

Report On
Impact of HRM Digitalization on Employee Performance

By

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An internship report submitted to the BRAC Business School (BBS) in partial fulfillment
of the requirements for the degree of
Master of Business Administration (MBA)

BRAC Business School (BBS)
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Declaration

It is hereby declared that

1. The internship report submitted is my/our original work while completing my 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 that 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:

Eshrat Farzana Eshika

ID: 21364108

Supervisor's Full Name & Signature:

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Assistant Professor, BRAC Business School (BBS)

BRAC University

Letter of Transmittal

Dr. Nusrat Hafiz

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: [Type your subject here]

Dear Madam,

I interned at BRAC-Aarong from 1st Jan'24 to 30th Apr'24 to under Mst. Shuly Akter's guidance. This report details my experience in E-recruitment and E-Talent Management area. I've followed the provided guidelines and formatting.

I appreciate the opportunity and support from Dr. Nusrat Hafiz and BRAC-Aarong.

I'm available to discuss the report further. Thank you for your time.

Sincerely yours,

Eshrat Farzana Eshika

ID: 21364108

BRAC Business School

BRAC University

Date: May 7, 2024

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 BRAC-Aarong and the undersigned student at BRAC University Eshrat Farzana Eshika, ID: 21364108.

Executive Summary

This report summarizes my MBA internship at BRAC-Aarong, focusing on recruitment and talent management. My objective was to enhance hiring quality and employee productivity. Utilizing E-recruitment and E-talent management systems, I facilitated the successful onboarding of 3,500 sales associates for Eid-ul Fitr 2024. This achievement streamlined the hiring process, reducing cost per hire while improving the candidate experience.

The internship provided invaluable insights into talent identification strategies, emphasizing the importance of data-driven decision-making for hiring, training, and retention. My key recommendation involves mitigating unconscious bias in recruitment. Implementing structured interviews, blind resumes, and diverse hiring teams are crucial steps to achieve this. This experience has significantly strengthened my communication and interpersonal skills, solidifying my interest in the HR function, particularly recruitment and talent management.

Keywords: E-Recruitment, E-talent Management, Cost per hire, Quality of hire, Candidate Experience.

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Glossary:

E-recruitment: E-recruitment is finding a job online. Instead of newspaper ads, companies post openings on websites. You can search these websites for jobs you like and apply electronically, often by sending your resume online. It's like online shopping, but instead of a new shirt, you might find your dream job!

E-talent management: E-talent management is like having a high-tech HR assistant. It uses computers and online tools to manage everything about your company's employees. This can include finding new hires (e-recruitment!), tracking employee skills, and even scheduling training. It's using technology to keep your company's talented staff happy and working at their best.

Chapter 1

Overview of Internship

1.1 Student Information:

Name: Eshrat Farzana Eshika

ID: 21364108

Program: M.B.A

Major: Human Resources Management

1.2 Internship Information:

1.2.1 I have joined as a Senior Officer, Retail Human Resource Business Partner, at Aarong. I commenced this internship on January 10th, 2024, as part of the requirements for my MBA program.

1.2.2 Supervisor Information:

Name: Mst. Shuly Akter

Position/Designation: Manager, Retail Human Resource Business Partner

Organization: Aarong

1.2.3 Job Scope:

Role and Responsibilities:

During my internship at Aarong, I have been actively involved in various aspects of the Retail Human Resources function, including:

Supporting the recruitment and selection process: Assisting with identifying qualified candidates, facilitating interviews, and contributing to the onboarding process for new hires.

Providing guidance and support to outlet managers on HR-related matters: This includes addressing employee concerns, managing leaves and absences, and ensuring compliance with company policies and regulations.

Collaborating with the central HR team on strategic initiatives: Contributing to the development and implementation of HR programs specific to the retail sector within Aarong.

Analyzing data and metrics: Conducting analyses to assess various HR initiatives, such as employee engagement and retention, and presenting findings to relevant stakeholders.

1.3 Internship Outcomes

This internship at Aarong has provided me with a comprehensive understanding of the retail HR function and its critical role in organizational success. I am grateful for the opportunity to contribute meaningfully to the team and gain valuable experience that will be instrumental in my professional development. Through this internship experience, I have gained valuable insights into:

- The application of theoretical HR concepts in a practical business setting.
- The importance of building strong relationships with colleagues at various levels within the organization.
- The challenges and opportunities associated with managing human resources in a retail environment.
- The unique social impact and ethical considerations inherent in Aarong's business model.

1.3.1 Challenges during internship:

Overall, the internship program was designed to give freshers a holistic experience of Human Resource Practices of a particular domain. However, getting some data-driven information for preparing the internship report was a major challenge.

Chapter 2

Aarong: Championing Bangladeshi Fashion and Empowering Rural Artisans

Established in 1978, Aarong stands tall as Bangladesh's leading fashion house and a pioneer in promoting the nation's vibrant fashion industry. Driven by the core principle of "providing a stable and gainful source of employment for underprivileged rural artisans," Aarong has not only nurtured traditional craftsmanship but also upheld a commitment to exceptional service. Three pillars define Aarong's essence: quality, originality, and uniqueness. This social enterprise, supported by BRAC NGO and primarily operating alongside the Ayesha Abed Foundation (AAF), has a singular mission: uplifting marginalized communities in Bangladesh. Beyond empowering artisans, Aarong champions the preservation and promotion of authentic Bangladeshi products and designs, weaving the essence of the country's culture and beauty into every piece. Their guiding principles are unwavering: providing high-quality products and services, fostering social responsibility, particularly towards their producers, promoting Bangladeshi crafts and craft-related skills, fostering a culture of collaboration and gender equality, embracing creativity and innovation, and upholding environmental consciousness.

Aarong champions the global village concept, recognizing the lack of working capital, marketing support, and skill development opportunities as significant barriers to gainful employment in rural areas. As a social enterprise, Aarong addresses these challenges by providing crucial services to low-income and marginalized communities in these regions.

Understanding that rural communities are the backbone of Bangladesh, and often face the greatest disadvantage, Aarong has established a firm foundation for their success. Their efforts support over 2,000 villages by harnessing the artistic skills of local communities, empowering

them to earn a sustainable living. Nearly 65,000 rural artisans and handicraft producers, a staggering 85% of whom are women, find meaningful work through Aarong.

With 13 production centers and 653 sub-centers spread across the country, Aarong has built a robust infrastructure to showcase the talent of these skilled individuals. This dedication has yielded an impressive selection of over 100 product lines, encompassing men's, women's, and children's clothing, home textiles, accessories, jewelry, leather goods, and more.

Beyond their domestic reach, Aarong operates 29 outlets within Bangladesh alongside international franchises in London and the USA. This global presence allows both local and international audiences to experience the beauty of Bangladeshi handcrafted products. Serving as a cultural ambassador, Aarong has also established itself as a reliable exporter since 1984, reaching markets in Italy, the UK, Spain, Canada, Japan, and Australia. 85% of their export buyers are leading fair-trade organizations, further solidifying their commitment to ethical and sustainable practices.

Aarong's story is one of social responsibility, cultural preservation, and economic empowerment. Through unwavering dedication and innovation, they have not only become a leading fashion force in Bangladesh but also a beacon of hope, illuminating the path towards a brighter future for countless communities.

2.2 Aarong: Empowering Artisans, Revolutionizing Retail

Founded in 1978, Aarong began as a social initiative by BRAC, the world's largest development organization, to empower rural women artisans and lift them out of poverty. Today, it stands as a **leading ethical fashion brand in Bangladesh**, supporting **over 70,000 artisans** with fair trade practices and impacting over **325,000 lives** through its network.

A Unique Market Niche: Aarong carved a unique space in the retail market by **reviving Bangladesh's rich handicraft heritage**. Its vast product range, from **clay pots to diamond jewelry and silk fabrics to leather goods**, blends tradition with contemporary designs, captivating consumers both locally and internationally.

Beyond Products: Aarong goes beyond just selling handicrafts. Through its **Ayesha Abed Foundation**, it acts as a production hub, providing artisans with **employment, and well-being programs**, including **health insurance, micro-credit access, legal aid, childcare, and retirement benefits**.

Sustainable Growth: With **29 retail stores across Bangladesh** and a thriving **online presence**, Aarong boasts a robust supply chain and distribution network. Its commitment to fair trade extends globally, creating **wider market opportunities for artisans** and preserving their age-old art forms.

In essence, Aarong is more than just a brand; it's a social movement that empowers artisans, preserves cultural heritage, and promotes sustainable economic development in Bangladesh.

Mission: Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice. Our interventions aim to achieve large-scale, positive changes through economic and social programs that enable women and men to realize their potential.

Values: Integrity, Innovation, Inclusiveness, and Effectiveness.

2.3 Aarong: Empowering Artisans Through Collaborative Leadership

Aarong, a social enterprise under BRAC in Bangladesh, champions the potential of rural artisans. They provide a platform for these talented individuals to showcase their skills and craftsmanship, while also preserving the rich cultural heritage of the country. Integrity, innovation, inclusivity, and effectiveness are deeply embedded in Aarong's core values, fostering a shared sense of purpose among everyone involved.

To further empower artisans and build a sustainable organization, Aarong embraces **collaborative decision-making**. This means actively seeking feedback and involving all stakeholders – artisans, employees, and communities – in crucial decisions. By listening to their challenges and perspectives, Aarong arrives at solutions that are more informed, inclusive, and ultimately, more impactful.

For example: before launching a new product line, Aarong doesn't simply dictate design or production methods. Instead, they engage with artisans, understanding their expertise and concerns. This collaborative approach leads to better product design, higher quality craftsmanship, and a stronger sense of ownership among artisans.

Furthermore, involving cross-functional stakeholders in decision-making processes ensures projects align with their needs and aspirations. This fosters trust and ownership, leading to more sustainable and impactful development initiatives.

By aligning its mission with employees' values and integrating them into decision-making, Aarong cultivates a stronger organizational culture. This attracts motivated individuals who share the passion for empowering artisans and preserving cultural heritage.

While implementing collaborative decision-making requires careful planning and navigating existing power dynamics, the potential benefits are significant. Increased innovation, stronger relationships with stakeholders, and a more engaged workforce can contribute significantly to Aarong's mission and social impact.

By actively embracing shared decision-making, Aarong paves the way for a future where artisans thrive, cultural heritage flourishes, and the organization continues to be a beacon of positive change in Bangladesh.

2.3.1 Recruitment Process at Aarong:

The Human Resources (HR) department plays a crucial role in any organization by ensuring the company has the right people in the right positions at the right time. This is particularly important when staff leave, new positions are created, or departments require additional personnel due to increased responsibilities. At Aarong, the HR department is responsible for managing the entire recruitment and selection process to maintain a qualified workforce.

Process:

The recruitment and selection process at Aarong follows a systematic approach:

Staff Requisition: Departments initiate the process by submitting a staff requisition to the HR department, outlining the specific needs and qualifications required for the vacant position.

Approval: The HR department obtains approval for the requisition from the relevant authority, such as the director, managing director, or chairperson.

Recruitment Activities: Upon approval, the HR department undertakes various activities to attract and identify suitable candidates. This may involve:

Job Advertisement Design and Placement: Creating and placing job advertisements in relevant platforms, such as newspapers, online job boards, or company websites.

CV Collection: Receiving applications and curriculum vitae (CVs) from interested candidates.

CV Sorting: Reviewing and sorting CVs based on pre-defined criteria to identify candidates who meet the essential qualifications for the position.

Interview Call and Scheduling: Shortlisted candidates are contacted, informed about the interview process, and scheduled for interviews.

Interview Process: Qualified candidates are interviewed by a panel consisting of relevant personnel from the HR department and the department seeking new staff. The interview format may vary depending on the position but typically involves a combination of questions to assess the candidate's skills, experience, and cultural fit for the role.

Selection: Following the interview stage, the selection panel reviews the candidate's performance and makes a joint decision on the most suitable candidate for the position.

Salary and Benefits: The HR department negotiates and finalizes the salary and benefits package for the selected candidate.

Onboarding: Once an offer is accepted, the HR department facilitates the onboarding process, which includes providing essential information, completing the necessary paperwork, and introducing the new staff member to the organization and their role.

2.3.2 Confirmation Process at Aarong:

The confirmation process at Aarong ensures a smooth transition for new staff members into permanent positions, recognizing their contributions and commitment to the organization. This

process is streamlined to be efficient and accurate while maintaining necessary approvals and data management.

At Aarong, new staff members become confirmed employees upon meeting the following criteria:

- Completion of six months of continuous service
- Satisfactory performance throughout the probationary period

If an employee's performance fails to meet expectations during the probationary period, their employment may be terminated.

Probationary Period:

The length of the probationary period is the same for different staff categories:

Sales Associates: Six months

Corporate Staff: Six months

Process:

The confirmation process at Aarong follows a systematic approach:

Pre-Confirmation:

One month before the confirmation date, the HR department sends a listing of eligible staff and confirmation forms to all relevant departments.

Departmental Review:

Each department reviews the listed staff and completes the confirmation forms, ensuring accuracy and completeness.

HR Review and Approval:

The HR department collects the completed forms, verifies their accuracy, and rectifies any errors if necessary. Upon verification, the forms are submitted for approval to the Director/Managing Director/Chairperson.

Data Entry:

Once approved, the HR department enters the confirmed staff data into three systems:

- HRMS (Human Resource Management System)
- Payroll
- EDMS (Employee Database Management System)

Confirmation Letter Issuance:

After successful data entry, the HR department issues confirmation letters to the confirmed staff members.

2.3.3 Performance Appraisal Process at Aarong:

Aarong's performance appraisal process aims to provide valuable feedback to employees, identify areas for development, and make informed decisions regarding career progression, compensation, and overall employee engagement. This process is designed to be comprehensive, involving both departmental input and HR oversight.

Regular staff members holding a Personal Identity Number (PIN) are eligible for performance appraisals at Aarong, provided they have completed one year of continuous service and their performance has been satisfactory.

Frequency and Timing:

Performance appraisals are conducted annually, typically in December. Appraisal letters are issued to selected staff members in January of the following year.

Evaluation and Outcomes:

The performance appraisal process aims to assess employee performance and identify potential areas for improvement. Based on the evaluation, the following recommendations may be made:

- Change in designation
- Promotion
- Appointment (temporary to regular)
- Confirmation
- Termination/Dismissal
- Special allowance

Process:

Pre-Appraisal:

One month before the appraisal, the HR department distributes performance evaluation forms and a list of eligible staff members to all relevant departments.

Departmental Assessment:

Each department conducts performance assessments for its respective staff members using the provided forms. The HR department may also hold meetings with department heads to facilitate the assessment process.

HR Review and Issuance:

The HR department collects the completed forms, reviews them, and prepares performance appraisal letters for selected staff members based on the recommendations.

Letter Issuance:

The HR department issues performance appraisal letters to the selected staff members.

2.3.4 Job Separation at Aarong:

Job separation refers to the ending of employment, either voluntarily initiated by the employee or involuntarily initiated by the employer.

Types of Job Separation:

- Resignation: Voluntary termination of employment initiated by the employee.
- Termination: Involuntary termination of employment initiated by the employer due to Dissatisfactory performance
 - a) Engaging in illegal activities (theft, sexual harassment, etc.)
 - b) Violating company policies
 - c) Unjustified absence from work without leave
 - d) Failing to complete the probationary period

- Dismissal: Immediate termination of employment by the employer due to severe misconduct or violation of company policies.
- Retirement: Voluntary termination of employment according to company policy: Employees with 20 years of continuous service are eligible for retirement at their own will. The mandatory retirement age is 60 years.

HR Department Responsibilities:

The HR department plays a crucial role in managing job separation procedures at Aarong, which may involve -

Providing application forms: Facilitating the resignation process by providing application forms to employees who choose to voluntarily leave.

Termination document approval: Reviewing and approving termination documents for cases initiated by the employer.

Investigation: Conducting investigations into specific situations leading to termination or dismissal, following established procedures.

Information update: Updating employee records and relevant systems (e.g., payroll) to reflect the job separation.

Other activities: Managing additional tasks associated with the job separation process, such as final paycheck processing and exit interviews (if applicable).

2.4 Marketing Strategy:

Based on Aarong's mission and target audience, it appears to focus on:

Promoting Bangladeshi heritage and craftsmanship: Highlighting the cultural significance and ethical production of their products.

Empowering local artisans: Supporting the livelihoods of rural communities through fair trade practices.

Positioning as a premium lifestyle brand: Offering high-quality, unique products for discerning customers.

2.4.1 Target Customers and Targeting Strategy:

Aarong primarily targets:

- Middle to upper-middle-class consumers in Bangladesh, with a focus on urban areas.
- Expatriates and tourists interested in authentic Bangladeshi souvenirs and handicrafts.

Their targeting strategy involves:

Psychographic segmentation: Appealing to customers who value tradition, quality, and social responsibility.

Behavioral segmentation: Target customers based on their purchasing habits and occasions for buying Aarong products.

2.4.2 Marketing Channels:

Aarong utilizes various marketing channels, including:

Physical stores: Extensive retail network across Bangladesh, offering a customer experience that showcases the products and the brand story.

Online store: Website and mobile app for convenient online shopping.

Social media: Active presence on platforms like Facebook and Instagram to connect with customers, showcase products, and share brand stories.

Collaborations: Partnering with designers, artists, and other brands to create unique products and reach new audiences.

2.4.3 Product/New Product Development and Competitive Practices:

- Collaborate with artisans to create new designs and product lines.
- Focus on innovation while maintaining traditional craftsmanship techniques.
- Monitor market trends and adapt their offerings to meet evolving customer preferences.

Regarding competition, Aarong likely faces competition from:

- Other handicraft producers and retailers in Bangladesh
- Imported goods perceived as similar in style or quality

2.4.4 Branding Activities:

Aarong's branding efforts likely involve:

Creating a strong brand identity that reflects their values and commitment to ethical production.

Maintaining a consistent brand image across all marketing materials and customer touchpoints.

Storytelling and community engagement to connect with customers on an emotional level.

2.4.5 Advertising and Promotion Strategies (with specific commentary on social media and digital marketing):

Aarong likely utilizes a mix of advertising and promotional strategies, including:

Social media marketing: Engaging content, influencer collaborations, and targeted advertising to reach a wider audience.

Digital marketing: Search engine optimization (SEO) and pay-per-click (PPC) advertising to improve online visibility.

Traditional advertising: Selective use of print and/or television advertising to reach specific demographics or during peak seasons.

2.6 Aarong's Operations Management and Information System Practices

Aarong likely utilizes information systems (IS) for various aspects of their operations, including:

Data collection, storage, and processing: IS helps them collect data from various sources, such as sales figures, inventory levels, and customer feedback. This data is then stored securely and can be processed to generate reports and insights for decision-making.

Information sharing: IS enables Aarong to share information with internal and external stakeholders. Internally, this could involve sharing data between departments, such as sales and production, to improve coordination and efficiency. Externally, they may share product information and promotions with customers through their website and social media platforms.

Database and Office Management Software:

Aarong likely uses various software applications to manage its operations -

Database management systems (DBMS): These systems store and manage large amounts of structured data, such as customer information, product details, and financial records.

Enterprise resource planning (ERP) systems: Aarong might use an ERP system to integrate various business functions like production, inventory management, and sales. This can improve efficiency and provide a centralized view of the organization's operations.

Office management software: Applications like word processing, spreadsheets, and presentation software are likely used for day-to-day tasks and communication within the organization.

Quality Management, Scheduling, and Resource Allocation:

Aarong's commitment to ethical production and maintaining high-quality standards likely involves various practices:

Quality control measures: They might have established quality control procedures throughout the production process to ensure products meet their standards.

Scheduling and resource allocation: Aarong likely uses scheduling tools and techniques to plan production activities, allocate resources effectively, and meet customer demand on time.

2.7 Aarong's Competitive Landscape: A Porter's Five Forces Analysis and SWOT Analysis

2.7.1 Porter's Five Forces Analysis:

Threat of New Entrants: Moderate

High barriers to entry: Establishing a brand reputation, building a network of skilled artisans, and securing ethical sourcing channels can be challenging for newcomers.

Government regulations: The Bangladeshi government might have regulations and licensing requirements that could hinder new entrants.

Bargaining Power of Suppliers: Low

A large number of potential suppliers: Aarong likely has access to a large pool of artisans and producers, creating competition among suppliers and reducing their bargaining power.

Limited alternatives for artisans: Aarong's fair trade practices and established market presence might make them a preferred partner for artisans.

Bargaining Power of Buyers: Moderate

Moderate customer concentration: While Aarong might have a loyal customer base, they are not likely to be overly dependent on a few large buyers.

Price sensitivity of customers: Customers in the Bangladeshi retail market, especially for non-essential items, might be price sensitive, giving them some bargaining power.

Threat of Substitutes: Moderate

Availability of substitutes: Customers might find alternatives to Aarong's products, such as cheaper, mass-produced items, locally made handicrafts from other brands, or imported goods.

Differentiation through cultural value and ethical production: Aarong's focus on Bangladeshi heritage and ethical practices can differentiate them from substitutes and reduce the threat.

Competitive Rivalry: High

Fragmented market: The Bangladeshi retail clothing industry is fragmented with numerous players, both established and emerging.

Competition from other handicraft producers and retailers: Aarong faces competition from both local and international brands offering similar products.

2.7.2 SWOT Analysis:

Strengths:

Strong brand reputation: Aarong has a well-established brand image associated with quality, tradition, and ethical production.

Extensive network of artisans: Collaboration with a large network of skilled artisans allows them to offer unique and diverse products.

Commitment to fair trade practices: This resonates with customers who value ethical production and social responsibility.

Strong physical and online presence: Aarong has a wide network of retail stores and an online platform for wider reach.

Weaknesses:

Limited product innovation: Aarong might face challenges in continuously innovating and diversifying its product offerings while maintaining its traditional identity.

Dependence on physical stores: While Aarong has an online presence, it might need to further strengthen its digital marketing and e-commerce capabilities to compete effectively in the growing online market.

Higher price point compared to some competitors: Aarong's commitment to fair trade and ethical production might lead to higher production costs, reflected in their product prices.

Opportunities:

Growing demand for ethical and sustainable products: Consumers are increasingly interested in ethical and sustainable products, which align with Aarong's core values.

Expanding into new markets: Aarong could explore exporting its products to international markets or catering to the growing Bangladeshi diaspora abroad.

Leveraging technology: Further investment in technology for online sales, supply chain management, and customer engagement could enhance efficiency and reach.

Threats:

Economic fluctuations: Economic downturns in Bangladesh could affect consumer spending and impact Aarong's sales.

Competition from established and emerging brands: The retail clothing industry in Bangladesh is constantly evolving, and Aarong needs to adapt to stay competitive.

Imitation of designs and products: Aarong's unique designs and products might be imitated by competitors, impacting their brand value.

2.8 Conclusion:

Aarong operates in a moderately competitive environment with growth opportunities. By leveraging its strengths in brand reputation, ethical practices, and artisan network, and addressing its weaknesses in product innovation and online presence, Aarong can further strengthen its competitive position. Additionally, capitalizing on the growing demand for ethical products and exploring new markets could propel them toward sustainable growth. It's crucial for Aarong to continuously monitor the competitive landscape, adapt its strategies, and leverage its unique value proposition to maintain their position in the Bangladeshi retail clothing industry.

2.9 Recommendations:

Automating Aarong's Recruitment Process: Potential Solutions

While complete automation of the end-to-end recruitment process might not be feasible, Aarong can implement various software solutions and strategies to streamline and improve efficiency:

2.9.1. Applicant Tracking System (ATS):

Implement an ATS to centralize job postings, manage applications, and automate tasks like resume screening and candidate communication.

Utilize ATS features like:

Job posting distribution: Post jobs across multiple platforms like job boards, social media, and the Aarong website.

Automated resume screening: Set up keyword filters and criteria to shortlist candidates based on relevant skills and experience.

Candidate ranking and scoring: Use AI-powered algorithms to rank candidates based on their suitability for the role, considering factors beyond just resumes.

2.9.2 AI-powered Recruitment Tools:

Leverage AI for resume screening and candidate selection -

- Utilize AI to analyze resumes for relevant keywords, skills, and experience levels, reducing manual screening time.
- Implement AI-powered candidate ranking to prioritize applications based on defined criteria and potential fit for the role.

Consider using chatbots to -

- Answer basic inquiries from potential candidates about the job or application process.
- Schedule initial interviews or gather preliminary information.

2.9.3 Social Media Recruitment Strategies:

Utilize social media platforms like LinkedIn to -

- Promote job openings and reach a wider pool of qualified candidates.
- Search for passive candidates with relevant skills and experience using advanced search features.

- Connect with potential candidates directly through the platform and engage in conversations.

2.9.4 Video Interviewing Platforms:

Implement video interviewing platforms to -

- Conduct interviews remotely, eliminating geographical limitations and increasing candidate flexibility.
- Assess communication skills and personality fit beyond resumes.
- Record interviews for later evaluation and sharing with relevant team members.

2.9.5 Utilizing Online Assessments:

Utilize online assessments to -

- Go beyond traditional resumes and evaluate specific skills and knowledge relevant to the role.
- Offer gamified assessments to make the process more engaging for candidates.
- Gather data-driven insights into candidate capabilities.

2.9.6 Advanced Payment System Methods for Aarong:

While the previously mentioned methods offer significant improvements, Aarong can explore even more advanced payment options for a future-proof and seamless customer experience -

2.9.7 Self-checkout kiosks:

Implement self-checkout kiosks in select outlets, allowing customers to scan and pay for their purchases independently. This can reduce queue times and offer a faster checkout option for customers.

2.9.8 Near Field Communication (NFC) payments:

Integrate NFC technology into POS systems, allowing customers to tap their contactless debit/credit cards or mobile wallets for quick and secure payments.

2.9.9 Biometric authentication:

Explore the potential of biometric authentication methods like fingerprint or facial recognition for secure and convenient payments, eliminating the need for physical cards or remembering PINs. However, careful consideration of data privacy and security concerns is crucial.

Integration with loyalty programs:

Integrate the payment system with Aarong's loyalty program, allowing customers to seamlessly earn and redeem points during checkout. This can further enhance customer engagement and brand loyalty.

2.9.10 Omnichannel payment options:

Offer consistent and secure payment options across all Aarong channels, including physical stores, online platforms, and mobile apps. This streamlines the customer experience regardless of their chosen shopping method.

Chapter 3

The Impact of HRM Digitalization on Employee Performance at BRAC Aarong

3.1 Abstract:

A strong foundation of effective HRM practices can lead to a more skilled and motivated workforce. By providing training, clear performance expectations, competitive compensation, and a positive work environment, HR can contribute to improved employee performance, both in fulfilling their core job duties and in going the extra mile for the organization. Employee performance is usually categorized into in-role behaviors, which are the core duties of a position, and extra-role behaviors, which represent discretionary effort beyond those duties (Organ, Podsakoff, & MacKenzie, 2006). Research suggests that Human Resource Management (HRM) practices significantly impact both aspects of employee performance (Munjuri, 2011; Qureshi et al., 2006).

In-role Performance

HR practices can enhance in-role performance by equipping employees with the necessary skills and knowledge. Training and development programs provide employees with opportunities to learn new skills or refine existing ones, allowing them to perform their jobs more effectively (Arthur, 1994). Additionally, performance management systems that provide clear expectations and feedback can help employees identify areas for improvement and adjust their behaviors accordingly (Huselid, 1995). Furthermore, competitive compensation and benefits packages can motivate employees and reduce turnover, leading to a more stable and experienced workforce (Ichniowski et al., 1994).

Extra-role Performance

Employee satisfaction and engagement are crucial factors influencing extra-role performance (Altarawmneh & Al-Kilani, 2010). HR practices that create a positive work environment, with opportunities for growth and recognition, can contribute to employee satisfaction (Tabiu & Nura, 2013). This satisfaction, in turn, can lead employees to exert greater discretionary effort and contribute beyond their formal job duties. Similarly, HR initiatives that foster open communication and employee participation can cultivate engagement, leading employees to feel valued and invested in the organization's success, which can translate into increased extra-role behaviors (Bailey, 1993).

The main objective of this study is to understand how the digitization of the Human Resource Management process impacts employees in-role and extra-role performance in the context of BRAC-Aarong – a social enterprise. Using the 25th version of the Statistical Package for The Social Sciences (SPSS), the study investigated the opinions of the employees working in various departments of Aarong. It sought to determine how certain digitalized HRM practices, particularly e-recruitment, and selection, e-training and development, e-career management, etc., have an impact on both in-role and extra-role employee performances.

3.2 Introduction:

Information technology (IT) has revolutionized Human Resource (HR) functions, enabling significant improvements in efficiency across various HR processes. Here's a breakdown of how IT is aiding HR:

Recruitment and Onboarding:

Applicant Tracking Systems (ATS): IT streamlines recruitment by managing applications electronically, facilitating resume screening, and automating communication with candidates (Society for Human Resource Management, 2023).

Online Onboarding Platforms: IT facilitates onboarding by providing a centralized platform for new hires to complete paperwork, access company information, and participate in training modules (Society for Human Resource Management, 2023).

Performance Management:

Performance Management Software: IT streamlines performance management by automating performance reviews, setting goals and tracking progress, and providing feedback channels (Cascio, 2018).

Learning Management Systems (LMS): IT facilitates training and development by offering online learning modules, tracking employee progress, and managing learning content (Society for Human Resource Management, 2023).

Employee Relations and Communication:

Employee Self-Service Portals: IT empowers employees by providing them with a platform to access paystubs, update personal information, request leave, and view company policies (Society for Human Resource Management, 2023).

Internal Communication Tools: IT facilitates communication by enabling real-time updates, company announcements, and knowledge sharing through platforms like intranets and collaboration tools (Society for Human Resource Management, 2023).

Data Analytics and Decision-Making:

HR Analytics Tools: IT empowers HR with data-driven insights by facilitating analysis of workforce demographics, retention rates, and skill gaps, enabling informed HR decisions (Society for Human Resource Management, 2023).

Talent Management Software: IT streamlines talent management by providing tools for succession planning, career development opportunities, and identifying high-potential employees (Society for Human Resource Management, 2023).

Overall, IT plays a crucial role in enhancing HR efficiency by automating tasks, facilitating communication, and providing data-driven insights for strategic decision-making. This allows HR professionals to focus on more strategic initiatives and dedicate more time to employee engagement and talent development.

3.3 Literature Review of the Study:

HRM: Human Resource Management (HRM) refers to the strategic practices employed to manage an organization's most valuable asset: its workforce. It encompasses a wide range of activities, from attracting and retaining talent to fostering a positive work environment and ensuring employee performance contributes to organizational goals (Ulrich, 2018). Effective HRM plays a significant role in managing resources and driving company growth in several key ways.

1. Talent Acquisition and Development: HRM practices ensure an organization acquires and retains the right talent. Through strategic recruitment processes, selection methods, and onboarding programs, HR ensures the workforce possesses the skills and knowledge necessary for success (Cascio, 2018). Furthermore, HRM fosters continuous learning and development through training programs, mentorship initiatives, and career development opportunities. This ensures the workforce remains adaptable and equipped to handle evolving business needs, ultimately contributing to a more competitive and innovative organization.

2. Performance Management and Optimization: HRM establishes performance management systems that set clear expectations, provide ongoing feedback, and conduct performance evaluations. This ensures employees understand their roles, identify areas for improvement,

and strive for excellence. Effective performance management systems also allow HR to identify high-potential employees and implement talent management strategies to maximize their contributions, fostering a culture of continuous improvement and driving organizational growth.

3. Employee Engagement and Retention: HRM practices create a positive work environment that motivates and engages employees. This can involve initiatives promoting work-life balance, recognition programs, and fostering open communication channels between employees and management (Alarcon, 2019). Engaged employees are more productive, satisfied, and less likely to leave the organization. Reduced turnover leads to lower recruitment costs, improved knowledge retention, and a more stable and experienced workforce, all of which contribute to company growth.

In conclusion, HRM plays a significant role in managing resources and company growth. By attracting and retaining top talent, fostering a positive work environment, and ensuring employee performance aligns with organizational goals, HRM serves as the engine that propels a company toward success.

3.4 HRM Digitalization:

The competitive landscape of today's workplace demands continuous improvement and adaptation. Human Resource Management (HRM) digitalization represents a necessary evolution, not merely an optional trend. Here's why:

1. The Evolving Workplace: The rise of remote work, a talent shortage in key areas, and the increasing need for agility necessitate a more flexible and data-driven HR approach. Traditional, paper-based HR processes struggle to keep pace with these demands (Society for Human Resource Management, 2023). HRM digitalization allows for remote access to HR

functions, facilitates efficient talent acquisition across geographical boundaries, and empowers data-driven decision-making to address talent gaps effectively.

2. **Enhancing Efficiency and Productivity:** Repetitive administrative tasks consume valuable HR resources. HRM digitalization, through technologies like Applicant Tracking Systems (ATS) and self-service portals, automates these tasks, freeing up HR professionals to focus on more strategic initiatives like employee engagement, talent development, and workforce planning (McManus, 2019). This fosters a more efficient and productive HR department, ultimately benefiting the entire organization.

3. **Data-Driven Decision-Making:** Intuition alone is no longer sufficient for effective HR strategy. HRM digitalization facilitates data collection and analysis of workforce demographics, performance metrics, and skill gaps. This data-driven approach empowers HR to identify trends, make informed decisions about talent acquisition and development, and invest strategically in areas that yield the highest return on investment (Cascio, 2018).

4. **Empowering a More Engaged Workforce:** Modern employees expect a consumer-grade experience at work. HRM digitalization provides tools like self-service portals and mobile apps, empowering employees with access to information, benefits enrollment, and the ability to manage career development opportunities. This fosters a sense of autonomy and control, leading to a more engaged and satisfied workforce (Alarcon, 2019).

5. **Attracting and Retaining Top Talent:** Top talent seeks organizations with a modern and innovative approach. HRM digitalization demonstrates an organization's commitment to continuous improvement and leveraging technology for employee benefit. This can be a key differentiator in attracting and retaining high-potential employees in a competitive market (McManus, 2019).

The evolution towards HRM digitalization is not simply a trend but a necessity for modern organizations. By leveraging technology, HR becomes more efficient, data-driven, and employee-centric, ultimately contributing to a more competitive organization with a highly engaged and productive workforce.

3.5 E-HRM: A Multifaceted Approach to Modern HR

Electronic Human Resource Management (E-HRM) encompasses the strategic use of technology to manage and optimize various HR processes within an organization. It goes beyond simply automating tasks and delves into three distinct categories, each with its focus (Lepak & Snell, 1998):

1. Operational E-HRM: This category focuses on streamlining administrative tasks and enhancing efficiency (Stroehmeier & Kabst, 2014). Key functionalities include:

Payroll and Benefits Administration: E-HRM systems can automate payroll processing, deductions, and tax calculations, as well as online benefits enrollment.

Employee Data Management: Electronic databases manage employee information, including contact details, performance records, and training history, facilitating easy access and updates.

Recruitment and Onboarding: Applicant Tracking Systems (ATS) manage job applications, automate communication with candidates, and streamline the onboarding process.

2. Relational E-HRM: This category emphasizes technology's role in fostering communication, collaboration, and employee engagement (Parry & Tyson, 2011). Examples include:

Internal Communication Platforms: Online platforms facilitate real-time updates, company announcements, and knowledge sharing across departments and locations.

Performance Management Systems: E-HRM tools can automate performance reviews, set goals and track progress, and provide feedback channels, fostering ongoing dialogue between employees and managers.

Employee Self-Service Portals: These portals empower employees to access paystubs, update personal information, request leave, and view company policies, increasing autonomy and reducing reliance on HR for basic tasks.

3. Transformational E-HRM: This category leverages technology to support strategic HR initiatives and drive organizational change (Stroehmeier & Kabst, 2014). Key aspects include:

Talent Management: E-HRM software can support succession planning, and career development opportunities, and identify high-potential employees, facilitating a proactive talent management approach.

Workforce Analytics: Data analysis tools provide insights on workforce demographics, skills gaps, and employee sentiment, enabling data-driven decisions regarding talent acquisition, development, and retention strategies.

Knowledge Management Systems: These systems capture, store, and share organizational knowledge, promoting innovation and collaboration.

E-HRM offers a multifaceted approach to modern HR, encompassing operational efficiency, improved communication, and strategic workforce management. Organizations can leverage different E-HRM types or a combination based on their specific needs and goals.

3.6 Digital HRM Functions:

The landscape of Human Resource Management (HRM) is evolving rapidly, driven by the integration of technology. Digital HRM, also known as E-HRM, refers to the strategic use of technology to manage and optimize various HR processes within an organization. It extends

beyond simply automating tasks and encompasses several key functions that enhance efficiency, improve data-driven decision-making, and empower both HR professionals and employees.

3.6.1. Talent Acquisition and Onboarding:

Applicant Tracking Systems (ATS): These systems streamline recruitment by managing applications electronically, facilitating resume screening, and automating communication with candidates. This reduces the administrative burden for HR and allows for quicker and more efficient talent acquisition.

Online Job Boards and Social Media Recruitment: Digital platforms expand the reach of job postings beyond traditional channels, allowing for a wider pool of potential candidates to be identified.

Video Interviews and Virtual Onboarding: Video conferencing tools facilitate remote interviews, allowing for a broader geographical reach and greater flexibility for both candidates and interviewers.

Digital Onboarding Platforms: Online platforms enable new hires to complete paperwork, access company information, and participate in training modules at their own pace. This facilitates a smoother and more efficient onboarding experience.

3.6.2. Performance Management and Development:

Performance Management Software: These tools streamline performance reviews by automating processes such as setting goals, providing feedback, and tracking progress. This enables more frequent and consistent performance feedback for employees.

Learning Management Systems (LMS): LMS platforms offer online learning modules, track employee progress, and manage learning content. This facilitates training and development opportunities for a geographically dispersed workforce.

Digital Coaching and Mentoring Platforms: Online platforms can connect employees with mentors or coaches for personalized career development support, regardless of location.

360-Degree Feedback Tools: Digital tools facilitate the collection of feedback from peers, managers, and subordinates, providing employees with a more comprehensive perspective on their performance.

3.6.3. Employee Relations and Communication:

Employee Self-Service Portals: These portals empower employees to access paystubs, update personal information, request leave, and view company policies, reducing reliance on HR for basic tasks.

Internal Communication Platforms: Online platforms enable real-time updates, company announcements, and knowledge sharing across departments and locations, fostering a more connected and informed workforce.

Employee Pulse Surveys and Sentiment Analysis Tools: Digital tools can be used to gather feedback from employees on various aspects of their work experience, providing valuable insights for HR and leadership to address concerns and improve employee morale.

Internal Social Media Platforms: These platforms encourage employee interaction, collaboration, and knowledge sharing, fostering a sense of community within the organization.

3.6.4. Workforce Analytics and Talent Management:

HR Analytics Tools: These tools facilitate the analysis of workforce demographics, retention rates, skill gaps, and employee sentiment. This data empowers HR to make informed decisions regarding talent acquisition, development, and retention strategies.

Talent Management Software: Digital solutions can be used for succession planning, career development opportunities, and identifying high-potential employees. This allows for a more proactive approach to managing talent and ensuring a pipeline of future leaders.

Workforce Planning Tools: Digital tools can be used to forecast future workforce needs based on organizational goals and industry trends. This facilitates proactive strategies for addressing potential skill gaps and ensuring the organization has the right talent in place for future growth.

3.6.5. Employee Wellbeing and Engagement:

Employee Wellness Programs: Digital platforms can offer access to online fitness resources, mental health resources, and health education materials, promoting employee wellbeing.

Digital Recognition Programs: Online platforms allow for peer-to-peer recognition and public appreciation, fostering a culture of appreciation and enhancing employee engagement.

Work-Life Balance Tools: Digital platforms can facilitate flexible work arrangements, remote work options, and schedule management tools, contributing to a better work-life balance for employees.

Employee Assistance Programs (EAPs): Digital platforms can provide confidential access to mental health resources and support services for employees.

Digital HRM functions offer a wide range of tools and technologies that transform the way HR operates. By leveraging these functionalities, HR can become more efficient, data-driven, and employee-centric. Ultimately, digital HRM contributes to a more engaged workforce,

improved talent acquisition and retention, and a more competitive organization positioned for sustainable growth.

3.7 Methodology of the study:

The objective of the study is to assess how employee performance at BRAC Aarong was affected by HRM digitization. The impact of digitalization HRM on employees' in-role and extra-role performance has been examined in this study using survey analysis.

The research hypotheses are as follows: Employee satisfaction & performance significantly correlate with HRM digitalization.

Employee performance variables are E-recruitment and selection, E-training and development, and E-career management.

Materials

A questionnaire was developed to explore the impact of HR digitalization on employee roles and extra-role performance. The questionnaire content addressed these areas and ensured anonymity for participants.

Procedures

A quantitative study was conducted to test the hypothesis. The questionnaire was based on a Likert scale which allowed us to run a statistical test on the survey data set. After collecting the survey data, descriptive statistics and regression analysis were applied to understand the relationship between variables. The dependent variable is the overall satisfaction & performance & the rest of the questions are kept as the independent variable.

3.8 Analyses and findings of the study:

3.8.1 Survey Information

The online survey was conducted with 55 professionals who interacted with Digital HRM solutions in some capacity. In our survey, 71% was between the age of 25-34 & participants were from different departments of Aarong like HR, Retail, Quality Assurance, Supply chain, etc.

3.8.2 Quantitative Analysis & Findings

This study aims to investigate the correlations between employee satisfaction, performance, and HRM digitalization. We hypothesize that all three variables are significantly correlated. To assess these relationships, we will employ descriptive statistics & inferential statistics. A statistically significant correlation between variables will be indicated by a coefficient with a p-value lower than 0.05. Additionally, we will conduct a regression analysis to examine how well HRM digitalization explains the variance in employee satisfaction and performance. A statistically significant regression model p-value (also below 0.05) will further strengthen the evidence for our hypothesis.

Result Table: 1

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1. Age	55	1	5	2.35	.700
Satisfaction level using e-recruitment process	55	3	5	3.96	.576
Efficiency Change: Pre vs. E-Recruitment	55	2	5	3.95	.650
Impact of E-Recruitment on Attracting Top Talent	55	2	5	4.09	.701
Impact of E-Recruitment on Team Performance	55	2	5	3.93	.836
E-Recruitment & skill matching	55	2	5	4.25	.700
E-Recruitment and Time to New Hire Productivity	55	2	5	4.25	.844
Frequency of Using Online Training Tools	55	1	5	3.67	1.055
Effectiveness of online training	55	1	5	3.93	.836
Efficiency increase after online training	55	2	5	3.98	.733
Online Performance Management effectiveness	55	1	5	4.27	.757
E-talent management & reduced time in administrative task	55	1	5	4.05	.911
Prioritization in managing workload through e-talent management	55	3	5	4.05	.591
Overall satisfaction & productivity	55	1	5	4.35	.726
Valid N (listwise)	55				

From descriptive studies, we see that Questions on overall satisfaction & productivity, online performance management effectiveness, e-recruitment & skill matching & new hire productivity have the highest rating.

Result Table: 2

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.812 ^a	.659	.561	.481	.659	6.759	12	42	<.001

a. Predictors: (Constant), Prioritization in managing workload through e-talent management, Online Performance Management effectiveness, Satisfaction level using e-recruitment process, Frequency of Using Online Training Tools, E-Recruitment and Time to New Hire Productivity, E-talent management & reduced time in administrative task, Efficiency increase after online training, Impact of E-Recruitment on Attracting Top Talent, E-Recruitment & skill matching, Efficiency Change: Pre vs. E-Recruitment, Effectiveness of online training, Impact of E-Recruitment on Team Performance

The regression analysis revealed that 65% of the variation in the dependent variable can be explained by the independent variables in the model. This is indicated by the R-squared value of 0.65. Additionally, the model's p-value is less than 0.05, which suggests that the model is statistically significant.

Result Table: 3

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.735	12	1.561	6.759	<.001 ^b
	Residual	9.701	42	.231		
	Total	28.436	54			

a. Dependent Variable: Overall satisfaction & productivity

b. Predictors: (Constant), Prioritization in managing workload through e-talent management, Online Performance Management effectiveness, Satisfaction level using e-recruitment process, Frequency of Using Online Training Tools, E-Recruitment and Time to New Hire Productivity, E-talent management & reduced time in administrative task, Efficiency increase after online training, Impact of E-Recruitment on Attracting Top Talent, E-Recruitment & skill matching, Efficiency Change: Pre vs. E-Recruitment, Effectiveness of online training, Impact of E-Recruitment on Team Performance

ANOVA test validates our hypothesis since our F value > P value. We can say that HR digitization & employee productivity positively correlates.

Result Table: 4

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.332	.639		.519
	Satisfaction level using e-recruitment process	.256	.153	.204	1.677
	Efficiency Change: Pre vs. E-Recruitment	.079	.177	.071	.447
	Impact of E-Recruitment on Attracting Top Talent	-.015	.141	-.014	-.104
	Impact of E-Recruitment on Team Performance	.150	.169	.172	.885
	E-Recruitment & skill matching	.136	.177	.131	.767
	E-Recruitment and Time to New Hire Productivity	.060	.107	.070	.560
	Frequency of Using Online Training Tools	.023	.076	.034	.305
	Effectiveness of online training	.133	.137	.154	.974
	Efficiency increase after online training	.149	.163	.150	.915
	Online Performance Management effectiveness	.346	.122	.360	2.827
	E-talent management & reduced time in administrative task	-.140	.096	-.176	-1.461
	Prioritization in managing workload through e-talent management	-.194	.195	-.158	-.991

a. Dependent Variable: Overall satisfaction & productivity

From the coefficient, we see that online performance management effectiveness is the significant variable. Other variables are not significant.

3.8.3 Recommendation:

The findings from the quantitative analysis suggest a positive association between HR digitalization and employee productivity and performance. However, the data also revealed participant preferences for some manual interventions, particularly within recruitment and talent management. This may be attributed to limitations in the development of HR technology solutions within the Bangladeshi context.

Based on these insights, the following recommendations are offered:

- **Conduct a gap analysis:** A comprehensive gap analysis is recommended to identify areas where current HR technology solutions in Bangladesh fall short of supporting optimal HR processes. This analysis should involve stakeholders from HR, IT, and potentially end-users (employees).
- **Develop tailored digital solutions:** Informed by the gap analysis, the development of context-specific digital solutions aligned with Bangladesh's technological landscape is recommended. These solutions should aim to streamline HR activities and enhance employee productivity.

By addressing these gaps and tailoring digital solutions to the Bangladeshi context, organizations can bridge the divide between employee preferences and the potential benefits of HR digitalization on productivity and performance.

3.8.3.1 Scope of Future Study:

Further research is needed to bridge the gap between employee preferences and HR digitalization's potential in Bangladesh. This can be achieved through a combined qualitative and quantitative approach. Through quantitative research, we need to measure the impact of

HR digitalization on employee productivity and performance through data collection and statistical analysis, along with employee satisfaction surveys with implemented HR digital solutions using established methods. An integrated study could combine gap analysis, needs assessment, and design research with a survey measuring employee satisfaction and potential productivity gains. This would provide a holistic understanding of effective HR digitalization implementation in Bangladesh.

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Appendix A.

Survey Questionnaire: Impact of HRM Digitalization on Employee Performance

Introduction

Thank you for taking the time to participate in this survey. This survey aims to understand your perspective on how digitalization in Human Resource Management (HRM) practices, specifically e-recruitment and e-talent management, impact your performance at work.

Glossary:

E-recruitment: E-recruitment is finding a job online. Instead of newspaper ads, companies post openings on websites. You can search these websites for jobs you like and apply electronically, often by sending your resume online. It's like online shopping, but instead of a new shirt, you might find your dream job!

E-talent management: E-talent management is like having a high-tech HR assistant. It uses computers and online tools to manage everything about your company's employees. This can include finding new hires (e-recruitment!), tracking employee skills, and even scheduling training. It's using technology to keep your company's talented staff happy and working at their best.

Instructions

Please read each question carefully and select the answer that best reflects your experience. All responses are anonymous and confidential.

Demographics

1. Age: (Please select one)
 - ☐ 18-24 years old
 - ☐ 25-34 years old
 - ☐ 35-44 years old
 - ☐ 45-54 years old
 - ☐ 55 years old and above
2. Department: (Please enter your department name)
3. Job Title: (Please enter your job title)

E-Recruitment Process

4. How satisfied are you with the use of online platforms for job applications and the overall e-recruitment process in your company? (Please select one)
 - ☐ Very Satisfied
 - ☐ Satisfied
 - ☐ Neutral
 - ☐ Dissatisfied
 - ☐ Very Dissatisfied
5. Since the implementation of the e-recruitment process, how has your perception of the efficiency of the hiring process changed?
 - ☐ Significantly improved
 - ☐ Improved
 - ☐ Somewhat improved
 - ☐ Neutral
 - ☐ Worsened

6. Do you believe the e-recruitment process has helped to attract highly qualified candidates for open positions? (Please select one)
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
7. Do you feel the new e-recruitment process has helped to improve your team's overall productivity?
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
8. Compared to previous hires, how well do you feel the new hires recruited through the e-recruitment process possess the necessary skills and knowledge for their role?
- ☐ Significantly Better
 - ☐ Somewhat Better
 - ☐ No Change
 - ☐ Somewhat Worse
 - ☐ Significantly Worse
9. Have you observed a change in the time it takes for new hires to become fully productive since the e-recruitment process was implemented?

- ☐ Significantly Less Time
- ☐ Somewhat Less Time
- ☐ No Change
- ☐ Somewhat More Time
- ☐ Significantly More Time

E-Talent Management

10. To what extent do you utilize online platforms for training and development opportunities offered by BRAC-Aarong? (Please select one).

- ☐ Very Frequently
- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

11. How effective do you find online training and development resources in enhancing your skills and knowledge relevant to your job? (Please select one)

- ☐ Very Effective
- ☐ Effective
- ☐ Somewhat Effective
- ☐ Not Effective
- ☐ Not Applicable (I haven't used them)

12. Do you feel the online training and development opportunities offered through e-talent management have helped you to work more efficiently?

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

13. How has the use of online performance management systems impacted the clarity of your work goals and objectives?

- ☐ Significantly Clarified
- ☐ Somewhat Clarified
- ☐ No Change
- ☐ Somewhat Blurred
- ☐ Significantly Blurred

14. Have you noticed a change in the amount of time you spend on administrative tasks since the introduction of e-talent management tools?

- ☐ Significantly Less Time
- ☐ Somewhat Less Time
- ☐ No Change
- ☐ Somewhat More Time
- ☐ Significantly More Time

15. Do you feel the e-talent management system helps you to prioritize your workload more effectively?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

- ☐ Strongly Disagree

Overall Impact

16. In your opinion, how has the digitalization of HRM (Human Resource Management) practices impacted your overall job satisfaction? (Please select one)

- ☐ Significantly Improved
- ☐ Somewhat Improved
- ☐ No Change
- ☐ Somewhat Decreased
- ☐ Significantly Decreased