

Report On

A comprehensive analysis of the employee experiences and perspectives
on HRIS implementation at Petromax LPG Ltd

By

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

BRAC Business School
BRAC University
February, 2025

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Declaration

It is hereby declared that.

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

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Letter of Transmittal

16 February, 2025

Tanzin Khan

Senior Lecturer

BRAC Business School

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66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Mam,

I'm incredibly delighted to inform you that I have written the report on "A Comprehensive Analysis of the Employee Experiences and Perspectives on HRIS Implementation at Petromax LPG Ltd" after completing my internship successfully as an HR Intern at Petromax LPG Ltd, a subsidiary of SHV Energy, a global energy distributor. Here, I received the honor to contribute under the guidance of the notable HR team at Petromax LPG Ltd.

I performed all my ability to complete the report on time, with all the required data and recommended proposal, as effectively and comprehensively as achievable.

I sincerely think the report will satisfy all of the criteria, so I truly hope and pray that you will accept it and oblige thereby.

Sincerely yours,

Sanzida Reza

21204233

BRAC Business School

BRAC University

Date: February, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Petromax LPG Ltd and the undersigned student at Brac University.

Sanzida Reza

ID: 21204233

BRAC Business School

BRAC University

Acknowledgment

I intend to embrace this opportunity to convey my sincere gratitude to all those who helped and kept motivating me to make the completion of my internship report, without them, it would be exceedingly hard for me to put together and accomplish the internship report in the time permitted.

On top of everything, I am indebted to the Almighty for blessing me with strength and determination and my parents for motivating me to complete the internship report.

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"A comprehensive analysis of the employee experiences and perspectives on HRIS implementation at Petromax LPG Ltd" is the study topic of my internship report. I am thankful to Hasan Uz Zaman, Lead IR & HRBP Operations, and Gazi Nanerbi Netol, HRBP of Petromax LPG Ltd, for offering guidance, collaboration, and a chance to obtain practical work experience in the organization during the three-month internship.

Lastly, equally and most significantly, I would also like to extend my deep gratitude to my co-workers for providing encouragement and valuable counsel that enabled me to complete the report.

Executive Summary

The study represents the internship experiences with an overview and detailed information in Chapter 1. Additionally, Chapter 2 highlights the overall organization's identity and management practices of all the departments, such as management & HR elements, financial, sales & marketing, and logistics & information systems of Petromax LPG Ltd with the SWOT analysis and Porter's Five Analysis to understand the standing of the company in the competitive market. Chapter 3 explores Petromax LPG Ltd.'s HRIS project, with a special focus on the employee experience and perspectives on HRIS implementation which consists of the development of a mass database. Streamlining the HR process, enhancing the reliability of information, as well as improving the overall experience of employees are the intended objectives of the HRIS acceptance. The report encompasses significant findings regarding system efficiency and employee satisfaction and outlines the methodology approaches executed during the period of internship, covering gathering information and research. The recommendations regarding further modifications are provided to ensure the HRIS's successful implementation and to resolve complications that emerged during the initial deployment phase. This research project is an invaluable resource for grasping how HRIS influences employee engagement and organizational productivity and, therefore, expands Petromax LPG Ltd.'s strategic goals and vision.

Keywords: Human Resource Information System (HRIS), Employee Experience, Job Satisfaction, Job Engagement, Digitalization, Strategic Human Resource Management (SHRM)

Table of Contents

Declaration.....	2
Letter of Transmittal.....	3
Non-Disclosure Agreement.....	4
Acknowledgment.....	5
Executive Summary.....	6
Table of Contents.....	7
List of Figures.....	10
List of Table.....	11
List of Acronyms.....	12
Chapter 1.....	13
Overview of Internship.....	13
1.1 Information of the Intern.....	13
1.2 Internship Information.....	13
1.3 Internship Outcomes.....	16
1.4 Benefits of the Internship Program.....	18
1.5 Difficulties Faced During the Internship.....	20
1.6 Recommendations for Future Internship.....	22
Chapter 2.....	25
2.1 Introduction.....	25
2.1.1 Objective(s).....	25
2.1.2 Scope of Study.....	26
2.1.3 Methodology.....	28
2.1.4 Significance of The Study.....	29
2.1.5 Limitations.....	30
2.2 Company Overview.....	32

2.2.1 Mission.....	34
2.2.2 Vision.....	35
2.2.3 Values.....	35
2.2.4 Purpose.....	36
2.2.5 Ambition.....	37
2.2.6 Ethics & Compliance.....	39
2.2.7 Product Line & Service.....	40
2.2.8 CSR Initiatives.....	41
2.3 Operations Unit (Importing, Manufacturing & Bottling).....	43
2.4 Management Practices.....	47
2.5 Sales & Marketing Practices.....	54
2.6 Financial Performance & Accounting Practices.....	58
2.7 Operation Management in Logistics & Information System practices.....	60
2.8 Industry and Competitive Analysis.....	61
2.9 Summary and Conclusion.....	68
2.10 Recommendations.....	70
Chapter 3.....	73
A comprehensive analysis of the employee experiences and perspectives on HRIS implementation at Petromax LPG Ltd.....	73
3.1 Introduction.....	73
3.1.1 Background and Problem Statement.....	74
3.1.2 Objective(s).....	76
3.1.3 Significance of the study.....	77
3.1.4 Scope of the Study.....	79
3.2 Literature Review.....	81
3.3 Methodology.....	85

3.3.1 Research Design/ Methods.....	85
3.3.2 Data Collection.....	86
3.3.3 Ethical Consideration.....	89
3.4 Findings and Analysis.....	89
3.5.1 Functionality & Features.....	92
3.4.2 Data Accuracy.....	94
3.4.3 Process Simplification.....	95
3.4.4 Usage Experience on Devices.....	97
3.5 Implications.....	99
3.5.1 Functionality & Features.....	99
3.5.2 Benefits.....	102
3.5.3 Challenges.....	104
3.5.4 Employee adaptation, experience & satisfaction.....	107
3.6 Summary and Conclusion.....	109
3.6.1 Summary.....	109
3.6.2 Conclusion.....	110
3.7 Recommendations.....	111
Reference.....	112

List of Figures

Figure 1: Logo of SHV Energy.....	32
Figure 2: Logo of Petromax LPG Ltd.....	34
Figure 3: Ambitions of SHV Energy (Petromax LPG Ltd)	38
Figure 4: Photo of Petromax LPG cylinders in two sizes.....	40
Figure 5: Logo of Petromax Cylinders Limited	45
Figure 6: Dhaka Plant	46
Figure 7: Graph on survey feedback in case of meeting expectations.....	93
Figure 8: Graph on survey feedback on Data reliability.....	94
Figure 9: Graph on survey feedback for enhancing HR processes and activities	96

Figure 10: Pie chart on survey feedback for Usage experiences on Mobile App	98
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Figure 11: HRIS functionality on mobile app	98
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List of Table

Table 1: Summary of data & core findings analysis.....	90-92
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List of Acronyms

ASS	Admin Self Service
ATL	Above The Line
BTL	Below The Line
CFO	Chief Financial Officer
CRC	Cylinder Rotation Certificate
CSR	Corporate Social Responsibility
DD	Direct Delivery
ED	Executive Director
ESS	Employee Self Service
HRM	Human Resource Management
KRIS	Human Resource Information System
LPG	Liquefied Petroleum Gas
MIS	Management Information System
MSS	Manager Self Service
OM	Order Management
PO	Purchase Order
RDC	Regional Distribution Centers
SAP	Systems, Applications, and Products
SKU	Stock Keeping Units
SO	Sales Order
SSO	Single Sign On
TNA	Training Needs Analysis

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name: Sanzida Reza

Student ID: 21204233

Program: Bachelors of Business Administration

Major: Human Resources Management

Minor: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Duration: 3 months (29 October - 29 January)

Company Name: Petromax LPG Ltd, a concern of SHV Energy

Department: HR Department

Address: Level-12 House- SE (D, Crystal Palace, 22 Rd 14), Dhaka 1212

1.2.2 Internship Company Supervisor's Information Name and Position

Name: Lamiya Bushra

Designation: Executive Director, HR

1.2.3 Job Scope - Job Description/Duties/Responsibilities

My primary duties as an HR intern at Petromax LPG Ltd., a subsidiary of SHV Energy, include supporting the HR Business Partner (HRBP) along with assisting the HR department with routine tasks. My responsibilities encompass a variety of HR-related duties, all of which contribute to the company's HR operations as an entire entity, and those are given below:

1. Reporting on HR Activities

- Contributing to the organization by keeping up with and evaluating HR operational activities through providing frequent updates on assigned day-to-day HR tasks.
- Teamwork on a variety of HR-related projects with my teammates, making sure that everything is finished quickly and effectively.
- Maintaining interdepartmental communication with other departments to make sure that HR tasks are in line with business operations and that HR and other business functions are coordinated seamlessly.
- Track and arrange personnel files, ensuring that they are current and adhere to legal and organizational requirements.
- Work with team members to develop presentations that effectively convey HR-related information to management and staff for targeted deadlines.
- Designing and creating posters, appreciation cards, and invitation cards.

- Making databases on MS Excel, and also working on Outlook, Canva, MS Visio, PowerPoint, etc.
- Retrieve bank account information and other financial data needed by fund signatories and help with data management in the payroll & compensation arena.
- Keep tabs on and compute employee leave days over a year, producing reports to guarantee adherence to corporate guidelines.
- As part of the administration of benefits and compensation, gather and report information on employee food allowances.
- To support diversity and inclusion initiatives, research to find trends in the market's availability of female talent.
- Budgeting, maintaining, and tracking bills for administration in need of arranging events like picnics.
- Proofreading necessary and sensitive documents.
- Participating in training or workshops as required.
- Maintaining confidentiality strictly

2. Recruitment Process

- Scheduling interviews and arranging the setup.
- Create a database & scorecard of shortlisted candidates.
- Communicate with the shortlisted candidates via call, text, and email.
- Documenting the interview updates immediately to keep track as a record.

- Communicate with third parties and head-hunters for recruitment.
- Emailing and communicating with new hires for required documents to start the onboarding process and prepare documents to make files.

3. HRIS Project (Assigned)

- Contribute to the HRIS project by producing and maintaining the employee database, entering data into the system, and conducting audits of unresolved time-off approvals (UAT) or missing documents.
- User Acceptance Test (UAT) - If it works according to plan or not for HR functions and components, identifying any errors, defects, or missing functionality as per requirements in a testing environment, retesting after improving, analysing results, etc.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

My HR internship at Petromax LPG Ltd., a subsidiary of SHV Energy, allowed me to do both strategic projects and daily operations while also developing considerable skills in a variety of HR jobs. Rather than merely doing my assigned duties, I helped in simplifying processes and assisting in the development of a more effective and efficient HR function. By assisting HR operations and understanding the need for open communication and proactive reporting, I was

able to streamline procedures and ensure alignment between HR activities and the company's overall objectives.

Additionally, I searched for strategies to improve internal communication by creating engaging visual materials and presentations. The organization's commitment to Diversity, Equity, and Inclusion (DEI) was shown by the research I conducted into the availability of female talent in the market and industries, which also yielded insightful information for future hiring practices. Throughout the hiring process, I have seen directly how efficient candidate management and open communication may significantly impact the hiring process's quality and speed. My objective was to work with other recruiters and proactively maintain prospect databases to enhance the reach of our talent acquisition efforts and improve the overall individual experience. The most major contribution has been to the HRIS project, where I played a critical role in its success. Because the system was built on solid data, I emphasized the importance of intense UATs, meticulous audits, and accurate data entry. In addition to actively retesting and taking part in the results analysis, I have been using UAT to identify and report flaws so they can be fixed. Through this experience, I gained an understanding of the value of UAT in ensuring that the system will fulfill users' needs and its intended functions.

1.4 Benefits of the Internship Program

Through the internship program, I was given exposure to a multitude of HR departmental processes that get carried out in the corporate world, and I absorbed a lot of new things as knowledge and learned step by step in every aspect while working, including:

- **Time Management and Job Task Prioritisation:** The tasks at the Head Office are assigned by the entire department at various times, as I am one of ten team members. Many times, the tasks that are allocated come all at once or get overloaded. Thus, I choose to plan and schedule the completion of the task to fulfil the urgency and deliver finished assignments to my mentors and supervisors. Furthermore, I've developed and expanded my daily routine to work professionally and manage my time.
- **Real-Life Project Management & HRIS implementation:** Through the actual project of HRIS implementation and its UAT, I have gained great experience in project planning, executing, and giving reports as a follow-up to enhance essential project management skills. Since it's a crucial project based on actual data, it needs to be done completely with zero errors. Thus, I created data files, maintaining accuracy with great focus and in a detailed manner. In addition to entering data, I also maintained databases and conducted missing document audits, which enabled me to hone critical abilities in data analysis, solving unique employee file-related problems, and quality control.
- **Data management:** I have manually organized files and created employee and worker personal information databases in Microsoft Excel. I have made sure that the data is

reliable and relevant to monitor it . Nonetheless, it has been demonstrated vital to continue maintaining an eye on the candidate databases during the recruiting procedures. Furthermore, I have handled and proofread a few pieces of confidential data.

- **Exposure to HR technology:** At Petromax LPG Ltd., for smooth HR operational activities to flow, some HR tools are used, such as the newly launched HRIS. Workday and SAP for some selected HR functions to make procedures efficient and effective with advancement. Throughout the internship program, I have worked on an HRIS project, which is an HR technology to analyse employee information, leave management, core payroll components, upcoming holidays, pending lists of tasks, notifications, etc., which are operated in such advanced digital ways. Based on these components, reports and results are shown on the dashboard. However, through Workday Software, talent management activities are conducted by providing a learning segment to improve the skills of employees. On that platform, courses are allocated based on skill requirements and levels of skills for continuous improvement and learning of employees.
- **Communication Skill:** In the real-life corporate world, I have been given opportunities to work in a team with team members and mentors. As an HR enthusiast or professional, it's crucial to hone blended and build strong communication with all the employees to understand better and work in cross-functional activities. That's how I have built interdepartmental communication skills, I have built at my workplace during my internship at Petromax LPG Ltd with every department. However, in the recruitment

process, I got to deal with external recruiters as third parties and candidates for interviews for hiring and learned how to approach the information needed professionally.

- **Establishing Professional Network:** During the internship period at Petromax LPG Ltd, I got to interact with global professionals and expatriates from SHV Energy and also all the professionals in every department, including top management experts. Through communication and interpersonal skills, I have enhanced my networking skills too while interacting, discussing operational and professional issues, and working together with others. Thus, I created my professional network and learned many things.

Having been taken into account, my internship gave me an extensive grasp of human resources and encouraged me to help achieve strategic goals as well as operational efficiency, with a priority on process improvement, communication advancement, and data reliability.

1.5 Difficulties Faced During the Internship

Being an intern in the HR department as a newbie, the beginning of corporate learning to obtain has started. I have learned a lot but faced challenges, too. However, I have tried to mitigate as much as possible through discussions and my mentors' support. The difficulties or challenges I faced are mentioned below-

- **Prioritizing Conflicting Deadline:** There have been conflicts for deadlines when it has come to work with multiple assignments to finish within time. For example, once, I was

doing work for the project deadline for head office corporate files within 3 days, but there was an urgency to conduct interviews to work on. Since the whole team was assigning tasks initially, some deadlines were unrealistic, which were conflicting too.

- **Delay in supplying necessary resources:** To meet the deadline of my HRIS Project-related tasks, co-operating by providing employee files has been delayed more than 14 days. So, it has been difficult and unrealistic to meet the allocated deadline bit, and created stress immensely. However, it was making me feel demotivated.
- **Adapting to Different Communication Styles:** When it comes to communications with employees from departments within a company, candidates for different roles like senior levels and also communicating with third parties vary from each other differently. So, professionalism is mandatory while dealing with someone external as it differs from known networks.
- **Balancing Multiple Responsibilities:** Along with the recruitment process and HRIS project, there are different types of daily HR functional activities which are as required based on situations too. For example, while I was working on interviews and projects, I was aligned with the Game Committee and Cultural Committee of the annual picnic event to arrange resources and conduct procedures. It has been a crucial responsibility for a week, so balancing all sorts of tasks and duties has been challenging but yet managed as required.

1.6 Recommendations for Future Internship

If it is possible to further enhance the internship experience for upcoming interns, I would like to suggest the following improvements to the company:

- When hiring freshman interns and addressing routine duties with them, the organisation may create comprehensive job descriptions. Considering they are newcomers to corporate life, it could be essential to distribute tasks efficiently while offering precise directions together with a sample. As consequence, job descriptions are an ideal instrument for guaranteeing interns keep track of their regular obligations and expectations; otherwise, there could be a possibility that they will get overwhelmed and lose enthusiasm. However, an adequate job description can additionally offer a road for the interns to develop fresh competencies with the goal to decrease their work stress and coordinate their work professionally.
- It is essential to assign monitoring or reporting supervisors/managers and decide who will have the authority to assign tasks only. It should be maintained with professional behaviour. This will raise the workload, cause time frame conflicts for each supervisor's work, and ultimately render the working environment less productive for them to complete the tasks allocated and meet deadlines. Nevertheless, interns should have an appointed manager who divides obligations with the goal to prevent mismanagement and make it simpler and more efficient, similar to permanent employee's tasks.

- While assigning tasks, those should have realistic deadlines by ensuring that enough resources are given to the interns to work on. Before giving any tasks or responsibilities, a clear instruction, exactly needed resources related to the task must be given to the interns so that for those resources, they don't have to rely on other employees which can lead to mismanagement or increase dependency resulting in delays. However, the time management for each target on daily basis should be measured to understand the in-depth complexities of the tasks and analyse within designated timeframe how can the deadlines can be met without depending on anyone.
- A workshop regarding communication with interns and other employees to minimise the gaps are needed to reduce the dependency and create a follow-up process to make projects happen in more efficient ways. To make it happen, while onboarding the newly hired personnels, needs to be given clear communication workshop as mandatory to adopt diversity, etiquette, maintaining decency, and respect individuals in respective of age group, generations, genders, or any other background while communicating.
- Either the employer should offer compensation that is suitable for the amount of work that the interns are expected to perform, or they should subsidize the job while making revisions to the current compensation package. As market standard for an MNC, the salary should be revised again aligning with the job description. However, where there is

no job description given, it creates loopholes to exploit with extra workloads for any employee. So, to be fair and just with the interns, the company should increase more compared to other MNCs in the market to be relevant and to ensure maintaining good reputation and image.

Chapter 2

Organization Part

2.1 Introduction

The chapter refers to the overall idea and overview of Petromax LPG Ltd, a subsidiary of SHV Energy, with its mission & vision, values & purposes, ambition, ethics & compliance, product line & service details, and Corporate Social Responsibility (CSR) activities. Also, it includes and explores the manufacturing, importing & bottling unit under operation, management practices - leadership style, recruitment & selection process, the compensation system, training & development initiatives, performance appraisal system, sales & marketing practices, financial performance & accounting practices, logistics & information system practices. In addition, industry & competitive analysis has been discussed by doing Porter's Five Forces analysis. Also, a SWOT analysis has been conducted to give a glimpse of the status and position of the business from different perspectives. However, several recommendations are mentioned based on all these components: departmental & cross-functional practices, analysis, and evaluation.

2.1.1 Objective(s)

The purposes of the study on Petromax LPG Ltd in Bangladesh are mentioned below -

- To understand the company's stand regarding their identity, what they do, and what they offer with the impacts.
- To explore their regular management processes and practices regarding managing personnel or employees and workers, marketing practices such as branding, financial and accounting practices in profitability, solving problems, liquidity, accountability, logistics management & information system practices in operations
- To evaluate and analyse the industry and competitive analysis for the company.

2.1.2 Scope of the Study

The areas that the study focuses on are discussed in brief below-

Organization's Core Identity - The study introduces the offerings a company can convey to its customers. Not only that, but it also includes how and why they do whatever processes they do in business. Their impacts on society, their product lines, and services to the customers. Also, the manufacturing and bottling process that they do. In doing so, the ethics and values they believe in to proceed with the business and its consequences to deal with.

Management Practices and Style - How the workforce will achieve the planned goals and targets. In which style and ways, the company leads the employees to drive the enthusiasm to motivate and to get the work done can be highlighted. Moreover, the overall process of recruitment and selection is to hunt talents and attract them for employment. Moreover,

compensation and payroll components and maintaining labor law for leave management. Training & development initiatives by analyzing the competencies of employees and workers for growth and development, and performance appraisal based on the performance of individuals to motivate and improve more.

Sales & Marketing Practices - There is more to understanding the company's branding strategies to attract customers and retain them in different zones. Also, how the demographics are used for the target market and how they create differentiation in the market. How the prices get changed for the company or strategy and sales teams' operations to achieve targets and order management.

Financial & Accounting Practices - The study has a chance to understand the process of reducing fraud, creating accountability, audit, trend analysis, forecasting, funding & capital structure, cash and liquidity management, risk Management, LC opening & settlement under treasury management.

Operations Management in Logistics & Information System Practices - It needs to learn if operation management is dealt with by integrating with information systems not such as software to increase efficiency moreover, how the purchase order, receiving goods and raw materials for the product line, and other resources make the process smooth with such technology or automation procedures. The process of collecting, storing, and publishing business data to stakeholders.

Industry & Competitive Analysis – Through Porter’s Five Forces analysis and SWOT analysis, the depth of the standing of the company can be measured by identifying strengths and shortcomings and analysing the improvement areas to grow further strongly with such strategies.

2.1.3 Methodology

The way research or data collection for this chapter has been done is a **qualitative approach or method**. The qualitative method builds such ground where research is done based on descriptive explanations, discussions, or perceptions of participants. Moreover, the data collection can be distinguished into two types here such as.

- **Primary Data**

1. Interviews - By research questions, doing interviews with employees in different departments gave insights and information. Also, some have been extracted from discussions with experienced professionals and experts at Petromax LPG Ltd, SHV Energy. The number of participants was 12 experts from different departments within the company.

2. Observation method - Having ideas and taking notes from observation directly while being at the office played a great role in understanding the processes and gathering data.

- **Secondary Data**

1. Online source - This kind of data has been extracted from the company website and social media platforms like LinkedIn, Facebook, newspaper articles, etc. Also, the assignments and projects different departments are working on. However, branding and marketing materials have been analyzed about their service.

2. Initiatives - It refers to different initiatives like ethics and compliance week, health and safety week, and the challenges, impacts, etc, to understand more. It includes CSR activities, too.

- **Comparative analysis** - By understanding and observing or discussing, gathering insights regarding a complete analysis of the company and its strengths, weaknesses, opportunities, and threats, which is called SWOT Analysis. Also, Porter's Five Forces Analysis is based on analyzing the growths and performances in the industry, Petromax's current position, and its improvement areas have been identified.

2.1.4 Significance of The Study

Through this study, a glimpse of Petromax LPG Ltd has been showing how they are doing in the industry overall. By analyzing the operational effectiveness and efficiency based on such advanced technology and business strategies, the study represents how management practices are conducted in terms of financial performance and growth. Moreover, this research gives an idea of where the company is going in which direction compared to competitors. This is how they are trying to reach market share in the industry, and it also gives an understanding of underlying

practices and styles in different business units to accommodate all the targets as a growing company.

As a result, the study makes it easier to make strategic decisions while doing analysis and opens a gateway to navigate actionable improvements against benchmarking to sustain among competitors in the market. Since it's a fast-growing energy industry to make bigger in Bangladesh, this study gives a chance to identify lackings, challenges, strengths, and opportunities in the market to gain more market share. In doing so, the research, knowledge, and contribution to the Oil and Gas or LPG industry gives scope for policymakers to grow this industry with more efficient and strategic rules and regulations to facilitate.

2.1.5 Limitations

Some constraints have been faced or identified while researching for the study. Such limitations create a bit of a barrier to understanding in depth with real-time data. And those are mentioned below -

Transition to newness - Since the company was acquired in 2022 by a Netherland-based multinational company named SHV Energy, so Petromax LPG Ltd's data are either in the developing stage or eliminated or transformed. So, there is a gap in having some data.

Data Availability - Since it's a private limited company, all sorts of financial reports and data are very confidential. However, such internal operational data are restricted to be shared as per agreement. So, it's tough to gather such real-time data regarding the study, specifically financial ones.

Timeline & the Acquisition - Usually, studies like this are done based on 3 to 4 years of data or reports. Since the acquisition happened, policies have been changed, and the strategies might differ from other companies in the industry. Thus, there is a barrier to collecting data for a long period. As it's a growing multinational company and its age is about 2 years plus after the acquisition, all the data are extracted based on this timeline about processes and practices for this study.

Difficulty in Measuring Long-Term Impacts - The company is at the growth stage of its cycle. Thus, many things still need to be structured from scratch. However, the company is continuously focusing on achieving the core values of SHV Energy to implement in this company in Bangladesh. There have been CSR Activities and other loyalty programs like Priyojon and employee Engagement Events like Annual picnics and potluck parties. But after the implementation of all these kinds of initiatives for the long term, the improvement areas will be able to rise and to work on them more. So, it's tough to execute in such an early stage and measure to understand the long-term effectiveness and impacts overall.

External Factors - As the government has changed in Bangladesh, and it's unpredictable right now, the economy is also changing as a consequence. Moreover, the changes in prices and to meet the international standard, there might be some gap or not. Some data are unpredictable in such cases to go to the core level.

2.2 Company Overview

The journey of Petromax LPG Ltd and its sister concern Petromax Cylinders Ltd was started by Youth Group, a forty-year-old family business legacy in local Bangladesh (Energy, n.d.). These two entities had been launched into the Oil & Gas or LPG Industry by producing cylinders from scratch to importing, bottling, and delivering LPG cylinders in various sizes to customers and within four years got a good grab in the competitive market. Petromax LPG Ltd, founded in 2018, has reached fifth place in the local LPG market, with a 6% volume share and a single shift capacity Mirzapur Tangail for 5 lakh LPG cylinders annually back in 2022 (Babu, 2022). Petromax, headquartered in Dhaka, Bangladesh, employs over 600 people. Its cylinder production plant, located outside Dhaka, caters to growing LPG demand. It operates two filling plants, one in Mongla and one in Rupganj (Energy, n.d.).

After growing in such a stage, there comes a new era and immense changes for Petromax. And that is acquisition through Foreign Direct Investment (FDI) by a Dutch multinational company named SHV Energy headquartered in the Netherlands, operating in 25 countries across 4



Figure - 1: Logo of SHV Energy

Continents. Moreover, SHV Energy has purchased Petromax LPG and Petromax Cylinders for more than Tk1,000 crore to enter the Bangladesh LPG market. The transaction, which was facilitated by HSBC Bangladesh, was completed on August 22 and is anticipated to be worth approximately \$100 million. SHV Energy is a global leader in off-grid energy distribution, providing environmentally friendly fuels and renewable energy solutions (*Who We Are – SHV Energy*, n.d.). They advocate for clients to shift their consumption from high-carbon and hazardous fuels to sustainable alternatives such as LPG, LNG, and bioLPG, which reduce carbon dioxide and particulate matter emissions. SHV's subsidiary provides specialized energy businesses. They are an industry leader with a global footprint and a regional outlook. They are a completely owned subsidiary of SHV, a family-run multinational, and constitute an organization of specialized energy companies operated in 21 markets that include Calor, Ipragaz, Liquigas, Primagaz, Supergasbras, Nutreco, One-Dyas, Kiwa, NPM Capital, Mammoet and Makro (*LinkedIn Login, Sign in | LinkedIn*, n.d.).

However, after the completion of the deal regarding the acquisition, Petromax LPG is one of Bangladesh's most rapidly expanding LPG businesses, having officially begun operations back in 2018. A significant portion of its volume is provided to the domestic segment, meaning that Bangladesh uses 12 kg cylinders for cooking (Energy, n.d.). Petromax also sells to the commercial, industrial, and autogas industries as B2B, with a growth of 18% till 2025 so far. To

be mentioned, Petromax is headquartered in Dhaka, Bangladesh, and employs around 600 people altogether, consisting of Petromax LPG Ltd and Petromax Cylinder Ltd. The operation of cylinder manufacturing and bottling with imported gas is located outside Dhaka and fulfills growing LPG demand. It has two filling plants such as Mongla and Rupganj for receiving imported gas to bottling and filling into their own manufactured cylinders.



Figure - 2: Logo of Petromax LPG Ltd

2.2.1 Mission

We characterize our mission as ‘Advancing Energy Together’. This mission goes beyond simply supplying our stakeholders with energy. It encompasses our commitment to provide our customers with cleaner and affordable energy alternatives, increase our sustainable fuels and renewable solutions portfolio, and advocate for underserved groups – those not connected to the gas grid – to ensure they’re able to access safe, cleaner, and lower-carbon energy options today. The reference to ‘together’ in our mission involves all our key stakeholders beyond our colleagues and customers. To achieve long-lasting change, we collaborate with a broad network

to make the energy solutions of the future a reality, including policymakers, energy experts, other players in the energy sector, interest groups, industry associations, and local communities (*Vision – SHV Energy*, n.d.).

2.2.2 Vision

We believe that efforts to mitigate climate change must be sped up. We also believe that a successful energy transition requires a long-term commitment and a well-orchestrated combination of realistic, cost-effective solutions rather than a one-size-fits-all approach. That's why we're investing more time and financial resources in renewable solutions, as well as in a range of sustainable fuels, such as DME, a new molecule that is likely to be instrumental in defossilising the LPG industry and accelerating our energy transition.

Ultimately, our vision aligns with our global purpose: Courage to care for generations to come (*Vision – SHV Energy*, n.d.).'

2.2.3 Values

We share values that underlie our courage to care. Working openly and honestly, we never compromise our values to boost our results. We believe that to care means finding the courage to put our values into action, day in and day out (*Values – SHV Energy*, n.d.). So, being a subsidiary of SHV Energy Petromax LPG Ltd along with its sister concern Petromax Cylinder Ltd, follow the values strictly stated below -

- Integrity - Courage to stay true to our principles
- Trust - Courage to let people lead
- Curiosity - Courage to shape the future
- Inclusivity - Courage to see the best in all people
- Passion - Courage to deliver the exceptional

2.2.4 Purpose

Courage to care for generations to come is the main purpose of SHV Energy, which is also believed by its subsidiary Petromax. We share our purpose, core values, and ambitions with our parent company, SHV. The courage to care means a promise to shape the future, not simply adapt to it. For everyone at SHV, every day inspires us to create a better tomorrow for generations to come.

SHV Energy proudly shares its purpose, core values, and ambitions with parent company SHV. We are tens of thousands of talented individuals from all around the world. We are a family of companies active in various industries operating across continents. Our purpose is the glue that connects us. A defined purpose makes the difference between knowing how we should go about our work and understanding why we are all proud to do so. A long-term vision supported by our shareholders (*Values – SHV Energy*, n.d.).

2.2.5 Ambition

Performance without purpose is not meaningful, and purpose without performance is not sustainable. We strive to make a positive impact on people, the planet, and performance (*Values – SHV Energy*, n.d.). The ambitions consist of three spectrums.

Which are:

1. For Our People

- Equal Opportunities - To build and develop a future-proof and diverse inclusive workforce.
- Good Working Conditions - To ensure safe and healthy working conditions.



Figure - 3: Ambitions of SHV Energy (Petromax LPG Ltd)

- Community Development - To drive sustainable development around us through education & knowledge.
2. For Our Planet
- Sustainable Supply Chain - To execute sustainable sourcing, production, and distribution of our products and services.
 - Smaller footprint - To reduce (in)direct greenhouse gas emissions.

3. For Our Performance

- Customer satisfaction - To deliver real impact through exceptional products and services.
- Sustainable growth - To grow responsibly and profitably.

2.2.6 Ethics & Compliance

SHV Energy, a family-owned company, is committed to achieving high standards of ethics and integrity. As a family-founded company, they expect their employees to contribute to the company's long-term, sustainable future (*Ethics and Compliance - SHV Energy*, n.d.). They act with integrity, adhering to laws and policies and fostering a culture of shared values. SHV Energy has an Ethics & Compliance department and compliance officers in each business, providing insights into expected behavior.

Their global Code of Conduct supports ethical decision-making and safety, integrity, and sustainability. Suppliers and business partners are expected to follow these principles and collaborate with SHV Energy. If faced with dilemmas or concerns, individuals can seek help through various channels, including the Speak Up helpline. They believe in two things to operate in this arena which are:

1. Act with integrity
2. Do the right thing

2.2.7 Product Line & Service

Petromax LPG Limited is a leading provider of Liquefied Petroleum Gas (LPG) in Bangladesh, offering a range of products to meet the country's growing demand. The company focuses on quality, offering consistent temperatures for propane and butane mixtures and ease of use through a fully automated, large-capacity filling system (*LinkedIn Login, Sign in | LinkedIn*, n.d.-b)



Figure - 4: Photo of Petromax LPG cylinders in two sizes

- Available in bundle sizes of 12 kg featuring both 22 mm and 20 mm valves, and offered in two aesthetically pleasing color combinations, which are red and pink.
- Available in bundle sizes of 35 kg featuring both 22 mm and 20 mm valves, and offered in two aesthetically pleasing color combinations, which are red and pink.
- Autogas in bulk for industrial or filling station applications.
- Package: Following a customer's first acquisition of a cylinder. It is additionally sometimes referred to as the initial purchase. Here, it also involves buying the cylinder, not only the filled-up gas.
- Refill: Usually, it happens whenever a previous client wants to add refill gas to the old cylinder. Another name for it is the following purchase.

2.2.8 CSR Initiatives

Flood Donation Fund: The amount of salary contributions made by Petromax LPG Limited's employees during the August and September 2024 floods in Bangladesh was more than increased by three (“Petromax LPG | Dhaka”). Food was handed out in Noakhali and Laxmipur on September 8th, while supplies were given to truck drivers and associates of flood-affected LPG retailers and distributors in Cumilla, Noakhali, Feni, and Moulvibazar on August 28th. Petromax is grateful for its employees and nearby volunteers, and their generosity helped approximately 1,250 families to survive and fight such natural disasters.

Health & Safety Week & Campaign - To ensure team safety, Petromax LPG executed a specialized initiative to emphasize the Last Minute Risk Assessment throughout Health & Safety Week, which took place from September 9–13, 2024. The business is committed to implementing security protocols and making sure that everyone returns home every single day without accident. Each member of the team is carefully protected and safeguarded, with safety and well-being maintained to be the main goals. Ensuring the safety and security of customers at home is the top priority above anything for Petromax (*LinkedIn Login, Sign in | LinkedIn*, n.d.-b). To make awareness among Petromax's end users and, not only that, to any citizen who uses LPG in Bangladesh, they provided five golden rules to all, which are -

1. It is not advisable to keep LPG cylinders in enclosed areas.
2. The LPG cylinder should always be held upright.
3. Replacing the rubber hose on gas stoves at least every two years.
4. If you smell gas in the house, stay away from matches, fires, electric switches, and cell phones.
5. After cooking, turn off the regulator knob.

2.3 Production & Supply Operation: Importing, Manufacturing & Bottling

Three plants belong to Petromax LPG Limited, situated all around the whole country. The three of these plants are:

1. Mongla Plant
2. Tangail Plant (Petromax Cylinder Ltd)
3. Dhaka Plant (Satellite Plant)

- **Importing**

Safety is ensured through rigorous procurement of each product, ensuring a reliable and secure solution. Each element of Petromax LPG products is meticulously imported to guarantee safety; the valve is purchased from a UL-certified supplier in Thailand, and raw materials originate from Japan. The LPG as raw material comes from India and China frequently as well. A carefully built cylinder shell that emphasizes weight and thickness is incorporated into the safety aspect. The sourcing is all done by the Procurement Team under Operations by communicating with global suppliers. Also, the gas-proper mixture of propane and butane gets imported as a readymade mixture from other countries to Bangladesh by Petromax's operation team. After all these purchase orders of raw materials, the time comes to receive and deliver those that are carried

away by the Government and its official procedure to receive them at Mongla from Cargo and hand them over to Petromax's logistics.

- Mongla Plant - It is referred to as Petromax LPG Limited's import terminal. The Mongla Plant receives and deals with the LPG that shipping brings onshore.

- **Manufacturing**

The manufacturing unit is wholly part of Petromax Cylinders Ltd, the sister concern of Petromax LPG Ltd. To be mentioned, only cylinders get manufactured in this company and not the LPG. To make cylinders' different parts using HR Coil or hot-rolled stainless steel coil goes for slitting to make a guard ring for the upper half and a foot ring for the lower half to get attached for safety and security purposes. Especially the foot ring protects the main cylinder's body from being rubbed with the floor or any surface. These two rings go under the press for the guard ring it goes under the mechanical and hydraulic press line, and for the foot ring only the hydraulic press line is done. Then, the Guard ring is set for getting done with letter blanking for the sealing process, and letter embossing on it made with holes to prevent copy or fraud by the cylinder. Then, it goes for stamping, drilling, and bending, and the foot ring goes for welding and bending.

Moreover, the top capsule as an upper half portion and the bottom capsule as a lower half portion are prepared through a process of getting the coils under a deep drawing line, trimming & joggling, decreasing, and quality control inspections. Additionally, the guard ring gets attached

to the top capsule and the oot ring with the bottom one through bung welding. Since the whole body is ready for the cylinder, then it goes under quality control inspection, heat treatment process, shot blasting process, zinc coating, painting process with two different colors, pink & red, and labeling sequentially to be a finished good.

- Tangail Plant - Petromax Cylinder Limited, a part of Petromax LPG Limit, ed known by a different name as well, produces empty petrol cylinders at its factory, with the Dhaka Plant collecting all those cylinders.



Figure - 5: Logo of Petromax Cylinders Limited

- **Bottling**

For bottling the cylinders filled with gas, there is a process to follow. Firstly, The LPG bulk ship gets received by the plant, and after that, through the LPG pipeline, the gas gets transferred to the

plant warehouse. As per the process, after this, it gets connected to the LPG sphere tank to make the LPG to be stored in it.

Sequentially, the bottling in designed and well-prepared cylinders gets filled with LPG according to its size and capacity. That's how the bottling part gets done to ready finished goods to be distributed via road tankers or cylinder trucks. Another important part is that Petromax refills the empty gas cylinders of another company named Aygaz at Dhaka in exchange for sourcing only LPG from Aygaz's Chittagong Plant as per the wapping contract.



Figure - 6: Dhaka Plant

- Dhaka Plant: This is the location of Petromax LPG Limited's filling station. The Dhaka Plant accumulates the cylindrical containers that have been manufactured from the

Tangail Plant. The empty fuel cylinders are filled with refined gas by this plant and distributed throughout the country.

2.4 Management Practices

1. Leadership Styles

In Petromax LPG Ltd, there are lots of teams in different divisions where leadership is much needed and the experts doing their part as leaders to achieve targeted goals with their teams. To do so, some leadership styles are seen within them, which are -

- **Democratic Leadership** - This refers to the leadership style in which leaders involve the team members in decision-making, contribution, and open communication and empower them by seeking and encouraging new ideas and opinions (Bwalya). In Petromax, such leaders are there who continuously try to support and empower subordinates to work and make decisions independently, coming up with creativity. Here, projects and teamwork are done with such approaches to grow and make an impact aligning with organizational goals, objectives, and targets.
- **Autocratic Leadership** - This type of leadership is all about authoritarian control and absolute power over the team, providing detailed instructions to do work and overseeing and monitoring the performance. Also, it gives no autonomy to subordinates to give any contribution or input, easily making independent decisions in any situation (Bwalya). In Petromax LPG Ltd and Petromax Cylinder Ltd, especially those who work in the field get this type of leader with autocratic characteristics since there are such sensitive and crucial

processes, leaders have to show controlling and instructing attitudes to get the work done properly. By giving clear instructions and rules, leaders try to push to achieve the target.

- **Transformational Leadership** - It refers to leaders who adopt it as being supportive, giving motivation, inspiring for greater vision, and growing creativity with effective communication. Also, this type of leader treats their team members with empathy and encourages the subordinates to go beyond their imagination to promote new ideas. Moreover, leaders create a positive learning environment where a subordinate can make himself by challenging and going out of his comfort zone (Bwalya). In Petromax LPG Ltd, a few leaders are seen who are in departments' vital roles who run their immediate subordinates and other team members being positive-minded and supportive.

1. **Recruitment & Selection Process**

The recruitment process involves scheduling interviews, creating a database of shortlisted candidates, communicating with them via phone, text, and email, documenting interview updates, and working with third parties and headhunters for recruitment. It also involves emailing new hires for necessary documents and preparing files. After the rigorous interview sessions, it comes to the selection process if multiple or more than one potential candidate is noticed. Then, for senior-level positions, there is an arranged second interview with the respective Executive Director (ED) or Chief Financial Officer (CFO) for finance and accounts or director.

Before going into the recruitment process, the talent hunting phase is met through a talent acquisition process from third parties or headhunters. Also, the talent pool is created from job circulars via job portals in universities, social media like LinkedIn, or applications like BD Jobs, etc, to go to the next phase, which is CV Sorting based on requirements and job specifications aligning with job descriptions. In short, Petromax focuses on hiring the right people for the right position.

Moreover, an offer letter is sent to the final selected candidate, and if he or she agrees, then HR processes the documentation and formalities. After the final selection following the interview selections, it goes for the onboarding process to make the new hire join smoothly. Before doing all the processes, the HR and Departmental Heads work in collaborative or effective meetings to decide job specifications, job descriptions, salary expectations, and budget, or the total job analysis.

2. Compensation System

It refers to the overall company's commitment to pay and benefits to the employees and workers in Petromax LPG Ltd and Petromax Cylinder Ltd.

- **Salary** - Enquiries for compensation data are directed to the HR department and line manager, and salary information is kept very private and confidential between the

Petromax LPG Ltd management team and employees. The initial salary for Petromax LPG Ltd and Petromax Cylinder Ltd depends on skills, expertise, experience, the previous salary of the previous company, the expectations of the new hire, and grades, taking into consideration the significance of each position.

The salary structure is flexible, with annual increases conditional on performance. The Compensation Regulations are routinely examined and accepted by the management team of directors. The basic salary is given as per policy, 60 percent, and for the house, it is 20 percent; conveyance is 10 percent, and lastly, medical is 10 percent. In short, that's how the gross salary is given in Petromax LPG Ltd and Petromax Cylinder Ltd.

- **Benefits** - Along with base pay, residence rent, health insurance, household insurance, transportation allowance, food allowance, and other special benefits based on the nature of jobs are all incorporated in the regular pay deposit that employees receive in overdue monthly payments. However, Petromax's policy involves two types of benefits, which are short-term benefits and long-term benefits.
- **Short-Term Benefits** - Based on the type of job, some extra allowances like hotel night stay rent, and food rent for the sales team are given. Even as per performance, incentives are given in some percentage, as recently incentives were 3 percent added to the base pay. However, for the head office's employees, food and refreshments allowances are maintained directly as per head cost. Additionally, it includes plant workers and employees. However, sales teams who work at the field level, like territory-in-charge

positions, get food allowances when they travel, and it is implied for whoever travels for the company's sake. Also, mobile disbursements and mobile sim cards are given to the employees.

- **Long-Term Benefits** - There are some retirement benefits for employees in Petromax. Those are provident funds and gratuity funds. Furthermore, for gratuity, employers give such funds for loyalty as an act of service and contributions to the company. On the other hand, employees some portion of the gross salary is kept, and employers' contributions go to the provident fund as a long-term benefit for retirement.

3. Payroll & Fitman (Salary) Analysis

In payroll management, the budget per head is analyzed frequently, and its initial structure is created for an employee before the recruitment process based on needs as per organizational policies. Thus, the whole recruitment process starts, and the selection is finalized. Comparing with the allocated budget for each position and role, an offer letter is given to the selected ones as per policy. As the organizational structure is based on n-1, n-2, and n-3, the overall levels of workers and employee payroll get handled accordingly based on grades and factors like role, performance, etc.

If someone fulfills a target of the sales budget in the sales team quarterly, policy-wise, he or she gets incentives based on the matrix. For example, if someone scores 110%, then he/she will get three basics; if it is 100%, it will be two basics; and if it is 90%, then one basic, and if it's below

80%, then management will take a decision or give that employee consultation to support further or terminate him/her according to the performance improvement plan.

4. Training & Development Initiatives

Two types of skills are provided in Petromax LPG Ltd and Petromax Cylinder Ltd, which are soft skills and technical skills. In a two-way process, the Training Needs Analysis (TNA) is done. Firstly, needs assessment through analysis by HR and the respective line managers to understand the skills gaps. Additionally, as TNA is a systematic process to identify the needs and requirements to fulfil the targets, those are getting compared to see if the employees are capable of doing that or if he/she has grown in such a way that it already fulfils, and then training is constructed. Furthermore, usually, skills like communication, behaviours, time management, teamwork, and personal growth get focused on to be trained and invested in an employee to develop for the future. Technical skills like welding skills, interview skills, payroll, or marketing & sales skills are analysed for an employee too.

The training needs analysis is done in a year in Petromax. As Petromax believes in growth and development, it is a crucial part of HR in this regard, and each employee and worker has their calendar made with a Gantt chart containing their training and improvements areas, current level and scores, trainer details, training duration, and free times of employee or workers. The types of training that have been conducted are on-the-job training to train them how to do the job, practical training where they can do simulations too, online workshops and training to provide

new knowledge or polish the existing ones to improve, coaching to focus on current improvement to be done as needed, and lastly mentoring that is for long-term development as future goal achievement.

As Petromax strongly focuses on continuous learning, they encourage it by adding fun elements, interesting content, motivation, games, puzzles, quizzes, and prizes based on quizzes or tests after training. Moreover, to evaluate the effectiveness of training, the state or level of skills and learning are measured in a way that pre-training assessment and post-training assessment are done later on to compare the after-training performance with the previous performance records and assessment alongside the required performance that is expected. Trainers and other training logistics are arranged by the learning and development specialist. Sometimes, the trainers or arrangements are managed by third parties.

- **Performance Appraisal System**

Performance is analysed only for the sales team for now in Petromax LPG Ltd and Petromax Cylinder Ltd. Since it has been acquired for only two years, the HR and management team is still working to come up with an appraisal system that fits the organizational core matters and goals. However, for the sales team, the amount of target selling cylinders to add to profit margins is the indicator of their performance to give any feedback and incentives too. There is a performance improvement plan for them with such a matrix to measure their performance level if scores are at least 80 as the minimum to reach goals. Below that score is considered as poor performance.

- **HRIS Initiative**

Newly launched HRIS software has been developed for Petromax to make all HR activities effective and efficient within the organization. Also, attendance, employee information, and data management have been conducted recently, though it's still under observation how it works and impacts as an initial stage.

- **DEI Initiative**

Petromax LPG Ltd and its sister concern, Petromax Cylinder Ltd, are part of SHV Energy and believe in the practice of diversity, equity, and inclusion. These types of initiatives create a framework where fair treatment gets to be established for anyone from any type of background and makes everyone feel included. But this project is still in progress.

2.5 Sales & Marketing Practices

In the division of sales & marketing, there are two departmental teams: one is the sales team, and the other is the branding/marketing team. The LPG cylinders are provided by Petromax in 4 ways, which are through the direct delivery program to end consumers, normal distribution, autogas, and bulk, with growth of 903%, -7%, 2.5%, and 591% from the year 2023 to 2024.

- **Sales Workflow/Process**

The sales process workflow involves several steps. The Territory Sales in charge (TSI) communicates with the dealer, confirms the order, and makes the payment. The dealer provides the payment slip for further processing. The TSI submits the payment slip and details to the Order Management (OM) team, which verifies the payment and updates the distributor's account. If the distributor's account has a sufficient balance, the OM team creates a Sales Order (SO) in SAP.

The truck must report to the designated plant entry point and submit the CRC challan. The plant security team verifies documents and allows truck entry only after SO approval. The production team generates a Purchase Order (PO) and loads the truck with the required goods. The Logistics Team issues the Sales Invoice and Gate Pass based on the PO, while the Plant Finance Team issues the VAT Challan. The sales invoice, VAT challan, and gate pass must be handed over to the truck driver before departure. Security personnel verify the actual quantity against the challan before releasing the truck.

Compliance and monitoring are essential, with any discrepancies in orders, payments, or delivery reported to department heads immediately. Failure to follow the policy may result in disciplinary action. Regular audits are conducted to ensure process adherence.

- **Branding/Marketing Approach**

There are two types of marketing approaches, which are Above The Line (ATL) and Below The Line (BTL). Here, in Petromax, Below the Line is getting implemented, which is focused more on targeted people and customer segments, more focused on digital marketing to communicate rather than broad exposure to mass people via media.

- **Strategies**

In this approach, Petromax follows two major strategies, which are direct delivery based on location and distribution via communication.

- Brand Awareness** - Marketing campaigns in different locations are conducted, and end-user campaigns are also specialized here. The door-to-door campaign, the installment of canvassing booth activation branding, and the roadshow not only promote what Petromax has to offer but also create brand awareness through leaflets, posters, and miking with the vehicle. Also, outdoor branding is done by billboard placement, stickers, etc. Digital marketing is one of the main focuses of Petromax in such a contemporary era on Facebook, LinkedIn, and YouTube.
- Brand Retention** - When the campaign gets organized, under such events, customers get an SMS to create awareness and give loyalty offers. Most importantly, health and safety training is given to customers and loyal distributors.
- Customer Service** - To ensure the customer experience with the product, Petromax has its customer service through a call center to solve problems. By call center zone, the customer's LPG usage gets tracked regarding the finished gas in the cylinder and whether

it needs to be refilled again or not. Based on that, customers get a chance to refill their cylinders again through service.

- d. **Customer Survey** - Through the Net Promoter Survey or NPS, a survey is conducted to measure the satisfaction of customers. There is a global questionnaire from SHV Energy for end-user customers. To measure and understand the brand awareness activities' success rate and satisfaction for products, its score result gets considered as KPI or Key Performance Indicator. It gets done at the end of the year physically as one-to-one all over Bangladesh.
- e. **Direct Delivery Program** - Under this department or program, the LPG cylinders get distributed directly. For the first time in the LPG industry, Petromax is the only first mover with a direct delivery service to provide LPG cylinders all across the country by removing all the mediators in the sale process and connecting to customers directly.

In this program, customers can avail themselves of cylinders as home delivery within 1 hour of ordering the LPG. Most importantly, The trained people go to customers' homes for the installation of the cylinder after all sorts of safety checks such as soap water tests to prevent any possibilities of gas leak accidents and checking connections of cylinders with the stove.

- f. **Priyojon Program**—The program aims to nurture long-term, exclusive, and loyal collaborators by supporting them in developing their businesses and creating value for

customers. Petromax LPG Limited offers extensive safety and service training sessions to ensure an effective partnership. Petromax LPG Limited is optimistic that these fresh developments will contribute to significant improvements to its continued growth and success.

2.6 Financial & Accounting Practices

In the finance and accounts division, based on previous history records of data, they try to understand the trend of cost and budget of each department within the company. Following that, they make a budget from finance for each department/division, and altogether it gets presented to the global management team to get approval. After getting the feedback, if any changes are needed regarding target volume and cost, they get done, which includes HR cost for training and development to upskill an employee, operations activities and training, sales volume, etc. As an outcome check, the finance and accounts follow up on the ongoing current monthly budget and cost per that allocated money if everything is going accordingly or not in every month.

To be mentioned, they conduct rolling forecasting means for next year's budget; it gets started in October and gets implemented in January, and from that time to April, works as probation to see if the target has adjusted; if not, then they forecast in a way so that they can achieve the target of 12 months strategically. By doing trend analysis and budget variance, they find inconsistencies in costs so that they can solve issues based on that situation. Moreover, to have accountability,

they have internal control in financial aspects with each department, from purchase orders to good receive notes to payment known as 3 Ways Match.

Most importantly, Petromax believes in full advance payment before providing products, which is called advanced receivable collection, considered a KPI. Additionally, the cross-margin growth is around 7 percent from the year 2023 to 2024. To keep the cash flow smooth, Petromax relies on working capital loans from banks, long-term loans, and equity investments if receivable collection is not happening.

The treasury part is responsible for financing the business through risk management, cash flow and liquidity management, and the development of a capital structure that enhances benefits. Risks like the rate of interest, foreign exchange, credit, and market danger factors are identified, both now and in the future. For export-import organizations, all Letter of Credit (LC) procedures are overseen by the treasury's section and finance & accounts. To collect imported merchandise from the dock, Petromax LPG Limited needs administrative work that includes a bill of exchange, truck receipt, commercial invoice, packaging list, beneficiary certificate, certificate of origin, and warranty certificate.

2.7 Operation Management in Logistics & Information System practices

In logistics, all the processes and procedures regarding transportation and delivering products are operated through an ERP system called SAP (Systems, Applications, and Products) controlled by the IT division. The whole procedures and steps of logistics integrated with the information system IT are discussed below:

The production schedule is provided by the Head Office Operations department and segregated based on the quantity of all Stock Keeping Units (SKUs) or products in sizes. If demand exceeds the schedule, filling priority is given to distributors, with Regional Distribution Centers (RDC) requiring product attention. Distributor-wise product allocation is provided to each Filling Plant (FP) and RDC, with all catering distributor trucks as first come, first served. Order placement is done by the Order Management (OM) team, which creates the Sales Order (SO) and approves it from all distribution points. The logistics team generates sales invoices and gate passes based on the sales order and provides a copy to the VAT department for the VAT challan.

Defective cylinders are addressed by distributor representatives, and cylinders are replaced during production. RDC and Direct Delivery (DD) truck loading follows the same procedure, with no SO generated but a manual chalan. In case of customer complaints, the logistics team resolves issues with assistance from the production team, order management team, RDC/DD in charge, and other teams.

Delivery of LPG from RDC involves receiving the Cylinder Rotation Certificate (CRC) from distributors' representatives and unloading the cylinder. Empty cylinders are sent to filling plants with proper tagging for further investigation. The DD in charge conducts toolbox talks with secondary truck delivery men and drivers, checks the vehicle according to safety checks, and loads the cylinders according to capacity.

Delivery of LPG in bulk tankers involves loading the tanker according to the delivery quantity and coordinating with the sales team. The logistics team raises cash requisitions for expenses of PLPG-owned bulk carriers and settles bills upon the tanker's return to the plant. That's how the whole logistics process is done with the one data platform named SAP. However, using SAP logistics can maintain the history records and analyze any issue and sales forecast to meet the next target. Also, it helps to take control if any misconduct happens or data is automated and restored. Moreover, the team gives support if any accidents happen.

2.8 Industry and Competitive Analysis

To understand the competitive stand or position of Petromax LPG Ltd, the competitive-related factors need to be analysed and done using Porter's Five Forces and SWOT Analysis elaborated below -

1. Porter's Five Forces Analysis

This analysis identifies the company's different aspects in the competitive market in sustaining based on five competitive forces, and analysis is discussed for Petromax below -

- **Competitive Rivalry – High**

The LPG market in Bangladesh is competitive, with over 25 operators. LAUGFS Gas, Omera, and Total Gas are a few of the major players in the sector. With a market share of almost 6%¹, Petromax LPG, the newest company on the market, has ascended to fifth place. These intense rivals force businesses to enhance or increase their market share.

- **Threat to New Entrants – Moderate**

There is a moderate risk of new competitors entering the LPG industry. Even though the market is expanding and has a lot of potential, new competitors would have to pay a lot of money to build the necessary infrastructure, such as storage facilities and bottling operations. Furthermore, new businesses may encounter challenges due to safety standards and regulatory processes. On the other hand, new businesses may find the growing potential of greener energy alluring.

- **Bargaining Power of Suppliers – Low**

In the LPG sector, suppliers have comparatively less room for negotiating. As a commodity product, LPG has several sources throughout the world. By sourcing LPG from multiple foreign providers, businesses such as Petromax LPG can lessen their reliance on any one source. Negotiating better terms and prices is made easier by the availability of various providers. But in the case of Petromax LPG, there is no room for negotiating, as by agreement, they have to buy

LPG from SHV Energy. Also, in this subcontinent, the price of LPG is decided by Saudi Aramco, which is almost fixed.

- **Bargaining power of Customers – High**

Customers have a great tendency to negotiate due to multiple suppliers. Customers have the option of changing suppliers if they are dissatisfied with the price or service because there are several LPG providers on the market. To keep their clientele, business units are compelled to uphold competitive pricing and excellent service standards. The most common challenge is the price war between the companies, which happens very frequently in this industry. And the distributors take good advantage of this loophole.

- **Threat of Substitutes - Moderate to High**

There is a moderate to high risk of substitution. Natural gas, electricity, and conventional biomass fuels are substitutes for LPG. For this reason, it is commonly reflected in the sales trend, as during the winter season, the secondary sales become low due to the availability of different dried branches of trees. Although LPG is favored because of its cleaner and more effective energy, consumer decisions may be influenced by the cost and accessibility of alternatives. Also, in the case of Bangladesh, the depletion of natural gas works in a good way to promote LPG. Government regulations encourage the switch to cleaner energy sources, such as LPG, which can help lessen this hazard.

2. SWOT Analysis

The SWOT analysis indicates the strengths, weaknesses, opportunities, and threats of any company. So, the analysis for Petromax is given below:

a. Strengths

- Some differentiation, like Direct Delivery Service and Priyojon Program, can be considered as strengths for the company since Petromax is the first ever LPG Company that eliminated all the mediators and created bonding and connections with end users directly.
- The acquisition of SHV Energy is an advantage because it is a global distributor worldwide to provide such clean gas, maintaining the quality of the product and ensuring exact labor working hours in factories.
- Petromax LPG Ltd and Petromax Cylinder Ltd have successfully done all the operations under ethics and compliance in recent years after the acquisition. That's in Petromax; there had been a celebrated ethics & compliance week for a whole week. In every part of the company, honesty, accountability, and integrity as expected behavior get monitored and maintained strictly.
- Ethics & compliance are very much actively practiced within the company, and it has a record of continuing operations with all the ethical values intact after taking over by SHV Energy. Keeping in mind to encourage such practice more, being the only one in the industry celebrates one week of Ethics & Compliance Week.

- Health & Safety measures and training for its customers and own employees to avoid any unexpected accidents and injuries. Due to their teamwork and determination to continuously upgrade the working environment, the Petromax Cylinders Limited Team was able to keep going for 500 days without any time lost or injuries in 2024. This company, instead of reducing the number of injuries, wants to make zero injuries at the workplace at any cost and ensure the safety of customers during all the processes from delivering to storing after collecting and lastly to users.

b. Weaknesses

- There should be more branding activities to create awareness so people can recognize the brand of SHV Energy more. Still, many people are unaware that Petromax is a multinational company and it's getting operated with such progress.
- The workplace culture is still not up to the mark, and it remains the same as before when it was part of the Youth Group. So, in management practices and the behavioral segment, Petromax needs to improve more.
- Being dependent on imported raw materials like LPG is a great weakness for the company because it has happened that for any shipment issues while supplying problems or LC issues and global crises, a shortage of enough LPG finished products to deliver.
- There is a lack of proper communication and ownership towards work during the process when it comes to cross-functional or inter-departmental work.

- Waste management can be a great factor in measuring if a company is in the right direction without harming natural resources and affecting environmental elements.

c. Opportunities

- Since it is in the growth stage of the life cycle in the LPG industry, it has more scope to expand its market share in rural and urban areas to grow.
- Marketing and branding through employee branding and product branding can be done in effective ways to increase visibility so that people can come to know more about it.
- There can be innovative collaborations in different ways with sponsorships or other partnerships in various programs that can be arranged to promote sustainable and clean energy solutions for R&D.
- Increasing more direct delivery points can target more customers and fulfill the demands for LPG.
- There are some areas still under development in urban zones where there is a need for safe and cleaner energy sources for homes to cook and production usage in growing industrial sectors, where Petromax can target new customers in the future to expand its presence.
- Arranging national level clean and sustainable energy summit or flagship program to attract the government's attention to progress and practice green solutions.

d. Threats

- Petromax uses a large canal or pond to dispose of the waste in Tangail Plant for cylinder production which can be detrimental to the environment and the company's image too.
- Public health & security During production and specifically delivering the LPG Cylinders to customers can bring a greater risk of explosion and create accidents. Also, leakage and inappropriate handling can make the worst scenario, which will lead to legal actions, accountability to high authority, and the chance of losing image and customer's trust and choice.
- Operational mismanagement can disrupt the process of the whole business if communication is not properly according to policy. Moreover, in Petromax, there are distributors, customers, autogas and bulk products, and swapping businesses, too, which can be affected if any of the procedures in production, storage, and delivery go wrong.
- Dependency on imported raw materials can make the business stagnant of Petromax if any global crisis happens regarding supplying the prepared LPG Gas via ships or continent, and also LC issues can make it slow to proceed.
- Price changes & control by an internationally recognized organization and also government control can affect flexibility on rising prices for Petromax in the competitive market, which can cut profit margin. Furthermore, global fluctuations and inflations can hurt profitability too.

2.9 Summary and Conclusion

Summary

The review claims that a detailed analysis had been carried out for a subdivision of SHV Energy, Petromax LPG Ltd., which examined the organizational structure, business activities, management policies, marketing and sales targets, accounting, operations, logistics/operations, and competition analysis. The research explores Petromax LPG's business model by taking into account the management strategy, human resources, marketing, financials, logistics, safety, and brand equity value. The methodology incorporates both primary (interviews, observations) and secondary data (business reports, internet sources, CSR activities).

Previously part of Youth Group in Bangladesh, Petromax LPG Ltd. was acquired in 2022 by SHV Energy for approximately US\$100 million. The firm sells LPG products for various customer categories, from household, industrial, and autogas, using two LPG bottling plants and a cylinder manufacturing facility. While our mission is to provide affordable energy, their vision aligns with the fuel company's aim of hastening the shift to and achieving sustainability in energy.

The company employs a systematic model for performance evaluation, management, training, leadership, recruitment, and remuneration. However, employees at lower levels express a lack of satisfaction with things such as interdepartmental communication.

As part of their ERP, SAP is responsible for the management of Petromax's logistics and supply chain, ensuring the efficient processing of orders as well as their delivery. Regardless of the operational issues and the level of competition within the sector, the company continues to grow with the assistance of SHV Energy's global network. Its CSR activities include safety campaigns and donation drives towards the needy when there are floods.

The thorough competitive analysis can be seen from the different aspects. The LPG market in Bangladesh is highly competitive, with Petromax LPG holding almost 6% of the market. New competitors pose a moderate threat but may face infrastructure and safety challenges. Suppliers have less bargaining power, while customers have high bargaining power. Substitutes include natural gas, electricity, and biomass fuels.

Petromax, a leading LPG company, has a strong presence in the global clean gas market, particularly in its Direct Delivery Service and Priyojon Program. However, the company faces weaknesses like a need for branding and a multinational nature. Its workplace culture is unsatisfactory and relies heavily on imported raw materials, leading to supply issues. To expand its market share, Petromax can target new customers in urban zones and industrial sectors that require cleaner energy sources. Waste management poses a threat to the company's sustainability and environmental impact.

Conclusion

With the acquisition of SHV Energy, Petromax has immeasurable growth in the LPG industry in Bangladesh. The business has made significant progress in operational efficiency, safety measures, and overall market coverage. However, to sustain and grow their business, interdepartmental collaboration, workplace culture branding, and systematic performance appraisal will have to be addressed. To further strengthen its position in the fiercely competitive Bangladeshi LPG market, Petromax should implement lean management strategies, enhance employee involvement, strengthen the brand, and improve waste management systems.

2.10 Recommendations

Several suggestions have been recommended below based on the analysis of the organizational practices in different aspects and by following those perspectives, they are stated below:

- DEI initiatives should be taken into more serious and strict implementation, as they are not constructed in such a structured way in Petromax still. To ensure proper utilization of it, the work culture and environment can improve to the international standard, as it is needed badly right now in Petromax in so many ways. To eliminate toxic and behavioral issues from the workplace, it is very much needed, especially for a company that is going through a transition period. Therefore, organizational behavior and development are a must for Petromax to focus on.

- They can create awareness workshops and training sessions about how to treat others with empathy and respect individuals' space to grow such culture to ensure employees' mental health and well-being by saving female employees from indirect or direct harassment or gazes and harassment for male ones, too. Bullying should be eradicated from the workplace in every possible way, even if done by the line managers or senior positions towards subordinates.
- A performance appraisal system should be developed for everyone, not limited to the sales team, only to make the growth and development of any employees and workers.
- Employee branding can be a kickstart to attract great potential talent pools for different positions. In doing so, work culture should be improved to show the perks of the employee's work-life balance and overall professional growth in the industry.
- Since Petromax has been acquired by a Dutch-based multinational named SHV Energy, still many common people are not aware of the existence of its presence. So many promotional and branding activities can be done, such as flagship programs, arranging such events of fair with collaboration, and promoting them through social media, charging minimal tickets targeting customers where family members can enjoy them with their kids even.
- Every interdepartmental or cross-functional work needs to be structured and systematic. Employees in each team should learn and cultivate ownership of any work or project.

And it can be only ensured if work culture and environment are up to the mark to make these more efficient.

- Lean manufacturing principles and processes can be implemented to reduce waste and production costs. To ensure environmentally friendly and sustainable waste management, it should be adopted with proper supervision.

Chapter 3

Project Part

A comprehensive analysis of the employee experiences and perspectives on HRIS implementation at Petromax LPG Ltd

3.1 Introduction

In the contemporary era, digitalization has become part of our business world, escalating fast to such innovation. Human Resource Information System (HRIS) is an analytical technology by which many HR activities can be conducted in a very systematic way. HRIS has transformed from a data entry and preservation tool to a comprehensive tool for decision analysis since the rise of the increasing importance of information in HR and strategic choice-making(Jahan). It is an encompassing HR system that brings together HR processes integrating MIS (Management Information System) to administer compensation, attendance reports, calendars, and personnel details. For years, Human Resource Management (HRM) activities have been run manually and limited to such traditional HR practices. Now, HRIS has taken it to the level where strategic HRM comes into play with advancement in the corporate world (Nagendra and Deshpande). It is done by analytics advancement in retrieving, storing, and analyzing mass data of employees or workers for the decision-making process and making HR activities automated and smooth.

Moreover, HR activities are very much cross-functional in every way, so much administrative work tends to be delayed or time-consuming, HRIS implementation makes these processes easier than ever to align with other business units to work with for the employees. Additionally, to create a sustainable environment and business, it makes less paperwork manual and keeps track of history data and records to be considered if needed. So Petromax LPG Ltd, a subsidiary of a Netherlands-based Multinational named SHV Energy, has recently implemented HRIS to give an efficient and pleasant experience for employees to operate and attempt personal administrative and day-to-day activities to have a competitive advantage. In this company, to have strategic insights and give the employees satisfaction by providing HR facilities and making things faster, the implementation of HRIS has been an integral project. To make productive process and work experiences for the employees and staff, Petromax has launched HRIS. This study explores how the employees feel using the dashboard and interface of the HRIS and their perspectives and experiences towards it to measure their satisfaction with the implementation daily. Additionally, if the HRIS is accessible as user-friendly, the functionality and the ultimate utilization implied or not as per the expectation of the employees.

3.1.1 Background and Problem Statement

Petromax LPG Ltd, a subsidiary of SHV Energy, has been a growing company operating in various zones all over Bangladesh with around 600 employees and workers making a large

workforce. Having said that, to manage large mass employee data and stimulate proper communication with employee data management, they have come up with an innovative gift of technology named HRIS. To match the pace of contemporary strategic HRM, the HR team has worked relentlessly based on several modules such as ESS (Employee Self Service), MSS (Manager Self Service), and ASS(Admin Self Service) with subscription monthly. By reaching the digital milestone, Petromax has developed its customized modules for a pleasant employee experience by reducing time loss. Such automation is a measure of the advancement of an organization to understand the overall business and the progress of HRM.

The HRIS in this company not only gives a glimpse into the data analytics, important reports, and quantitative measures to take decisions or status and notifications updates to the employees but also the overall updates and outlook of the organization to proceed in day-to-day activities by making it more accessible and precise. Moreover, a government service book has been considered in this HRIS project. Through SSO (Single Sign On), the user can land on a login page to access by inputting a user ID and password. Petromax wants to accelerate HR functions and administrative processes and operations to be efficient and effective by enhancing productivity and reducing manual workload to give greater experience. Also, some key functions like reporting, leave management, attendance, payroll analysis & system, holidays, work calendar, pending tasks, notification, employee numbers, employee personal details profile containing all the personal information, organization portal to give updates, etc.

Here, issues arise regarding the resistance to the adoption of new technological systems by employees. Also, to understand its impact as proper functionality, usability challenges, and improvement areas to be found are necessary to measure. Moreover, the problem is to get the depth of understanding of the expected effectiveness of an HRIS implemented with complete newness to employees. Additionally, the necessity lies within the company as it needs to conduct processes with exact data accuracy, privacy, and improved productivity that how the employees perceive their experiences relating to performance, work satisfaction, and usage. If the employees are getting comfortable in adopting the system or they need assistance via training to operate regularly. However, since it is the initial stage of HRIS implementation, there might be occurrences such as glitches or bugs or any other challenges that can disrupt the operations of HR functions and administrative processes. These problems should be addressed effectively so that problems can be identified to be solved with no delays.

3.1.2 Objective(s)

The study emphasizes certain critical components that are crucial when integrating a data management system like HRIS in a corporation for the very first time. A handful of indicators have been researched for estimating the efficacy and outcomes that ultimately result in optimism or disapproval, and such are outlined below-

- To examine the benefits and advantages the employees are encountering to accomplish their regular or routine work daily.

- To determine the obstacles that employees come upon when intending to navigate the system.
- To ascertain whether or not the debut of features along with appropriate training has been fruitful in helping employees attain the intended objectives.
- To establish the extent of employee adaptation and willingness to incorporate the updated system. in addition to the degree to which they experience resistance.
- To investigate how employees anticipate the HRIS in the context of outcomes, user standards, and contentment.
- To gauge the areas subject to enhancements in need to upgrade HRIS readability for optimal utilization and assure that it is organized or systematic.

3.1.3 Significance of the study

The study deeply denotes the impacts of HRIS on employee experience to measure methodical sense. The importance of the investigation can be considered beneficial not only to improve the HRIS to run promptly and make the upcoming days more organized for the organization in decision-making but also add to the academic research for the Oil & Gas, specifically for the LPG Industry. However, the advantages of the research study are mentioned in a brief discussion below-

- For the LPG industry or Oil & Gas sector, this study will represent the underlying aspects that need to be looked upon and will provide such opportunity and realization of the importance of an organized decision-making tool and technological advancement in managing mass data of employees and keeping track of the records. Moreover, the study will be a source of understanding the effects of HRIS on employee experience their feedback. Also, it gives an analysis of the productivity, satisfaction, and adoption factors of employees at the workplace to stimulate efficiency since such an industry needs tons of administrative processes and tasks to be accomplished.
- Petromax LPG Ltd can utilize the study to get aware of their employees' feedback and perceptions regarding their newly launched HRIS. The gap or lack of training can be detected easily based on the obstacles if employees feel to adopt the new technology and arrange sessions to give proper instructions. However, they can overcome the challenges and develop a better experience if needed. Also, they will get to feel deeply how it's affecting job satisfaction, daily tasks, and performance. By getting to know about the useful and valuable enlightenment, Petromax can focus on organizational operations, aligning with all the employees from different departments to ensure a well-sorted process without any disruptions.
- It can be used as a scenario-based example of research or study to get the overall idea regarding how HRIS can have its impact and all the elements that come with it. It adds practical knowledge, too, since it's based on a company's real-time scenario. Any

organization that wants to implement such an information system to manage employee mass data within the company can benefit based on the findings of the advantages, outcomes, challenges, feedback analysis, and breakthrough. By these, those organizations can anticipate their strategies to implement to avoid such identified obstacles the study has found. However, they can realize unfolded factors that have effects on employees, such as their job satisfaction, experience, and adaptation power to new things every day.

3.1.4 Scope of the Study

The areas that the study has focused on are stated below-

- **Organizational strategy** - Implementing an information system like HRIS to analyze leave management, payroll and compensation, employee attendance records, and all the personal data of the workforce for planning and forecasting human resources is a strategic and systematic approach. It can establish a competitive advantage to grow a workforce in an organized and advanced way. So, in Petromax LPG Ltd, how the HRIS is utilized in doing so to have expected outcomes for the whole organization's operations has been analyzed in the study.
- **HRM objectives** - The study tries to reflect how HRIS in Petromax is integrated for the HR functions and its components as the usage intention. Moreover, the purposes of

bearing such costs for implementing a system like that need to be specified. So, the goals of the HR division for HRIS are going to be highlighted a bit

- **Employees as participants** - The investigation encounters several employees who participated to share their experiences. As a result, the research tries to find out how the employees adopted the newly launched system or if they are feeling resistance. It focuses on how employees are feeling towards it and their overall experiences and thoughts regarding its usage outcomes.
- **Period** - Considering the short duration of the study—more than a month—the first observations of the employees as users have been marked up in addition to the probability that they have grown to be habituated to it in that time. It requires an adequate amount of time to comprehend the system and convey feedback on its features since it has been a vital part of the organization's regular operation.
- **Measuring benefits and challenges** - In the company, the study explores whether employee job satisfaction, productivity, performance, and progress in achieving something can be ensured through HRIS or not. Additionally, it figures out the capability of HRIS in giving expected usefulness and obstacles in running the application or system to do processes in daily operations.

3.2 Literature Review

Information management systems are currently utilized extensively across various departments, notably human resources management, as the consequence of technological advancements and the rise of globalization. These systems simplify processes like detecting prospective recruits, preserving track of employees, and fostering talents and skills. Managers may additionally uncover and rectify vulnerabilities with the assistance of human resources management systems (Bal et al.) Besides this, human resource planning with the real-time data analysed, and results broadcasted on dashboards can be useful for the HR and administrative managerial level to identify and plan accordingly through manpower requisition and forecasting.

Not only in the recruitment process but also in payroll and leave management and pending task duties have been part of extensive HRIS nowadays to analysed each employee to maintain such privacy and do it delicately so that accuracy can be maintained systematically. Functions for human resources management, payroll administration, compensation, leave, absenteeism performance evaluation, recruitment, personal self-service, and training & development are all integrated into a conventional HRIS (Jahan). For organizations to compete effectively in a highly competitive global marketplace, information systems (IS) must be adopted. Long-lasting achievement may originate from the efficient utilization of IS in human resource management, particularly about the strategic objectives and processes for making choices. The HRIS improves the standards of the HR discipline by raising the prestige of HR executives and experts (Buzkan).

Organizations of all sorts adopt HRIS in distinct ways, with larger businesses using it with greater accuracy. Although certain organizations incorporate the HRIS for administrative and strategic operations, a substantial number of organizations use it to handle administrative duties. In short, to gain a competitive advantage in the globalization era, in any industry, HRIS can be an indicator to manage human resources from manpower planning to recruitment and employee data management. Also, to keep track of employee information, update procedures, onboarding documents, and compensation systems, the HRIS makes it reduces cost and time. Most businesses rely on digital recruitment instruments, but barely any organizations use HRIS e-recruiting due to a lack of funds, HR skills, and upper management endorsement (Nagendra and Deshpande). HRIS systems are most effective when they are utilized to boost already-existing operations.

The most recognized component is comprehensive job verification, and through competence inventory, training program evaluation, succession strategy, and workforce demand and supply analysis, HRIS optimizes the efficacy of HR planning. HRIS, nevertheless, often assists in precise estimation or reduces costs associated with traditional training processes. The productivity and effectiveness of a company grow as HRIS is utilized regularly. In addition, since recruitment, onboarding, and training analysis are a bit time-consuming, these are shifted into digitalization by integrating HRIS in the corporate world to accelerate. Moreover, HRIS is such an automated workstation that can minimize the extra workloads of administrative task duties for every employee in different departments.

A research project highlights how essential it is to centralize personnel records and deliver performance evaluations to increase the productivity of Human Resource Information Systems (HRIS) in the corporate sector. Leveraging HRIS for constructive criticism from employees, safeguarding accurate information, and strategically handling digital records are additional challenges. A holistic approach that includes real-time data analytics, tailored instructional tracks, and effective evaluation methods might increase productivity and establish pathways for growth in the industry (G. Prashanth Kumar and Jagadeesan).

Regardless of all the positive aspects, employee experiences and criticism based on aspirations can make realizations of limitations to minimize the obstacles. Thus, actual difficulties in supplying reliable information for each employee at a time can be a challenge for HR. Additionally, any glitch or problems can cause disruptions to successfully carry out regular administrative duties and human resources operations that may be required for multidisciplinary operations. As a consequence, both the company and its human resources department can effectively face barriers if those don't get resolved in a short amount of time.

A feature of modern HRIS called employee self-service (ESS) empowers employees to perform an array of HR-related obligations autonomously from management or HR personnel. By permitting employees to perform operations and access HR information, the ESS module simplifies processes within an organization, decreases administrative workloads, enhances

productivity, and improves employee satisfaction (Mane, Madhura K). Furthermore, it allows managers to approve overtime or leave requests without overloading the human resources department. However, through this self-service, the employees can input their attendance to make a performance report analysis through the approvals of line managers and HR. Given that HRIS guarantees accuracy, security, clarity, and consistency, it has significantly improved productivity in the banking industry. It eliminates time, decreases paperwork, and preserves all of the data. HRIS optimizes the quality of work while avoiding wasted time and money.

The study underscores how crucial it is that human resources professionals create innovative strategies to deal with components that influence impressions and boost employee commitment and engagement. Banks have discovered the installation of HRIS to be profitable and feasible (Makkar and Rinku Sanjeev). In measuring the employees' job satisfaction in terms of involvement and engagement, HRIS can impact the usage of its features and functionalities during the completion of HR-related tasks to proceed at the workplace.

Additionally, a study discovered that the relationship between HR and employee performance and job satisfaction is influenced by the Human Resource Information Systems (IS) components (Yona and Meilani). Since human behavior is related to experiences and satisfaction so, when HRIS gets implemented, the workloads also become automated in many ways to give such

efficiency. Hence, employees feel relief in routine operations alongside other designated responsibilities to be organized.

3.3 Methodology

The way research or data collection for this chapter has been done is a mixed-method approach. In this study, analysing the qualitative data patterns and descriptive opinions have been equally prioritized to conduct the whole research. Moreover, the data collection can be distinguished into two types here, such as primary data and secondary data.

3.3.1 Research Design/ Methods

- **Qualitative method** - It refers to such research or study method where people's experiences get acknowledged and analysed based on their opinions, perceptions, or thought processes based on subjective meaning (Fossey et al.). It's all about descriptive and nonnumerical outcomes via this type of study. This approach allows the study to be done based on an in-depth understanding of the factors that should be emphasized. Moreover, it gives a chance to find out the unfolded and underlying expressions of employees that they perceive towards the HRIS. Coming from different departments and also from the HR division, the opinions, experiences, and thoughts of employees regarding such advanced technological solutions are significant to measure the actual outcome in addition to meeting the expectations.

- **Qualitative method** -The method allows trend analysis, pattern study, and discover the level of employee experience and satisfaction with a numerical value, unlike qualitative one (Sheard). It gives a numerical outcome based on a rating based on a Likert scale to give reviews as answers to the research questionnaires. It will give a glimpse into what extent the experiences vary from one employee group to another in using HRIS and also the awareness of the current state of system performance for the cause or purpose.

3.3.2 Data Collection

The ways of data collection are discussed in a detailed manner below -

- **Interviews**

Since the interview allows people to understand their opinions in an explanatory manner, it is part of the qualitative research method.

Sampling - The sample to be examined consists of employees in number of 5 who have agreed to participate voluntarily and ecstatically to share their viewpoints and statements alongside giving comprehensive feedback. The focused sample participants have been the corporate office employees, including department-specific team head positions, managers, and experienced professionals who have indeed attempted to carry out their job-related engagement with the

system. However, professionals from Petromax LPG participated in the interviews to discover and evaluate an extensive range of divergent points of view.

Interview Framework/Scheme - Conducting interviews with employees from various departments to respond to inquiries about the study yielded a broad spectrum of insight and information. The interview questions have been made in a semi-structured manner, including pre-determined structured and allowing open-ended discussion as unstructured ones if they have wanted to add willingly. In addition, several have been derived from discussions with competent professionals and experts from Petromax LPG Ltd (SHV Energy). However, it has been designed in such a way so that they can provide their viewpoints regarding usability, improvement areas, the details of the functional administrative process to encounter, and the overall feedback while giving recommendations. The interviews have been conducted physically or in – person.

- **Survey**

Usually, a survey refers to numerical values or responses to be analysed as patterns and trends for studying any topic. As a result, this is counted as a quantitative method. However, in this survey, there have been several open-ended questions denoting a qualitative approach to be considered due to a reason which is, the employees from plant could not give interview as the

three different plants are in three different places. So, in the survey, some short question answer as short notes were given to get some extra data.

Sampling - The Human Resources department, along with other employees that work in different divisions in Petromax LPG Ltd.'s corporate office and plants are accounted for in the sample. A total of 12 individuals, ranging in level from senior to junior, consisting of managers, assistant managers, plant managers, department heads, and department leads, have participated in it. As feedback, they expressed their thoughtful perspectives on integrating such a newly established information system. However, even though its ideal to do survey with at least 30 participants but here in Petromax Ltd during the survey, it had been seen that the interest of the employees to give answers or feedback seemed quite less and they felt resistance to participate for unknown reason. Ultimately, a very few people around 12 employees participated in this survey.

Survey Framework/Scheme - The questionnaire provided by the survey incorporated in two types, combined open-ended and likert scale-based feedback, and Petromax LPG Ltd. respondents submitted several evaluations for each topic. Furthermore, in responding to open-ended inquiries, they have come up with short responses highlighting their profound views about refinements and corrections. The likert scale-based questions were structured and provided data as percentage. To generate such an empirical analysis, they additionally gave evaluations for levels of satisfaction, accuracy, performance, and effectiveness.

3.3.3 Ethical Consideration

The total research and study have been conducted with the consent and permission of the participants and the HR team throughout the interview sessions and survey. Additionally, retrieved data and insights have been stored securely, and only the author has access to the data collected from the participants.

3.4 Data & Findings Analysis

This section represents the actual data under each 4 separate segments with questions that are collected as responses from the sample participants. However, there are 12 participants from the targeted sample within the company to give their feedback. To ensure the reliability of the data analysis, the study is done based on using a balanced rating scale and goal, with unambiguous questions to guarantee survey dependability and make it unbiased. Additionally, averages from adequate and diverse sample size are more trustworthy. To ensure accuracy and eliminate duplicates, data validation and cleaning of missing information are crucial. Moreover, error-prevention automated validation format is available in Excel and Google Forms which is used to the data analysis for this study. Excel and Google Sheets are illustrations of sophisticated tools that could be utilized for analysis representing graphical statistics with average calculations and percentages. However, the ratings system has been conducted using in following manner-

- 1 - star rating: Poor/ Very dissatisfied
- 2 - star rating: Fair/ Below average
- 3 - star rating: Satisfactory/ Average/ Acceptable but need improvements
- 4 - star rating: Good/ Above average & need small improvements
- 5 - star rating: Excellent/ Meets expectations / no improvement needed

Table 1: Summary of data & core findings analysis

The table is given below with all the derived data with numerical average values for each survey question in different segments to understand the user experiences overall. Moreover, to take a glimpse of the overall data and findings analysis -

Segments	Question No.	Survey Questions	Average Rating (out of 5)	Core Findings
Functionality and Navigation	1t	Is the visual design template eye-comforting?	4	More than Satisfactory visuals with possible improvements further if needed
	2	Does the system's functionality work well and smoothly?	3.67	Satisfactory and indicates of some performance issues
	3	Does every option work the purpose as expected?	3.75	Satisfactory to some extent but there are still room for improvements and not fully met the expectations
Data	4	How much data	3.92	Mostly positive

Accuracy		accuracy is ensured, in your opinion?		responses on trusting data but still there can be small concerns
	5	Do you trust the data that are shown on the HRIS?	4	The reliability on data integrity is high
Process Simplification	6	Do you think the implemented HRIS has reduced unnecessary and lengthy procedures?	4.42	HRIS has significantly made efficient of the processes.
	7	Since the HRIS is part of digitalization, do you think it made processes of different HR-related issues easier for you, e.g., attendance, leave request, letter request, pending work list, notifications, payroll, etc.?	4.42	Highly positive regarding the enhancement of efficient and effective
	8	Do you think it solves your problems to some extent when managing your day-to-day work routine?	4.33	Users can make their daily routine in very productive way
	9	Since there is an employee self-service module, is it effective for you?	4.5	It indicates highly satisfaction and good
	11	Can you update your data or personal	3.92	Even though it helps streamline processes at

		information properly?		satisfactory level but there are some challenges to update information
Usage Experience on Devices	12	Does the HRIS work the same on mobile phones as it works on desktops?	3.92	It indicates that mobile phone version is useful and handy but not as developed as the desktop experience

3.4.1 Functionality and Navigation

The HRIS implemented in Petromax LPG Ltd and Petromax Cylinder Ltd is built with a visual aesthetic to use coming from a greater number of consensuses of the sampling or participants. Employees are really satisfied with the design and outlook of the system. Since eye comfort matters while working on screen for longer periods, it's important to make it easy to work. Employees can use the system properly with different features and functions for individual purposes on HRIS to complete their required tasks. Most of the employees are very satisfied with the usability of the newly launched information system. In contrast, there would be always room for further improvements in future to be more updated and efficient. Respondents have expressed mostly a neutral stand on it, which indicates that more aspects might need to be focused on or worked on. Employees are feeling mixed feelings about further usage or progress, as they have no access to administrative or another module to judge the whole HRIS at once. Also, job engagement in every aspect has not been established in full force which is bit goes backward.

Does every option works the purpose as expected?

12 responses

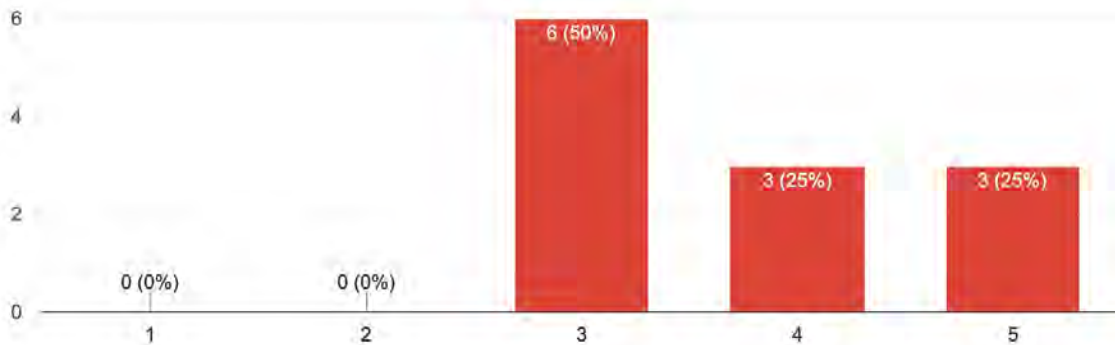


Figure 7: Graph on survey feedback in case of meeting expectations.

The aforementioned graph shows the statistics visualization of the feedback in meeting as per expectations of the users for the HRIS. The majority users (50 %) think it's at acceptable level and average experience, so there are many aspects to develop and improve to make great experience further. Rest of the users such 25 % users thinks it as good and another 25% thinks it's as excellent.

However, from the interview, the employees shared their expectations regarding to add features for different purposes like to give a monthly view of attendance or employee specific performance. Therefore, the satisfaction of the employees can be seen but it should be improved in few areas based on their feedback in the interview as well.

3.4.2 Data Accuracy

The data is almost reliable and trustworthy to employees, but there might be slight bug issues or any sort of mismatch of data. Employees are satisfied regarding data reliability and accuracy. Also, it indicates that the data are relevant to their job responsibilities and roles, though there might be some mismatches of the information shown in personal details of users. The data related to employees and organization shown on the dashboard and other parts of the modules are trusted by the participants. The perception and experience regarding the reliability of data are ensured for employees.

Here, the following graph shows the actual percentages of data analysis -

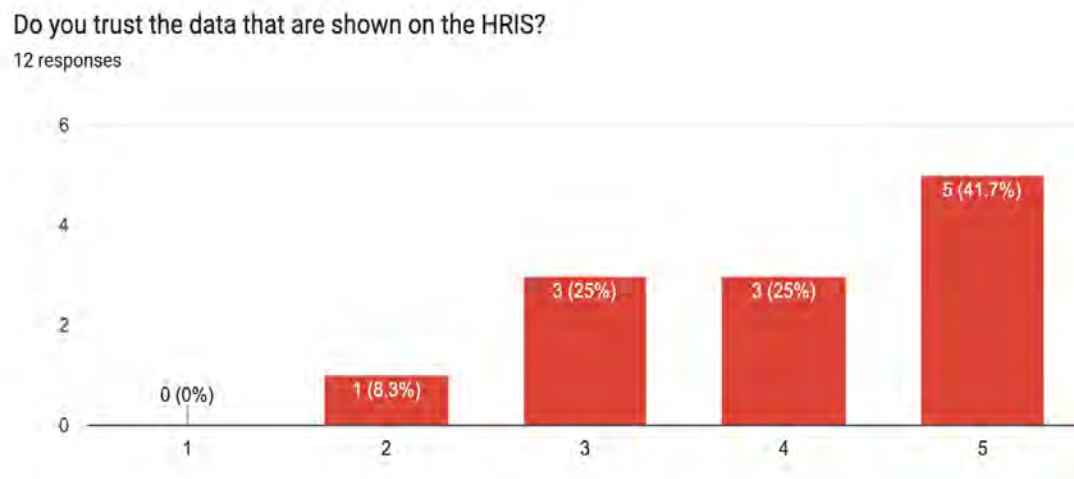


Figure 8: Graph on survey feedback on Data reliability

In this graph, 41.7 % users think that data accuracy all the data of the organization's updates and information are highly trustworthy giving 5-star rating. Still, 25 % think that its on average level and another 25% think it has met expectations as good. Lastly, very minor user thinks being 8.3% it's as fair. So, as result, there are improvement areas to work on for the company.

From the interview, employees shared that they could get the updates of the events, pending tasks, even all the information regarding policies, and updates from the mother company. Also, the pending assigned tasks as notification are shown on the interface. The demographics and employee head counts are included as well.

3.4.3 Process Simplification

The implementation of HRIS has reduced time and eliminated the complexities and unnecessary steps with the automation. HRIS has simplified all the operational procedures and saved cost & time at the same time for employees to experience. Participants can easily do the HR and administrative-related tasks and can have all the facilities from HR on the system without any hassle. HRIS can provide HR and administration with all the processes and facilities to make everything organized and structured to make strategic decisions for employees to have better experiences and job satisfaction. Participants responded positively towards HRIS in organizing and solving daily problems rather than manual, lengthy processes. The information system is solving the employee's problems and reducing workload and complexity in their daily routine work related to their job by creating job satisfaction and better experience. While mitigating issues, HRIS makes the workdays productive for the employees.

However, the following graph shows that 58% as majority agree that HRIS makes HR activities through digitalization as it makes employees productive by eliminating time - consuming lengthy manual processes. Moreover, 25 % responses as good and rest of the minor portion indicates as average

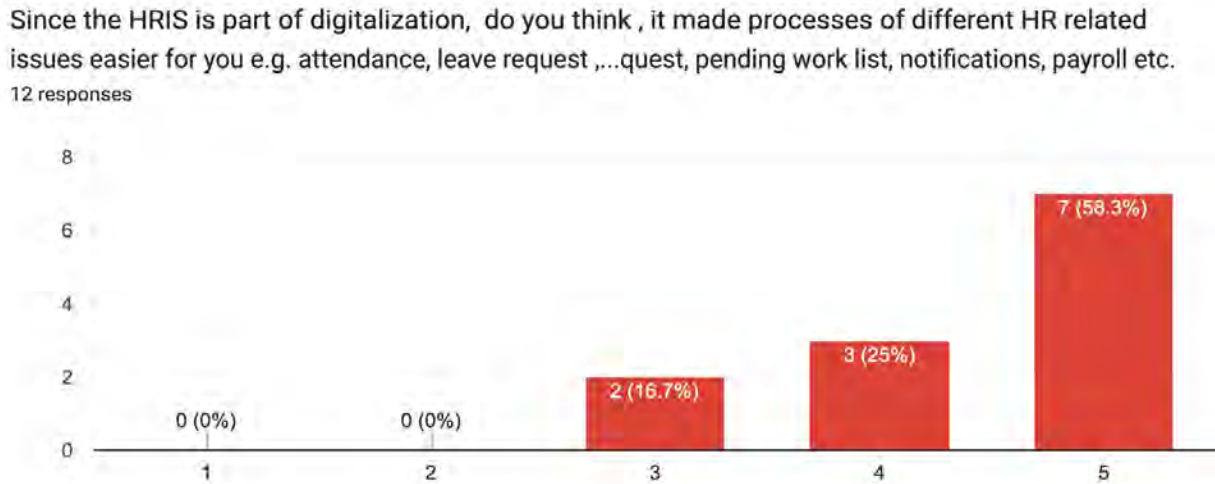


Figure 9: Graph on survey feedback for enhancing HR processes and activities

Participants can be utilized for the purposes that are required at work. The module allows employees to navigate independently and is used for the ultimate purpose of the employee's work at ease. Participants can update and edit smoothly following up the process as it needs to be approved, making sure the rechecking method is efficient and effective with accuracy. Employees are highly satisfied with the systematic verification in updating their personal

information and their autonomy to control as well but sometimes they are not being able to update their real data or personal information facing challenges.

Moreover, the employees shared that their daily job tasks had more manual administrative and HR related works which now has been eliminated and decreased unnecessary workload by saving time and cost. It has seemed these simplified processes makes the employees' routine more organized and productive.

3.4.4 Usage Experience on Devices

Many of the respondents responded not agreeing or disagreeing points strictly, they might not be properly compared or unsure about both devices in using HRIS as most of the time they use desktops at work. Employees' perception towards it is not taking to strong judgment regarding mobile app as useful. But some preserve that the mobile application is not working with full potential like the desktop features and functions are performing. Mobile applications are handy with the same level of performance when desktops cannot be accessed in such situations. So there are still mixed opinions about it.

Here, the following pie chart shows another response from the study how participants responded regarding about the user experience of functionality in Mobile App called GO HRIS. As result, it shows 66.7% responded positive feedback on it which is the majority and rest of the 33.3% are at denial in opinion.

Is the mobile application is giving you the same access to every functions properly?

12 responses

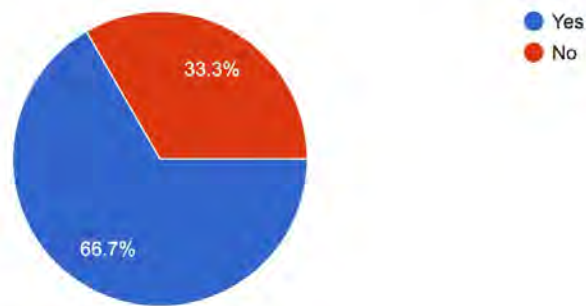


Figure 10: Pie chart on survey feedback for Usage experiences on Mobile App

In the following graph, the data statistics show another spectrum that can be preserved a bit as in contrast

Does the HRIS works same on mobile phone as it works on desktop?

12 responses

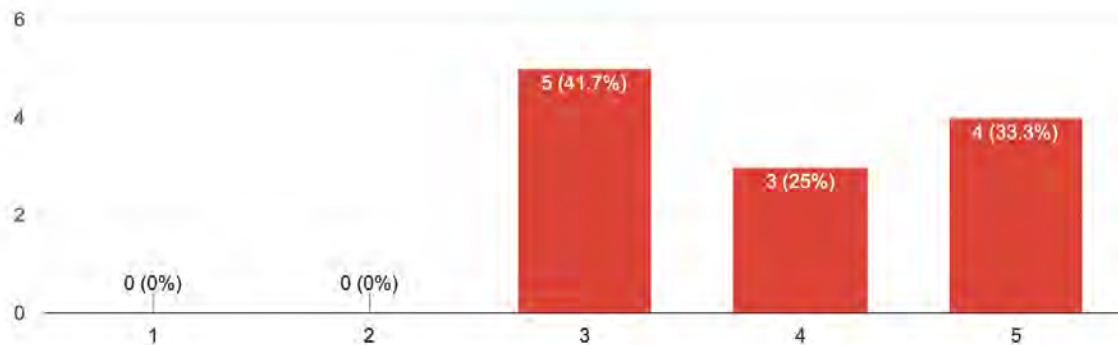


Figure 11: HRIS functionality on mobile app

Here, it gives the percentages of the responses in detail, with the majority of the responses comes with 3-star rating having 41.7% as satisfactory means acceptable and average experience. Then, comes the 33.3% for 5-star rating as excellent and lastly rest of the 25% shows as good as measure.

Even during the interview, the employees have showed how some information have been mismatched due to bug or error of the system. They couldn't access the dashboard sometimes to see the desired information. Also, updating data via Go HRIS mobile app doesn't show the same update on desktop version.

3.5 Implications

The study has investigated and retrieved the comprehension regarding the implementation of HRIS based on the employee experience and their perceived viewpoints at Petromax LPG Ltd and its sister concern, Petromax Cylinders Ltd.

3.5.1 Functionality & Features

Petromax LPG Ltd and its sister concern are operating employee data management with HR processes through launching the HRIS. The functionality provides for different purposes and procedures with analytics. However, there are three modules in this HRIS to operate. There are ESS (Employee Self Service), MSS (Manager Self Service), and ASS (Admin Self Service) with monthly subscriptions paid to third parties. Here, employees' excess profiles and dashboards are

given to navigate. This study shows what Petromax included, the usage procedures, and functions for HRIS to centralize the system. However, it has a mobile app named Go HRIS.

By optimizing HR operations, including leave requests, performance evaluations, and employee records, MSS minimizes the administrative workload and allows managers to focus solely on strategic planning. It also enables managers to obtain team data and convey appropriate visualizations of reports and analytics. Team members reporting updates and pending task notifications, calendars with holiday updates. Through the restoration of greater authority over handling administrative tasks, ASS systems eliminate mundane tasks and enhance productivity by enabling HR personnel to manage full human resources information, encompassing payroll, benefits, and employee records.

Also, the employee's current status, the training that they need, performance level, HR policies, organizational updates, calendar, and reporting organograms of employees. Employee Self Service (ESS) allows every employee to have their dashboard and autonomy of editing and updating their details, and as per policy, the edit request goes to the DM's approval request board to be accepted, maintaining transparency.

The features in HRIS of Petromax are:

- Payroll System
- Employee personal profile

- Leave approval request
- Letter of termination
- Calendar
- Attendance
- Dashboard with employee data analytics result
- Pending assigned task
- Notification system
- Holidays
- Request Approval process
- Reporting
- Organizations and HR policies or code of conduct
- Performance evaluation
- Team member's details and updates
- Reporting organogram
- Compensation & Benefits
- Leave counts and balance
- Data tracking system
- Certificates earned

3.5.2 Benefits

From the in-depth understanding and investigation through interviews and surveys of the employees at Petromax LPG Ltd and Its sister concern, Petromax Cylinder Ltd, it has been found out how HRIS has accelerated progress and to the extent that it has been successful in utilization. However, the benefits that have been seen and learned are discussed below -

- **Enhanced Efficiency & Productivity** - Through HRIS, cross-functional teams' dependency has been reduced, which saves time and workload. Moreover, it has become more cost-effective to operate the daily procedures. Also, the system has enhanced the employee data management solution by centralizing mass information and analytics. By on-time delivery, reports can be submitted without delays. The data and its tracking are easily recordable. It shows the detailed updates and HR issues of the team members to the managers. Hence, it has increased the utmost proficiency and productivity.
- **Data Accuracy & Privacy** - The mass data of employee personal details and also their personalized information and updates have been input with the highest possible accuracy. However, due to some bug or glitch issues, a small amount of data has been seen as mismatched, which Petromax has taken all the measures to fix. Also, it has ensured privacy and confidentiality with the limitation of access to personalized dashboards for each employee. Moreover, the data are relevant enough for the routine duties and roles, respectively.

- **Design Outlook** - The feedback for design has been learned as eye - a comforting and simple system to function and have a glance at the intended information, such as leave balance and pending tasks, to plan accordingly. The interface and dashboard are user-friendly to navigate. The design shows the expected purposes to be fulfilled for proceeding during any relevant needs.
- **Transparency & Accountability** - For making any changes and requesting approvals, the employees' requests are required to be accepted by the admin so that the admin can track the data upgrade and tracking of employee information to secure. Hence, transparency is established. Moreover, through keeping track of leaves and benefits details controlled and monitored by line managers and admin, accountability gets formed fruitfully to evaluate further performance appraisal or feedback reports at Petromax.
- **Paperless Eco-friendly Atmosphere** - By shifting to digitalization, Petromax LPG has reduced resource costs and has created a paperless work environment that serves environmental purposes by going green practices.
- **Process Simplification** - Data tracking and monitoring have been possible by generating HRIS since it keeps records of processes digitally regarding HR procedures and administrative tasks to create reports. However, different business units to align and accomplish HR-related responsibilities have been simplified by reducing dependency and cutting down unnecessary and time-consuming steps of the operational processes.

- **Strategic HR Decision Making & Planning** - In terms of strategic human resource management (SHRM), the HRIS impacts in a great way by providing quick visualizations of the results of analytics regarding employee information to make data-driven decisions at a faster pace. However, manpower planning and fitment analysis are smoothly conducted by HRIS.
- **Competitive Advantage** - Installing such information systems like HRIS in the Oil & Gas industry in Bangladesh allows the implementation of contemporary strategic HRM to practice aligning with any business decisions. A strategically formed workforce can result in technological efficiency and productivity to stand ahead in the competitive market.
- **Empowered Workforce** - Deploying a module like Employee Self Service (ESS) allows the employees to have their personalized dashboard and reports to give inputs by themselves. From leave requests to daily attendance, and also editing and updating earned achievements such as certifications or acknowledgments can be done by employees themselves at any time. That is how they can navigate and generate their accounts with their responsibility and autonomy.

3.5.3 Challenges

Besides having all the benefits of HRIS for employee data management and operating efficiently, employees and the HR team are faced with navigating the information system. Since it's at the

initial stage of usage in a newly launched system, some obstacles have been figured out through experiences, such as -

- **Resistance to Adoption** - Due to massive new changes in operating regular usage of a whole new system and managing information by it, employees have been not used to it to navigate. Also, many employees are not fully aware of the clear strategy of using it. Moreover, user training has not fulfilled all the aspects that they have been facing while using it except the basics. But actual system issues that they have been facing compelled them to resist use out of frustration. In adoption, Petromax has been suggested to give attendance within reporting time to track the working hours of each employee and absenteeism to make the employees habituated a week before launching HRIS and a week after launching HRIS as the initial period.
- **Errors and Mismatch of Updated Information** - Employees haven't noticed the option to regularize for system error in case attendance is missing in the system. Also, the leave counts are showing incorrect in reports. Besides, some of the employees' data haven't been placed as the right one in the right place, e.g., data entry is showing the employee's family members' information, such as birthday in the space of the employee's own.
- **Display of Dashboard** - The participants have given feedback regarding the display of updated information. Some specific features like leave counts, attendance, and experiences don't show up properly with a correct measure on the dashboard. Also, due to bugs or glitches, some information doesn't show up in the right place altogether.

- **Updating New Data** - Since there is still a bug in the system in some cases, as problems faced by employees in navigating the HRIS, they can't update attendance via that feature, which is affecting reporting and also performance management of employees. As shifting to digitalization changed the whole managing process, it would be a hassle to identify each person's access to their account to improve attendance or other features to work.
- **Functionality Concerns of Mobile App** - HRIS users have attempted to complete their tasks through the Mobile app and reported that the performance and functionalities don't work synchronizing with the desktop version. Moreover, they faced difficulties in operating, e.g., when employees update or input data, inconsistency between two device systems has been detected and gave such different outcomes of data on both displays. For example, software entry is a double standard, and data appear irregularly.
- **Limitation in Documentation** - There are some missing pointers of features identified while regulating operations. There is no way to attach medical documentation to sick leave for exceeding two days of leave. However, this will lead to creating obstacles to generating properly efficient and correct data reports to manage the leave management and payroll system.
- **Personal Profile Management** - Due to unawareness of proper operations of HRIS usage, there seems to be confusion in accessing both desktop and app functions to accomplish its utilizations to align with designated responsibilities. As a result,

employees aren't able to cooperate in the usage of such advanced information systems of HR to manage their accounts or profiles.

3.5.4 Employee adaptation, experience & satisfaction

According to the participated employees' data provided, the HRIS enhances productivity, precision, data-driven decision-making, and compliance by providing an effortless and reliable infrastructure for employee administrative duties. It also enables users to assess their leave balance, implementing digital transformation effortlessly and efficiently. In addition, tracking protocols make HR and administration functions more transparent and attainable. Employees can additionally utilize the visualization to swiftly identify data.

On top of that, based on facts check, leave monitoring and counts analysis permits employees to comprehend how many leaves remain obtainable for efficient use and plan accordingly for their subsequent days at work and agendas. HRIS facilitates tracking and technological decision-making. Based on analysis through the incorporation of elements of the job environment. The development of stronger hyperlinks between employees and organizations enhances employee engagement, productivity, satisfaction, and job efficacy (Kaygusuz et al.).

On the other hand, findings highlight that there are some conflicting perspectives as well to focus on for Petromax. The information update approval method presently lacks elements such as

employee-specific performance and a monthly attendance summary view. There is no room for human mistakes during data input. The latest update does not include further employee details on the dashboard due to a lack of synchronization of app and desktop versions.

The satisfaction of employees with the recently introduced information system (HRIS) has been indicated, with ease of use being a crucial component. Employees tend to consider that the system's user interface is quite straightforward, which makes them additionally very satisfied.

However, as job engagement cannot be readily understood or organized, and employees are denied access to functional modules, there are also multiple perspectives concerning their potential future usage. Employees expressed satisfaction with the preciseness and reliability of the information, demonstrating that it is essential for accomplishing their job obligations.

The result of the findings and analysis indicated that it can be challenging to perform tasks when their desktop machines are accessible, and employees find the application for mobile devices unsatisfactory. Furthermore, information updates on the app are not displayed on the desktop synchronously. HRIS streamlined workflows to cut expenses and time as well as giving management and employees the abilities and guidelines they required. Problems with employees have been solved using the information management system.

3.6 Summary and Conclusion

3.6.1 Summary

The implementation of a Human Resource Information System (HRIS) at Petromax LPG Ltd, a division of SHV Energy, is investigated in Chapter 3 of this study. The software, which launched out as an effortless data entry instrument but has since evolved into an extensive tool, incorporates plenty of human resources operations and optimizes decision-making and productivity. Measuring satisfaction with work, recognizing system-related complications, and assessing the effectiveness of the new system of education are the purposes of the research. The study's forthcoming offerings to research in academia and the LPG company make it noteworthy.

The extensive adoption of HRIS throughout an array of business sectors is addressed in the previous academic studies, with an emphasis on the ways that it benefits strategic thinking, reliability of information, and performance. It does, nevertheless, also detect challenges with employee adaptability and potential system errors. The research, through qualitative and quantitative methods, has revealed that significant insights for performance, data accuracy, the experience for users, and workflow clarity have been discovered by the information investigation. While there are certain problems, particularly regarding the integrity of data and mobile application performance, employees generally have no complaints about the HRIS's usefulness and visual appearance. The findings highlight the positive aspects of HRIS, such as

improved efficiency, improved data management, and an increasingly transparent environment along with some specific areas to work on to improve more further.

3.6.2 Conclusion

Petromax LPG Ltd.'s human resources operations have been significantly improved by the introduction of the Human Resource Information System (HRIS), which has improved output, effectiveness, and satisfaction among employees. Nevertheless, limitations have emerged, which comprise reluctance to change, challenges with the integrity of data, and additional encouragement and instruction. Petromax LPG Ltd must rapidly address these issues by offering comprehensive instruction, ensuring the confidentiality of information, and enhancing the application for mobile devices to maximize the potential benefits of HRIS. Pleasant employee experiences are expected to arise through this, which will increase job satisfaction and organizational success. The study demonstrates the importance of embedding technological innovations into human resources operations to preserve a competitive edge in the constantly evolving global marketplace, resulting in a beneficial instrument for organizations that are considering implementing HRIS.

3.7 Recommendations

The findings analysis based on the results can be assessed to focus on further research and come up with better solutions for resolving challenges and adding extensive components of management to integrate. However, to make it more proficient, the mobile application must be aligned properly to ensure employee experience better in increasing employee job satisfaction. Moreover, the study can guide not only Petromax to improve but also other organizations to emphasize providing such a system. Through HRIS-focused, informative guidelines can be introduced among all the employees via training and learning sessions to make employees aware of the significance of using it to improve job engagement and commitment of employees. Moreover, by ensuring the removal of errors and fixing the system, employee satisfaction and engagement can be higher when they can navigate the dashboard and their profiles for data management without any discrepancies. For HR planning and forecasting, the HRIS can be utilized by Petromax LPG Ltd, with the demographic data analysis to come up with more advanced extensive HR and management practices to occur and ensure overall employees's cooperation with adopting it.

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