

Report On
**Impact of HRIS System on Evaluation and Performance
Management at MoICE**

By

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

BRAC Business School
BRAC University
August, 2024

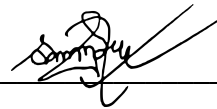
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing the degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Sangay Nima

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Supervisor's Full Name & Signature:

Ms. Noshin Anjum Chait

Lecturer, BRAC Business School (BBS)

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Letter of Transmittal

Ms. Noshin Anjum Chait

Lecturer,

BRAC Business School

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224, Merul Badda, Dhaka-1212

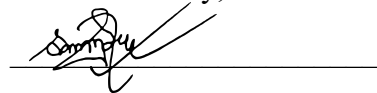
Subject: **Submission Of Internship Report**

Dear Ms. Noshin,

I am pleased to submit my internship report titled on “**Impact of HRIS System on Evaluation and Performance Management at MoICE**” as part of the requirements for the completion of my BBA degree at BRAC University. This report is a comprehensive documentation of my internship experience at ‘Ministry of Industry, Commerce & Employment’, where I worked in the HR department from 26th August, 2024 to 26th November, 2024. The report details my objectives, the work I performed, the learning outcomes, and the skills I have acquired throughout the internship.

I have made every effort to provide a thorough and accurate account of my experiences with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. So, I hope that this report meets the expectations and standards of the BBA department. I am grateful for the guidance and support provided by my academic supervisor, co-supervisor and my internship supervisor at ‘Ministry of Industry, Commerce & Employment’ throughout the internship period. I would be happy to discuss the report further if required and provide any additional information that might be needed.

Yours Sincerely,



Sangay Nima

20204083

BRAC Business School

BRAC University

Date: January 25, 2025

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between [Name of Company] and Sangay Nima, the undersigned student at BRAC University to complete the internship project described in this report, under the condition that no confidential information regarding the organization will be shared without approval from the company.

A handwritten signature in black ink, appearing to read 'Sangay Nima', is written over a horizontal line.

Sangay Nima

20204083

BRAC Business School

BRAC University

Acknowledgement

First and foremost, I would like to express my deepest gratitude to Ms. Noshin Anjum Chait, (my university internship supervisor) and Ms. Takmilla Tabassum (Co-supervisor), for their invaluable guidance, assistance, encouragement, and support throughout this report completion. Their constant guidance, supervision, instructions, insights, and feedback played a fundamental role in shaping the direction of my report project.

Secondly, I am also grateful to my worksite supervisor Mr. Pema Dorji (Chief HRD) and Mr. Sonam Gyaltsen (Chief PPD) whose expertise, assistance and guidance made a significant impact on my internship period over there as they enriched me with various skills and knowledge. Their unwavering support and also providing me the relevant documents which really assisted me to finish this report. I also want to thank HRD and PPD senior colleagues for their unwavering supports, guidance, mentorships and wisdoms during my internship period.

My heartfelt thanks go to my family and friends for their unwavering support and understanding during this time. Their encouragement has been a source of strength and motivation which greatly contributed me to finish this report. Lastly, I would like to thank ‘Ministry of Industry, Commerce & Employment’ for granting me this internship opportunity at their head office as well as the resources and environment necessary to complete this internship report project.

Thank You All.

Executive Summary

This internship report analyzes the impact of the Human Resource Information Systems (HRIS) on evaluation and performance management at the Ministry of Industry, Commerce, and Employment (MoICE). A Human Resources Information System (HRIS) is a software solution that assists organizations and companies of all sizes, including public sector entities like government regulatory bodies. HRIS enhances human resource functions by providing user-friendly and flexible capabilities. It streamlines and automates various HR processes, promoting transparency, accountability, accuracy, and validity, thereby reducing administrative burdens. The system facilitates an easier recruitment process, simplifies compensation management, and improves attendance and record tracking. It securely stores employee service data, including individual progress, demographics, training and development records, achievements, and compensation information. Hence, the implementation of the HRIS system at the Ministry of Industry, Commerce, and Employment (MoICE) represents an RCSC's strategic initiative aimed at enhancing the effectiveness and efficiency of HR functions and its process, especially in the field of evaluation and performance management of the government so to foster the good governance through technology. This internship report is divided into three chapters where first elaborating on an overview of the internship, 2nd with the organization part, and followed by the project part. This report discusses how the implementation of foster HRIS system like MaX and ZESr has transformed MoICE from traditional and manual work into digitalized and automatic HR functions. Hence, enhancing the efficiency and effectiveness of the overall HR functions, increasing employee engagement, aligning individual personnel's KPI with Ministry's performance objective and evaluation and performance management. Additionally, proactively addressing the challenges and taking in the recommendations, MoICE can further maximize the benefits of the HRIS system which will definitely help in fostering a robust industrial, commercial and workforce environment in the country.

Keywords: HRIS System; Government Regulatory Body; HR functions; Evaluation and Performance Management; Automatic System; Effectiveness and efficiency.

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Lists Of Acronyms

AASBB	Accounting and Auditing Standards Boards of Bhutan
BAS	Bhutanese Accounting Standards
BLMIS	Bhutan Labour Market Information System
BSA	Bhutanese Standards on Auditing
BTFN	Bhutan Trade Fin Net (BTFN) System
e-DATS	Electronic Daily Allowance & Travel System
e-PEMS	Electronic Public Management Expenditure Management System
FYP	Financial Year Plan
GAAP	Generally Accepted Accounting Principles
GNH	Gross National Happiness
GNH	Gross National Happiness
HRD	Human Resource Division
HRIS	Human Resource Information System
IBLS	Integrated Business Licensing Services
ISA	International Standards on Auditing.
KPI	Key Performance Indicators
MaX	Managing For Excellence
MoICE	Ministry of Industry, Commerce and Employment
NGOs	Non-government Organization
NPPF	National Pension and the Provident Fund
PPCM	Planning and Policy Committee Meeting

PPD	Planning & Policy Division
RAA	Royal Audit Authority
RCSC	Royal Civil Service Commission
RGoB	Royal Government of Bhutan
SAARC	South Asian Association for Regional Cooperation
VMO	Vision, Mission, & Objectives
YELP	Youth Engagement and Livelihood Program
ZES_t	Zhiyog Electronic System
ZRS	Zhiyog Recruitment System

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Sangay Nima

Student ID: 20204083

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Human Resources Management (HRM)

Minor: Finance

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

I got an amazing opportunity to work as an HR intern in the ‘Ministry of Industry, Commerce, and Employment (MoICE)’ under the Human Resource Division (HRD) and Policy and Planning Division for three months. The MoICE is one of the large ministries of Bhutan which have six departments and four agents. It is located at FJHH+7GG Head Office, Thongsel Lam, Thimphu, Bhutan. I started my three-month HR Internship on 26th August and will work there until 30th November, 2024.

1.2.2 Internship Company Supervisor’s Information

Since I got the opportunity to work in two different divisions at MoICE, I was assigned with two official on-site supervisors while respectively working in their division.

Human Resources Division:

Supervisor: Mr. Pema Dorji

Position: Chief HR Officer

Planning & Policy Division:

Supervisor: Mr. Sonam Gyaltshen

Position: Chief PPD Officer

1.2.3 Job Scope: Job Description/Duties/Responsibilities

Fortunately, I had the fantastic opportunity to explore two different divisions of the Ministry of Industry, Commerce, and Employment (MoICE) at its headquarters. I started my 3-month internship in *the Human Resource Division (HRD)* for two months and then shifted to the *Planning & Policy Division (PPD)* for a month.

Working under HRD, my roles and responsibilities include the following tasks;

- Assisting the regular employees in the recruitment & selection process via the *Zhiyog Recruitment System (ZRS)*.
- Daily basis task is to circulate job opportunities of ESP and OSP level on *Zhiyog Recruitment System (ZRS)* and then repost it on social media's job opportunities pages.
- Conducting online and in-person interviews for a smooth interview with the panels.
- Onboarding assistance by preparing onboarding materials and assisting with new hire orientation.
- Preparing the MoICE staffing proposal per the collected information for each department/authority.
- Preparing meeting agendas.
- Joining the HR webinars and meetings.
- Jotting down the agreed meeting minutes and submitting them to Chief HRD.
- Filing of employees' files on their service/record book.

My sole responsibilities of being PPD intern are mentioned below;

- Preparing *Annual Report of 13th FYP_2023-2024*
- Along with the PPD staff, I was assigned to conduct meetings.
- Preparing PPD's meeting agendas.
- Preparing PPCM meeting minutes (jotting down the approved discussion agreement).
- Collecting and compiling the KPIs and work plans along with proposed budgets of the next FYP from each department and authority.
- Preparing findings from Business visa guest lists (FYP 2023-2024).
- Joining PPD consultations and meetings along with other departments and autonomous.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

I was extremely fortunate and grateful for the opportunity to work in two different divisions at MoICE's headquarters. For this internship period of 3 months, I started working in 'Human Resource Division (HRD) for two months and then moved to 'Planning & Policy Division (PPD) and worked there for a month, where I got to learn hands-on experiences respectively from each division as well as tried my best to contribute them. Firstly, as HR's intern, I made a significant contribution to HRD (Human Resource Division) by taking various initiatives that will help to enhance the overall functions of HR operations in the MoICE while also gaining practical work experience.

My main responsibilities are to help the regular employees in the recruitment process via the *Zhiyog Recruitment System (ZRS)* which is interconnected with the HR management system called *Zhiyog Electronic System (ZES)*. When I was given the role of screening and verifying the documents of candidates to see whether their courses and skills were aligned with the specific job requirements and qualifications, I also calculated the marks and checked the authentications of the other relevant documents including shortlisting the candidates' resumes. Besides, I have also conducted numerous interviews both online and in person. My role was to make the coordination of interviews smooth by informing the interviewers (panels) and candidates of the it's schedules. Also, arrange the setting of interview rooms as per the number of candidates and guide them sequentially to the interview room accordingly with the interview sheet lists for smooth coordination. Also collected and summarized the feedback from the interview panels for future interview session improvement and references. I also took the initiative in preparing the onboarding materials and guiding the new hire employee orientations.

In addition to the above initiative, Since I was working under the Chief HR Officer, I got to join the various HRD meetings starting from webinars conducted by RCSC and many physical meetings where my essential responsibility was to note down the approved meeting discussion notes and have to prepare minutes and number of meeting attendees. Which can be used for future audit and internal HRD clearance as well as reference of who joined the meeting. Under the guidance of HRD senior personnel, my supervisor appointed me the tasks of collecting

information for staffing requirements from the departments and agencies of the MoICE along with preparing the 13th FYP staffing proposals. A substantial portion of my daily responsibilities included filing the documents in the employee's record book. HRD keeps a record of the entire MoICE 's human resources information both on the service book as well as on the system for more convenience and future reference.

For being part of PPD, the first essential task they assigned me was to prepare the '*Annual Report of FY 2023-2024*' for the whole ministry which has six departments and four authorities. It was a huge responsibility, as the tasks needed great attention to detail, research, and rigorous adherence to collecting comprehensive and accurate information from all departments and the autonomy of the ministry. However, under the guidance of the Chief PPD officer and other PPD staff, I successfully prepared the whole annual report containing the ministry's VMO (Vision, Mission, & Objectives), significant achievements, Departmental/Authorities' main achievements, and lastly, their financial performances as well as achievement in this 12th FYP and it will be soon published on the ministry websites for public viewing. This annual report allowed the ministry to demonstrate their significant achievements or developments both financially and non-financially, and also to demonstrate their commitment to transparency and accountability while also showing their visibility and credibility to the government and the public at the end of FYP year. And also, keeps track of the government budget utilization as it records the current capital and expenditures as well as where the departments or autonomous of ministry have used for and their achievements and outcomes.

Aside from this, I played essential roles in collecting and compiling the KPIs and work plan along with the proposed budget plan for the next fiscal year. Along with PPD staff, I also took part in preparing several PPD meeting agendas as well as conducting and jotting down proposed meeting discussions for the preparation of PPCM minutes. Further, I also contributed to preparing findings of *Business Guest Visas of the year FY 2023-2024 of MoICE*, which helped them to finish the tasks earlier than the submission dateline. As a result, my internship at MoICE pushes me to gain valuable insights and hands-on experience in HR operations and a given platform to accomplish a tangible impact on the organization. With the guidance and support of senior personnel, I was able to improve the HR functions, reduce the workload and time, and create a better work environment for the employees. I am immensely proud of the

work that I accomplished during my internship period at MoICE and believe that the sets of skills and knowledge I gained will serve me well in my future HR endeavors.

1.3.2 Benefits to the student

Being able to do an internship at MoICE headquarters, is a blessing that truly enriches me with lots of insights, knowledge, and hands-on experiences, learning and development opportunities in HR fields, exposure to public sector cultures, mentorships, and guidance from experienced professionals and specialists, professional networking opportunities and other sparks. Firstly, this internship provided me a glimpse of the public sector's policy, processes, procedures, cultures, values, and ethics where my supervisor showed me how HR promotes a positive work culture by ensuring employees participate in diversity, equity, inclusion, and corporate social responsibility initiatives. I'm fortunate to have supportive supervisors, as they encourage me to join various HR-related meetings, training sessions, workshops, and activities which helps me to build HR technical and soft skills. Through hands-on experience in tasks done in both divisions, I also got to learn and understand comprehensive HR functions and operations such as recruitment & selection processes, onboarding processes, preparations of training & developments, the process of evaluation and performance management, executions of planning and policy compliances, the process of promotions and incentives, and how to motivates the employees and many other HR functions, grading systems, and grades levels of employees.

Further, I got to learn about HR policies and procedures of the public sector of Bhutan such as leave policies (maternity and paternity leaves, sick leave, annual leaves, extraordinary leaves, paid leaves, etc.) and incentives, and compensations of employees, which is one of the fundamentals knowledge areas required for HR students planning to join HR field. Another valuable aspect of my internship is that I got one-on-one mentorships and support from the many experienced professionals and HR specialists who taught and guided me with my assigned tasks as well as offered me career advice, technical guidance, collaborations, and personal development tips in the workplace. Further, I got amazing opportunities to collaborate with diverse talented teams, where I got to learn the tips of strong team-building activities such as creating collaboration and effective communication to achieve the common target. Furthermore, I got to attend various meetings and workshops which helps me to gain varies knowledge of a wide range of HR functions as well as other departments' information. Hence,

it also helps in expanding networking in workplaces as I get to connect with many experienced professionals and experts. In general, this internship provided me with great learning and development opportunities in which I have gained various knowledge, sets of skills, and hands-on experiences in HR fields as well as in the public sector. Hopefully, the skills and knowledge I gained during my time at MoICE will be invaluable in my future administrative career, and I am grateful for the opportunity to have been part of such a dynamic and forward-thinking organization.

1.3.3 Problems/Difficulties (faced during the internship period)

My internships at MoICE gave me a valuable learning experience, however, it also presented me with several challenges and difficulties for freshers like me;

- Firstly, having zero experience in the workplace, I felt difficulties in adapting to organizational environments, values, and cultures within a short period. I felt that the 3-month internship period is limited as there are so many things to learn and experience it is different from the bookish knowledge. Moreover, it was really difficult to apply academic knowledge and skills as it doesn't directly align with the practical office work which I felt unprepared and inadequate. When I got used to it and knew how to cope, the internship period came to an end so I felt that the internship period of 3 months was short.
- My supervisor is a chief HRD and Chief PPD so most of the time they are busy with their tied schedules which leads to less guidance, mentorship, communication, support, and feedback from them. When I feel out of place which leads to discomfort, isolation, unsure of my responsibilities, and feeling unproductive I struggle to learn and complete the tasks effectively, despite the senior colleagues happily welcoming and giving approachable vibes. However, I tried my best to take initiative in learning, engagement activities, and seeking guidance from my supervisors as well as from other senior colleagues in their free time. Whenever I face difficulties in doing my assigned tasks, I seek certain specialized personnel's guidelines and support which makes it easier and effective to finish the assigned tasks.

- At the beginning of my internship, my HRD supervisor assigned me menial and repetitive tasks which led me to feel undervalued, and unchallenged, and found that there were minimal learning and professional growth opportunities. So, I request diverse tasks, join various meetings and workshops, and even take the initiative to follow experienced employees to observe as well as to gain valuable knowledge as much as I can.
- One of the main difficulties I faced during my internship was that I got insufficient feedback and communications on my performances from my supervisors as they were packed with their schedules, so I didn't know how to improve or progress and felt afraid of approaching senior colleagues because of the fear of disturbing their work. Where I shouldered the responsibility fully by myself which gradually led to piling up the multiple tasks and deadlines and also more mistakes which I feel overwhelmed, stressed, anxious, burned out, and less confident. Later, I came to realize that if an intern doesn't take the initiative to learn then the mentors or supervisors won't have time to navigate how to mentor their interns as they are also busy with their work.
- As my internship came closer to the end, they assigned me multiple tasks from two divisions and I wasn't able to decline their tasks. That frustrated, stressed, and exhausted me a lot as I had to do office work even during weekends instead of writing my internship report. I faced difficulty in workload and time management, which gradually led to work pressure and stress. Besides, doing internships at two divisions gave me a lot of work at the end of my internship and even allowed me to continue the service on contract but with low payment.
- Furthermore, being this internship unpaid, I faced lots of financial problems as I had to pay for traveling expenses starting from attending the office five days a week and attending workshops and meetings which are outside the MoICE office. Being financially dependent, I had to ask my parents and relatives for financial support which gradually led to reduced motivation for doing assigned tasks.
- Lastly, one of the most common problems I face is a lack of open communication and proper guidelines regarding the tasks, where I often find myself in miscommunication

which leads to more errors and mistakes, also challenging to complete my assigned tasks effectively and efficiently.

However, above mentioned challenges made me realize the beauty of public sector work environments and nature as well as tested my abilities and resilience to overcome the challenges in a professional work setting.

1.3.4 Recommendations (to the company on future internships)

I would suggest the following recommendations to the MoICE on future internships for their smooth learning and development;

- Circulating the MoICE internship opportunities in ZRS and social media pages especially Facebook and LinkedIn will help them to get talented and productive interns as well as create internship opportunities for freshers and graduates.
- Provide fair financial compensation (especially basic pay and travel allowances) to interns for their work and hard work, also it will motivate them and reduce financial stress as well as give them financial support.
- Provide a structured onboarding checklist and assign a peer buddy to help new interns navigate the company's environment, culture, values, and processes.
- The supervisor should offer a detailed job description and discuss clear expectations with interns during onboarding time so that they can understand their roles and responsibilities.
- Provide them a week of adequate training and resources before assigning the tasks and responsibilities so that it will be easier for them to cope with the work and office environment.
- Do not assign division or department chiefs as their supervisors of interns as due to the nature of their tied schedules and work it leads to a lack of time, communications, guidance, support, and feedback.
- Increased a learning opportunity by giving them a rotating internship opportunity across different divisions, departments, or diverse projects or tasks (instead of repetitive tasks) to broaden their learning experience and also to give exposure to various aspects of the organization.

- Schedule regular one-on-one meetings with supervisors to update and discuss the progress, challenges, and development goals and also to discuss the internship programs to meet the needs of both interns and the organization.
- Provide interns with clear feedback along with suggestions to improve their task performance and create open communications, support as well as mentorship guidelines for interns.
- Offer them professional networking, and social as well as learning and skill development opportunities by pushing interns to join various meetings, and workshops on related topics.
- Promote work-life balance, and support the mental health and well-being of the intern by ensuring interns feel comfortable seeking support and guidance as well as professional advice when needed.

Chapter 2: Organization Part

2.1 Introduction

The Ministry of Industry, Commerce and Employee (MoICE) is one of the government regulatory bodies of Bhutan, which is responsible for enhancing industrial growth, expanding commercial networks like trade lines, and addressing the employment challenges, also by integrating GNH's philosophy. It sets a policy and regulations based on the philosophy and framework of GNH and the nation's goal hence it sets a policy that helps to bring sustainable socio-economic growth and transformation by preserving the natural reserve resources and forest, promoting eco-friendly industries and businesses to be produced, and promote the unique culture of the country. This chapter highlights the comprehensive overview of the MoICE vision and mission, organogram chart, its leadership, management styles or practices, marketing practices, financial performance, and accounting practices, operations management and information system practices, and industry and competitive analysis. This chapter also aims to analyze how MoICE achieves its vision, mission, and strategic objectives incorporating the principles and framework of GNH and the nation's goal and along with it will provide recommendations or implications for the Ministry. This chapter's content will be mainly based on secondary sources such as research from their websites, articles, and published annual reports, and some from primary sources purely on first-hand observation during my internship period over there.

2.2 Overview of the Company

The Ministry of Industry, Commerce and Employment (MoICE) was established on December 30, 2022, under the Royal Civil Service Commission's (RCSC's) structural reformation which was reform from three former ministers (Ministry of Labour and Human Resources (MoLHR), Ministry of Information and Communication (MoIC), and Ministry of Economic Affairs (MoEA). Hence, the MoICE is one of the largest ministries of Bhutan which consists of six departments and four autonomous. As per the 12th Five-year Plan (FYP), MoICE plays an important role in driving the country's economic growth through the upbringing of environmentally friendly and sustainable industries and businesses also expanding an international trade network, fostering innovative entrepreneurship, promoting creative media and entertainment, promoting tourism industry, and ensuring smooth public sector's HR operations and employment opportunities for the Bhutanese people along with RCSC. Hence this highlighted that the MoICE has played an important role in contributing significantly to the country's GDP growth and national development through several key projects and policy reforms aimed at enhancing the competitiveness of Bhutanese industries, improving the ease of doing business, and addressing unemployment challenges. A particular focus was placed on sustainable economic development, with MoICE prioritizing environmentally conscious practices in industrial development and trade and formation in which economic diversification was the critical area that the Ministry focused on during the 12 FYP which also aligns with the country's vision and principles and framework of GNH.

The main reason for the government restructuring those three ministries is to streamline and enhance the country's industrial, commercial, and labor sectors which will be further discussed in the following objectives;

Key Functions:

1. Industry Development: MoICE promotes sustainable and eco-friendly industrial growth by supporting both private and public sectors, supporting entrepreneurship, facilitating foreign investments, focusing on more eco-friendly and sustainable industries such as hydropower, tourism, cryptocurrency, fintech, and enhancing the banking system instead of heavy industry, and creating a conducive environment for business. Further, the Department of Industry also focuses on and promotes innovation and development of sustainable and competitive industries so that emerging companies and organizations can adopt it.

2. Commerce & Trade: The Department of Trade under MoICE, the Ministry also oversees both domestic and international trade policies to facilitate the integration of the nation's products and services into the national and international or global trading system and networks, besides to establish an open and liberal environment conducive for the growth of nation's trade system, and also to stimulate the growth and development of the export sector and enhance export competitiveness through enhancing export capabilities and also to pull foreign direct investment (FDI).

3. Employment and Labour Market: Through its Department of Employment and Entrepreneurship (DoEE), MoICE solves unemployment issues by providing various skill developments and job opportunities as well as placement services both nationally and overseas. The DoEE manages the Bhutan Labour Market Information System (BLMIS) and Zhiyog Recruitment System (ZRS) along with HRD which job seekers and trainees, can easily access job vacancies both hybrid, training, and other labor market information and it also helps public employers to circulate the job vacancies on the system without a subscription fee. The department also successfully implemented initiatives such as the Youth Engagement and Livelihood Program (YELP) to provide internships or training opportunities to unemployed youth or fresh graduates in the public sector so that they can get the necessary skills and knowledge to facilitate their entry into the workforces and workplaces.

4. Policy and Regulation: Through its planning and policy division (PPD), MoICE oversees and collaborates with other government ministries, departments, and agencies to develop and implement the policies that align with the nation's economic and social growth goals which is highlighted on 13th FYP. Through its PPD, MoICE also ensures that industrial and commercial activities comply with national regulations and adopt eco-friendly and sustainable development which is also a highlight of GNH.

Vision

“To promote quality and sustained economic growth with decent and productive employment through creative and innovative interventions to promote the private sectors.”

Mission

- Improving the ease of doing business by establishing a responsive and coordinated regulatory framework, and integrating all business licensing systems and sectoral clearances.
- Promotion of Foreign Direct Investment (FDI) and integration of local industries with the global value chain.
- Diversification of exports in the regional and international markets through promotion of Brand Bhutan, Intellectual Property, Trade Agreements, and Mutual Recognition Instruments.
- Diversification of economy through promotion of digital jobs, creativity and innovation.
- Create backward and forward linkages between CSIs and medium/large industries.

2.3 Management Practice

The Ministry of Industry, Commerce, and Employment (MoICE) operates as one of the key government bodies and serves as the public sector organization under the *Royal Government of Bhutan*. It plays an important role in fostering a country's socio-economic transformation and growth through promoting eco-friendly and sustainable industrial development, enhancing trade and commerce routes to international markets, addressing employment challenges, and ensuring job creation and opportunities for unemployed youths within its jurisdiction. The ministry is led by a minister who is elected through democratic practice (people's vote) and followed by the secretariat which acts as advisor to the minister as well as directorate services which aims to ensure efficiency and effective delivery of common support services in particular key services related to administration, legal, human resources, financial and ICT services. To achieve the ministry's vision, mission, and objectives, the ministry adopts a wide range of strategic management practices that focus on leadership, human resource planning, organizational development, and employee engagement that encourage them to participate in

the ministry's decision-making session, which significantly enhances its overall performance and brings good impact to the public sector.

2.3.1 Ministry Organogram

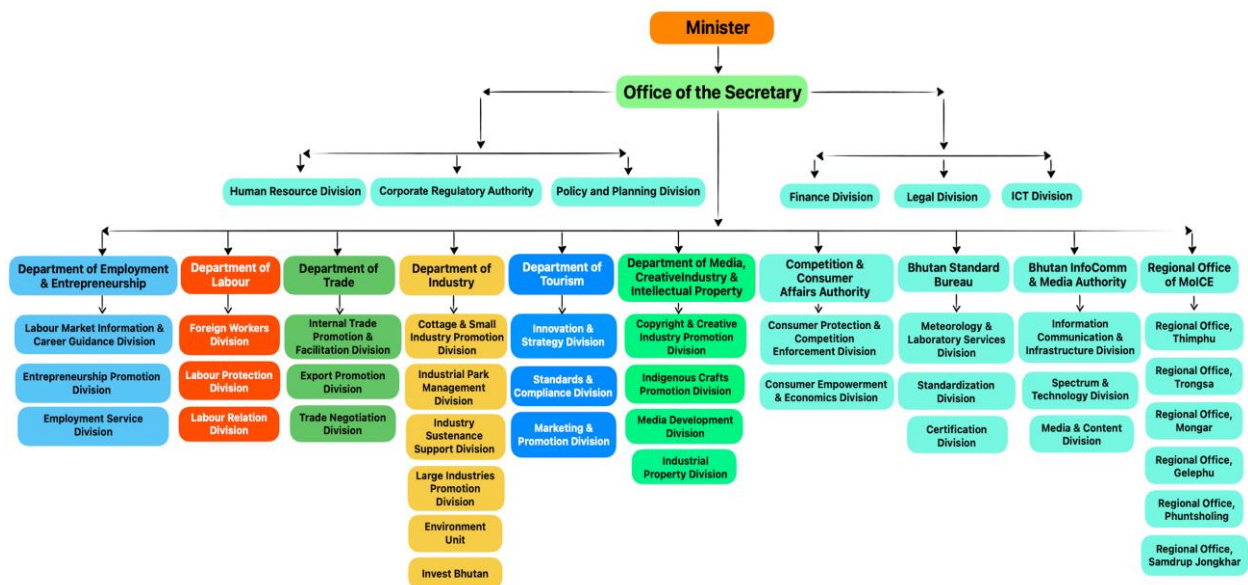


Figure 1: MoICE Organogram Chart

The MoICE is divided into ten (six departments and four autonomous);

1. Department of Employment and Entrepreneurship (DoEE)
2. Department of Media, Creative Industry and Intellectual Property (DoMCIP)
3. Department of Industry (DoI)
4. Department of Labour (DoL)
5. Department of Tourism (DoTr.)
6. Department of Trade (DoT),

The four autonomous or regulatory bodies are;

1. Bhutan Standards Bureau (BSB).
2. Bhutan InfoComm and Media Authority (BICMA)
3. Competition and Consumer Affairs Authority (CCAA)
4. Corporate Regulatory Authority (CRA).

2.3.2 Leadership Style of MoICE

The leadership style of MoICE can be widely considered as a mix of democratic and participative leadership approaches as it places more emphasis on collaborations, inclusivity, accountability, transparency, teamwork, empowerment, encouraging open communication, and shared decision-making from both sides of ministers and employees. This leadership style is effective and plays a significant role, especially for a government organization like MoICE which is responsible for managing diverse stakeholders including a wide range of industries, trade and commerce bodies, businesses, and the public workforce. This leadership style is highly effective and efficient in achieving the ministry's vision, mission, and objectives and also being transparent and accountable to the general public.

2.3.3 Impact on achieving the Ministry's goals and objectives

This mix of democratic and participative leadership styles has been effectively helping MoICE in achieving its VMO and targets by:

1. Enhancing Employee Engagement:

The ministry encourages collective decision-making by involving concerned stakeholders such as departmental or autonomous heads, division heads, team leaders, and relevant focal personnel in policy and strategic planning process discussions. Where even interns like me got to attend those discussion meetings and got to see how ministers consider the stakeholders' input and expertise and even with the decision-making minister goes with the higher votes. This shows that MoICE follows a democratic leadership style which gradually leads to a participative approach as it ensures that diverse perspectives of its employees are considered, need to be well-rounded and more practical, and work together to achieve their shared goals and objectives. Hence it enhances employment engagement as it has been increasing participation specifically in the decision-making and planning process which gradually leads to higher job satisfaction and overall ministry performance.

2. Improving Policy Implementation:

The Ministry has given the empowerment to departmental or autonomous or division leaders as well as team leaders to make operational decisions and strategic plans within their job scope and field, hence enhancing the agility and efficiency within the department also to align with the Ministry's VMO. This type of inclusive empowerment ensures that the implementation of policies and planning of the organization are put into practice and closely monitored for their effectiveness. Further, the policies and plans that are established by input from all the concerned stakeholders are more effective, transparent, and widely accepted.

3. Encouraging creativity and innovation:

The ministry gives floors to open and honest communication channels across all departments, autonomous and divisions where it encourages and provides the right to employees to voice their opinions, ideas, views, brainstorming, feedback, and suggest a need for improvement on any policies and planning process. This type of leadership practice is widely helpful in establishing strong commitment, trust, and accountability between honorable Ministers and the employees. This kind of open communication and empowerment fosters creativity in problem-solving and planning and the emergence of innovative ideas and strategies all across the departments and auto fare of MoICE.

4. Positive work environment:

The Combination of democratic and participative leadership has also created a positive work environment in MoICE as it gives open communication, and empowerment to concern employees and engages employees in collaborative decision-making and strategic planning processes. This shows transparency and accountability hence the employees feel valued, and motivation further gains the trust of the stakeholders especially employees. This has successfully led to increased job satisfaction, higher productivity, and better outcomes and performance management for the ministry hence gradually bringing a positive impact to the public sector and the nation's economic growth.

2.3.4 Human Resources Planning Process at MoICE

MoICE's human resources planning process along with the RCSC authority was designed to provide equal employment opportunity and career advancement in the civil services to all the nation's citizens based on the merit and qualifications ranking, competency, fair and open competitive selection process. Along with RCSC, MoICE HR retains and develops the most qualified, competent and capable candidates with the right attitude for the right job to ensure the professional manpower in the fulfillment of the ministry's mission and vision and objectives as well as to operate the organization effectively and efficiently (*BHUTAN CIVIL SERVICE RULES AND REGULATIONS 2023*, 2023).

1) Recruitment and selection process:

The recruitment process at MoICE follows a structured approach to ensure transparency, and meritocracy and to gain skilled and capable professionals from diverse fields. For HR's convenience, the recruitment and selection process are done through government portals called ZRS which is also connected with the human resource information system called ZESSt.

- I. **Job Analysis;** The concerned departments or autonomies' HR conducts a thorough job analysis that clearly defines the job roles and responsibilities to identify the required qualifications, skills, abilities, and competencies for each position or job. Then they send a staffing requirement containing job analysis, slots, and other related staffing information to HRD for the further recruitment process.
- II. **Vacancy Announcement;** It's HRD advertises all the MoICE Job Vacancies on the government portal called ZRS and then shares it on the other official social media pages to reach a broad jobseeker. Whereas in the case of intern and overseas vacancies, DoEE advertises it on its official portal called BLMIS.
- III. **Shortlisting;** HRD verifies the authenticity of the candidate's documents and tries to match the relevant courses with job requirements, sorts out the CVs and the system automatically ranks the candidates through their qualifications rank. Then, the HRD called and sent a selection invitation via email to top-rank candidates.

- IV. Selection Process;** Its selection process typically involves a written examination to check the candidate's technical knowledge and analytical skills. Followed by interviews, where five panels including two from HRD (Chief + focal staff) followed by the three panels from the concerned department or autonomous. Then followed by background checks and references to ensure the candidate's integrity and eligibility.
- V. Onboarding Process;** After the candidate passes through the selection process, the MoICE provides a job offer letter, prepares an onboarding schedule, followed by the documentation (includes approval notes for manpower), and checklist, then provides orientations to new employees so that they can get used to the MoICE work environment, regulations, policies, and culture, then followed by providing mentors or supervisor to guide then, followed by offering training and development so that the new hires can equip with required technical knowledge and operational skills.

2) The Compensation System

According to RCSC, the MoICE compensation system is determined by the Royal Government to ensure the judicious administration of compensation within the civil service in the public sector as well as to attract, retain, and motivate the best and brightest civil servants.

It includes;

- **Basic Salary;** it is determined by the pay scale and rates for all positions or grade levels of the civil servants and paid to employees on a monthly basis at the last working day of every month (*BHUTAN CIVIL SERVICE RULES AND REGULATIONS 2023, 2023*).
- **Annual Increments;** End of every fiscal year, the MoICE provides an annual increment to all their employees according to their pay scale and position level.
- **Government Accommodation;** MoICE provides government quarters to entitled officials and senior employees and for the other employees they pay lump-sum housing rent under the approval of the Royal Government.

- **Allowance;** Includes scarcity, high Altitude, difficulty area, Radiation, Night duty, Salary base, overtime, housing rent, foreign, Children Education, home leave passage, medical insurance, furnishing grant, travelling, and official tour allowances.
- **Retirement Benefits;** includes eligibility for gratuities, pension, provident fund, monthly pension and provident fund and lastly condition funds for separated employees under the NPPF benefits rules to ensure the financial security for employees after retirement.

3. Training and Development Initiatives

MoICE considers a significant emphasis on the training and development to bring a spontaneous employment development on their skills, knowledge, competencies and capability to achieve the overall performance and productivity of employees efficiently.

Hence, Ministry initiated;

- **Need Assessment;** Through the MAX manual, HRD identifies training needs of employees to address the skill gaps and provide required training sessions to improve their performance (Royal Civil Service Commission (RCSC), 2023).
- **On-The-Job Training;** MoICE provides hands-on training by sending senior officials and concerned specialists even to national and international training programs to develop and broaden their technical and administrative skills from the experienced and certified trainers.
- **Workshops and Seminars;** MoICE regularly conducts and even sends to other relevant workshops and seminars to update on relevant industry trends, regulatory changes, and technical advancements, as well as to discuss the planning and decision-making process.
- **Mentorship and Coaching;** MoICE also provides close mentorship and coaching opportunities to inexperienced and unskilled employees to improve their performance.

4. Performance Appraisal System;

MoICE's performance appraisal is a very structured system under the MAX Manual Edition 3 which is designed to evaluate and enhance the overall employee's performance, competency, and productivity as well as to ensure the accountability of the work and further to recognize the between top & poor performers.

This system includes:

- **Performance Planning;** At the beginning of every fiscal year (considered as performance period), the supervisors set specific objectives under which the employees have to develop their key performance indicators (KPIs) accordingly on the Performance Dashboard.
- **Monitoring & Feedback;** The Performance Dashboard acts as a dynamic performance reporting and monitoring where the employees can update their work progress under the annual performance deliverables and similarly the supervisors can provide comprehensive feedback and updates on their employees' performance throughout the fiscal year.
- **Annual Performance Evaluation;** At the end of fiscal year, supervisors evaluate the performance of their employees accordingly with the fulfillment of objectives set for their KPIs rate using bell curve distribution which is uniformly categorized based on the Pareto principle.

2.4 Marketing Practices of the MoICE

MoICE is a neither a multinational company (MNC) nor have a full-blown marketing department as it is a government body and a non-profit organization, so I will be focusing on marketing strategy, target customers, targeting and positioning strategy, marketing channels for its services, product/ new product development and competitive practices and critical marketing issues and gaps. MoICE focuses on various marketing practices to mainly promote the country's industrial, commercial and innovative entrepreneurship, tourism sectors to boost the sustainable socio-economic development growth and also by fostering proactive market surveillance and enforcing regulations against the unfair trade and business practices to protect the consumer. These practices are very crucial for aligning with the national philosophy of

GNH and also to attract the foreign investments, expand the market and trade networks, and create employment opportunities for youth.

2.4.1 Marketing Strategy

MoICE's marketing strategy must align with philosophy and pillars of GNH and it primarily focuses on:

- The ministry utilizes the country's unique and rich cultural diversity, holistic views like pristine environment and natural resources to promote the *Brand Bhutan* as a sustainable competitive advantage in global markets to attract tourists, foreign investments, partnerships or collaboration, and commercial network and market expansion.
- MoICE promotes sustainable and eco-friendly domestic industries (such as focusing on producing hydropower, tourism and digitized industries), and commercial networks by fostering both national and international trade.
- MoICE also implements marketing policies by monitoring and surveillance to identify the unfair trade and commercial practices so that they can protect consumers through law enforcement as well as to promote sustainable business development.
- MoICE also collaborates with other ministries, private sectors, non-governmental organizations (NGOs) and international bodies to promote their commercial services.

2.4.2 Target Customers, Targeting and Positioning Strategy

Target Customers

MoICE's target customers include both domestic and international consumers. For domestic customers, it includes national cooperative private sectors, Small and Medium Enterprises (SMEs), and entrepreneurs. As for the employment opportunities marketing, the customer target includes jobseekers, freshers and unemployed youths. Further, MoICE's international customers include foreign investors, international NGOs, trade partners, multinational corporations and other development organizations.

Targeting and Positioning Strategy

Targeting and positioning strategy includes segmenting, targeting the organizational products or services in the target market, and positioning where customers can easily differentiate them from their competitors. Hence, MoICE targeting and positioning strategy includes;

- **Geographic Positioning;** MoICE primarily focuses on nation's neighboring countries or other regions which have high potentials for investment, trade and commercial network expansions.
- **Positioning Strategy;** MoICE positions Bhutan as an eco-friendly, unique culture and architecture, biodiversity, carbon-negative, sustainable and investment-friendly nation. And also highlight environmental conservation, stable politics, and low corruption to attract the foreign investors, business partners, collaborators, tourists and other relevant stakeholders.

2.4.3 Marketing Channels

MoICE's marketing channels includes a combination of both traditional and digital marketing channels to reach its target customers and audiences;

- **Traditional marketing Channels;** MoICE advertise its products and services on print media (newspapers), broadcast media (television, radio), trade fairs, exhibitions and collaborations with trade councils, and collaborations with international commerce and industry associations.
- **Digital Marketing Channels;** MoICE utilize social media platforms to create their official Facebook and LinkedIn page, government portal like official websites for publications and email marketing to advertise its services.

2.4.4 Product/ New Product Development and Competitive Practices

MoICE is not directly involved in product development, instead, it plays a significant role in promoting the development of eco-friendly and digitized products and services so that it can be sustained in the longer run without exhausting and affecting the nation's pristine environment. For new product development, MoICE encourages development of more eco-friendly products and sustainable industries such as renewable energy (hydropower), eco-

tourism (high price less volume), and using organic products as primary raw materials for food-processing productions. MoICE also promotes the upcoming enterprises and start-ups to be innovative and digital driven by assisting the entrepreneurs with business research and development. For competitive practice, MoICE encourages the upcoming business, commercial, industries, and tourism sectors to focus more on sustainable practices by providing incentives and tax reductions.

2.4.5 Critical Marketing Issues and Gaps

As MoICE is a government body who doesn't focus much on marketing practices, it has some critical marketing issues and gaps like limited marketing budget, lack of skilled marketing personnel, constraints marketing resources, difficulties in international branding, and limited digital and technological presence like other countries. Those marketing issues and gaps limit MoICE's possibility of reaching European and American companies and countries for foreign investments and trade partnerships and collaborations. To address those issues, MoICE needs to allocate the required budgets in marketing practice to reinvest in marketing training and development, and to develop effective marketing measurement tools.

2.5 Financial Performance and Accounting Practices

MoICE is very sensitive about sharing their financial related information because of its confidentiality and being a government body regulation and it doesn't have any financial statements released to the public so it is not possible for me to analyze the financial performance of the MoICE. Moreover, without the financial statements of the last 3-5 years, it would be impossible for me to comment or analyze the accounting practices too. However, during my internship period, I came to observed as well as based on my research some of the few MoICE's accounting practices:

- **Core Accounting Principles;** For financial and accounting management, MoICE follows the principles of Bhutanese Accounting Standards (BAS) issued by the which Accounting and Auditing Standards Boards of Bhutan (AASBB) which is also prepared accordingly with the International Standards on Auditing. This BASE is set by the Council of Cabinet Ministers for the government, companies and commercial areas as a standard accounting framework and practices which also harmonies with Bhutanese

Standards on Auditing (BSA (Ministry of Finance, n.d.). MoICE being a government regulatory body, it has to provide accurate details of expenditure and remaining capital ensuring its alignment with the National budget and relevant 13th year's fiscal policies to stakeholders. Hence, this BAS sets an accounting policies that helps the MoICE's accounting and financial practices adherence to the fundamental principles of GAAP such as consistency, transparency, relevance, reliability, accountability, accuracy, and comparability.

- **Accounting Method;** MoICE still practices Double Entry Book-keeping principles which is based on a cash basis accounting method to maintain the accounting records. Their Finance and Accounting division records and maintains budget and expenses at the time of capital released from the Finance Ministry or paid out for its expenditure. The main reason for using this method is to ensure the control over its budget and to meticulous the financial information, administrative entities, departmental and divisional functional requirements, sources of financing, the objectives of expenditure and remaining liabilities and budgets of the ministry. Moreover, if they are short of budget and have more liabilities, then the Ministry needs to request a budget (along with a detailed Budget plan) from the Ministry of Finance hence this cash basis is more convenient for them to maintain the accounting information.
- **Accounting Cycle;** MoICE's accounting period starts from July 1 to June 30, and it consists of exactly 12 months to record a year's financial and accounting performances on the integrated government financial management systems called e-PEMS. MoICE is very strict about following all the steps of the accounting cycle (such as recording transactions, preparing ledgers, trial balances and financial statements) imposed by BAS and intervened by the Royal Audit Authority (RAA). RAA checks whether the MoICE follows the Audit Act of Bhutan 2006 and its policies and regulation in its public budgetary activities.
- **Compliance and Audit Observations;** MoICE has external audits called Royal Audit Authority and internal audit authority which check whether MoICE follows the audit

compliances and regulations, financial accuracy, relevance, transparency, and other related financial and accountancy management (Ministry of Finance, n.d.).

2.6 Operations Management and Information System Practices

MoICE is one of the largest Ministry in the Royal Government of Bhutan where manual and traditional operational management of the ministry is not possible. Hence, MoICE has been actively implementing various information system and practices to streamline and bring effective operational management by maintaining quality management, scheduling, accuracy, resources and budget allocations, planning and decision-making, financial management, and human resource and performance management in the ministry and also to enhance the service delivery to all its stakeholder and clients. Effective use of digital and information systems is one of the MoICE strategies to improve public services delivery, promote employment opportunities, promote entrepreneurship, enhance sustainable business, and contribute to socio-economic development of the country. For more details about the information systems and practices along with how it impacted in operational management of the Ministry will be discussed in the following points.

These information system practices are;

- **Bhutan Labour Market Information System (BLMIS):** This information system is design for both jobseekers, employees and employers as it disseminates accurate, updated version, reliable information on current labor market situations including employments, foreign work opportunities, internship programs, unemployment, and other relevant information on labor market indicators.
- **Zhiyog Electronic System (ZES):** This system is an on-line based human resources management system portal for managing the civil services information. This system has effectively impacted the HR division on managing the HR functions and operations in internal recruitments, promotions, training and developments, separations, leave, work progress, maintaining civil servants' information, evaluation and performance management, HR planning, labor law compliance, compensation, and administering HR services. Besides, it also allows employees to update their service information like work progress, key performance indicators, apply for leaves, and access various training opportunities.

- **Zhiyog Recruitment System (ZRS):** This system is an online portal designed for the external recruitment process where it digitalizes and streamlines the government's job opportunities for unemployed youths and freshers who seek employment opportunities in the government sector. It has enhanced the recruitment system and process for the HR division of MoICE as it makes it more transparent, efficient, accurate, and reduces manual processes.
- **Electronic Public Expenditure Management System (e-PEMS):** is an online accounting and public payment system mainly designed to enhance public financial and accounting management and promote cashless transactions as it is aligned with interbank transactions in e-PEMS. This system has helped MoICE eliminate manual checks, reducing fraud, and corruption and simplifying bank reconciliations.
- **Electronic Daily Allowance & Travel System (e-DATS):** This system is mainly for the online travel authorization and allowances claim system for government employees as they can apply and claim for their daily and travel allowances via e-DATS. This system helps MoICE to ensure uniformity, transparency, and accuracy and minimizes fraud in their employees' claims for travel allowance payments it also reduces the time for processing daily and traveling Allowance claims.
- **Integrated Business Licensing Services (IBLS):** is an online system that is mainly launched for Business purposes where the business entity, government agency, and entrepreneurs can apply for registration for new business licenses, renewal or cancellation of license or certificates, change of business name, change of ownership, downgrade business scale and other services on IBLS website. This IBLS also helps national businessmen to access foreign direct investment services and their opportunities.
- **Bhutan Trade Fin Net (BTFN) System:** is an online platform designed to facilitate the import and export permit registration and license as well as trade tracking system to the traders and dealers. This system objectively aims to build a trusted and

progressive trade finance as it has the efficiency to improve trade transactions both nationally and internationally.

- **Information and Communication Channels;** MoICE uses databases like its official website, emails, and social media platform to disseminate the ministry's information, policy, and regulations and also for communication with its stakeholders. These channels help MoICE to stay connected with their stakeholders and clients and also show transparency, availability, accessibility, and validation of information to the public citizens. It also uses office management software like Microsoft Office, Workspace, Zoom, Google Calendar, Webinars, and other databases for conducting meetings, scheduling agendas, project tracking, and other operational purposes.

MoICE uses well-developed information systems practices like databases and office management software for collecting, storing, processing the data, maintaining, and sharing information with its stakeholders and clients. Hence, that information system has significantly improved the operational management of the Ministry as it has increased the data accuracy, transparency, accountability, reliability, and validity of the information and it has vastly reduced the time and increased the efficiency in planning and decision-making.

2.7 Industry and Competitive Analysis

This section investigates the industry competitiveness of MoICE through a Porter's Five Forces and SWOT analysis to identify the Ministry's strengths, weaknesses, opportunities and distinctive threats to identify its sustainable competitive advantage.

2.7.1 Porter's Five Force Framework

The Ministry of Industry, Commerce and Employment is not a business sector nor industrial sector but a governmental regulatory body where it provides public services, imposes policy and regulation on business or commercial entities, and checks the compliance of its policy and also provides employment opportunities. Whereas the Porter Five Forces analysis on the competitiveness intensity and attractiveness of the industry. So, the Porter's Five Forces Framework is not applicable for the MoICE.

2.7.2 SWOT Analysis

A SWOT analysis is a valuable framework that can help to evaluate the organization's strengths, weaknesses, opportunities and threats with objectives that let the organization to understand how to position itself in the marketplace. Moreover, exploiting strength and addressing weakness showcase the internal factors of the organization whereas grabbing opportunities and mitigating threats define the external factors hence this SWOT analysis framework will help MoICE to have successful strategic planning.

- 1. Strengths:** MoICE being a government regulatory body has a strength of framing and imposing policies and regulations to industrial and commercial sector as well as labour market. Hence, the Ministry focuses on harnessing the policies based on the philosophy and goal of GNH, which integrates the country's socio-economic progress with the eco-friendly, sustainable, cultural preservations and conservations of forest coverage at least 60%. Bhutan has a unique cultural heritage and an abundance of diverse natural resources, where MoICE has been utilizing them for industrial and commercial growth without exploiting the natural reserve. MoICE also takes in the country's geographical location, friendly ties with India and membership of SAARC as its strength as it provides a strategic partnership, strong trade networks and market expansion for the country's industries thus facilitating the rapid economic growth.
- 2. Weaknesses:** MoICE weakness can be lack of skilled manpower shortage, resource constraints, bureaucratic delays, high unemployment youth, limited industrial base, infrastructure challenges, and heavy dependence on import. These factors have been affecting and delaying the growth of the country's socio-economic development.
- 3. Opportunities:** MoICE has a high potential of increasing the country's socio-economic growth if it fully supports the industries and commercial sectors towards sustainable and environmentally friendly practices as there is growing global demand for the sustainable products and services. Besides, adopting the new technologies and digital, and sending its personnels to specialist training will enhance the Ministry's performances. Furthermore, with trade diversification, MoICE should expand the international trade network and export markets to the Middle-East of Asia and European countries then there'll be rapid economic growth.

4. **Threat:** Country has been heavily relying on the import of raw materials and products which creates a vulnerability and threat to the nation's economic growth. Besides, lack of skilled employees and specialists in the IT division poses a threat of decreasing the Ministry's overall performances as the organization heavily relies on the digital for its operational activities. Furthermore, the migration trend in Bhutan has rapidly increased the employee turnover rate hence leading to shortage of skilled employees.

2.8 Summary and Conclusions

In conclusion, MoICE, a government regulatory agency in Bhutan, plays a critical role in assessing the socio-economic development of the nation by addressing employment concerns, integrating the GNH principles, and encouraging sustainable commercial and industrial development. The Ministry ensures that the country's economic development, sustainability, environmental friendliness, and the conservation of its natural reserve's forests, and unique cultures are all in harmony. Through the mix of democratic and participative leadership and strategic human resources planning, MoICE emphasizes more on collaboration from its stakeholders and promotes capacity-building to achieve its VMO. MoICE also incorporated digitized information system practices to bring an effective and efficient operational management of the Ministry. However, there are challenges that MoICE had been facing and it has been trying to solve those challenges like infrastructure gap, dependency on external market, lack of skilled employees in IT division and industrial diversification through digital transformation and expansion of its commercial networks and inviting foreign investments shows that has promising strategic plan for the nation's economic growth progress. Hence, The Ministry is the main driver who has brought balance socio-economic growth with sustainable development and environmental-friendly and green industries and commercial sectors without having to compromise the natural reserved forest and unique culture in Bhutan.

2.9. Recommendations/Implications for MoICE

In general, I would recommend MoICE the following points to solve its challenges;

- MoICE to invest more on modern digital technologies' infrastructure to support the trade facilitation and other commercial activities.
- MoICE should set a policy that allows industrial diversification beyond hydropower energy, eco-tourism and agro-based industry which will reduce the vulnerability in the nation's economy.
- MoICE should initiate trade and investment fairs by inviting both national and international businessmen which allow to strengthen the international partnerships and commercial networking.
- MoICE should develop training and development programs for their employees especially in the IT section which will enhance the operational efficiency and performance of the Ministry.
- It must also focus on research and development programs to bring innovative yet sustainable and strategic planning and policy.
- MoICE should provide training to the local and emerging entrepreneurs on leadership and business management.

Chapter 3: Project Part

3.1 Introduction

This chapter presents the core research findings of the internship report on the impact of Human Resource Information Systems (HRIS) on evaluation and performance management within the Ministry of Industry, Commerce, and Employment (MoICE). MoICE is Bhutan's largest government regulatory body and plays a significant role in fostering economic growth by driving sustainable industrial and commercial development. Additionally, it addresses employment challenges and ensures the efficient functioning of its various departments/autonomous to support the overall economic landscape and labor market. With the evolving digital era, the Ministry has been implementing and integrating numerous digital systems to navigate the complexities of human resource management. Hence, HRIS systems have been rapidly becoming one of the powerful tools for handling HR functions as they facilitate the collection, storage, and utilization of employee data, thereby smoothing the HR processes and also enhancing planning and decision-making. HRIS presents automatic routine tasks and provides accurate access to critical information, especially its stakeholders, transparency, and efficiency, hence HRIS has significantly improved the Ministry evaluation and performance management. Therefore, this chapter aims to study which HRIS system integration has impacted the evaluation and performance management process within MoICE, particularly focusing on its effectiveness, challenges, and future implications. Further, this chapter will be analyzed based on the secondary data from their official websites and primary data like surveys and purely on first-hand observation and employee feedback on usage of the HRIS system. This chapter will highlight the background/literature reviews, objectives, significance, methodology, findings and analysis, summary and conclusions, and recommendations/implications.

3.1.1 Background/ Literature Review

Overview of HRIS System

A Human Resources Information System (HRIS) is a digital-driven system and software solution that integrates human resource management and information technology. It is designed to automate and facilitate various HR functions, including employee administration, recruitment and selection, training and development, payroll and compensation, employee services data management, performance appraisal, and performance management, such as tracking employee progress and aligning individuals' goals with the Ministry's objectives or mandates. Kavanagh and Thite (2012) stated that adopting the HRIS system and its effective implementation in the organization will enhance the accuracy of evaluation and performance management and improve strategic planning and decision-making as it strengthens the alignment of individual goals with the Ministry's VMO. Hence this HRIS system plays a significant role in government regulatory bodies and in a public sector like MoICE which has helped manage its human resources, evaluation, and performance management effectively and efficiently.

HRIS's Importance in Performance Management;

According to the Gross National Happiness Commission (2019), implementing the HRIS system in the government regulatory bodies is a part of the strategy to modernize and digitalize the governance and enhance the service delivery to the public. From then, the Ministry of Industry, Commerce, and Employment (MoICE) started adopting various HRIS systems and practices to address the inefficiencies and time consumption in traditional HR practices, enhance data-driven planning and decision-making processes, enhance accuracy, transparency, and accountability and ensure equality in the evaluation and performance management within the Ministry. The integration of HRIS systems in human resources management has significantly transformed the MoICE, shifting it from traditional practices to a more digital approach. This transition has facilitated effective and efficient HR functions, thereby enhancing the overall performance and productivity of the Ministry. This has also motivated the employees to achieve the Ministry's objectives in promoting sustainable and eco-friendly industry and commerce, and ethical employment practices in the country.

Challenges Faced by MoICE

However, the implementation of HRIS systems at MoICE encountered several critical challenges that need to be addressed for successful integration. A major hurdle was the resistance from employees who were hesitant to embrace change, often due to uncertainties about new technologies and a disrupted sense of job security. Additionally, a critical lack of digital expertise among staff members made it difficult to fully leverage the potential of the new systems. Technical difficulties, including compatibility issues and software glitches, further complicated the transition. Moreover, the shortage of qualified trainers limited the availability of effective training programs for HR employees, resulting in a major knowledge gap that impeded efficient system use. To overcome these challenges, it is essential to implement robust change management strategies and comprehensive training initiatives that will equip employees with the necessary skills and confidence to thrive in a digital HR landscape.

In conclusion, this chapter will analyze based on the existing literature reviews primarily from secondary sources and a few from primary sources such as questionnaires, surveys, first-hand experience, and observations. It will mainly focus on the impacts of HRIS systems on the evaluation and performance management within the Ministry. As MoICE implemented the HRIS system to enhance its performance of HR functions, the ministry also came to understand its benefits and associated challenges that is very significant for developing the effective strategies that align with the Ministry's VMO. The following sections will delve into the specific objectives of this chapter, the significance of this report, followed by a methodology designed to assess the impact of HRIS systems on the evaluation and performance management at MoICE, followed by its findings and analysis, then recommendations/implications.

3.1.2 Objectives

This chapter's objectives will be broadened into two, primary and secondary objectives which will be further discussed in the findings and analysis section.

- **Primary objectives:**

The main objectives of this report are to discuss and analyze the impact of the HRIS system like ZES_t on the evaluation and performance management of the Ministry of Industry, Commerce, and Employment (MoICE).

- **Secondary Objectives:**

- To identify the benefits and challenges associated with the implementation of the HRIS system in the MoICE.
- To explore the employees' perception of HRIS systems or practices regarding their effectiveness and efficiency in evaluation and performance management and also aligning with the Ministry's goals and objectives.
- To analyze the HRIS system's benefits in other HR functions.
- Will provide the recommendations/implications for enhancing HRIS system utilization and functionalities on the evaluation and performance management of the Ministry.

3.1.3 Significance

The significance of this research is to discuss how technology and digital-like HRIS systems play significant roles in the processing of the HR functions in the MoICE. Hence this chapter will mainly focus on the role of HRIS systems such as ZES_t, and other systems on evaluation and performance management as well as other HR functions like training & development, policy & procurement management, compliance, and reporting HR issues for smooth functions of the MoICE. By examining the impact of the HRIS system within MoICE, this chapter also seeks to identify its advantages and challenges associated with HRIS practices in HRD. Through a comprehensive analysis of the HRIS like ZES_t at MoICE, this paper will discuss the implication of HRIS has the enhancement of planning and decision-making, training & development, compliance & report management, and HR strategy as well as accuracy, transparency, and accountability of data management of individual civil servants, which will initially help in improving employee satisfaction, retention, and ultimately enhancing the MoICE operations.

3.2 Methodology

This internship report explores the overview of the HRIS system implementation, its impact on the performance and evaluation within MoICE, challenges faced during implementation, and recommendations for HRIS improvement. Those topics will be further discussed using both primary and secondary data sources to gather comprehensive data and information regarding HRIS practices and their impact on evaluation and performance management within the Ministry of Commerce, Industry, and Employment (MoICE).

Following are the methodology steps involved;

3.2.1 Sampling Method

The sampling method used for this internship report is convenient sampling. The targeted population are human resources division, planning and policy division, and a few relevant employees from other departments of MoICE who use the HRIS systems frequently for their office work.

- 1. Google Survey Form:** The sample size for the Google survey consists of fourteen respondents, with seven (50%) from the Human Resource Division (HRD) and the other seven from various departments and divisions. I primarily distributed the survey to HRD employees as they have direct access to the HRIS system and use it for their daily tasks. For the other departments, I invited employees to participate by asking those willing to share their views and insights on the HRIS system. It's important to note that all employees of MoICE are evaluated on their performance through the MaX and ZEsT systems by their managers and supervisors. This survey focuses on the impact of the HRIS system on evaluation and performance management within MoICE, and the survey questionnaire will be further discussed in the findings and analysis.
- 2. Unistructural Interview:** I organized unstructured interviews with four HR employees who were convenient and willing to participate in their free time. They were asked the same predetermined questions to gain in-depth knowledge and analysis of the HRIS system and its roles in HR functions, as detailed in the appendix for reference. In addition to the Google survey, the research questionnaires included comprehensive questions regarding the HRIS system's impact on HR functions within the MoICE.

3.2.2 Data Collection

This internship research primarily relies on both primary and secondary data sources to gather firsthand user experiences and insights. It aims to provide a comprehensive analysis of HRIS systems, such as MaX and ZEsT, and their effects on evaluation and performance management within the MoICE.

1. **Primary Sources:** The primary sources are obtained from direct participation in the divisions, semi-structured or unstructured interviews from the seven HR personnel, employees' feedback on HRIS usage, direct observation, first-hand experience, and questionnaire survey. I have gathered fourteen responses from MoICE's employees, and 50% of respondents are from HRD employees (who directly use the HRIS system) to assess their experience, satisfaction, and performance using HRIS systems.
2. **Secondary Sources:** Apart from the primary data, I have also relied on secondary sources such as internal MOICE documents & Books, official websites, relevant academic journals on HRIS and performance management, previous literature on HRIS implementation in public sector organizations, and best practice guides on performance evaluation from Google Scholar and other websites. To provide a reliable and variety of information, I have mostly used data from the MoICE official websites in the context of Data management, performance evaluation, and management, learning & development management, and policy & procurement management.

3.3 Findings and Analysis

This section will discuss the main findings and analysis of the research topic, (the impact of the HRIS system on evaluation and performance management at the Ministry of Industry, Commerce and Employment) and will be organized into sub-chapters for detailed analysis and for more clarity.

3.3.1 Overview of HRIS System Implementation at MoICE

According to the National HRD Advisory (2022), the Human Resource Information system along with a newly structured Human resources framework was first introduced in 2022 as a part of a broader digital transformation strategy to ensure good governance through efficient and effective management of the civil services where HR officers have given the main driver of the implementation of the framework within the civil services. Under the guidance of the Royal Civil Service Commission (RCSC), they developed the HR manual indicating that all governance bodies including MoICE must actively invest in digital and technological tools and skills to smooth HRIS system transitions. The goal is to establish uniformity, consistency, transparency, accountability, and parity in HR policies and practices within all the governance bodies or ministries.

Hereafter, the MoICE has been using the HRIS system mainly to bring an effective performance assessment system that perfectly aligns the individual employee's performance with the Ministry's vision, mission, and objectives. Besides, it is also to reduce the administrative burden and to strengthen those aspects that enrich or promote a good performance management system and culture in the Ministry. According to RCSC (2023), the first HRIS system introduced to MoICE was through the MAX Manual, which mainly stands for managing excellence. Gradually, the *Managing for Excellence* (MaX) and *Zhiyog Electronic System* (ZES) system which is primarily for was integrated along with other HRIS systems like ZRS, etc.

3.3.2 Impact of HRIS System on Evaluation and Performance Management at MoICE

According to the Google survey, since MoICE started implementing human resource information systems like MaX, ZES, and ZRS, the nature of HR work has completely changed, making it more efficient and effective in all HR functions compared to manual work. However, my prime focus is on how HRIS's transformative impact on the evaluation and performance management at MoICE and it will be further discussed in the following points for clear

understanding. It is purely analysis based on first-hand experience and observation, unstructured interviews with key HR personnel, a Google form survey, and some secondary sources.

The following are the key impacts of HRIS systems on evaluation and performance management at MoICE;

- **Enhance the Efficiency of the Evaluation Process:**

As per google survey, the HRIS system has automated many HR processes within the evaluation performance management framework, leading to significant efficiency gains. The implementation of HRIS systems like both MaX and ZESh has helped MoICE to streamline the evaluation process by providing centralized and automated data collection and processing of the employee records and other relevant information making it easier and more accurate to access and manage the individual personnel's performance records, evaluations, feedbacks and performance reviews. Hence, it ensures that timely, consistent, and routine tasks such as data entry, report generation, employee's KPI, and scheduling evaluation tasks according to the Ministry's criteria not only create a reliable evaluation system and process but also save time allowing the HRD to focus more on HR strategic activities. This has helped HRD and managers of MoICE to have a more comprehensive view of their employee achievements and areas needing improvement but also reduced the administrative burden, daily HR work, and manual error.

- **Monitoring Performance and Goal Tracking:**

6. In what aspects of performance management has MaX improved?

14 responses



Figure 2: Data Collection on Impact of MaX System on Performance Management

According to the google survey, from the adaptation of the MaX and ZESSt systems, tracking individual employees' performance and team goals has become systematic and digitized. Those HRIS systems allow the concerned supervisors and managers to monitor the key performance indicators in real-time, facilitating constant and face-to-face feedback, making it easier to align and connect employee goals and performance with the Ministry's objectives. This has improved the accountability, transparency, and reliability of evaluation and performance management within the MoICE.

- **Improved Transparency & Accountability:**

According to the survey form, more than 78% of the employees have agreed that the integration of the MaX system has fostered more transparency and accountability as well as the fairness of the employee performance appraisal within the Ministry. Both employee and manager or supervisor can view the performance metrics and appraisal records through ZESSt which is inter-connected with the MaX system. These HRIS systems have significantly reduced the supervisor and manager's biases as they have standardized evaluation criteria and a quantitative metric called *Bell Curve Distribution* for performance assessment. Besides, the systems maintain every detailed record of the evaluation processes ensuring the accountability of both employees and managers at every step of the process, and at the end of the fiscal year, the managers have to show to internal HR audits.

4. Do you believe the MaX system has improved the transparency and fairness of performance appraisals?
14 responses

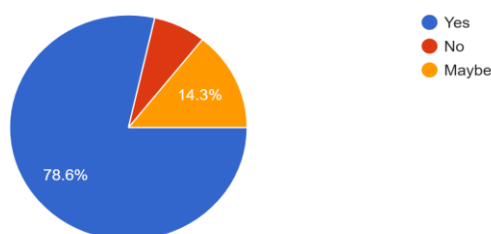


Figure 3: Data Collection on MaX's Improvement on Transparency and Fairness of Performance Appraisal

- **Enhanced Employee Engagement:**

According to the google survey, the integration of the ZEST system has significantly improved employee engagement as well as communication and collaboration in the performance management processes because it has reflected the ministry's goals and performance metrics. Individual employees can access and update their performance data such as key performance indicators along with performance targets, set goals, and manage development plans, which gives them a sense of empowerment over their performance and development growth within the Ministry. Moreover, the ZEST showcases the platform to facilitate better communication channels between the employees and managers, enabling constant feedback and support, hence pushing each other for further improvement, and engagement, and also boosting morale, motivation, and satisfaction. Besides, this HRIS system also allows the concerned teams, divisions, and departments within the ministry to connect, making the performance management more collaborative.

8. Has MaX improved its method of providing feedback on employee performance?

14 responses

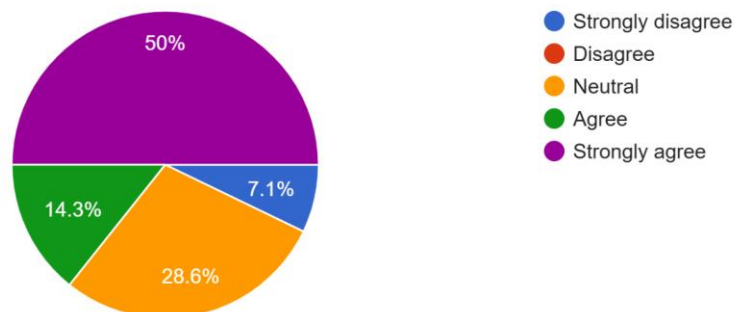


Figure 4: Data Collection on MaX's Impact on providing feedback on Employee's Performance

- **Training and Development Opportunities:**

As per the unstructured interviewed with Mr. Pema Dorji (Chief HRD officer), the implementation of the MaX and ZEST systems has helped the managers and supervisors identify the skill gap within their departments and divisions hence allowing the MoICE to develop the training and development programs for their need-improvement

employees to meet the specific performance target. Even in the google survey questionnaire regarding training and development opportunities, 71.5% of employees have either agreed or strongly agreed that this system has made it easier for managers to identify the top and low performers according to individual personnel's performance reflected in the system. Further, this HRIS system also allows the MoICE to tailor career development opportunities for their employees so that deserving employees can advance their skills as well as career growth within the Ministry.

- **Data-Driven Decision-Making and Planning:**

All the HRD employees whom I had unstructured interview shared that implementing MaX, ZES, and other HRIS systems, it has revolutionized the evaluation and performance management process at MoICE. These HRIS tools provided a clear insight into individual employee and team performance and their progress, hence allowing management or HR team to make informed decisions and access strategic planning regarding promotions, training needs programs, allocation of resources and budgets, and succession planning based on the data-driven analysis. Besides, the system also helps the MoICE to assist in maintaining compliance with labor laws and regulations by keeping intake of significant documentation and reporting to audits and stakeholders.

3.3.3 Challenges Faced by MoICE During HRIS Implementation

Despite all the lucrative benefits, the implementation of the HRIS system also brought numerous challenges to the Ministry of Industry, Commerce, and Employees. Here are some of the most challenging factors faced by MoICE during the implementation of the HRIS system;

- **Employee's Resistance to Change:** During the unstructured interview, Mr. Pema Dorji (Chief HRD officer) mentioned that the employee and management team were accustomed to traditional HR methods so adopting HRIS which is a completely new HR system but also requires high technology and digital skills made it difficult so MoICE faced employee resistance to change. Due to the complexity of the HRIS system, the senior HR employees who are used to manual work and less exposure to digital tools showed concern that it might disrupt their administrative routines thus leading to job redundancies and might create anxiety among the staff.

- **Lack of Technical Expertise:** According to google survey responses, the 78.6% of employee voted that they were accustomed to mixed traditional HR methods but suddenly authorities implemented the automated HRIS system and with the inadequate training programs and without proper guidance, it led to employee frustration and underutilization of the system. The lack of technical and digital expertise has led to disruption in the HR division as failed to use analytic dashboards or automated reporting, hence leading to inefficient manpower management and gradually affecting the performance of the MoICE. So MoICE had to hire IT experts from private IT sectors and send the key employees to training.
- **Budget Constraints:** Being a government institution with a limited budget, MoICE found the cost associated with procuring, installing, customizing, maintaining, updating, and technical support for the structural HRIS system was quite expensive. Additionally, the lack of technical expertise among the staff has led to high expenditure on training and hiring external specialists from the tech companies requiring a continuous financial investment hence it has been exceeding the initial budget plan and staining budgets.
- **Data Privacy and Security Concerns:** HRIS systems store the sensitive data of the employees so they were concerned about their data privacy and security as the failure of implementation of this digital system will lead to data breaches and cybersecurity risks. So, the majority of the employees opposed the idea of HRIS system implementation and MoICE faced difficulties in convincing the employees.

3.4 Summary and Conclusion

In conclusion, this chapter summarizes the background or literature reviews, objectives, significance, methodology, and key findings and analysis on the impact of the HRIS system on evaluation and performance management at MoICE. The integration of Human resource information systems at the Ministry of Industry, Commerce and Employee has significant impacts on overall HR functions especially on evaluation and performance management. It minimizes manual errors and time consumption and increases efficiency, accuracy, transparency, reliability, accountability, regulation compliance, and employment development. The well-structured HRIS and planned implementation strategy includes targeted training, effective change management strategies, and continuous IT support service is very important in mitigating these challenges and successful implementation and also for maximizing the effectiveness and efficiency of the HRIS system in evaluation and performance management objectives of the Ministry.

3.5 Recommendation/Implications

To overcome these challenges and to maximize the benefits of those HRIS systems in HR functions, especially in the evaluation and performance management of the MoICE, I would recommend the following points;

- **Provide Comprehensive Training Programs:** Develop comprehensive training programs designed for different groups of users such as HR staff, managers, and employees with the required technical and theoretical skills to utilize those HRIS systems effectively in their professional fields.
- **Develop a Change Management Strategy:** MoICE should develop a comprehensive communication plan that includes communication channels, workshops, scheduled webinars, and leadership endorsement to build an awareness about those HRIS implementations, its benefits, upgradation features, and how it will affect the concerned personnel's roles. Leaders should also involve specialists and users in the new HRIS implication and upgrading process to reduce the resistance to change as well as to keep employees updated.
- **Ensure Data Privacy and Security:** Using automated HRIS integration is prone to cybersecurity risk, so I'd recommend MoICE to develop robust security measures to protect the sensitive data and information of the employees and stakeholders of the Ministry and ensure digital compliance through data protection regulations.
- **Provide Robust IT Support:** MoICE should also provide reliable technical support, advanced security, and performance management capability through integration of AI-driven analytics and features, and regular maintenance to resolve the address issues regarding the system.
- **Foster a User's Feedback Channels:** MoICE should also develop a user's feedback channels to collect emerging HRIS issues, employee feedbacks and satisfaction, to keep users updated on the new features and upgradation. These feedback channels will allow smooth implementation of HRIS which will further help to enhance efficiency of evaluation and performance management aligning with Ministry's performance objectives.

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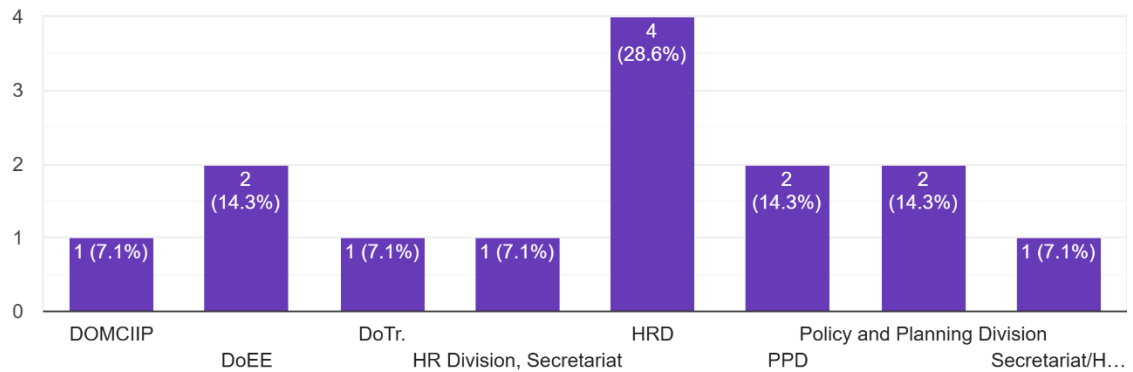
Appendix A

1. Google Survey Questionnaires:

A. Respondent Information

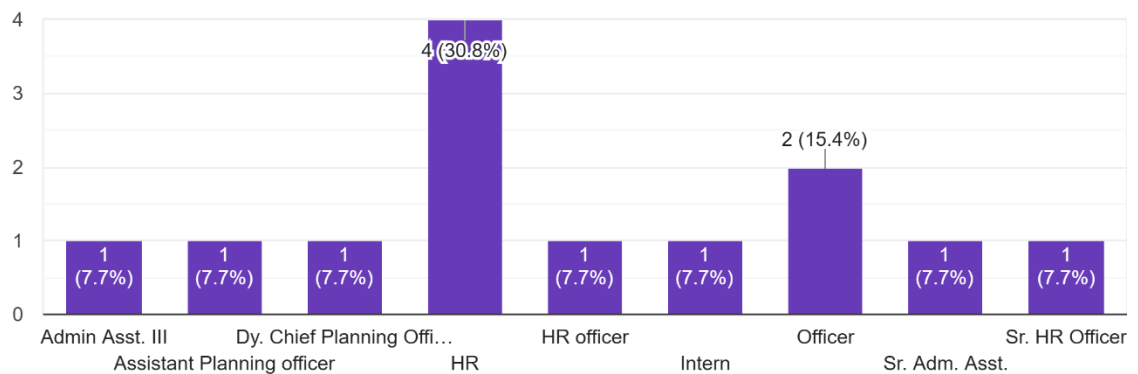
2. Department/ Division

14 responses



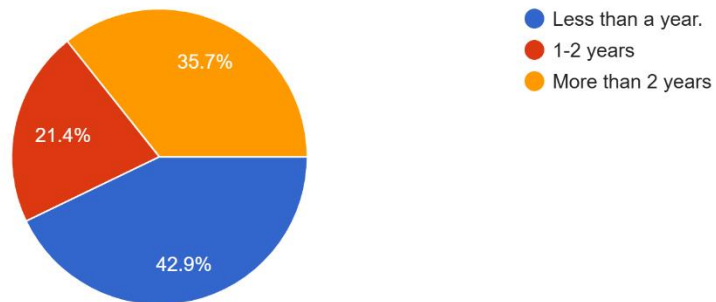
3. Designation

13 responses



4. How long have you been working in MoICE?

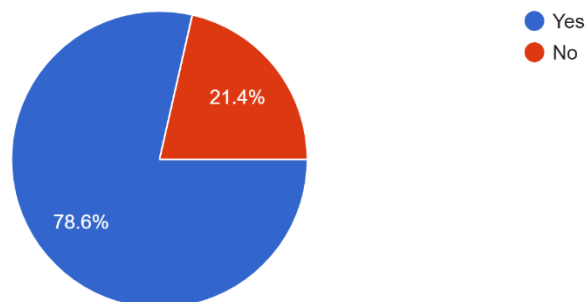
14 responses



B. Familiarity with the HRIS Systems

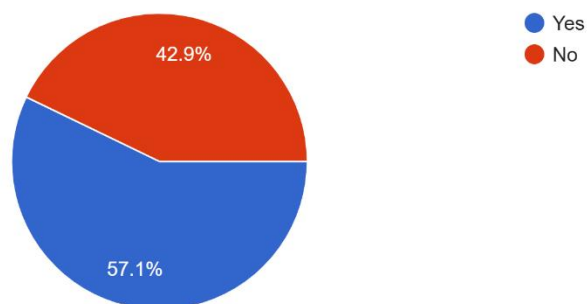
1. Are you aware of any HRIS system implemented in the MoICE?

14 responses



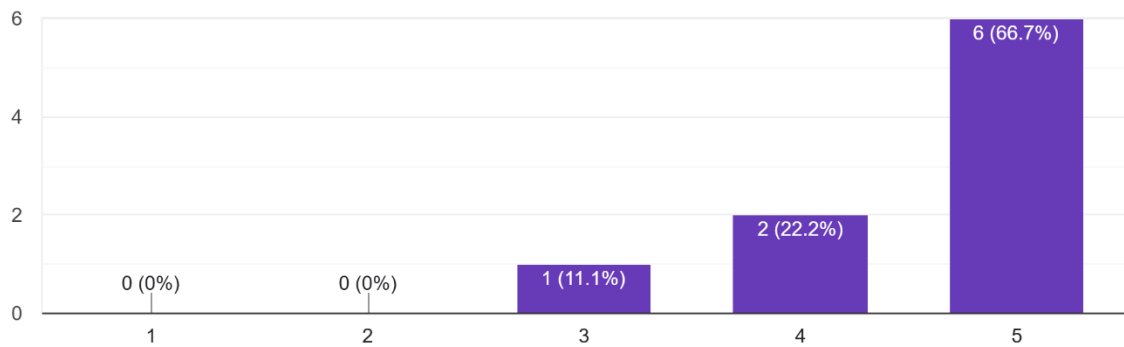
2. Have you received any training on using the HRIS system?

14 responses



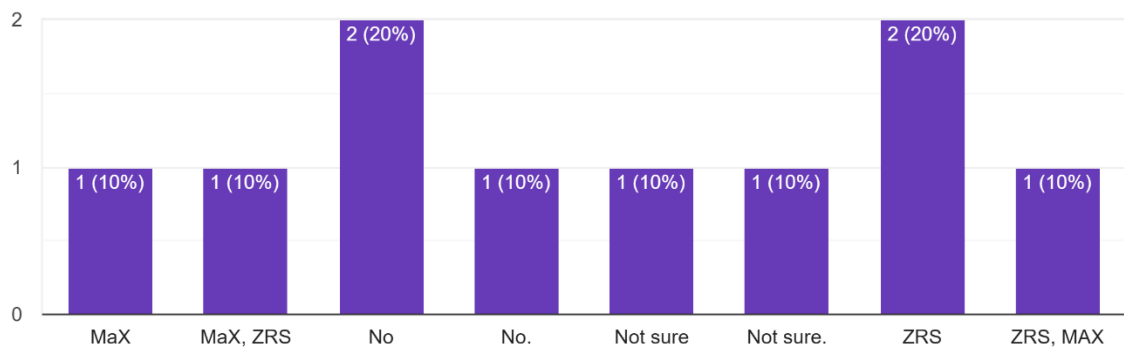
3. If yes, then how effective was the training?

9 responses



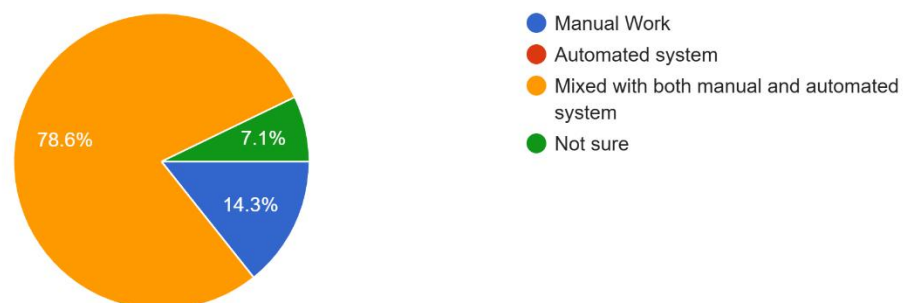
4. Is there any HRIS system that MolCE has been using other than ZEST?

10 responses



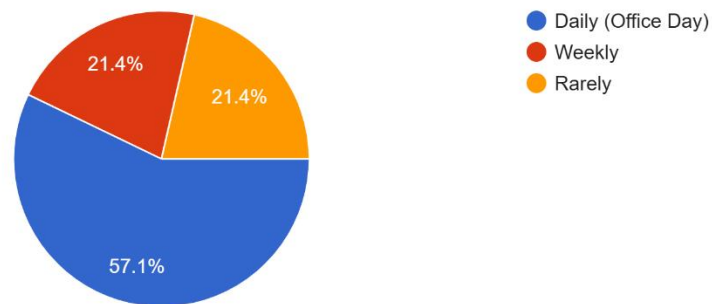
5. What were you using before the MaX and ZEST?

14 responses



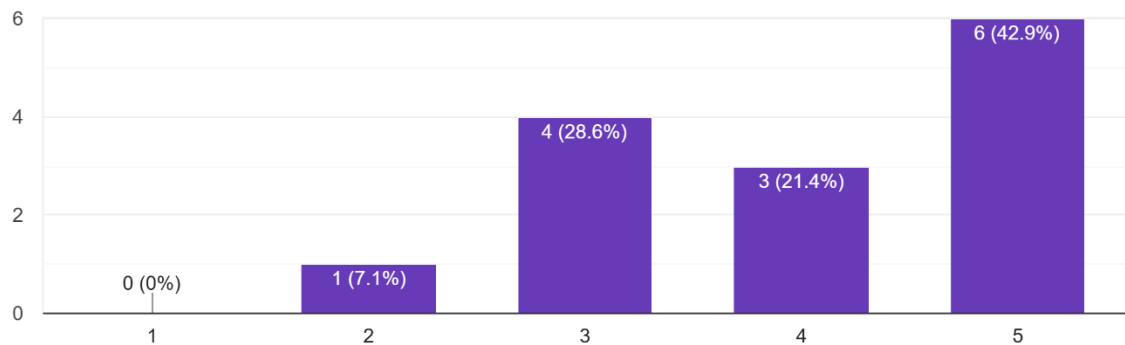
6. How often do you use MaX or ZEST?

14 responses



7. How would you rate your understanding of MaX, ZEST, and their features?

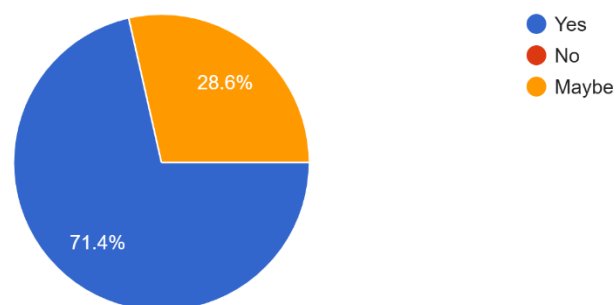
14 responses



C. Impact on Evaluation & Performance Management

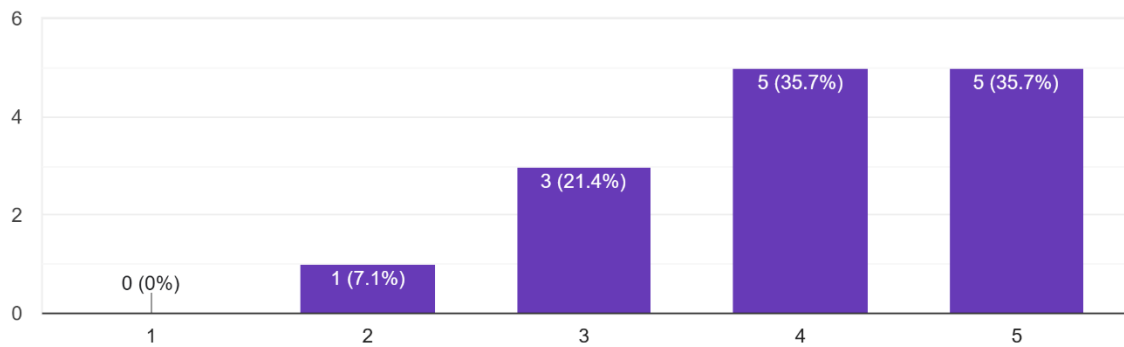
1. Do you believe the MaX has made employee evaluations more accurate?

14 responses



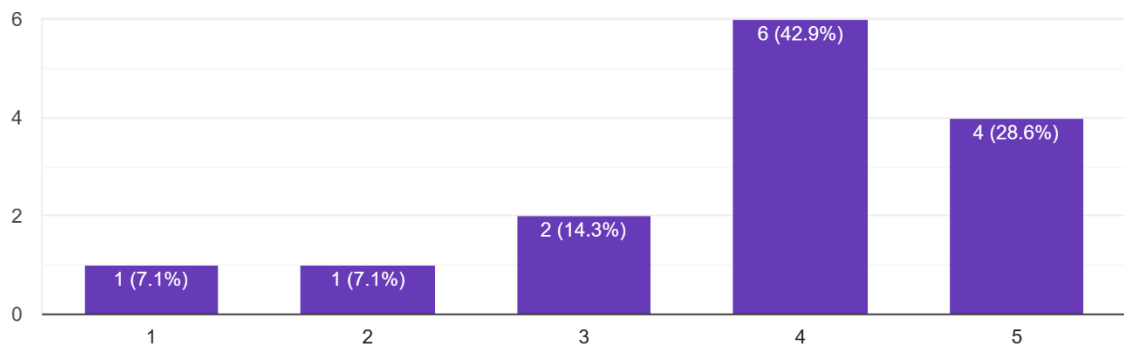
2. How effective is the MaX in streamlining employee performance?

14 responses



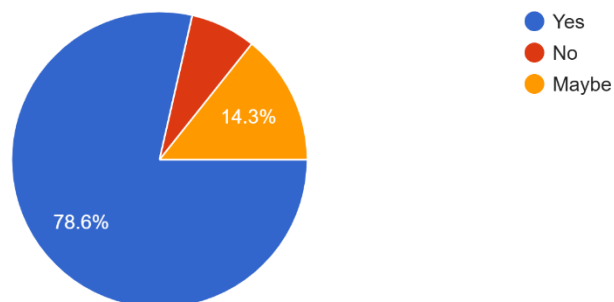
3. Has the MaX helped in identifying the training and development needs of employees? (Scale: 1–5, from "Strongly Disagree" to "Strongly Agree")

14 responses



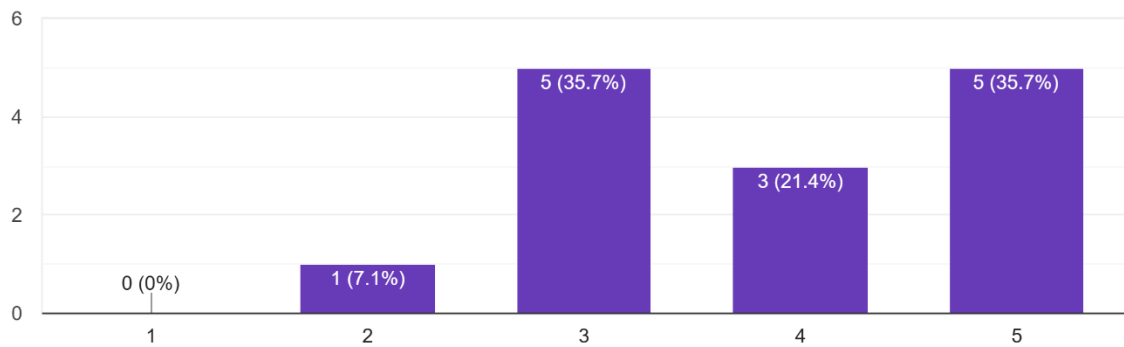
4. Do you believe the MaX system has improved the transparency and fairness of performance appraisals?

14 responses



5. How effective is MaX at managing and tracking the ministry's performance goals?

14 responses



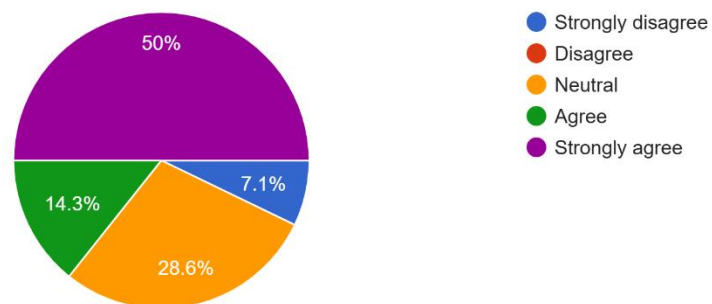
6. In what aspects of performance management has MaX improved?

14 responses



8. Has MaX improved its method of providing feedback on employee performance?

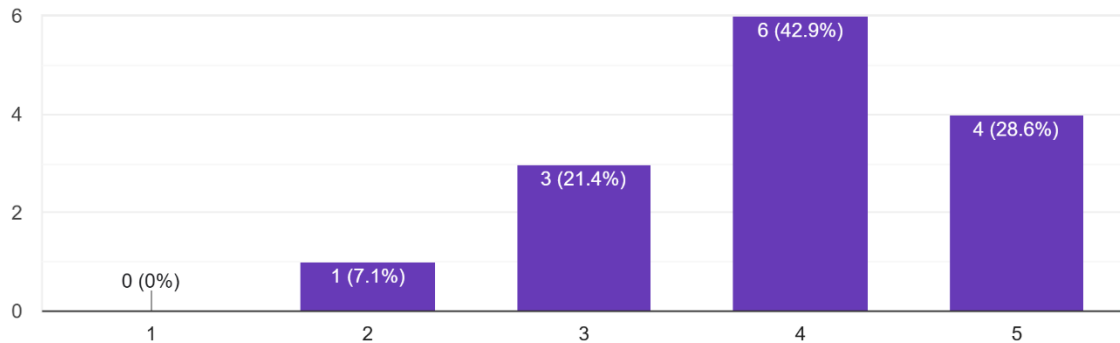
14 responses



D. Overall Feedback and Recommendations

1. Overall, how satisfied are you with MaX and ZEST?

14 responses



2. What improvements would you recommend for both the MaX and ZEST? 4 responses

I recommend the following:

- 1.The system is not fully accessible for screen readers (visually impaired people) and needs to be made accessible for the screen readers.
- 2.Any system development in future has to look into the accessibility and compatibility to the screen readers.
- 3.Right to correct information in the system must be made more convenient to agency level by granting right to access the system as the current trend hinders efficiency.
- 4.Hands-on training related to the ZEST must be provided and any incorporation of new feature in the system must be updated to the users.
5. There could be more areas where fairness and equity could be incorporate inters of ZEST procedures.

Appendix B

Unstructured Interview Questionnaires:

1. How does HRIS software help MoICE solve HRIS data issues?
2. How is MoICE handling public employee turnover and separation?
3. How does HRIS software help access employees' performance management and evaluation in MoICE?
4. What type of performance moderation and rating scale is the MoICE using to assess the employee's performance?
5. What type of HRIS system the HRD of MoICE is using? and how impactful it is in assessing the HR functions.
6. How productivity ZEsT, & ZRS are bringing to the ministry.
7. How the ZEsT is helping the ministry in employment performance planning?
8. How do ZEsT and ZRS help the recruitment and selection process and job onboarding?
9. How MoICE performance distribution is aligned with the performance categories?
10. How do ZEsT and ZRS help HR in determining the 'moderation Pool' (KPI)?
11. How does ZEsT help to assess or monitor the individual performance of the employees and get their feedback for further improvement?
12. What type of Pay Scale and remuneration system are there in MoICE?
13. What is the separation process and how is it conducted? On what basis?
14. How convenient the HRIS systems make for the HRD of MoICE?
15. Are there any issues that HRIS systems give you?
16. What are the most important benefits of HRIS for HRD employees?
17. What were you using before the HRIS system?
18. How does the HRS help in planning staffing in departments/ agencies?

