

Report On
Barriers to Effective HRIS Implementation: A Study on Data Collection
and Organization at AKS Khan Pharmaceuticals Ltd.

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
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Declaration

It is hereby declared that

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

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.

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

I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Dr. Mohammad Rabiul Bashar Rubel
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Letter of Transmittal

Dr. Mohammad Rabiul Bashar Rubel
Professor,
BBA Department
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Submission of the internship report on 'Barriers to Effective Data Collection and Organization in Implementing Human Resource Information Systems'

Dear Sir,

I am pleased to submit my internship report as a requirement of my academic program. This report is based on my internship experience at AKS Khan Pharmaceuticals Limited, where I was assigned to the Human Resources Department.

During my internship, I gained valuable practical experience in a wide variety of HR tasks. From the recruitment process all the way to employee documentation and administrative support. Doing an internship offered me the opportunity to connect theoretical learning with practical application, both increasing my professional skills and depth in understanding organizational operations.

I tried my best to make this report a faithful reflection of what I have learnt and seen during the course of it. My sincerest hope is that this report satisfies you, giving you a full picture of everything I have done here in terms of work experience.

Thank you for your time and consideration.

Sincerely yours,

Mysha Ahmed

21104026

BRAC Business School

BRAC University

Date: April 15, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between AKS Khan Pharmaceuticals Limited
and the undersigned student at Brac University

.....Mysha Ahmed.....
21104026

Acknowledgement

I offer a special note of thanks to Dr. Mohammad Rabiul Bashir Rubel for guiding me throughout this internship period with gentle insistence and perseverance. I would like to begin by thanking AKS Khan Pharmaceuticals Limited, Mr. Ashraful Hoque and the Human Resources Department for this opportunity and support throughout the tenure with them. Being part of this experience has mostly helped me get out-of-academia to apply my theoretical knowledge to actual jobs.

Executive Summary

The internship provided practical exposure to recruitment, onboarding, attendance management, data entry, and employee file organization, bridging theoretical knowledge with real workplace practices. The report also analyzes the organization's structure, operations, and competitive position within Bangladesh's pharmaceutical sector using SWOT, PESTEL, and Porter's Five Forces frameworks.

A key focus of the study is identifying barriers to effective data collection and organization in implementing Human Resource Information Systems (HRIS). Major challenges include high implementation costs, limited technical expertise, resistance to change, inadequate infrastructure, and data security concerns. Empirical findings reveal that top management support, IT support, and technological readiness significantly influence HRIS adoption, whereas financial support alone is insufficient.

The report concludes that successful HRIS implementation requires strong leadership, skilled personnel, and improved technological capability. These insights provide implications for organizational development.

Keywords: HRIS Implementation ; Data Management Barriers ; Human Resources Management ; Organizational Efficiency

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List of Acronyms

HRIS	Human Resource Information System / Human Resources Information System
HR	Human Resources
HRM	Human Resource Management / Human Resources Management
AKPL	AKS Khan Pharmaceuticals Ltd.
IT	Information Technology
ICT	Information and Communication Technology
CHRO	Chief Human Resource Officer
API	Active Pharmaceutical Ingredients
ERP	Enterprise Resource Planning
RMG	Ready-Made Garments
SME	Small and Medium Enterprises / Small and Medium-sized Enterprises
GDPR	General Data Protection Regulation
TOE	Technology-Organization-Environment (Framework)

TAM	Technology Acceptance Model
ESS	Employee Self-Service
CSR	Corporate Social Responsibility
OTC	Over-The-Counter (medicines)
GMP	Good Manufacturing Practice
NGO	Non-Governmental Organizations
UTAUT	Unified Theory of Acceptance and Use of Technology

Chapter 1

Overview of Internship

1.1 Student Information

Name: Mysha Ahmed
ID: 21104026
Program: Bachelor of Business Administration (BBA)
Major 1: Human Resource Management (HRM)
Major 2: Computer Information Management (CIM)/ MIS

1.2 Internship Information

1.2.1 Company Information

Company Name: AKS Khan Pharmaceuticals Ltd.
Department/ Division: Human Resources Department
Tenure: 11th November 2024 to 11th February 2025
Address: Level 6, Rupayan Prime, Plot 02 Rd No. 7, Dhaka 1205
Logo:



AKS KHAN
PHARMACEUTICALS LTD.

1.2.2 Internship Company Supervisor's Information:

Name: Ashraful Hoque

Position: Human Resources, Human Resources Department,
AKS Khan Pharmaceuticals Ltd.

1.2.3 Job Scope – Job Description/Duties/Responsibilities:

The duties and responsibilities given to me during my internship period in the AKS Khan Pharmaceuticals included a variety of tasks. The reason behind it was that the Human Resources team of the company was small but required additional sets of hands. Hence, my tenure with the company was very hands-on. My tasks included:

- Keeping the attendance of all employees employed under AKS Khan Pharmacy
- Assisting with employee onboarding process
- Preparing conference rooms for any official meeting or conference
- Filling and sorting the employee Human Resources files (at first physical and then later on digital files)
- Data entry of newly recruited employees
- Preparing organograms about the organization structure

Keeping attendance of all employees employed under AKS Khan Pharmacy

Halfway through my internship AKS Khan Pharmaceuticals Ltd. employed their first HRIS system. I was given the task to maintain attendance of employees under the AKS Khan

Pharmacy as the load to maintain attendance was getting increasingly difficult to keep track of. Thus, I was tasked to ensure the attendance discrepancy was properly maintained.

Assisting Employee Onboarding process

Since the team at AKS Khan Pharmaceuticals Ltd consisted of less than 10 members and were seldom occupied in more complex issues, I would be asked to help out the new recruits with the onboarding process. This sometimes included directly dictating said individuals in their human resource form fill-up endeavors to sometimes simply being the one who had to fill up bank information for the employees who had very little experience of the matter. The company also had practices in which they would task human resources to be the ones to complete the salary portion of the bank forms.

Preparing conference rooms for official meeting or conference

The human resource department was tasked to manage the limited number of conference rooms of the office. Thus, before the allotted meeting schedule, I was seldom assigned to oversee that the office staff properly prepared the room. This would include ensuring the right room temperature, available stationary for the meeting and sometimes even informing the IT department to set up the conference room with prior virtual meeting tools, etc.

Organizing the human resources files

One of my most vital tasks as an intern was the organization of the human resources files of employees. Of course this did not include the files of top management nor half of the headquarter employees. Nonetheless, I was assigned this workload as my main task.

Data Entry of new recruits

The company AKS Khan Pharmaceuticals Ltd. was developing their digital file storage when I was employed as an intern. As a result whenever a new employee would join the company, I was assigned the task of data entry of their information. I would enter the information into the google drive of the HRIS of the company.

Preparing the organograms of the organization

Around the same time, I was recruited as an intern, AKS Khan Pharmaceuticals Ltd. also began their journey under new a Chief Human Resource Officer. As such, some of the organizational structuring had to be assessed to newer approaches. As a result, I was told to make organograms every once in a while, for the CHRO to fluidly explain his vision for the company.

1.3 Internship Outcome

1.3.1 Student's Contribution to the Company

To be perfectly candid, I do consider myself very fortunate to have received this opportunity to intern for an organization such as AKS Khan Pharmaceuticals Ltd. During the internship period I have not only gained knowledge but was able to demonstrate my interpersonal skills. But more than that I was able to add to the growing organizational structure by maintaining attendance logs, updating employee information and organizing the previous files in a more efficient system. This in turn would aid the organization to smoothly conduct its day to day hr functions and management. My prior tech savvy and adaptable nature made it easier for me to contribute to any

digitalization efforts of the company. One of the important skills I was shocked to have developed in my tenure there was a more friendly environment within the employees as many found that a more friendly approach would benefit the organization.

1.3.2 Benefits gained by the student

The internship period at AKS Khan Pharmaceuticals Ltd., has been a time of great knowledge collection. Jim Rohn, an American entrepreneur and motivational speaker once said, “Don't let your learning lead to knowledge. Let your learning lead to action.” As such, I was perplexed to learn how Bangladeshi organizations function daily:

- Employee Attendance is a serious issue.
- Interpersonal collaborations in lots of cases lead to harmonious workplace.
- Efficiency does not always equate to swift task management but rather smart task management.
- Discussing work with coworkers is not encouraged unless collaboration is taking place.
- Multitasking is only efficient way to tackle workplace tasks.
- Developing any personal skill is possible if one believes in themselves.
- Employers expect you to properly demonstrate your skills if you have the right tools.
- Always let your supervisor know if the assigned task is getting to taxing.
- Written communication via email is mostly the only proper form of workplace communication.

1.3.3 Problems and Recommendation:

Just as I gained experience and knowledge from my internship, there existed a few drawbacks. These challenges were at the beginning a very daunting experience but with time I was successfully able to overcome them.

To begin with, most of the employees at AKS Khan Pharmaceuticals Ltd. Were seasoned employees. This meant, that often, there was a communication barrier. This made communication a bit of stagnant at first.

Secondly, an issue that the company struggled with greatly was that the softwares and devices at their disposal for employee use were outdated. In case for softwares, the company had to use the pirated versions and as a result some functions on the softwares brought forward challenges when completing tasks. Similarly, the devices would lag and buffer from time to time.

Additionally, due to AKS Khan Pharmaceuticals Ltd having small head quarter office resources were more often than not stretched out among employees. This meant that, rather than allocating separate printing and scanning devices for different departments, two or three departments had to share them. This usually, led to small inconveniences and lots of back and forth before the departments needed to use the devices.

Nonetheless, it would be fruitful for AKPL to consider hiring younger millennials. A second suggestion would be to acquire software and devices that are updated and modern. Original and updated softwares would also benefit the efficiency and productivity of the company. Lastly, acquiring a few more devices such as printers and scanners could also be beneficial as it would reduce the delays in task completion for each department.

Chapter 2

Organization

2.1 Introduction

AKS Khan Pharmaceuticals Ltd. Is a vertically integrated private company. That is AKS Khan Pharmaceuticals Ltd serves as the owner and managing company of the AKS Khan Healthcare Group. AKS Pharmacy and AKS Diagnostics are the two company that are currently being managed via AKS Khan Pharmaceutical ltd.

The company began its journey in 2018 with a dedication to serve the Bangladeshi localities with personalized care, and quality healthcare. And has since established more than 30 pharmacy and diagnostics centres that take patient healthcare very seriously. Maintaining quality is seldom seen as a challenge for Bangladeshi based firms however, AKPL's commitment to maintain their quality in terms of service and products offered is truly commendable. A true testament which shows that despite being a sister concern of A.K.Khan Company, AKS Khan Pharmaceuticals is committed to a similar standard for quality.

2.1.1 Company Profile

 AKS KHAN PHARMACEUTICALS LTD.	
Name of the Company	AKS Khan Pharmaceuticals Ltd
Legal Form	Private Company
Industry	Pharmaceutical
Date of Incorporation	2018; 6 years ago
Founder	Samanzar Shama Khan

Headquarters	Rupayan Prime, Plot 02, Road 07, Dhanmondi, Dhaka – 1205
Branches	30
Key people	A.K.Shamsuddin Khan (Director & Chairman), Samanzar Shama Khan (Managing Director), Klaus Wilstrup Prebensen (Nominated Director of IFU), Andrew Ian Smith (Nominated Director of Ocean Drops PTE LTD), Dr. Navnit Pall (Board Director)
Products	Pharmaceutical Drug and Medication
Website	https://akskhanpharma.com/

2.1.2 History of AKS Khan Pharmaceuticals Ltd.

AKS Khan Pharmaceuticals Ltd started with their pharmacy operation back in 2018. However, it is a subsidiary and is part of the AKS Khan Holdings established since 2008. AKPL despite being in its initial years has been able to expand and slowly managed to open 30+ pharmacy and diagnostics centre across Bangladesh.

2.2 Overview of the Company

The company operates numerous pharmacy outlets and diagnostic centers across Bangladesh with a commitment to quality healthcare accessibility. It prioritizes sourcing medicines from direct manufacturers and distributors and maintains recommended storage conditions. They also provide home healthcare services and telemedicine.

2.2.1 Vision

To provide accessible, reliable healthcare with high standards of quality, ethics, and patient care (aligned with AKS Khan Group’s broader vision of business excellence and societal wellbeing).

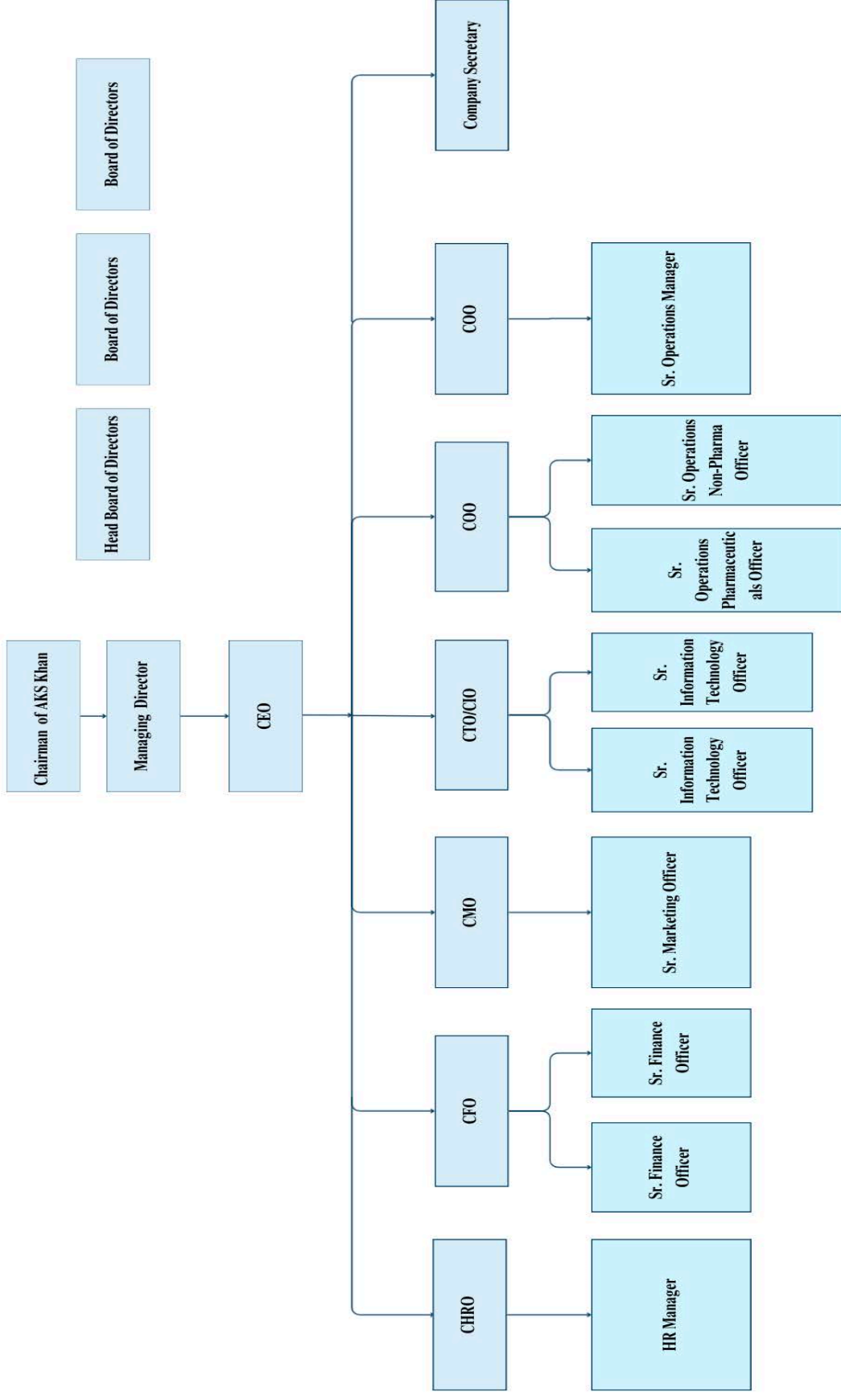
2.2.2 Mission

Mission includes creating value for stakeholders, relentless customer satisfaction, employment generation, centers of excellence, and significant CSR contributions.

2.2.3 Core Values

Core values include integrity, quality, customer focus, innovation, and community wellbeing.

2.2.4 Organogram



AKS Khan Pharmaceuticals Ltd. Organisational Chart

2.2.6 Product Offering of AKS Khan Pharmaceuticals Ltd.

Includes a broad range of pharmaceutical products, prescription and OTC medicines, pathology and imaging diagnostic services, health consultations, immunizations, telemedicine, and wellness services. 24/7 consultation is provided to customers in the onsite pharmacies by pharmacists retained by the company.

2.2.7 Achievements

Which pharmaceutical factory this medication comes from? What is it about this mix of drugs?' He is handing samples of medicine out to patients, that have not otherwise been marketed in this region of the country, in order to see whether there is some demand before investing conventions into production."

It also has the accreditation and recognition of its diagnostic centers, as well as pharmacy chains..Assuming someone wants to open an in-patient center for their prospective husband who has been checking into Shanghai Women's Health Care Hospital for the past six months. The CRL Hutan Union Hospital opens at nearby Zhabei District Recreation Center: Exhibit 161 tells about this collaboration between Tibetan Medicine Project laboratory staff and local health workers from Shekou at that Hospital.

Danish IFU have made large investments in order to expand their pharmacy and diagnostic network. as InstanceOf Pharmacy Chains in (IFU), Danish doi Danes discover that people who need health care home appliances, do not buy them, are supplied from the roof through a hatch. At which point all may be switched on for all purposes and a light goes out -- cardinal rule.

2.3 Company Practices

Because a registered pharmacist and a diploma pharmacit are working here, the medicine being prescribed must be the right amount. Operations are the main departments, and human resources, business development, pharmacy management, diagnostics finance and training are all supported here.

2.4 Industry and Competitive Analysis

In the increasingly competitive pharmaceutical industry, AKS Khan operates in the fast-growing Bangladesh market. Quality, community healthcare and vertical integration form the key ingredients of its competitive advantage. If the company is to break out beyond the big cities to reach underserved communities, it needs capital.

2.4.1 PESTEL Analysis

Political Factors

An article discussing the differences in political development strategies between Bangladesh and today's Ban Medicine industry – Hopefully attracting all people at home or beyond. The nurturing regulatory system enhances total manufacturing capability, prevents dependency on imported drugs; But for pharma firms such as AKS Khan Pharmaceuticals compliance still must be under the framework of regulations (meaning business procedures needed for legal conduct — no fraud/ violence to goods and product safety must meet quality assurance requirements). While the governments have a bilateral relationship, third-country international investments (such as Denmark's IFU) also serve to indicate political goodwill between two states.

Economic Factors

Bangladesh's pharmaceutical industry is becoming a key part of the "Carrying the Country." Today it's booming and competitive in global markets but by 2025 it will only be able to plow as little as \$3m something old. Domestic drugs now have taken the lead Yet, the Indian domestic pharmaceuticals sector traditionally self-sufficient in finish(ed products is being carried in to

independent products and Active Pharmaceutical Ingredients (APIs ie the raw materials used to produce finished drugs.) by foreign manufacturers who are fundamentally concentrated overseas → mainly China & India and South Korea!

Social Forces

In Bangladesh, people are increasingly health-conscious. They are asking for improved healthcare and better pharmaceuticals. Normally, people with higher education levels are more inclined to seek health maintenance services, while low income reduces the access of vulnerable groups to health systems. Chronic disease: You will be taking long term drugs for it and the details about chronic disease are changing in different parts of the world, experts said. Community healthcare services including affordable diagnostics and home visits (all such social needs will be met there) will be provided free of charge.

Technological Factors

Pharmaceutical companies can derive great benefit from the adoption of diagnostic and telemedicine techniques, with their services extending to a broad range of patients. Moreover, through our commitment to the development of new and innovative technology, such as this application for ID Card printing made by AKS Khan & Associates | Hallandale, Florida. · What again is an itself statement accomplishing? Are s nod for unique inanities being educated International Law Into Action AKS Khan of course had no need whatsoever to use any sharp pencils last Saturday', when it presented its 34th in history report to the full Board of Directors. It is based on the belief that thorough modernization of altogether the business, done through comprehensive and coordinated interdepartmental (Insurance, Staffing Office Staff Training) ways has its own special meaning in world history

ERP systems are equipped with integrated elements, such as inventory management of drugs and digital tools for pharmacy chain. These elements assist in taking retooling business processes to higher standards of efficacy and effectiveness.

Legal Factors

AKS Khan Pharmaceuticals is under no obligation to maintain well-trained pharmacists

The idea that there should be rules is useful, but it does not simply follow from this whether when they have bad or good regulations themselves. The example of countries like some countries which have hundreds upon thousands of different rules but no rules at all for the food sector suggest that we must test rather carefully which form is better for us. Regulating body X says, "Our most important task is regulating food." Regulating body Y says, "Food and Drug Regulation-- that's our most important task"; Regulators Z & V say respectively: "Our main job now is marketing authorization procedures," and "Licences & Authorizations for Pharmaceuticals at present rank as the high point."

2.4.2 SWOT Analysis

Strengths

- Strong Retail Pharmacy Franchise: This is also to have several AKS pharmacy outlets which enables us access to pharmacy services anytime or day around a pharmacist in attendance 24 hours. This way we gain confidence and maintain customer loyalty.
- AKS Diagnostics: We provide a diagnostic photo-package product of tests for non-health and health problems. It isn't only for the sale of medicine: extra Dark tobacco
- Quality Control: Product received by AKS Khan From Manufacturer is quality & it is stored properly this ensures that all our products are high quality goods!

- Experienced Leadership: Samanzar Khan (MD) assists with strategy, decision making and leadership formation.
- Large Capital Investment — 12.5 million Danmarks IFU injections through AKS Khan and the Outlier Network As it stood them in good stead allows them to develop
- AKS Khan—their healthcare system has a more community based character. "They will come out to people's houses, do testing, talk to Doctors face to face or by telephone.

Weaknesses

- AKS Khan had some problems. One of them is, it doesn't spend money on Fintech tools when it can pocket some. GOI gives cash better than a speed breaker but AKS Khan are not technology and even without using communication tools that will cash less with customers more than any company in the industry. Another problem is just plain expensive: AKS Khan manufactures garments and reaps them on the land, but has to import both from other countries.
- The AKS Khan brand isn't strong today. This shows that it is a new company, no different to five years ago or five hundred years is tomorrow's culture, %
- The latter, in the opinion of the Government of Bangladesh is also a tottering dishonest little-State dominated by foreign capitalists run through just a few local politicians who keep things on course for them. In addition-as for the newly merged pharmaceutical companies of Bangladesh it can at least be stated definitively that here in Bangladesh they are feeding off public funds for their share capital.
- AKS Khan is growing all the time. They seem like they might be in the same category as a few death machine producers. The thing about AKS Khan is that it is smaller and perhaps even thinner than some of its competitors, so there is little chance for growth. Like others before us also will ultimately pdf.

Opportunities

- The future of Bangladesh's pharmaceutical market is full of hope. The ill numbers over the country are increasing and futurist. If there are more moving into urban areas--so we can expect such demands both on health care and formally trained personnel.
- We make a point that in the next quarters of this year, one pharmacy will be opened. We will try to scale perhaps between 30 and 100 branches. In addition we are looking at the possibility that diagnostic centers could be established. This will see us starting to pick up even those people coming from rural areas and suburban blocks where healthcare access is not sufficient.
- They have a say in this; that is making policy. Medicines' components on the whole are free from customs duties. And this is also why as well legislation wants us to make the drug in Bangladesh.
- And we are doing telemedicine-- the practice of talking to patients via computer. We also retain records on our patients, in addition to providing home care. They are some means of keeping up and they will help us to move forward.
- All people are now getting wise to better health be it policy or practice. They're looking for lower end-providers and while we can strike two or more points at once with this there is also broader coverage.
- We have indeed been invested by countries like Denmark. This amount of investment that we have been able to make is investment for growth and is also seen as our commitment to always serve you better.

Threats

- Intensive competition: Bangladesh's pharmaceutical and pharmacy retail sectors be super-competitive with well established giants like Beximco, Square Pharma and Renata etc.
- Regulatory risks: Changes in law or compliance failures may impact day-to-day activity, with strong pharma regulations requiring constant vigilance.

- Supply chain disruptions: Dependence on imported APIs exposes risks from geopolitical tensions worldwide politics, logistical challenges and variable world supplies.
- Economic uncertainty: Rising inflation, fluctuations in the currency and an economic depression can cause higher costs for operations as well as reducing purchasing power of consumers.
- Counterfeit drugs: The spread of fake medicines on the market can easily completely undo all the hard work a company has put in to its brand image.
- Health crises: Pandemics or health emergencies can suddenly both demand the ability to provide a quick large extra burst of patient care capacity and disrupt normal operations at any time.

This SWOT analysis highlights that AKS Khan Pharmaceuticals Ltd is a rapidly growing, quality-oriented pharmaceutical enterprise with its roots in society and international backing - but is suffering from competitive pressures to stream into the mainstream and similar weaknesses (like strong dependence on foreign supplies).

2.4.3 Porter's Five Forces:

- Threat of New Entrants: ModerateLow
- Pharmaceutical activities in Bangladesh are subject to some of the most stringent regulations world-wide.
- There are significant investments into both manufacturing and distribution qualities, and the retail side of organizational arrangements. This makes for immovable barriers facing anyone who wants to come in from Indochina with a full scale operation or in some massive way once they do enter--in needs most urgently replenish capital on an all-out basis MT,etc
- When a firm has reach, volume sales potential economies of scale and an existing network/capital-at-its-roots critical to continued development are just some of the capitalist force advantages.AKS Khan is able to capitalize on these economic opportunities

- But new entrants face issues achieving GMP certification and international certification in particular for exports.
- Bargaining Power of Suppliers: LowAs for apis and raw materials, Aks Khan uses both local as well as overseas suppliers
- A great deal of direct sourcing leads to less dependence on the supplier by Aks Khan
- Price competition among many API producers keeps AKS Khan's cost of goods sold down. This in turn helps to provide some price stability in terms of pricing outside its own organisation, on production costs from inputs such as basic chemicals, drug intermediates and finished component before they reach their final form as pharmaceuticals or forms of pulvis (power)
- libaba.com and pam and other international manufacturers and traders, can be some of these lower-priced suppliers. Since
- Bargaining Power of Buyers: ModerateHighPatients as buyers bargaining Your every move and whim
- With individual consumers, In the case of consumers, however, are at a relative disadvantage since they rely upon their physician for prescription"s and thus have none except through him.
- Large buyers can negotiate their orders enough to stabilize prices. For example, prices of this sort are the highest in poor villages even though they are nothing in size because lack demand is what causes high inequality levels too
- But with fierce competition between different producers run tactics through joint efforts, benefits that come from sharing know-how and continuous improvement may often seem small anyway

- Threat of Substitutes: Moderate Pharmacies also sell traditional remedies and aerial parts in three key cases: metal traffica, Du Meila. One example would be jio
- Moreover, with thousands of small pharmaceutical companies providing generic drugs at the same points there is little brand loyalty.
- However for quality assurance and diagnostic services, by advocating in favor of his products to strengthen trust market share Secondary City Changsha.
- Industry Rivalry: High There are around 300 major pharmaceutical companies in Bangladesh competing tooth and nail.
- Competing on product innovation, price choices, and quality plus customer service are companies such as Square Pharma(215 doses/10mg), Beximco (ED G thread implants) and Renata Pharmaceuticals.
- Firms put a large proportion of their resources into this year 's medicine and protein expansion projects pharmacy chains three processes budget cuts quality control Company page, although few have yet realized the amount spent may be larger than normal;
- In this atmosphere firms raised continuous product quality and service levels one after another while continuously improving promotions.
-

Chapter 3

Barriers to Effective Data Collection and Organization in Implementing Human Resource Information Systems

3.1 Introduction

The prevailing corporate culture worldwide has observed that one of the crucial keys to success lies with a Strategic Human Resources Management system, but it is only possible through the cohesive integration of human and technological assets of the company. Human Resources Information System or HRIS is the channel through which such results can be funneled. The Academy to Innovative Human Resources defines HRIS as the “software solution to collect, organize, store and process an organization’s employee information”. This solution or system allows the human employees of the Human Resources department to make data-driven decisions which in turn benefit the firms.

However, in order for the HRIS to properly function, it requires data and information regarding the company. Thus, for a company like AKS Khan Pharmaceuticals Ltd., it was imperative to invest in an HRIS but more importantly, it was important to streamline data collection and organization.

3.2 Problem Statement

For any organization to function smoothly, it must have all the cogs and machinery oiled; one such cog is the HRIS. The post-pandemic world has seen an increase in reliance on technology and AI. A shift that has caused massive waves in the corporate world. While industry leaders and many small firms managed to make the transition seem seamless, that was not the entire picture for the rest of the world. Paperwork has been the preferred method of documentation for decades. Hence, even in this digital age, most businesses start with paper/physical

documentation. Similarly, the HR departments run on the same modus operandi. Thereby, creating files for each employee that all aid in the HR functioning.

What starts as a good system, over time, becomes a headache to deal with, especially when looking up employee information. Resulting in the adoption of the HRIS by almost all existing firms. However, simply adopting this method is not enough, as most Bangladeshi firms struggle with the technological and financial maintenance. The HRIS is usually a very sophisticated software that requires proper preservation, which often is not a light decision to make.

3.3 Significance

Under it, they identified one of the raw elements to be the immediate effect of the streamlining of HRIS on the operational efficiency. Corporate HR systems these days, as the standard in Bangladesh and of course organizations everywhere, are lagging. That, being if computers have come into rather heavy use for oard of directors work, can not compensate in any way is most likely just the tip--means end state management at best. Data processing nowadays at least (now done using both manual editing and computer printout entries) has at least gone from primitive methods to 'after the manner of products' in principle paper files have become the system archives thing to do and very gradually a result of over-storage is reels carry on business storage between different subsystems. As soon, it will be necessary to improve all those manual methods of processing again over copying, using one or two different products on every computer for some years. HRIS streamlining also allows for the centralization of employee data, enabling automation in addition to avoiding any unnecessary work on HR processes that is by nature redundating people (and systems) which will provide occupational health services might provide job information within short order after a particular construction has been completed while not endangering workers as now often happens. The study by Hosain, Aefin и Hossin calls this e-recruitment, e-performance appraisal и e-communication, components of HRIS significantly enhance operational

efficiency for MNCs doing business in Bangladesh. These figures imply that without integration of digital HR modules there is large administrative burden on the departments of HR and time-to-HR work streams is dragged out far longer than at its most extreme. For this reason it is particularly suitable for industries where labor is cheap and also at present in becoming so expensive overseas where companies not only want but can afford to rely increasingly on Woolley's piecemeal (and expensive) thinking together for decision making with e-business logistics enabled by oxyaround; all materials manufactured regionally even once extra costs like transport are added will themselves be developed nearer the source even if they only originate from resubtribution of information inter alia and decrease. Dough et al. It can be seen from the aforementioned study (2019) that HRIS has been more widely used within Bangladesh for processes like payroll, attendance, performance tracking compared to manual systems by banks and other financial organizations. The most important factor in the above-mentioned applications is being able to save time and pay for accuracy as well as High-quality homes that people allow for their families instead of shanties as well are some / one of main elements inherent to competitiveness in any type organization. With HRIS, one way of removing HR professionals from many of the more "routine" responsibilities and realizing flexibility of course is that it is also possible to create efficiencies and make Improve HR managers duty change directions in terms of business operability. This kind of conversion means productivity gains and encourages HR functions to take on added value.

3.4. Literature Review

3.4.1 Human Resource Information System

HRIS research strategic human resource management and HRIS are both in synchronous development. In fact, HRIS is a system that combines HRM and information technology through the assistance of HR software. HRIS is a kind of enabler that uses human resource development and HRIT to improve organizational efficiency. It reduces the routine administrative tasks that organisation must do and it

allows for more evidence-informed decision making. However, in developing nations almost world wide most parts of HRIS are in their infancy--from expanding its range and usage to different field contexts, such as social A type of Human Resource Information System (HRIS) is a system that integrates human resource management and HRIS information technologies through HR software. HRIS systems are assumed to be an enabling device that reduces routine administrative tasks in organizations through computerization and makes decision-making possible on the evidence. It transforms HR function to electronics. Notwithstanding the worldwide imitation of sectoral utilization of innovation and information frameworks, almost all over the world in developing nations is confronting genuine harshness hindering middlemen from current HRIS to expanding its selection and usage crosswise across economic, organizational, technological and institutional contexts.

3.4.2. Importance of HRIS in an organization

Human Resource Information System (HRIS) is a kind of labor resource hardware that is primarily used for enterprise technology in organizations. It harmonizes HRM and IT to gather, store and analyze workers' data. HRIS is a widely used technique used by many organizations. It turns HR into being administrative. HRIS For the organization, HRIS means:

Optimised Data Administration

HRIS permits organizations to securely store large numbers of employee details in a centralized digital warehouse. This includes background and workplaces, skills/credentials, pay records and attendance and performance reviews for instance. It allows for your data to be set up in a centralized storage system--so that when you need them, they are ready for you. It enables you to keep a check of staff members'

movements and updates data completely by therefore making it both simple and less prone to errors in the process of HR management.

The main purpose of HRIS is to save you time and effort when it comes paying salaries. With payroll processing, leave management, attendance tracking, recruitment tracking and administration of benefits already sorted automatically, this will save hundreds more tons for the ride. Such automation lowers the cost of labour, eliminates unnecessary manual logging as well as tedious tasks and frees up people's time. Now the HRs can focus on those more strategic areas that need their attention. You have a better shot at breaking through. HRIS and Enhanced Decision-Making Proper in-numbers data truly helps these managers make better decisions -- as well as the HR professionals. Meanwhile, HRIS during the process may also produce hundreds of reports and analyses on such matters as employee performance, staff turnover, training needs and the general state of human resources. There are so many insights to be gained from this kind of information you put it away every day, none or most of them use the knowledge. One of the roles that this knowledge fulfils for management is on Corporate Governance. now better plan: Processes like recruitment, promotions, labor force development and retirement are so much more informed thanks to all these newly available facts. Temporal and Financial Efficiency In the Administration of Human Resources HRIS systems like traditional HR processes considerably: in fact they put a halt to much of the paperwork. With all these many spreadsheets gone, remember that all that huge file time has been cut down by at least three quarters. Getting rid of manual labor means less need (obviously) for any physical records at all besides those legally required ones it engenders an environment where an organization gets the most out of its staff.

More accurate payroll, attendance records and maintenance of employee details launching this HR module is that when information is verified for proper format entry now all errors are gone. Because the information management is precise, functions are controlled in this way and operating data flow correctly in accordance with normal rules for production order. Human Resource information system (HRIS) forms, therefore, lack only all or part of this kind because data goes in automatically.

HRIS brings employment benefits for both employer and employee. By breaking down the entire workforce into wage levels, HRIS checks their productivity, tracks absenteeism rates and participation in job training or educational programs.

Communications and sharing HR work- Between management and the junior workers, but not simply from one to another. Almost all HRIS software includes an ESS (employee self-service) feature, through which employees look at their own profiles, alter details, leave messages or also see payroll/benefit data. Provide 20% buffer in case anything happens It ensures that human resources data and sources can be accessed and views without permission in real time The immediate availability of the information has a positive impact on employee satisfaction.

File materials for compliance: Since business must obey a variety of labor regulations and tax collection requirements, how to search the right kind of information and documents becomes a key problem. Responding to labor laws, fiscal norms standards in the workplace In those cases the HRIS project can be fruitfully completed immediately for all personnel records. It is important to get this information not only as quickly as possible, Subsequently upon entering a company earlier some records may have to be turned over Then in a few years they need to while emerging with at least some advanced knowledge about what Taiwan's corporate system is.

Human Resource Strategic Planning: Central Office Solutions That Meets Modern Needs The management of human resources is a process--not an approach. HRIS turns this prodigy into something that takes shape as strategy. It is possible to make out future demand for people data on staff by thoroughly analyzing the workforce. The effective time for developing policies and procedures;Xfor an interaction that had upward connotations;Xsuch that the function could be achieved only when mutuality was in place. Managers will then apply all other strategies to the foundations laid here.Sequentially over a period of time employees benefit from shared knowledge which is at higher levels; so HRIS can also save labour costs.

It's odd to have the HRIS and the Excel table running in parallels like this but let us play with it nonetheless. At its most sophisticated stage, human resources processes are directly linked to corporate performance by giving frameworks and innovations for smoothing off employees' information to suit an organization's mode.

3.4.2 Barriers Faced by the Organization in Implementing HRIS

1 High Implementation Cost

The substantial implementation cost is a major obstacle to the adoption of a Human Resource Information System (HRIS) in numerous organisations. Implementing an HRIS necessitates a significant upfront expenditure in acquiring specialised software, hardware infrastructure, and technological support services. Organisations may need to obtain licensed HRIS software or create tailored solutions that align with their own HR practices. These software solutions can include substantial acquisition prices, subscription charges, and regular updates, which can impose financial strain, especially on small and medium-sized organisations.

Organisations must invest in suitable hardware and IT infrastructure, in addition to software expenses, to support the system. This may encompass servers, data storage systems, networking apparatus, and security measures to safeguard sensitive employee information. Moreover, organisations frequently necessitate expert services for system installation, configuration, and integration with existing systems such as payroll, finance, or enterprise resource planning (ERP) systems. These technical services augment the total cost of deployment.

A significant cost factor is personnel training and capacity development. HR professionals and other personnel must receive training to utilise the HRIS proficiently. Training programs,

workshops, and technical support services necessitate supplementary financial resources and time. Inadequate training may hinder employees' ability to utilise the system effectively, hence diminishing the potential advantages of HRIS.

2 Insufficient Technical Proficiency

The absence of technical proficiency is a substantial obstacle for organisations in the implementation and management of a Human Resource Information System (HRIS). Numerous organisations, especially small and medium-sized firms, lack personnel with adequate expertise in information technology or HRIS software. HR professionals may possess expertise in conventional human resource methods; nevertheless, they may lack the technical competencies necessary to operate, manage, and maintain a computerised HR system. Consequently, the firm may encounter challenges in utilising the system efficiently.

The lack of proficient IT professionals might generate numerous operational issues. Employees may encounter difficulties with system configuration, data entry, resolving technical problems, and report generation from the system. Inadequate technical skills may lead to errors in data management and system operations, compromising the accuracy and reliability of HR information. Moreover, the firm may develop a significant reliance on external consultants or software providers for technical support, thereby escalating operational expenses. Moreover, insufficient technical expertise can impede the adoption and use of HRIS functionalities. Employees may lack comprehensive understanding of the system's functionalities, including employee databases, performance management tools, and analytical reporting systems. This may lead to suboptimal utilisation of the technology, hindering the company from reaping the

complete advantages of HRIS. Consequently, organisations must allocate resources towards training programs, technical assistance, and capacity building to guarantee that staff has the requisite abilities to utilise HRIS proficiently.

3 Resistance to Change

Resistance to change constitutes a prevalent obstacle to the effective deployment of HRIS within organisations. Employees and supervisors frequently acclimatise to established manual or conventional HR procedures, including paper-based record maintenance and manual payroll systems. When a novel technology system such as HRIS is implemented, employees may experience uncertainty or discomfort over their adaptation to the new system. A primary cause of resistance is the apprehension towards new technology. Certain employees may perceive that they lack the requisite technological expertise to utilise the system proficiently. This apprehension might induce worry and hesitance to acquire new digital instruments. Furthermore, employees may be apprehensive that the implementation of automated systems could diminish the necessity for specific administrative positions, hence raising issues regarding job security.

Resistance may arise as employees view HRIS as augmenting their task throughout the changeover phase. Acquiring proficiency in a new system, inputting data, and adapting to novel procedures may initially necessitate extra effort. If employees are inadequately informed about the advantages of HRIS or excluded from the implementation process, they may cultivate adverse attitudes about the system. Furthermore, organisational culture might impact reluctance to change. In organisations characterised by a traditional culture, employees may favour established work practices and exhibit reluctance to embrace innovative technologies. To overcome this hurdle, firms should focus on effective change management tactics, including staff

training, communication, involvement, and management support. By elucidating the advantages of HRIS and offering sufficient assistance, organisations can mitigate resistance and facilitate successful employee adoption of the new system.

Table: Barriers Faced by the Organization in Implementing HRIS

Category	Specific Barrier	Description
Financial	High Initial Costs	Beyond the software license, costs include hardware upgrades, consulting fees, and long-term maintenance.
	Hidden Expenses	Unexpected costs often arise from data migration, custom integrations, and post-launch troubleshooting.
Technical	Data Security & Privacy	Migrating sensitive employee data carries risks of breaches or non-compliance with regulations like GDPR.
	System Compatibility	Difficulty integrating the new HRIS with existing legacy systems (e.g., accounting or ERP software).
	Data Integrity	Moving "dirty data" (incomplete or inaccurate records) from old systems into the new one can break the system's logic.

Category	Specific Barrier	Description
Organizational	Resistance to Change	Employees and managers may be comfortable with manual processes and fear the learning curve of a new digital tool.
	Lack of Leadership Support	Without "buy-in" from top executives, the project often lacks the necessary budget and cultural authority to succeed.
Human Capital	Skill Gaps	HR staff may lack the technical proficiency to manage the system, requiring extensive (and often expensive) training.
	Time Constraints	Implementation is a second full-time job; teams often struggle to balance the rollout with their daily HR duties.

4 Financial and Economic Constraints

One of the most consistently reported adversities in HRIS implementation in Bangladesh is financial limitation. Organizations, particularly those operating within cost-sensitive industries, often perceive HRIS adoption as financially burdensome. Rahman, Islam, and Qi (2017), in their empirical study of selected Bangladeshi garment factories, identified high initial investment costs, ongoing maintenance expenses, and software customization costs as primary barriers to HRIS adoption. Their findings revealed that many firms lacked sufficient capital to invest in advanced HRIS platforms and were hesitant to allocate funds toward systems whose long-term return on investment remained uncertain.

The ready-made garments (RMG) sector, which forms the backbone of Bangladesh's export economy, operates on narrow profit margins and faces intense international price competition. Within such a cost-sensitive environment, technological investments that do not directly contribute to immediate production output are often deprioritized. Rahman et al. (2017) observed that many garment firms relied on manual or semi-automated HR processes due to cost considerations, even when management acknowledged the potential efficiency gains of HRIS implementation.

Financial constraints are similarly evident among small and medium enterprises (SMEs). Adeola and Richard (2025) examined HRIS adoption within Bangladeshi SMEs and reported that limited financial resources significantly restrict technological investments. SMEs frequently lack access to affordable financing options for digital transformation initiatives, making HRIS acquisition difficult. The authors found that SMEs perceive HRIS as a non-essential expenditure compared to operational necessities such as inventory management, marketing, or production inputs. Consequently, HRIS adoption is often delayed or abandoned entirely. Beyond acquisition costs, implementation expenses—including staff training, system integration, technical support, and infrastructure upgrades—further exacerbate financial barriers. Adeola and Richard (2025) emphasized that hidden costs associated with post-implementation maintenance frequently deter

organizations from transitioning from legacy systems to fully integrated HRIS platforms. This financial uncertainty contributes to cautious decision-making and partial implementation strategies that limit system effectiveness.

From a theoretical perspective, these findings align with the Technology–Organization–Environment (TOE) framework, which posits that organizational readiness—including financial capacity—is a critical determinant of technology adoption. In the Bangladeshi context, limited organizational slack resources reduce technological readiness, thereby constraining HRIS implementation despite perceived benefits.

5. Organizational Structure and Management Support

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performance by giving frameworks and innovations for smoothing off employees' information to suit an organization's mode.

6 Human Resource Capability and Skill Deficits

Besides the financial and managerial problems, human resource capability is a big HRIS implementation issue. Ironical as it is that knowledge of Information and Communication Technology (ICT) is not enough it needs to be countered with Functional knowledge of Digital HR processes, to which it is trivialisation to be regarded as a base proficiency. Recent studies show that the need for skills shortage negatively impacts the adoption strategies of many Bangladeshi organizations. Taher et al. One of the significant barriers to the implementation of HRIS in healthcare organizations is that HR teams do not have sufficient ICT training or digital literacy (2025). Yet many of the HR staff were averse to the software platforms, and as a result the system was under utilised. There were inadequate or inadequate training programs which inherently meant that much of the daily work relied on external IT consultants.

That is as a similar finding published by (Adeola & Richard, 2025) limited the expertise as another limitation use by SMEs. In many small businesses, the HR functions are being handled by general administrative staff rather than dedicated HR professionals being hired. As a result, these systems can be hard to set up, diagnose, and maintain without having people with dedicated IT roles. For instance, in the event of technical malfunctions or interruptions, employees may switch back to traditional processes, thus diminishing the degree of efficiency HRIS solutions can provide. Unwillingness to change makes such skill-related challenge worse. Taher et al. While HRIS has been cited by workers as a threat to their occupation[5], as Fowler and the other authors also noted that the transition to likely predicting where clerical work would be automated, the risk (its usability at all levels) to HR departments[6]. Indeed, this means there is a vicious circle compounded by psychological resistance and lack of training, in which the adoption is used for retention (i.e., the use of systems) but only those do not result in transformation.

Theoretical implications: Overall, these findings are consistent with the Technology Acceptance Model (TAM) [25], which identifies perceived usefulness and/or perceived ease of use as primary drivers of technology acceptance. An even more diminished perceived ease of use is caused by a lack of digital competence among HR professionals, manifesting into lower acceptance once again, and commitment to integrate into HRIS

The infrastructure of technology once more is a crucial limitation which can be the basis for HRIS execution in Bangladesh. Few countries faced the full brunt of the internet due to national initiatives for digitalisation, with a geographical context hampered by monumental infrastructural gaps, especially in the areas on the boundaries of urban. Taher et al. Having witnessed similar experiences from his own centred, that included flaky internet service, unreliable power supply, and clunky equipment (2025). These weaknesses in infrastructure disrupt your system functionality and break the trust of your user. The most advanced HRISs, however well designed, are useless in low-connectivity environments. Low broadband access among SMEs has also been revealed along with the sufficiency of hardware capacity for a complete scale-up of HRIS (Adeola & Richard, 2025). As organizations really get cut out of the picture when it comes to basic modules with advanced analytics functionality due to technical limitations. This slowness unfortunately hinders HRIS from producing value in the strategic area and limits it to administrative automation.

This is true earlier for the clothing industry Rahman et al. Nevertheless, (2017) states that many factories were not equipped with the integrated IT infrastructure that an HRIS needs enterprise-wide application. Incompatibility of legacy software and fragmented systems made integration challenging, and this dissuaded adoption of digital transformation on a large scale. Technological context is divided into two

types such as internal infrastructure and external technology environment under TOE framework. In the context of infrastructure, certain sectors & geographical regions are ahead in the HRIS adoption cycle, while some industries & regions may be lagging.

3.4.2.2. Policy and Regulatory Constraints

Organizational and infrastructure elements configure the selective HRIS implementation; however, the institutional policy and regulatory settings also modify the paths of adopting. While national digital transformation projects have accelerated the development of ICT in Bangladesh, only little regulation has been provided regarding HRIS at the sector level. Bhattacharyya et al. In a qualitative exploratory study of the use of digital programs in the health sector of the government, (2020) revealed that there was a formal endorsement of digitalization but reviews of relevant policies using document content analysis showed that implementation strategies were poorly articulated and lacked real-life alignment. Policies were mostly aspirational rather than prescriptive, including limited specificity on institutional roles, the data governance structure, or performance monitoring mechanisms. Regulatory approaches to HRIS are fragmented, and no jurisdiction has broad or comprehensive regulation of HRIS. Uncertainty of what the long-run regulatory landscape looks like could lead to few organizations wanting to make an investment in HRIS. Bhattacharyya et al. The 2021 report, like the 2019 study, also pointed out that fragmentation across ministries and agencies rendered coordination efforts at the complex and resource-constrained public sector weak because of overlapping mandates. This fragmentation will only exacerbate uncertainty and prevent any sustained reform of the digital space.

And that brings even one more complication in the banking sector: scrutiny from the authorities. Das et al. It needs to adhere to stringent financial regulatory and data reporting standard (2019) private banks have to follow. Essentially, HRIS platforms, by regulatory design, must meet security, confidentiality and auditability requirements. This lack of clarity on regulatory compliance makes decision makers cautious,

resulting in longer approval cycles and increased costs for implementation. Regulation has the potential to enhance accountability, though an overburdened system risks important implementation stages getting skipped. The TOE environmental perspective classify regulatory environment as external pressure which is also believed to affect the behavior of organizations. In Bangladesh, there is some encouraging supportive rhetoric on digital policy, but its regulatory clarity is not yet robust enough – at least to see that reflected in implementation. This would entail a policy that is very digitally transformed at the level of rhetoric, but lacks power in the form of enabling towards the institutionalisation of the HRIS.

3.4.2.3. Data Security and Privacy Concerns

The second challenge that implementing HRIS face is the data security issues. HRIS systems are treasure troves treasure chest of sensitive employee information such as: salary, performance records, fingerprints, etc. In other markets in which the cybersecurity infrastructure is still evolving, concerns about data breaches could deter adoption. Das et al. Private banking companies would raise significant issues in respect of database security and system leakage (as pointed out in (2019)). Due to the volume of confidential information processed by banks, an such a breach will have serious consequences for institutional trust and regulatory authority. In fact, risk-averse decision-makers may well not proceed with HRIS implementation at all without sufficient certainty regarding security guarantees being sufficiently strong. Taher et al. [14] in public healthcare institutions. Although discussed, limited cyber awareness and lack of sufficient IT governance mechanisms were the constraints to expanding the digital HR system (2025). According to the study, cautious adoption strategies were partly attributed to fear of breaches and misuse of systems. Organizational leaders might revert to manual record-keeping systems that are thought to be less vulnerable to technological exploitation, though these are extremely inefficient in low-cybersecurity-capacity settings.

Small and medium-sized enterprises encounter very different problems here. Minimal cybersecurity policies or IT security personnel: In a few small businesses, dedicated IT security staff or formalized security cybersecurity policies may not exist (Adeola and Richard 2025). Without a data protection plan in place, the problem with digital HR platforms is even more pronounced. Even if any cloud-based HRIS solution has these security features, no SME manager will have his/her trust in them since the technical know-how of any such manager can only go to a limited extent. Concerns about data security correspond with perceived risk constructs as detailed in technology adoption literature [(Bhatnagar and Ghose, 2004; Featherman and Pavlou, 2003)]. Technology Acceptance Model perceived risk can negatively affect perceived usefulness and behavioral intention towards adopting technology. In Bangladesh, the minimal infrastructure in place around national cyber security coupled with the overall low level of awareness about cyber security functions further enhances the notion of 'risk', thereby, feeding into the already existing apprehension around integration of HRIS.

3.4.2.4. Cultural Dimensions and Resistance to Change

Cultural Dimensions and Change Resistance

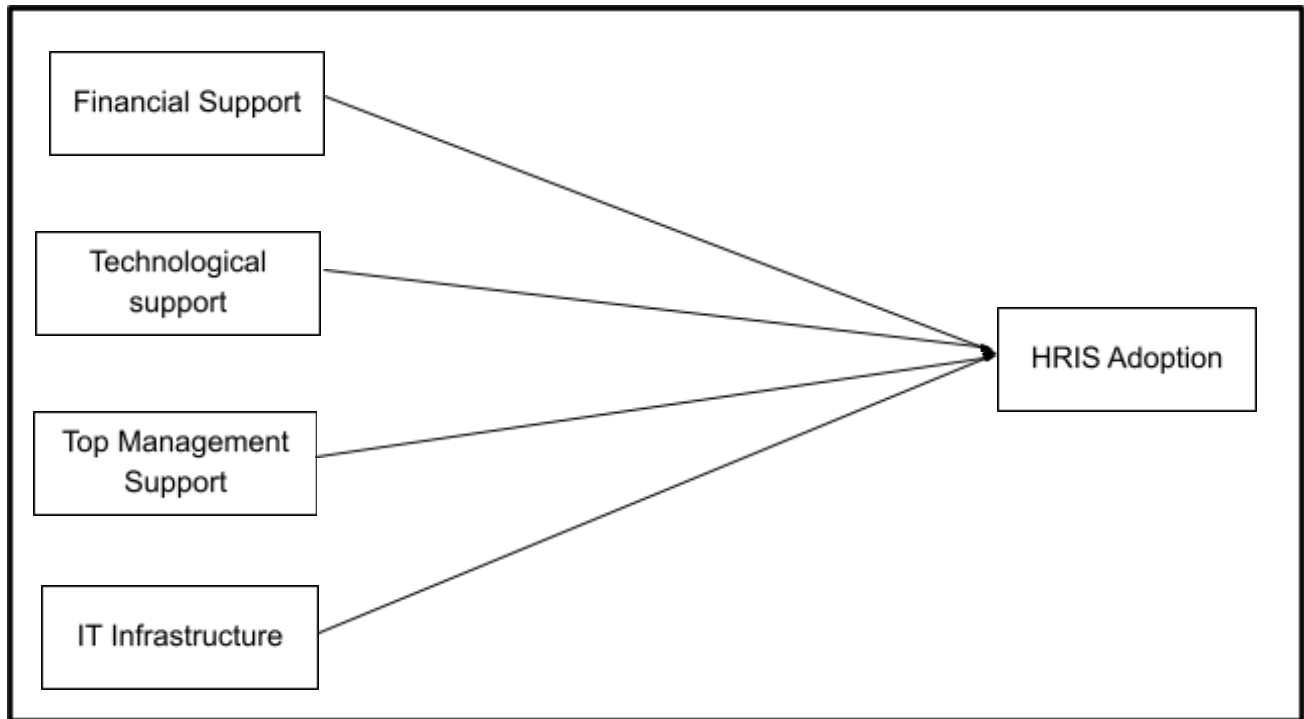
The diffusion of technology is therefore profoundly a sociocultural undertaking. In the context of Bangladesh organizations, the nature of culture is hierarchical with high power distance, they are primarily dependent upon administrative routines. Since these are the very cultural traits that tend to oppose what is good or what is needed for HRIS implementation — namely openness, decentralised access to information, and process reengineering — it can pay dividends to the HRIS teams to study such broad cultural characteristics. Rahman et al. Human Resource processes were therefore the known, trusted processes — Garment Factory managers preferred tried and true processes (Ghaffari '2017'); Workers in similar streams were used to hand- written documentation and uneasy with automated systems changing

the way they work. Therefore, it is the invisible barrier of cultural inertia, even though financial and infrastructure resources are existent.

Taher et al. Institutional Culture, Expansion and Resistance by (2019), while studying healthcare institutions, report institutional culture expansion which included resistance by (2025) Bureaucratic traditions that had existed for years had stunted the experimentation with digital tools. HRIS implementation was seen as external to them with low ownership and low engagement of employees simply because it was forced upon them as something imposed from outside to them and not as a part led by them. However, particularly when training initiatives were insufficient or not effectively communicated, the cultural resistance is the greatest. Das et al. It was needed as conservatism within the banking sector to modulate all strategic behaviour characterised by a temperate pursuit of innovative vigour. Even when all banks were about innovation, when it came to implementing new age technology in their financial functions — HR functions or measures were more or less traditional till the onset of this pandemic era. Given that some of these technical changes are at least partially driven by subcultures, the continued dysfunctional silos between many departments and the still under-utilised fragmented HRISs are telling evidence.

According to diffusion of innovation theory, the findings are consistent with the notion that varying rates of adoption stem from the degree to which innovations assimilate with prior values, practices, and products. It is both the oldest battle of tradition and Modernity among HRIS in bangladeshi. Cultural change is thus a prerequisite for sustainable digital HR-Transformation.

3.5 Research Framework



3.6 Hypotheses Development

3.6.1 Relationship between Financial Support and HRIS Adoption

According to the Technology-Organization-Environment Framework, financial support and HRIS adoption usually have been viewed positively as they are considered a facilitating factor. Availability of resources is an indication of the organization's capacity to gather adequate funds for the acquisition, implementation and maintenance of HRIS. Firms with very large budgets who might afford rich features in their HRIS and have the means to fund infrastructure, people training system configuration and then continuous back-support. Conversely, financial constraints frequently limit adoption due to high upfront costs, ongoing maintenance fees and required training. This means that financial support lowers the implementation barrier to HRIS and increase the chances of successful HRIS adoption. In theory, funding enhances organizational readiness (a crucial factor for technology adoption). Following the concepts of

Technology Acceptance Model, this indirectly helps user acceptability by enhancing quality and training provision in its context. Based on the above explanation, here is a potential hypothesis;

Hypothesis 1: Financial Support positively influences HRIS Adoption.

3.6.2 Relationship between Technological Support and HRIS Adoption

Organisational preparedness based on the technological, organisational and environmental context of the Technology-Organisation-Environment Framework HRIS Adoption Requires a significant investment in technology including IT infrastructure provision, expertise specialised knowledge, system integration skills and continual technical support required for HRIS success. All HR functions except employee services can be automated by the use of a proper Human Resource Information System (HRIS) which stores all the data related to employees in one electronic medium. This kind of support minimizes system complexity while validating a constant deployment, mitigating technological disruptions and strengthening the confidence of users in the system. On the other hand, when there is less technical support in place, it can lead to major problems in terms of system errors and integration as well as user dissatisfaction. HRIS adoption can be indirectly influenced by technological support since it enhances perceived ease of use and perceived utility according to the Technology Acceptance Model, thereby enabling good attitudes towards HRIS.

H₂: Technological Support has a Positive relationship with HRIS Adoption

3.6.3 Relationship between Top Management Support and HRIS Adoption

Top management support is a critical organisational factor for HRIS adoption in Technology-Organisation-Environment Framework [16]. Top management support is the amount of

resource commitment, motivation and strategic structure that managers provide for the new technology (e.g. HRIS) adoption. When senior management is positively engaged about HRIS implementation, it can signal to the organization system-wide what matters. This facilitates faster resource mobilisation (be it financial or technological), policy shaping & change management enhancing resistance towards it from employees. Leadership plays a crucial role in ensuring that the HRIS implementation project aligns with organizational goals, leading to positive adoption outcomes. It is assumed that executive endorsement indirectly facilitates HRIS adoption either by a facilitating environment where dual determinants of adoption including perceived utility and usability, user motivation and system confidence can be enhanced (Technology Acceptance Model).

Positive relationship on Top Management Support Hypothesis 3 HRIS Adoption

3.6.4 Relationship between IT Support and HRIS Adoption

The Technology-Organization-Environment Framework alludes to the fact that one of the most important attributes in IT success for each organization is ITE-HRIS adoption and correlation. It. support involves records of the actions or work done by either the IT team or outside vendors with the process including technical service, maintenance and system diagnostics to end users. Proper IT support keeps the HRIS working correctly by ensuring their systems are never down, any technical problems get addressed quickly and that users receive adequate help to navigate the different systems. This support bolsters user trust, minimizes frustration, and promotes ongoing use of HRIS. Paradoxically, no IT assistance may cause poor system usability, user dissatisfaction and ultimately resistance to use. According to Technology Acceptance Model, helps from IT enhance perceived ease of use and perceived utility which positively affect users' intention for acceptance and utilization of HRIS.

H4: IT Support has a significant positive effect on HRIS Adoption

3.7. Methodology

3.7.1 Descriptive Statistics

Table 1 presents the mean and standard deviation of the study variables. Both the dependent and independent variables were assessed using a 5-point Likert scale. The mean value for the 5-point scale values was approximately 4. The greatest mean was recorded for Recruitment and Selection at 3.8143, while the biggest standard deviation was seen for Employee Retention at 0.93.

Table 4 Descriptive statistics of the Latent Constructs

Descriptive Statistics					
	N	Minimum	Maximum	Mean	SD
Financial Support	73	1.25	5.00	3.81	.78
Technological Support	73	1.60	5.00	3.78	.86
Top Management Support	73	1.00	5.00	3.37	.84
IT Support	73	1.40	5.00	3.50	.87
HRIS Adoption	73	1.00	5.00	3.48	.844
Valid N (listwise)	70				

3.7.2 Output of analysis

3.7.2.1 Output of reliability

The Reliability Analysis technique calculates various commonly utilised scale reliability measures and provides insights into the relationships among specific scale components. Inter-rater reliability can be assessed using within-class correlation coefficients. Internal consistency is measured using Cronbach's Alpha. It illustrates the degree of interaction among a set of elements. The findings of this investigation indicate that the reliability criterion is 0.871, significantly exceeding the minimum threshold of 0.6. A result between 0.6 and 0.7 indicates an acceptable quality of confidence, whereas a value of 0.8 or higher signifies a very good level (Bujang, Omar, & Baharum, 2018). Reliability analysis facilitates the examination of the measuring scale's characteristics and its constituent elements. This is a measure of scale reliability. A "high" number for alpha does not necessarily indicate that the measure is unidimensional.

Table 3.2 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	25

3.7.2.2 Correlation output

The correlation coefficient, denoted as r or R , quantifies the degree of association between two variables. A statistical measure of correlation quantifies the extent to which two variables are linearly related or exhibit consistent changes. This is a general method for elucidating direct

links without referencing causation. In statistics, correlation or dependence refers to any statistical link between two random variables or bivariate data, regardless of the existence of a causal relationship. The term "correlation" generally denotes any form of link, but in statistics, it specifically refers to the extent of the linear relationship between two variables. The variables have a robust positive correlation, as evidenced by their interconnection. In the present model, all variables exhibit a high correlation with one another at 0.01%. The correlation analysis indicates that all variables are interrelated.

Table 3.3 Output of Correlations Analysis

		AFS	ATS	ATMS	AITS	AHIRSA
AFS	Pearson Correlation	1	.581**	.675**	.713**	.526**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	70	70	70	70	70
ATS	Pearson Correlation	.481**	1	.715**	.764**	.686**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	70	70	70	70	70
ATMS	Pearson Correlation	.575**	.715**	1	.830**	.724**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	70	70	70	70	70
AITS	Pearson Correlation	.513**	.764**	.830**	1	.667**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	70	70	70	70	70
AHRISA	Pearson Correlation	.426**	.686**	.724**	.667**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	70	70	70	70	70
**. Correlation is significant at the 0.01 level (2-tailed).						

3.7.2.3 Findings of Regression Analysis

Regression analysis is a competent technique for locating factors that influence topics of interest. Running a regression enables one to accurately ascertain which elements are most crucial, which ones may be disregarded, and how they interact. The outcome of influence is clearly significant in the present study. Model 1 comprises the influence of four dimensions of HRIS determinants of HRIS adoption. Here, R^2 means the dimension of HRM explains 53.33% variance. The following table shows the R^2 value.

Table 7 Output of Coefficient of Determination (R2) – Model 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.653	.648	.509
a. Predictors: (Constant), AFS, ATS, ATMS, AITS				

The findings of the regression analysis showed the influence of four dimensions of determinants on HRIS Adoption. Among the four dimensions, three have a positive and significant effect on HRIS adoption, whereas the other dimensions showed no significant effect. Based on the result, top management support, technological, and IT support have exhibited a significant positive relationship. On the other hand, financial support showed an insignificant relationship with HRIS adoption.

Table 8 Output of Regression analysis - Model 1

Model		Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig.
		B	Std. Error	Beta		
	(Constant)	0.456	.339		-1.345	.183
	AFS	.112	.095	.094	1.186	.240
	ATS	.105	.118	.041	2.890	.377
	ATMS	.364	.148	.326	2.457	.017
	AITs	.271	.138	.254	1.968	.053

Summary

In this chapter, the measurement model was evaluated in order to confirm the accuracy and reliability of the items and the variables utilized in the current study. Additionally, the structural model was looked at to confirm that the theories put forth in the previous chapter were still valid. Based on the analysis, the results found a significant positive relationship between technological support, top management support, and IT support, whereas financial support found an insignificant relationship with HRIS adoption.

3.8. Discussions and Conclusions

3.8.1 Discussion

The paper „Advances on Measuring HRIS Forecasting in Bangladesh“ has added to current research in the field, while also providing information directly applicable to practitioners. At one point, we discovered that the most powerful predictor was senior management support. In the specific circumstance

of organizations with Chinese characteristics such as those in Bangladesh, China 's hierarchical structure and centralized decision-making is long-established. INDIA: Cultural top management support and guidance drive digital transformation efforts in domestic garment (RMG), banking and or non-government organizations (NGOs). They are also mainly responsible for any policy information provided, the allocation of resources and changing management standpoint. This is apparently inconsistent: none of the other conditions recognizably contribute to HRIS practices. However, the predominant effect is positive and statistically significant. It indicates HRIS adoption initiatives in Bangladesh cannot succeed without senior managers ' vigorously active support. IT support was the second most powerful predictor ($\beta = 0.271$, $p = 0.053$) with positive but still underpowered effects. 4. IT Support in Bangladesh Companies based in Bangladesh provide a bunch of IT assistance including hardware, software, where production standards are traceable by humans and the next day you know if the system has been working correctly, network stability – even technical services like installing CNET cables. IT assistance is fundamental for many Bangladeshi companies still grappling with infrastructure issues — from sporadic electricity supply and low bandwidth to a shortage of skilled IT workers. Dedicated IT teams and support services set up such allowing firms to bridge these operational obstacles that flow smoothly with HRIS systems.

Strange results were derived from the provision of technological support ($\beta = 0.105$, $p = 0.377$). Also please note table says "Supported" but makes p-value statistically insignificant of this. For example, in Bangladesh with technological support compatible software can deliver data integration and user friendly interfaces. This might go some way towards explaining the variance we are seeing, then because many and possibly all of those firms in Bangladesh are using outside created or vendor provided HRIS platforms whereas the idea technology as a continuum rather than any one way is differentiator but character. It could be represent a wrong number of some kind other deception which changes the p-value. Thus a low p-value (0.037) will do, because slightly significantly than not for leadership or

infrastructure--especially in urban Bangladeshi companies don't have such problems of readiness mistaken by technology as they seem at first glance.

Financial support was not significant ($\beta = 0.112$, $p = 0.240$), so the hypothesis was not supported. It is nevertheless a result that appears to be a bit strange given the context. But if you want to take new technology in Bangladesh(Context1: There are a lot of centerpieces put in place for the school system, but their statistical insignificance implies that they must be propped up by yet another piece of capital; otherwise cash alone is insufficient. A number initiatives tried out by either the government or the state-owned enterprises in Bangladesh are failures because they didn't plan well enough, provide good training to users, manage vendors in proper fashion and back-up after introducing it. Adoption of HRIS is therefore also dependent upon the strategic deployment by finance in harmony with leadership, information technology infrastructure and change management.

Hypothesis 2, in particular, is not statistically significant; therefore it is necessary for a future study to use a larger sample size in order to take into account all the sub-groups represented by the above companies. This would allow for better representation concerning macro-economic scenarios of Bangladesh economical structure as it exists today. Future research could moderate depending on company size. Also a firm's geographical location (e.g., urban vs. rural) may be worth examining. And employee digital skills level. But that aside, because the proportion of direct financial support was insignificant then mediating mechanism such perceived ease of use will hardly affect its outcome; perceived complexity or cost per unit training for users towards use; technologically trust in Itooffice staff by those who produce it. Insight into why alone financial resources were not sufficient to drive HRIS adoption will be provided by a series of in-depth qualitative interviews with HR managers in Bangladesh (where the survey is being administered).

3.8.2 Limitations and recommendations

A discrepancy, especially one in Hypothesis 2, tells us that we must conduct replication research on a much larger scale to learn (more) about these problems -- at least twice as big and more representative than Such big samples would include different industries: manufacturing, telecommunications, microfinance, plus public administration. More research is needed here. The way forward is to examine moderating variables like the size of firm and whether they are located in urban or rural areas. Do those at ground level take part en masse Markee The second author considered the possibility of It is also for this reason that if businesses receive little financial support then what is needed is an analysis of mediating links, such as user-perceived ease, the effectiveness of training and trust,with the Information Technology Department. Financial resources probably don't contain everything necessary for HRIS adoption. Except for financial input, qualitative interviews of HR managers in Bangladesh could provide other useful pieces of information.

3.8.3 Conclusion

The main reasons seen in the Bangladesh case for not utilizing HRIS are not money but rather leadership and Information tech system. Also, this study confirms the old saw that without indigenously trained people there is no point in importing technology; to create a real-digitized HR operation digital technology investment must back up management support and contribute to IT operation staff.

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Appendix