Report On
HR’s Role in Managing Payroll Systems in “Fashiontex International Limited”

By

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

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DECLARATION

It is hereby declared that

1. the internship report titled “HR’s Role in Managing Payroll Systems at Fashiontex International Limited” is my original work, completed as part of my academic requirements at BRAC University.
2. I based this report on the knowledge and experience I gained during my internship at Fashiontex International Limited. The data and findings I present are genuine and collected through proper methods like surveys and analysis, and have been solely used for academic purposes.
3. I confirm that I have not submitted this report, in whole or in part, to any other institution for any academic or professional reason.
4. While conducting this research and preparing the report, I followed all ethical guidelines and academic standards. I have cited and acknowledged any work or references I borrowed from other sources.

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Dr. Tarnima Warda Andalib
Assistant Professor, BRAC Business School
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LETTER OF TRANSMITTAL

23rd October 2024

To,

Dr. Tarnima Warda Andalib

Assistant Professor, BRAC University

Subject: Submission of Internship report on “HR’s Role in Managing Payroll Systems in Fashiontex International Limited”

Dear Ma’am,

I hereby submit the Internship Report, standing as a part of my MBA Program's curriculum. It is there I am pledging to apply my dynamic and fruitful control. The report reflects my learning and experience offered while serving internship at Fashiontex International Limited. I had the chance to stay at Fashiontex International Limited for twelve weeks. This project provided me with exposure both academically and practically. This report mentions the responsibilities and experiences I endured during the internship while keeping the expected level of confidentiality in detail.

I sincerely hope that you will find this report satisfactory; however, should any errors or questions arise regarding the report, I shall gladly clarify those inconsistencies. Finally, I take this chance to thank you for your support and kindness.

Yours Sincerely,

Mehazabin Alam Chhonya

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MBA, BRAC University, Bangladesh

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I would like to thank everyone who has supported me to finish this internship report. First and foremost, I express immense gratitude for Fashiontex International Limited for giving me the chance to intern at their company. Getting to work with their HR team and see how things operate has helped me grow my professional skills.

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Last but not the least, I would like to acknowledge the encouragement of my family, friends and my peers as they have encouraged me through the process.

This report is the result of collective efforts and shared knowledge, and I am truly thankful for all the contributions that made it possible.

Executive Summary

My internship at Fashiontex International Limited enabled me to conduct a comprehensive investigation into the manual payroll management system and HR role in payroll efficiency, with precise compliance and employee satisfaction. The survey was conducted with 20 employees, each answering questions based on the Likert scale-measurement rating the payroll process through different aspects. The result favored a great share of positive opinion for compliance, nevertheless highlighted doubts about the correctness of payroll processing and need for technological innovations. Data analysis also revealed that while employees were grateful for timely payroll handling, they wished for greater automation-taking out the manual connections.

A substantive outline will forward the workability of payroll management to be improved by enhancing employee satisfaction and retention in the company. My internship experience has given me more realization about the way HR traditionally worked for the garment industry, experimenting with how effective operations of a payroll system could be an enabler for organizational survival and success.

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1. Introduction

1.1 Company Profile

Fashiontex International Limited is a well-reputed buying house based in Bangladesh. It plays a crucial role in bridging the gap between international retailers and local garment manufacturers. The company is engaged in the sourcing, quality control, and delivery of garments for global brands, and it works directly with suppliers and clients to make sure that the products meet the necessary standards. Like many RMG-buying houses, Fashiontex International Limited has a comparatively small staff compared to the vast garment manufacturing factories, however the proficiency and efficacy of its maneuvers have a chain reaction on the whole supply chain. The company is known for its expertise in the apparel industry, employing a team of 20 skilled professionals with plans to expand further. Fashiontex have highly skilled individuals, ensuring that its services meet the growing needs of the global garment market.

Fashiontex's merchandising area is well-organized and equipped to handle a multiple orders proficiently. An enthusiastic team of quality controllers (QC) oversees the entire production process, ensuring that every product satisfy the buyers' required quality requirements prio to shipment.

One of Fashiontex's core responsibilities as a buying house is ensuring that the products purchased and shipped meet the customers' requirements. The company offers all-inclusive services, addressing every aspect a buyer needs for successful purchases. Fashiontex International's mission is to attain total customer satisfaction by offering a wide range of premium-quality garments at competitive prices.

Fashiontex International's swift counters to customer needsand well-kept production schedules, have helped build intense relationships with buyers in Europe and the USA. The company continues to grow its reach and welcomes customers from other parts of the world. Ready to take on challenges, Fashiontex ensures that each order is met with strictness and a commitment to premium-quality production.

Fashiontex offers a wide variety of garments, such as circular knits (T-shirts, polo shirts, fleece), flat knits (sweaters), woven items (shirts, pants, shorts), and more.

Payroll administration is a key component of Fashiontex International Limited's operations. There are several complexities and difficulties associated with the company's current payroll management system. Manual payroll processing involves human calculations for salaries, deductions, taxes, and compliance with labor regulations. While this method may have acted on its purpose in the past, as the RMG sector progresses and becomes progressively competitive, the demand for more proficient, error-free, and compliant payroll systems is growing.

1.2 Mission & Vision

Mission

Fashiontex International Limited's goal is to ship premium appreal from Bangladesh to clients all over the world. In order to satisfy the needs of its international clientele, the company is committed to producing sophisticated, flawless garments within its means and guaranteeing prompt delivery.

Vision

Fashiontex International is adamant about the caliber of their garments. The company believes quality is the product of careful planning, genuine dedication, and expert execution. Objective of the company is to offer clients a full range of services, including sourcing, production, design, and product development, while guaranteeing excellent quality, competitive pricing, and quick turnaround times. Fashiontex aims to establish an excellent reputation in the garment industry by providing its clients with a tailored and expert experience.

1.3 Background

Nearly 84% of Bangladesh's total export revenue comes from the RMG industry, which has been a pillar of the nation's economic growth. The operation of this system is supported by the likes of Fashiontex International Limited, who ensures timely procurement as well as quality assessment of garments for foreign markets. Companies operating in this time -consuming, and very much competitive industry, however, have to endeavor adopting modern management practices. There are only 20 workers at Fashiontex International Limited, and their responsibilities range from administrative work to sourcing, procurement, and quality control.

The company has decided to stick with a manual payroll system because of its size, and HR employees are in charge of manually computing individual salaries, tax deductions, bonuses, and overtime. Even while this approach works, it presents the business with a number of risks, such as the possibility of human mistake, inefficiencies, and trouble guaranteeing adherence to intricate labor regulations. Making sure payroll is handled correctly and on time in the context of RMG buying houses is both an operational requirement and a moral and legal obligation. Bangladesh is a country with strict legal regulations around workers' rights, hours worked and the minimum wage. Failure to comply with those laws can lead to the imposition of penalties and damage to corporate image. Furthermore, manual payroll systems can result in under or overpayment of salaries which causes payment lags as well as dissatisfaction among employees and can have an adverse effect on productivity and workforce morale. Hence, there is growing pressure for companies including Fashiontex International Limited, to review their payroll management processes and look for more automated systems that are currently available.

1.4 Research Questions

This research is designed to explore the role of HR in managing payroll systems within RMG buying houses like Fashiontex International Limited and to assess the challenges and opportunities associated with manual payroll processes. The research will focus on the following key questions:

1. How effectively does the HR department at Fashiontex International manage payroll through manual processes?
2. What are the main challenges faced by HR in ensuring payroll accuracy and compliance with labor laws in a manual system?
3. What are the potential benefits of transitioning from manual payroll processing to a more automated system?

1.5 Research Objectives

The primary goal of this research is to learn about the contribution of HR in operating payroll systems in RMG buying houses, emphasizing manual payroll systems. In that case, we want:

- Assess how payroll management activities are carried out in Fashiontex International Limited.
- Understand the operational elements associated with the management of human resource operations manually such as accuracy or infallibility, speed and timely reporting of the performed system processes.
- Determine areas where improvements are possible and analyze the advantages of moving to an automated payroll system.
- Advise on how Fashiontex can improve its payroll management practices in order to boost performance, minimize error margins and improve compliance with Labor relations policies.

The accomplishment of these objectives, this research is expected to contribute to the understanding of how HR departments of RMG buying houses can perform their duties with regards to the payroll processes to the benefit of the organization and employees.

1.6 Significant Outcomes

As payroll management plays an important role to maintain operational efficiency and employee satisfaction, it is expected that this research will produce many significant results. Initially it will give a complete overview about the issues of manual payroll system in a mid-sized RMG buying house named Fashiontex International Limited. HR professionals who work in the industry will need to be aware of this, helping them with payroll and working towards making it more efficient.

Secondly, this research will illustrate the eerie consequences of manual payroll can be on salary miscalculations, late payment & non-compliance with labor laws. Only once these risks are understood can companies determine when, and to what extent, they achieve the transition away from automated systems.

The third aim of the research is to examine how payroll management affects employee satisfaction and retention. As timely, accurate salary payment is of paramount importance to employee morale, it will bring a great deal of valuable insight for HR managers by understanding such outcomes when manual payroll processes are implemented. This is key for the companies of RMG as any change in the employee requires training and creates a disruption in production.

Lastly, His study will provide a full-picture of recommendations to improve payroll systems with Fashiontex International Limited and be practical. The recommendations could involve using tech such as payroll software, implementing better internal controls and providing more training for HR personnel. This analysis, by giving a touchstone for advancement, seeks to aid Fashiontex and different RMG shopping for homes in enhancing their payroll control practices to be extra green and comply with the law.

Challenges in Manual Payroll Systems

Manual payroll management, as implemented at Fashiontex International Limited comes with its own set of challenges. Manual payroll systems are error-prone as they involve human calculations, dependence on paper-based records and the process has several steps. One major pain point is incorrect salary and deduction calculations, particularly surrounding overtime, bonuses and tax withholdings. Any minute mistake in that calculation can either makes employees overpaid or underpaid, which could result in unhappy and even conflicting employees.

The other challenge is the timing in manual payroll systems. The lagging effect of payroll processing made HR personnel painstakingly verify timesheets, calculate wages, ensure all deductions and taxes are levied accurately. Paying salaries may get delayed on account of such disparity, adversely affecting employee morale. Moreover, in day and age RMG sector with stringent labour laws which are complex in nature adopt automation systems and may not be promptly updated — that frontline workers might lose track easily even when a change to the regulations would mean becoming non-compliant.

To summarize, the current payroll system of Fashiontex International Limited that is manual has proven to be adequate when it comes to keeping control over employees? salaries and also ensuring payments of such salaries. Yet, for the company to take itself to a level of expansion and stay competitive within a real powerhouse RM industry complex, it will be important to evaluate the availability of automation. Overall, by addressing the challenges of manual payroll and examining modern solutions, the company can enhance operational efficiency as well as employee satisfaction — putting it in a more competitive position for success down the road.

2. Literature Review

Payroll management is one of the most important administrative tasks in organizations, where employees get paid accurately and on time. With heavy labor laws and high turnover rates in cases of such industries like ready-made garments (RMG), payroll management becomes as crucial as ever. Another type of challenge for RMG job doing houses including Fashiontex international restricted is payroll management, which is probably manually controlled or generally automated. This literature review investigates the pertinent themes surrounding payroll management in an RMG buying house with respect to the features of manual payroll systems, HR perspective, labor law compliance aspect, employee issue and problems associated with automated system and solution. Both the specific official documents regarding Fashiontex International Limited and theoretical studies will be used in order to deliver the current analysis of the subject and draw potential changes.

2.1 Manual Payroll Systems in the RMG Sector

In a manual payroll system, tax responsibilities, deductions, and employee wages are computed manually or using rudimentary spreadsheet software. Despite the availability of automated solutions, many small and medium-sized enterprises, including RMG buying houses like Fashiontex International Limited, still rely on manual payroll systems. As highlighted by Raghunandan et al. (2020) even in the current world, manual payroll processing is still prevalent mainly because firms believe that the cost of adopting payroll software is prohibitive. However, through research, one finds out that databases been implemented though the manual mode are slower and fraught with errors as compared to the automated systems.

In Fashiontex International Limited, the HR department manages payroll for a relatively small workforce of 15 employees. Given the company's size, the manual payroll system has been considered adequate. However, as payroll processing becomes more complex with factors such as bonuses, overtime, and compliance with tax and labor regulations, even small organizations face significant challenges. According to Misra (2020), the RMG sector’s manual approach to payroll causes errors in wage determination hence employee discontent, noncompliance, and financial loss.

A crucial problem of age-long manual payroll processes is that the calculations are done manually and as such there are high possibilities of errors. Mishra and Bhaskar (2019) pointed out that the companies that adopt manual payroll processing complained of delayed payments and wrong deductions. In Fashiontex, these risks are worst during high productivity period which usually triggers overtime payments processed by the HR department besides volatile remunerations arising from employees' performances. Incorrect payroll processing causes employees to receive higher or lower pay than required, and this attracts legal complications and demotivates workers.

In addition, manual systems used when processing payroll tend to be very tiresome and require a lot of resources. Employees in the capacity of the Human Resources spend a lot of time every month recording attendances, determining wages and observing tax laws requirements at Fashiontex. They would otherwise be used on more central and core HR processes such as talent management, organizational engagement. Boudreau and Ramstad (2018) also noted that those HR professionals who have to spend their time on most tedious and time-consuming activities such as payroll processing are unlikely to deliver on what is expected from them by the company leadership as strategic business partners.

2.2 HR's Role in Payroll Management

This paper indicates that payroll management is a critical facet of the human resources department since it involves identification of payroll processes that are legally compliant adversarial to actual concerns of employees. I got this virtue when I had placement in fashiontex international limited where the buying houses still make use of manual payroll systems for their employees The human resource department has full control over the collection and processing of the data, processing and distributing the checks for all the employees. Ali and Rahman (2018) opined that, in addition to payroll computation, HR interventions include checking compliance with the nation's labour laws, handling of employee benefits, and listening to and solving employees' payroll complaints.

The HR at Fashiontex engages with the various departmental heads in order to monitor, within the respective teams' workforce, the attendance patterns of the employees, to compute wages for each employee according to performance and attendance record, and to determine whether deductions or bonuses are applicable to each particular worker. On the other hand, manual management of the payroll task is highly strenuous on the HR team. Manual payroll systems are in most times call for close monitoring and constant re-registration especially when several and multifaceted forms of payroll issues such as overtime, bonuses and statutory deductions are involved; according to Gupta and Singh (2018). In Fashiontex specific problems are magnified by the necessity to follow Bangladesh labour laws that obligate companies to adhere specific criteria concerning the minimum wages, extra pay for overtime, as well as taxes.

Payroll management survey shows that the function of the HR department has grown to managerial responsibility. Boudreau and Ramstad (2018) argue that modern HR departments are expected to play a more strategic role in shaping organizational culture and managing employee relations. However, when HR is bogged down by manual payroll processes, it limits the department's ability to focus on these strategic functions. At Fashiontex, for instance, much of the HR department's time is spent managing payroll-related tasks, leaving little room for employee development initiatives or engagement programs that could improve overall workplace productivity and morale.

Manual payroll systems also pose challenges in terms of employee satisfaction. Singh and Verma (2020) have identified payroll error and delayed as major source of employee satisfaction, more especially for workers in industries like RMG, where the paycheck forms a key input in the financing of their essential needs. In the case of Fashiontex, employees have complained that there are times that salaries are paid late and overtime alloted erronously which leads to worker's lack of trust to the management. payroll process improvement is vital to the effectiveness of the HR departments to boost staff satisfaction and reduce turnover levels.

2.3 Labor Law Compliance in Payroll Management

One of the most important aspects of payroll management in the RMG sector is compliance with labor laws. In Bangladesh, where Fashiontex International Limited operates, the government has introduced stringent regulations to protect workers in the garment industry, including minimum wage laws, mandatory overtime pay, and regulations governing employee benefits. Failure to follow these regulations attracts legal consequences, negative brand image, and low morale of the firm's employees.

Manual payroll systems, therefore, allow it to be quite challenging for companies to keep abreast with new arising labor laws. Misra (2020) established that one of the main issues with manual payroll processing is the inability to adjust an organization's payroll processing models to meet the needs of new legislation. Manual and technology differentiated, manual Payroll System is very much prone to errors when computing overtimes wages of the employees which are uniformly paid in RMG industries though they get overtimes wages. Since this violates regulatory regulations, there may be litigation against the corporation.

In Fashiontex payroll related challenge emanates from the HR department whereby the department is forced to calculate its payroll in such a way that is in compliance with the set company policies alongside the national laws governing employees' remuneration. This means that, perhaps on a weekly basis, payroll should be given a check over to confirm that the legal deductions have indeed been processed correctly in terms of taxes and other aspects such as social security. Further, based on the legal requirements, the HR must be in a position to pay employees' wages in accordance with the government set minimum wage and any extra pay like bonuses or any extra hour worked must also be in conformity with the law. Still, when using manual payroll systems, there are tendencies to make more mistakes in these areas, especially if the HR managers perform multiple rules and workers' records at the same time.

Chowdhury et al. (2020) have established that automated payroll system is compliance for labor laws in the RMG sector. It can simplify the use of correct tax rates, extra wages calculation, pay slips with fulfillment of legal requirements, and minimize the chances of mishaps or non-compliance of the company with the labor laws. For instance, in the case of Fashiontex, the effects of adopting an automated payroll system mean that more work will be offloaded to the software, easing the burden on HR people who may have to undertake labor legal research at some stage.

2.4 Employee Satisfaction and Payroll Management

Payroll is directly linked with the employee satisfaction and that is why efficient management of payroll is crucial. The authors Patel and Nair have supported that timely and accurate payment of wages is one of the critical reasons which increase the satisfaction level of the employees and more importantly it is very effective to maintain the employees of the industries situated in low wages and high turnover rates industries such as RMG industries. Any time employees' salaries are delayed or there are errors in any company payroll calculations, this may lead to frustration among employees, demotivation and high turnover.

One of the more significant perceived problems with the current system is that it has recently affected employee satisfaction at Fashiontex International Limited due to a manual system of handling payroll when overtime and bonuses are paid due to high production periods. Employees receive their salaries late and sometimes discover mistakes in their checks, which makes them dissatisfied and complaining. Similarly, Ali and Rahman (2018) proved that payroll related problems are also one of the most common sources of employee complaint area in RMG sector which found that effective and timely payroll management is crucial for employee retention.

This I find true because qualifications attained do not mean that one will be able to perform well in the workplace Manual payroll policies similarly affect the HR's flexibility of handling issues related to payroll inquiries and compliant. In Fashiontex, employees often develop complaints about their payslips where they notice variances between their expectations and what they are paid, especially on the issue of overtime, and/or leave provisions. Since the case of the payroll system is being managed manually, it may take the members of the HR personnel several days to address such problems hence promoting the dissatisfaction of the employees. Singh and Verma (2020) identify another advantage of the automated payroll systems as instant control over the payroll to enable HR respond to problems more efficiently due to availability of the data and or preparation of correct reports.

Apart from minimizing the cases of wrong computation of employees' remunerations, AC can enhance employees' satisfaction resulting from the capability of informing employees about their payroll details. According to Hernandez and Garcia (2021), self-service may be a feature of the automated payroll systems, which permits its users to access payslips, records of earnings and personal details online. When offered to employees, tools that let them view their payroll data can improve the relationship between the management and employees. Automated payrolls at Fashiontex could thus helps in job satisfaction and employee retention.

2.5 The Case for Payroll Automation

Research studies have clearly indicated the benefits of integrating automated systems in the organization to address the tasks such as the payroll system and especially in recognized industries such as RMG where sometimes complicated payroll processing may lead to generation of a lot of errors. Computerised payroll systems are intended to compute salaries, statutory deductions and other related issues , thus few hand compiled entries . The authors

Kumar and Aggarwal (2017) suggest that organisations which have adopted the automated payroll system have benefits of increased payroll accuracy, time effectiveness, and legal regulations compared to manual systems.

Automatic solutions can help the HR departments to become operationally efficient and focus on more strategic plans. As recognized by Boudreau and Ramstad (2018), more tasks related to employee development, talent management, and workforce planning could actually be managed by the Human Resources staff if they were free from manual payroll job, as the latter takes up most of their time. The case of Fashiontex International Limited would also benefit from the implementation of an automated payroll system in a manner that frees the precious time of the HR team to spend on the pressing organizational needs in the competitive environment of the RMG industry such as; the enhancement of employees' engagement and rates of retention.

Furthermore, the systems decreases risks of data leakage and enhances confidentiality of data in the organization. Mishra and Bhaskar (2019) expound more on the dangers of manual processing of employees' payrolls that include chance of making wrong calculations in computation of employees' emoluments, and exposure of the employees' personal details to several people. On the other hand, automated systems usually have intrinsic security features in form of encryptions for storage of data, user logins and audits to prevent vandalism of data and to enhance compliance to data protection laws. In the case of Fashiontex presently using manual handling of payroll, going automated will minimize on errors and provide maximum security of employees' data.

In addition, the automated payroll can help to generate necessary reports and analyses in real time, concerning such matters as the labor costs, the overtime information, as well as concerning the issues of effective payroll. According to Patel and Nair, (2019) it is easier to analyze the payroll data, recognize patterns, and effectively make decisions as to staffing and budgets and infrastructure costs if a company utilizes automated payroll systems. For the management team in Fashiontex, such data, may lead to the right capacity planning and thereby minimizing on the excess cost relating to labor as well as payroll.

2.6 Conclusion of Literature Review

The literature study shows that most companies, including Fashiontex International Limited , still use manual payroll system, which entails some issues relating to accuracy, efficiency, compliance as well as employee satisfaction. According to the surveyed literature, the responsibility for payroll and labor legislation reports falls to HR; at the same time, Journal etc. illustrate that with personnel records still performed manually, HR cannot dedicate the amount of time needed to various other tasks. Research also reveals that the causes of employees' dissatisfaction are related to the delay in the payment of wages and other payroll related problems and RMG industry workers mainly rely on timely wages.

There is ample rationale for payrolling automation in Bangladesh, especially for the RMG industry where various payroll issues are easily found and compliance with the labor laws is the most important aspect. Fully and semi-automated payroll systems are the following: Advantages of such systems: enhancement of the accuracy, decrease of the administrative burden, improvement of the security and data analysis. In case with companies such as Fashiontex, the change implementation of an automated payroll system could serve not only the purpose of minimizing possible mistakes but also improving the organizational parameters and satisfaction of employees.

Thus, the literature is in favour of the proposition that the use of the automated payroll systems is a worthwhile investment to the current RMG buying house, Fashiontex International Limited. Certainly, concerns over costs of developing such a system in the initial stages may be viewed as a barrier for implementing the change by companies that are frequently on the small side but the payoff in the areas of payroll accuracy, and compliance, and most of all employee satisfaction may make such a step worth while.

3. Research Methodology

This part reflects the research method used in order to examine HR's strategic role in managing the payroll systems in Fashiontex International Limited of Bangladesh which is a small RMG buying house that has a very basic manually operated payroll system. The main research objective is to evaluate the existing problems and difficulties of the manual payroll system, HR duties in payroll processing, and possible advantages of implementing automated payroll. Based on the methods used to collect data, this research is both quantitative and qualitative in nature.

3.1 Research Design

The chief research methodology applied to this study is exploratory and descriptive in nature. Based on the company size (only twenty employees) and the manual nature of payroll processing the quantitative study aims to collect more specific data concern the current state of the payroll system and position of HR within it. The research follows a quantitative survey method in addition to qualitative interviews used to gather more information.

Thus, this approach also enables assessment of the impact of the current payroll system to employee satisfaction, HR's burden, conformity to labor laws, and higher level of payroll accuracy.

3.2 Research Population and Sample Size

The target population for this study is the whole productive force of Fashiontex International Limited, which is 20 human beings. This small population allows the researchers to be able to cover the entire workforce population in a study and thus ensure that all the population data has been collected. Due to the small size of the organization, the sample size is similar to the population size, which is 20 employees and with them coming from different departments like HR, production, sales or management.

By samplings the total workforce the study make sure that it get broad vistas on the payroll system's efficiency to the HR. This method is all embracing in that, it gives a broad view of the effects of manual payroll processing on other functions in the company.

3.3 Data Collection Methods

3.3.1 Quantitative Data Collection: Survey

The data collected was quantitative data was collected using a structured survey which employed a Likert scale ranging from "Strongly Disagree" to "Strongly Agree". The questionnaire which was given to all 15 employees was sought to obtain their views on different aspects of the payroll system such as its accuracy, timeliness, the role of HR in payroll processing as well as the extent of their satisfaction with the system. The Likert scale method was considered because it is most useful when there is a need to assess the intensity of employees' attitudes and perceptions.

There were 10 statements in the survey that addressed important facets of payroll management, such as:

1. At our buying house, the payroll system used is correct and effective.
2. This is because, overseeing payroll processing from HR guarantees compliance with the labor laws.
3. New technology makes positive change in the aspect of our company's payroll and enhance the accuracy level.
4. People are satisfied with the process of the payroll in our company.
5. On my own view, I have understood that HR plays a big role of ensuring that payroll is done on time every month.
6. The HR handles embarrassing complaints such as payroll-related issues in a short-span time.
7. It is also important to understand that with our payroll system the chances of mistakenly calculating wrong tax and deductions are minimized.
8. In our company, the practice of the payroll system mostly envisages a limited level of manual interference.
9. Our company's HR section elaborates concise payroll policies.
10. Optimal payroll management results in higher employees' turnover.

These statements were meant to address different aspects of payroll functions, role of HR and possibility of applying advanced technologies.

3.3.2 Qualitative Data Collection: Interviews

The self-completion survey was accompanied by ten face-to-face semi-structured interviews with three important human resource personnel in order to gather some qualitative evidence on the problem of managing a manual payroll system. From these interviews, more insight into actual operations of the department, as well as the clients' compliance risks and available resources were gained. The interviews also had to include questions about the perceived advantages of switching to an automatic mode of the payroll from the human resource department's point of view.

The interview questions included:

- How often do payroll errors occur, and what types of errors are most common?
- How do payroll-related complaints affect employee satisfaction?
- What would be the benefits and challenges of implementing an automated payroll system?

3.4 Survey Techniques

The survey was administered online through email distribution but we made adjustments to guarantee accessibility by all employees. To improved the validity and reliability of the survey there was no identification of the respondent to make them free to express their honest opinions that will be useful for the organization. To prevent lost or missing responses forms such as Google Forms or similar platforms shall be used for data collection and storage; they shall be filled and stored in real time.

Employees was also offered a week to fill in the survey, while reminders were sent after three days in order to encourage high response rate. Online collection also facilitates the collection, and subsequent analysis of the data, as the platform will compile the answers to the questions into a download format.

3.5 Data Analysis Methods

Two stages of data analysis were conducted: a secondary and private nonverbal analysis of the interview transcripts and the surveys.

3.5.1 Quantitative Data Analysis

This section presents the quantitative data analysis of the present study as follows:

Survey data were conducted by basic descriptive statistics tools to examine the central tendency (mean, medium) and dispersion (SD) of perceived of the employee. Since the data was collected from 20 employees, there was no usage of inferential statistics; rather more emphasis was laid on testing and detecting trends.

For every one of the 10 statements on the Likert scale, the following crucial metrics were determined:

- **Mean: Sum of Rating:** The rating given by the staff to each statement as well as for the overall perception about the organization.
- **Standard Deviation:** Following chart shows standard deviation which represents the variation in responses, or predictably, how consistent employees were about each statement.
- **Percentage Distribution:** The response distribution where the number of employees who selected each option is expressed as a percentage (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) for each statement.

Effective for examining the amount and tone of how employees perceived payroll functioning, efficiency, accuracy and the responsibility of HR in their management.

3.5.2 Qualitative Data Analysis

Information collected during the interview process formed the basis of thematic analysis. The interview transcripts were analyzed for repeated patterns which were centered on the following questions; What challenges do the respondents face in their payroll management, What role does Human resource play in the Payroll management and What has automation done for payroll? The subjects for analysis were, namely, near-universal painful experiences of the HR department and ways in which they may be alleviated or even prevented outright through improved management of the payroll process.

Important themes that arose from the interviews were as follows:

- **Payroll Errors:** Employees of the human resource department reported that there were many cases of wrong computations common with regard to workers' compensation particularly in the computation of over-time pay and deductions on tax.
- **Compliance Challenges:** Companies particularly complained that due to the complexity of compliance with Bangladesh labor laws, it was inconceivable to implement a cohesive compliance assurance system manually.

- **Time-Consuming Processes:** Some of the problems mentioned by the HR personnel included the amount of time consumed in handling manual payroll operations in order the release of more time to handle other critical HR functions.
- **Employee Complaints:** Interviewed HR staff reported that most grievances were about payroll where mistakes occurred during the time of increased production leading to wrong computation of overtime.

3.6 Survey Techniques

The use of Likert scale survey method was adopted as it empowers collection of quantify and qualitatively similar data about the employees. Every answer given by the employee was given numerically, from one to five enabling statistical analysis to be made. The Likert scale is the best for finding out the level of employee satisfaction with the aspects of the payroll management such as satisfaction with the accuracy of payroll, the impressions about the efficiency of HR department in handling complaints related to the payroll, etc.

Besides the Likert scale, three additional questions were also posed at the end of the survey in order to allow the employees to give their hard copious view on the payroll system incident. The qualitative data gathered here was instrumental in supporting the conclusions made by the quantitative analysis of employee satisfaction with regards to payroll processes.

3.7 Ethical Considerations

This study adhered to the guidelines of research ethical consideration since its participants provided anonymity and confidentiality. The schedule of the survey and interviews was explained to the employees, While the survey was conducted voluntarily. All the responses provide to the researchers were anonymized and no individual identification data were used in the final report. Permission was first sought from the HR department of Fashiontex International Limited to undertake the research while ensuring the employees that their responses would not be used to read them their rights within the organization.

3.8 Limitations of the Study

This research has a few shortcomings that need to be acknowledged:

- **Small Sample Size:** The research is conducted with just twenty participant employees from the selected organization and cannot pose as a sample for organizations in the RMG sector of a large scale. Therefore, the study results cannot be applied on other organizations with different remuneration methods or employed a large number of workers.
- **Single Company Focus:** However, the research does not compare payroll practices of other RMG buying houses, although the study is conducted of Fashiontex International Limited only. Consequently, the study offers a limited perspective with regard to the management of payroll in the RMG industry as a whole.
- **Limited Time Frame:** This study was carried out for a relatively short time, and the results presented in the study are as relevant to the current state of the business as the fashion of the employees at Fashiontex. The study could be affected if ever there are changes in the company's operations or when new systems are put to practice.

However, the presented research has significant implications to understand the issues arising in a small RMG buying house while managing the payroll manually and the possibilities of overcoming it by implementing the automated payroll system.

4. Data Analysis

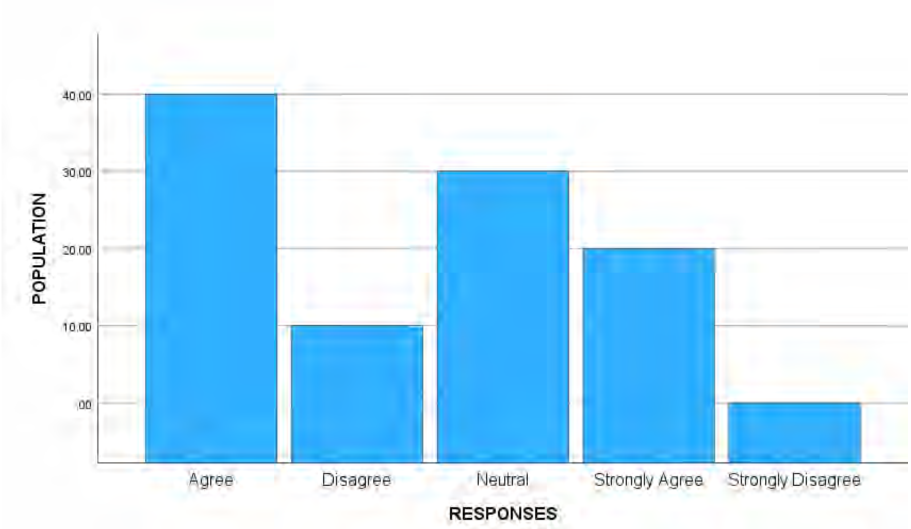
Data analysis section looks into the responses obtained in the Likert scale survey on the 20 employees of Fashiontex International Limited and qualitative interviews. The evaluation on the current caveats and the advantages of automation mainly concerns the effectiveness of the manual payroll system and the responsibility of HR in its administration.

4.1 Quantitative Data Analysis

The survey included ten statements that the employees had to rank based on their extent of agreement about each statement on a 5 Likert scale that labeled the extremes as "Strongly Disagree" and "Strongly Agree." From the analysis point of view, measures such as the mean of the various statements and the standard deviation are computed, and the percentage distribution of the results is as well interpreted.

Statement 1: The payroll system in our buying house is accurate and efficient.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**4**	**20.0**	**20.0**	**20.0**
Agree	**8**	**40.0**	**40.0**	**60.0**
Neutral	**6**	**30.0**	**30.0**	**90.0**
Disagree	**2**	**10.0**	**10.0**	**100.0**
Strongly Disagree	**0**	**0.0**	**0.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

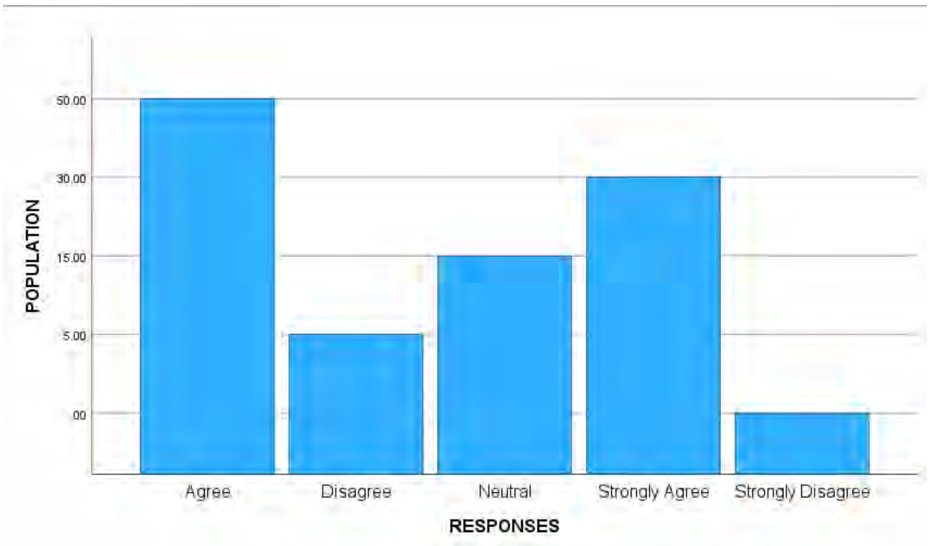


- **Mean:** 3.65
- **Standard Deviation:** 1.09

The majority of employees agreed (40%) or strongly agreed (20%) that the payroll system is accurate and efficient, while 30% remained neutral, and 10% disagreed. This indicates that while most employees perceive the payroll system to be functional, there are concerns about its accuracy.

Statement 2: HR's role in payroll management ensures compliance with labor laws.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**6**	**30.0**	**30.0**	**30.0**
Agree	**10**	**50.0**	**50.0**	**80.0**
Neutral	**3**	**15.0**	**15.0**	**95.0**
Disagree	**1**	**5.0**	**5.0**	**100.0**
Strongly Disagree	**0**	**0.0**	**0.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

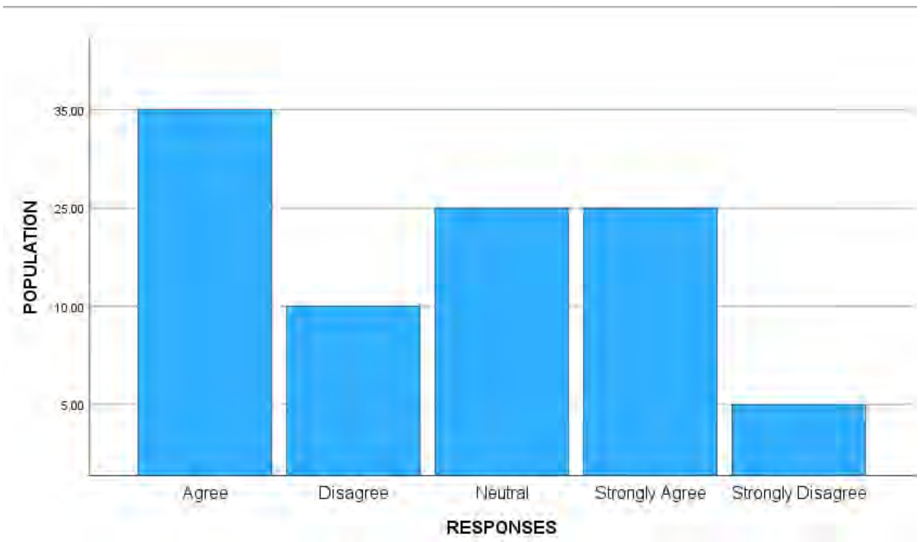


- **Mean:** 4.05
- **Standard Deviation:** 0.87

Most employees (50%) agreed, and 30% strongly agreed that HR ensures compliance with labor laws, reflecting confidence in the HR department's ability to handle payroll in line with legal requirements. Only 5% disagreed, showing that compliance is perceived as strong in the current system.

Statement 3: Technological solutions have improved payroll accuracy in our company.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**5**	**25.0**	**25.0**	**25.0**
Agree	**7**	**35.0**	**35.0**	**60.0**
Neutral	**5**	**25.0**	**25.0**	**85.0**
Disagree	**2**	**10.0**	**10.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

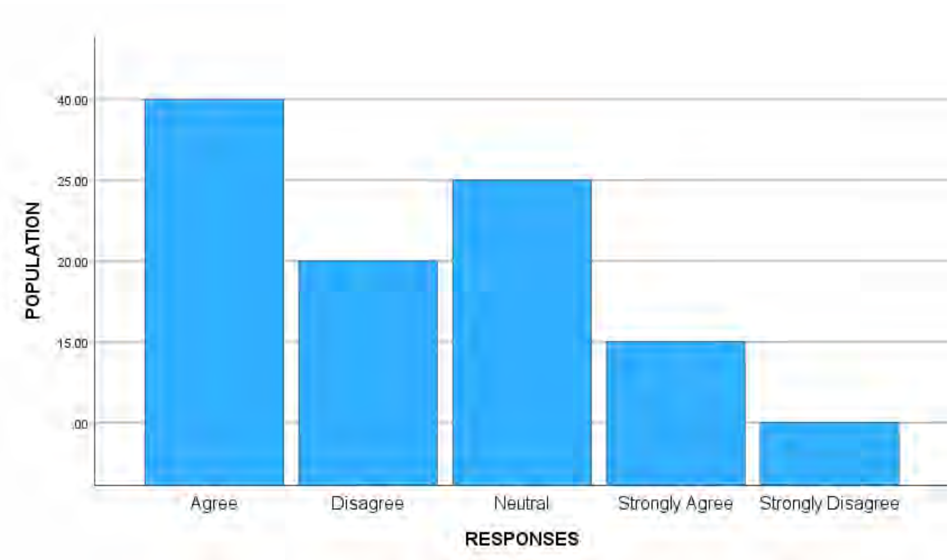


- **Mean:** 3.85
- **Standard Deviation:** 1.03

Though a manual payroll system is in use, 25% strongly agreed, and 35% agreed that some technological solutions (e.g., spreadsheets) may have improved accuracy. However, 10% disagreed, and 25% remained neutral, highlighting the limitations of partial digital intervention and the potential need for a more comprehensive system.

Statement 4: Employees are satisfied with the payroll process in our company.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**3**	**15.0**	**15.0**	**15.0**
Agree	**8**	**40.0**	**40.0**	**55.0**
Neutral	**5**	**25.0**	**25.0**	**80.0**
Disagree	**4**	**20.0**	**20.0**	**100.0**
Strongly Disagree	**0**	**0.0**	**0.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

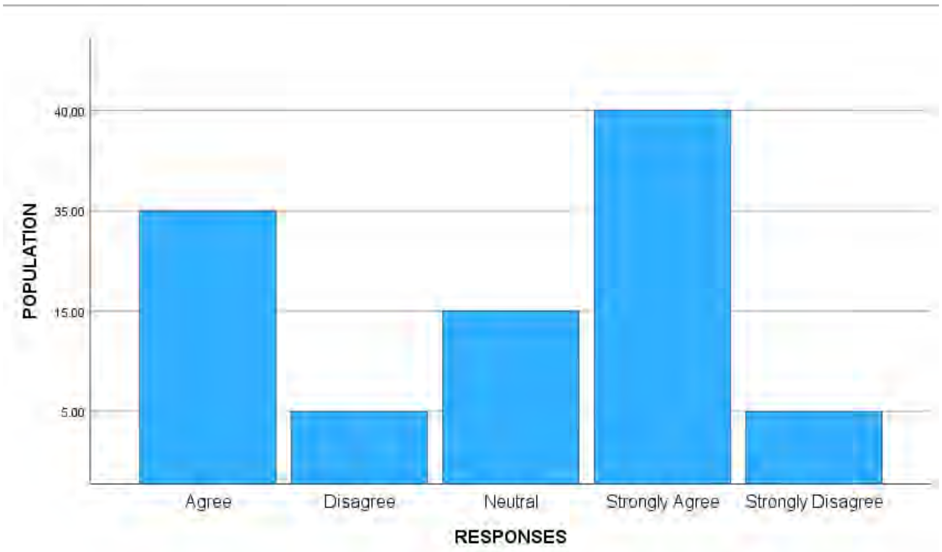


- **Mean:** 3.7
- **Standard Deviation:** 1.05

Employee satisfaction with the payroll process shows mixed results. While 40% agreed, 25% remained neutral, and 20% disagreed. The dissatisfaction likely stems from the inefficiencies and errors linked to the manual payroll system.

Statement 5: HR ensures that payroll is processed on time every month.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**8**	**40.0**	**40.0**	**40.0**
Agree	**7**	**35.0**	**35.0**	**75.0**
Neutral	**3**	**15.0**	**15.0**	**90.0**
Disagree	**1**	**5.0**	**5.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

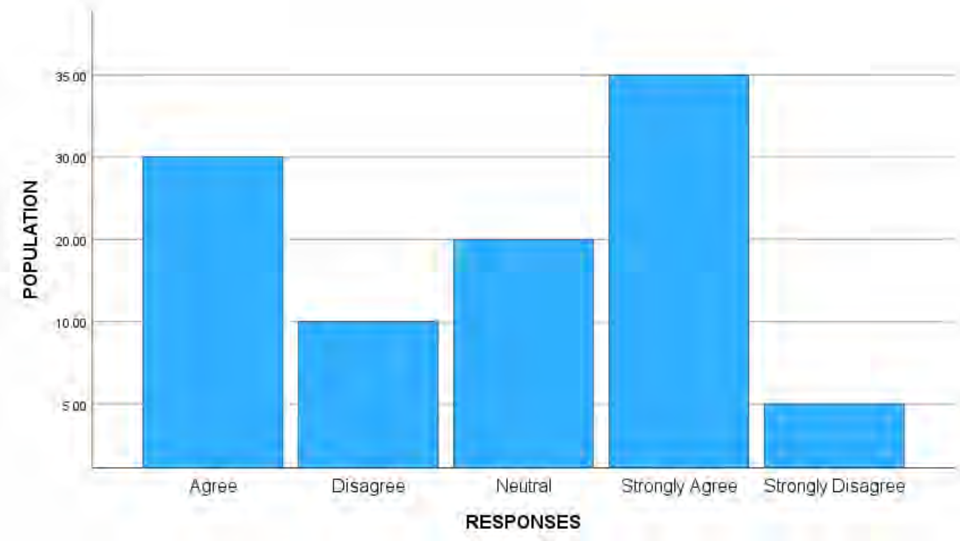


- **Mean:** 4.05
- **Standard Deviation:** 0.87

Most employees (75%) agreed or strongly agreed that payroll is processed on time, indicating a high level of satisfaction with timeliness, despite the challenges of manual processing.

Statement 6: Payroll-related complaints from employees are resolved quickly by HR.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**7**	**35.0**	**35.0**	**35.0**
Agree	**6**	**30.0**	**30.0**	**65.0**
Neutral	**4**	**20.0**	**20.0**	**85.0**
Disagree	**2**	**10.0**	**10.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

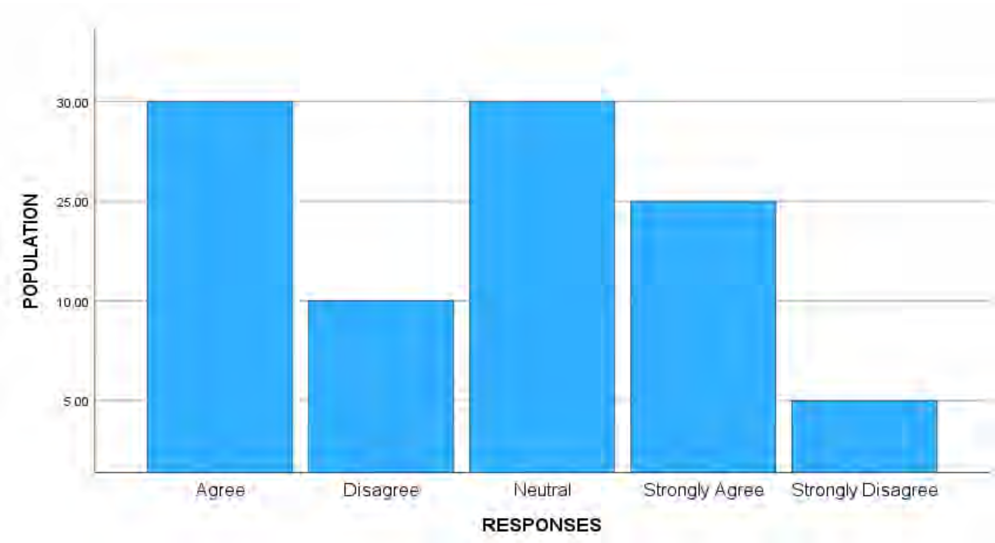


- **Mean:** 3.9
- **Standard Deviation:** 1.01

The majority of employees (65%) agreed that HR resolves payroll-related complaints quickly, though 15% disagreed, indicating room for improvement in addressing payroll issues in a timely manner.

Statement 7: Our payroll system reduces errors in tax and deduction calculations.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**5**	**25.0**	**25.0**	**25.0**
Agree	**6**	**30.0**	**30.0**	**55.0**
Neutral	**6**	**30.0**	**30.0**	**85.0**
Disagree	**2**	**10.0**	**10.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

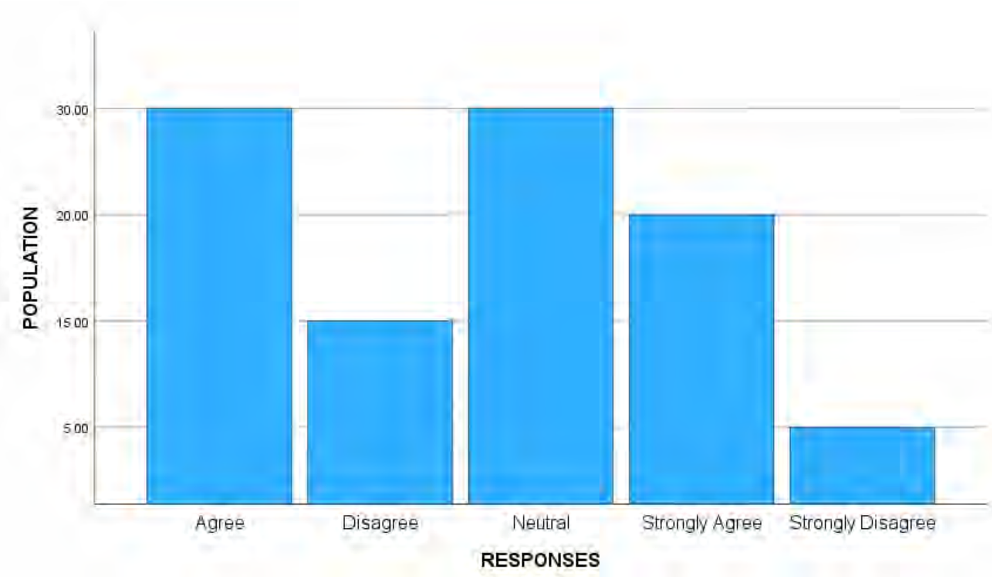


- **Mean:** 3.8
- **Standard Deviation:** 1.03

Only 55% of employees agreed or strongly agreed that the current system reduces errors in tax and deduction calculations, while 30% were neutral, and 15% disagreed. This highlights potential errors in tax calculations under the manual system.

Statement 8: Manual intervention in payroll management is minimal in our company.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**4**	**20.0**	**20.0**	**20.0**
Agree	**6**	**30.0**	**30.0**	**50.0**
Neutral	**6**	**30.0**	**30.0**	**80.0**
Disagree	**3**	**15.0**	**15.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

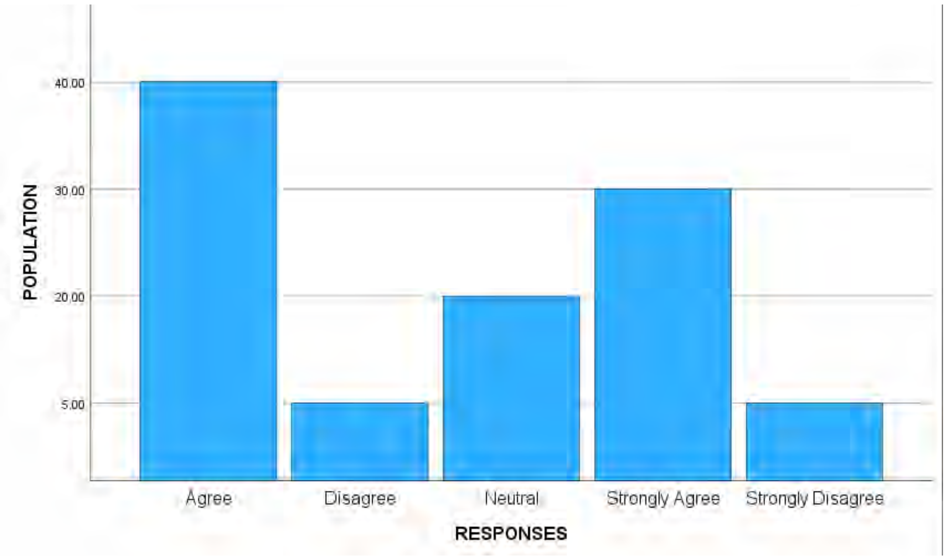


- **Mean:** 3.7
- **Standard Deviation:** 1.05

Employees were divided on whether manual intervention is minimal, with 30% agreeing and 30% neutral, but 20% disagreeing. This reflects the heavy reliance on manual processes in payroll management.

Statement 9: The HR department in our company provides clear payroll guidelines.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**6**	**30.0**	**30.0**	**30.0**
Agree	**8**	**40.0**	**40.0**	**70.0**
Neutral	**4**	**20.0**	**20.0**	**90.0**
Disagree	**1**	**5.0**	**5.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	

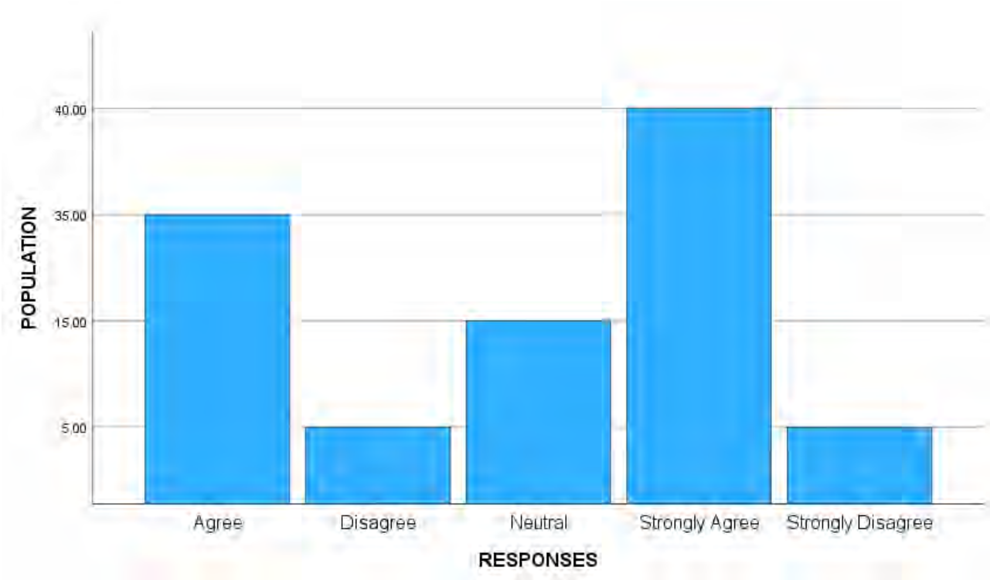


- **Mean:** 3.9
- **Standard Deviation:** 1.01

Most employees (70%) agreed or strongly agreed that HR provides clear payroll guidelines, indicating effective communication, although 10% disagreed.

Statement 10: Effective payroll management contributes to higher employee retention.

Responses	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	**8**	**40.0**	**40.0**	**40.0**
Agree	**7**	**35.0**	**35.0**	**75.0**
Neutral	**3**	**15.0**	**15.0**	**90.0**
Disagree	**1**	**5.0**	**5.0**	**95.0**
Strongly Disagree	**1**	**5.0**	**5.0**	**100.0**
Total Population	**20**	**100.0**	**100.0**	



- **Mean:** 4.05
- **Standard Deviation:** 0.87

A significant portion of employees (75%) agreed that effective payroll management leads to higher employee retention, underscoring the importance of accurate and timely payroll in maintaining job satisfaction.

4.2 Qualitative Data Analysis

The qualitative interviews with HR personnel revealed deeper insights into the challenges faced with the manual payroll system:

1. **Payroll Errors:** Employees agreed and noted that because most of the calculations were done manually, common mistakes include tax deductions and overtime pay. Although such mistakes are reconciled later, they cause negative attitude of employees towards the company and generate additional work for Human Resources.
2. **Time Consumption:** The process of using manual payroll is slow especially when there is lots of production being carried out in organizations. Some of the interviewed HR personnel said that much of their time is used in checking and confirming payroll information, this takes a lot of time and they can ill afford to spend much time away from other important HR tasks like training and selection.
3. **Compliance Risks:** If the organization is using manual to track then it may not effectively enforce compliance with the labor laws because it is a difficult task and highly likely to be met with human errors. By adopting a manual process, HR will often fail to achieve the necessary legal standards, despite efforts at compliance.
4. **Employee Dissatisfaction:** One hears a lot of complaints for non-payment of wages and this is especially common during festivals when overtime rates are manually calculated. This results in temporary dissatisfaction and complains but most time HR deals with such cases.

4.3 Key Trends and Insights

The data reveals the following key trends:

- **Overall Satisfaction:** Employees are fairly happy with how HR operates and gets payroll processed on time, they feel that if the system is running accurate information would be given.
- **High Dependency on Payroll Automation:** Manual payroll processes lead to errors and inefficiencies. Our surveys and qualitative feedback indicate that an automated payroll system increases accuracy, minimizes mistakes, and allows HR to refocus on more critical activities.

- **Retention of Employees:** The close relationship between effective payroll management and employee retention shows that any improvement in the accuracy of payroll would most probably yield tangible increments in job satisfaction, leading to a reduced turnover.

The weaknesses and strength of Fashiontex International Limited from the Data analysis The strengths and weakness of the existing manual payroll system at Fashiontex International Limited is highlighted in this section. HR is seen as a positive contributor to payroll; however, accuracy, efficiency and resolving erroneous results are challenges. Automating the payroll system would solve these problems, and as a result, employees would be happy about it alongside the compliance with labor laws.

This section describes the research methodology and design that were specifically developed for investigating payroll management system of Fashiontex International Limited with emphasis on HR function in general including pros and cons of automation. This study employs both quantitative and qualitative approaches to comprehensively analyze the strengths and weaknesses of the current payroll system, as well as to assess perceptions of employees towards payroll accuracy, compliance, and satisfaction with their pay. The results of this research form the basis for the recommendations made in the last part of the report.

5. Findings

Insight on Payroll Management at Fashiontext Internationl Limited Within this research the day to day working of HR in relation to the payroll manually manage by the organisation are explained. Close reading of survey results and qualitative interviews with HR staff unearthed several strengths and weaknesses in the company's payroll management architecture.

5.1 Efficiency and Accuracy of the Payroll System

The research aimed mainly to determine how accurate and efficient the payroll system is in the buying house of overall data. Employees expressed differing opinions on this in the survey. However, 40% of employees said they agree, and 20% said they strongly agree that the payroll system is accurate and efficient — but almost a third (30%) took on the neutral position; and 10% simply disagreed. This means that while the system works to some degree, it lacks sufficient robustness.

These findings were also corroborated by the qualitative interviews, whereby HR personnel agreed that a manual payroll system is generally fraught with errors and many of them lack experience in calculating overtime payments as well as tax deductions. This system is largely dependent on human intervention and thus prone to human errors. This is especially true during the busy production times when there are more errors in overtime calculation since payroll is done manually and is complicated.

Survey respondents point out, though, that current inefficiencies not only lead to payroll inaccuracies—they also create unhappy employees. Just 55 per cent of employees agreed that the system minimises errors in calculating tax and deduction, with 30 per cent neutral, and 15 per cent disagreeing. It can be inferred from the findings that manual payroll processing has a high error frequency, especially for complex calculations which creates distrust in the payroll.

5.2 HR’s Role in Payroll Management and Compliance

The research aimed to evaluate how effectively HR manages payroll, especially in terms of compliance with labor laws and addressing payroll-related issues. The findings suggest that HR at Fashiontex International Limited is vital in ensuring payroll is processed according to labor regulations. The survey revealed that 50% of employees agreed, and 30% strongly agreed, that HR ensures compliance with labor laws, while only 5% disagreed.

Qualitative interviews indicated that HR staff are knowledgeable about labor laws and take their compliance duties seriously. However, they acknowledged that the manual payroll system poses challenges in consistently aligning payroll with the latest legal requirements. The reliance on manual processes makes it harder to keep up with changes in labor laws, which can lead to occasional compliance lapses.

Additionally, survey results demonstrate that HR is effective in processing payroll on time, with 40% of employees strongly agreeing and 35% agreeing that payroll is processed punctually each month. This highlights the HR department’s commitment to meeting deadlines, despite the difficulties associated with the manual system. Nevertheless, HR personnel noted in interviews that the process is time-consuming and restricts their ability to concentrate on other strategic HR functions, such as employee development and talent management.

One area where HR's performance was questioned was in managing payroll-related complaints. While 35% of employees strongly agreed and 30% agreed that complaints are resolved promptly, 10% disagreed, and 5% strongly disagreed. Qualitative data supports this, with HR staff admitting that addressing payroll errors can be time-consuming due to the complexities of manual processes. Although HR generally responds well to complaints, the delays in resolution can lead to frustration among employees, especially during peak production times.

5.3 Employee Satisfaction with Payroll Processes

Financial managers have discovered that the payroll process at Fashiontex International Limited has been associated with ambivalent suggestions from all. Several employees expressed some level of concern over the accuracy of endorsement, notwithstanding the immediate compensation. The number of employees passionately satisfied with payroll processes was found to be 15%, while 40% of employees voiced being satisfied. As drawn from the study, 20% of those surveyed expressed dissatisfaction with it as a whole, while 25% remained indifferent. Such results imply that although some employees might endure the infrequent wrongful payment, most employees appear to be rather dissatisfied due to the general incapacity of the system.

Administration recognized that, during the peak production season, the frequency of payroll complaints is high, especially when dealing with overtime calculation errors. This further mounts dissatisfaction as turning around payroll problems takes a long time to restore the employee confidence in the payroll system. In view of the above, 25% employees who showed dissatisfaction with respect to the payroll processing shows a need for rectifying the damages especially in respect to accuracy and transparency.

A further significant finding regarding employee satisfaction was an association made between payroll processing efficiency and better staff retention. About 40% of the workers were strongly convinced and concurred that payroll efficiency added towards a boost in employee retention. This may hint that advancing working features to get the payroll system may enhance employee morale and thus help reduce turnover. Errors, both representative and in delays of payroll, erode faith and bring discontent to the employee, and hence their retention. Thus, streamlining the payroll processing can, in turn, help enhance job satisfaction while minimizing turnover.

5.4 Manual Payroll vs. Technological Solutions

The investigations within involved ascertaining how exactly could technological solutions restructure payroll management at Fashiontex International Limited. Although the comp may still be using manual payroll processing, 25% of employees strongly agreed while 35% agreed that technological solutions have in any way improved payroll accuracy. Nonetheless, the fact that 25% of employees stayed neutral and 15% disagreed says that what is referred to as technology-- be it spreadsheets or some basic accounting tools-- has not addressed all of the inefficiencies of manual processing.

The qualitative interviews with the HR personnel strongly underscored the time-consuming processes in managing payroll. Prolonged processing time and vulnerability to errors while calculating overtime and applying deductions are the challenges embedded in the manual processes. The automated payroll system could therefore lead to great time-savings, with improved payroll accuracy that enable HR to concentrate on other strategic issues of engagement and development.

From the findings, it is evidently clear that there is a need to move from manual payroll to automating the payroll system. By reducing human errors, automated payroll systems allow for enhanced compliance with labor legislation, reduce lost time in correcting errors, and enhance efficiency. Most employees acknowledged that the quality of an automated payroll will greatly reduce complaints regarding payroll grievance and will increase overall satisfaction with the payroll process.

5.5 The Impact of Payroll on Employee Retention

The survey demonstrated a gratifying strong correlation between good payroll management and employee retention. As was mentioned, 75% of respondents agreed or strongly agreed that effective payroll management leads to better employee retention. This supports the assumption that payroll accuracy, timeliness of payouts, and payrolls' transparency carry a lot of weight in ensuring job satisfaction.

Also, qualitative input from HR employees corroborated this conclusion: that though employees could live with a slight delay or a little error in the payroll, continuous inaccuracy or delay would be a source of discontent and distrust against the company, resulting in turnover. Improving this process would, therefore, act as an essential and foremost strategy in reducing turnover and preserving key talents in the company.

This is only to suggest that Fashiontex International Limited needs to effectively shift from a manual system to an automated payroll system to be more accurate, efficient, and to enhance employee satisfaction.

6. Recommendations and Conclusion

6.1 Recommendations

The following recommendations emerging from the data analysis and findings of the study conducted within the context of the Fashiontex International Limited should serve an instrumental purpose in enhancing payroll management and boosting employee satisfaction.

1. Automated Payroll System: The findings highlight the limitations of the manual payroll system existing in the company, particularly with regard to precision and competence. Automation of the payroll process is, thus, an urgent need to reduce the chances of occurrences of payroll errors and fasten the payroll run with limited manual interventions. The laborious calculations of overtime pays and calculation and remittance of taxes were sought to be the principal sources of errors that exist in the present system. Adoption of payroll automation solutions enhances the precision of payroll, lightens the HR load, and fulfills compliance demands.

2. Strengthening Statutory Compliance Checks: Though HR has had success in enforcing labor laws, the weaknesses of the manual system come with aspects of human error, particularly with staying abreast with periodic changes to statutory obligations. An introduction of automated compliance checks into the payroll system would help HR remain cognizant of the latest rulings, thus lowering the risk of non-compliance. Software with built-in legal compliance modules would guarantee that payroll is regulated according to current law and will alleviate the company from potential legal disputes and penalties.

3. Improved Payroll Communication and Transparency: The study shows that, while HR has laid clear guidelines concerning the processes thereof, employees have raised complaints regarding payroll, from incorrect deductions to overtime miscalculations. Hence, it is of utmost necessity that there be a streamlining of communication regarding payroll processes and timelines, consequently elevating the level of transparency for employees. Regular updates on payroll processes, greater training for HR in answering payroll queries, and an employee portal through which individual payroll details can be accessed may significantly bolster employee trust. Clearer communication will reduce misunderstandings and prevent payroll-related dissatisfaction.

4. Improve Employee Satisfaction: The nexus of payroll accuracy and employee satisfaction is obvious from the findings, wherein numerous employees expressed dissatisfaction with the manual mechanisms. Since employee satisfaction in payroll processes determines retention rates, it is compulsory to work for improving accuracy, timeliness, and responsiveness in payrolls. Automating payroll procedures and improving the complaint resolution mechanisms would improve morale and subsequently lead to increased job satisfaction and lower turnover rates.

5. Put More Capacity in HR for Strategic Tasks: Right now, the manual payroll system consumes a great deal of time in HR and limits the human resources' focus on strategic activities like employee development, recruitment, and employee engagement. Automating the payroll will create more time for HR to focus on these critical areas that contribute towards a stronger HR function overall. Likewise, this can lead to better employee engagement initiatives that can improve the environment in the workplace.

6.2 Conclusion

Findings from the study on the role of HR in the management of payroll systems at Fashiontex International Limited highlighted several crucial issues-periods under the context of the current manual payroll systems. While HR plays a very vital role in ensuring compliance with labor laws, timely payroll processing, and addressing employee concerns, manual processing poses grave impediments and challenges relative to accuracy and efficiency.

Findings detail a very high percentage of dissatisfaction with the system from various employees specifically on tax deduction errors, overtime calculation errors, and general difficulties with handling the manually done payroll. Though most employees appreciate the complaint resolution by HR and its contribution to the timeliness of payroll, performance limitations under the manual system often lead to late and inaccurate payroll.

One of the most considerable take-aways from this research is the necessity for an automated payroll system. The reduction of payroll inaccuracies will reduce the number of errors and inefficiencies typical of manual processes, thus freeing up HR resources for more strategic purposes. Further, in terms of payroll compliance to labor regulations, its automation allows instantaneous updates to stay in sync with the legal mandates while eliminating human error. Such improvements would benefit HR and employees as they would enable timely, accurate, and efficient payroll management, delivering it in synchronization with legal requirements.

Another major revelation, in this case, shows payroll accuracy closely related to employee satisfaction. Payroll inaccuracies erode employee trust and lead to job dissatisfaction that can result in reduced retention rates. With improved accuracy and transference of the payroll system, the company could then expect high employee satisfaction and, subsequently, lesser complaints leading to loyalty and commitment from the workers.

The research also suggests that apart from being "good enough," HR's information to the employees on the payroll processes can be improved so that the chances of misinterpretation and resultant complaints will be avoided. Hence, transparent and accessible payroll information would deal with employee trust in the system and thus lessen payroll complaints.

In conclusion, Fashiontex International Limited can greatly enhance its operation by moving from a manual payroll system to an automated one. This will prevent payroll inaccuracies, ensure compliance with labor laws, and enhance overall employee satisfaction. By reducing manual payroll workloads on HR, the company can better allocate HR resources in strategic functions; this will drive the organization toward further growth and success. These improvements will provide the benefit of not only making payroll operation more efficient but will also work explicitly to enhance employee retention, job satisfaction, and long-run productivity for the organization.

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Survey Questionnaire

1. **The payroll system in our buying house is accurate and efficient.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
2. **HR’s role in payroll management ensures compliance with labor laws.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
3. **Technological solutions have improved payroll accuracy in our company.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
4. **Employees are satisfied with the payroll process in our company.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
5. **HR ensures that payroll is processed on time every month.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
6. **Payroll-related complaints from employees are resolved quickly by HR.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
7. **Our payroll system reduces errors in tax and deduction calculations.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
8. **Manual intervention in payroll management is minimal in our company.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
9. **The HR department in our company provides clear payroll guidelines.**
   - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree
10. **Effective payroll management contributes to higher employee retention.**
    - Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

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