

Report On

Smart HRM through ERP: Unveiling Kazi Farms Limited's Journey with iDempiere

By

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

BRAC Business School
Brac University
17 September 2025

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Declaration

It is hereby declared that

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

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Letter of Transmittal

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Subject: Submission of Report on, **“Smart HRM through ERP: Unveiling Kazi Farms Limited’s Journey with iDempiere”**

Dear Sir,

I am pleased to submit my internship report as a partial requirement of the BBA program at BRAC University. Guided by your instructions and the standards of BRAC Business School, this report is based on my internship experience in the Performance and Reward team under the Human Resource Department of Kazi Farms Limited.

Titled “Smart HRM through ERP: Unveiling Kazi Farms Limited’s Journey with iDempiere,” the report presents my key observations, insights, and recommendations on how the ERP system shapes HR processes, enhances efficiency, and supports strategic decision-making within the HR division. I have aimed to ensure the report is accurate, concise, and academically relevant. I sincerely hope it meets your expectations and earns your kind approval.

Sincerely yours,

Kasfia Tabassum

20104073

BRAC Business School

BRAC University

Date: July 12, 2025

Non-Disclosure Agreement

I, Kasfia Tabassum, a student of BRAC University, hereby declare that this internship report titled “Smart HRM through ERP: Unveiling Kazi Farms Limited’s Journey with iDempiere” has been prepared solely for academic purposes.

No confidential, proprietary, or sensitive information of Kazi Farms Limited has been disclosed in this report. All data and insights are either based on general observations during my internship or drawn from publicly available sources. I have taken utmost care to maintain the organization’s confidentiality and integrity while compiling this report.

Kasfia Tabassum

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BRAC University

Acknowledgement

First and foremost, I would like to express my heartfelt gratitude to the Almighty Allah for granting me the strength, patience, and perseverance to reach this important milestone in my academic journey. Without His boundless mercy and blessings, none of this would have been possible.

I am profoundly thankful to my beloved parents for their unwavering love, encouragement, and moral support throughout every step of my life. Their constant belief in my abilities has been a source of immense motivation and strength.

I extend my sincere appreciation to my academic supervisor, Mr. Zaheed Husein Md Al-Din, Senior Lecturer, and my co-supervisor, Dr. Md. Hasan Maksud Chowdhury, Assistant Professor, for their valuable guidance, constructive feedback, and continuous encouragement throughout the preparation of this report. Their insightful suggestions and academic expertise have greatly enriched the quality of my work.

I would also like to acknowledge with deep gratitude the support of my onsite supervisor, Mr. Md. Golam Kibriya Bhuiyan, whose practical insights, professional knowledge, and generous assistance were instrumental in shaping this internship report. His willingness to share relevant information and experiences has significantly contributed to my understanding of the organizational practices.

Lastly, I am grateful to everyone who has directly or indirectly supported me during this internship period. Your contributions have played an essential role in the successful completion of this report.

Executive Summary

This report explores the strategic integration of Enterprise Resource Planning (ERP) within Kazi Farms Limited, focusing on the transformation of Human Resource Management (HRM) processes through the iDempiere platform. As Kazi Farms Limited strives to maintain operational efficiency, employee satisfaction, and transparent performance management, the adoption of a smart HRM system has become a critical initiative.

The study examines how iDempiere facilitates core HR functions, including talent acquisition, payroll management, attendance tracking, performance evaluation, and reporting. By streamlining these processes, the system reduces manual workload, minimizes errors, and enhances real-time data accessibility, enabling management to make informed decisions. The report also highlights challenges encountered during ERP implementation, such as resistance to change, data migration complexities, and the need for employee training, and discusses strategies employed to mitigate these issues. Through detailed process mappings and modules, the report illustrates the practical benefits of ERP adoption, demonstrating improvements in transparency, efficiency, and employee engagement. The findings underscore the value of aligning HR practices with technological solutions to drive organizational growth and sustainability.

In conclusion, the journey of Kazi Farms Limited with iDempiere exemplifies the potential of smart HRM systems to modernize traditional HR processes, strengthen workforce management, and support long-term strategic objectives. The report provides a comprehensive framework for other organizations seeking to leverage ERP technology for human resource excellence.

Key words: Smart HRM, ERP, iDempiere, Talent Acquisition, Payroll Management, Attendance Tracking, Performance Evaluation, Employee Engagement, Data Transparency,

Process Automation, Efficiency Improvement, Change Management, Training & Development, Data Migration, Real-time Reporting, Workforce Management, Organizational Growth, Strategic Alignment, HR Process Modernization

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List of Acronyms

ERP	Enterprise Resource Planning
HRM	Human Resource Management
HR	Human Resources
HRIS	Human Resource Information System
KFL	Kazi Farms Limited
TA	Talent Acquisition
T&D	Training and Development
RRF	Recruitment Requisition Form
PRP	Personnel Requisition Process
ID	Identification
IT	Information Technology
SME	Small and Medium Enterprises
SAP	Systems, Applications and Products in Data Processing
BDT	Bangladeshi Taka
AI	Artificial Intelligence
SM	Senior Manager
HOD	Head of Department
KPI	Key Performance Indicator
KRA	Key Result Area

Chapter 1: Overview of internship

1.1 Student Information

I am Kasfia Tabassum, pursuing a Bachelor of Business Administration (BBA) at BRAC Business School, BRAC University, with a dual major in Human Resource Management (HRM) and Accounting. My student ID is 20104073.

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

I have completed my internship at Kazi Farms Limited, Head Office. I joined here as an intern on 23rd February, 2025 and worked there till 22nd May, 2025 and the duration was 3 months. I mainly worked there in the Performance and Reward Team of the Human Resource Department. The Head Office of Kazi Farms is situated at Ahmed and Kazi Tower, Dhanmondi, Dhaka.

1.2.2 Information about the Internship Company: Supervisor, Name, Position

During my internship, my onsite supervisor was Mr. Md. Golam Kibriya Bhuiyan, Senior Officer of HR. He's the one who looks after the whole Performance Management System stuff, like the yearly and mid-year appraisals, and also the Performance Improvement Plans (PIPs). Most of the time he was busy, honestly always juggling many things at once, but still somehow he managed to check on my work and guide me when I got stuck. I also worked together with Ms. Faezah Ilma and Ms. Faria Akter Shawon from the same team, and sometimes with Mr. Ariful Huq, who works as Executive in the Performance and Reward Team. All of them were really nice to me and made the environment less stressful.

1.2.3 Job Scope – Job Description, Duties, and Responsibilities

During my internship period, I actually got the chance to work on quite a wide and mixed bunch of HR tasks, some I kind of expected and some totally new to me. From what I have gone through, these experiences really helped me develop both my technical side and also a bit of managerial thinking that came slowly with practice. One of the main work I used to handle was preparing almost 250 to 300 goalsheets every month for new employees. Along with that, I regularly updated the HR ERP module with confirmation details and helped distribute all sorts of formal documents confirmation, promotion, salary revision, and re-designation letters included.

Moreover, I had the chance to utilize using pivot tables, vlookups, hlookups for searching up different types of data such as organizational types, regions, cross checking employee information within a short time. Besides this I formulated an instruction manual for uploading and preparing goalsheets to help future interns. In job experience gave me a comprehensive understanding of neatness and organization of every possible tasks received. As 100% accuracy was highly appreciated in all the provided tasks, which made me precise leaving without any error by the end of my internship.

1.3 Internship Outcomes:

1.3.1 Student's Contribution to the Company

During my time at the company, I was only required to assist the officers, executives and rarely the senior officer with their tasks. Scanning hard copies of examination scripts, goalsheets and any other information was done on a regular basis. From my weekly data reports it was

approximately 3000 pages throughout my internship period. The next responsibility would be making organogram from organizational mapping to get the reporting manager and regional head of each area. I made just about 20 organograms within the time.

Apart from that, while preparing goalsheets I realized that the commands from seniors were incomplete each time and started taking notes. Eventually, I ended up creating a goalsheet instruction manual to avoid future miscommunication. Disbursing letters were done on a weekly basis, I disbursed almost 300 letters all through. I started noticing differences between each type of letter and distribution of them depending on their location. Hence, I made another instruction manual for letter disbursement.

All these miniscule efforts for organization and clear instructions helped the workflow of interns, hoping that without drastic change it will keep serving future interns.

1.3.2 Benefits to the student

The internship was a medium for me to get acquainted with the real corporate world. Academically I learned HR related theories and concepts which I never assumed to put into real life scenario until this internship. The necessity of timing, accuracy, mindfulness taught me how people, process and procedures are integrated in an organization.

As a newcomer it was pressuring me at first but my supervisors and seniors tried their best to acquaint to the company. After a week of working I realized that adaptability, scheduling and accuracy is a great deal in HR work. During performance management for the company it was riotous, confusing yet stressful enough to communicate effectively, but overall I learned a lot from it and I really feel thankful for that experience.

Another thing that came out of this was understanding the whole office culture, which fairly is not something that is easy to explain. It is not in any manual, it just shows itself over time. It also taught me to think differently when solving problems and to adjust to how fast things move in a corporate setting. Balancing my own work while helping others or asking for help was a lesson on its own.

All in all, this internship was a lot more than just applying what I learned in class. I think this experience made me a lot more confident and sure about wanting to build a career in HR, and I actually feel ready to take on more challenges in the future.

1.3.3. Problems/Difficulties (faced during the internship period)

During my internship, I face quite a few problems that sometimes made working a bit difficult.

Restriction on financial data: One of the main problem was not getting any access to salary or other financial data. I did ask a few times but they said it was confidential, even some HR officials did not get the full access, so that was that. Because of that I could not really comprehend some parts of HR procedure properly or evaluate things the way I wanted, which was frustrating at times.

Crowded workspace: The HR floor was practically crowded all the time. Too many people were walking and talking around, it was difficult to concentrate or think straight. Sometimes there was not enough place to sit properly, The scanner also stopped working a lot and I had to scan the same thing again which wasted a lot of time. My computer used to lag a lot too especially when I opened Excel files.

Washroom setback: There was only one washroom for like 30 women on the floor. The line was always long and on occasion it was not clean.

Poor ventilation: The air inside the office was not good quality, no real ventilation. It often felt hot and sticky and after sitting long hours I used to get headache. Many coworkers also expressed the same.

Tense work environment: From time to time the work atmosphere felt tense and heavy. I rarely felt easy questioning or clearing my understanding since it did not feel that open or easy.

Unclear instructions: Some errands did not come with appropriate instructions. I start one task and later someone says it had changed already. There was no one single person to confirm with, so it initiated rework.

Miscommunication: Every so often a team member commands one thing and another one says the contrary. One of the possible reasons were the communication was not very good, so things got mingled up frequently. It caused small conflicts and delays.

No proper onboarding: On the first day we were only told to sit and wait till someone allot tasks. There was no genuine orientation or inscribed guidelines for interns, so most of us just presumed things out by querying round. It took a few days to even fathom what to do.

Too much work at once: From time to time I got too many tasks together with small targets. It got hectic attempting to finish everything correctly and I did not constantly know which one to start or finish first.

1.3.4 Recommendations (on future internships)

After finishing my internship at Kazi Farms Limited, I have a few suggestions that I think could make the internship program better for future interns.

The office floor was very crowded most of the time, and the air did not flow properly. There was also only one ladies' room for many female staffs. If the establishment develops the space and washroom facilities, it would make the habitation comfortable and easier to operate.

On the first day, there should be orientation or clear instruction for interns. It would be helpful if the company presented introduction session or small handbook explaining tasks and rules.

Instructions should be clear, and Communicated. If each intern had one specific supervisor or mentor, it would help communication and make it easier to ask questions without feeling nervous.

I understand financial data is private but not being able to access basic HR information made it hard to carve a thorough report. Interns could be given mockup data for learning purposes without breaking confidentiality.

The office was far, and the daily travel was tiring and stressful because of heavy traffic. If the company could arrange transport or at least help with travel for female interns, it would make things much safer and easier.

It would be helpful if there was balance of learning and working in the internship period, as it was three months long, it felt a bit short to properly learn. Moreover, an increase in remuneration would be appreciated as it should at least cover the transportation cost.

Chapter 2 Organization Part

2.1 Introduction:

In 1996 the company Kazi Farms Limited was founded by Mr Kazi Zahedul Hasan and it has grown into one of the biggest poultry company in Bangladesh. At first it started as hatchery that used to run the business on hatching day old chicken which were hatched from imported eggs. After conducting business for a few years the small business matured and it expanded into parent farms, feed mills, and processing units where all of the units supported life of chicks in different stages. Now the Managing Director, Mr Kazi Zahedul Hasan, his wife Dr Perween Hasan and their two sons are the directors of Kazi Farms and its sister companies are key players behind the success of the mentioned company. In 2004, the company exported hatching eggs and day-old chicks for the first time in Bangladesh and it was a notable achievement for the entire poultry industry. It was considered an exceptional moment as it demonstrated that their products met international standards.

It is evident that the core business for the company is poultry business, in addition to that Kazi Farms have many sister concerns, most importantly, Kazi Food Industries Limited. Where the company manufactures popular frozen food and icecream under their brand Bellissimo and Kazi Farms Kitchen. This variation in businesses exemplifies how the company do not just rely on generating profit from one type of business but maintains differentiation based on growing age group, seasons and demography in general relating to what people expect. The whole process of breeding, hatchery, feed, and dispensation are completed within a single administration. For this reason, the quality does not decline over time but stays better and safer for consumers with the help of quality control and new veterinary scientists. Along with this process the country gets food security and creates jobs for thousands of people.

Currently, there are more than 10,000 people working at Kazi Farms which makes it one of the largest poultry companies in Bangladesh.

2.1.1 Brief Objectives of the Report

The main purpose of this project is to portray how ERP gets merged into HR tasks at Kazi Farms Limited. It tries to:

Exhibit about actual examples of ERP practice inside HR.

Point out both good sides and the barriers that come with this kind of digital setup.

Give some ideas to other local firms who might be thinking of using ERP for HR transformation.

2.1.2 Scope

The most essential purpose of this report is to analyze on the usage of ERP, specially iDempiere, has actually been used to change and improve the HR work at Kazi Farms Limited. Findings of this report are directed towards the daily tasks of every department; updating employee information, headcount, goal setting, payroll clearance, performance management, promotions, interview schedules, and record keeping are being done with the updated system. While going through these things, it is observed that the information does not require multiple people from different departments but updated in a central platform. Moreover, ERP provides visual dashboards which are visible to all the employees from multiple locations. If required data is provided to the software, it can illustrate skill gap analysis for each employees and make a comparison with industry experts. Lastly, it reduces paperwork as most of the data is collected from the software and manual labor.

2.2 Overview of the Company

Kazi Farms Limited is one of the most well-known agribusiness companies in Bangladesh and fairly it has played a really big role in changing the whole poultry industry here. The company was founded back in 1996 by Mr. Kazi Zahidul Hasan, who started it as a small poultry farm in Gazipur, but now it's grown into the biggest and most developed poultry producer in the country. Over the years it decently became like a model for modern poultry farming and people in the sector often mention Kazi Farms as an example of how agribusiness can be both large and efficient at the same time.

Kazi Farms has set apart its standard quality and business impression distinctly from the very start of its journey. The company brought technologies which were used to preserve bio-defense, free range systems, deep litter system as a part of modern farming methods, and importing equipment that most local farms did not have in Bangladesh at that time. Using these technologies the locals were educated, produced in larger amount in short period and managed farms in a structured manner. As a byproduct the areas got enriched animal health and quality standards for food.

Besides poultry as a cash cow, Kazi Farms has; Kazi Food Industries Limited which started widespread brands among young age group like Bellissimo premium ice cream, ZaNzee ice creams and lollies, frozen as well as ready to eat food manufactured at Kazi Farms Kitchen. The group has set its business to sectors like media and technology. The company launched Deepto TV under Kazi Media and the online streaming platform called DeeptoPlay. Furthermore, the tech company Sysnova Information Systems is a well known company that collaborates with open source enterprise software.

Overall, Kazi Farms has become a very big and respected name in Bangladesh not just for being successful, but for growing responsibly.

2.2.1 Vision

The vision of Kazi Farms Limited shows what direction the company aims to go for in long run and what it tries to achieve being one of leading agribusiness in Bangladesh. The vision mostly about how the company see itself in future and what it already doing to reach there, though not everything always happens in same way as planned. The vision statements are shown below:

- To be the most trusted and integrated poultry and agribusiness company in Bangladesh.
- To make sure food safety and good nutrition through responsible farming and better production practice.
- To contribute for sustainable agriculture by promoting more environment friendly process like organic fertilizer and recycling waste.
- To keep staying ahead in innovation by applying modern technology and adopting international level practice, which are still being improved.
- To expand its operation in domestic and also foreign market with high quality and reliable food items.
- To make values for farmer, customer and society by keeping transparency, honesty and accountability always in work process.

2.2.2 Mission

The mission of Kazi Farms Limited mainly tells about what the company is doing and how it plans for achieve its main goals. It include the basic ideas, principles and steps that guide all daily operations. The missions are described below:

- To produce high quality poultry, feed and food products which meets both national and international standard, though it is still being improved time to time.
- To make sure food security by giving affordable protein source to people of Bangladesh.

- To help and support rural area through job creation, contract farming and by developing local skill which was lacking before.
- To continue improving efficiency, reducing cost and keeping competitiveness in agribusiness sector.
- To ensure sustainability by using waste recycling, renewable energy and more careful use of resource which is limited.
- To expand business into food, media and technology field but without losing connection with agricultural background.
- To provide a working place that keep employees motivated and responsible where honesty and innovation always are priority though it still can be improved.
- To take part in overall economic growth of Bangladesh by creating more value in different sectors.

In short, the mission reflect that Kazi Farms Limited want to grow in a responsible way while keeping sustainability and innovation in focus. Even though not all goals are easy to reach, it still showing strong direction and purpose for the company.

2.2.3 The Subsidies of KFL:

Kazi Farms Group has expanded over the years into multiple sectors, creating a diverse portfolio of businesses. Its operations cover poultry, consumer food, media, and technology. The major products and services offered under its different concerns are described below:

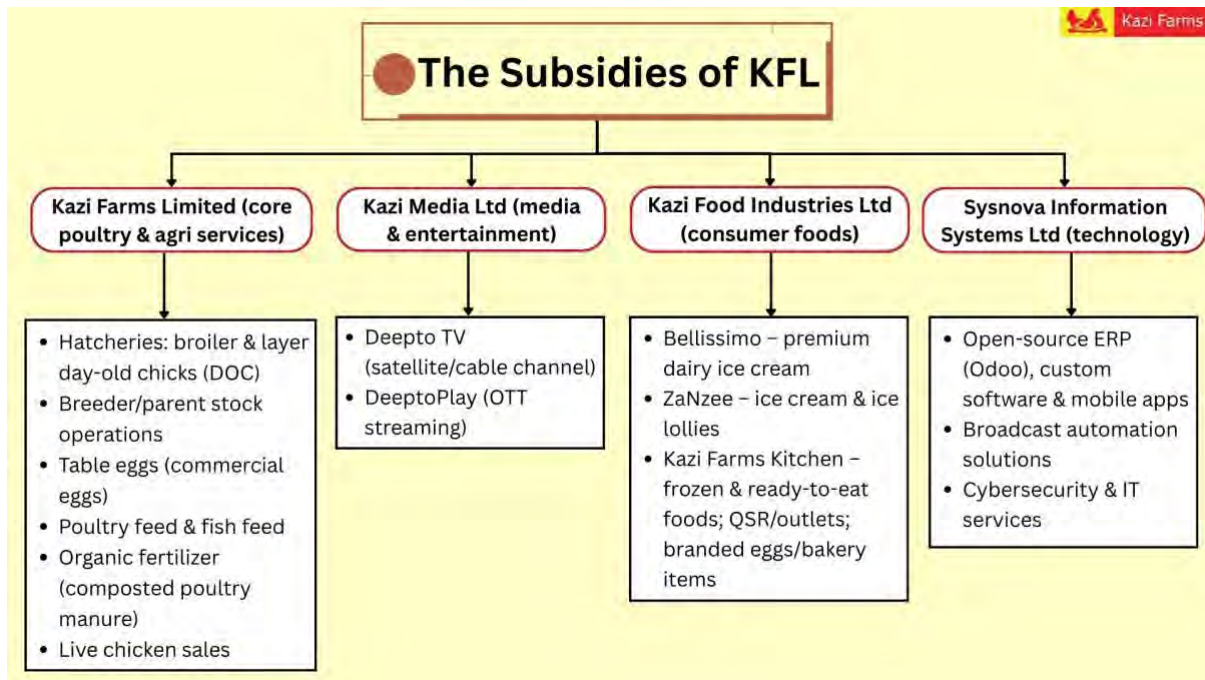


Figure 1: Subsidiaries of Kazi Farms Limited

2.2.3.1 Kazi Farms Limited (Core Poultry & Agricultural Services)

Kazi Farms Limited has really become kind of the main player in Bangladesh’s poultry industry over the years. In the 2022–23 fiscal year, the company had total poultry product sales reaching around BDT 39.38 billion, and the pre-tax profit was about BDT 1.75 billion. It also kept retained earnings of roughly BDT 16.86 billion by the end of that year. It operates 13 hatcheries, 7 parent stock (PS) farms for broiler and layer breeds, and maintains approximately 34% control of the broiler GP (grand parent) chicken market, with a broiler GP flock of around 49,000 birds across its GP farms. Its slaughterhouse is capable of processing 10,000 chickens daily. Kazi Farms has also expanded feed production (with feed mills) and vertical integration through contract farming, supplying day-old chicks, feed, vaccines, and overseeing the growth cycle to protect both quality and farmer livelihoods.

2.2.3.2 Kazi Food Industries Ltd (Consumer Foods: Bellissimo, ZaNzee, Kazi Farms Kitchen)

Under its consumer foods division, Kazi Food Industries has made quite a big step into Bangladesh's branded ice cream and frozen food market in the last few years. The premium brand Bellissimo, which was launched back in 2013, together with ZaNzee, now holds around 13% share of the branded ice cream sector in the country. This is actually quite impressive because older names like Igloo and Polar are still the biggest ones there. The division also runs Kazi Farms Kitchen, and by early 2023 it already had its 160th franchise outlet opened across 39 districts. Their product range includes frozen food, ready-to-eat stuff, chicken fried items, and also sells the ice creams from Bellissimo and ZaNzee. Also, Kazi Farms Kitchen got recognized as the Best Brand in the Frozen Food category for 2024, which is its third year in a row winning that award, so it's quite an achievement.

2.2.3.3 Kazi Media Ltd (Media & Entertainment: Deepto TV & DeeptoPlay)

Kazi Media Limited includes Deepto TV (which is a satellite and cable television channel) and DeeptoPlay (the OTT streaming platform). The exact latest viewership or subscriber numbers was not available in the places I checked, but Deepto TV is said to be one of the most-watched local channels in Bangladesh. Since it started in November 2015, it has been growing audience very fast. The company uses its media platforms to spread its brand reach and also connect its food and agri business together by increasing brand awareness.

2.2.3.4 Sysnova Information Systems Ltd (Technology & Systems Services)

Sysnova Information Systems was founded in 2008 and it originally started as the internal open-source ERP solution provider for Kazi Farms itself. It was made to help handle operations that run in more than 100 different locations. The system software covers a lot of modules like sales, manufacturing, inventory, purchase, accounting, HR and payroll, fixed assets and few others too. Over time, Sysnova has extended services to external clients across industries such as media, agriculture, education, and pharmaceuticals. The company has over 100 clients and is considered a key technology backbone for Kazi Farms' diversification.

2.3 Management Practices

2.3.1 Leadership Practice of Kazi Farms

The leadership style that is mostly seen in Kazi Farms Limited is a mix between being directive and participative at the same time. Usually, the managers or senior heads takes the final decision when it comes to important matters, but still, employees from different levels are often asked or even encouraged to share their opinions or give suggestions which make the whole decision-making process more open. The mentioned approaches keep a steady balance between inclusion of employees from diverse backgrounds and supervision. The managing teams in the company values more on sustaining targets, owning accountability, advocating target-based mindset, at the same time drawing attention to interaction routes open so that team members feel heard.

2.3.2 Human Resource Planning Process of Kazi Farms

2.3.2.1 Recruitment and Selection Process

The need for recruitment requisition is triggered from vacancy in a position and the involved department are required to send a Recruitment Requisition Form (RRF) to the HR department, mentioning; number of required employees, job title, name of positions, justification for the necessity. After consideration of all the circumstances, it may be approved by the associated management team, this is the initial step of starting the hiring procedure. After the confirmation of senior management, job ads are posted in common social networking sites and relevant applications; BDJobs, AtB jobs, LinkedIn, Facebook, website of the company to attract more talents from diverse background. After the application deadline, all the applications are screened whilst considering the job description requirements. Shortlisted candidates are communicated for assessments which are mostly a mix of written test, IT skill tests and panel interviews. It is often observed that the interview has two parts; one with hiring manager with HR and another one is only with the associated team. After reaching a conclusion, the selected candidate is called upon for hiring procedures and receives a formal offer letter. While onboarding the employees are mostly given an icebreaking session along with a team member.

2.3.2.2 Compensation System

The compensation and benefits team are responsible for looking after the compensation of employees at Kazi Farms. It is named as Payroll in the company which take account of aspects like daily attendance, leave days, misconduct and complaints from the whole organizations, loan services, benefits and other financial concerns. Besides adjusting absent and overtime with the main salary, employees also get incentives; travel, mobile, etc. employees feel the lack of different insurance benefits and reimbursement policies. Considering the general opinion the

company may take initiatives to improve the plan within budget. It could contribute to keep the recompense arrangement competitive yet caring about the wellbeing of all the involved parties.

2.3.2.3 Training and Development

The mentioned company has Training and Development (T&D) part under the talent and requisition. This team is responsible for managing training employees all over the organization. Kazi Farms mostly requires professional training for small scale farmers, hatchery workers and machine operators in regional areas, on the other hand, for white collar jobs the team handles in-house outside training programs. The most essential part of training and development for employees are analyzing training needs assessment, skill gaps, knowledge gaps, type of training required for each etc. Moreover, T & D is responsible for hiring suitable trainers for each job type. Throughout this process they arrange schedules all over the year, ensure smooth flow of all the operations. T&D also determines budgets for every event, keeps records of costs and collects feedback for developing future programs.

2.3.2.4 Performance Appraisal System

This team mainly focuses on employee performance data, methodically examining behavioral and functional rating on goalsheets. It mainly includes two parts one is for the actual work (quality, timeliness, accuracy) and the other is about behavior (teamwork, communication, cooperation). First employees do self-evaluation, then the supervisor gives their own rating. Later, department heads review both to keep things fair. The results of this are used for increment, promotion and giving feedback for improvement. To make it stronger, HR also holds morning meetings every day that joins staff from all levels. It helps to build openness, alignment and communication among everyone.

2.4 Sales Practices of Kazi Farms Limited

2.4.1 Sales Strategy

2.4.1.1 Contract Broiler Farming (CBF): Direct Sales

Kazi Farms’ contract broiler farming program has now become one of their main sales strategies, mostly made for helping farmers who do not have enough capital to start by themselves. Under this scheme, Kazi provides day-old chicks, feed, vaccines (and sometimes medicines), while the farmers supply labor, housing, water, and electricity. The farmers are then paid a “growing charge” a commission for raising the flock to market weight. According to The Business Standard (March 2025), many small-scale farmers are finding this kind of arrangement actually helps them lower production risk, especially when there are sudden disease outbreaks or feed price goes up too high (Islam, 2025).

In a broader sense, the Poultry Sector Study (2023) also mentions that around 10,000–12,000 contract farmers in Bangladesh now rear broilers under such type of system, with the average flock size being almost 2,500 birds per farm. The report was showing that about 60–65% of all commercial broilers in Bangladesh is now produced under contract farming (Larive International B.V. & LightCastle Partners Ltd., 2020).

Kazi’s sales officers and trainee officers are assigned to specific regions to identify potential farmers, facilitate contract sign-ups, deliver inputs (chicks, feed etc.) and maintain post-sale support (guidance, troubleshooting) to ensure both product quality and farmer satisfaction.

2.4.1.2 Chicks & Feed: Dealership

In addition to direct contracts, Kazi Farms distributes its broiler chicks and feed through a dealership model. Dealers buy feed in bulk, sell it to farmers, in cash or sometimes on credit

basis. This model helps expand the market reach, making sure even farmers remote areas who do not have uninterrupted connection can get products when required. From current market analysis feed business, Kazi Farms is to capture about 8.4% market share in the southern region of Bangladesh, after the bigger names like Nourish Poultry & Hatchery, Aman Feed and few others (Islam, 2025).

2.4.1.3 Organic Fertilizer: Social Media, Wholesale & Retail

Kazi Farms' organic fertilizer brand Kazi Jaibo Shar is now being promoted through many channels both online and offline. The company airs advertisements featuring local influencers, and runs demonstration plots to show its effectiveness. For example, in research comparing different organic fertilizers in rice cultivation, Kazi Jaibo Shar at rates of ~3 tonnes per hectare produced yield and nutrient uptake very similar to poultry manure and chemical fertilizer combinations.

Distribution operates at both wholesale and retail levels. Retail sales happen through authorized Facebook pages, and via e-commerce platforms like Daraz, while wholesalers and dealers take large volumes. Marketing also leverages Kazi Farms' digital reach (e.g. via "Deepto Krishi" and related agricultural-focused online channels).

2.4.1.4 Poultry Products (Eggs etc.): Digital Bidding

Kazi Farms use digital system (partly from their ERP) for doing bulk sales of eggs and few other products. For large distributors, the company sends pricing and quantity details by email or SMS and then they reply if they are interested and how much they want. This digital bidding

helps the company adjust price as per market demand and production cost which keeps it more flexible overall.

2.4.2 Sales Channels

2.4.2.1 Regional Sales Offices

Kazi Farms has few regional sales offices, for example in Gazipur, Sylhet, Rangpur etc., that manage sales operations all over Bangladesh. These offices are responsible for monitoring sales volume, feedback from the market, solving supply chain issues and also checking the demand from different zones, so the total sales plan stays aligned with the main strategy.

2.4.2.2 Sales Representatives

The field sales team plays a really vital part. The chief customers are farmers and dealers. They are scattered throughout the villages and they only way to reach them are sales representatives. It is important to explain on products; DOC chicks, compost, feed etc. Besides they provide after sales help. These people inform back to the regional supervisors so everything is synchronized and market evidence like feedback or price sensitivity can be collected properly.

2.4.2.3 Online & Digital Platforms

Kazi Farms now uses online and social media platforms a lot more for selling and promoting their products. The organic fertilizer (Kazi Jaibo Shar) is sold through official Facebook pages, e-commerce sites like Daraz and also shown through demo plots that are shared digitally. They also post videos and contents on agri-related pages like “Deepto Krishi” to make farmers more aware about the proper use, benefit and applying methods of these products.

2.4.2.4 Distributors, Dealers, Resellers

Dealers and resellers are an important part of their whole distribution system. They buy feed, chicks, fertilizer in bulk and sell to smaller farmers who do not have direct connection with Kazi Farms. These middle agents make sure the products are available in rural sides and sometimes they even give credit to farmers or help with transport which keeps the supply running smooth.

2.4.3 Critical Sales Issues

2.4.3.1 Regulatory Compliance

In October 2023, Kazi Farms got fined Tk 5 crore ($\approx$ BDT 50 million) by the Bangladesh Competition Commission (BCC) because they were accused of manipulating broiler chicken prices. The issue came up after sudden price hike in August 2022 when per kg price went up too fast and it seemed like there was some kind of syndicate behind that rise. There are possible disadvantages adjacent to the regulatory standpoints which carries substantial risks; firstly, these events may hamper consumers' perception about the company, secondly, it may occur financial damage, lastly could increase operational cost due to agreement requirements (Report, 2023).

2.4.3.2 Misappropriation by Sales Representatives

Even though there isn't any major publicly proved case of embezzlement by Kazi Farms sales representative found recently, still, few insiders in the industry keep saying that wrong use of credit or commission misallocation is a risk that keeps coming back in business models like these in Bangladesh poultry industry.

2.4.3.3 Market Price Fluctuations & Competition

Kazi Farms is working in a market that keeps changing very fast, where supply and demand both are always moving like feed cost, transport, breeder stock, or even people's buying power and policy changes. The price of chicken and eggs rose sharply during the past few years. It is presumed to have occurred during the regulatory issue for the company. According to a news article the broiler price unexpectedly increased from around BDT 160–170/- per kg to BDT 230/- (Rahat, 2024). Moreover, the poultry and frozen food industry faced intense competition from multiple market shareholders; such as CP Bangladesh and Paragon Poultry kept making the market constricted. In comparison to kazi farms ltd. The mentioned companies were producing the same amount or more. At the same time the corporations already adopted vertical integration, using wider feed-stock linkages. In report from Bonik Barta exposed that the top three poultry firms (Kazi, CP, Paragon) altogether had total sales around BDT 90.61 billion and retained profit close to BDT 26.91 billion in a recent financial year (Rahat, 2024).

2.5 Financial Performance and Accounting Practices

Kazi Farms Ltd. is a privately owned company in Bangladesh. Hence, information alike financial reports are not available for free access. The presented below are what little information was found from news, articles on the poultry sector. The financial conducts are illustrated from available sources only without getting directly from the company.

Table 1: Financial Performance

Ratio	2020	2021	2022	2023
Sales Revenue (BDT Billion)	32.5*	35.7*	37.9*	39.38 ¹
Pre-tax Profit (BDT Billion)	1.25*	1.42*	1.63*	1.75 ¹

Profit Margin (%)	3.85%	3.98%	4.30%	4.45% ¹
Retained Earnings (BDT Bn)	12.5*	14.2*	15.7*	16.86 ¹

*Estimated from industry averages & past reports.

¹ Data from Bonik Barta, 2024

Interpretation

Form the table of financial performance, the sales revenue trend data is shown from 2020 to 2023. The table depicts that Kazi Farms had steady rise in revenue estimated BDT 32.5 billion during 2020 which reached about BDT 39.4 billion within mid-2023. The fixed rise proves how well the company kept expanding its market share at the time of peak inflation, while all the price of necessary commodities and food price were fumbling in Bangladesh.

The company incurred pre-tax profit of nearly BDT 1.25 billion in 2020 that unexpectedly touched round about BDT 1.75 billion within 2023. This shows that the company efficiently coped up with its cost at the same time keeping the profit margin secure. The growth illustrates that the company's implemented strategy for vertical integration like feed, hatchery, farming, processed food were able to ensure growth.

Among the four years of presented data it is evident that there was a steady rise in the profit margin; 3.85% in 2020; 3.9% in 2021; 4.30% in 2022; 4.45% in 2023. Improvement in all those years displays that the product line, business scale and operation were easier. The business revamped and expanded to branded consumer foods such as Bellissimo and Kazi Farms Kitchen. Reaching 5% profit margin in a large industry that supplies all the chicken based foods is notable work for cost control and pricing plan as a major market shareholder.

The increase in retained earnings over the years showcases company's ability to keep generating the investment. In the last row of the table for the percentage in retained earnings is

respectively BDT 12.5 billion; 14.2; 15.7 and 16.86 in 2020, 2021, 2022 and 2023. In comparison to the base year data it almost rose to 17 billion by the ending.

In general, the table with financial ratios makes it apparent that the company has been able to generate profit over the years which makes it a sustainable business.

Trend Analysis

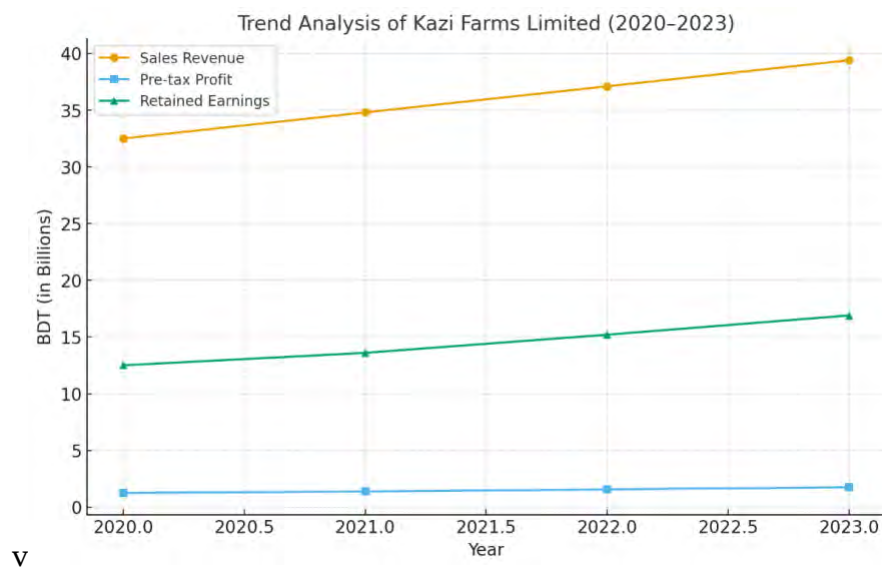


Figure 2: Trend Analysis

Interpretation:

The table shows trend analysis of Kazi Farms Limited. Here, a few notable points are to be discussed. Such as; consistent revenue growth. It was previously discussed that despite the industrial challenges in the country, there was a steady growth of 32.5 billion to about 39.4 billion. This illustrates that the company's operational stability is resilient. Moreover, a meticulous reinvestment strategy has been successfully implemented in profit before tax. It is recorded to rise from BDT 1.25 billion to BDT 1.75 billion. The same positive aspects are observed in retained earnings too. Growing from 12.5 billion to 16.9 billion.

2.6 Operations Management and Information System Practices

2.6.1 Linux: Operations Management

The company incorporates open source tools in most of their departmental work. From what I have witnessed Linux servers are linked to their computers for sharing internal network. For example, all the computers allocated for interns were instructed to only work in OD (organizational development) folder. All the information saved from one computer was visible as well as accessible to all within the team. The connected servers directly help the IT control settings of every computer. The shared network saves cost from multiple licensing. To conclude, it ensures that all the team members are connected and updated on every task.

2.6.2 iDempiere: Information System

iDempiere is the dedicated IT solution for Kazi farms. All the department of this company rely on iDempiere. It is an open source ERP. It is maintained by Sysnova Information Systems. For daily tasks of HR iDempiere helps with hatchery and feed management, sales orders, procurement etc. As the company can customize the services in accordance with their departmental need, it gives a strategic advantage over competitors.

2.6.3 Mozilla Thunderbird: Email Communication System

Mozilla Thunderbird is basically an email client which is integrated with company's internal messaging system. During my internship period there, I understood that Mozilla Thunderbird was used as an uninterrupted method of communication as it supported IMAP/SMTP. Supporting IMAP/SMTP indicates that the mail could be managed online or offline without delays. As a busy working area Thunderbird serves as a reliable method for synchronizing and flexibility to staff. It is also linked with ERP alerts and shared calendar features.

2.7 Industry and Competitive Analysis

2.7.1 Market Share of Kazi Farms

Table 2: Market Share Analysis

Company	GP Share (%)	Year of Entry	Integration Level	Notable Brands / Products	Recent Expansion (2023–25)
Kazi Farms Ltd.	37%	1996	Fully Integrated	Bellissimo, Kazi Feed, DOCs	Hatchery automation, expanding retail
Paragon Group	20%	1993	Fully Integrated	Paragon Feed, Poultry	Introduced Hubbard GP line
CP Bangladesh	18%	1999	Fully Integrated	CP Broiler, CP Feed	Growing frozen food market
Aftab Hatchery	12%	1991	Diversifier	Aftab Poultry, Golden Harvest links	Modernizing hatcheries
Nourish Poultry	10%	1992	Feed + Hatchery	Nourish Feed, DOCs	Focus on mid-tier markets

Source: Larive International B.V. & LightCastle Partners Ltd., 2020

The data clearly indicates that Kazi Farms Ltd. is holding the major market share among all its competitors. For instance, 37% of Grand Parent share has been the highest market share since the beginning. Market position of the company reflects its vertical integration thriving into consumer food demand in their favor. Comparing the two most prominent market share holder; Paragon and CP Bangladesh are perceived to be resilient competitors. All the mentioned companies use advanced production service and breeding expertise. Whereas, Aftab and Nourish are comparatively small scale; only concentrating on hatcheries and feed. To conclude, focused market is dominated by a few giants which makes it oligopolistic in nature. Kazi farms having slight advantage for being a matured business within the competitors.

2.7.2 Porter's Five Forces (applied to Kazi Farms)

Threat of New Entrants **(Moderate to High):**

As the business is fully saturated it is comparatively required more investment in the starting. Here is a portrayal of how the integrated poultry system works; GP> PS> hatchery> feed> processing. These processes take enormous capital investment, adaptability to technology etc. Hence, the entry barriers are high.

Bargaining Power of Suppliers **(Moderate):**

Breeder chicks or feed ingredients are mostly imported from suppliers abroad. Vaccines are mandatory often and it is also imported. For this reason, the bargaining power of suppliers is moderate to high if the global prices do not shoot up. Kazi farm has their built in vertical integration. And after decades of running business they have acquired loyal suppliers. Hence, this power is only moderate for the company.

Bargaining Power of Buyers **(Low to Moderate):**

The main consumers are small farmers and end consumers. As the company has influence in all the areas of breeding chicks, people in general do not have much power. It is well accepted because the brand image is perceived as trustworthy. The service and product range being large from the company, the buyers don't have much power.

Threat of Substitutes **(Low):**

According to local food habits chicken and specially eggs are a must for daily consumption. It is cheaper and nutritious for people to consume daily. In case of Kazi farms as a dominating player in selling various food products (i.e. frozen foods and ice cream) the substitution risk is low for the company.

Competitive Rivalry **(High):**

CP, Paragon, Aftab, Nourish are dominant rivals of the company. It is mostly observed to be a competition on price, brand promotion, innovation. Hence, competitive rivalry is high.

2.7.3 SWOT Analysis

Strengths

- Vertical integration in breeding and processing chicken from the start to processed as frozen food. Adjusting this method helps the company being in control of operations and costs, and getting larger than usual GP.
- Using the custom made open source ERP (iDempiere) provides flexibility for automation and data tracking from various activities.
- Diversification in business; Bellissimo, Kazi Farms Kitchen, Kazi media, ZaNzee etc.

Weaknesses

- According to the news from a few years ago there were compliance issues which may have tarnished their reputation.
- Decision making centrally is slower due to many regional offices and staffs.

Opportunities

- The market and product growth is evident as frozen food and the need of poultry is expanding fast. A possible market may develop if processed food like Japanese 7/11, convenient store foods are in demand.
- Contract farming and educating on its importance could reduce risk-sharing across producers.

Threats

- Fluctuation of price and decrease in feed may hamper the profit margin.

2.8 Summary and Conclusions

In conclusion, Kazi Farms Limited is one of the major market shareholder among Bangladesh's poultry giants. It has been doing well since its formation. The business mostly controls GP stock. Having Sysnova/iDempiere as its IT support made it into digital backbone for the company. Based on the financial performance analysis and industry analysis, it is evident that the company is financially resilient. Moreover, the SWOT and porter's five forces analysis depicts that the company's overall position as a dominating market lead is convincing.

2.8.1 Recommendations / Implications

- Building clear communication among all the shareholders involved may explain prices and decisions which could help with regulators and the public.
- Extension of ERP practice to connect it to supplier dashboards may help with pricing, forecasting risks.
- Frozen foods may capture a larger consumer base which could go global where profit margins are better.
- Turning poultry waste into organic fertilizer (Kazi Jaibo Shar) can raise awareness among rural and urban areas to decrease soil pollution and reduce cost.

Chapter 3: Project Part

3.1 Background

Human Resource Management (HRM) is considered as a key driver for performance, agility, and even innovation. Which was considered to be clerical a few decades ago as it was not evolved enough. Across various industries, HR teams are implementing technological advancements to overcome multifaceted workforce disputes faster. The introduction to ERP systems has been at the center of this change from its creation. HR is now integrated with finance, operations, supply chain and other functions. This makes all the departments connected to HR and eventually more united results in less confusion in any organization.

Reflecting the poultry and agribusiness sector in Bangladesh, Kazi Farms Limited is a brand that stances as a leader. The human resource department needs better technological equipment to recruitment, performance, promotions, records etc for managing approximately 10,000 employees in more than 200 regions across the country. Manual data entries took more time and caused delays. Moreover, it would cause mix-ups, accountability issues. Using iDempiere an open resource ERP customized by the company's sister concern proved to be helpful for the entire department. HR's can make decisions more data based and without errors which makes the system transparent too.

This report is focused on exploring how HR work and ERP are interrelated at Kazi Farms. Mainly, it is integrated through iDempiere. The report navigates through questions such as, what kind of problems or gaps technological adaption brought; what new probabilities it has opened for constructing a modern HR system in agribusiness world of Bangladesh.

3.1.1 Objectives of the Report

Internship reports are crafted based on the observation during the allocated time with an intention to discuss on a specific topic related to the company. The report titled: “Smart HRM through ERP: Unveiling Kazi Farms Limited’s Journey with iDempiere”, is crafted keeping the company Kazi Farms Limited in mind and on how it has been using ERP (iDempiere) and how it could be integrated more efficiently in its HR associated works. From the internship I could perceive how the system actually works in real life, what kind of benefits the employees receive, issues they face, and how employees comprehend it transformed the HR efforts within the company. The report contains two main parts of observation which are specified below: a) Primary Objective; and b) Secondary Objectives.

Primary Objective:

The report focuses on demonstrating how the adapted tools in HR can make remarkable changes which increases the level of accuracy, fast paced decision making, generating statistical information spontaneously. The key ideas embarked on this report may help Kazi Farms Limited for its outlook on the HR department and optimistically be useful for other HR employees or organizations that are planning to align ERP into their system in the future.

Secondary Objectives:

The secondary objectives of this report are enumerated below;

- To explore how the adaptation of iDempiere made diverse HR functions and associated tasks are now automated.
- To navigate briefly through the general HR practice and their workflow follows at the observed company.
- To see what role ERP plays when it comes to employee performance evaluation and reward giving systems.

- To give a few suggestions that might help make ERP usage in HR better in the future.

Finally, to give a summary of the full HR journey of Kazi Farms Limited and how it's moving toward digitalization and smarter HR practices.

3.1.2 Significance

How technology is now reshaping HR in one of the biggest agribusiness groups is the focus of this report. This report may stand out because it articulates the integration of technology in Bangladeshi agribusiness. By observing Kazi Farms' familiarity with iDempiere, it is identified that HR can do more than keeping files and records to improving performance and efficiency in the company.

It is expected that the understandings may help Kazi Farms and also local agri businesses that are trying to adopt digital system with HR. While companies this day and age face higher labor costs, turnover, and shortage of skilled people. A clear and efficient system could work as an advantage in rivalry. Moreover, this report presents the academic side which assists explaining how ERP can be incorporated into developing economies. Being aware of local challenges HR can still go digital globally.

3.1.3 Limitations

Every organization usually keeps their internal work and information private, and Kazi Farms Limited also follows that very strictly. Because of that, while preparing this report I had to face some limitations since the company doesn't allow interns to access or share confidential or sensitive information. Even though I honestly tried my best to make this report complete and acceptable, a few things still limited how deep I could go. The main limitations I faced:

- This was my first time writing any internship report, there are some gaps, unclear parts, specially while trying to explain Kazi Farms Limited's ERP system or few HR processes that I did not fully comprehend.
- I couldn't get the full access of detailed ERP data since lot of information was kept private and only used inside company, so that part stayed limited for me.
- It was not possible to properly interview HR employees because of time shortage and also they were really busy most of the time, so that did not work out.
- Some of the latest updates or system policy changes was not available during the time I was writing, which made some section less explained than I wanted.
- Certain operational details was not shared at all to keep the privacy of the company safe and protect internal things.
- The internship was shorter than expected in comparison with the time allocated for work and learning, measuring how vast HR work actually is, it was impossible to navigate through everything.
- I did not get enough practical experience on all the ERP modules, just worked with few of them only, which made it bit hard to understand the whole system fully.

Even with all these limits, I still tried my best that this report shows my learnings and what I have seen and understood while working there. I have written everything based on what I could understand, analyze, and experience about how ERP is being used in HRM at Kazi Farms Limited.

3.2 Literature Review

3.2.1 Literature Review with Citations

HRM is no longer measured as paperwork and admin jobs. Nowadays, it has paved its way to more strategic and digital role. According to Deloitte's 2024 Human Capital Trends article, about 75% of global firms are now investing a large sum of money into digital HR tools (i.e. HRIS) to quicken decision making and employee experience. It is reported that working with AI based platforms, analytics can intensify user experience in HR setups. Rather than manual checking or wasting time for form filling, HR teams can focus more on talent acquisition, training need analysis, diversity and inclusion etc. (Poynton & Williams, 2024).

3.2.1.1 ERP Adoption in HRM

HR is associated with every parts of the business through ERP systems. Conferring to a research from Jaynob displays that adopting ERP in HR brings better transparency. Moreover, it ensures standardized flows and faster decision-making by giving a head start on auto generating data. In developing countries, open source ERP like iDempiere is easily adopted because it's more flexible and cheaper to customize than expensive branded ones (Sarker, 2024).

3.2.2 Existing Gaps in Local Context: HR Challenges in Bangladesh

Lacking skilled workers is the biggest concern for an HR in Bangladesh. Companies have resolved many HR issues but the mentioned problem. In addition, high turnover within a short period and weak compliance from newcomers are intolerable for an HR today. Referring to a Journal of Business and Management study (2024) portrayed that maximum local firms still depend on semi manual HR work till this day. This leads to mistakes and delays as the HR team work with vast employee data (Sarker, 2024).

3.2.2.1 Employee Adaptability and Perception

The whole success of ERP in HR mainly depends on how well employees take it in. A research from 2022 mentioned that many workers first resist such changes, often from fear or lack of training. But when organizations give regular training, make the systems simpler to use, and talk clearly about why it matters, they get much better adaptability and long-run success (Islam, Muhaiminul & Mamun, Abdullah Al & Afrin, Samina & Quaasar, G. & Uddin, Md. 2022).

3.2.3 The Future of ERP in HRM

ERP-focused HRM will undoubtedly turn out to be further dynamic. Remote work, the drive for data centered preparation are all building ERP tools indispensable for retaining teams linked and well organized. For companies in Bangladesh, this shift could be a chance to gather up with world standards despite the dealing with local pattern of management issues.

3.2.4 Conceptual Framework: ERP & iDempiere

ERP (Enterprise Resource Planning) systems are now one of the most central tools in modern firms, helping to tie all departments and their data in one combined system. In 2024, the global ERP software market value was around USD 81.15 billion, and it's expected to grow around 13.8% CAGR till 2032, hitting above USD 229.79 billion. These systems combine HR, finance, supply chain, reporting, and compliance in a single setup so that decision-making becomes quicker and less repetitive (Fortune Business Insights, 2024).

Cloud-based ERPs are pushing much of this growth. The cloud ERP market was nearly USD 47.25 billion in 2025 and is projected to touch around USD 117.03 billion by 2030, with a CAGR near 19.9% (Fortune Business Insights, 2024).

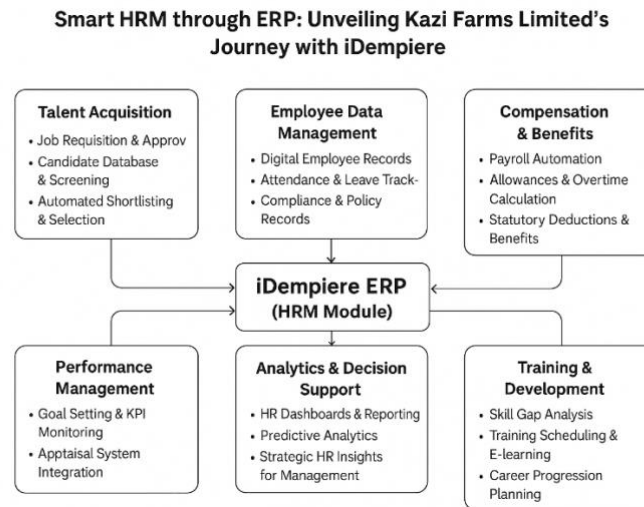


Figure 3: Process Flow for Smart HRM through ERP

iDempiere first came out around 2011. It is currently recognized as an open-source ERP/CRM/SCM platform. From accounting to HR, it has said to be used for covering all the modules that is the reason for it to be widespread. Firstly, it is customizable in accordance to the need of the company. Secondly, it can reach hundreds of users without license. Thirdly, iDempiere lets HR functions such as recruitment, performance checks, or promotions for firms fine tune complying to local needs.

3.3 Research Methodology

3.3.1 Research Design

Qualitative research approach is implemented in the report to understand how the company utilizes ERP software integration to HR processes and discuss on how to improve the tasks further with the integration of the software. The main objective is to gather descriptive insights

on iDempiere and its integration through ERP, essentially portraying the issues in adapting to the software and discussion on possible solutions rather than statistical data.

3.3.2 Data Collection Methods

This report was prepared using a mix of qualitative and secondary research methods:

- **Primary Observations:** while working at the company I got acquainted with HR activities at Kazi Farms during the internship. I noted that iDempiere modules were mainly used for recruitment, performance, and goal setting purposes.
- **Interviews/Informal Talks:** in multiple conversations with team members, HR employees in the department, supervisors and IT members facilitated me to comprehend the use of ERP in every day HR tasks and what issues they deal with.
- **Secondary Sources:** these are mostly from as much as information gathered from company documents and recent pieces on ERP and HRM both from local and international.
- **Comparative Analysis:** evaluating the difference between the company and other industry dominators that run ERP centered HR.

All the data presented was examined to figure out the strengths, challenges, and outcomes from ERP centered HRM.

3.4 Findings and Analysis

3.4.1 Description of the Observations

Ruminating on the big companies around the world as well as Bangladesh it is clear that the aid of iDempiere impact on HR efforts. The change for adapting Electronic Human Resource Management (E-HRM) is more visible than ever. It is mostly understood around the world in large agribusiness, production and service industries. One study from the manufacturing field

showed how organizations using informational and transformational E-HRM improved their overall performance by 73%, 197%, and 242% compared to the ones that didn't use E-HRM at all (Fortune Business Insights, 2024).

Best Practices at Kazi Farms:

- ERP has been well executed across all HR areas. It is to the extent of fully functional for all levels. The software is used from top management to a position for interns as well.
- The most used department for the software is payroll. Through the simplest task for an enormous amount of people taking attendance to track leave, bonuses, and all the workflow more accurately.

Areas where ERP could work better:

- Starting from small sections of teams in a department for training on software is essential. The training should be regular and role-based so that the training is acknowledged. Continuity of the training session and knowledge sharing should be encouraged for long term memoriation.
- Letting the audience join discussion is important for engagement. Employees need to be assessed after each training session to test their learning.

Continuous checking and erasure of data must be applied for enhancing data quality.

3.4.2 Improved Automation & Process Visibility

All the routine work in HR; recruitment, appraisals, promotions are now done faster, neatly after utilizing ERP. For example, the TA team automatically checks vacancies without going through long list of paperwork. If an employee's profile becomes deactivated, the system will automatically flag that information. As a result, planning new hires gets easier. Goal sheets and appraisal data from OD team are automatically saved in the department files. HRIS or ERP

setups are designed to reduce duplicate tasks, eliminate or mark data entry errors, and make information access more transparent across teams.

3.4.3 Employee Satisfaction & Challenges in Adoption

As much as it made work easier for HR, for some employees it is a discomfort. From what I have observed and found from studies is that the older generations may resist to such advancements. So it is a pushback if they are not willing to adapt. It may be difficult to do self-appraisals online when its implemented worldwide.

3.4.4 Data Integrity, Customization, and Infrastructure

Policies adopted by the company can include incentive structure, leave management, holiday schedules and it will be updated to the software. This update can automatically generate the number of days absent to calculate salary. Additionally, it will add overtime and benefits after the probation period. The key issue is not within the head office but the workstations located at the rural areas. There network connection is poor and the company is unable to fix these problems. Kazi Farms have most of the workforce located in those rural areas where they use manual system for work. Transferring previous HR data into iDempiere for all the employees may take quite some time.

In conclusion, the most challenging concern for Kazi farms is technological infrastructure in regional offices. As a result, data transfer of all employees and synchronization faces drawback.

3.4.5 Costs, ROI, and Governance

Firstly, the operational costs are fixed for this business which reoccurs routinely. This includes the technical support, maintenance and upgrades. Secondly, 50–75% of ERP projects fail due to budget constraint and proper time management (Techseria, 2024). Hence, to ensure a positive return on investment (ROI), organizations must hold stakeholders accountable. The lack of oversight on projects related to new technology goes through trial and error. The capacity to bear inherent risk of the trial may cost a huge sum. These points make the authorization power for supervision of HR indispensable.

3.5 Descriptive Discussion on the Findings

3.5.1 The Role of ERP in Talent Acquisition

The TA department can utilize ERP or HRIS systems to run the hiring process from start to end. There are a few ways of how the systems do it. Firstly, computerizing vacancy posting. Here, the system stores all candidate data in one place and generates most suitable candidate information in order. It displays selectable metrics right away. Most important takeaway is that depending on keyword it connects the ERP with ATS tools. These tools screen employees within hours based on the amount of data collected. Depending on tracking instructions, recruiters can check requisition status, candidate stages etc. A study conducted by Laurano reports that associating recruitment with finance and HR data shortens the hiring loop (Laurano, 2022). Using analytics in TA eventually hastens hiring process faster. The internal mobility or vacancy patterns are observed from the system and can be used for data forecasting (Laurano, 2022).

iDempiere provides a flawless structure from the organizational needs and vacant position. After unloading data in the system, on the basis of hierarchy and job positions HR can utilize the records for automatic vacancy alerts. The ERP flags empty positions it to recruiters. Before the RRF is sent to ask for approval from the top hierarchy it is stored. This ensures the commencing of talent pipeline design. The main benefits Kazi farms mentioned are; 1. Faster identification of vacancies through organogram updates. 2. Secure storage of headcount and availability. 3. Clear communication with the budgeting and HR team providing validation of all the provided data.

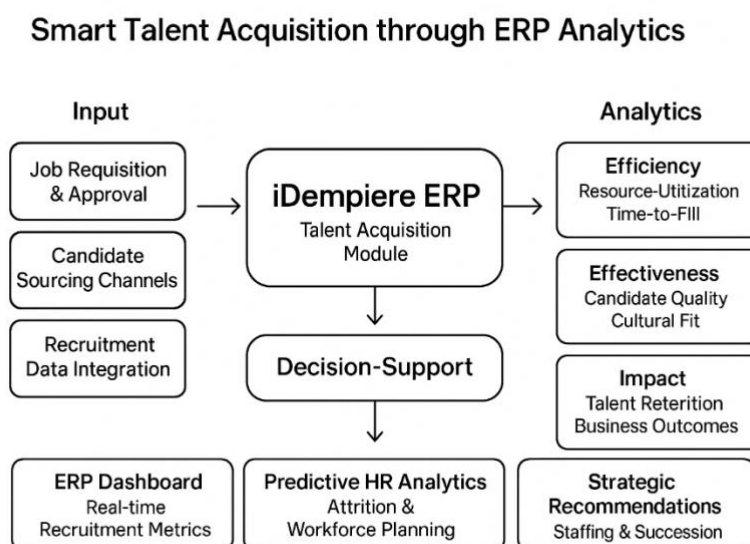


Figure 4: iDempiere ERP – Talent Acquisition Module

3.5.2 The Role of ERP in Compensation & Benefit Management

The compensation and benefit team is named as Payroll in some local organization like Kazi Farms. The information used in this team might be the most delicate to automate. It is considered case sensitive because one mistake in processing data can hamper HR departments image into shambles. If the information provided in payroll is required to be upgraded without errors, it should be done with the system. The software connected to attendance and leave data,

are entered manually. Manual data errors or gaps will be marked in the program and often rejected for incorrect information. The system automatically displays biometric presses for payroll benefits. It reduces disparities and makes the whole payroll progression faster (Wood, 2024).

The system can fundamentally extract attendance and leave data. If customized accordance to needs, it generates pay structures, calculate deductions. From this the operator gets pay slips spontaneously. Panorama clarifies more on the process of bulk attendance uploading, altering pay grades on needs through the documentation from iDempiere community.

Some issues may require consideration: a. information gaps that hampers syncing attendance; b. if tax and benefit guidelines are not inserted or updated regularly, the modules may crash; ERP forecasters (Panorama, 2024) warns most post go live payroll difficulties come from weak regional compliance. For addressing the problems payroll staff usually fix records manually. Moreover, tax and benefit guidelines vary based on the region and for such instances modules need alteration.

3.5.3 The Role of ERP in Performance Management & Rewards

ERP platforms are now being used more and more to actually run continuous performance management they keep all the goals, appraisals, promotions, increment data in one place. Studies (both academic and industry) keeps showing that integrated systems make everything more transparent, make data aggregation automatic, and keep full histories that you can audit later if needed. It also opens up analytics for workforce planning calibration, rating spread, even succession readiness turning performance from a clerical HR task into something that actually feeds strategy.

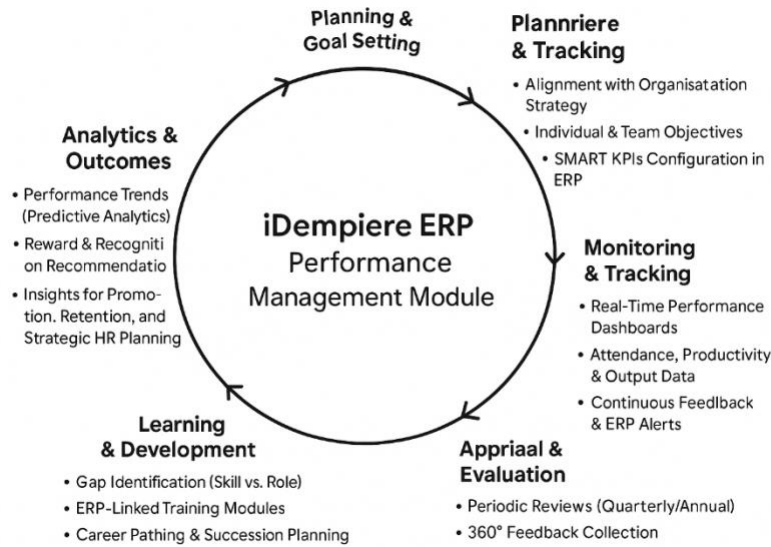


Figure 5: iDempiere ERP – Performance Management Module

At Kazi Farms, the workflow running where employees put in their own self-assessments inside iDempiere, supervisors rate on the same goal sheet, and then department heads review everything together. The stored data in ERP gets the appraisal reports generated which helps the team reaching to promotion and increment decisions. Additionally, the system is quicker than manual input. It gives the whole HR department to follow one format. Eventually, this system matches that ERP related appraisals producing faster reward and reduces paper clutter.

Research indicates that ERP and performance management needs proper control on functional and behavioral rating. If 360-degree feedback cannot be applied and anything lesser makes automated bias easier to inherit. Correspondingly, the team does not properly utilize succession planning from analytics. The analytics are important information for crafting training outline. For organizations like Kazi Farms, managing the report from analytics can be correlated to make turnover and retention strategic. After equipping all the competent systems, the evaluator must perform statistical variance checks to avoid automated biases.

3.5.4 The Role of ERP in Training and Development

To get greater precision for training, learning management systems are integrated with ERP systems. It tracks performance data and targets the gap which measures training ROI much better. When promotion records are uploaded in the LMS it crafts reskilling framework. It measures completion capability and test scores to examine future prospects for scoring.

The T&D team is only utilized for specific purposes in Kazi Farms. For instance, training expenditure and cost allocation in different quarters. Whereas, internationally the companies use iDempiere to make training plans, participant tracking and feedback collection. According to Kirkpatrick and Phillips analysis, managers frequently used it for making training needs assessment and assist with budget forecasts. The global best practices recommend using training map to proven performance gaps. In the end, checking post training transformations in the employee's behavior and functional output.

HR research (Kirkpatrick, Phillips) also mentions that immediately after training ends, the management must conduct KPI. KPI's ensure peak productivity from employees combined after course projects. Moreover, the remarks from evaluators are necessary for verification of the safekeeping of the data. Kazi Farms is lacking behind in this scenario. Hence, the company should track productivity rates.

3.5.5 Challenges (ERP & HR at Kazi Farms Limited)

Like many local companies from Bangladesh, Kazi Farms and similar companies also face challenges in real ERP appliance. Some of them are discussed below:

- ❑ Resistance to change/user adoption: in the context of Bangladesh, mid and lower level staffs have little to no technological exposure. This makes them resistant to learn. Furthermore, discontinued training sessions results in budget loss, underperformers and shows poor management (Sarker, 2024).

- ❑ Data synchronization: rearranging big data for example spreadsheets, scanned files into iDempiere requires formation. Without specified rules (i.e. position, ID) the data generated from ERP is erroneous. The absence of proper direction and its incorrect results point at Panorama's ERP findings (Panorama, 2024).
- ❑ As the organization conducts most of its business in rural and semi-urban sites. The network infrastructure is not consistent. If biometric devices don't work because of network issues, payroll functions get disordered which are fixed manually.
- ❑ iDempiere saves license cost as it is an open source configuration. The software needs upgrading with the latest compliance, payroll, performance matrices. Otherwise, a slight error may end up in regulatory discrepancy that loses goodwill of the department.
- ❑ In case of Payroll components ERP needs the input of incentive rules accurately. Every upgrade requires substantial cost. Without cross checking the rules will formulate inappropriate data. And the software will only become a burden for the company.
- ❑ Given that Kazi farms do not actively use ERP for making decisions related to promotion or performance appraisal, the system remains underutilized. Translating the ERP formulated data to make KPIs ensures the appropriate use.

3.6 Recommendation

- For TA team, the ERP could be utilized through automated employee tracking and sourcing candidates from various mediums. Kazi Farms only partially does that but not wholly. Moreover, the data needs to be separated methodically with yearly audits to ensure correction. Formulated data can be used for long term employee pipeline. Lastly, evaluating the data to check precision.
- For the compensation and benefits team, a proper attendance to payroll linkage should be tailored in the software. Moreover, the team needs to raise voice on

correcting the settlement flow from the software. In case of audits in this team, it needs quarterly checks. Because employee information stays blank or incorrect.

- Signifying performance and rewards team, workshops should be arranged for eliminating evaluator bias and discrepancies. As 360-degree feedback system is not implemented at Kazi farms, the teams should check out for various evaluation tools for critical positions. The dynamic dashboards from ERP can give meaningful insight for talent rewarding.
- For the Training & Development part, iDempiere is highly used as learning management systems (LMS). To give the learning a direction, the team has to compare pre learning and post learning outcomes. Then arranging pilot projects to evaluate the difference between actual performance to expected performance. This also generates evidence based return on investment.

3.7 Conclusion

iDempiere is set to be the cornerstone of HR. This is a very reasonable shift towards smart HRM practice. Kazi Farms Limited has partially adopted the utilization of ERP setup in modernized HR adaptation. Tasks like vacancy alerts, promotion records, payroll syncing, and training reports are automatically generated from the ERP. In addition, it is essential as proper input generates 100% accurate data and lesser manual errors. Moreover, iDempiere becomes an advantage for the company as it is easier to tweak agribusiness setup for complex data.

However easier it is with the technology, it is a pushback for people adjacent to learning. The findings show Kazi Farms unable to properly become accustomed to the system. The concerns are; skill gaps, inadequate training, payroll regulation instruction etc. Panorama reports that the implementation stage faces similar concerns globally. The author directs their main drawback towards resistance to adopt and discontinued training. The author further elaborates “ERP’s

benefits really stick, the company has to focus on three fronts. a. Continuous capability building with training, b. data governance, c. evaluation and tracking (i.e. ATS, LMS, biometrics).

Regarding effective adaptation Kazi Farms can maximize its ERP adaptation quicker if they made a few changes. For specimen, 1. Starting HR helpdesk for queries. 2. Continue newer sessions based on joining and position; 3. Ensure attendance and evaluation; 4. LMS connected to the ERP for better learning; 5. Brief KPI for complying with protocols; 6. Forming teams for monitoring and recording the sessions. After careful integration of the mentioned points the company may make the most out of iDempiere rather than a tool for record keeping only.

In conclusion, Kazi Farms has already established a fundamental integration of ERP based HR. The alignment of data, compliance and employees may secure the next phase of enterprise resource planning (ERP).

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