

Report On
An Analysis of the Effectiveness of the Internal Human Resource
Information System at Robi Axiata Limited

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

Bachelors of Business Administration

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Executive Summary

My academic internship report is rooted in the invaluable experience gained during my tenure at Robi Axiata. The primary aim of the internship was to provide an immersive understanding of the corporate environment and culture, thereby augmenting our academic pursuits with practical insights. Within this report, I offer a comprehensive overview of the company's framework, alongside a succinct analysis of Robi Axiata's HRIS system, elucidating both its current status and anticipated future enhancements. To substantiate my findings, I have employed a blend of quantitative and qualitative data sourced from primary and secondary channels. Graphical representations serve to elucidate the results effectively. Additionally, the report underscores areas ripe for further research and investigation within the subject matter.

Chapter 1: Overview of Internship

1.1 Student Information

Name: Hasibur Rahman

Rafi

ID: 18204042

Program: Bachelors of Business Administration

Major: Human Resource Management

1.2 Internship Information

Both types of information are presented in this part. In the first group, you'll find the internship's essential details. The second half includes details regarding the company's supervisor.

1.2.1 Company Information

Period: 4 Months (02 January 2023 – 30 April 2023)

Company Name: Robi Axiata

Department: HR Business partnering & Digital

Communications Division: Human Resources

Project Name: Employee Personal File Management and Data Maintenance

Address: 53, Gulshan South Avenue Gulshan 1, Dhaka – 1212

1.2.2 Company Supervisor's Information

Supervisor's Name: Shirin Khan

Position: General Manager HRBP & Strategic Resources HRBP & Digital Operations

1.2.3 Job Scope

The number and variety of duties expected of an employee in any given position is known as the job scope (Dessler, 2020). Job descriptions often include the scope of the position. Listed below are the duties and responsibilities of my internship at Robi Axiata:

Job Title: **Intern**

Direct Reporting: VP HR Business partnering & Digital

Communications Functional Reporting: GM, HR Business
partnering & Digital Communications

Division/Department: HR Business partnering & Digital Communications Division /Human
Resources Internship

Key Responsibilities

- (1) Verifying and recording the essential personnel files
Second, keep personnel records in a separate directory.
3. Ensuring documentation is completed and moving forward
4. Making a digital file for every worker
5. Employee record database management

1.1 Internship Outcomes

1.1.1 Contribution of Students to the Company

Below are my contributions to the company:

- Verified files for A-C band personnel to make sure all information is accessible.
- Contacted the appropriate person to get missing information from the files.
- Built a database of Robi's staff members' photos.
- Created a database online to collect comments on the EEI system
- Wrote initial material to encourage staff to maintain constant contact

I created a performance feedback form, made presentations for the RCC event, and made a short video with pictures of the top employees from the year.

1.1.2 Student Benefits

Here I have benefited in the long run from the internship. I have gained knowledge of many different aspects of running a business throughout my time as an intern. My technical abilities were mostly enhanced by learning the precise documentation and data management system. Out of all the interns at Robi Axiata, I have been the one to do the most important responsibilities. Working as an intern at Robi Axiata has given me invaluable insight into the business world. Along with my proficiency in intricate machinery, I have also honed my abilities in communication and persuasion.

To comprehend the scenario and react correctly, these abilities have been the most helpful to me. My in-depth understanding of human resources is a direct outcome of my exposure to the day-to-day work of the field. I could put the knowledge I gained from Robi Axiata to good use for quite some time. Robi Axiata has equipped me with cutting-edge technical and interpersonal abilities that will serve me well in my future career.

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1.2.4 Challenges Encountered Throughout the Internship Duration

Throughout my internship, I faced a diverse range of challenges. The firm mostly supplies interns with obsolete computers. Throughout office hours, the gadget had several instances of freezing or complete malfunction, presenting significant difficulties. As per the company's policy, we were not allowed to share or make public any internal information of Robi Axiata. To assure the aforementioned, the IT department has implemented specialized software to restrict access to specific document-sharing websites. Transferring huge documents from vendors or external sources was problematic due to the constraint.

In addition, the compensation processing mechanism for Robi Axiata interns is crucial. An additional period of around fourteen to fifteen days was commonly included in the originally stated payment date. The absence of transportation or lunch provisions by Robi Axiata was a substantial obstacle for me. Consequently, I had to utilize the reimbursement for commuting and midday meals. I encountered particular challenges in commuting to the office as a result of the delayed payment of my salary.

1.2.5 Recommendations

Robi Axiata should consider reassessing its internship preparedness well in advance. Specifically, I would want to know the facilities that will be offered and any alternate options available for amenities that will not be provided. If they are unable to guarantee a more efficient method of remuneration. Under these circumstances, the employer might contemplate offering interns lunch amenity.

Furthermore, it is recommended that interns should be provided with superior gadgets, so enabling them to perform their tasks with greater efficiency. Robi Axiata promotes ongoing employee involvement, and it is advised that the supervisor in question ensures that interns also participate in this. By adopting this approach, interns will feel more comfortable voicing their issues, while management will have the opportunity to improve the overall experience of the staff.

Chapter 2: Segment on Organization

2.1 Introduction

The chapter provides with a comprehensive outline of Robi Axiata. This, mainly focuses on the operational procedures of the company's several departments. The evaluation of Robi Axiata's position in the telecommunications business conducts through internally and externally study, utilizing a range of approaches. However, the purpose of this chapter is to present a concise overview of the research results and analysis in order to emphasize the difficulties and offer Robi Axiata valuable suggestions for the next few months.

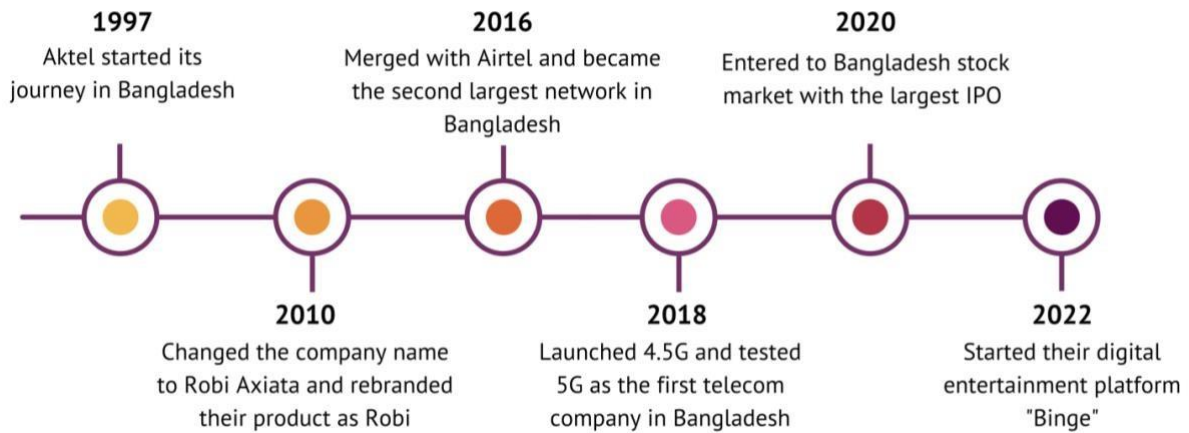
2.2 Company Profile

Stephenson and Mintzer (2008) define the company overview as the strategic planning portion that provides a comprehensive account of a firm's roots and history. It serves as the fundamental basis for the remainder of the organization's strategy. The subsequent subchapters center on the history and core tactics of Robi Axiata.

2.2.1 Company Background Information

Robi Axiata holds the top position as the primary mobile network provider in Bangladesh, experiencing rapid growth. Presently, their 4.5G service boasts a subscriber base of nearly 53.7 million individuals across the country. Significantly, the government of Bangladesh has officially assigned (+88018) as the access code for accessing Robi services.

In 1997, the business introduced as 'Aktel' in Bangladesh, operating as Telekom Malaysia International. In 2010, the firm rebranded itself as Robi Axiata to align with its updated corporate concept. Robi Axiata commenced its operational endeavors on November 16, 2016, subsequent to its merger with Airtel Bangladesh in 2022. This merger stands as the largest in Bangladesh's mobile communication industry and represents a pioneering move in its kind. Robi has founded the preeminent internet-based educational institution, Robi-10 Minute School.



As reported by The Daily Star (2019), they have achieved a historic milestone by being the inaugural company in the country to introduce 4.5G service across all 64 areas. In reality, Robi Axiata accomplished this significant achievement during the initial week of the service's commercial launch in 2018. The significance the firm has on offering its clients fresh experiences through innovative digital goods and services is a key factor in its innovation priorities. Thanks to its commitment to digitalizing all of its processes, Robi Axiata has seized the lead in its business.

2.1.1 Vision

Robi Axiata's long-term goal is to dominate the market for data and digital services that are focused on its customers.

2.1.2 Mission

In pursuit of its vision, Robi strives to emerge as the most esteemed company in the nation, offering advanced expertise and products tailored to the evolving demands of the younger demographic. Its long-term goal is to become the most popular place to work in the country.

2.1.3 Core Values

- ☐ Robi Axiata upholds 2 fundamental principles that they are firmly adhere to. The fundamental principles are as follows:
- ☐ • Undeviating Honesty
- ☐ • Outstanding Achievement

2.3 Management Practices

2.3.1 Leadership Style

Leadership encompasses the ability of an individual or a group to wield influence and offer direction to followers or fellow members within an organization (Fayol, 1916). Moreover, it entails the proficiency to communicate these principles effectively and inspire individuals to take on responsibilities and grow personally, all while steering the organization towards growth. Effective leadership not only serves as personal inspiration but also ignites motivation within others. Various leadership styles exist, such as dictatorial, democratic, participatory, laissez-faire, and more.

Robi Axiata has consistently favored a participatory leadership style inside their organization. Participative leadership entails leaders that utilize a democratic approach to involve their teams. Robi's line managers provide employees with the opportunity to showcase their ingenuity by generating recommendations to address a given scenario. In addition, the team leaders endeavor to empower their team members and involve them into decision making process.

Leadership style employed by Robi Axiata gets the advantageous, since this effectively aiding in the attainment of the company's aims and objectives. The technique bears resemblance to the bottom-up strategy (Anam, 2020). The participatory leadership approach diverges notably from democratic leadership in that although the team's opinions are considered during the decision-making process, the final decision rests with the leader. In this style, a vote is not held, and each team member does not have equal voice in the final decision.

Consequently, employees exhibit increased motivation due to their enhanced and significant involvement in the entire process. The team's conversations become increasingly productive. In addition, the organization has the capability to devise more authentic strategies that are collaboratively formulated with the employees directly engaged in the process.

2.3.2 Workforce Strategy

As per Gary Dessler (2020), HR planning is the systematic process through which an organization ensures the availability of an adequate number of suitably qualified employees to fulfill both the operational needs of the business and the personal goals of the employees. Consequently, firms may more effectively strategize for their future labor requirements and forecast the quantity and kind of employees they will require. Robi Axiata's Human Resource Planning has provisions for both short term - and long-term objectives, which are managed according to the following goals:

- Maximizing the efficacy of human resource management
- Forecasting and detecting occupational demands
- Accurately discovering relevant sources of workforce
- Growing the workforce that is currently here • Determining the breadth, depth, and scope of talent



Figure 2 Requisition Process

Manpower Requisition

Robi Axiata will not begin the hiring process unless they get a personnel request. Once a position has been authorized by upper management, a company can hire for it using a personnel request form. When positions become vacant, HR gets requests for staff. They fit the ideal employee profile, have the necessary qualifications for the job, etc.

Whenever it is decided that a certain department needs more staff or interns, a requisition proposal is prepared and sent to the appropriate HR business partner. To find out if their staff can handle the additional responsibilities, they conduct an extensive inquiry. When it comes to replacements, HRBP checks to see if there is a specific need for replacements. After reviewing the paperwork, an HRBP representative will sign it and send it on its way.

submit a formal request for funding to the VP of HR operations for final clearance. The process continues to the next step if no adjustments are required.

Talent Sourcing

The usual onboarding period at Robi Axiata is sixty days. There are two places where the organization finds new employees. The sources are as follows:

i. External Sources

"External Sources of Recruitment" means proactively pursuing job candidates outside of the company. Robi Axiata do not promotes the use of third-party recruiters. There is no involvement of third parties in the company's hiring process. Robi Axiata's Human Resource Operations team is completely handling the situation. Everything is run from a single location. The best candidates are found from outside sources since they have access to the most current and top-tier talent in the market. The internal system of Robi Axiata is available to applicants. Job openings for necessary jobs are advertised on the platform. Also, the company actively seeks for resumes on other employment boards, such BDjobs.com. Job fairs are a common place for employers to find bright new varsity grads eager to get into their dynamic teams.

ii. Internal Sources

"Internal sources of recruiting" in HRM terms are an organization's present employees who might be considered for open positions. Hire from within wherever possible; Robi Axiata offers preference to internal applicants when their skills and experience are more sought after than those of the external candidates who were ultimately selected. Employing fairly is a core value of the company. That being said, Robi Axiata is quite partial to hiring people through intramural programs.

Employees are alerted via email if a position opens up. Conversely, traditional external recruiting processes would be required of everyone interested in applying. Conversely, in-house recruiting tends to promote retention of current employees and inhibits the recruitment of fresh talent. When compared to new hires, veteran personnel typically show more versatility and cross-functional competence.

Assessment and Interview

To begin, all candidates are required to make and submit a brief video introducing themselves. Whether or not to move on to the written test is determined by the hiring committee after viewing the video. A test of aptitude measuring the candidate's proficiency in English, mathematics, and analytical thinking is the last stage of the selection procedure. The candidate will be called for an interview if they have passed the first screening, which typically takes place after 7 to 10 business days.

Before the pandemic, everything was overseen from Robi's main office. Nevertheless, a method based on tests and interviews was employed after the pandemic era. During the interview, a representative from HR and one from the relevant division will ask questions. A second round of interviews may be necessary when there are several competent candidates. Choosing people for middle and senior management positions is far more important than choosing people for entry-level positions. From time to time, competency examinations are used to assess job candidates. Given the confidential nature of these seven criteria, Robi personally verifies them.

Selection and Negotiation

Robi Axiata selects individuals based on their assessment of their superior qualifications. Upon selecting a candidate, they promptly authenticate their references and investigate their background. Once everything is deemed satisfactory, they start salary talks. Per corporate policy, the first remuneration for a novice employee is as outlined below. Applicants for management and executive positions must provide their latest pay sheet via mail.

Once a candidate got selected, the hiring personnel scrutinize their previous salary statement and send them a formal offer via email. Once the selected applicant finds the provisions of the offer letter acceptable, they should inform HR operations of their acceptance of the post and initiate pay negotiations. Email serves this role as well. The HR department concludes the job posting once the salary has been finalized through negotiation. Subsequently, they record their endorsement. The notice of approval bears the signatures of the relevant department head, division head, and the top HR officer. This procedure is only applicable if both the job applicant and Robi's management team have endorsed the negotiated offer.

Medical Checkup

Robi Axiata needs the candidates to undertake a health check-up at United Hospital, a facility that matches the criteria of the company. This is done to ensure that the selected candidate have the necessary skills and abilities and they successfully fit into the position. Upon successful completion of a medical examination, the HR operations team promptly receives updates on the outcomes of any required health check-ups.

He will receive a job offer letter. Nevertheless, it is important to successfully complete the medical examination. After a successful medical examination, the HR operations team promptly receives notifications regarding the results of any necessary health assessments.

Induction

Upon the completion of all the necessary formalities, the successful applicants are promptly notified of a definitive date. During the orientation day, newly hired individuals must provide duplicates of their personal documents, including academic credentials and copies of their National Identification (NID) cards. In addition, they are required to sign several confidential documents. On the same day, employees receive personal laptops, SIM cards, access to corporate email, and other necessary tools to fulfill business requirements. Upon the completion of all requisite procedures, newly hired personnel are officially greeted and acquainted with the firm. Ultimately, the newly recruited individuals are directed to their designated workspaces and acquainted with their direct supervisors and colleagues.

2.1.1 Compensation System

At Robi, employees receive competitive salaries accompanied by a range of non-monetary incentives and perks:

Monthly Salary

On the 25th of every month, employees get their net pay, which is the amount remaining after deductions such as income tax and contributory provident fund. This amount also includes any additional allowances they may have earned. Employees get monthly pay slips that include a breakdown of their gross wages and deductions.

Incentives

Robi Axiata employees are eligible for a range of customizable incentives, including those based on individual accomplishments and those given to recognize the organization overall achievements.

Festival Bonus

Robi Axiata distributes Festival Bonuses biannually, namely at Eid and Christmas. The bonus amount frequently corresponds to the employee's basic salary.

Reimbursements

The net monthly compensation includes housing, medical, transportation, and utility allowances.

Professional Growth

Employees' real performance reviews inform Robi's decisions on their professional development prospects.

2.1.1 Learning and Development Initiatives

As stated in, Kirkpatrick (1983), training is a way for employees to improve their skills. Every member of Robi Axiata's crew follows a strict training schedule. This training schedule contains the following details: the training's title, the department it is for, the trainer, the trainees, the location, and the time. An executive and assistant manager from the human resources department compile data on all workers' skill gaps following the training need analysis.

2.3.4.1 Training Classifications

At Robi Axiata, the training and development initiatives are structured into three main categories, each encompassing diverse types of programs.

Pragmatic Training

Employees' ability to do their jobs well is the primary focus of functional training. A specific division's demands are met by these courses. Training to learn the module, the IP network barrier, and any skill based on IT mechanisms is most suited for technology department employees. A supplementary functional training is the key to success through distributors. The principal participants in this training will be the area managers of the sales division. Everyone in the company, nevertheless, has access to some operating training.

Training for Leadership

Leadership training offers employees the opportunity to enhance their leadership skills. This training is accessible to staff from various departments and roles. Leadership training covers a wide range of topics, including tasks related to problem-solving and decision-making, as well as project management and coaching for exceptional performance. The purpose of training in disciplines like as project management and time management to foster the development of certain skillsets.

Expatriate Training

Every year, a selected group of the employees are sent overseas to get further experience and education. Every year, Axiata's vice presidents and other senior management gather in Malaysia for training. The IT staff is now on a training mission to China, Korea, and Malaysia to learn about new technologies. However, the worldwide training sessions have been canceled due to health security concerns since the pandemic. All of the trainings have taken place on online platforms.

2.3.4.1 Phases of Developing a Training Program

Research and development are highly valued by Robi Axiata. The goal of the professional development group is to enhance the training procedure. This is what drives them to always be thinking of new ways to build training programs that work. The steps done by the development and training group are as follows:

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Figure 3 Training Design Procedure

Assessing training requirements

Assessing the educational needs of its employees is a top priority for Robi Axiata. Disparities in employee performance are examined together with other potential causes of underperformance. An organization's efforts to address skill shortages and weaknesses within the workforce are initiated through the development of training programs.

Budget Planning

A part of Robi Axiata's budget goes toward employee education and development. They take a look at the training program's goals and try to estimate how much it will cost to implement them. When creating the yearly budget, the corporation takes into consideration all available funds as well as any time restrictions. If several individuals require the same kind of training, they can save both time and money by instructing them all simultaneously. On the other hand, training effectiveness suffers when there are too many people taking part.

In addition, the training objectives and overall training goals are defined by the organization in terms of the learning process or processes that need to be put into place. There are two main training components that get the bulk of the funds:

Module for training sessions • Best choices for an exceptional education

Specify training approaches

Next, the group in charge of training and development will try to figure out how to teach everyone. Common methods of training include seminars, coaching, hands-on activities, etc. Another important factor is deciding how many students will be taught at once. Additionally, the squad schedules time for each type of exercise. A company must be considerate of the time it has available while educating its personnel. This element must be sufficiently stressed by the development and training team in order to avoid future mismanagement.

The group will work on developing a new training module if participation from higher management is anticipated in the training. Management roles may necessitate further education in some cases. The company considers this while developing training programs.

Choose location

Robi Axiata diligently considers many factors while selecting a place for the training. Prior to devising the training program, they consider variables such as student count, training type, and the requirement to maintain an environment favorable to learning.

The corporation has constructed specialized training facilities within its corporate headquarters. These rooms are specifically allocated for the sole purpose of conducting training and development activities. However, the outbreak has brought forth new opportunities for the agency. Currently, participants have the option to engage in either on online or in-person training and development sessions. By doing this, the team gains access to a broader array of viewpoints and approaches, enhancing their overall educational experience.

Define a Training Objective

The trainer endeavors to cultivate the objective of the training at this stage. They communicate their expected results for the training programs and engage in discussions with trainees regarding the desired outcomes. The SMART method is frequently employed in tandem with the aforementioned considerations when formulating objectives:

- Potential advantages
- Current performance
- Anticipated performance in the future

Action

Robi Axitata is now implementing all by planning, preparation, and preliminary work that has been done up to this point. Following careful consideration, the organization formulates its training design program by progressing throughout the specified steps.

2.1.1 Performance Appraisal System

The supervisors do a yearly evaluation of an employee's contribution to the business (Scott, 1900). Robi demands that all of its employees demonstrate a commendable level of performance, particularly considering the intense rivalry in the telecommunications sector in Bangladesh. The organization has implemented a performance benchmark to improve the evaluation system.

2.3.5.1 Evaluation system

Each employee is assigned individual objectives to achieve the overall company aim. An annual evaluation is conducted, often in December, to analyze staff performance and identify individual training needs. Each employee is notified of their performance appraisal outcomes and evaluations. The use of this tool allows for the identification of the most outstanding individuals. Moreover, it assists in identifying areas that need work in order to reduce skill gaps. Contributors who consistently exceed expectations by their performances for Robi are financially rewarded (Alam, 2022).

Additionally, it is beneficial to observe the progress of each individual and determine their specific developmental needs. The managers assess their actual work against the job benchmark. If any inconsistencies are found between two, they apply this knowledge to enhance employee performance even more. Managers furnish the employees with precise feedback on the evaluation of their performance.

During the job assessment process, the manager initially creates a set of criteria for evaluating work performance. Nevertheless, this benchmark fluctuates depending on the specific position and is also influenced by the surrounding circumstances. Robi consistently evaluates the performance of each staff member. During the initial stage of the evaluation process, supervisor and staff establish a shared set of measurable performance standards for the role. Following this, a face-to-face assessment will be conducted to evaluate the work based on predetermined standards.

The objective of this evaluation is to assist managers in identifying sector of staff performance that do not meet expectations and to acknowledge those who demonstrate improvement. Managers can document any inconsistencies here. Managers provide feedback to employees following the completion of work through evaluation interviews aimed at assessing efficiency notes. The interview focuses on evaluating and discussing the employees' previous performance. Managers may facilitate the interview process for potential employees by establishing a friendly and inviting environment. Ultimately, management implements corrective measures in accordance with the specified criteria to reduce skill deficiencies in the workplace and elevate the standards for the crucial skills necessary for achieving success.

In Robi, the assessment is conducted by the direct supervisor who possesses superior knowledge regarding the performance of each employee. The manager or supervisor had ample opportunities to observe the worker's performance, with completed tasks being recorded in various logbooks. This book serves as a logbook during the rating process. Managers utilize several performance evaluation methodologies such as classifying scales, giving them rank, evaluate the critical incident, card scoring balance system and self-rating.

This organization is enhancing its assessment system. The data indicates varying and incongruous feedback. Managers frequently assess the most recent performance rather than a recap. Robi Axiata emphasizes the importance of ongoing team participation to prevent such scenarios. Line managers receive periodic briefings on

Status of team members. The execution of the strategy yielded favorable outcomes. Employees can assess their performance using the feedback. After using this approach, the performance and assessment of divisions and departments have significantly improved.

2.3.5.1 Performance Evaluation System During Probationary Period

The probationary period for Robi Axiata lasts for six months. Robi's management led a quarterly informal poll to evaluate the performance of recently hired staff.

i. Mid Appraisal

Following a three-month period of employment, line manager in the stuffs department carries out a mid-point evaluation and retains any relevant documentation.

ii. Final Appraisal

Following a six-month interval, a thorough evaluation takes place, and all necessary documentation is forwarded to HR operations. Employees undergo performance assessment utilizing a tailored form specifically designed for the performance management system. Upon receiving a positive performance evaluation from their line manager, employees are issued a letter of acknowledgment. Failure to meet performance standards could potentially lead to termination. However, Robi acknowledges that over 90 percent of employees consistently meet or exceed expectations. Individual supervisors are responsible for conducting evaluations.

Incentive and Recognition Scheme Following Appraisal

Robi Axiata employs financial incentives, perks, and growth prospects to recognize and motivate high-achieving individuals who contribute to the company's achievement of its goals. The plan offers both monetary rewards and opportunities for career advancement in a stimulating work environment. Robi Axiata organizes two yearly events to recognize and celebrate its most outstanding workers. Here are the events:

Robi Championship Club

The inception of the Robi's Championship Club award took place in 2017 with the purpose of recognizing and commending the stuff who performs significant efforts to Robi via exceptional

performance and dedication (Robi Axiata, 2022). Robi acknowledges its staffs on a yearly basis for their exceptional contributions to the company's financial achievements, operational effectiveness, product and service quality, as well as their ability to boost the morale and engagement of their colleagues. Additionally, they are recognized for publicly advocating Robi's core values and principles.

2.4 Marketing Practices

Market practices, as defined by author Kotler (1999), encompass the actions and strategies employed by businesses to cater to the needs of customers. This pertains to the method employed to implement index transitions with counterparties facing comparable circumstances as the vendor, along with buyback facilities specifically designed for assets of a similar nature. Robi Axiata has employed a range of marketing methods to gain a dominant position in the market, which are discussed in the subsequent sections. Furthermore, the section aims to pinpoint barriers and market deficiencies that require further investigation.

2.4.1 Marketing Strategy

Robi offers extensive International Roaming coverage throughout Bangladesh, establishing connections with 550 operators across 205 countries. The company places a high priority on meeting customer needs and ensuring satisfaction by incorporating value-added services (VAS), premium customer support, readily available call centers, strong digital network security, and adaptable tariff rates into its offerings. Leveraging its wealth of knowledge and resources, Robi is strongly positioned to deliver exceptional services in coverage and connectivity to clients in Bangladesh. Robi also innovates by crafting unique services that incorporate local elements, fostering strong connections with its clients and utilizing its exceptional ability to provide local insights.

To meet market demands, Robi offers a broad spectrum of services to its loyal customers. The subsequent list outlines the business's goals based on the values held by its consumers. Robi Posse possesses extensive industry expertise and demonstrates a profound understanding of the key attributes of top-tier consumers. Prior to the launch, a team of proficient and adaptable sales and marketing experts conducted a comprehensive market study. This involved identifying the target consumers, understanding their specific needs, and formulating tactics to effectively contact them.

2.4.1 Target Customers

A firm's target clientele refers to a particular individual or team of individuals that the company aims to provide its goods and services to (Camilleri, 2017). Robi primarily serves firm owners, entrepreneurs, and established organizations. In order to appeal to students and other individuals with limited financial resources, Robi has introduced basic rate Pre-Paid services. The term "post-paid" refers to a payment method where services or products are paid for after they have been used or received. The service is targeted at those of elevated social standing. The company will utilize market segmentation techniques that take into account demographic factors and the size of businesses in order to effectively cater to their intended customer base. Conversely, they have been prioritizing their

efforts to engage with young individuals, who constitute a key client segment.

2.4.1 Targeting and Positioning Approach

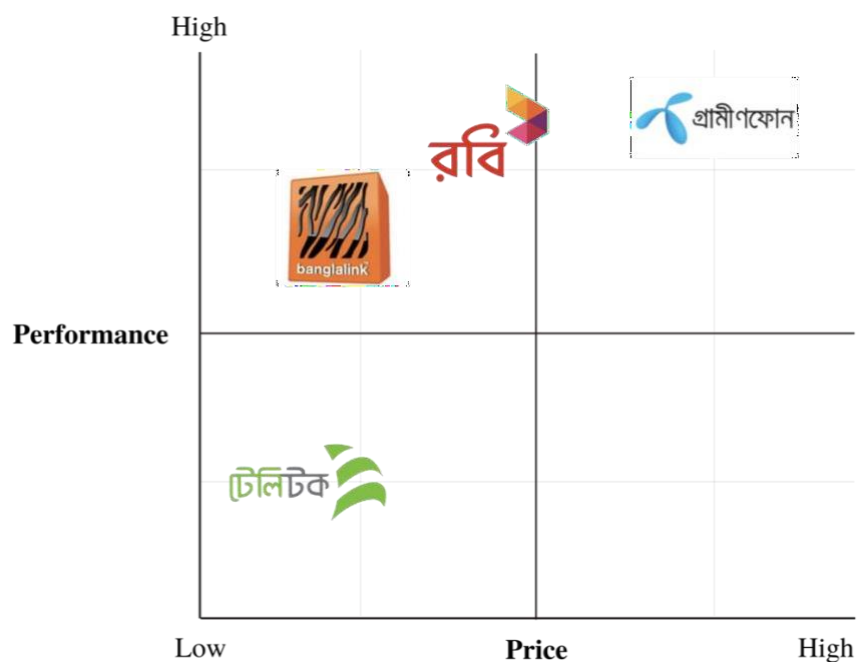
The organization aims to achieve the utmost network performance and user experience as part of its positioning objective. Their company's slogan is:

“Life-e notun experience”

As a result, they are positioning themselves as a flexible organization, providing innovative and exciting offerings from a company that continually pushes the limits of creativity. Robi's positioning statement is:

As the leading mobile network provider, Robi offers outstanding opportunities for innovators across various sectors, empowering them to excel in their respective positions.

As the map:



While Robi initially aimed for the top position, it acknowledges that other companies are also expanding their customer base by targeting lower tiers. Robi Axiata's ambition is to lead the market by prioritizing product quality and design excellence across all socioeconomic segments.

2.4.1 Marketing Channels

2.4.1.1 For Product

Robi Axiata Limited has placed significant emphasis on advertising, particularly through billboards and posters. Furthermore, they choose area administrators to disperse their sim cards across Bangladesh. Robi effectively utilizes internet platforms, alongside conventional mediums, to deliver captivating content.

2.4.1.2 For Service

Robi distributes its products and services through a combination of physical stores and communication infrastructure. The organization's expedited operational system strives to provide efficient services. The customer service of Robi Axiata Limited actively promotes its services.

2.4.2 Development and Competitive Strategies for Existing and New Products

Robi Axiata value the simplicity. Likewise, the firm adheres to a single, effective yet uncomplicated approach for both the creation of new products and the improvement of old ones. Robi Axiata uses the following procedure for product development:

Brainstorming Ideas

At first, the team engages with various groups and use tactics that stimulate creativity to produce new ideas for products and services. Robi's culture fosters inclusivity by involving current workers, channel partners, and higher management in the process of generating new product concepts through brainstorming sessions.

Idea Sorting

Prior to the product launch, the idea committee convenes on a weekly basis to deliberate on novel concepts. Finally, Robi Axiata engages in research to explore the concepts proposed by its members.

Conceptualization and Evaluation

Having idea entails envisioning the type of product that the firm can offer to its clients. The concept of products is a further development of the idea expressed in words that are significant to consumers. Multiple concepts stem from a single idea for product conceptualization. Assessing the feasibility of a product entails presenting the concept to potential buyers with appropriate characteristics for the desired product and collecting their feedback.

2.4.1 Brand Promotion Initiatives

The market operation team of Robi Axiata Limited places significant importance on their branding endeavors. They have recently formed a partnership with Tamim Iqbal, who is regarded as one of the top players in Bangladesh. In addition, they have enlisted renowned models Safa Kabir and Siyam Ahmed to appeal to the younger demographic. Robi consistently acknowledges and appreciates creativity. Taking this rationale into account, they have collaborated with 10 Minutes School to effectively introduce free schooling for all individuals in Bangladesh. They endorse their services and actively participate in corporate social responsibility through this initiative.

Robi Axiata minimally sponsors various events, such as the Bangla Live music performance, among others. They have also acted as a digital communication partner for entertainment content. This sponsorship significantly aids in promoting the company.

2.4.2 Tactics for Advertising and Promotion

According to Kotler (1999), advertising is a sponsored approach through which an organization communicates and promotes ideas, products, and services across various media platforms like newspapers, magazines, and television. Robi Axiata places significant emphasis on utilizing internet media for their advertising and promotion strategy. The subsequent tactics are employed:

2.4.2.1 Online Promotion

Robi Axiata Limited prioritizes online promotion. For instance, social media enables continuous communication. To maximize the search engine's reach, the market operations team ensures its optimization.

2.4.2.2 Involvement in Social Media

Robi ensures the development of top-notch content specifically tailored for social media platforms to enhance user engagement. They leverage the color scheme of their logo to attract clients and aim to deliver content that resonates with the youthful demographic of Bangladesh. The marketing approach of Robi Axiata Limited emphasizes building brand awareness through captivating content. As a component of their initiatives, they have launched their entertainment streaming platform called "Binge" for leisure and recreational purposes.

2.4.1 Key Marketing Challenges and Discrepancies

Robi Axiata Limited has a substantial marketing issue due to its heavy dependence on social media. Indeed, an excessive dependence on digital platforms may lead to an increase in concerns and anxieties related to security. In addition to that, Robi's marketing approach is deficient when compared to its primary advertisement of the product. For instance, Robi's customer-oriented strategies prioritize the promotion of the brand name over the specific services or goods it provides. To guarantee a successful promotion, it is necessary to fill the hole.

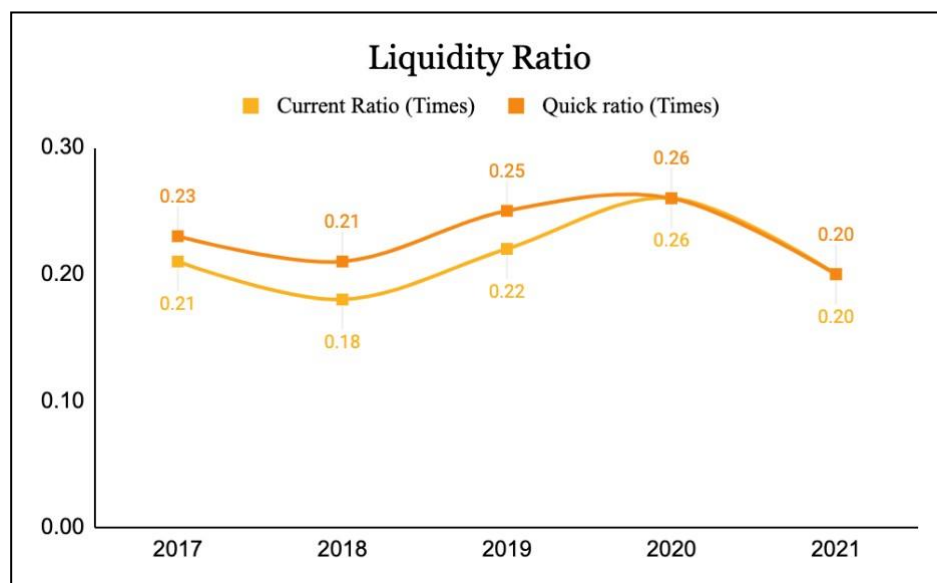
2.5 Financial Performance and Accounting Methods

A company's financial success may be defined as the extent to which it is able to turn its main source of income into net worth. Based on their financial statements from 2017 to 2021, this chapter analyzes Robi Axiata's finances. Various values, financial statistics, and the DuPont analysis are all part of the investigation.

Financial Ratios

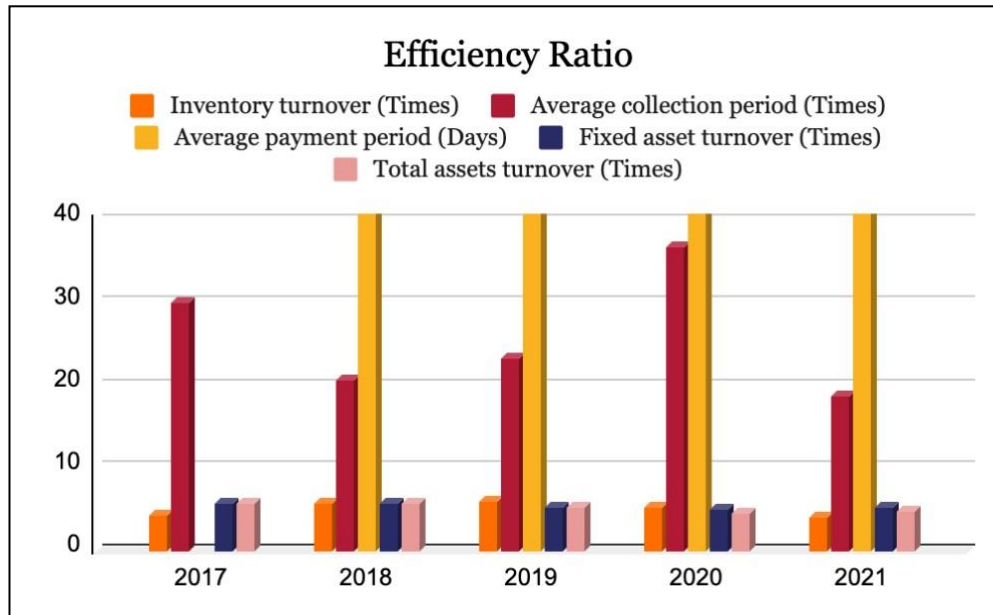
Understanding the financial performance in terms of solvency and liquidity, efficiency, profitability, leverage, and market value is the goal of this section. Here are the key points:

Liquidity Ratio



The liquidity ratio remains constant during the course of the graph. Despite a decline from 2017 to 2019, Robi Axiata kept its present ratio unchanged in 2020. If a company's current and quick ratios are below 1, it indicates that the organization may face difficulty in meeting its short-term debts (Breuer, 2010). This might lead to a temporary need for Robi Axiata.

Efficiency Ratio

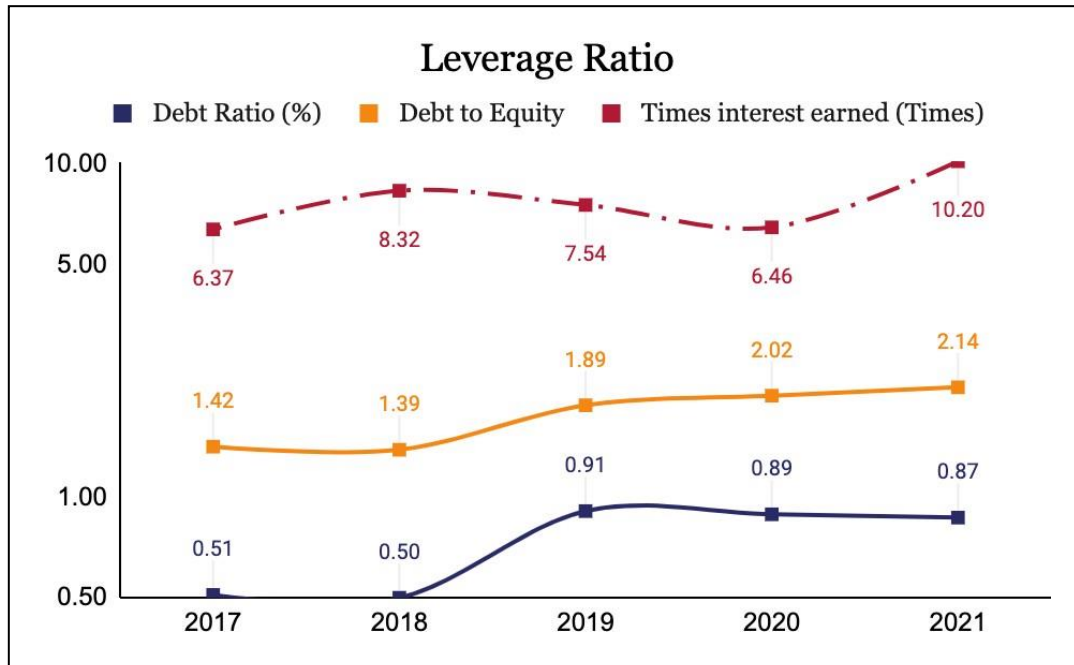


The graph illustrates the enhanced efficiency of Robi Axiata. The inventory turnover rate of the firm is justifiable. A balanced relationship between stocking rates and sales is indicated by this. Revenue from receivables has been successfully recovered by Robi Axiata. It took longer to acquire data in 2020 on average. Collection may have been delayed due to pandemics. The typical time it takes to pay has decreased. The business expedites payment to the vendor.

The fixed asset turnover ratio denotes the proportion of a company's revenue generated by its fixed assets. In this context, the turnover of fixed assets has remained consistently high, surpassing the average of 2.5. This suggests that the management's ability to convert fixed assets into cash is reasonable. While the overall turnover of assets remained stable throughout 2019, there was a decline noted in 2020. Over the selected period, the turnover of fixed assets has shown stability and resilience.

It was either Robi Axiata's inventory management was lacking or their manufacturing capacity was very high. An uptick the following year indicates the business has bounced back and is operating at peak efficiency.

Leverage Ratio

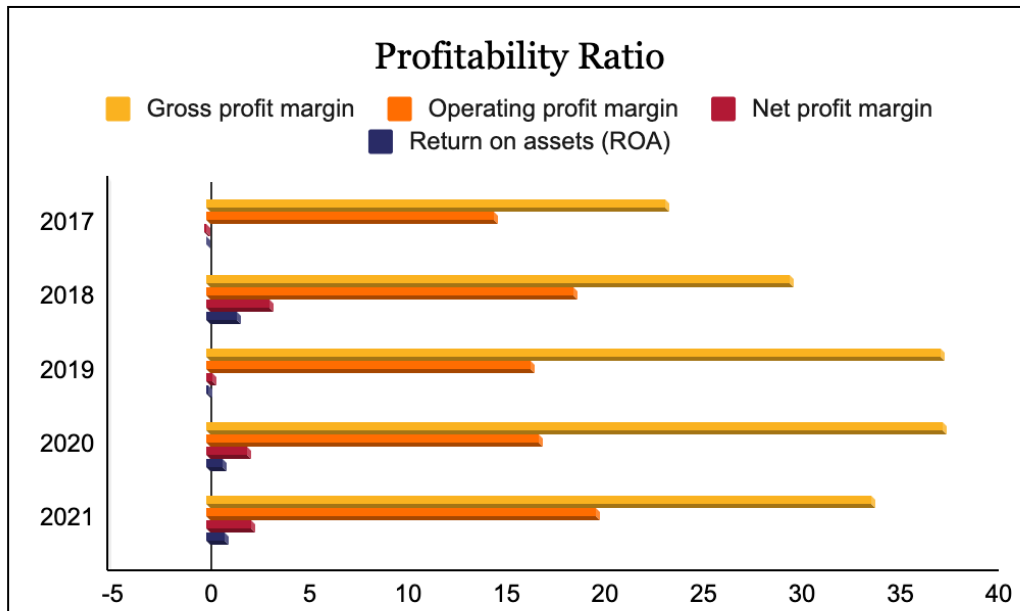


Based on the leverage ratio, Robi Axiata's financial risk is moderate, as seen in the graph. First, there's the debt ratio, which is going up all the time and can be a sign of financial trouble. It is not ideal, but the debt-to-equity ratio is fair. Dan claims that industries that rely heavily on capital should have a debt-to-equity ratio of 1-2 (2012).

Supplying fixed line and cellular services actually requires a massive network infrastructure, which makes the telecom business very capital demanding. The debt-to-equity ratio makes sense under these conditions.

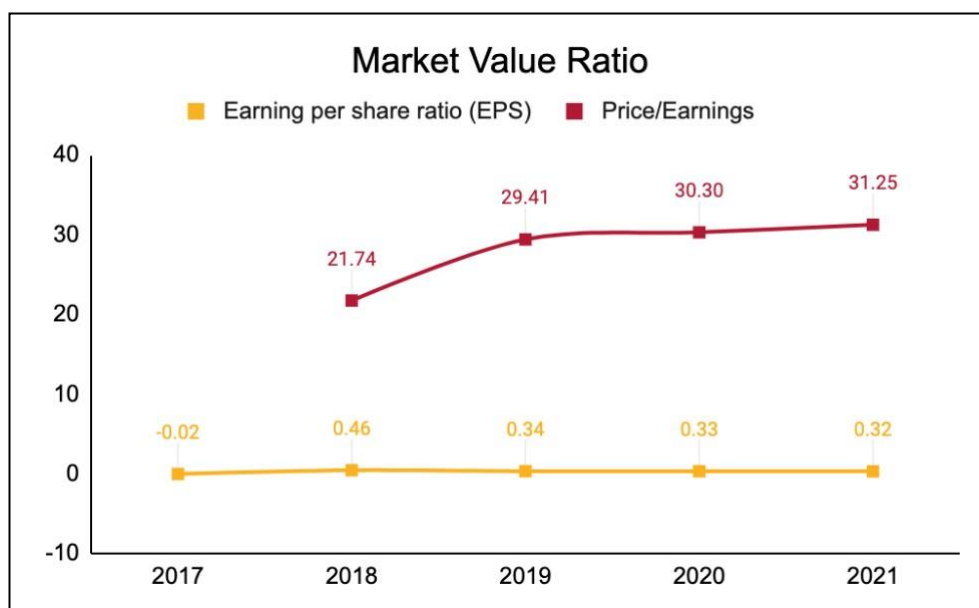
Nevertheless, there is room for development in this aspect. Having said that, the time interest earned ratio for the firm is looking good. Despite some fluctuations, the rate has shown considerable improvement in 2021. This bodes well for the company's ability to service any future loans, as its income is higher than its interest expense.

Profitability Ratio



Following 2019, there has been a significant decline in the gross profit margin. Operational profit has remained consistently low and continues to decrease. In 2020, the net profit margin was growing, but in 2021, it shrank. The company may have wasted money on assets that didn't pay off in terms of return on investment (ROI), given the extremely low ROA.

Market Value Ratio



The market valuation of Robi Axiata's shares is too high. That means the stock price is more than what it is really worth. This might lead to a fall in the stock price over time.

2.4 Operations Management and Information System Practices

Business strategies that aim to maximize efficiency are known as operations management (Battistoni, Bonacelli, & Colladon, 2013). Its goal is to maximize a business's profit by enhancing the efficiency of its production process from raw materials and labor to completed goods and services. Instead, data is collected, processed, stored, and distributed by an information system, which is often a database, to aid in the control and decision-making procedures of an organization (Ragowsky, 1996).

2.4.1 Practices

Robi Axiata Management uses an agile approach to managing operations and allocating resources. Robi Axiata mostly use an integrated strategy. Since they despise starting from square one every time, they find that reusing frameworks and foundations helps them save time. At the most senior level of an organization, or in an MC, there is an adaptive strategy that involves frequent debate and questioning of new ideas before they enter delivery mode (Khan, 2022).

Due to a small error at the outset, the organization has opted not to invest several weeks and months, or even years, in a technique that will ultimately prove unsuccessful. It is feasible to provide customers with answers that are both fast and incrementally improved by letting people and teams handle their inquiries directly.

Members of the project team meet in person every day, regardless of their position in the project lifecycle. This sort of teamwork and open dialogue ensures that the project stays on track even when circumstances evolve. Actually, the employees at Robi Axiata tend to work in a decentralized fashion. Instead of than mindlessly following management's rules in the hopes of reaching a certain goal, they understand the objectives and plot their own path to accomplish them. While the organization's commitment to quality and resource allocation is unwavering, the simple process philosophy allows staff to be adaptive and make necessary improvements to the process.

The development process is closely monitored by teams rather than performance being measured after delivery. After every increment is given, Robi Axiata checks the speed.

2.4.2 Office Management Software

HR4U

The activities of Robi Axiata Limited were once managed by SAP. A bespoke system that meets the specific needs of each participant in the value chain has been created by the company (Alam, 2022). A system of records known as "HR4U" is it. They have greatly improved their operational management and information systems by utilizing state-of-the-art technologies. As a data-secure communication platform, the platform has potential uses. Furthermore, they aim to integrate more state-of-the-art technologies into the system to ensure its autonomy.

Ignite 2.0

"In 2018, we developed "Ignite" to serve as a powerful tool for managing employee performance in our people-focused company. For Robi, it's a must-have tool for overseeing the efficiency of the company. In order to incorporate new features that would enhance performance and assessment, Ignite 2.0 was launched for 2021 with a complete revamp (2020).

2.5 Industry and Competitive Analysis

The primary objective of performing an in-depth industry and competitive analysis is to understand the internal and external environments in which Robi Axiata's competitors operate. Insight into market dynamics, particularly in the post-pandemic landscape, can greatly benefit from such research. Understanding the market conditions provides valuable insights that can inform strategic decisions and facilitate adaptation to evolving business environments.

2.5.1 Porter's Five Forces analysis

Michael E. Porter's Five Forces Model, introduced in 1979, offers a structured framework for evaluating a company's competitive environment. The analysis of Robi Axiata's competitive position within the industry using Porter's Five Forces is now concluded. Each component has been thoroughly assessed and assigned a score out of 5, revealing the true extent of competition in the market. Here are the five factors.

Threat of New Entrants

Any business with the capacity to compete in a given market but has yet to do so is considered a prospective entrant. A possible competitor is more inclined to attempt to get in if the Barriers to Entry are high. Customers are very loyal to brands that they have come to know and trust, especially those with a large customer base, high product quality, great reputation, and helpful customer service after the sale.

In the mobile phone industry, for instance, Grameenphone, Banglalink, and Teletalk all boast sizable client bases and solid positioning. So, they'll have an opening to benefit from any future goods or services they create. Therefore, new rivals do not provide a significant danger.

Score – 3/5

Bargaining Power of Buyers

Buyers in an industry might be individuals, businesses that use the products, or even other businesses.

Customers and retailers are the principal buyers in the mobile industry. Their bargaining power with the company is enhanced. Customers have a lot of leverage in negotiations.

Score – 2.5/5

Bargaining Power of Suppliers

Suppliers' ability to raise input costs, threaten to stop providing things, or delay product delivery is what this element is referring to. Providers of transmission lines and other equipment are known as suppliers in the telecommunications sector. Since this sector is an oligopoly market, providers absolutely lack the bargaining leverage necessary to influence prices. Raising prices would cause them to lose all of their current customers. Therefore, suppliers have very little leverage in negotiations.

Score – 1/5

Threat to Substitutes

Products from different brands that are functionally equivalent to the original product are called substitutes. One possible alternative to the telecom industry is the use of the internet. Due to the exponential growth of technology, it is highly probable that a single global communication system would replace several telecommunications providers. Substitution poses a significant danger because of this.

Score – 3.5/5

Threat to Rivalry

Companies within a specific sector leverage their competitive advantages to engage in strategic competition aimed at achieving market dominance. Factors such as the competitive organization of firms, demand conditions, and the presence of exit barriers within the market determine the level of competition within an industry. In the mobile phone industry in Bangladesh, a handful of major players, including GrameenPhone, Robi, Banglalink, and Teletalk, wield significant influence and maintain a strong presence.

There is currently a strong need for connection in today's market. Each business typically introduces new items or expansions around once each month. Price-conscious customers are frequently changing their connections whenever a new package is introduced. Every firm that entered the market did so with significant investments of cash and a strong dedication to the whole market. Hence, competition poses a substantial menace.

Score- 4.5/5

Therefore, the average rating for the exterior surroundings of Robi Axiata is 3.2 out of 5. Therefore, the telecoms industry has a competitiveness rating of 64%.

2.5.2 SWOT Analysis

The letter "SWOT" stands for "strengths, weaknesses, opportunities, and threats," and it describes the process by which a business analyzes its internal and external environments to identify potential opportunities and threats. This is the Robi Axiata SWOT analysis:

Strength • Exposure to a diverse range of businesses • In-depth knowledge of business operations • Well-established financial resources • Market domination	Threats • Strong competitors • Insufficient input for budgeting and strategic planning
Weaknesses • Inconsistency in network coverage • Minimal output through excessive advertising	Opportunities • Fund-raising by use of innovative products • Diversification scope • Possibilities for business growth • Strong position in share market

2.6 Summary

The research shows that Robi Axiata Limited is in the growth stage of their product life cycle in the market. The corporation spends a lot of money on branding, but it doesn't provide very good outcomes. In spite of this, Robi Axiata is clearly the undisputed leader in the telecom industry, as other parts of the business are running at extremely high efficiency..

2.7 Recommendations

One of Robi Axiata Limited's best qualities appears to be their openness to suggestions. Because of this, they have been making consistent progress in recent years. Promotions should be prioritized by the company based on the target customer.

However, it should be mentioned that the telecom industry operates as an oligopoly. Robi needs to reconsider its business strategy if it wants to stay up with the competitors. Therefore, the company should be able to appeal to a wider range of consumers' senses of style. So, compared to other companies in the business, their presence would be more influential.

Chapter 3: Project Part

3.1 Introduction

An HR information system HRIS is a piece of software which helps with the organization and processing of HR-related operations and laws, as well as data pertaining to specific employees. Among HRIS's primary goals is the establishment of a centralized database housing the entirety of the organization's personnel files (Lina, 2019). Moreover, it acts as a centralized repository for all corporate and employee data, encompassing up-to-date information on recruitment and retention metrics.

Maintaining the privacy of our employees' information the top priority for Robi Axiata Limited. Integrity, respect for rights, responsible use of personal information through robust cyber-security measures, and caution while sharing information are all ideals that their actions reflect. R.U.S.T. is another name for the model (Robi Axiata Limited, 2021).

Dealing with HR in a dynamic business environment like the telecommunications sector is no easy feat. To guarantee individual and group motivation and productivity, it's important to personalize your strategy to each personality type on a micro and granular level. It's there that the business brings in the type of intelligence and skill that can be generated by human brains with the help of technology. According to Robi Axiata's chief human resources officer (Khan, 2022).

Therefore, they have used a sprint-based and agile approach to managing HRIS transformation. The big data system is regularly upgraded with the most recent capabilities and features of the technology stack in response to changing industry standards and fundamental structural characteristics. With this lightweight and AI-powered HR analytics platform, the company hopes to take its HRIS goals to the next level. For a long time, Robi Axiata's HRIS was just another piece of HR management software; nothing fancy, just the basics, with a macro view. Having said that, things have changed.

The industry norm has been surpassed by Robi Axiata, which has abandoned resume profiling in favor of real-time certification of all employees through the use of gamification and dynamic engagement. A digital learning platform was recommended to Robi people with an empathetic and encouraging touch. As a result, their native HR platform, "HR4U," received accreditation across various digital platforms. Through the effective utilization of responsive web and mobile applications, Robi's employees are progressively evolving into a well-informed, empowered, and adaptable community, both internally within the organization and in their interactions with partners and customers.

Workers aren't the only ones who gain from HRIS, the corporation claims; stakeholders, clients, and others in the value chain do as well. Their in-house DevOps team has been instrumental in creating

and enabling the open source decision-support tools for all of the aforementioned businesses. Apps that are digitally built allow Robi workers to communicate with distributors, retailers, partners, and consumers (2022). A company may save money on labor costs by using in-house chatbots instead of human agents. However, RPA has proven incredibly effective in automating the repetitive and rule-based tasks, freeing up staff to focus on higher-level, more intellectually challenging roles inside the organization.

3.1 Literature Review

Arnav, T.R., & Reddy (2021) state that researchers may quantify the efficacy of HRIS by looking at the increased accuracy, the ease of access to information, and the cost savings. For HR management, planning, and operations, the authors stress the requirement of accurate and timely HRIS data. Modern literature also presents HRIS development as an ever-changing concept, according to Anubhuti (2016).

Yet, author Suharti and Ratna (2018) argued that contrary to the notion, HRIS development is complex and requires a multi-pronged strategy. Management priorities, employee strengths and weaknesses, and the nature of the business itself all play a role. Also, according to the author, HRIS may be considered beneficial if the software can lower costs without sacrificing performance (Suharti & Sulisty, 2018).

The study's author makes an argument on how HRIS may help bring about price cuts, happier customers, and growth (Boateng, 2007). Because data can be saved, updated, classed, and analyzed considerably more simply with computerized HRIS capabilities, decision making may be accelerated. This allows for better and faster HR decision-making. According to studies, the biggest obstacle to implementing an HRIS is the expensive cost of setting it up and keeping it running (Ferdous, Chowdhury, & Bhuiyan, 2015). Author (Ahmad, 2019) makes a similar case, arguing that the biggest roadblocks to HRIS's full potential could be a lack of funds and support from higher-ups.

Both users and system designers have voiced concerns about the lack of appropriate resources, which has been identified as an additional obstacle (Atika, 2011). There are many other factors, she says, that could affect HRIS in the workplace. For HRIS to be effective in companies, certain factors must be considered. certain include development scope, system adaptability, value, and system competency.

According to Haines and Petit (2000), involving employees is essential for optimizing HRIS user satisfaction. They argue that technological advancements and employee literacy are the primary drivers in the field, rather than issues with management or information systems unrelated to specific technologies. Thus, they emphasize the importance of staff engagement in system development in a novel manner.

Contrary to Haines and Petit's perspective, Jeffery (1983) suggests that HRIS is the result of the fusion between HRM and IT, with legacy data processing methods leading to the development of SOPs and ERP software. ERP systems typically consolidate data from various applications into a unified database.

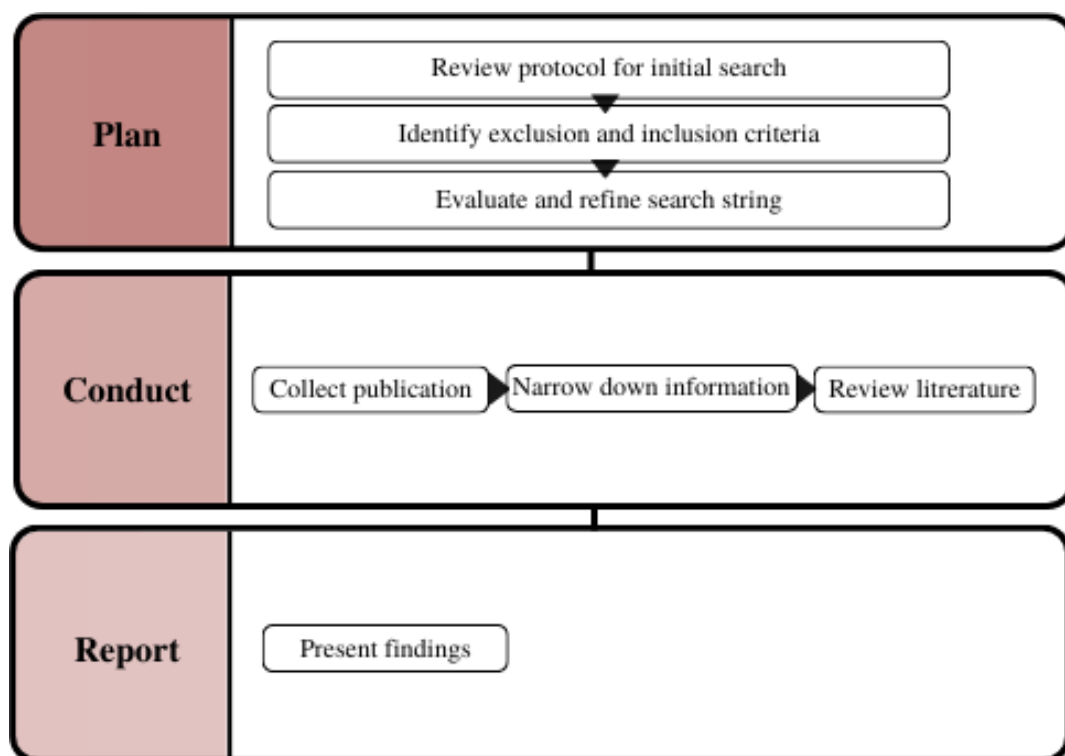
Mintzberg (1989) highlights the importance of forecasting within HRIS software, emphasizing its role

in providing insight into the future and dealing with uncertainty across all levels of management. Stephenson (2008) takes it further, advocating for the adoption of an HRIS approach for business success, especially in large companies where adapting to complex HRIS tools and activities may be challenging.

According to Dessler (2004), competency is defined as the capacity to excel in performance, highlighting competency modeling as a procedure that frequently starts with analyzing highly skilled individuals. Brewster and Sparrow (2005) stress the importance of assumptions regarding organizational characteristics, the design process participants, and the expectations of designers in HRIS design.

3.1.1 Case study Protocol

Case study protocols are methodical statements that outline how to gather data for a composition review. In keeping with the case study methodology, the article reviewed the relevant literature.



3.1.1 LR Factors

Citation	Factor	Key Finding
(Arnav, T.R, & Reddy, 2021)	Strategic function	Measures of an HRIS's efficacy include its capacity to increase precision, facilitate the ease and speed of access to data, and decrease expenditures. Strategic HR operations, management, and planning rely on accurate and up-to-date HRIS data.
(Boateng, 2007)	Cost reduction	The part that HRIS systems may play in reducing expenses. An successful software solution should not only integrate with HRIS but also help businesses save money on operational expenses.
(Mintzberg, 1989)	Forecasting capability	There has to be a component in HRIS software for forecasting that takes uncertainty and the future into consideration. The efficiency of management and operational controls may depend on this. In order to thrive, organizations require an HRIS strategy. The complex features and applications of the HRIS could be difficult for employees of big companies to use..
(Haines & Petit, 2000)	User satisfaction	Employee feedback is an important component of HRIS satisfaction. Innovations in technology and increased staff knowledge have propelled this industry forward, rather than issues with management, data, or systems. Workers need to think beyond the box while creating new systems.
(Atika, 2011)	Scope for development	Both system users and developers have voiced their displeasure with the current status of reference availability. In the workplace, HRIS could be impacted by a number of things. Considerations like as future development opportunities, system flexibility, value provided, and expertise level for efficient HRIS implementation are crucial.

3.1.1 Limitation in Literature Review

There are several restrictions on the scope of the literature review. When looking for comprehensive information regarding HRIS software, there seems to be a dearth of pertinent books. Instead of focusing on the software performance of the business, the study has a hard time finding sufficient scientific articles that analyze the effectiveness of HRIS from recent times.

Rather of focusing on HRIS's development, academics are now thinking about its consequences. Consequently, a literature review was carried out on genuine articles, important academic journals, and research papers from previous decades to gather pertinent information and theoretical implications.

3.2 Methodology

This section delves into the methodology of the study. The case protocol and other parts of the study design are included in this section. In order to make the circumstances for interpreting the findings clearer, data constraints have been described.

3.2.1 Research Methodology

This work utilizes a descriptive research technique. Methods from both survey and deductive research have been utilized. Research using survey technique entails having participants fill out relevant questionnaires while they are in their natural habitats. Here, the poll inquired about how the participants felt about the recently implemented HRIS system.

The opposite is true with derived technique, which involves transforming existing data points from various sources in order to produce new data. In this paper, we will look into derived technique that is commonly used to gather secondary data, such corporate procedures and information.

Given the constraints posed by a non-disclosure agreement, gathering numerical data for software efficiency approaches is impractical. Therefore, this study shifts its emphasis towards qualitative metrics such as user feedback. Descriptive statistical analysis, which includes graphical representations, frequency distributions, and measures of central tendency and variability, constitutes a fundamental component of the research methodology.

3.1.1 Data Type

Qualitative and quantitative data are also used in the study. The research in this study made use of secondary sources in addition to primary ones. We have gathered both nominal and interval data to ensure precise analysis.

In order to quantify the efficacy of the HRIS system, the qualitative data collected from the survey has been transformed. In order to get ready for descriptive statistics, we've given each answer a score.

3.1.2 Setting of the Research

A researcher's immediate physical and contextual surroundings are what make up the research setting (Snowdon, 2014). The data was collected when it was in its native habitat. Here, the business setting was standard. The survey and interviews took place throughout the first hour of the workday and were open to all employees.

3.1.3 Research Instruments

According to Sathiyaseelan (2015), research instruments are a set of tools used to collect, measure, and analyze data related to a study. To put together the study, a number of research instruments were used. The following tools are available:

Table 10 Research Instruments

Research Type	Research Instrument
Qualitative	Electronic database, Interview, Survey, Data analysis software

3.1.4 Sampling Design

A well-established technique for picking a statistically valid subset of a larger population is known as sample design. The research has selected a method of systematic random sampling that is based on probability. For the sake of objectivity, we used this sample strategy. Two workers from each of ten departments will participate in the research at random.

3.1.5 Data Limitation

There were several limits to the data utilized for this inquiry that had to be addressed. The first problem is that some information can't be shared since it goes against the company's data protection and disclosure policy. This means that there may be some missing pieces of information in the results given in the next chapter.

3.2 Findings and Analysis

The sub-chapter provides valuable knowledge obtained from the examples. The findings have been categorized into two distinct groups. The findings have been visually shown. Furthermore, a descriptive analysis has been conducted to confirm the correctness of the quantitative data. Here are the results:

3.2.1 Insights from Interviews

The interview was attended by the general manager of the HR division. The contents of this subchapter are based on the information provided by the staff. Here are the findings:

3.2.1.1 Motive of HR4U

HR4U was developed to rectify the technological shortcomings left by its predecessor program. For a span of fifteen years, Robi Axiata has relied on SAP as its enterprise software solution. Nevertheless, as the organization transitions into a data-centric entity, the technology has become obsolete in addressing the evolving needs of the company.

To confront this challenge, Robi Axiata's Human Resources, Customer Service, and Development Operations divisions joined forces to create HR4U. The main objective of this system is to offer cutting-edge technological services, maintain the financial integrity of employee funds, and efficiently oversee medical claims.

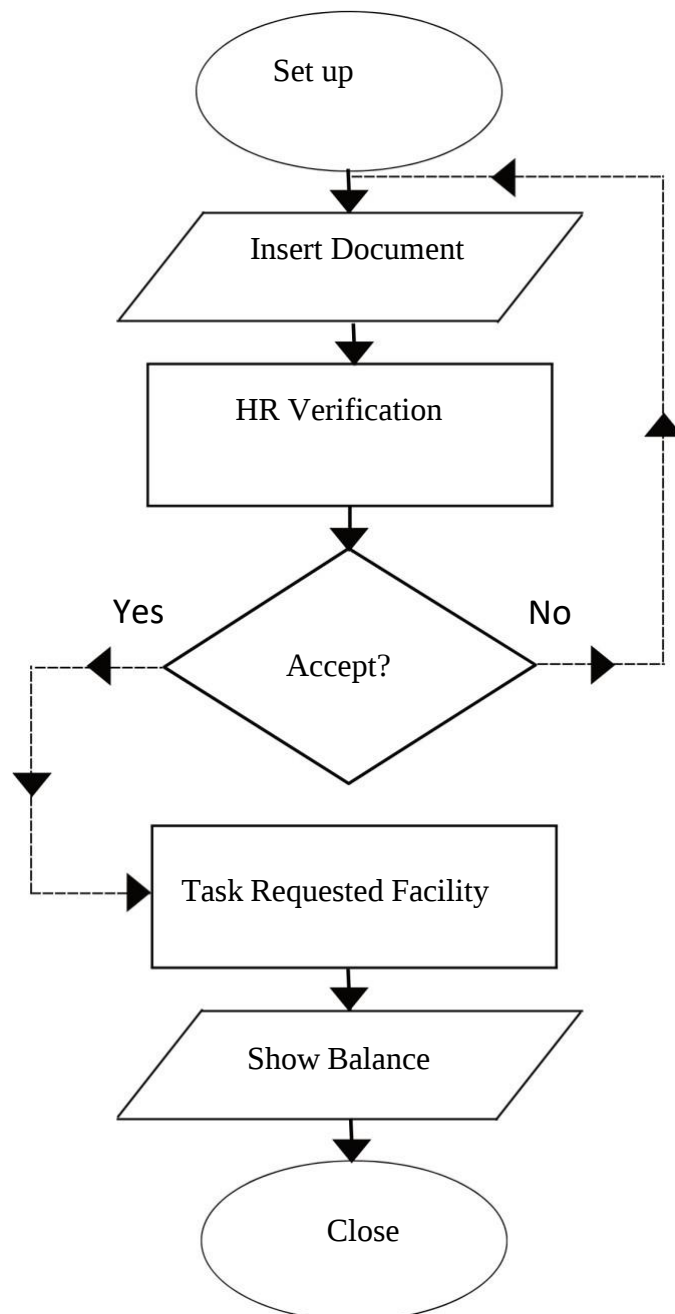
3.2.1.2 End-USER

All users of HR4U are only current employees of Robi Axiata. All individuals are granted access to the program for the purpose of updating their personal details, submitting claims for compensation, and supplying the required information.

In addition, the software's objective is to store all relevant information that an employee must disclose to the organization. Based on this premise, the firm may offer sufficient amenities in compliance with corporate policy and requirements.

3.1.1.1 Data Process System

Logical functioning allows the system to process data. Here is the system's flow diagram:



Data entry is the initial step for every employee who want to submit a compensation claim or fill out their personal information. A scanned copy of the invoice, a prescription, or other supporting documentation is required in order to process the claim. Personnel from the HR department check the documents after the applicant has submitted them. After HR reviews and approves the paperwork, the claim will be processed and deposited into the employee's account. If HR rejects the request, the worker will have to start the procedure all over again in order to get their money. Upon claim processing by the designated facility, HR4U will promptly modify the outstanding balance.

3.1.1.1 Current Challenges

Robi Axiata is a data-driven, tech-savvy business that is always looking for new ways to automate its once laborious processes. Along the way, they sometimes run into problems with technology. Consequently, the system isn't functioning up to par. Regardless, HR4U is subject to ongoing assessments and testing by the development team to guarantee minimum logical failure.

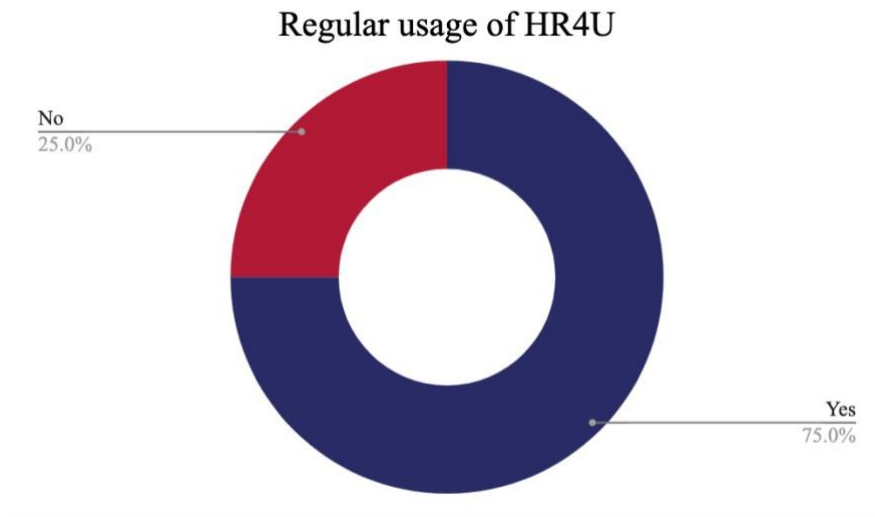
3.1.1.2 Future Expectation

With any luck, the next two years will see Robi Axiata unveil HR4U, their prospective HRIS software system for all offices. It is their hope that the product would be highly customizable so that any business may use it as-is. The product is set to be sold on both domestic and foreign markets by 2024, according to Robi Axiata.

3.1.2 Finding from Survey

In all, twenty Robi Axiata personnel representing ten distinct departments took part in the research. The following are the results and descriptive statistics of the study:

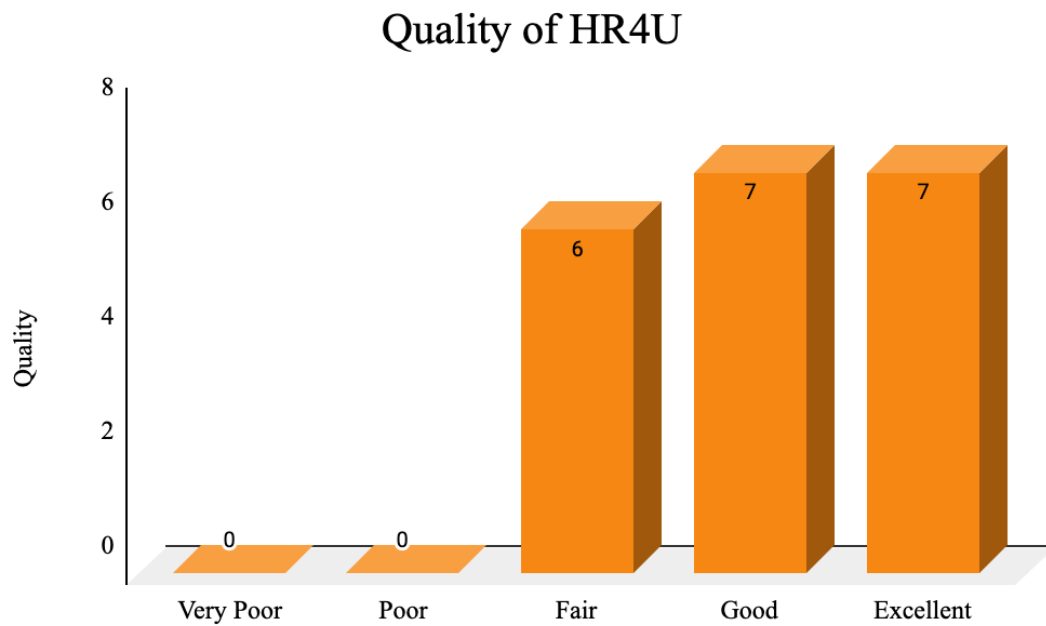
3.1.2.1 Frequent utilization of the HR4U system



Asking participants if they use "HR4U" every day for work-related tasks was part of the survey. The results show that 75% of consumers use HR4U daily. On a daily basis, just 25% of the staff does not utilize HR4U.

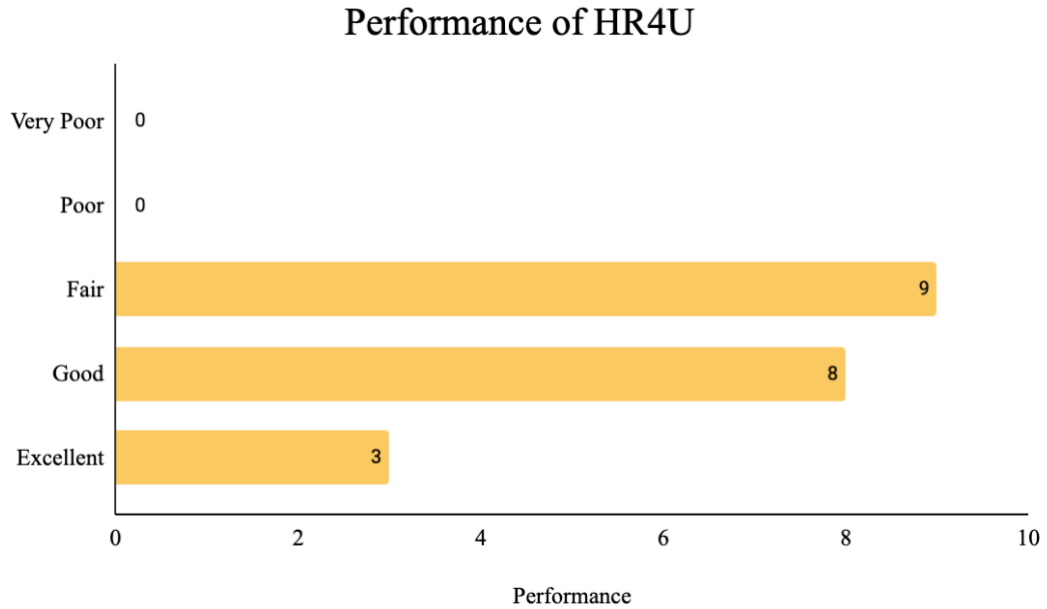
The sample variance demonstrates a minimal level of diversity within the data. Based on the standard deviation, it can be inferred that the data is moderately concentrated around the mean value of the dataset. This suggests that most sample responses are similar in nature.

3.1.1.1 Quality of HR4U



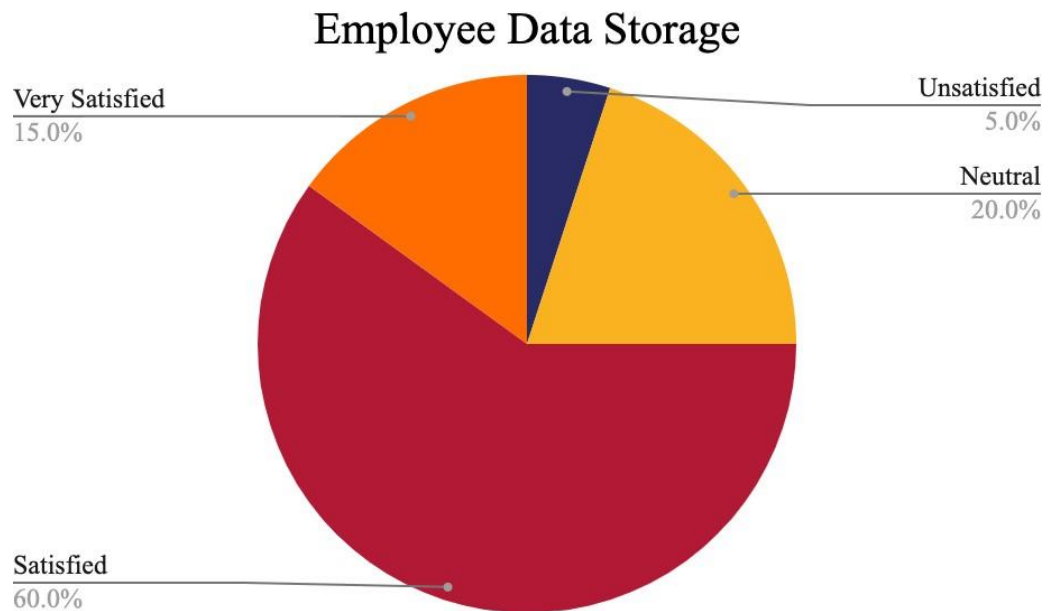
According to the feedback received, 35% of employees view the HRIS system as being of outstanding quality. However, an additional 35% of the sample holds the belief that the product is outstanding. However, 30% of employees consider the HR4U system to be satisfactory in terms of quality.

3.1.1.1 Performance of HR4U



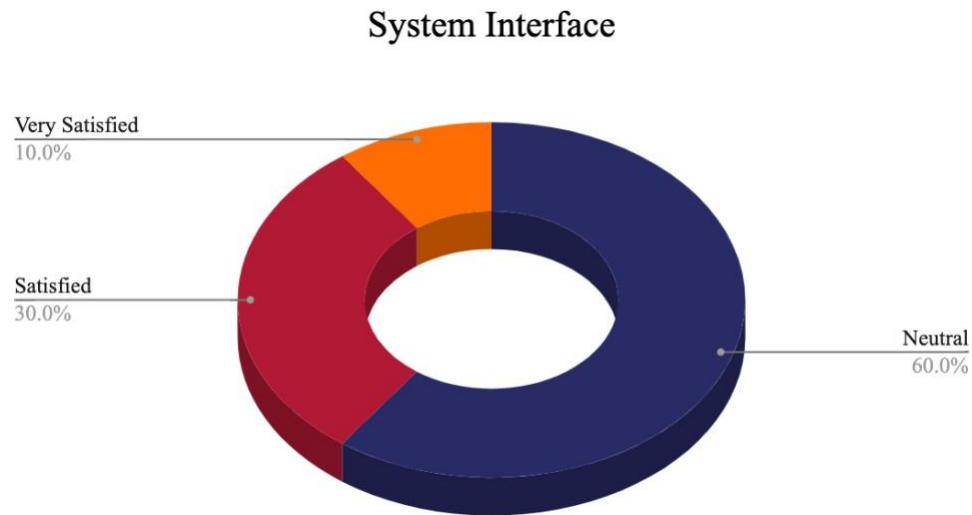
Despite its high quality, HR4U's performance has been deemed ordinary by the majority of its employees. Forty percent of workers think the program works well, and fifteen percent think it works really well.

3.1.1.1 Employee Data Storage



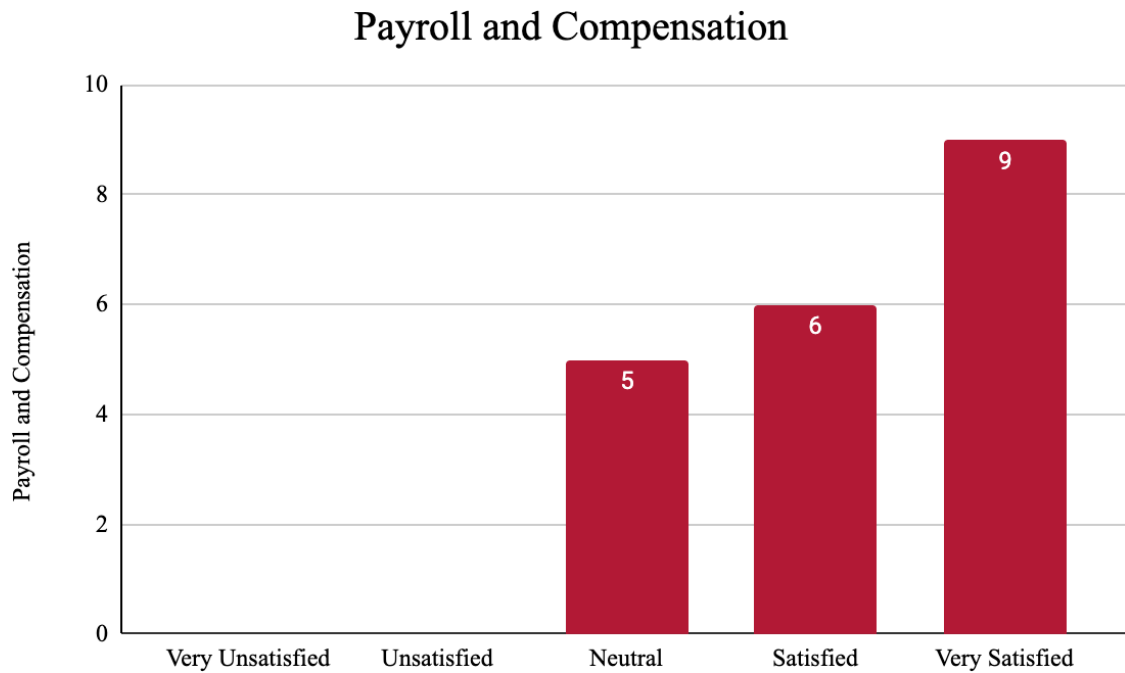
According to the chart, 60% of staff members indicate satisfaction with the data storage function. Conversely, only 5% of respondents express dissatisfaction with this feature. A notable 15% of employees express high satisfaction, while 20% remain neutral without a strong opinion. Overall, the data storage solution provided by HR4U has garnered nearly 75% positive feedback, reflecting a favorable response

3.1.1.1 System Interface



Individuals were requested to evaluate their satisfaction level regarding the appearance of the HR4U system. According to the graph, it is evident that 60% of the participants showed a neutral stance. Meanwhile, 30% of staff members reported being satisfied with the system outlook, while 10% indicated a high level of satisfaction. The combined positive feedback is notably less than the cumulative neutral response.

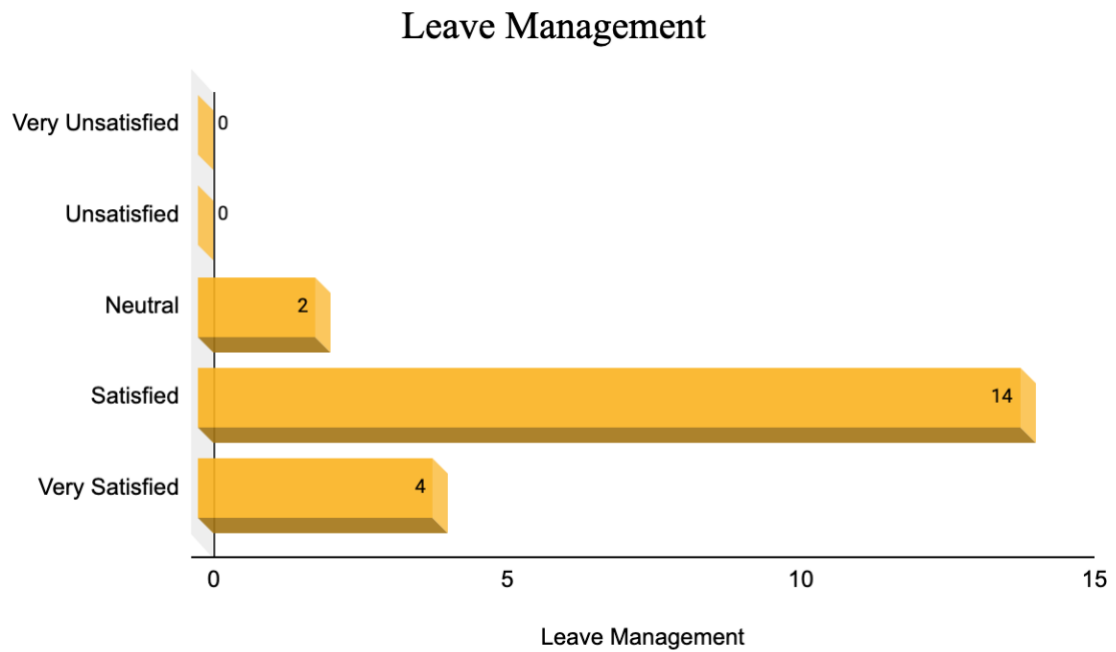
3.1.1.2 Payroll and Compensation



45% of the staff members indicate a high level of satisfaction regarding the payroll and compensation functionalities offered by the HRIS. Meanwhile, 30% of participants express satisfaction with this feature, while only 25% of employees remain neutral.

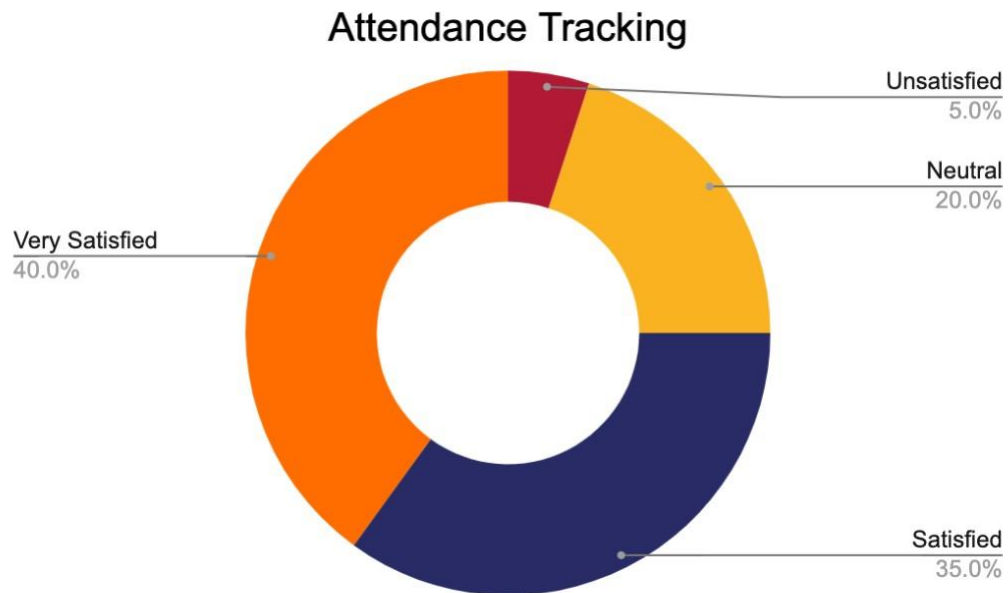
The fact that the standard deviation is less than 1 suggests that the dataset conforms to a normal distribution. Furthermore, the small standard error implies that the HR4U payroll and compensation feature is fulfilling for the employees.

3.1.1.1 Leave Management



HR4U's leave management capability has a satisfaction rate of 70 percent among workers. Furthermore, a notable 20% of participants express a high level of satisfaction. Only a mere 10% of individuals have a neutral stance on the functionality of the system's leave management.

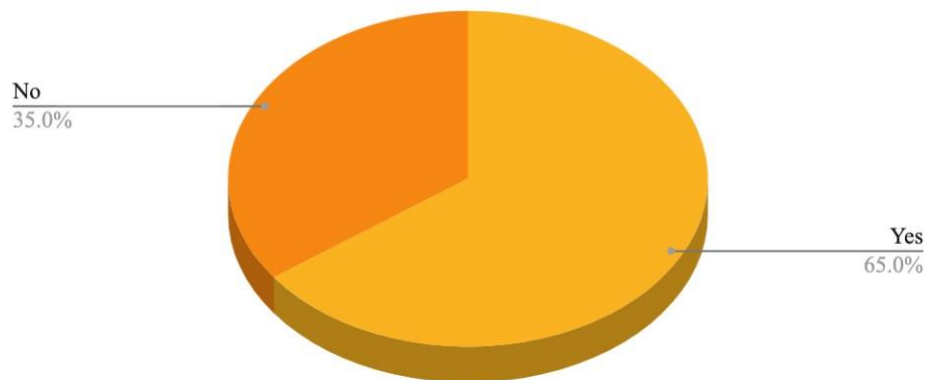
3.1.1.1 Attendance Tracking



According to the pie chart, 35 percent of the employees express satisfaction with the attendance tracking system. The largest portion of respondents, nearly 40 percent, expresses satisfaction. However, merely five percent of employees express dissatisfaction with the feature, while twenty percent remain neutral.

3.1.1.1 Sufficient Instruction and support from the HR team

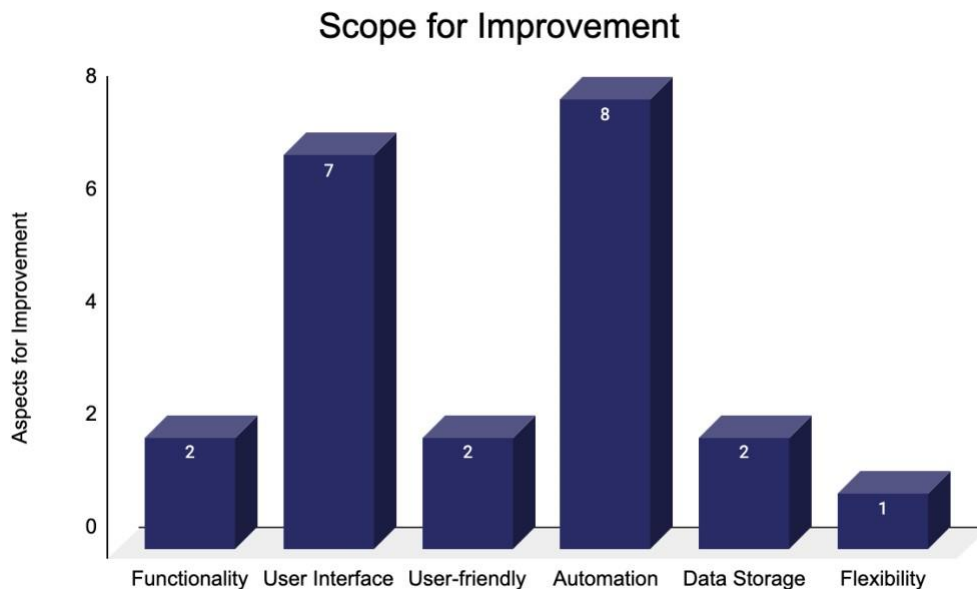
Received Sufficient Instruction and Support from HR Team



The pie chart illustrates that 65 percent of employees received sufficient training and assistance from the HR staff. In contrast, only 35% of participants feel they did not receive adequate guidance and support customized to their specific needs.

With a workforce exceeding 5000 individuals as of 2021, Robi Axiata is a company that has significantly expanded. The HR team's commendable capacity to assist most employees, even considering the company's significant size, deserves recognition.

3.1.1.1 Aspects for Improvement



The survey incorporated an unrestricted inquiry whereby participants were obligated to pinpoint the precise facets of the HRIS system that necessitate enhancement. The visual analysis indicates that 40 percent of the employees advocate for further automation in the system, while 35 percent express the view that the user interface may benefit from improvement. This elucidates the reason why employees responded neutrally to the query on the system interface. As per the staff, HR4U has the potential to enhance several other elements. The key components are functionality, user-friendliness, data storage, and adaptability.

3.1 Summary and Conclusion

Robi Axiata is revolutionizing the HRIS system, in simple terms. The firm aims to develop a commercially viable solution for the business sector by leveraging cutting-edge technology and new ideas. Furthermore, the poll reveals that HR4U has garnered contentment among the internal staff members of Robi Axiata. Through statistical testing and analysis of the survey data, HR4U exhibits an efficacy rate of 77.2 percent, notwithstanding minor flaws. Consequently, the system adequately meets current demands, although Robi Axiata should consider areas for improvement to achieve the desired outcomes.

3.6 Recommendations

The article provides perspectives on different facets of the HR4U system, derived from its analysis and findings. Robi Axiata has the potential to elevate the system into a globally recognized product of exceptional quality. However, the obstacles are expected to present significant hurdles for them in the short term. With the information provided, the company can consider the suggestions outlined.

Primarily, Robi Axiata should prioritize the overhaul of their user interface and user experience to enhance its usability. To achieve this objective, the organization may contemplate adopting a color palette and motion plan. Furthermore, they have the capability to incorporate enhancements such as increasing the text size, improving navigation, and providing closed captioning. Consequently, individuals with certain impairments will have a higher level of involvement with the system.

It is advisable to establish a regular procedure for identifying system defects in order to achieve minimal bug identification. Consequently, the system will perform optimally, leading to a progressive enhancement of HR4U's capabilities. Furthermore, it would be prudent for Robi Axiata to contemplate the implementation of quality assurance and error forecasting initiatives. This would help mitigate substantial harm to the team.

Alternatively, it is advised that Robi Axiata implements internal communication methods to replace alternative products. Employees should not be obligated to utilize any additional communication software or system. This strategy will foster sustainability within the system.

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