their service offerings to remain competitive, with competition centered on service fees and brand reputation. Existence of a sizable number of banks, NBFIs, and financial institutions, together with the development of Fintech firms has made competitive rivalry among the banks high.

ii) **Power of Buyers:** The bargaining power of buyer is very high. The reason behind this is relatively low switching costs and price sensitivity of the customers being high. In addition to that, information availability for banking services of different banks are quite easy to access, so the power of buyers are very high.

iii) **Power of Suppliers:** The bargaining power of supplier is low. As there are other banks, including government institutions, foreign banks, and private banks, that also offer the same services as the City Bank Limited, so the supplier's power is low for CBL.

iv) **Threat of New Entrants:** The threat of new entrants is moderate to high. Banking is a capital-intensive industry that calls for specialized knowledge and size. Despite that, the number of private banks in Bangladesh is increasing day by day, so it can be said that the threat of new entrants is moderate to high.

v) **Threat of Substitutes:** Threat of substitute is high as The City Bank Limited is facing more risks as a result of the introduction of some mutual funds, insurance companies, and other financial firms in Bangladesh.

To sum up, it can be said that the riskiest aspect of the analysis, as shown by Porter's Five Forces of the City Bank Limited, is the power of buyers. In order to build a loyal customer base, CBL needs to incorporate more innovative and effective ways to interact with its clients.

2.7.2 SWOT Analysis

The purpose of a SWOT analysis is to provide a practical, fact-based, data-driven examination of the advantages and disadvantages of a company, its efforts, or the sector in which it operates. Listed below is a SWOT analysis of The City Bank Limited:

Strengths:

➢ Brand image
➢ Excellent quality of service
➢ Use of advanced technology
➢ Loyal customer base
➢ Digital banking facility
➢ A diversified product line
➢ CBL's workforce is organized, and its management team is competent
➢ Availability of branches

Weaknesses:

➢ Lower number of ATM booths
➢ Long process for loan approval
➢ Employee retention rate is low
➢ Due to some areas' higher service fees than those of nationalized banks, middle class clients are turned away.

Opportunities:

- ➢ Investment in constructing more ATMs
- ➢ Expansion in online banking facilities
- ➢ Aid from the government and Bangladesh Bank
- ➢ The expansion of a banking franchisee using the traditional method of financial inclusion
- ➢ Tailored services for specific customer demography
- ➢ The opening of new branches outside the city

Threats:

- ➢ Rise in competition due to fintech and digital-first banks
- ➢ Economic instability
- ➢ Restrictions imposed by Bangladesh Bank

2.8 Summary and Conclusions

To conclude it can be said that, The City Bank Limited is a key player in both the financial and employment sectors, which is what is driving the growth of the country's banking industry today. The organization emphasize on ensuring that the best fit is recruited so that CBL can enhance the level of customer satisfaction by providing excellent service to its clients and to create a loyal customer base. In addition to that, CBL is introducing new services to meet the unmet demand of the people. Incorporation of technological advancement has made the banking process easier and more satisfactory. CBL is moving strategically toward its goals, and after looking at its financial performance over the past few years, it is clear that it has established a solid position among both its customer base and Bangladesh's financial sector. Additionally, most Bangladeshi banks were struggling to meet customer demands and remain viable in the financial market in the midst of the Covid-19 pandemic, in contrast to the City Bank Limited, which has been able to boost its earnings per share despite the difficult circumstances. Along with having a positive brand image, CBL's strategic perspective, financial performance, operational procedures, and other unmatched strengths put the organization one step ahead of the competitors.

2.9 Recommendations

Even though The City Bank Limited has made progress in many areas, there is still room for development that they must address if they want to continue to hold its position as one of the leading organizations in the banking industry. The following are some recommendations for CBL:

- In order to prevent staff from feeling demotivated and disengaged from their duties, the City Bank Limited should concentrate on carefully enforcing the working hours.
- CBL should think about offering training that takes into account the working culture and behavioral attributes of the employees in addition to focusing on competency-based training.
- Given the constant crowds in its client service area, the bank should take the required steps to improve health safety.
- Number of ATM booths should be increased throughout the country. The AMEX cardholders face severe difficulty as there is limited ATM booths that can be used for AMEX cards.
- IT department should concentrate on making the online banking facility more user-friendly so that customers with little knowledge of online bank can also conduct banking activities with little difficulty.
- To understand how the nation's banking sector and commercial trends are changing, market research should be carried out every two years.

Chapter-3: Project Part

3.1 Introduction

Over the past century, human resource management has seen substantial change. It is now more of a strategic discipline than one that was previously operational. HR analytics' data-driven methodology is consistent with this development. HR professionals can stop relying on intuition by incorporating HR analytics in the organization. Analytics empowers HR specialists to make fact-based decisions. HR Analytics also assists in evaluating the efficacy of various initiatives and HR policies (Vulpen, 2021). HR analytics is a way for gaining knowledge about how investments in human capital assets affect the achievement of four main goals: (a) producing revenue, (b) reducing costs, (c) limiting risks, and (d) carrying out strategic objectives. This is accomplished by using statistical approaches on integrated HR, talent management, financial, and operational data (Lalwani, 2021).

The City Bank Limited has been emphasizing on incorporating data-driven decision making in the organization to collect, evaluate, and arrange data to produce insightful information and to make the decision-making process more accurate. HR Analytics is helping them in this process. More data is now available for HR specialists of CBL to acquire electronically as HR technologies and platforms advance. As a result of the abundance of this data, data-driven decision making has been integrated into many human resources procedures on a regular basis. This study will concentrate on analyzing the potential and challenges of implementing HR analytics at the City Bank Limited, which will give insight into the difficulties that Bangladesh's banking industry may encounter in implementing HR analytics in the organization.

3.1.1 Literature Review

The term "HR analytics" is very recent, having first appearing in academic writing around 2004 (Marler & Boudreau, 2017). Analytics is the organization, analysis, and justification of the growing amount of data produced by contemporary society at the convergence of computer science, decision-making, and quantitative methodologies (Mortenson et al., 2015). The addition of the "HR" component makes it clear that these studies are focused on the individuals who make up the organization (Van den Heuvel & Bondarouk, 2017). As a result, HR analytics can be described as the methodical identification and quantification of the human factors that

influence business results for the purpose of improving decision-making (Van den Heuvel & Bondarouk, 2017).

By stating that HR Analytics is an evidence-based strategy for improving personnel-related business choices and that it includes a variety of tools and technology, from straightforward reporting of HR data to predictive modeling, Bassi (2011, p.16) likely provides the most thorough definition of HR Analytics. According to this definition, HR analytics also refers to the idea of producing more ambitious solution concepts supported by predictive modeling and using an evidence-based approach when making decisions.

In terms of the banking industry, there has been a noticeable increase in the use of HR analytics, which is somewhat expected given the banks' continued growth. HR analytics enables the workforce to comprehend the complexity of the workers in the banking industry, including how they perform and raise the value of the banks. HR leaders can use HR analytics to examine the relationship between HR practices and workforce performance results, as well as the level of awareness and application of HR analytics in the banking sector (Mahalakshmi & Sandhya, 2019).

Benefits of HR Analytics

There are certain significant advantages that make devoting time and resources on HR analytics worthwhile. HR Analytics has successfully assisted in managing how employees are hired and assigned to job responsibilities in response to the problems associated with overall employee work performance and attitudes (ORUSA & Okwakpam, 2018). By placing the right individuals in the right jobs using analytics, recruiting and selection errors have been decreased (ORUSA & Okwakpam, 2018). Both the speed and quality of hiring decisions have increased thanks to HR analytics. Due to the arbitrary assessments or conclusions that HR professionals make when analyzing how a candidate's skills and competencies affect employee performance, this has become more practical and has raised the standard of hiring procedures (Naasz & Nadel, 2015)

Additionally, performance has a substantial impact on the bottom line and organizational outcomes, as research has repeatedly shown. Where employee outputs are in line with the overarching corporate goals and strong employee leadership skills have been discovered through an analysis of their performance appraisal systems, organizations have used performance to outsmart their rivals (Jain & Gautam, 2014). The use of performance appraisal technologies, which improve the process' accuracy, allows a causal relationship to be

established between HR analytics and performance. With the use of these data analysis tools, traditional performance systems' inherent subjectivity is being diminished. Discussions on performance that are based on performance management data have shown to be more objective and fairer (Sharma & Sharma, 2017). Through analytics, HR managers and experts keep a watch on where money is going, where costs are accruing, and how the function may best use resources or reduce costs associated with productivity. HR analytics improve organizational performance and cut costs in areas that are important to firms (Ruohonen, 2015).

Organizations have become better at keeping their best employees. This is due to the fact that HR professionals and managers can now estimate the rate and likelihood that an employee will leave the company within a given time frame. The attrition scores produced by the analytics carried out by the HR function have made this possible. Because of what the business loses in terms of a skills and competence shortfall, much attention has been dedicated to employee turnover and how to keep essential people. Organizations that study their attrition statistics are better able to learn why employees leave the company and identify solutions to the problems to prevent additional top performers from leaving the company. By examining personnel data and attrition statistics, analytics can be used to lower attrition (Malisetty & Archana, 2017). Today's firms place a high focus on employee retention and engagement, which has necessitated the use of in-depth analytics to examine patterns in employee experience for optimization and to constantly retain the best personnel (Ruohonen, 2015).

Challenges of Implementing HR Analytics in Developing Countries

Insufficient HR Analytics expertise is one of the main obstacles to implement HRA in organizations. A competence gap exists between the HR function and the business because of their inability to use the data at their disposal to benefit the company (Fiocco, 2017). Without the ability to analyze data, HR managers and experts are unable to include the HR data at their disposal to make strategic decisions for the company (Mukundan, 2017). Some researchers have suggested that, until HR departments are capable of running analytics, analytics should be transferred from HR professionals and managers to line managers. This is due to HR professionals' and managers' inability to perform statistical analysis using employee data (Rasmussen & Ulrich, 2015).

One of the organizational issues impeding the usage and adoption of HR analytics in organization is the absence of necessary skills and expertise. This means that managers in the HR function will lack the necessary skills and competence if their organization does not

provide them with the necessary training (Rasmussen & Ulrich, 2015). Although these individuals are not yet prepared to work with numbers and figures, gaining the proper analytical competency can help managers design and implement better solutions for improved organizational performance and value generation (Minbaeva, 2018). They believe that using analytics inside the HR function requires using statistics and mathematical calculations, which severely restricts its application (Fiocco, 2017).

Organizations have a large volume of data that is difficult to acquire, gather, and retain, which causes problems with data quality for HR analytics. Because employees did not provide accurate information, the data may have missing or incorrect attributes. Data may be available in duplicate, or it may be impacted while moving from one source to another. The HR analytics tool produces findings based on the available data, however if the data is of poor quality, the result may not be as expected (Tomar & Gaur, 2020). Furthermore, the privacy of employees must be taken into account by HR experts when gathering data to conduct HRA. Gathering employee personal information could occasionally land the business in legal problems (Opatha, 2020). Moreover, businesses find it challenging to secure their support for investing in such technologies in an organization that gathers and analyzes employee-related data because management has long used the conventional procedure. In order to create a strong HR analytics, the top management will want a higher return on investment (Tomar & Gaur, 2020).

3.1.2 Objectives

Broad Objective: The broad objective of this report is to examine the possibilities and obstacles of implementing HR Analytics at The City Bank Limited which can provide an overview of incorporating HR Analytics in developing countries.

Specific Objectives: The specific objectives of this report are the following:

➢ To understand what HR Analytics means

➢ To find out the benefits of incorporating HR Analytics in organization

➢ To identify the challenges that organizations can face while trying to implement HR Analytics

3.1.3 Significance

This paper will help the readers to get a better understanding of the potential advantages that may be attained by integrating HR analytics into an organization's HRM. Additionally, readers will be able to identify the difficulties firms have had implementing HR Analytics. The reader of this study will be inspired to implement HR Analytics in the organization, which is yet another possible advantage of this study. As HR Analytics heavily depends on using technology so developing countries like ours face numerous difficulties to include this in the businesses. It is high time that organizations of our country identify the challenges that they might be facing to implement HR Analytics in their company and make the most out of it to achieve success like the developed countries. Therefore, it is necessary to identify the possibilities and obstacles of implementing HR Analytics in organizations.

3.2 Methodology

3.2.1 Research Approach

This research attempts to examine the possibilities and obstacles of implementing HR Analytics in the banking sector of developing country like Bangladesh. The study uses a qualitative approach to data collecting, which involves acquiring and analyzing non-numerical material to understand concepts, opinions, or experiences (Hennink et al., 2020). Additionally, the research summarizes descriptive data from individuals who work in the banking industry. For these reasons, the study adopts a qualitative method of data collection.

3.2.2 Data Collection

To gather required information to conduct the research, both primary and secondary sources has been used. In order to collect the primary data, interviews has been conducted with the HR officials of the City Bank Limited. To collect additional information, secondary sources such as websites, published papers, articles has been used. These sources helped to gather additional information regarding HR Analytics and to analyze the raw data obtained from face to face interview in more detail.

Sampling Strategy: To collect the primary data, non-probability sampling method has been used as it includes selecting sample based on convenience or other criteria's using non-random

methods. For conducting the interview, the targeted population was the employees working in the HR department of banks. Convenience sampling method has been followed as it is useful to gather necessary information from the sample who can be reached easily. As a result of that, HR officials of the City bank Limited has been considered here. Due to the intense work demands on banking professionals, only those with easy access are chosen for the interview.

Sample Size: The HR Officials of CBL in various positions were contacted to find out about their availability and to get their consent regarding taking part in an interview. Six of them were able to find out some time from their hectic work schedule to participate in the interview session. They received assurances regarding their privacy and anonymity. Face to face interviews were conducted to collected primary data of the research.

3.3 Findings and Analysis

3.3.1 HR Analytics at The City Bank Limited

From the interview sessions with the HR officials, it has been found that The City Bank Limited has been implementing HR Analytics since 2012. The HRIS system that the organization had been using since 2012 is known as "Explore". CBL has been using this software to conduct HR Analytics activities for the last 10 years. However, this particular server has several issues. As a result of that, in 2022 CBL has introduced a new HRIS system named "hSenid" to make the process more secured and error-free.

Figure 15: HR Analytics at CBL

hSenid is a Sri Lanka based organization. Unlike the previous one, this software is more advanced and less prone to error, so the decisions made by using information from it is more accurate. hSenid not only offers a server that can be used on office computers, but also it provides a mobile app which can be used anytime at anyplace.

3.3.2 Implementation of HR Analytics at CBL

In 2012, The City Bank Limited realized that following traditional methods to conduct the HR activities takes up a huge amount of time and effort as they needed to go through various documents to find out information and to make a decision. As a result of that, the need for a database was realized and after going through several systems, Explore was selected as the HRIS of the organization. They have been using this to conduct HR Analytics, but it does not have the option to upgrade the system. Due to this reason, CBL focused on finding out a new HRIS that will be more advance and reliable.
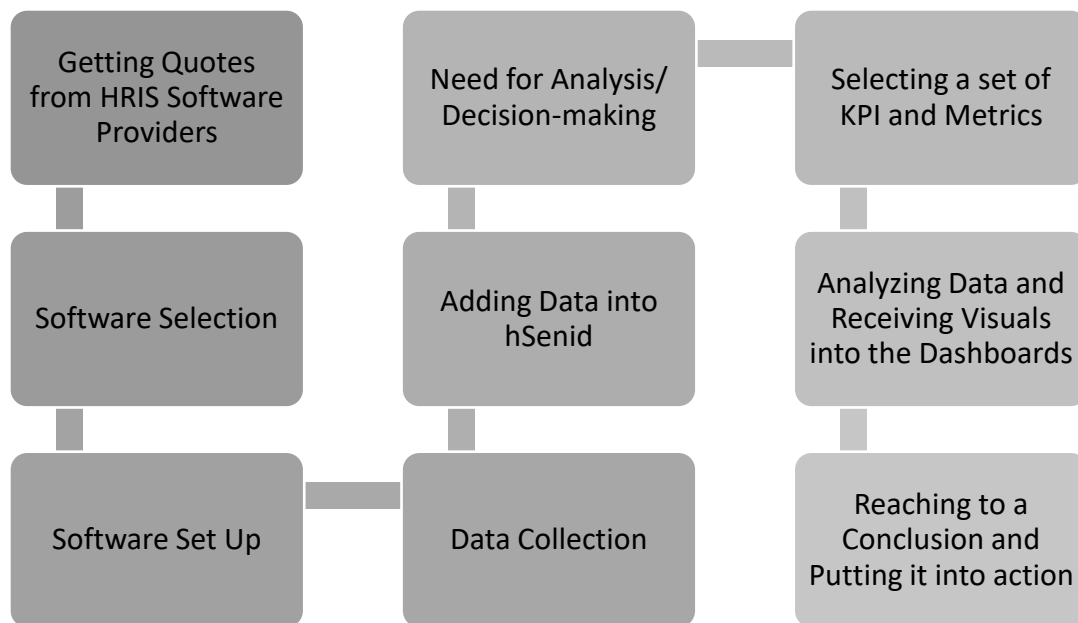
Figure 16: HR Analytics Implementation Process

The HR Officials contacted with different organizations and received quotation from these organizations. After receiving the quotations, they analyzed the costing and other aspects of those software's and selected one software from a Sri Lankan company named "hSenid" which was the best among the options. The implementation of this was conducted through online. They had meetings with the company representatives on a regular basis. CBL provided them with necessary documents via online, and hSenid representatives also provided all the required documents via online to complete the process. They had meetings three days a week with the representatives of hSenid and they worked together to implement the software properly. Once the software was introduced, the HR officials focused on making the employees familiar with the system as it was a new one.

"We are using it since 2012. The name of the software was Explore. We used it for 10 years but it doesn't have the option to upgrade the system. So, we contacted different organizations and received quotation from these organizations. After receiving the quotations, we analyzed the costing and other aspects of those software and selected one software's from a Sri Lankan company named "hSenid" which was the best among the options." (Respondent 1)

To conduct HRA, information about the employees are gathered and added into the database. Employee profiles, top performers, salary history, demographics, training, engagement, retention, turnover, and a wide range of other data are frequently gathered during this process. Then they decide what is needed to be analyzed or what is the goal for the analysis. To measure them, a set of KPIs and metrics are selected. The time to hire, recruiting costs, turnover rates, absenteeism, and employee satisfaction are a few common HR metrics CBL monitor. Then they visualize the outcome in various dashboards of hSenid, reach to a conclusion and put them into practice.

HR Analytics is implemented in different areas of CBL. To begin with, CBL gathers and include information regarding the employees into the database. These information's are used for descriptive analytics like determining the typical employee longevity across divisions or the entire organization, identifying the top five reasons why employees leave, and for predictive analytics like workforce forecasting such as identifying when an employee might retire to complete succession planning, whether employee surplus or shortage might occur or not etc. In addition to that, HRA is being used to prepare job description and job specification by looking at the skill and talents that the current employees possess. It helps to select the best fit during the recruitment process.

Figure 17: HR Analytics Implementation Areas

Furthermore, HRA is helpful for the officials to make decision based on evidence. As data regarding employee performance can be analyzed easily so CBL is implementing HRA to encourage the HR officials to ensure data-based decision-making in the organization. HR metrics such as time to hire, absenteeism, performance and potential, cost per hire, turnover etc. can be predicted more accurately with the help of HRA. Using data from hSenid, HR officials are able to predict the risk of turnover and can take measures to modify the situation in advance to minimize this risk of turnover. Moreover, CBL uses HRA in order to create profiles of candidates who are likely to leave early and when, as well as the likelihood of lower performance. Furthermore, CBL is using HRA to determine benchmark for different positions which is helping them during the hiring process and also to identify what kind of training and developmental programs might be required for enhancing the talents of the existing workforce. This is how HR Analytics has been implemented in different areas of the organization.

3.3.3 Difficulties Faced By CBL While Implementing HRA

As it was a new way of conducting HR activities that requires contribution of technology, The City Bank Limited encountered some challenges while it was implementing HRA in 2012. Firstly, the software they used "Explore" was a system that did not have the option to upgrade the software. As a result of that, the software was not up to the mark.
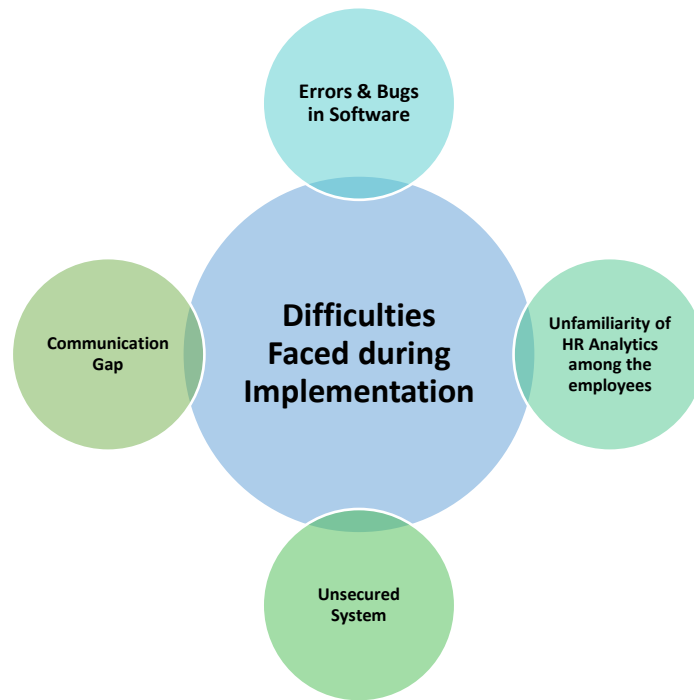
Figure 18: Difficulties faced During HR Analytics Implementation

Furthermore, it had errors and bugs into the system which created difficulties during the implementation like information regarding an employee was input in the software, but it was not saved, or data was saved, but sometimes the information could not be found while searching for it in the database. So, the employees had to again look at the documents for making decision.

"The HRIS software itself had several errors and bugs during the implementation. For example, information regarding an employee was input in the software, but it was not saved. Or, the data was saved but when we looked for it, we did not find it in the database." (Respondent 4)

Another issue was longer processing time which made it difficult for them to use the software to conduct any analysis. Moreover, the employees were not familiar with the HRIS. They used to conduct HR related activities manually. They had no idea about how to use HRIS or HR Analytics, so it was a new concept to them which made it challenging to implement it.

Initially the system was HTTP which means it was not a secured system. To be a secure system it needs to be HTTPS. As it was not a secured system so CBL had the risk of leaking information about employees, so it was another challenge for the City Bank Limited.

"The system was HTTP at the beginning which means it was not a secured system. To be a secure system it needs to be HTTPS, so it was another challenge for us." (Respondent 3)

In addition to that, the organization had to face issue while communicating with the software providing company. They had a communication gap with the software company as they are Sri Lankan, and they do not get English properly, so it created a communication barrier.

3.3.4 Overcoming the Challenges

To overcome the challenges that The City Bank Limited faced during the implementation of HR Analytics at workplace, some measures had been taken. Firstly, they noted down what errors are occurring while they were using the system and informed Mr. Sanjay who is associated with the Explore software company from time to time. The company then looked after the issues with the system and worked on making the software less prone to error.

"To overcome those challenges, we noted down what errors are occurring while using the software and informed Mr. Sanjay who is associated with the Explore software company. The company then looked after the issues with the system and focused on making it error-free." (Respondent 1)

Noted down the errors	Provided Guidance to Employees	Changed the server from http to https	Communicated with employees having professiency in English

Figure 19: Overcoming the Challenges

Secondly, as the employees were unfamiliar with HRIS and how it can be used to make data driven decision, CBL focused on providing guidance to them. They provided instructions to the employees on how to use HRIS and use data analytics to conduct tasks which they previously used to do manually. They used the system for a while and got familiar with the process and became confident to use it.

"In case of the software, we contacted the company that provided the software and let them know about the errors. As time passes by we were able to remove as many errors as possible. For the employees, we provided instructions on how to use HRIS and use data analytics to conduct tasks which they previously used to do manually. Once they got familiar with it, they were able to use it more smoothly." (Respondent 6)

In addition to that, as the system was not secured so CBL emphasized on making it secure by making is HTTPS from HTTP. It eradicated the concern of leaking employee information. Lastly, as there was a communication gap with the software provider due to language barrier, CBL shared their concern with the organization and a representative from Explore who was proficient in English was appointed to communicate with them.

"We also expressed our worries about communication gap with the company and a person was assigned who is fluent enough to communicate with us." (Respondent 2)

This is how The City Bank Limited overcame the obstacles they were facing while implementing HR Analytics at the organization.

3.3.5 Recent Obstacles

Even though CBL has been using HR Analytics for about 10 years, the process is not completely smooth as they are still having some difficulties. To begin with, Explore software which has been used to conduct analytics related tasks did not have the option to upgrade the system. As a result of that CBL has switched to another software named hSenid to make the process more secured and error-free.

About 83% of the respondents reported that even though currently there are no major issues with the system, they are facing some difficulties with the new software. As it is a new system, the functions are quite a bit different from the previous one. As a result of that, the employees are having a little bit of trouble with it. For example, the attendance taking function in hSenid is known as Roster which is quite different from the previous software's attendance taking function, so employees faced trouble regarding how to use it.

"We are not facing any major problem now. As the software is new, so we are having a little bit trouble to get used to the functions and to analyze it." (Respondent 2)

"hSenid is a new program and the functions are different from "Explore" to some extent, so our employees are having some trouble when they are operating the software. For example, the attendance taking function in hSenid is known as Roster which is quite different from the previous system's attendance taking function, so employees faced trouble at the beginning." (Respondent 3)
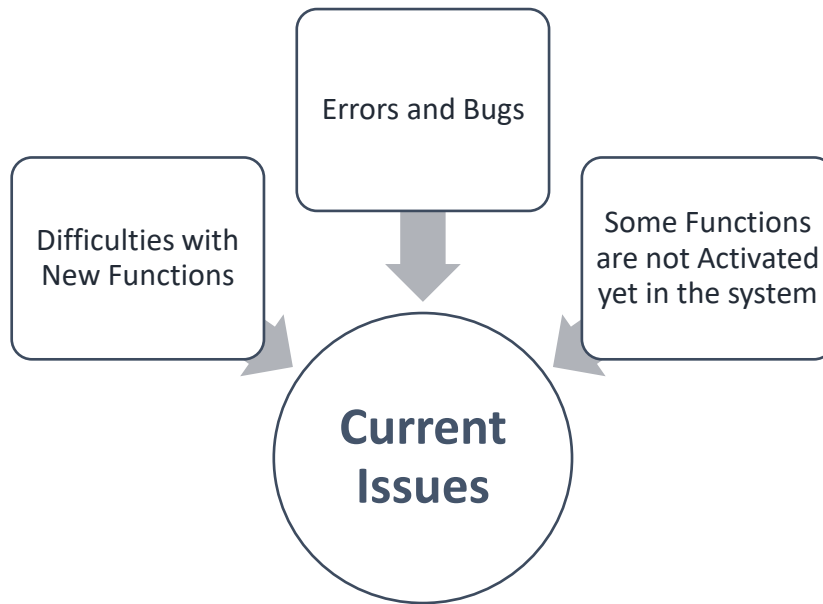
Figure 20: Current Obstacles

In addition to that, the software has some bugs like even though data was saved it seems to be missing or information mismatch takes place while creates a hassle for the employees as they need to do it again. Also, some functions are not activated yet in hSenid which will make the HR Analytics process faster and more accurate.

"hSenid has some features that have not been activated yet in the system which will fasten and improve the accuracy of the whole process. It still has some bugs. Not so many bugs like the previous one, but some bugs are there in the system which needs to be fixed." (Respondent 5)

These are the current issues that CBL is having with the new software while conducting HR Analytics. The HR officials are hopeful that these issues will be resolved quickly, and they will be able to ensure a smooth HR Analytics in the organization.

3.3.6 Benefits of Implementing HRA

The City Bank Limited has acquired several benefits by implementing HR Analytics. To begin with, it saves money. About 50% of the respondents expressed that HRA helps to save money. Even though they need to spend money on the system, but the manual process was costly as well, so emphasizing on using technology to do these activities are less expensive.

"HR Analytics helps to save money. Even though we need to spend money on the system, but the traditional process was lengthy, so it is worth it." (Respondent 2)

Moreover, it saves time and effort as data can be found instantly, so decision-making process becomes faster and easier. Then information regarding employee attendance, resignation, sick leave etc. can be found easily. The employees do not need to go through huge number of documents to take decision. They can just look at the database, and it has various functions that help to analyze different situations like why employees are leaving, what skills are needed for a position. With the help of HRA, decisions can be made in an organized manner.

Benefits of Implementing HR Analytics

Saves Money	Saves Time and Effort	More Accurate Prediction	Faster Decision Making
Identifying Skill Gap	Increase Employee Retention	Improves Talent Acquisition	Organized
	Helps to set Benchmark	Removes Biasness	
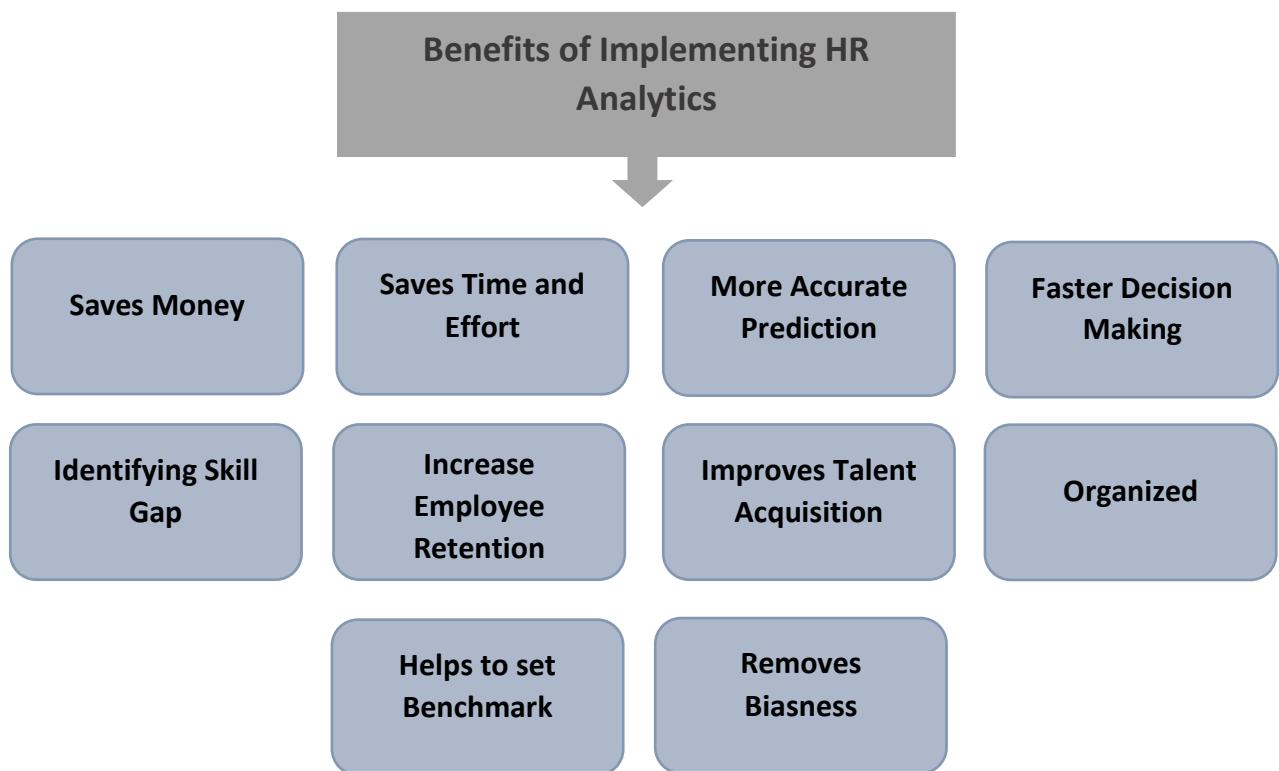
Figure 21: Benefits of Implementing HR Analytics at CBL

In addition to that, another benefit of implementing HR Analytics is that it helps to improve talent acquisition like when the HR Officials are tracking data on important recruiting parameters such as applicant experience, cost per hire, quality of source, they are able to obtain vital insight into CBL's recruitment process. Moreover, HRIS is used to create profiles of candidates who are likely to leave early, and it helps to analyze the reasons of it. By identifying and analyzing these reasons which is useful in case of employee retention.

"The City Bank Limited has benefited by incorporating HR Analytics since it has improved talent acquisition process, such as when we focus on tracking data on crucial hiring criteria

like experience of the candidate, cost per hire, educational background, we are able to gain vital insight into our recruitment process." (Respondent 5)

Furthermore, employees have their own account on the HRIS system, so they can apply for leave by their own and the Super Admin can review the application of the employee and decide whether to approve the leave request of the employee or not. HR department do not need to go through the traditional process of approving temporary, casual or sick leave request of the employees, so it reduces steps to conduct a task, and they can analyze the absenteeism reasons.

"The employees of The City Bank Limited have their own account on hSenid software, so they can apply for leave request on their own and the Super Admin of the software can review the application and decide whether to give approval to the request or not." (Respondent 4)

HR metrics such as time to hire, absenteeism, performance and potential, cost per hire, turnover etc. can be predicted more accurately with the help of HR Analytics. CBL is able to predict the risk of turnover and can take measures to modify the situation in advance to minimize this risk of turnover. Moreover, about 17% of the respondents reported that it also minimizes the risk of biases as the process is dependent on data driven system.

"It also minimizes the risk of biases as conducting HR Analytics means depending on a data driven system." (Respondent 6)

Furthermore, implementing HR Analytics helps the organization to determine benchmark for different positions which is helping it during the hiring process and also to identify what kind of training and developmental programs might be required for enhancing the talents of the existing workforce. It helps to find out any skill gaps an employee might have.

3.3.7 Factors affecting the Implementation of HR Analytics

There are several factors that contribute to the obstacles that developing nations faces when they try to incorporate HRA in the organization. These factors are lack of IT infrastructure, lack of employee awareness of HR Analytics, use of mathematical/ statistical measurements, poor quality of data, lack of top management's support.
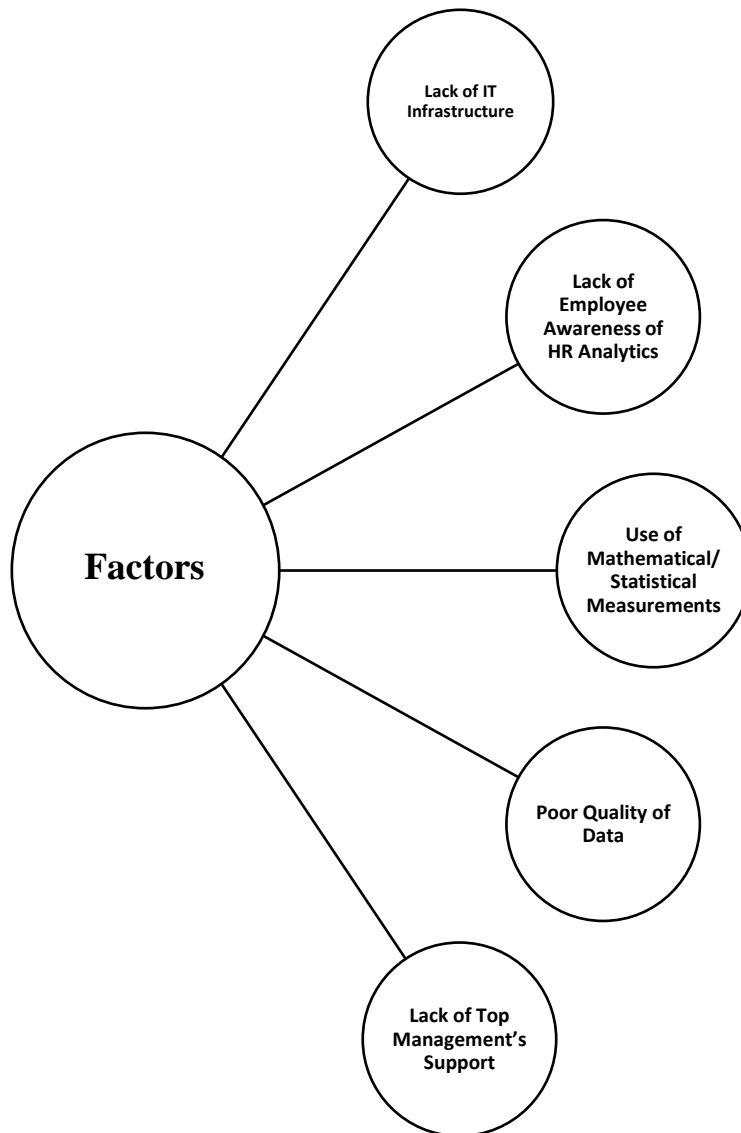
Figure 22: Factors affecting the Implementation of HR Analytics

Lack of IT Infrastructure

When the respondents were asked which factor was more responsible for the challenges they faced during the implementation of HRA at The City Bank Limited-the lack of IT infrastructure or a lack of employee awareness, they all conveyed that lack of sufficient IT infrastructure was more responsible for those challenges. Bangladesh did not have such kind of IT facilities, so they had to rely on software from a foreign nation which can become costly for some companies specially for firms with limited revenue, and they lag behind. The software CBL used was not error-free so CBL had difficulties to get familiar with the system and to use it.

"I think lack of IT infrastructure was more responsible for those challenges." (Respondent 1)

"We relied on foreign software because our own country couldn't provide enough IT support to us" (Respondent 3)

Whenever CBL needed assistance they had to communicate with Sri Lankan's as the software company is a Sri Lankan firm and the employees did not have adequate hold on English which led to a communication barrier. In addition to that, Explore had some error, and they did not keep the server up to dated which created a lot of hassle for City Bank. It was a new way to conduct HR related activities, so it was expected that employees will need guidance to use HR Analytics. But for this, it was important to have an infrastructure in which CBL can depend on. Unfortunately, no such infrastructure was available in our country which led to the challenges CBL encountered.

Lack of Employee Awareness of HR Analytics

In addition to that, respondents agreed that lack of employee awareness of HR Analytics was another factor that mostly contributed to the challenges. The employees did not have sufficient knowledge on how to use technological tools to reach to a conclusion or make decisions.

"Lack of employee awareness was also an obstacle" (Respondent 4)

Most of the HR Graduates did not have enough knowledge regarding this content, and they try to oppose it or avoid it in the workplace. Lack of familiarity gave rise to fear of change as they knew the traditional ways of conducting HR activities are going to be changed.

"The employees were afraid of change because HR Analytics were new concept to them." (Respondent 6)

During the research, it has been found that about 17% of the respondents believe that developing nations are not used to depending on software to make decision. People prefers to make decision based on their experience and judgement.

"I mean they want the human touch in human resource department when it comes to decision-making." (Respondent 5)

As a result of that they do not prefer to use HR Analytics and rely on traditional methods for doing many HR tasks.

<u>Use of Mathematical/ Statistical Measurements</u>

Furthermore, the respondents believes that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical or statistical measurements. About 33% of them think that employees from non-mathematical background has a fear of math and statistics, so they try to avoid these. As they need to use mathematical/statistical measurements in HR Analytics, so they try to stick with the traditional methods and resists it as long as possible.

"In most cases, employees from non-mathematical background has a fear of math and statistics, so they try to avoid these." (Respondent 1)

Most HR professionals in our country are not numerical. Analytics requires some statistical knowledge, as well as the ability to understand it. In case of CBL, the situation was not different as well. As the employees did not have enough knowledge about data analytics or statistical measurements, so initially they had a mindset to stay away from it. They somehow had a mindset that math or statistics is tricky so when they found that HR Analytics includes mathematical or statistical measurements, and they saw some statistical figure or chart they think that how would they interpret it and got scared. This happens in most of the organization and as a result of that, they do not want to employ HR Analytics.

"Analytics requires some statistical knowledge, as well as the ability to understand it." (Respondent 3)

<u>Poor Quality of Data</u>

Poor quality of data can be another reason that makes it difficult to implement HR Analytics because HR Analytics depends on having accurate information about the employees. So, if the data collected is not accurate or if the data is not up to dated then mismatch can take place while making decision by using HR Analytics, and it will affect the tendency to use HR Analytics in the organization.

"If the data collected is not accurate or if the data is not up to dated then mismatch can take place while making decision by using HR Analytics, and it will affect the tendency to use HR Analytics in the office" (Respondent 1)

Collecting the accurate data can be difficult sometimes. For example, it is a common scenario that if an employee is taking leave or switching job, they do not disclose the actual reason of taking leave or leaving a job. So, the data quality becomes questionable as the real reason in unknown. So, when an HR official use these data to take necessary measures to decrease the absenteeism rate or turnover rate, due to poor quality of data it becomes faulty. For analytics to produce the desired results, it is necessary that the data that is available and accessible be of high quality and reliability.

<u>Lack of Top Management's Support</u>

Another factor that creates challenges to implementing HR Analytics is a lack of support from top management. Introducing HRA means investment is needed in IT, training the employees on how to use it and how to make accurate decision by using it. To conduct all of these, having support from the top management is a must.

"It is important to have the top managements support to implement HR Analytics as we have to invest in IT infrastructure" (Respondent 5)

In case of The City Bank Limited, they had full support from the top management. When they were trying to introduce HRIS in the organization, they invested money, and time to find out and set up the system. They had meetings three days a week which took a large amount of time of the employees. If the top management had not offered their support and instead instructed them to use this time and money in some other work then they would not have any other option rather than following their orders. But top management was supportive towards it, so the team was able to incorporate hSenid to make data driven decisions and understand the workforce better. It is important to have the top managements support to implement HR Analytics as investment in IT infrastructure is required.

The following table shows the respondents response on the factors creating barriers to implement HR Analytics:

Factors	Respondents					
	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Lack of IT Infrastructure	✓	✓	✓	✓	✓	✓
Lack of Employee Awareness of HR Analytics	✓	✓	✓	✓	✓	✓
Use of Mathematical/ Statistical Measurements	✓	✓	✓	✓	✓	✓
Poor Quality of Data	✓	✓	✓	✓	✓	✓
Lack of Top Management's Support	✓	✓	✓	✓	✓	✓

✓ Indicates respondent agrees that the particular factor is responsible for creating obstacles to implement HR Analytics

Figure 23: Respondents feedback on factors creating barriers in HR Analytics Implementation

3.4 Summary and Conclusions

A recent development in HR is the use of analytics, which results in decision-making based on facts rather than feelings and educated guesses. By utilizing statistical models and techniques, HR analytics quantifies and provides data-driven decision-making. HR analytics manages all pertinent data and provides better results.

This paper demonstrates how difficult it has been for The City Bank Limited to implement and use HR analytics due to several reasons such as lack of proper IT resources, employees not having the necessary expertise to use the tool, or problems with data quality or data governance, errors in the HRIS etc. In spite of these obstacles, HR analytics has aided the organization in gaining a competitive edge, resolving HR-related issues, enhancing organizational performance, and enhancing HR function. Data regarding the specific knowledge and skills of employees helped the organization to close the knowledge and skill gap. Implementing HR Analytics helps the organization to determine benchmark for different positions which is helping it during the hiring process and also to identify what kind of training and developmental programs might be required for enhancing the talents of the existing workforce.

To sum up, it can be said that the use of HR analytics will increase soon, assisting the companies in obtaining results that are supported by the available data. This will also change how the HR department operates, moving away from the use of traditional methods and toward statistical decision-making. This paper provides a clear insight on what kinds of obstacles companies in developing nations like ours can face while implementing HR Analytics, what factors are contributing to these obstacles and how they can overcome these challenges so that they can implement HR Analytics. It can assist an organization in keeping a precise record of progress, comparing it over time, and identifying any significant changes. By selecting, developing, and keeping the best performers, HR analytics will not only enable organizations to improve HR but also will aid in enhancing entire business operations.

3.5 Recommendations

Based on the findings of the study, I would recommend The City Bank Limited the following measures:

➤ Emphasis should be given on making the HRIS error and bugs free. hSenid is still not error free, so it can demotivate the employees to use the system to conduct HR

Analytics. Moreover, there is a possibility of having faulty outcome/conclusion if an error-prone database is used. To enhance the productivity of the employees the system needs to be upgraded as quickly as possible.

➢ The employees should be given proper training on how to use the new HRIS so that they get a clear idea about the various functions of the system and how to use it to make decision and take necessary measures. It would be helpful for those employees who do not feel comfortable to implement HR Analytics by using the information system.

➢ In addition to that, as HR Analytics requires some statistical knowledge, as well as the ability to understand it so analytical skills and knowledge of the candidates should be measured during the hiring process.

➢ While implementing HR Analytics, the right questions need to be asked and organizational issues should be identified by HR professionals. It is more likely to harm than help employees' interests to analyze a lot of data in an attempt to answer the wrong question.

These are the actions that The City Bank Limited can take to ensure an effective implementation of HR Analytics in the organization.

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Appendix

Interview Questionnaire

    i.   Are you familiar with the term "HR Analytics"?

   ii.   Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

  iii.   Would you kindly elaborate on how it is being implemented in the organization?

  iv.   What are the benefits of implementing HR Analytics?

   v.   What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

  vi.   According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

 vii.   How did City Bank overcome those challenges?

viii.   Are you currently facing any new challenges while using HR Analytics?

  ix.   In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

   x.   Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

  xi.   Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

 xii.   Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Interview Transcripts

Respondent 1

1. Are you familiar with the term "HR Analytics"?

Answer: Yes, I am

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, we are using HR Analytics at The City Bank Limited.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: We are using it since 2012. The name of the software was Explore. We used it for 10 years, but it doesn't have the option to upgrade the system. So, we contacted different organizations and received quotation from these organizations. After receiving the quotations, we analyzed the costing and other aspects of those software's and selected one software from a Sri Lankan company named "hSenid" which was the best among the options. The implementation of this was conducted through online. We had meetings with the company representatives on a regular basis. We provided them with necessary documents via online, and hSenid representatives also provided all the required documents via online to complete the process. We had meetings three days a week with the representatives of hSenid, and we worked together to implement the software properly. We include information regarding the employees into the database. These information's are used for descriptive analytics like determining the typical employee longevity across divisions or the entire organization, identifying reasons why employees leave, and for predictive analytics like workforce forecasting such as identifying when an employee might retire to complete succession planning, whether employee surplus or shortage might occur or not etc.

4. What are the benefits of implementing HR Analytics?

Answer: It saves cost. It saves time as data can be found instantly, so decision-making process becomes faster. Decisions can be made in an organized manner. These are the benefits.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: Employees were not familiar with the HRIS. They used to conduct HR related activities manually. The software also had some errors like information regarding an employee was input in the software, but it was not saved. So, doing HR Analytics was difficult in the beginning.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: I think lack of IT infrastructure was more responsible for those challenges. It was a new way to conduct HR related activities, so it is expected that employees will lack awareness and need guidance to use HR Analytics but for this, it is important to have an infrastructure in which we can depend on. City Bank used Explore as the HRIS. Explore used to have some error, and they did not keep the server up to dated which created a lot of hassle for us.

7. How did City Bank overcome those challenges?

Answer: To overcome those challenges, we noted down what errors are occurring while using the software and informed Mr. Sanjay who is associated with the Explore software company. The company then looked after the issues with the system and focused on making it error-free.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: Not really.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: In my opinion, insufficient IT resources for HR data analytics is the biggest barrier to HR analytics implementation in developing nations. In developing countries, many organizations do not have the IT infrastructure to support the business and having IT resources

dedicated to HR department is not possible for those companies. So, they rely on traditional methods to conduct HR activities instead of implementing HR Analytics.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: Yes, I think that one of the reasons businesses in developing nations like ours do not want to use HR Analytics is the use of mathematical or statistical measurements. In most cases, employees from non-mathematical background has a fear of math and statistics, so they try to avoid these. As they need to use mathematical/statistical measurements in HR Analytics so they try to stick with the traditional methods and resists it as long as possible.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Poor quality of data can be another reason that makes it difficult to implement HR Analytics because HR Analytics depends on having accurate information about the employees. So, if the data collected is not accurate or if the data is not up to dated then mismatch can take place while making decision by using HR Analytics, and it will affect the tendency to use HR Analytics in the office.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: I think it is important to have the top managements support to implement HR Analytics. Using HRIS means investment is needed in IT, training the employees on how to use it and how to make accurate decision by using it. To conduct all of these, having support from the top management is a must.

Respondent 2

1. Are you familiar with the term "HR Analytics"?

Answer: Yes, I am familiar

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, it has been introduced at The City Bank Limited.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: We talked with different companies and got quotes from them. Then we selected "hSenid" which is a Sri Lankan company. All the process was done online. We shared documents and the system was set up, and now we are using it for analysis. We follow HR Analytics to prepare job description and job specification by looking at the skill and talents that the current employees have. It helps us to select the best fit during the recruitment process. It is also used to analyze time to hire, absenteeism, performance and potential of the employees, cost per hire, turnover etc.

4. What are the benefits of implementing HR Analytics?

Answer: HR Analytics helps to save money. Even though we need to spend money on the system, but the traditional process was lengthy, so it is worth it. Then information regarding employee attendance, resignation, sick leave etc. can be found easily. We do not need to go through huge number of documents to take decision. We can just look at the database, and it has various functions that help to analyze different situations like why employees are leaving, what skills are needed for a position.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: The system had some errors and bugs like sometimes data was saved but sometimes the information could not be found while searching for it in the database. So, we had to again

look at the documents for making decision. We had a communication gap with the software company as they are Sri Lankan, and they do not get English properly. Also, our employees did not have knowledge about HR Analytics, so it was another problem.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: Lack of IT infrastructure was more responsible, but lack of employee awareness was responsible too. As I have said before the software had some error. As the system was not error-free, so employees faced difficulties to get familiar with the system and use it.

7. How did City Bank overcome those challenges?

Answer: We took notes about what issues we are facing with the system and contacted the company from time to time, and they fixed it. So, we were able to use the database for doing analysis. We also expressed our worries about communication gap with the company and a person was assigned who is fluent enough to communicate with us.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: No. We are not facing any major problem now. As the software is new, so we are having a little bit of trouble to get used to the functions and to analyze it.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: I think in developing nations we do not have adequate IT framework for doing HR Analytics. We have to depend on other countries for software, so it becomes an issue for us, so we do not implement it.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: Yes, it is a reason. We have a tendency to avoid math or statistics. So, we do not like tasks that include math.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Yes, it can be another reason. If we do not collect information properly and input wrong information then when we analyze it and take decision based on it, the result will be wrong also. So, data needs to be accurate.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: Yes, support from top management is important. We had full support from the top management, so it was easy for us. But if they did not support us then we would not have been able to use HR Analytics by using database.

Respondent 3

1. Are you familiar with the term "HR Analytics"?

Answer: Yes.

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, we have introduced it in 2012.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: We use HRIS for doing HR Analytics. Now we have a software which is called hSenid. We had virtual meeting 3 times a week with the company. We mailed them the documents, and they established the system. We have information about all our employees into the database which we use to make important decision or to analyze a situation. We implement HR Analytics for preparing job description and job specification to make the recruitment process more accurate. Furthermore, we use it to make decision based on evidence. As data regarding employee performance is available in the database, so it encourages the HR officials to ensure data-based decision-making in the organization.

4. What are the benefits of implementing HR Analytics?

Answer: The benefits of implementing HR Analytics are it helps to increase employee retention. It helps to find out any skill gaps an employee might have. It saves time and effort to take decision.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: The first issue we faced was with the HRIS because it had some lacking like we could not update it. The system was HTTP at the beginning which means it was not a secured system. To be a secure system it needs to be HTTPS, so it was another challenge for us. Also, the employees had no idea about how to use HRIS or HR Analytics.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: I think lack of IT infrastructure was more responsible for the challenges. It was a new system, so we were heavily dependent on the system for conducting HR Analytics. We relied on foreign software because our own country couldn't provide enough IT support to us and the software had some issues and errors, so it was difficult for us because it was a new concept for our employees.

7. How did City Bank overcome those challenges?

Answer: We informed the company about the issues we faced with the system and Sanjay from Explore took care of the problem. We also educated the employees about the system so that they can use it for decision-making.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: Currently City Bank is not facing any major issues. As the previous HRIS system was not up to the mark so in 2022, we introduced a new HRIS named hSenid to make the process more secured and error-free. However, hSenid is a new program and the functions are different from "Explore" to some extent, so our employees are having some trouble when they are operating the software. For example, the attendance taking function in hSenid is known as Roster which is quite different from the previous system's attendance taking function, so employees faced trouble at the beginning, but now they are using it smoothly.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: I think we are not used to with depending on software to make decision. We prefer to make decision based on our experience and judgement. As a result of that we do not prefer to use HR Analytics, and we rely on traditional methods for doing many HR tasks.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: Yes, it is one of the reasons. I believe that most HR professionals in our country are not numerical. Analytics requires some statistical knowledge, as well as the ability to understand it. So, they do not prefer it.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Yes, it can be. If the data collected is not accurate then mismatch can happen when we make decision by using HR Analytics, and it will affect the eagerness to use HR Analytics as well.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: Yes it is very important. Without their support nothing is possible. Having support from the top management is a must.

Respondent 4

1. Are you familiar with the term "HR Analytics"?

Answer: Yes, I am familiar with HR Analytics.

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, we are using HR Analytics here.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: We have HRIS where information about the employees are added. Employee profiles, top performers, salary history, demographics, training, engagement, retention, turnover, and a wide range of other data are frequently gathered during this process. Then we decide what we need to analyze or what is the goal for the analysis. To measure them, we select a set of KPIs and metrics. The time to hire, recruiting costs, turnover rates, absenteeism, and employee satisfaction are some common HR metrics we monitor. Then we visualize the outcome in various dashboards, reach to a conclusion and put them into practice.

4. What are the benefits of implementing HR Analytics?

Answer: It helps us to save time and effort. It saves money also as we use technology to do analysis. In addition to that, the employees of The City Bank Limited have their own account on hSenid software, so they can apply for leave request on their own and the Super Admin of the software can review the application and decide whether to give approval to the request or not. HR department do not need to go through the traditional process of approving temporary, casual or sick leave request of the employees, so it reduces steps to conduct a task, and we can analyze the absenteeism reasons.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: The HRIS software itself had several errors and bugs during the implementation. For example, information regarding an employee was input in the software, but it was not saved. Or, the data was saved but when we looked for it, we did not find it in the database. We faced these issues.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: As the issues were with the software, so I would say lack of IT infrastructure was more responsible for those challenges. The software was not error-free, so we had difficulties to get familiar with the system. In addition to that, lack of employee awareness was also an obstacle but lack of IT infrastructure was more responsible for the challenges City Bank faced to use HR Analytics.

7. How did City Bank overcome those challenges?

Answer: To overcome those challenges, we wrote down what problems Explore has, and informed employees of that software company who solved those issues. Furthermore, the employees were provided guidance on how to do HR Analytics. They used the system for a while and got familiar with the process and became confident to use it.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: Currently we are not facing any challenges. The employees are just getting used to the new HRIS we are using.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: In my opinion, lack of data analytical skills of the HR people is one of the biggest barriers. Most of the HR Graduates do not have enough knowledge regarding this content, and they try to oppose it or avoid it in the workplace.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: Yes, I think that one of the reasons we do not want to employ HR Analytics is the use of mathematical or statistical measurements. As I have mentioned earlier, we do not have enough knowledge about data analytics or statistical measurements, so we have a mindset to stay away from it.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Yeah it is another problem. In our country we do not like it if an employee is taking leave or not coming to work, so some people might not want to disclose actual reason of taking leave or leaving a job. So, the data quality becomes questionable as we do not know the real cause. It can lead to poor quality of data and HR Analytics becomes faulty.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: If the top management is not supportive then it becomes really difficult to use HR Analytics because if we do not have resource like technological infrastructure then it will not be possible to do HR Analytics, and we need permission from the top management to invest in HRIS. So of course, it is a barrier.

Respondent 5

1. Are you familiar with the term "HR Analytics"?

Answer: Yes, I am.

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, City Bank is using it.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: The employees' information is entered into hSenid. Then, when we need to do any kind of analysis we select a set of performance indicator or metrics like time to hire, cost per hire, turnover rates, absenteeism etc. Then based on the outcome in the dashboards like charts or statistics we reach to a conclusion or make decisions.

4. What are the benefits of implementing HR Analytics?

Answer: The City Bank Limited has benefited by incorporating HR Analytics since it has improved talent acquisition process, such as when we focus on tracking data on crucial hiring criteria like experience of the candidate, cost per hire, educational background, we are able to gain vital insight into our recruitment process. It also saves time and effort as data can be found instantly, so decision-making process becomes faster.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: Firstly, the **e**mployees were not familiar with the HR Analytics as they used to do these activities manually. Also, the HRIS that we were using had some issues for instance we saved data but when we searched it, it couldn't be found. It had bugs and the processing time was longer. These are the problems we faced.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: I think both of them was responsible. We did not have proper IT infrastructure and the employees were not familiar with HR Analytics. These led to the difficulties that we faced in the initial period of HR Analytics implementation.

7. How did City Bank overcome those challenges?

Answer: Okay we did two things. We identified the issues with the system and informed the company so that they can fix it. Then we also guided our employees about using HRIS or HR Analytics. This is how we overcame the challenges.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: When we introduced HRIS hSenid this year we faced few issues like the functions are different from the previous one. hSenid has some features that have not been activated yet in the system which will fasten and improve the accuracy of the whole process. It still has some bugs. Not so many bugs like the previous one, but some bugs are there in the system which needs to be fixed.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: In my opinion, developing countries do not have adequate IT resources for data analytics. They do not have the IT infrastructure dedicated to support the human resource departments activities, so they tend to follow traditional ways to complete these tasks. I mean they want the human touch in human resource department when it comes to decision-making.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: We somehow have a mindset that math or statistics is tricky. When we see some statistical figure or chart we think that how do I interpret that, and we get scared. So yes, I think

that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Yes, poor quality of data can be another reason. HR Analytics strongly rely on data so if the data is inaccurate or the data quality is poor then what is the point of doing HR analytics. So, it can be an issue.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: Yes, I agree with them. It is important to have the top managements support to implement HR Analytics as we have to invest in IT infrastructure, so support from top management is very important.

Respondent 6

1. Are you familiar with the term "HR Analytics"?

Answer: Yes, I am familiar with it.

2. Could you kindly tell me if HR Analytics has been introduced into The City Bank Limited?

Answer: Yes, we are using HR Analytics.

3. Would you kindly elaborate on how it is being implemented in the organization?

Answer: At first, we used Explore, and now we use hSenid, an HRIS where data on the employees is maintained. As it is a Sri Lankan software, so we had virtual meetings to set up the system with the employees of hSenid. Employee profiles, compensation history, demographics, performance, turnover, these data are gathered into hSenid. After that we determine a set of KPIs and metrics to monitor and analyze it when we need to reach a goal or objective. By using the software, we get insights on the matter and make necessary decisions.

4. What are the benefits of implementing HR Analytics?

Answer: HR metrics such as time to hire, absenteeism, performance and potential, cost per hire, turnover etc. can be predicted more accurately with the help of HR Analytics. We are able to predict the risk of turnover and can take measures to modify the situation in advance to minimize this risk of turnover. Moreover, we use it to create profiles of candidates who are likely to leave early and when, as well as the likelihood of lower performance. Furthermore, implementing HR Analytics helps us to determine benchmark for different positions which is helping us during the hiring process and also to identify what kind of training and developmental programs might be required for improving the talents of the existing workforce. It also minimizes the risk of biases as conducting HR Analytics means depending on a data driven system.

5. What kinds of difficulties did the company encounter when it first tried to introduce HR Analytics?

Answer: Yes, we faced some difficulties like most of the employees had no idea about what HR Analytics is. The system also had major bugs, and it was also not a secured system, so we had the risk of leaking information about employees. We also had communication issues with the software company as they do not have adequate hold on the English language.

6. According to you, was the lack of IT infrastructure or a lack of employee awareness of HR Analytics more responsible for those challenges?

Answer: Well I think both of these are responsible. We did not have proper IT system and the employees were not aware of HR Analytics as well. Which lead to the challenges that we faced when we tried to implement HR Analytics in the organization. I mean the software had bugs, the employees were afraid of change because HR Analytics were new concept to them, and all of these led to obstacles to introduce HR Analytics.

7. How did City Bank overcome those challenges?

Answer: In case of the software, we contacted the company that provided the software and let them know about the errors. As time passes by we were able to remove as many errors as possible. For the employees, we provided instructions on how to use HRIS and use data analytics to conduct tasks which they previously used to do manually. Once they got familiar with it, they were able to use it more smoothly.

8. Are you currently facing any new challenges while using HR Analytics?

Answer: We have some issues like some functions are different from the previous system. Some bugs are there which needs to be fixed.

9. In your opinion, what is the biggest barrier to HR analytics implementation in developing nations?

Answer: The biggest barrier is I think we do not have sufficient IT resources for HR data analytics. As we are developing nations we have certain limitations when it comes to IT. Like developed countries we do not have enough resources and also the people are not interested

enough, or they might not have enough fund to establish a strong IT infrastructure, so we depend on other nations for it. It can become costly for some companies specially for firms with limited revenue, and we lag behind.

10. Do you believe that one of the reasons businesses in developing nations like ours do not want to employ HR Analytics is the use of mathematical/statistical measurements?

Answer: Yes, I think that one of the reasons we do not want to employ HR Analytics is the use of mathematical or statistical measurements. HR personnel are not that excited to use mathematical or statistical measurements, so they do not want to use HR Analytics as well.

11. Can poor quality of data be another factor that makes it difficult to implement HR Analytics in developing countries?

Answer: Yes, because when we evaluate or make decisions based on it, the outcome will also be incorrect if improper information is collected and stored into the database. Data quality needs to be good and accurate.

12. Some academics claim that one of the challenges to implementing HR Analytics is a lack of support from top management. What are your thoughts about that?

Answer: I agree with it. For example, when we were trying to change the HRIS, we invested money, and time of City Bank to find out and set up the system. If the situation was such that the top management said no you need to use this time and money in some other work then we would not have any other option rather than following their orders. But they were supportive, so we were able to incorporate hSenid to make data driven decisions and understand the workforce better.

Project Proposal

Introduction

In this technologically advanced era, a lot of advancement is taking place in HRM among which HR Analytics is a popular one. In order for businesses to enhance their operations and develop better future plans, HR analytics offers data-supported insight into what is and is not working correctly. While developed countries are using HR Analytics and gaining numerous benefits from it, developing countries are not still able to fully utilize it. This study will focus on examining the possibilities and obstacles of implementing HR analytics at the City Bank Limited which will provide an insight on the challenges that the banking sector of Bangladesh might be facing to incorporate HR analytics.

Broad Objective

The broad objective of this report is to conduct an academic research for the purpose of completing internship.

Specific Objectives

The specific objectives of this report are the following:

- ➢ To understand what HR Analytics means
- ➢ To find out the benefits of incorporating HR Analytics in organization
- ➢ To identify the challenges that organizations can face while trying to implement HR Analytics

Significance

This research will provide an overview of HR Analytics to its readers. The report will be useful to get an idea about the possible benefits that can be obtained by including HR analytics in the HRM of an organization. In addition to that, readers will be able to determine the challenges that organizations have been facing to implement HR Analytics. Furthermore, another potential benefit of this research will be to motivate its reader to incorporate HR Analytics in the company.

Methodology

- ➢ **Primary Data Collection:** Interviews will be conducted with HR officials of the City Bank Limited to collect primary data.

> **Secondary Data Collection:** To collect additional information, secondary sources such as websites, published papers, articles will be used.

Literature Review

By stating that HR Analytics is an evidence-based strategy for improving personnel-related business choices and that it includes a variety of tools and technology, from straightforward reporting of HR data to predictive modeling, Bassi (2011, p.16) likely provides the most thorough definition of HR Analytics. According to this definition, HR analytics also refers to the idea of producing more ambitious solution concepts supported by predictive modeling and using an evidence-based approach when making decisions.

In terms of the banking industry, there has been a noticeable increase in the use of HR analytics, which is somewhat expected given the banks' continued growth. HR analytics enables the workforce to comprehend the complexity of the workers in the banking industry, including how they perform and raise the value of the banks. HR leaders can use HR analytics to examine the relationship between HR practices and workforce performance results, as well as the level of awareness and application of HR analytics in the banking sector (Mahalakshmi & Sandhya, 2019).

Timeline

Research Activity	Time in Months		
	July	August	September
Developing Research Proposal	8th - 14th July		
Literature Review	15th – 21st July		
Developing questions for data collection	22nd - 24th July		
Data Collection	25th - 31st July		
Data Analysis	1st – 7th August		
Completion of first draft		16th August	
Completion of second draft		23rd August	
Completion of Final Report		12th September	

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