

Report On
An Integrated Assessment of Human Resource Practices and
Their Impact on Organizational Performance: Analyzing Kazi
Farms Group HR Functions

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 in Business Administration

BRAC Business School
BRAC University
August 2025

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Declaration

It is hereby declared that

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

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Letter of Transmittal

Iftekhar Ul Karim
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Subject: Internship report on “**An Integrated Assessment of Human Resource Practices and Their Impact on Organizational Performance: Analyzing Kazi Farms Group HR Functions**”.

Dear Sir, I am honored to present my internship report as a part of the requirement for the BBA program at BRAC University. I have compiled this report to emphasize my experience as an HR intern in the Talent Acquisition team within the Human Resource Management Department of Kazi Farms Limited, guided by your supervision and in compliance with the directives of BRAC Business School.

Titled “An Integrated Assessment of Human Resource Practices and Their Impact on Organizational Performance: Analyzing Kazi Farms Group’s HR Functions”, this report demonstrates my effort to collect pertinent information, deliver valuable insights, and recommendations. I endeavored to present the content in a comprehensive and precise manner, ensuring its relevance to the study objectives."

I sincerely hope that my work aligns with your expectations and earns your approval.

Sincerely yours,

Naazifa Islam

21304053

BRAC Business School

BRAC University

Date: September 14, 2025

Non-Disclosure Agreement

This declaration affirms that the report submitted herein contains no confidential or sensitive information about Kazi Farms Limited. This agreement is made and entered into between Kazi Farms Limited and the undersigned student of BRAC University, Naazifa Islam.

Acknowledgement

I want to start by expressing my heartfelt gratitude towards Almighty Allah for granting me the determination and opportunity to make it to this chapter of my life. I'm immensely thankful to my parents for their constant support and encouragement during this significant phase of my life. Additionally, I would like to convey my sincere gratitude to my academic supervisor, Assistant Professor, Iftekhhar Ul Karim and my co-supervisor, Associate Professor, Syed Ali Fazal for their cooperation and guidance. Furthermore, I'm also grateful to my internship supervisor, Assistant Manager, Md. Shahiduzzaman and my whole Talent Acquisition team for providing me with clear insights and information to complete my report.

Executive Summary

Kazi Farms Limited is one of the leading agro-based industrial groups in Bangladesh. They are primarily recognized for their poultry business, which began in 2004 with the export of one-day-old chicks and hatching eggs. Additionally, Kazi Farms Limited is the parent company of Kazi Foods, Kazi Media (Deepto TV), and Sysnova Information Systems Ltd. The organization employs around 13000 people nationwide & the Head Office, HRM department is accountable for managing this vast workforce.

The performance and effectiveness of the organization depend on the precise and strategic HR functions, which represent how the human resources are being operated. Kazi Farms Limited has five sub-departments under its HRM department to support its employees. Each of the sub-departments has its specified and interconnected functionalities, which directly contribute to the organizational performance through synergy.

The report consists of three chapters focusing on the internship experience & responsibilities in Kazi Farms Limited. Lastly, emphasizes the main project part containing a detailed representation of Kazi Farms' integrated HR function's contributing to the organizational performance.

Keywords: HR functions; Synergy; HRM; Agro-based; Integrated.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Tables	xi
List of Figures.....	xii
List of Acronyms	xiii
Chapter 1.....	1-5
1.1 Student Information	1
1.2 Internship Information	1
1.2.1 Period, Company Name, Department/Division, Address	1
1.2.2 Internship Company Supervisor’s Information	1
1.2.3 Job Responsibilities	2
1.3 Internship Outcome:.....	3-5
1.3.1 Student’s Contribution to the Company	3
1.3.2 Benefits to the Student	4
1.3.3 Difficulties	5
1.3.4 Recommendations	5

Chapter 2: Organization Part.....	6-17
2.1 Introduction.....	6
2.2 Overview of Kazi Farms Limited	6-8
2.2.1 Kazi Farms Background	6
2.2.2 Mission & Vision of KFL	7
2.2.3 Subsidies & Sister Concerns of KFL	7
2.2.4 Kazi Foods Industry Limited	7
2.2.5 Products of Kazi Farms Limited	8
2.3 Management Practices	9
2.3.1 Leadership Practices in Workplace.....	9
2.3.2 Human Resource Management & Planning Process	9
2.4 Marketing & Sales Techniques at Kazi Farms	11-12
2.4.1 Contract Broiler Farming (CBF).....	11
2.4.2 Dealership & Digital Bidding	11
2.4.3 Social Media & Digital Marketing	11
2.4.4 Sales Representative & Regional Sales Office	12
2.4.5 Market Price Fluctuations & Competition.....	12
2.4.6 Marketing Limitations & Critical Issues.....	12
2.5 Accounting & Financial Performance	12-13
2.5.1 ERP Implementation.....	12
2.5.2 Financial Positioning	13
2.6 Operations Management and Information System Practices of KFG.....	13-14

2.6.1 Linux as Kazi Farms Operation Management	13
2.6.2 Information System (iDempiere)	13
2.6.3 Mozilla Thunderbird for Email Communication	14
2.7 Industry & Competitive Analysis of Kazi Farms	14-16
2.7.1 SWOT Analysis	16
2.7.2 Porter's Five Forces Analysis – Kazi Farms.....	16
2.8 Summary and Conclusions	17
2.9 Recommendations/Implications.....	17
Chapter 3: Project Part.....	18-30
3.1 Introduction.....	18
3.1.1 Background and Problem Statement.....	18
3.1.2 Significance.....	19
3.1.3 Objectives	19
3.1.4 Scope of the Study	19
3.2 Literature Review.....	19
3.3 Methodology	20
3.4 Findings and Analysis.....	21-30
3.4.1 Effectiveness of Integrated HR Practice	21
3.4.2 Integration of Talent Acquisition.....	23
3.4.3 Coordination of Legal & Compliance Team	25
3.4.4 Integration of Compensation and Benefit	26
3.4.5 Interconnection of Training & Development Team.....	26

3.4.6 Inclusion with Performance Appraisal Team	27
3.4.7 Overall Impact of Integrated HR Functions in Kazi Farms	28
3.4.7.1 Information Flow (Data-Driven)	29
3.5 Conclusions.....	30
3.6 Recommendations/Implications.....	30-31
References.....	32-33
Appendix.....	34-38

List of Tables

Table 1: Stages (%) of Yield Pyramid	25
Table 2: Type of Paid Leaves	26

List of Figures

Figure 1: Trend of Poultry Population	14
Figure 2: Market Share Percentage	15
Figure 3: Integrated Sub- Department of Kazi Farms	21
Figure 4: Recruitment Process	23
Figure 5: Yield ration usage as key metric(primary-data)	24
Figure 6: Recruiting Yield Pyramid	24
Figure 7: Types of Appraisals	27
Figure 8: Bell-Curve Performance Model	28
Figure 9: Information Flow Chart within Teams	29
Figure 10: Data Accuracy Percentage (%)	29

List of Acronyms

HRD- Human Resource Department

KFG-Kazi Farms Group

KFL-Kazi Foods Limited

TA- Talent Acquisition

Comp & Ben- Compensation and Benefits

OD- Organizational Development

T&D - Training & Development

TNA- Training Needs Analysis

JD- Job Description

TADA- Travel Allowance & Dine in Allowance

KPI- Key Performance Indicators

KRA- Key Result Area

PI- Performance Indicator

Chapter 1

Overview of Internship

1.1 Student Information

I am Naazifa Islam, student ID number 21304053, currently pursuing my Bachelor's degree in Business Administration (BBA) with a major in Human Resource Management (HRM) and a minor in Marketing from BRAC Business School, BRAC University.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

I got the opportunity to do my internship under the “Rising Stars” internship Program at Kazi Farms Limited, one of the leading agro-based poultry industries in Bangladesh. I am currently working at their head office, situated in Road No. 2, House 35, Dhanmondi R/A, Ahmed & Kazi Tower, Dhaka 1205. I started my internship at the HR department on May 26, 2025, and will continue till August 26, 2025 (three months). The HR department consists of five sub-departments, and I work under their Talent Acquisition team. I have worked on a project called “Internship Rotation,” which allowed me to learn from all other sub-departments, which are:



1. Talent Acquisition
2. Compensation & Benefits (Payroll)
3. Training & Development
4. Legal & compliance
5. Performance Appraisal

1.2.2 Internship Company Supervisor's Information

My official on-site supervisor was Md. Shahiduzzaman, Assistant Manager, HR. As an Assistant Manager of the “Talent Acquisition team”, responsible for overseeing the overall internship process and other recruitment-based activities. Though I worked under his

supervision, I also had the opportunity to work with Jonaed Ahmed, Assistant General Manager; Mukshetul Raiyeen, Senior Executive; Samiul Islam, Senior Executive; and Nishat Anjum, Executive from the TA team. At the same time, I maintained effective communication with the whole HR department.

1.2.3 Job Responsibilities

During the Internship period at Kazi Farms Ltd, I was assigned to the talent acquisition team, which involves recruitment-related responsibilities and tasks. I was actively involved in different layers of the whole process, starting from the job posting to onboarding. The experience assisted me in gaining practical insights about recruitment operations, developing professionalism & understanding HR practices aligning with the organizational needs and policies.

Responsibilities of Recruitment-Focused Areas

- **CV screening and shortlisting:** After the job posting, I was responsible for screening and shortlisting CVs from Bdjobs and emails according to the job description and specification.
For example: while shortlisting CVs for a (Contract Broiler Farming) CBF In-charge, Farm position, DVM (Doctor of Veterinary Medicine) or related educational background & 2 to 4 years of experience is required.
- **Create an attendance sheet, book a room & communicate with candidates:** Different positions require different assessments (Written test, IT test, Interview), which is eventually instructed, and candidates are communicated and informed about the exam pattern, date, time, and location accordingly. Then I make a database of the candidates and create an attendance sheet. Lastly, a room needs to be booked, mentioning the time and date for the exam.
- **Email/Message the candidates:** An email or message is sent according to the attendance sheet, mentioning the assessments, time, and location of the exam center. The message also includes the required documents that the candidate needs to bring on the exam day.
- **Conducting assessments:** I had to take the written exam and record the candidates' attendance on the day of the test. Following that, I had to continue with the IT test &

coordinate with the interview board. Meanwhile, I was also responsible for organizing the exam scripts and handing them over to the evaluator.

- **Confirm Joining (Create proposal, offer letter, and appointment letter):** The candidates confirm the joining date following appraisal and finalization. With the help of the person overseeing the joining, I had to draft a proposal, offer letter, and appointment letter for each candidate once the joining date was set. After that, I had to get in touch with the candidate to make sure he got the soft copy of the paperwork he required to submit and to provide him instructions regarding how to complete it.
- **Onboarding:** This phase entails organizing the forms, verifying the certificates, checking the candidates' documentation, and completing the bank account procedure. Completing this procedure, an employee is at last prepared to proceed to his designated area. Before beginning work on-site, personnel are often sent out for a one-month training period.
- **Updating on Mega Master:** After joining an employee, the required information is updated and recorded in “Mega Master”. This is basically a shared excel file where new joiner’s information is recorded and updated.
- **Checking Management/ Non-Management Files:** Employees' personal files, both management and non-management, are sent from all across the nation to the Head Office, where I assisted in order to complete salary, along with additional procedures. I used to verify that the files were accurate and report on any errors or problems. After that, submit the database to the Comp & Ben team after updating it.

Moreover, my duties extended beyond the recruitment-based work and involved participating in other organizational development projects.

1.3 Internship Outcome:

1.3.1 Student’s Contribution to the Company

Throughout my three-month internship, I demonstrated my relevant academic knowledge and skills by actively participating and investing in my routine functional activities under the TA team. I was able to gain practical experience in the field of human resource management as a result of my employment tasks. It helped me make use of HR aspects while comprehending how the department operates. My work experience allowed me to connect my academic knowledge to organizational skills.

During my internship journey, I had the opportunity to participate in two very crucial projects. I successfully contributed to two projects. The very initial project was about “Intern Rotation,” which was designed and implemented by me. While working on the project, I had to collect information from different sub-departments, which allowed me to understand the importance of integration in the whole system. Through this project, I overcame the limitation of interns just knowing about their base team. The form was dedicated to interns for rotating to other sub-departments for one or two days to learn the basics of that team.

Moreover, I got the chance to work with all the sub-departments and enhance my skills and knowledge. The other project was based on the whole recruitment cycle, starting from preparing the JD to onboarding employees.

My role in Kazi Farms not only helped me to understand the basic responsibilities of HR but also provided me with a broader insight into how the department works on providing service to the employees

1.3.2 Benefits to the Student

As a BBA graduate in HRM major, I was planning to set my career in the related field and was seeking an opening or initial opportunity to prepare myself for the journey. The internship opportunity allowed me to be a part of the HR department and provided me with real-life experience.

The internship journey at Kazi Farms not only helped me to understand the basic responsibilities of HR but also provided me with a broader insight into how the HR department works to provide service to the employees. Moreover, I got the opportunity to get involved in two very crucial projects. However, my responsibilities enabled me to:

- Shortlist CVs from Bdjobs and emails according to the job description & specification, minimizing the sorting time.
- Maintain smooth communication with the candidates, cooperate during the assessments, and efficiently onboard employees.
- Verify and check documents, including NID, Academic certificates, Clearance of previous organization, and employee joining forms.
- Maintain professional communication with the whole department.
- Understanding the organization’s practice of law, referring to the type of employment; types of leave (paid & unpaid) under sections 45,108,105, 116,117, and 118;

termination and dismissal as punishment under sections 23 and 24 of the “BANGLADESH LABOUR ACT, 2006”.

- Preparing Job description and designing job ads (Canva) for posting.
- Basic idea about Goal sheet, KPI, KRA & PI, which are used to evaluate employee performance.
- Operating a local business aligning with external(multinational) parties.
- Solve problems and think critically under the company policy.

As it was my first time working in the HR department, I gained an understanding of the function and the duties involved. In addition to all, I gained corporate expertise and a clearer perspective of the entire HR cycle from the practical experience, which will enable me to progress in the HR industry.

1.3.3 Difficulties

Kazi Farms Limited has a very engaging working environment for its interns. Though the work culture allows including interns in very crucial tasks with a huge workload, interns are not provided with advanced computer setups, which gave me a very hard time. Additionally, Sysnova Information Systems Limited (Linux-based) is the sister company of Kazi Farms, which is why Kazi Farms uses Linux. The application is not familiar, which is also a barrier to a smooth workflow.

Furthermore, there is no practice of organizing basic training & orientation for interns. This leads to a very demotivating and unclear joining procedure for interns. Moreover, there are 5 different sub-departments under the HRM department, and each group has its own intern. In many situations, interns don't get the chance to understand all the functions of the department.

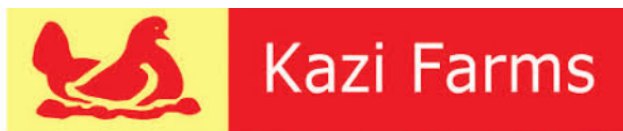
1.3.4 Recommendations

- Intern's computer setups need to be updated, focusing on effective performance.
- Maintaining the “Intern rotation” form for letting interns know about the whole department.
- There needs to be a slide or an instruction about using Linux for beginners.
- The T&D team can arrange a small introduction session for the interns to give a clearer picture.

Chapter 2: Organization Part

2.1 Introduction

In Bangladesh, Kazi Farms Limited is an established participant in the poultry sector. Additionally, the organization



supports local farmers' poultry efforts and promotes their businesses in different areas of the country. They give the farmers adequate medical care so that their chicks can grow along with the initial investment of chicks. In accordance with its strategic plan, the organization expanded its commercial areas beyond its initial poultry notion. Animal welfare, sustainability, and the wider growth of Bangladesh's chicken sector are all supported by Kazi Farms Group. In particular, their Bio-Security policy emphasizes the farm's hygienic protection procedure. By maintaining its standards and aligning its operations with safety procedures, strategic approaches, and innovative technology, Kazi Farms strives to provide high-quality protein sources.

2.2 Overview of Kazi Farms Limited

2.2.1 Kazi Farms Background

Kazi Farms Limited is one of the leading agro-based industries, significantly leading the poultry and agro industry in Bangladesh since it was established in 1996. They were the first exporter of hatching eggs and day-old chicks in Bangladesh, and later on started their own grand-parent (GP) farms for production in 2004 to expand their business in the poultry sector. Though the organization started with a basic business idea of poultry, later it established joint ventures with Kazi Foods (KFIL), Kazi Media (KML), and Sysnova Information Systems Ltd. The operation of Kazi Farms Limited is spread throughout the country by five regional offices in Gazipur, Rangpur, Panchagarh, and Sylhet.

The organization supports the poultry farmers in our country, which contributes to self-sufficient poultry farming. In 2024, according to the Dhaka Tribune, Kazi Farms donated 10,000-day-old chicks to the flood-affected families. KFL won the “Best Brand Award 2023” in the frozen food category. The organization is not only growing its own business but also creating opportunities for people by earning the trust and loyalty of the customers.

2.2.2 Mission & Vision of KFL

Kazi Farms strives to provide poultry farmers the greatest possible experience by supplying them with quality chicks, hatching eggs, and feed to improve agricultural production and growth. Kazi Farms ensures that its production is safe for consumers by offering the finest quality feed and chicks.

Additionally, they are helping to maintain sustainability by producing organic fertilizer, which will improve farmers' profits. Through the production of safer food, they envision a successful future for Bangladesh's poultry farmers.

2.2.3 Subsidies & Sister Concerns of KFL

Initially, Kazi Farms started their business with the poultry industry, but with time, they entered other industries as joint ventures to expand into other industries besides poultry. Kazi Farms Ltd is the parent company of Kazi Food Industries Ltd (KFIL), Sysnova & Kazi Media Limited (KML)- Deepto TV.



DEEPTO TV

sysnova



2.2.4 Kazi Foods Industry Limited

KFIL is a food industry, which is a joint venture of KFG, producing a range of frozen food products branded as Kazi Farms Kitchen. They follow the international protocol for maintaining food quality. It is assured by KFIL that they don't feed any hazardous antibiotics or substances to the chicken within the 7 days of being slaughtered. They follow the European standard to maintain quality meat. Their products are: Frozen Paratha, Nuggets, Sausage, Chicken strips, Samosa, and other frozen ready-to-eat items.

Additionally, they also have 2 Ice Cream brands: 1) Bellissimo & 2) ZaNZee.



Bellissimo is for dairy-based ice cream, and ZaNzee is for solid lollies.

2.2.5 Products of Kazi Farms Limited

Broiler parent chicks and broiler

chicks: The most demanding broiler breeds in the world are the Cobb-Vantress and Avigen Indian River, and Kazi Farms is the Grandparent distributor of these breeds in Bangladesh. In the local market, Kazi



Farms is well-known for producing the best-performing chicks, and its broiler is valued at higher prices.

Layer chicks and table eggs: Commercial farms owned by Kazi Farms produce eggs



from Hy-Line brown and white layers. For this particular breed of chicken, they are the biggest distributor.

Feed: Kazi Farms maintains feed-producing protocols according to the Bangladesh Government rules and aims to produce quality feed. They formed a strong market position and gained recognition for both their quantity and quality within a very short period of time. Furthermore, the Gajaria feed mill used technologies from the USA and Europe in order to ensure higher-quality feed free of antibiotics.

Kazi Organic Fertilizer: The organic fertilizer produced by Kazi Farms doesn't degrade the quality of the soil. Since their fertilizers preserve the natural substance balance in the soil and produce high profitability, farmers benefit greatly.



2.3 Management Practices

2.3.1 Leadership Practices in Workplace

The organization's policies demonstrate democratic and transformational leadership, wherein team leads make the final choice while providing employees with the necessary support and resources to boost their output. Additionally, the team managers at Kazi Farms are determined to get the best outcome from their team by giving them guidance and motivation, which creates a highly welcoming and encouraging work atmosphere. The team members are always informed and participate in the decision-making process, even though the leader makes the ultimate decision.

Moreover, since each Departments have a lot of activities that have deadlines, the leaders attempt to keep the schedule on track by outlining the direction and persuading employees to achieve the objective.

2.3.2 Human Resource Management & Planning Process

Talent Acquisition & Recruitment Process: Human resources is the most essential competitive asset for an organization. The recruitment and talent acquisition process involves searching and hiring the best-suited employee for a particular position.

1. The process starts with a required position where an employee is needed for a particular job role. Then the TA team analyses the job need and prepares a job position according to the given budget from the director.
2. The sources are finalized from which the candidates will be selected. For instance, Kazi Farms sources its initial position (Trainee Officer/ Officer) candidates from its existing talent pool, referring to interns.

3. After finalizing the sources, the job posts are designed, and the JD is prepared if the position is new. Otherwise, for replacement positions or existing positions, JDs are already created.

4. Then comes the part of CV screening and shortlisting, where a number of candidates are selected for the assessments (written test, IT test, and Interview). When the assessments are done, the results are evaluated, and qualified candidates are listed.

5. After communicating with the qualified candidates, the joining date is finalized. In Kazi Farm, the dates for joining are (1,5,10,15,20). Afterwards, the joining documents are sent to the candidates, and a proposal, offer letter & appointment letter are created. Moreover, the proposal is signed by the hiring manager, departmental manager, and the director.

6. The candidate is provided with instructions to fill in the necessary forms and bring the required documents on the day of joining. Finally, on the joining day, by following the joining procedure, the candidate is on boarded.

Compensation and Benefits (Payroll): After the onboarding, the payroll process starts. When an employee is on boarded, their file is handed over to the payroll team to create accounts and list information in the ERP System. After that, the payroll team creates an ID card, adjusts salary and benefits.

The team prepares the monthly salary, and adjusts related issues as TADA, paid and unpaid leaves, lunch bills, medical allowances, overtime pay (applicable for non-management employees), and bonus.

Training & Development: The T&D team schedules training based on TNA (Training Need Analysis) for candidates and prepares a training calendar. Additionally, it also arranges orientations for new joiners and arranges indoor /outdoor training sessions. For many positions, training is required before starting work in the field. For Instance, Branch In charge of farms is sent to a 15-30-day training just after onboarding, before starting work in their actual workplace.

Legal and Compliance: The Legal team is liable to solve any kind of issue that needs to be solved by maintaining the law. They also maintain the management protocols under the Bangladesh labor law and analyze issues like misconduct, termination, dismissal, violence, and related issues.

Performance & Appraisal: This team works with the Goal sheets, KPI, PI, KRA, performance evaluation, increments, and promotion of employees. Each employee's performance is evaluated by the OD team. They directly work with the employee evaluation process.

2.4 Marketing & Sales Techniques at Kazi Farms

2.4.1 Contract Broiler Farming (CBF)

CBF is a direct sales technique where Kazi Farms identifies farmers who have farms and are willing to farm, but are unable to take the initiative due to a lack of minimum capital. The CBF refers to directly delivering day-old chicks and feed to the farmers. The farmers raise the chicks, and meanwhile, the CBF-Officers keep updated about the chicks' health and provide medication when needed.

After a period of time, when the chicks are adult enough and reach a particular weight, Kazi Farms buys the chickens from the farmers based on the weight per kg.

2.4.2 Dealership & Digital Bidding

Kazi Farms sells their chicks and feed in bulk quantities to the dealers or intermediaries, who sell them to the farmers. Eggs are sold through bidding by the ERP system. A price is set for eggs, and then the distributors mention the price and quantity in reply according to the demand in the market.

2.4.3 Social Media & Digital Marketing

Kazi Farm promotes their organic fertilizer via the YouTube channels of Deepto, named “Deepto News. They have almost 1.2 M followers, where Kazi Farms promotes their products. They also sell their products on DARAZ. Additionally, they have their official page of organic fertilizer known as “Kazi Jaibo Shar”.



2.4.4 Sales Representative & Regional Sales Office

The sales representatives identify potential customers and provide related information to the customers. They report list all the potential consumers and provide sales updates.

Furthermore, Kazi Farms has its regional offices in four specific areas from where it manages the sales operations all over the country. The regional offices are located at Sylhet, Gazipur, Panchagarh, and Rangpur.

2.4.5 Market Price Fluctuations & Competition

The market price usually fluctuates due to the demand and the supply of the product. Many internal and external factors also influence the price change. Additionally, though Kazi Farms is in the leading position, they have competitors like CP, Golden Harvest, and Paragon, which creates a competitive market for Kazi Farms.

2.4.6 Marketing Limitations & Critical Issues

Kazi Farms doesn't have any specific advertising technique for promoting their eggs and day-old chicks, rather than CBF. In contrast, they advertise their fertilizer, Kazi Farms Kitchen (Foods), and frozen items in some particular methods.

According to the Daily Stars, Kazi Farms was fined 5 crores BDT for market manipulation, where they increased the per kg price of broiler chickens in August 2022 (Halder, 2023).

2.5 Accounting & Financial Performance

2.5.1 ERP Implementation

According to the Companies Act 1994, Bangladeshi companies are required to use a double-entry system for their financial transactions. On this basis, Kazi Farms uses an ERP system (iDempiere) for recording its financial activities. The ERP system is developed by Sysnova to integrate financial operations all over the country by updating daily sales, price list, income statement, employee salary, and other records.



2.5.2 Financial Positioning

Kazi Farms does not disclose its financial report in public, which hinders the exact estimation of its organization's positioning.

Retained Profits	BDT 2,700 crore retained earnings.
Estimated Revenue (2024)	Approx. USD 197 million

According to “The Report” news article, Kazi Farms, CP Bangladesh, and Paragon have a total retained profit of approximately 27 billion Taka, which is the accumulated profit (The Report Desk, 2024). According to a report of 2024, Kazi Farm has a total revenue of 197 million BDT (Shariar, 2024).

2.6 Operations Management and Information System Practices of KFG

2.6.1 Linux as Kazi Farms Operation Management

The Linux operating system used by Kazi Farms facilitates collaboration of data within the department. KFG runs on other FOSS solutions like Ubuntu and Libre Office via the operating system, which is a convenient substitute provided accessible by a company called Sysnova Information Systems. For example, the TA team of HRD shares a folder named “Recruitment” where all the information can be shared from any computer under the same network. This makes the work easily accessible to everyone on the team.

2.6.2 Information System (iDempiere)

To collect data from different departments in a common database, ERF software has an established significant role in the corporate world. Kazi farms use this software to record their daily activities for linking a company's financial, supply chain, accounts, manufacturing, and other sections. SAP, Oracle, and Microsoft 365 are renowned ERP software.



2.6.3 Mozilla Thunderbird for Email Communication

Kazi Farms uses Mozilla Thunderbird for its corporate communication, which is an open-source email software allowing customization of the interface.

2.7 Industry & Competitive Analysis of Kazi Farms

The poultry industry in Bangladesh is significantly growing day by day with the motive to meet the protein source within the country. Poultry farming has been practiced in the

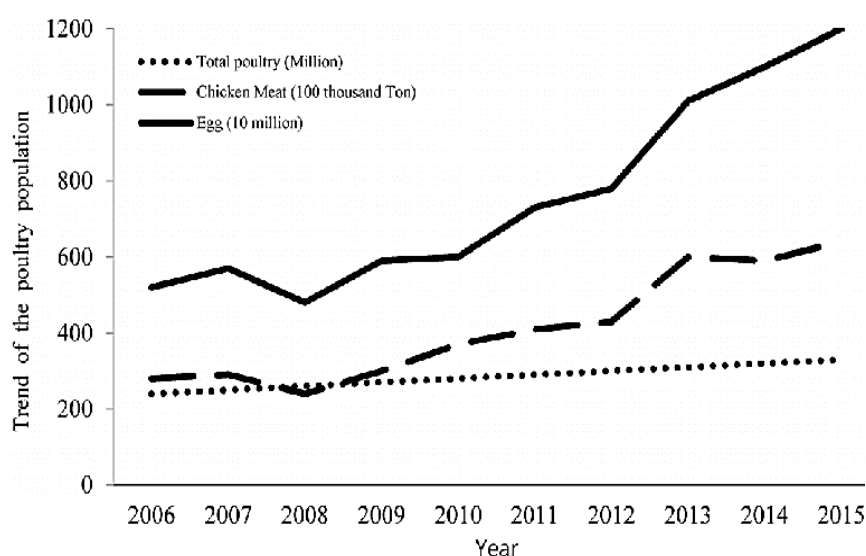


Fig 1: Trend of Poultry Population

rural areas of Bangladesh for a long time, but now it has evolved into modern farming. Establishing successful poultry businesses is contributing to the GDP of our country. The poultry sector of Bangladesh contributes 1.5% to 1.6% of the GDP, according to the Bangladesh Poultry Industry Central Council (BPIC). Additionally, the growth of the poultry industry is creating job opportunities, contributing to women's empowerment, and increasing exports. At present, in Bangladesh, there are over 53,000 broiler farms.

According to a news of “The Business Standard”, there are about 90,000 registered chicken farms in Bangladesh, and many of the farms are yet not registered (TBS Report, 2022). Among these farms, some are large industries, some are medium and small farms that produce 1.48 crore chickens per week (Karmoker, 2022). The current poultry industry leaders in Bangladesh are Paragon, Aftab, Kazi Farms, CP, and some others.



Kazi Farms has the highest percentage of shares, which is 35% and has been leading the poultry industry with their Grandparent chicken since 2004 (Larive International

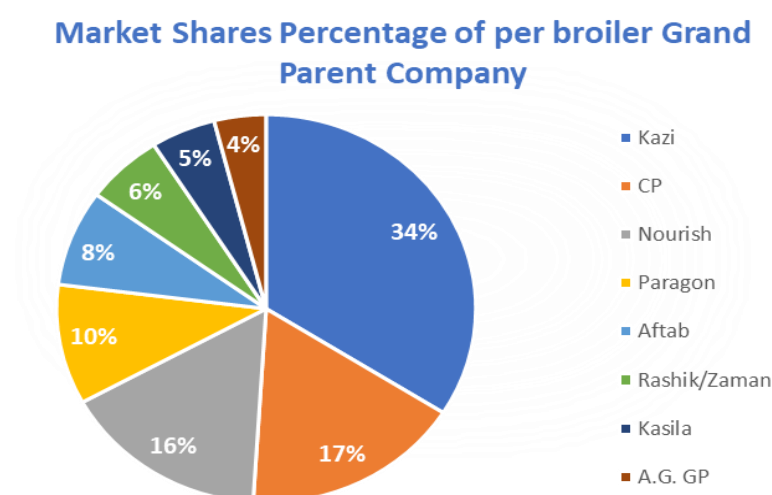
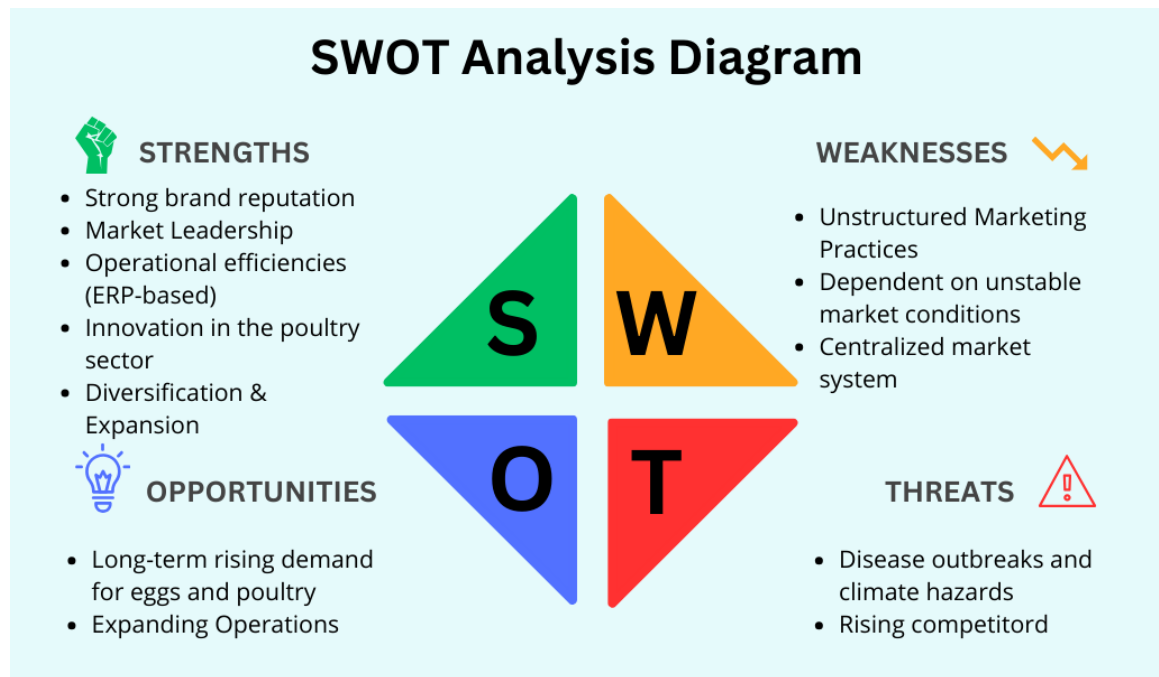


Fig 2: Market Share Percentage

B.V. & Light Castle Partners Ltd., n.d.). Furthermore, they also control 20% market of the Layer chicken market.

2.7.1 SWOT Analysis



2.7.2 Porter's Five Forces Analysis – Kazi Farms

1. Competitive Rivalry (High)

- Paragon, Aftab, CP Bangladesh, etc., are the leading competitors.
- Conflicts over prices are driven by the overproduction of feed, chicken, and eggs.

2. New Entrant Threat (Intermediate to Severe)

- Considering the fact that entering the poultry market by starting a small farm has comparatively minimal entry hurdles, more competitors tend to join the market.
- But in order to get to the equivalent of Kazi Farms, a lot of resources need to be spent on hatcheries, feed mills, cold chains, and quick-service restaurants.
- It is becoming harder for startups or emerging competitors to engage in direct competition with Kazi Farms owing to economies of scale and a solid system of distribution.

3. Bargaining Power of Suppliers (Moderate to High)

- Kazi Farms is subject to worldwide price fluctuations. For instance, the conflict between Ukraine and Russia or economic devaluation. The majority of the ingredients for poultry feed (soybean meal, maize, and vitamins) are imported.
- There are limited local alternatives to these basic elements.

4. Bargaining Power of Buyers (Strong)

- Consumers are **price-sensitive** and expect the best possible product at a low price.

5. Threat of Substitutes (Moderate)

- Availability of alternative protein sources.
- Due to the culture of our country, fish is a traditional protein source and preferred over meat.

2.8 Summary and Conclusions

Bangladesh is an agriculture-based country, which makes it competent in poultry farming leading to significant potential to expand in the poultry sector internationally. Additionally, the position of the industry in our country tends to be sustainable in the long run due to the increase in production of poultry and lowering prices followed by automation, innovation, genetics, and transformative farming techniques. Kazi Farms is leading in this sector and continuously expanding its operations to sustain in the long run as the demand for poultry is increasing every day. Moreover, the other sectors like - Kazi Farms Foods(kitchen), Fertilizer, Ice cream, and other related sectors are rapidly becoming more profitable.

2.9 Recommendations/Implications

- Kazi Farms focuses on direct product distribution in the case of eggs and chicks, which can be turned into an e-commerce-based selling to increase unit sales.
- Feed Consumption Ratio(FCR) needs to be monitored while maintaining a balance of ingredient portions, which may be hazardous if the presence ratio is high in the feed.
- Eco-friendly farming practices to sustain in the long run by maintaining the quality of production.

- Supporting farmers for more productivity and expanding business internationally.

Chapter 3: Project Part

3.1 Introduction

3.1.1 Background and Problem Statement

In modern or strategic HRM, the term “Integrated HRM” refers to an approach of combining multiple HR functions and activities into a single system or platform to improve efficiency and accuracy. This allows focus on strategic initiatives by providing a combined or integrated view of employee workflow and management data.

Kazi Farms practices an integrated approach in its regular HR practice to maintain more effective and efficient output. The HRD consists of a combination of 5 sub-departments, each of which covers a significant area of human management. In the integrated system, various HR related functions work together toward same objective supporting organization’s long-term strategy.

This study focuses on the “Integrated HR” practice in Kazi Farms HRD emphasizing on better decision-making, strategic alignment, data-driven insights for better work analytics and over all employee experience. The study of interconnected HR activities reflects sustainable & competitive organizational performance by linking HR function with overall business strategy.

Human Resource Management (HRM) deals with the most valuable and competitive asset of an organization, which is its people or employees. The department works as the backbone of an organization, taking responsibility for the entire human resource cycle. Initially, the concept began to rise in the early 20th century when companies realized the significance of maintaining a structured workforce in order to attain efficiency and effectiveness in the workplace (JIITAK,2024). The complex work environment, globalization, changing social situation, and fast technology have influenced the traditional HR practices to convert into strategic HR. In recent years, HR practices have aligned people management with organizational effectiveness, focusing on a long-term & proactive aspect. (Van Vulpen, 2023).

3.1.2 Significance

In integrated HR, all the HR functions are unified into a single system which directly supports the organizational performance. Strategic alignment of HR functions and practices ensures consistency and accuracy across the HRD and employee experience. Making HR a strategic partner to overall Kazi Farms performance, the interconnection drives sustainable organizational growth, ensure compliance, reduces risk of performance gaps and retention.

3.1.3 Objectives

- Analyze the HR practices of Kazi Farms Ltd emphasizing on the function as –talent acquisition, compensation and benefits, training and development, legal and compliance and performance (OD).
- Utilize the contribution of the integrated or interconnected HR practice.
- Evaluate the outcome of strategic HR on the overall organizations performance and employee satisfaction.
- Explore the areas of improvement and key factors influencing the Kazi Farms competitive position.
- Identify and suggest suitable strategies to enhance the interconnection of the functions to ensure long-term sustainability.

3.1.4 Scope of the Study

The study focusses on the fact that HR operations connect with one another, resulting in to improved strategic HR insights. It illustrates the way integrated human resources procedures have a positive effect on business performance. The subject matter of the research is restricted to reviewing and evaluating Kazi Farms Group's HRD. The paper offers a comprehensive understanding of the role of integrated HR while might differing across similar industries. It is based on the author's personal experience from the internship and secondary sources.

3.2 Literature Review

The significance and advantage of integrated strategic HR practices cannot be avoided in this era where business is continuously progressing and reaching peak. A unified HRM system is a platform which combines all HR modules or functions together to ensure the accuracy and effectiveness of the process. The concept of strategic HR is researched and analyzed by different researchers to get tested and proven outcomes.

According to a journal article of Okon & Odionu, the integrated HR system is data-driven and are more reliable. As the data are crosschecked and reported multiple times by different sub departments, it leads to greater accuracy leading to more effective decision making.

According to Emirates HRM, Integrated HRM is a system which leads to an automation process. Tasks as attendance tracking, payroll, leave calculation and employee information are data-driven and updated by the interconnection of each functions (Ilsa, 2025).

In a published journal article of “Research Gate”, Dariush Gholamzadeh stated that integrated HR is compliance with the legal rules and policies of a country. It ensures that the HR practices adhere to the labor laws and related policies leading to reduced risk from potential penalties or uncertainties (Gholamzadeh, 2013).

3.3 Methodology

The study topic of this report is based on analytical and descriptive research techniques to assess in-depth understanding of integrated HR functions on overall organizational effectiveness.

Research Design:

- **Descriptive study** on Kazi farms HR functions and sub-departments.
- **Analytical Approach** to assess and evaluate the influence and final outcome of inter-connected functions of HRD.

Data Source Type:

- **Primary Source:** Primary data have been sourced from direct internship experience, personal observation, structured questionnaire, semi-formal/ informal discussions within the HRD of Kazi Farms.
- **Secondary Source:** Articles, journals, websites, research paper and analysis of different authors.

Research Approach:

- **Hypothesis examples** have been implemented on KFG for in-depth analysis.
- It is based on an “**Inductive Reasoning**” focusing and emphasizing on the real observations.

Moreover, in this report, I have implemented use of both **qualitative, quantitative and mixed-method** data to ensure the quality and accuracy of the research. To collect primary data, structured questionnaire has been designed. Additionally, the **Snowball Sampling** technique has been used to collect required information. Though the analysis and research has implemented logical and structured methods, there was limited access to confidential data and time limitation of the internship period.

3.4 Findings and Analysis

Integrated HR system leads to a precise and effective output comparing to the traditional HR techniques. Kazi Farms Human resource department consists 5 sub-departments and all are cross-connected with each other under a single system.

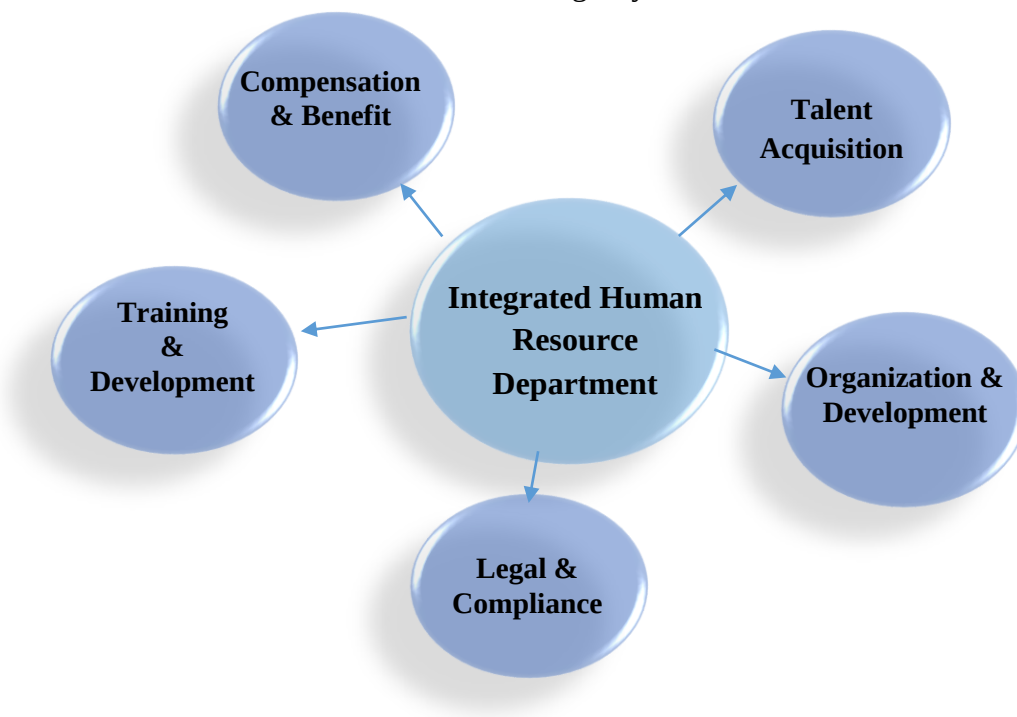


Fig 3: Integrated Sub-Department of Kazi Farms

All these sub departments have separate functions yet interconnected. The whole HR department of Kazi Farms depend on all the departments unitedly to get their HR related activities done.

3.4.1 Effectiveness of Integrated HR Practice

Human Resources is an extensively structured and comprehensive approach that consistently promotes organizational effectiveness when all of the sub-departments or sub-functions are merged and coordinated. The centralized module facilitates to:

➤ Improved Communication:

Integrated HR functions lead to smoother communication minimizing the extra processed that might occur if the departments work separately. Each team can share and work on their issues and directly cooperate without any extra process or formalities.

Due to interconnected and standardized module-

- a. Updated are received and delivered within short time/ timely.
- b. Performance metrics are monitored and maintained accurately.
- c. Training opportunities can be discussed openly involving all departments.
- d. Broader view about problems can be presented with clear insight.
- e. Strengthened organizational culture is built with shard goals and values.

➤ Consistency in Legal Initiatives & Policies:

By centralizing HR functions, Kazi Farms ensures uniform application of legal policies focusing on organizational stability. This minimizes any kind of legal risk or penalties and the activities of HR department are observed by the legal laws according to Bangladesh labor law-2006. The practice boosts organizations employee loyalty and enhances brand reputation.

➤ Strategic Alignment & Better Decision Making:

Connected HR modules can directly support Kazi Farms long-terms objectives including

- Sustainability - International expansion -Maintain product quality

When all functions are coordinating each other, issues can be solved more effectively in comparatively less timeframe. Decision making becomes more data driven and specified as all the functions of HR are being covered within the process.

➤ Data-Driven Workforce Planning:

All the teams record their data in a common ERP system with shared folders and multiple access functionalities. Each sub-department can use the data of other team when needed.

For example: “Training and Development” team uses mega master data of “Talent Acquisition” team for their orientation list checking and contact number collection.

Data-driven system helps in identifying potential gaps in data accuracy.

➤ Enhanced Operational Efficiency and Data Accuracy:

As all teams work connectedly through a common HRIS (ERP system), the data is easily accessible. It also simplifies the process by automating tasks and provide accurate audit trials. Additionally, it eliminates the chance of duplication of data and ensures that the data are being checked multiple times.

➤ Cost and Time Savings:

Unified system minimizes overhead costs as shared database lowers manual processing time. Additionally, streamlined process leads to minimizing cost of software maintenance and support.

3.4.2 Integration of Talent Acquisition

The TA team is also known as “Recruitment team” which specifically focuses on the initial stages of hiring to onboarding an employee. The recruitment process includes multiple sequential stages to ensure effective hiring process.

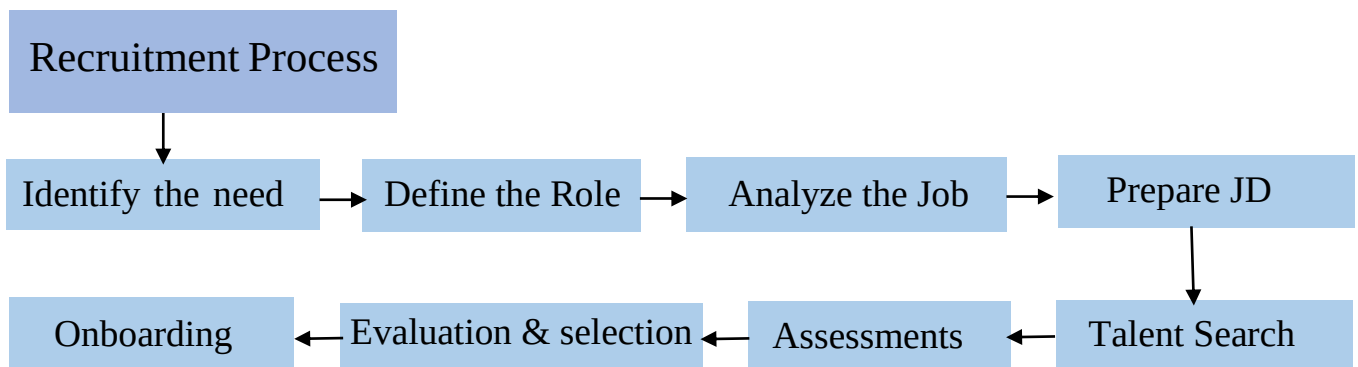


Figure 4: Recruitment Process

The sub-department contributes in ensuring a strategic recruitment process emphasizing on Organizational effectiveness. The TA team’s process also includes collaboration and coordination of others teams.

For example: JDs are usually prepared by the collaboration of both TA and **OD** team.

3.4.2.1 Yield Ratio

Yield ratio is a HR concept which represents a recruitment metric for measuring the percentage of candidates from one hiring process to another. According to my primary data collection from questionnaire, 91%% of the respondents thinks that this ratio is important metric in evaluating

or assessing effectiveness of integrated HR. Moreover, 86% of the respondents agreed that “Yield ratio” assist TA team to align with other sub-departments by focusing on the potential gaps.

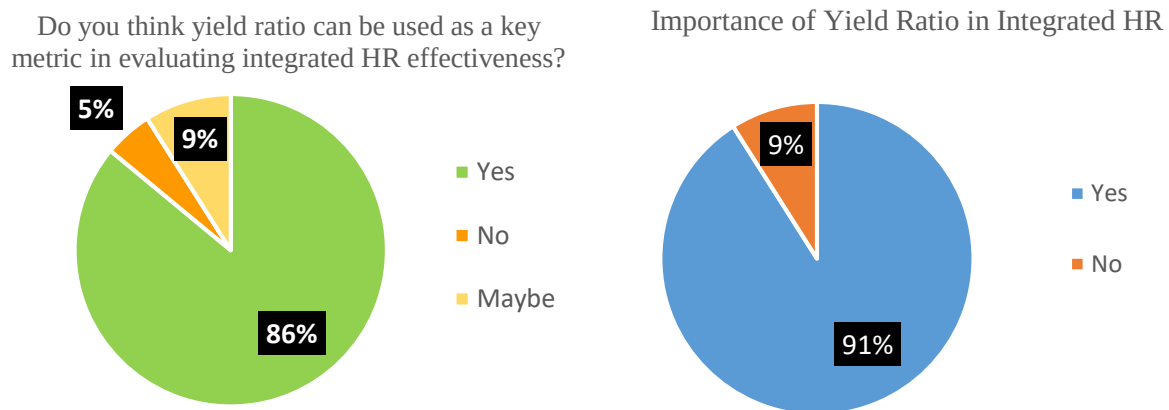


Fig 5: Yield ration usage as key metric(primary-data)

Yield ratio represents the number of candidates who went through the next level of the assessment which represents the organizational effectiveness. This concept is directly connected to the integrated HR practices. Usually, aligned and structured HR system leads to a standard percentage of yield ratio. If the percentage is below average, then it indicates to the gap within HR strategies.

Hypothesis Example: 400 applicants applied for the Senior Executive-Sales position in Kazi Farms Ltd for 8 vacancies. 100 candidates were called for the written and interview assessment. 60 candidates attended the assessments. 8 candidates were offered the job and 5 candidates joined.

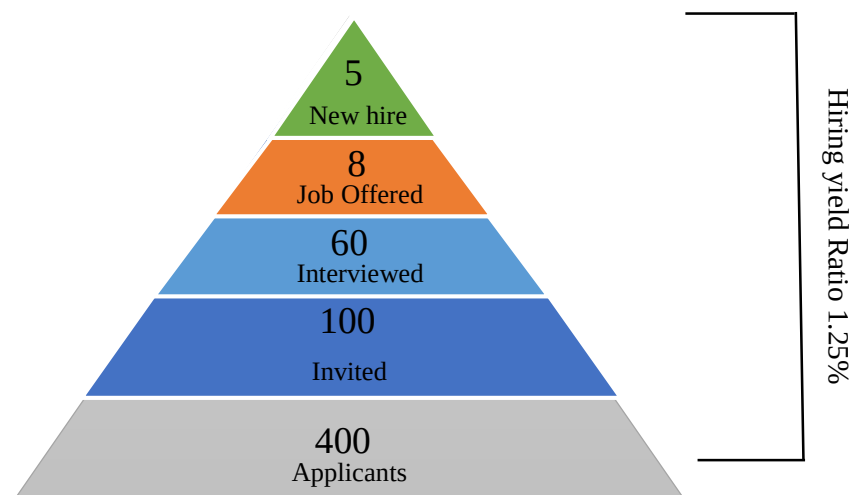


Fig 6: Recruiting Yield Pyramid

[Yield Ratio Formula = Number of candidates at the next stage / Total number of candidates at the previous stage) *100]

Application → Invitation Yield Ratio	25%
Invitation → Interview Yield Ratio	60 %
Interview → Offer Yield Ratio	13.33%
Offer → Hire Yield Ratio	62.50%
Overall Application → Hire Yield Ratio	1.25%

Table 1: Stages (%) of Yield Pyramid

Expected Outcome:

H1=Integrated HR strategies and practices lead to balanced yield ratio within Kazi Farms Limited.

By analyzing the yield ratio, potential gaps can be identified and required initiatives can be taken. Tracking the yield ratio identifies the bottlenecks to improve the integration within strategies.

3.4.3 Coordination of Legal & Compliance Team

- Legal and Compliance team ensures that, all the recruitment-related activities and procedures are aligned with the labor law protocols & policies.
- The joining forms and procedures are aligned with the policies. Specially, verifying resignation documents from previous organization during joining procedure is very significant. Otherwise this might lead to penalties and uncertain legal issues for the organization.
- The Legal team is responsible for looking after if the leaves, pay, promotion and related activities are aligned with the policies. Kazi Farms Leave types are aligned with the Bangladesh Labor law (2006).
- Working hours, over time, misconduct, penalties and other related issues are connected with the dedicated team aligning all the sub-departments.

Paid Leave		
Leave Type	Day	Section
Annual leave	1 day for every 18 days	117
Sick Leave	14days	116
Occasional Leave	11days	118
Maternity Leave	16 weeks	45
Weekly Leave	Weekly 1 day	108
Casual Leave	10 days	115

Table 2: Type of Paid Leaves

3.4.4 Integration of Compensation and Benefit

After each joining, the employee files are handed over to the Compensation section where the employee account is created. Then the id cards are also processed by the team which helps then to monitor the in and out time of employees including present day count. Additionally, the team works with salary, final settlement and benefit adjustment. Even after the appraisal calculation by OD team, Compensation team contributes in updating the benefits accordingly. Furthermore, they deal with issuing related documents as:

- NOC
- TADA
- Medical bills
- Resignation Letter
- Employment Letter &
- Visa Processing

They check the paid and unpaid leaves, other bills and process overtime(non-management).

[Overtime Formula= (Basic Salary/208) *2*overtime hour]

3.4.5 Interconnection of Training & Development Team

- The T&D team depends on the data of TA team as T&D team is not directly involved with data or information recording.
- From the collected data list, a yearly “Training budget” is prepared, which includes:
 - No. of topics -No. of management staff -No. of non-management staffs

- TA team cooperates with **T&D** team to analyze TNA and set training sessions & orientation session accordingly and prepare “Training Calendar”

3.4.6 Inclusion with Performance Appraisal Team

Performance appraisal team is also named OD team which oversee the employee evaluation area. The OD team creates Job Description with the collaboration of TA team and prepare goal sheet accordingly. Goal Sheet represents the work responsibilities of an employee which are further evaluated. KFG follows qualitative format for goal sheet including functional &

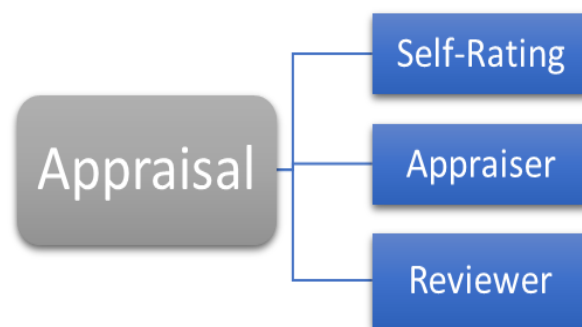


Fig 7: Types of Appraisals

behavioral abilities. The evaluation focuses on KPI, PI and KRA to rate employees based on their effectiveness of achieving business objective. The process of appraisal is done by directly collecting rating from the supervisor's. The OD team creates a rating structure based on each candidate's “Goal sheet” & JD. The rating structure becomes available in the ERP. The rating is collected, evaluated and recorded.

Kazi Farms Limited do their appraisal within June to July every year, to imply it during the increment period which is done within September to October month. Percentages of increment have an organizational benchmark based on management and non-management employees. According to the band no allocated by the organization, the employees receive their rewards based on their appraisal rating.

They use bell curve model to evaluate the results of increment followed by appraisal. The cycle of appraisal is rated in 3 steps. After the rating, the evaluation is implemented in a bell-curve model to calculate the final achievement of employees. The rating scale is 1 to 5 which represents the employee's

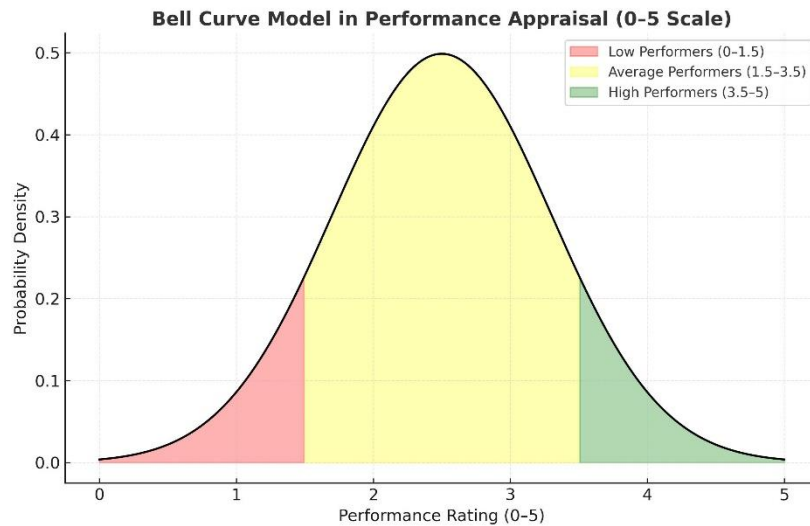


Fig 8: Bell-curve performance model

performance and contribution towards the organization. Increment and other benefits are calculated according to the ratings and then the report is submitted to the Compensation team to adjust the amounts.

3.4.7 Overall Impact of Integrated HR Functions in Organizational Performance

With the objective to accomplish overall business goals, Kazi Farms' human resources unit adheres to a unified system. They are composed of up of five sub-departments that work jointly to achieve a shared goal. Every HR function is necessary to keep the department functioning at the highest possible level. Moreover, all activities are linked to the organization's reputation due to the coordination and interconnections.

The Organizational performance is dependent on its human asset and their satisfaction focusing on retention rate, employee experience and loyalty. Kazi Farms HR sub-department collaborate with each other and thus creates a flexible environment. When an issue arises, all the teams works together on the issue to get the best possible solution. The team work leads to a synergy which enhances the Organization's effectiveness.

3.4.7.1 Information Flow (Data-Driven)

The human resource of an organization starts with the hiring process where the required information is collected from the employee via “joining forms”.

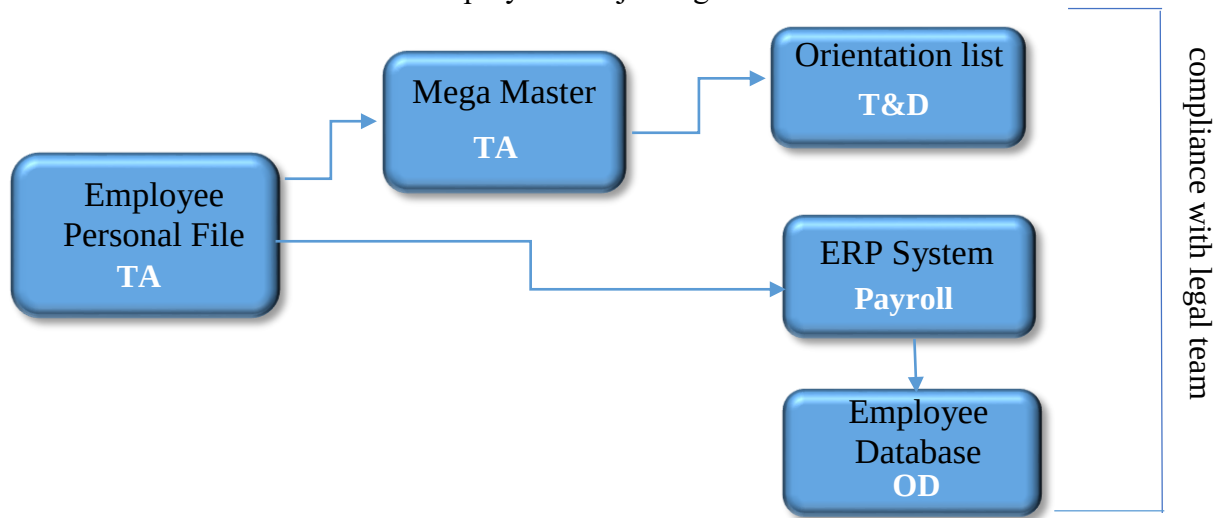


Fig 9: Information Flow Chart within Teams

The joining forms include personal information verification or identity authorization documents including-

- NID
- E-TIN
- Nominee Information (NID+ photo)
- Academic & Training Certificates
- Marriage Certificate
- Child’s Birth Certificate/ Vaccination Card

Along with these documents the filled forms also contain required information about the employees. After joining, some contact & basic information like email, contact no,

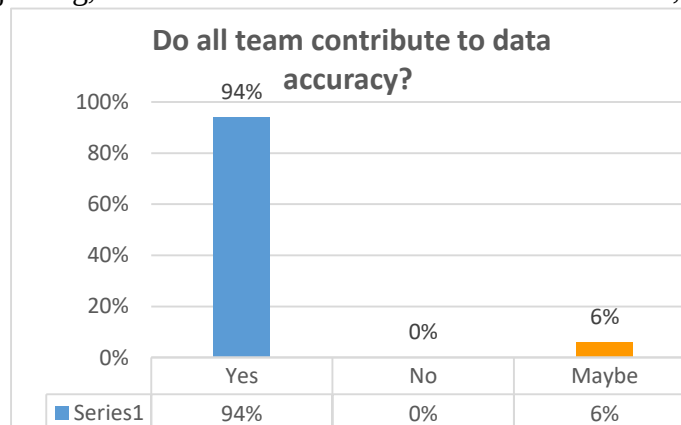


Fig 10: Data Accuracy Percentage (%)

designation, name, department and other required data is recorded in the Mega Master. The final joining files are handed over to the performance team. Performance & Reward team records the information and create id of the joiner in ERP system. T&D team collects the list from mega master for conducting orientation and training lists. Lastly, OD team collects the id number and works on the recorded profile.

According to the primary data from the questionnaire, 94% of the respondents confirmed that the data accuracy is dependent on the integration of the sub-department. When each team works with the recorded data, they recheck and update the data which minimizes the risk of data loss and errors.

3.5 Conclusions

Kazi Farms integrated human resources operations represent an instance to demonstrate how strategically positioned HR management may substantially enhance organizational success. The corporation maximizes work efficiency, eliminates risk associated with operations, and nurtures a motivated workforce through being sure that hiring, training, compensation, performance management, and compliance all function beneath a single, data-driven framework. The comprehensive approach straight away fosters productivity, sustainability, and longevity in while additionally promoting staff retention and contentment. At the end, Kazi Farms' integrated HR system appears to be a successful illustration of the fact that HR management can work as an effective partner to achieve overall business success.

3.6 Recommendations/Implications

- Although the company has a great tradition of conducting regular morning meetings, or "huddles," many employees are not independent contributors. Therefore, everyone will have the opportunity to convey their opinions if it is a norm to alternate employees daily.
- Regardless of implementing an ERP system and making an effort to maintain a data-driven system, Kazi Farms still relies on direct phone calls to provide manual form filling instructions. It takes a lot of time to brief each applicant before they join, which frequently leaves the candidates impatient. A brief documentary with audio or an

illustration of a completed joining form could be used as an effective communication tool.

- Preparing appointment letters, offer letters and other documents needs to be technology based rather than preparing manually every time. This will increase the level of accuracy and save time.
- Kazi Farms is going great in the local market but yet not able to compete the international market. For example, PRAN has expended their frozen items like paratha in the international market like Canada, USA & other countries. To sustain in the long run Kazi Farms can focus on competing with the big competitors.
- The Kazi Farms Foods needs to reach more customers by promoting it. Kazi Farms doesn't have a focused marketing area which can be an obstacle in the long-run.

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Appendix

- **Primary Data Sourcing Questionnaire link:**

https://docs.google.com/forms/d/e/1FAIpQLSe2Y4pURjMHQsMnnqc6LuJ7XLy1so0Btz8HvTC3_4wszcZ4_g/viewform?usp=dialog

- **Proposal**

Problem Statement

Problem Statement: Despite having comprehensive HR practices, the direct effect of the integrated HR functions on the overall performance of Kazi Farms' HR department has not been extensively explored yet. Analysing this connection between particular sub-departments can assist in identifying areas of their functional effectiveness and required improvements.

Research Questions:

1. What are the core HR functions followed at Kazi Farms Group?
2. How does each sub-department (recruitment, training, performance evaluation, compensation, and legal compliance) contribute to the organizational performance of Kazi Farms Ltd?
3. How are all the functions interconnected?
4. How do the sub-departments unite to produce a positive output in the case of organizational effectiveness?
5. Is interconnected HR more effective than traditional HR?

Objectives:

- Assessing HR practices at Kazi Farms Group
- Analyze the impact of these practices on employee performance and organizational outcomes
- Understanding the overall process starting from recruitment to onboard and increment.
- Identifying cross-functional activities in the HR department

Background Information:

In the modern era, organizations are focusing on strategic HR and adapting its characteristics to expand their organizational effectiveness. Strategic human resources have evolved the regular practice of HR into a broader aspect. Kazi Farms Ltd focuses on the interconnected function of the human resource department to maintain its organizational position in the competitive market.

Significance:

The Integration of the HR function at Kazi Farms Ltd leads to a more effective work environment. It not only keeps the organization strategically advanced but also makes it easy to solve any potential issue. When the whole department works together on any issue, the outcome is more accurate and efficient. The study emphasizes the interconnected functions of the human resource department for better organizational growth & performance in the long run.

➤ **INTERVIEW PROCESS**

1. Inform the reception.
2. Remind about cleaning & fixing the interview room (Both)
3. Ask for serving them (Candidates) tea
4. Remind the concern person about ordering food
5. Try to start the exam on time
6. Call the candidates
7. Make an attendance sheet with confirm candidates
8. Take signs from the candidates on the attendance sheet
9. Take question papers from the concern person according to the attendance
10. Take IT exams if required
11. Try to be in touch with one of the interviewers through WhatsApp
12. Send candidates to the interview room according to the serial & interviewer's message
13. Inform candidates about scanning the QR and giving feedback
14. After the interview no candidates can stay in the exam room

➤ **ONBOARDING PROCESS**

1. The Day Before Joining:

- Lunch Update of New Joiners
- Inform The Security Guard
- Tell to serve tea to the joiner after they seat properly
- Inform the concern person about the JD

2. Day of Joining:

- Wait for The Joiners
- Check the Room Condition (Meeting Room)
- Seating Arrangement & Condition of the AC
- Inform the guard of that particular floor
- Tell to serve tea to the joiner after they seat properly
- Take files of the joiners from the concern person
- Inform the concern person about the JD

3. First Hour Process:

- Give a short Brief to the joiners about our Forms
- Firstly, check their Clearance/Resign Acceptance
- Reference Check Form (Make the joiners write some certain information on the backside of this form with pencil)
- Handover these docs (Clearance & Reference Check Form) to the concern person
- Inform the concern person about the JD

3. Documents Check:

- Check all the forms as per our policy
- Take Signs on the all forms of the joiners
- Check all the academic certificates of the joiner & seal on the photocopies of the certificates with original copy seen seal
- Keep an Extra Photocopy of the last academic certificate from the joiner for online checking

- Check Experience Certificate very carefully which is mandatory for joining. Not Applicable for Fresher
- Check NID
- Reference Check Form
- Missing Documents form if they do not able to bring important docs

4. Joining Process:

- Have the Joiner to fill up the joining form
- Take Signs on the Offer Letter & Appointment Letter from the joiners
- Handover these letters to the concern person of that joiner

5. Open Bank Account:

- Inform Payroll team about the joiners to open their Bank Account

6. Handover The File:

- After Checking all the Documents give the file to the concern person of that joiner
- Remind him to do “History Check” of that file

7. After Process:

- Inform the joiner about the ID card process
- Give Diary & Register
- Handover the Joining Letter, Offer Letter & Appointment Letter to the joiners

8. Last Step:

- Organize those files
- Register
- List the file on Mega Master
- Handover to the Payroll Team

➤ Internship Rotation Form:

During my internship period I worked on switching teams for interns, so that they can gain knowledge and understand the functional activities of the overall HR department.

This is the “Rotation Form” which is designed by me and got initial approval from the management authority-

Detailed Intern Rotation Format for individual Intern (Talent Acquisition)



Guidelines:

- Each Intern needs to manage a day at the required week by taking permission from their supervisor.
- Important Topics must be covered.
- Each intern will get 1/2 day in each team.
- After each rotation, the intern must tick mark the following boxes:

1.Performance & Reward Rotation	☐	Date:
2.Payroll	☐	Date:
3.Training & Development	☐	Date:
4.Legal	☐	Date:

Individual Intern Rotation Format(TA)		
Months	Rotating to	Topics to cover
Month 1		
Week 1		1. KPI preparation 1. Target setting 2. Creating Goal sheet 3. Organogram preparation 4. Employee confirmatio 5. Performance appraisal full cycle.
Week 2		
Week 3		
Week 4	Performance & Reward	
Months 2		
Week 1		1. Payroll processesing & confirming 2. Other payments 3. TADA bill checking & processesing 4. Medical bill checking 5. Official letter issue 6. HRIS/MIS 7. Project work 8. Contractual employee hiring 9. Policy & project work 10. Hr operational support
Week 2	Compensation & Benifit	
Week 3		
Week 4	Training & Development	
Month 3		
Week 1		1. Compliance - Safety Compliance - Documentary Compliance 3. Disciplinary Action(Labor Law 23 & 24) - Misconduct - Removal - Dismissal - Complaint - Committee & Report
Week 2	Legal	
Week 3		
Week 4		