

MiHCM: Digital HR Software – The Before & After Outcome of Using the Software: A Study on Navana Group

By

Nashma Sultana
ID: 17104205

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

Department of Pharmacy
Brac University
May 2020

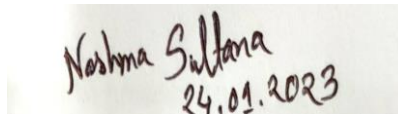
© 2022. Brac University
All rights reserved.

Declaration

It is hereby declared that

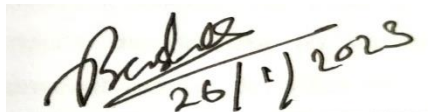
1. The thesis submitted is my own original work while completing degree at Brac University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material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

Student's Full Name & Signature:



Nashma Sultana
17104205

Academic Supervisor's Full Name & Signature:



Mr. Mohammad Atiqul Basher
Lecturer
Brac Business School
Brac University

Letter of Transmittal

Date: 24th May 2022

Mr. Mohammad Atiqul Basher

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

It is a wonderful privilege for me to present my internship report, which I have worked on for the past three months at Navana Group, under the Rewards Team of the Human Resources Department. The title of the report is “**MiHCM: Digital HR Software - The Before & After Outcome of Using the Software: A Study on Navana Group**”. In this report, I have tried my best to uphold the usefulness of using digital HR software and also what type of changes have come after using it.

I would like to express my heartfelt thanks for your invaluable assistance in the writing of this report. If you find the report interesting to accomplish the criteria and match your expectations, that would be a tremendous success for me.

Sincerely Yours,

Nashma Sultana

ID-17104205

BRAC Business School

BRAC University

Acknowledgement

To begin my report, I would like to express my admiration for Almighty Allah. He has given me tremendous endurance and fortitude to fulfill this massive task. Many people helped to make this report a success. So it would appear rude if I did not thank those who have offered me their cooperation and assisted me in creating this report in any way available with relevant comments, recommendations, directions, and regulations. I would like to thank them personally.

Firstly, I would like to thank my respected supervisor Mr. Mohammad Atiqul Basher Sir, Lecturer of BRAC Business School, BRAC University. Throughout the writing of this report, he has been a regular source of direction and help. His excellent advice has been beneficial anytime I have come across something which I do not comprehend. He was always there. I am very thankful to him for all the care he has given me.

Furthermore, I would like to give special thanks to Mohammad Ferojul Kabir, Manager (HR & Admin) Navana Toyota 3s Center, for giving his valuable time and helping me by providing information and his co-operation. In addition, it will be our pleasure to thank all the people for their enthusiastic help and encouragement and share their perceptions about the topic, making this report more essential. And also, I would like to thank all those people who have helped me to fill up my survey and give information about their organizations. They have given me valuable information and provided me with guidelines about how to make this report more attractive and qualitative.

Executive Summary

Today, for any business organization it is important to consider human resources and make a strategy around them. Because the employees are the most important part of any organization and they are resources. The better the organization knows about their employee and how they can plan on making things better by taking proper steps the better they can ensure organizational performance and the employees' self-development.

The report outlines the essential benefits of handling a company's Human Resource activity with the use of specialized software. The inspiration for this topic originated from my internship at Navana Group, which creates specialized HR software to create life easier for its clients. In this paper, an extensive study is conducted to obtain an understanding of all forms of corporate companies from various fields on this topic to reach a firm decision. Nonetheless, the study methodology and conclusions are provided while explaining a bit about the company that motivated me to concentrate on this report and describing my three-month journey collaborating with them. Eventually, the report concludes by providing recommendations depending on the analyses' conclusions.

HRIS has recently caught the interest of researchers. Several study efforts on that emerging challenge have been conducted in the current economic age. This report is an effort to achieve a similar goal. This is experimental research on HRIS methods. The primary goal of this paper is to show HRIS implementation in Bangladeshi companies. Furthermore, this study has broadened its scope to include knowledge of different software employed in HRIS, equipment compatibility for HRIS, how HRIS supports organizational operations and policy formation, merging of diverse tasks via HRIS, and so on.

This report was conducted on the Navana Group. It is discovered that, although employing MiHCM software, they also use various software to initiate separate functions. Such as Zoho Recruitment, uAttend, Paybook, and so on. While most of these services have been incorporated into HRIS, there are probably plenty more to come. Furthermore, HRIS has provided operational productivity, clarity, excellent choice taking, and unification of many operations for a company, such as learning and growth, learning requirement analysis, resource managing, and HR strategy.

Table of Content

Declaration	1
Letter of Transmittal	2
Acknowledgement	3
Executive Summary	4
Table of Content	5
List of Tables	7
List of Figures	9
Chapter 1: Overview of Internship	11
1.1 Student Information	11
1.2 Internship Information	12
1.2.1 Internship Company's Information	12
1.2.2 Internship Company Supervisor's Information	12
1.2.3 Job Scope	12
1.3 Internship Outcomes:	13
1.3.1 Student's contribution to the company	13
1.3.2 Benefits to the student	13
1.3.3 Problems/Difficulties faced during the internship	14
1.3.4 Recommendations to the company on future internships	14
Chapter 2: Organization Part	16
2.1 Introduction	16
2.2 Overview of the Company	18
2.2.1 Company Profile	18

2.2.2 Vision of Navana Group	20
2.2.3 Mission of Navana Group	20
2.2.4 Values and Guiding Principle of Navana Group	20
2.2.5 Profile of Navana Group	21
2.2.6 List of Navana Group	22
2.2.7 Product & Services of Navana Group	23
2.2.8 Corporate Information of Navana Group	32
2.3 Management Practices	38
2.3.1 HR Teams in Navana Group	38
2.3.2 Implication of Strategic Human Resource Management	39
2.3.3 Recruitment and selection process	40
2.3.4 Bonus and benefits	41
2.3.5 Leave management	42
2.3.6 Training & learning methods in Navana Group	43
2.3.7 Recent Challenges faced by Navana Group	45
2.3.8 Possible Career Paths in the HRD of Navana Group	45
2.4 Marketing Practices	46
2.5 Financial Performance and Accounting Practices	47
2.5.1 Financial Performance Analysis	47
2.5.2 Capital Structure	48
2.5.3 Shareholding position of Navana Group	49
2.5.4 Analyzing Liquidity Ratio	49
2.5.5 Analyzing Activity Ratio	53
2.5.6 Analyzing Debt Ratio	55
2.5.7 Analyzing Profitability Ratio	57
2.6 Operations Management and Information System Practices	64

2.7 Industry and Competitive Analysis	65
2.8 Summary and Conclusions	67
2.9 Recommendations/Implications	68
Chapter 3: Project Part	70
3.1 Introduction	71
3.1.1 Background	71
3.1.2 Literature Review	71
3.1.3 Objectives	75
3.1.4 Significance	76
3.2 Methodology	76
3.3 Findings and Analysis	77
3.3.1 Findings	77
3.3.2 Analysis	78
3.4 Summary and Conclusions	88
3.5 Recommendations/Implications	89
References	90

List of Tables

Table: 2.2.1	Corporate Information of Navana Limited (Toyota Vehicle)	32
Table: 2.2.2	Corporate Information of Navana Limited After Sales	33
Table: 2.2.3	Corporate Information of Navana Limited (Hino Commercial Vehicle)	33
Table: 2.2.4	Corporate Information of Navana Limited (Industrial Equipment)	34
Table: 2.2.5	Corporate Information of Navana Limited (Hino Commercial Vehicle Service Center)	34
Table: 2.2.6	Corporate Information of Aftab Automobiles Limited (Assembly Unit)	35
Table: 2.2.7	Corporate Information of Aftab Automobiles Limited (Bus & Body Fabrication Unit)	35
Table: 2.2.8	Corporate Information of Navana Interlinks Limited (Generator Unit)	36
Table: 2.2.9	Corporate Information of Navana Interlinks Limited (Building Solution Unit)	37
Table: 2.2.10	Corporate Information of Navana Real Estate Limited	37
Table: 2.2.11	Corporate Information of Navana Constructions Limited	38
Table: 2.2.12	Corporate Information of Navana CNG Limited	38
Table: 2.5.1	Shareholding Position	49
Table: 2.5.2	Annual Report of Navana Group	50
Table: 2.5.3	Annual Report of Navana Group	51
Table: 2.5.4	Annual Report of Navana Group	52
Table: 2.5.5	Annual Report of Navana Group	53

Table: 2.5.6 Annual Report of Navana Group 54

Table: 2.5.7 Annual Report of Navana Group 55

Table: 2.5.8 Annual Report of Navana Group 56

Table: 2.5.9 Annual Report of Navana Group 57

Table: 2.5.10 Annual Report of Navana Group 58

Table: 2.5.11 Annual Report of Navana Group 59

Table: 2.5.12 Annual Report of Navana Group 60

Table: 2.5.13 Annual Report of Navana Group 61

Table: 2.5.14 Annual Report of Navana Group 62

Table: 2.5.15 Annual Report of Navana Group 63

Table:3.3.1 List of Software used in Navana Group 88

List of Figures

Figure: 2.3.1	Career Path in HRD of Navana Group	46
Figure: 2.5.1	Company Value	49
Figure: 2.5.2	Graphical Representation of Annual Report	50
Figure: 2.5.3	Graphical Representation of Annual Report	51
Figure: 2.5.4	Graphical Representation of Annual Report	52
Figure: 2.5.5	Graphical Representation of Annual Report	53
Figure: 2.5.6	Graphical Representation of Annual Report	54
Figure: 2.5.7	Graphical Representation of Annual Report	55
Figure: 2.5.8	Graphical Representation of Annual Report	56
Figure: 2.5.9	Graphical Representation of Annual Report	57
Figure: 2.5.10	Graphical Representation of Annual Report	58
Figure: 2.5.11	Graphical Representation of Annual Report	59
Figure: 2.5.12	Graphical Representation of Annual Report	60
Figure: 2.5.13	Graphical Representation of Annual Report	61
Figure: 2.5.14	Graphical Representation of Annual Report	62
Figure: 2.5.15	Graphical Representation of Annual Report	63
Figure: 2.6.1	HRIS Model	64
Figure: 3.1.1	Talent Management	73
Figure: 3.3.1	Business Card	86
Figure: 3.3.2	Graphical presentation of most followed HR system	87

Chapter 1:

Overview of Internship

1.1 Student Information

Name: Nashma Sultana

ID: 17104205

Program: BRAC Business School

Major/Specialization: Human Resources Management, Finance

1.2 Internship Information

1.2.1 Internship Company's Information

Period: Three months, from 13th February 2022 to 12th May 2022

Company Name: Navana Group

Department/Division: Human Resources Department (Rewards Team)

Address: Navana Toyota 3S Center, 205-207 Tejgaon, I/A Bir Uttam Mir Shawkat Sarak,
Dhaka 1208

1.2.2 Internship Company Supervisor's Information

Name: Mahin Ibne Moyeen

Position: Executive, Rewards Team, Human Resources Department, Navana Group

1.2.3 Job Scope

Job Description: At Navana Group, I joined as an Intern in their Rewards Team of the Human Resources Department. There I have worked under many supervisors. Firstly the Head of Rewards - Mrs. Farjana Quader Maam has guided me to work on a newly launched digital HR software - MiHCM.

Besides, I have also worked under the Senior Assistant Manager of the HR Rewards Team at Navana Group - Mohammad Sazzat Hossain Sir. Mostly, I have worked under my assigned supervisor who is an Executive of the HR Rewards Team at Navana Group - Mr. Mahin Ibne Moyeen. He has guided me regularly. I have to report to him directly for everything and also assist him in daily tasks.

Duties & Responsibilities:

- ❖ Update employees' profiles in the software.
- ❖ Collect employees' personal information over the phone or by distributing forms to them to update their profiles.
- ❖ Visit different companies under Navana Group.
- ❖ Contact candidates to hire.
- ❖ Do other software-related tasks to give employees promotions, manage their attendance, and so on.
- ❖ Create the organizational structure of the companies under Navana Group.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

As an Intern, my daily task is to assist my supervisors in their daily activities. I have worked there in the Rewards Team of the Human Resources Department. The HR Department has recently launched a digital software - MiHCM. At first, the Head of Rewards - Mrs. Farjana Quader Ma'am guided me to create the organizational structure for Navana CNG Limited, Navana LPG Limited, Navana Foods Limited, and so on, in the software. Then under the guidance of the Senior Assistant Manager of the HR Rewards Team at Navana Group, I have learned to create profiles of the employees in the software. Also, make appointment letters and contact suitable candidates to hire in the company. My assigned supervisor - Mr. Mahin Ibne Moyeen - an

executive of the HR Rewards Team of Navana Group, has taught me basic tasks and helped to understand the rules of the company. I have done many software-related tasks, like- creating profiles of the employees, regularly updating the profiles, managing their attendance, uploading their necessary documents, and so on.

1.3.2 Benefits to the student

Joining as an intern at Navana Group provided me with invaluable knowledge. They gave me a monthly internship allowance of 7000 BDT. I learned all there is to know regarding working in a corporation. I additionally learned that in a company, various sorts of divisions must perform correctly at the comparable moment in a better-coordinated way in order to accomplish targets. In particular, I learned about the corporate atmosphere, the value of punctuality, and professionalism.

1.3.3 Problems/Difficulties faced during the internship

Although I have positive sides, I have faced a few difficulties at my working place. First of all, there is no food facility and travel allowance for interns. Then they also do not provide any mobile allowance. As a result, we interns have to contact any of the office employees using our own mobile bill. At the time of filling out my evaluation form, I have to wait so many days as they are always busy and thus have no time to fill out the form. I have to convince one of my supervisors to fill out the form at the very last moment. They are also very confidential in keeping the information of the company. That is why while doing the internship report I got very little help from them. Also at the time of visiting any place for office purposes, sometimes they did not provide interns any travel allowance or travel facility.

1.3.4 Recommendations to the company on future internships

I highly recommend the aforementioned for a later internship opportunity at Navana Group:

- Instead of transferring the intern from one location to another, assign him or her a specific workstation and seating arrangement.
- Interns can be assigned to different offices. At this time they should provide a travel facility for interns.
- The intern's remuneration should be raised slightly.
- The interns should be provided with travel and mobile allowance to work more efficiently.

Chapter 2:

Organization Part

2.1 Introduction

Humans have become an integral aspect of organizations, and the value of a productive workforce is growing over time. That is why the workforce is referred to as human resources, and human resource management is essential to their successful and efficient administration. Employees are considered human "assets" by HRM and adopting suitable laws, regulations, policies, and programs is viewed as an investment in these assets in order to improve their potential inside the firm and in the industry. HRM assists employees in acquiring the skills they need to successfully accomplish everyday operations and tasks. HRM has also caused managers to think differently and reconsider their working processes to comply with employee policies, requiring human resource departments to take steps to facilitate employees in their working conditions better and take steps required to make them even better, resulting in proper human resources. When we look at the graph of local companies in Bangladesh, we can see that the practice of treating humans or their workforce as an asset or resource was not common even a few years ago, and many local businesses are still trying to figure out how to effectively practice human resource management in their businesses whereas many companies are taking initiatives to convert their traditional method of HRM into E-HRM by using advanced technologies in achieving competitive advantage. For example, the "Navana Group " is intended to develop an E-HRM system by using a variety of new software. They were previously using ERP, but now they want to convert the entire system to an EHRM system, so they are gradually developing a new software called MIHCM.

Since the organization realized the importance of HR, the responsibilities of the HR manager have gradually expanded and grown more strategies. Globalization brought the entire world together in a global village. The concept of the global village resulted in the exchange of cultures across the globe as a single country, with one country producing the components, another country assembling the products, a third country marketing the product, a fourth country providing financing, a fifth country providing insurance, and so on. As a result, multinational corporations hire people from all over the world and manage people with diverse cultures and skills. The difficulties that HR Managers are confronted with nowadays range from micro concerns involving a single employee to macro issues involving a global workforce and virtual teams. HR managers must provide immediate solutions to these problems and tactics. There will be even more movement of people as firms put up headquarters, service delivery centers, and

manufacturing hubs around the world, which will be the major difficulty moving forward. HR professionals must also deal with the issue of managing a diverse staff. This necessitates cross-cultural training. Some of the difficulties have been brought up by the researcher.

While the global COVID-19 pandemic led sectors to fear and evolve in 2020, 2021 was the year of restoring equilibrium with smart plans while dealing with the consequences. Companies were constantly thinking, deprogramming, and planning for the future, from aiding staff in tough situations to adhering to vaccination schedules and adapting to pace with the fast virus strains. Understanding these periodic adjustments is critical for any industry to stay up with the rapid changes that are occurring, particularly in light of the pandemic. Companies need to give their future goals a new direction, some may need to find more opportunities and HRM can help them to find and grab them.

2.2 Overview of the Company

2.2.1 Company Profile

Following the death of its Chairman, Mr. Jahurul Islam, the NAVANA GROUP, led by Mr. Shafiul Islam Kamal, became a separate physical entity from the Islam Group, which was then Bangladesh's largest corporate conglomerate. The NAVANA GROUP, comprising several companies, has now formed itself in the Bangladeshi corporate domain by expanding its operations into sectors such as goods and operation branding, building design and real estate, global exchanging, wholesale business, and the manufacturing of numerous products. NAVANA LIMITED, the flagship firm of the NAVANA GROUP (formerly known as the Islam Group), was founded in 1964 by the then-president of the NAVANA GROUP (previously known as the Islam Group). Mr. Jahurul Islam, the group's founder, made an auspicious start in the industry when he signed an exclusive distributorship arrangement with TOYOTA of Japan to market Toyota cars in East Pakistan at the time. It was a tremendous honor for our then-Chairman, Mr. Jahurul Islam, and Vice-Chairman, Mr. Shafiul Islam. Islam Kamal (currently Chairman of NAVANA GROUP) is a well-known figure in the business world. In the country's business arena, he is a pioneer. Because of the active leadership of a significant figure in the organization, Toyota Corona dubbed the "Miracle Car," acquired

80 percent of the market in just five years. Percentage of 1300-1500 cc Volkswagen, Opel, Hillman, Austin, Morris, and other automobiles. This was a fantastic marketing triumph by NAVANA, and Toyota is still reaping the benefits of Toyota Cars' resale value has reached the highest level in Bangladesh compared to other nations because of NAVANA's pragmatic marketing techniques and massive efforts, which has emerged as a major factor influencing customers' buying decisions in favor of Toyota.

The market thereafter, and even now, associates the name Toyota with dependability, durability, and quality. Afterward that year, the Group negotiated a unique wholesale distribution contract with HINO Motors of Japan, and the HINO brand has obtained a substantial market proportion in our massive travel industry, and HINO is today an icon of privilege, cheers to the evolving management of the Group's Chairman and a crew of knowledgeable branding specialists. In terms of marketing, the company has had enormous success in promoting the world-famous Goodyear brand in the automobile tire industry. Goodyear Tyre has gained a large amount of market share and is now the industry leader in the commercial type area. This was accomplished by the Group's strong reputation, marketing techniques, and diligence.

The Group established Aftab Automobiles Ltd. in August 1981 to produce Toyota and Hino automobiles for the Bangladesh market. Aftab Automobiles Ltd. is Bangladesh's largest private automotive assembly company. In 1987, Aftab Automobiles Ltd. was listed on the Dhaka Stock Exchange. Aftab Automobiles Ltd. began its Body Fabricating Unit, Paint Manufacturing Unit, and Battery Unit as a consequence of a significant BMRE initiative in 1998. Mr. Shafiul Islam Kamal, who had been in charge of the Islam Group's Building Projects Segment and Real Estate Subsidiary at the time, established the "Navana Construction Ltd. and Navana Real Estate Ltd.," an innovative building project and real estate emerging system that is now one of Bangladesh's renowned infrastructure and real estate evolving companies. On the trading front, the Group established Bipon on Limited in 1996 as an independent commercial entity. This company started in the highly profitable healthcare and pharmaceutical supply market. Within a year of its inception, it was given one of the largest single tenders under the Ministry of Family and Welfare, for US\$ 5.0 million, for the delivery and installation of medical equipment using EC funds. In 1998, the group added another company to its network, Navana Interlinks Limited, in

recognition of the importance of aiding deserving projects. Navana Interlinks Limited has started investing in potential industries such as commercial transportation, telecoms, energy expansion, massive and lightweight manufacturing, foodstuffs, chemicals, and mass consumables distribution and marketing, as well as comprehensive initiatives in these domains. And in a short period of time, the firm has selected a number of projects, some of which have progressed to a mature stage.

The group has launched a new company, Navana Computers & Technologies Ltd, in the highly promising IT sector. It has developed a reputation and client satisfaction in the IT business in a short period of time. Hewlett Packard has already designated it as a reseller. In 1999, it began manufacturing the NAVANA brand AVR, and in May 2000, it began manufacturing the IPS and UPS systems, based on market demand. This company's recent triumph is the signing of a distributorship agreement with GATEWAY INC. in the United States for the promotion of its whole product line in the IT industry.

2.2.2 Vision of Navana Group

To attain excellence across their businesses with talented people and commitment to the planet.

2.2.3 Mission of Navana Group

Their goal, purpose, ethics, and leading concepts are all described in The Navana Way. It creates a shared sense of everything they trust in, where they strive to be, and the way they operate as a company.

- Being in the leading 1% in the marketplace and becoming the user's first option.
- To assure that after two years, every SBUs are successful before taxes and charges.
- Within two years, to be completely database.
- For the next five years, we want to treble our sustainable revenue expansion across each of our SBUs.
- To develop employment of preference in 5 years by creating the best engaging workplace atmosphere having the appropriate employees in the relevant roles.

2.2.4 Values and Guiding Principle of Navana Group

Values: Their values represent who they are, and how they function, develop, and maintain themselves.

Morality	Regardless in the face of adversity, they stick to their goals and get the job done the correct manner. They follow the rules of the country and are responsible for it. They follow strong moral principles in their company.
Dedication	They keep their promise to provide good customer service. They additionally go more and far to provide the security they offer to their customers.
Integrity	They appreciate their customers' faith in them. Their ideas and acts exhibit honesty.
Management	They accept responsibility and seek out new opportunities in order to build a long-term company.
Technology:	They recognize the importance of varied viewpoints in helping companies develop innovative ideas. They value anticipation in terms of commercial preparedness.
Compassion:	Their biggest resource is their customers. This is feasible because they have reciprocal regard and compassion for one another, as well as for the larger objectives which they embrace alongside their customers.
Team building:	They use interaction to achieve a common goal which furthers their mission. They consider collaborating to be essential to overall achievement.

Guiding Principles: Their guiding principles are the core behaviors that help them enable their values and achieve their mission and vision.

- ❖ Live the Navana Way.
- ❖ Value Diversity and Inclusion.
- ❖ Win with Merit.
- ❖ Challenges the Status Quo.
- ❖ Lead by Examples.

2.2.5 Profile of Navana Group

Some of the Top Management profiles are given below:

Name	Designation
Mr. Shafiul Islam	Chairman
Sajedul Islam Shoubro	Vice Chairman
Mr. Shafiul Islam	Managing Director
Mrs. Khaleda Islam	Director
Mr. Sajedul Islam	Director
Ms. Farhana Islam	Director
Mr. Md. Kausar Alam, FCMA	Independent Director
Dr. Melita Mehjabeen	Independent Director
Mr. Mohammad Jaman Khan, FCS	Company Secretary
Sharmin Hossain	Chief Financial Officer
Mr. Abdur Razzak (HIAC)	Head of Internal and Compliance
Mr. Mohammad Jaman Khan, FCS	Company Secretary



2.2.6 List of Navana Group

The companies of Navana Group are listed below:

- Aftab Automobiles Limited.
- Navana Batteries Limited.
- Navana CNG Limited.
- Navana Construction Limited.
- Navana Distributions Limited.
- Navana Electronics Limited.
- Navana Engineering Limited.
- Navana Foods Limited.
- Navana Furniture Limited.
- Navana Interlinks Limited.
- Navana Limited.
- Navana Logistics Limited.
- Navana LPG Limited.
- Navana Petroleum Limited.
- Navana Real Estate Limited.
- Navana Textiles Limited.
- Navana Welding Electrode Limited.



2.2.7 Product & Services of Navana Group

Navana covers 12 types of industries and they provide almost 17 types of products and services. I will try to give a brief explanation of all types of products and services they provide through my research. The description of all the products and services are given below:

❖ Navana Limited (Toyota Vehicles)

On April 20, 1964, Navana Limited started a business. This was the beginning of her lengthy relationship with Toyota Motor Company. Until 1964, European and American brands including Volkswagen, General Motors, and Ford



controlled the Bangladeshi vehicle industry (then East Pakistan). Following the introduction of the Toyota Corona in 1964, European and American automobiles started to decline in economic share. The Japanese automobile age began in this marketplace as a result of this. The marketplace gradually switched far from European and American cars, and Japanese cars, led by Toyota, gained the ruling power. Navana Limited was a subsidiary of the Islam Group till 1996. Navana had a reputation for delivering elevated products and services throughout this period. Navana Limited split from the Islam Group around 1996, establishing the Navana Group's foundation and trademark. Navana Limited currently serves a more affluent audience, having a dedication to excellence and a priority on consumer satisfaction. Navana Limited's customers include international and governmental companies, Charities, foreign embassies, and social leaders. Navana Limited would remain to endeavor to be the top choice amongst clients for Automobile Goods and services.

❖ Toyota After-Sales Service

In Bangladesh, Navana is the only authorized Toyota Genuine Spare Parts Distributor. They provide high-quality, hassle-free service and the greatest solution for their customers' automobiles." Genuine Toyota parts that are made to fit exactly. Genuine Toyota parts are covered by a 6-month warranty. Genuine Toyota parts that satisfy Toyota's high standards for quality and dependability. Toyota prioritizes the



safety and satisfaction of its consumers, thus it's safe to say Toyota Genuine Parts are indispensable.

❖ Navana Foods Limited

Gloria Jeans Coffees is committed to giving customers the greatest available coffee service. This is why they handpick the highest-quality Arabica beans from all over the universe, bake them delicately in their state-of-the-art grinding equipment in Sydney, and afterward create every beverage in-store to provide the savory and delicious Coffees Gloria Jean's Coffees is famous for. Lattes, cappuccinos, ice-infused chillers, fruit smoothies, unique teas, and a multitude of solitary origins, blends, estate, and seasoned whole beans are among the warm and chilled refreshments available. Enjoy one of their signature drinks, as well as their morning or lunchtime menus, desserts, pies, and sweets.



❖ La Tarte

La Tarte is a modern manifestation of everything that a creative bakery stands for when it comes to pastries and other baked goods. At La Tarte, they make their products with the utmost enthusiasm and the finest ingredients, so that every item c, can make their loved ones smile. When they celebrate, they merely celebrate the motion.



❖ Navana Real Estate Limited

NREL (Navana Real Estate Limited) has a lengthy and distinguished past. It tells the story of a period of innovation, intellect, and unyielding tenacity that spanned one and a half years. Since its foundation in 1996 by its Chairman, Mr. Shafiul Islam, NREL has established its value as a prominent Navana Group firm. Navana Group is a leader in today's various business operations, including construction to energies, production to trading. NREL, a



sister company of the Navana Group, is currently recognized as one of the country's leading real estate firms, holding a "Special Trademark" designation. NREL is striving tirelessly to satisfy the ever-wanting and anticipation of the state's potential customers, focusing on great cognitive and scientific skills and ongoing creativity to realize its objective of being "Special." NREL has already proven successful in accomplishing the goals of surrounding people beneath the title "Navana." The NREL has the most expertise with structural modification in construction improvement.

❖ **Aftab Automobile Limited**

Navana Limited, the group's flagship firm, was created and incorporated in March 1964. Hino Motors, Ltd. has given Navana Limited the sole distributorship. The year was 1982. Hino's quality and navana's well-deserved reputation have made it the customer's first option. Hino has been the "number one" Japanese brand commercial vehicle since the late 1990s, thanks to the superb leadership of Mr. Shafiul Islam Kamal, chairman, and managing director.



❖ **Navana Interlinks Limited**

Featuring entire lines of Industrial Generators, Home Standby Generators, and other power solutions, Navana Interlinks Ltd. (Generator Unit) can meet all of your power needs. Main Lines of Businesses are:

- Diesel Generators
- Gas Generators
- Transfer Switch
- Paralleling Switchgear
- Rental
- Power Plant



Navana Interlinks Ltd. (Generator Unit) is one of NAVANA's most powerful divisions, which began its operations with generator power solutions. Navana Interlink Ltd. (Generator Unit) has teamed up with KOHLER of the United States of

America to produce generators ranging from 16 to 33,000 kVA. Since its beginning in 2006, Navana Interlinks Ltd. (Generator Unit) has sold both diesel and gas generators and has installed over 1500 units of both diesel and gas generators.

❖ **Navana CNG Limited**

CNG refueling Station, Import of CNG Kits, Cylinders, and all associated equipment and parts related to CNG, CNG Conversion Workshop, Cylinder retesting.



❖ **Navana Batteries Limited**

From 2002, Navana Batteries Limited, a subsidiary of Bangladesh's Navana Group, has been in operation. Navana Batteries is committed to the development of customized, long-lasting, elevated batteries to satisfy the requirements of clients across all sorts of backgrounds. The company is establishing a reputation that fulfills customers and helps successfully both workforce and regional development with continuous product creation and outstanding standard assurance procedures.



❖ **Navana Industrial Equipment**

Navana Limited is the only dealer of Toyota Product Processing Machinery in Bangladesh. They've been providing commercial machinery to Bangladesh for generations. Navana has established a mission to supply the growing industry with materials processing technology in our region using Toyota's global goods. For more than a year, Toyota Materials Processing Machinery has been rated first in terms of endurance, lifetime, dependability, and financial worth. Toyota Forklifts (IC Engine & Electric) and Reach Trucks (Electric) featuring extensions, for example, are supported by the aforementioned:



- Providing TOYOTA-approved during maintenance.
- The Guarantee of TOYOTA Manufacturing Company.
- Authentic Toyota Spare Parts.
- Commercial and Maintenance Engineers with TOYOTA training.

❖ **Navana Construction Limited**

Mr. Shafiul Islam Kamal, who was earlier affiliated with Islam Group, the state's innovator in the building industry, as Vice Chairman and performed an essential and crucial position in the building ventures of Bengal Development Corporation, formed and reeliners Navana Construction Ltd. (NCL), a popular construction company in the workforce, machinery, and funding. All through his time with the Islam Group, Mr. Shafiul Islam Kamal effectively handled, monitored, and accomplished initiatives in the region and oversea, including roadways and expressways, earthworks, spots and facilities initiatives, low- and high-rise housing facilities, infomercial houses, manufacturing corporeal systems, organizational houses with challenges, including University Campuses, Healthcare Facilities, and Financial institutions, as well as airside and rail transport works. On the employment of Navana Construction Limited (NCL) are professionally qualified and competent engineers from a variety of fields, as well as proficient university graduates, specialists, and professional workers. The company includes loaders, shovels, tankers, vehicles, cement mixing tractors, compounding facilities, inspection vans, pick-up units, and laboratory machinery to finish building works of any scale and intricacy. By effectively executing substantial construction services for the Government of Bangladesh's Public Works Department, Roadways and Highways Department, Military Engineering Services, and Local Government Engineering Division, the company's engineers and workers have garnered great experience.



❖ Navana Building Product Limited

One of the Navana Group's sister companies, Navana Building Products Limited, provides computer-generated, elevated material for a range of constructions in Dipanagar, Gabtoli, and Dhaka. The overall surface space of the construction is about 136,800 square feet, including 108,000 square feet allocated to concrete production, material storing, electrification, technical amenities, research, administrative space, and housing. Two processing units would be built on the leftover 28,800 square feet of ground. The NBPL has built a concrete station that is completely outfitted. The NBPL facility tests different concrete types, comprising coarse and fine aggregate, as well as cement. Every cylinder and cube from the transit mixer are withdrawn for modifiability evaluation (7 and 28 days compression hardness). Cylinders and cubes are evaluated at either BRTD, BUET, or our laboratory. The accompanying concrete mixture techniques are used in our laboratories to verify that the concrete components are matched correctly.



- Mixing Formulation Technique of the American Concrete Institute (ACI-211.10-1991)
- The DOE (Department of Environment, United Kingdom) Concrete Mixing Composition Procedure, also described as the Road Note No. 4 Method.

❖ Navana Engineering Limited

Navana Engineering Ltd. (NEL) is one of Bangladesh's most modern industrial companies. NEL specializes in producing high-density polyethylene (HDPE), unplasticized polyvinyl chloride (uPVC), and polypropylene random (PPR) products that are custom-made to meet industry needs. NEL is equipped with cutting-edge machinery to manufacture a wide range of pipes and ducts that meet international requirements. Navana Engineering Ltd. (NEL) is strategically placed in Dhaka, allowing us to reach the length and width of Bangladesh in a short period. This provides their customers with the confidence of a consistent supply. Through the



products they offer and the exceptional service they deliver, they are committed to becoming a leader in innovation. NEL is a private limited corporation that was founded in 2010. Their previous factory was in Gabtoli, Dhaka. They opened our Kaligonj facility this year to suit the current market demand for their plastic products, and its production capacity is nearly quadruple that of existing lines. Their principal goal with the help of their new facility is to sell their items throughout Asia. Their factory is split into three sections: uPVC, HDPE, and PPR. In the local and internal markets, Navana Engineering Ltd. (NEL) has the best clientele. They have a track record of 100% client retention throughout their existence, which gives us the confidence to continue to develop and improve their services. They successfully launched Navana water pumps into the local market this year, and before the end of the year, they will launch Navana kitchen stoves and sinks. Initial client feedback has been very positive, leading us to assume that within the next year, they will be market leaders in kitchen stoves and sinks, as well as current plastic products. They've also expanded our plastic household product ranges this year, releasing more than seventy new items.

❖ **Navana Welding Electrode Limited**

Navana Welding Electrode Ltd. was founded in 2011 as a subsidiary of Navana CNG Limited, which is part of the renowned Navana Group. The company has a plant with an approximate area of 72000 square feet and 130 people that manufactures markets and sells high-quality welding



electrodes under the Navana Welding Electrode brand name for both local and international markets. The corporation's objective is to "be identified as the nation's guiding welding electrode corporation for its inventive merchandise connection, prompt distribution, and finest top-notch client facility at a marketable cost," and its view is to "surpass client anticipations by supplying full welding alternatives and to be the greatest in our client's eyes," with the tagline "bonding metal with concepts."

❖ Navana LPG Limited

Liquefied Petroleum Gas (LPG) is created when propane and butane are combined. LPG is a versatile, dependable, accessible, ecologically acceptable, and premium power source that may be used for a variety of applications. It is appropriate for a variety of business, social, and home uses. The Navana Group owns and controls Navana LPG entirely. Navana LPG seeks to offer a cutting-edge ecosystem to meet the nation's expanding demand for LPG.



The following are the main properties of Navana LPG:

- Upcoming Importing Transit and Filtration Unit.
- The maximum storage capacity in a single location.
- A fully automated cylinder manufacturing factory.
- For further security, use earthen storage units.

❖ Navana Logistics Limited

Navana Logistics Ltd was founded in 2007 and has been offering logistics and freight management solutions to importers and exporters throughout the world with tremendous success since then. The company is led by a creative and committed team of specialists with considerable worldwide and local experience in the freight forwarding and supply chain management industries. With expertise in a variety of modalities of freight forwarding and supply chain management solutions, our skilled operations teams are dedicated to providing high-quality, innovative services. Through its international agency network, the company offers a full range of global services to customers all over the world, including solving complex logistical problems, providing timely responses, and delivering goods and information to international and domestic customers in the most cost-effective and efficient manner.



❖ Navana Furniture Limited

Navana Furniture Ltd. is one of Bangladesh's top furniture producers. We began our journey on May 29, 2002 (as per BOI registration), and have had a very good sail so far. Since its inception, Navana Furniture Ltd. has prioritized customer needs and happiness. Furniture plays an important function in today's age of lifestyle products.



2.2.8 Corporate Information of Navana Group

Navana owned 22 enterprises beneath its umbrella, although just 19 of them may survive in this difficult corporate environment. I shall make every effort to provide all pertinent data on the operating enterprises or companies. The following is the Navana Group 's company data:

❖ Navana Limited

There are five companies under Navana Limited in total.


Company	Navana Limited (Toyota Vehicle)
Years of Establishment	1964
Brand Logo	
Business Type	Automobile
Number of Employees	100
Product & Services	Toyota Brand New Vehicles

Table: 2.2.1 Corporate Information of Navana Limited (Toyota Vehicle)



Company	Navana Limited After Sales
Years of Establishment	1964
Brand Logo	 
Business Type	Automobiles
Number of Employee	276
Product & Services	<ul style="list-style-type: none"> • Oil & Filter Change • Factory Recommended Scheduled Maintenance • Computerized Wheel Alignment & Tires • Brakes, Power Steering • Shocks & Struts • AC, Electrical & Battery • Engine Overhauling & Replacement • Transmission Overhauling and Replacement. • CVT Fluid Change & Calibration • Computerized Engine Analysis • Hybrid Engine Analysis • Body & Paint Work • Towing • Smart Key Registration • Car Wash & Vacuum

Table: 2.2.2 Corporate Information of Navana Limited After Sales


Company	Navana Limited (Hino Commercial Vehicle)
Years of Establishment	1964
Brand Logo	
Business Type	Sole distributor of Hino Motors Limited, Japan
Number of Employee	20
Product & Services	Hino brand commercial vehicles (most popular brand ak1j series bus, rm2 luxury bus & Hino truck)

Table: 2.2.3 Corporate Information of Navana Limited (Hino Commercial Vehicle)


Company	Navana Limited (Industrial Equipment)
Years of Establishment	Year of Introducing Business - 1984 Year of Formal Distributorship – 2014
Brand Logo	
Business Type	Automobiles
Number of Employee	14
Product & Services	All Toyota genuine spare parts for Brand New and Reconditioned vehicles.

Table: 2.2.4 Corporate Information of Navana Limited (Industrial Equipment)


Company	Navana Limited (Hino Commercial Vehicle Service Center)
Years of Establishment	1988
Brand Logo	
Business Type	Commercial Vehicle Service Center
Number of Employee	34 nos
Product & Services	Hino brand commercial vehicles (most popular brand ak1j series bus, rm2 luxury bus & Hino truck)

Table: 2.2.5 Corporate Information of Navana Limited (Hino Commercial Vehicle Service Center)

❖ **Aftab Automobiles Limited**


Company	Aftab Automobiles Limited (Assembly Unit)
Years of Establishment	1982
Brand Logo	
Business Type	Assembling cum Progressive, manufacturing
Number of Employee	Permanent- 20 Officer- 40
Product & Services	Toyota & Hino

Table: 2.2.6 Corporate Information of Aftab Automobiles Limited (Assembly Unit)


Company	Aftab Automobiles Limited (Bus & Body Fabrication Unit)
Years of Establishment	1997
Brand Logo	
Business Type	Fabrication
Number of Employee	20
Product & Services	Luxury Bus body Hino

Table: 2.2.7 Corporate Information of Aftab Automobiles Limited (Bus & Body Fabrication Unit)

❖ **Navana Interlinks Limited**

There are two companies under the Navana Interlinks Limited.


Company	Navana Interlinks Limited (Generator Unit)
Years of Establishment	1998
Brand Logo	
Business Type	Importer
Number of Employee	45

Table: 2.2.8 Corporate Information of Navana Interlinks Limited (Generator Unit)

Company	Navana Interlinks Limited (Building Solution Unit)
Years of Establishment	1998
Business Type	General Trading
Number of Employee	42
Product & Services	<p>Special Security X-Ray Screening Equipment (<i>Sole Distributor of Rapiscan System-USA</i>)</p> <ul style="list-style-type: none"> • X-ray Baggage Scanners • Parcel Scanners • Explosive Detectors • Body Scanner & People Screening Systems • Walk Through Scanner & Hand-Held Metal Detectors <p>Intelligent Surveillance & CCTV system (<i>Authorized Distributor of CAMPRO, Taiwan</i>)</p> <ul style="list-style-type: none"> • Surveillance and Monitoring with CCTV • Under Vehicle Surveillance System (UVSS) <p>Fire detection systems (<i>Authorized Distributor/Partnership of TYCO (Simplex & Fire Class) EBSRAY (Australia)</i>)</p> <ul style="list-style-type: none"> • Fire Detection and Alarm Systems • Fire Protection Systems • Automatic Sprinkler Systems & Fire Hydrant Systems • Automatic Gas Fire Suppression Systems <p>Access Control System (<i>ZKSoftware China</i>)</p> <ul style="list-style-type: none"> • Access Control and Time Attendance Systems • Perimeter Protection & Intruder Alarm Systems

	<ul style="list-style-type: none"> • Car Parking Management Systems • Guard Barrier systems
--	---

Table: 2.2.9 Corporate Information of Navana Interlinks Limited (Building Solution Unit)

❖ **Navana Real Estate Limited**



Company	Navana Real Estate Limited
Years of Establishment	1996
Brand Logo	
Business Type	Real Estate Company
Number of Employee	Management - 315 Non-Management (Regular) - 90 Non-Management (Temporary) – 115
Product & Services	Apartment, commercial space and land sales

Table: 2.2.10 Corporate Information of Navana Real Estate Limited

❖ **Navana Constructions Limited**

Company	Navana Constructions Limited
Years of Establishment	1996
Brand Logo	
Business Type	Construction Base Company
Number of Employee	Management - 355 Non-Management (Regular) - 31 Non-Management (Temporary) - 625 Non-Management (Casual) – 84
Product & Services	Projects related to roads and highways, embankments, sites and services projects, low & high rise apartment complex, commercial buildings, physical infrastructures of industrial concerns, institutional buildings with complexities, like University Campus, Hospitals, Banks etc. and also works of Airports, Railways in the country

	and abroad during last 35 years.
--	----------------------------------

Table: 2.2.11 Corporate Information of Navana Constructions Limited

❖ **Navana CNG Limited**


Company	Navana CNG Limited
Years of Establishment	2004
Brand Logo	
Business Type	CNG refueling Station, Import of CNG Kits, Cylinders and all associated equipment and parts related to CNG, CNG Conversion Workshop, Cylinder retesting
Number of Employee	900
Product & Services	CNG refueling Station, CNG Conversion Workshop, Cylinder retesting facility, Station Maintenance.

Table: 2.2.12 Corporate Information of Navana CNG Limited

2.3 Management Practices

The best attribute of the Navana Group is its ability to go beyond and continuously realize adjustments for the progress and attainment of the organization's goal. The shifting global market competition has produced new problems for both organizations and individuals in the globalization period. Firms must develop and keep qualified and talented people resources in order to sustain or create competitiveness. A relationship between human resource management techniques and corporate performance has been demonstrated in numerous earlier empirical investigations. In today's quickly changing business climate, these connections help organizations succeed. As a result, human resource management takes on a more strategic and proactive role in creating more dynamic workplace settings. After the Navana group's labor needs have been investigated and forecasted, it's time to start the process of expanding its workforce and upgrading its current personnel in order to position the company for future growth.

2.3.1 HR Teams in Navana Group

The Human resources department has been separated into three divisions or sections, each with its own set of employees to assist and handle human resources. The following is a list of Navana's HR departments:

1. **Reward team:** They are responsible for creating, administering, and assessing a company's incentive program. Compensation and incentives, as well as any medical or babysitting programs, annuities, stock options, company vehicles, and additional perks, are all considered.
2. **HRBP (Human Resource Business Partners):** HRBPs are responsible for combining company goals alongside workers and leadership in particular company divisions. The role entails forming cross-HR collaborations to give valuation services to planning and employees that reflects the company's commercial goals. The HRBP keeps a high level of commercial fluency in the company department's economic situation, strategic objectives, environment, and competitiveness.
3. **IR (Industrial Relations):** Whenever it relates to worker interactions, an HR division has two primary responsibilities. Firstly, HR helps avoid and resolve disputes or disagreements involving workers and managerial staff. Secondly, they assist in the formulation and implementation of equal and comprehensive standards for every worker.

2.3.2 Implication of Strategic Human Resource Management

Sustainable human resource management, as we all understand, is a model that links personnel managerial and training practices to lengthy business activities and objectives. It focuses on lengthy staffing issues in the framework of a company's goals and evolving working environments. After the Navana group's workforce needs have been investigated and forecasted, they also need to begin the process of expanding their workforce and upgrading their current staff in order to position their company for future growth. The Navana Group's HR strategy is implemented by accomplishing the following:

Begin with the recruiting phase: Throughout this phase, HR specialists begin looking for candidates who possess the capabilities specified during the strategic HR planning process.

Applicant evaluation: Meetings and additional selection processes are conducted throughout this time. They conduct inquiries in the interviews when hiring the individual, such as: What are their compensation requirements? The candidate's aptitude for the job would be determined through appropriate testing.

Applicant recruitment: Their company would give applicants employment if every necessary document has been submitted.

The technique of enrolling and understanding: Training is a key aspect in deciding if a fresh worker would remain within the company. To encourage staff turnover, a comprehensive induction and orientation process is essential. After Navana's employees have been adequately adjusted, keeping them engaged is a vital stage towards keeping them.

The Human Resources (HR) section of the Navana group is where training and development programs are held. Along with other HR functions, exercise and expansion have become equally crucial. Those were the days when training was seen as a waste of time, resources, and money. Marketing and sales, HR, production, finance, and other departments rely on drills to stay afloat these days. Physical activity, according to NAVANA, is a wonderful asset and a weapon against decreased output. As a result, for successful HRM operations, the group must have an effective exercise and growth system that allows staff services and expertise to be updated in accordance with the company's needs. Employees will be more motivated to meet organizational goals, resulting in higher job satisfaction.

2.3.3 Recruitment and selection process

Recruiting and screening is the procedure of determining the demand for a role, establishing the criteria of the function and the role bearer, marketing the opportunity, and choosing the finest applicant for the task. The difference between recruitment and choosing is critical. The practice of discovering prospective applicants and persuading them to register for an existing or upcoming employment is known as recruiting.

Selecting is the procedure of selecting persons from amongst the selected applicants and putting them in roles inside the company. Workers are essential to the survival of any business. Whenever someone is well enough for their job, the whole company gains from their exceptional productivity. Recruiting is used by businesses to locate the finest applicants for vacant roles.

Recruitment Process: The recruitment process occurs when they feel they need to hire new employees and is mostly done by the HR Reward team. They provide a requirement form where all the necessary information about the job profile is included. Then they shorten the CV of potential candidates and call them for interviews.

Selection Process: After taking the interview the selected candidates send to the reward team manager they negotiate with the candidate and reach a win-win situation and thus they do the approval process starting with the double monitoring, then appointed with the supportive document then they send to the HRBP team to do all the joining formalities of the selected employees.

2.3.4 Bonus and benefits

A job's compensation might go beyond income. Employers may provide monetary incentives to employees in the form of bonuses or pay all or part of an employee's personal or family requirements in the form of benefits. This type of compensation can be really valuable. Benefits alone could account for up to 36% of an employee's base salary or earnings. As bonuses and benefits are an important part of employment compensation Navana has to maintain an attractive bonus and benefits in their policy which will fascinate the potential candidates. The bonuses and benefits given by Navana group to their employees are given below:

- **Festival bonus:** Permanent employees receive two incentives per year. On Eid-UI-Fitr and Eid-UI-Adha, Muslim employees receive bonuses. employees of various religions Receive the bonus at their respective religious festivals. In Pohela Boishakh, Navana also provides a bonus. The amount is usually determined by the employee's base salary.
- **Profit bonus:** Navana also gives a profit bonus to their employees but not in every company, especially in Aftab Automobiles Limited and Navana CNG

Limited. Profit-sharing is a bonus that is based on a percentage of a company's profits over a specific time period, such as a year. The amount paid is determined by the present profitability of the company as well as the employee's compensation. Employees are given shares as part of a profit-sharing arrangement at publicly traded corporations.

- **Sales bonus:** In Navana only salespeople traditionally receive a commission or monetary reward for hitting their quota. Non-sales personnel often receive bonuses, whereas sales reps are compensated through a Sales Performance Incentive Fund. A selling reward is a financial incentive provided to a salesman who achieves or surpasses a set goal. Selling incentives can be stated as a proportion of a total turnover threshold - that is, a monetary sum paid once a selling person produces a specific quantity of income over a set length of time.
- **Welfare fund:** In Navana Batteries formed a fund by an employer from which benefits are given to employees in the event of illness or other defined events, and which is frequently established in response to union pressure and as a contractual requirement.
- **Transportation benefits:** Navana Group provides their permanent employees transportation facilities like- pick and drop.
- **Gratuity:** It is the last reward received by a worker upon retiring or departure. It was given to normal and stable workers who had served Navana for a minimum of five years. This gratuity fund is calculated using the previous month's basic wage multiplied by the number of years of service.
- **Mobile Allowance:** The employee will also be entitled to a mobile phone ceiling at employees' capacity as per company policy.

2.3.5 Leave management

1. **Annual/Earned leave:** A kind of vacation is obtained by laboring for the company. Any untaken vacation can be protected throughout your time away from the company. Workers will be allowed to take 20 days off every year. 10 days of unpaid informal leave every year, as per the corporation's rules.

2. **Medical leave:** Workers at Navana can typically receive 14 days of medical leave, inclusive of non-working holidays. Depending on the extent of the sickness, the duration can be prolonged.
3. **Maternity Leave:** As we all understand, this vacation is offered to female workers who have worked for the business for at least 6 months and are eligible for it. This is a paid leave that Navana grants to employees only once every two years.
4. **Special Leave:** This special leave is given to employees for any kind of unavoidable and unusual situation for instance- when someone died in the family of the employees who has a first-blood connection or when any employee wants to go to attend Hajj but it can give to the employee only once in the career.

2.3.6 Training & learning methods in Navana Group

Every organization should maintain or follow some specific training program according to their job needs. As Navana Group is a huge organization almost 19 to 22 companies run under this group and they have many businesses so they also need to provide employees some training while needed. They also follow a training calendar, where the details of some specific training programs and timetables are scheduled for department staff or employees. They prepare the training and learning techniques to utilize the vast majority of the organization in mainly three ways:

1. On-the-job training
 - Job Instruction Training (JIT)
 - Coaching
 - Job Rotation
2. Instructor-led learning
3. Departmental training or Knowledge-based training
 - Lectures

On-the-job Training (OJT)

The Navana Group used these strategies to place newly enrolled workers in real-work situations and increase their productivity. This training program includes apprenticeships, employment rotation, coaching, and distinctive tasks.

- **Job Instruction Training:** In this strategy, an instructor or manager advises a worker on how to perform his task. This teaching approach can be used to acquire or improve physical abilities as well as regular and repeated jobs. This form of teaching is mainly provided by Navana to non-management employees.
- **Coaching:** This is similar to JIT. The supervisor teaches or advises the incoming worker on the skills and knowledge required for the position. The supervisor lays out the incoming individual's errors and offers suggestions for improvement. In order to adequately advise the learner or fresh worker, the supervisor should have social competence and be ready to create a helpful connection with the learner.
- **Job Rotation:** Following this technique, a learner moves from one post to the next and from one departmental unit to another. This method of instruction is more effective at developing multi-skilling, operational versatility, providing delight from routine duties, and broadening the recruit's general perspectives.

Instructor-Led Learning

Instructor-led training is any sort of instruction that occurs in a learning area, including a workplace, workshop, or meeting space. This style of teaching can be led by one or many instructors. Speeches, seminars, demos, and dialogues are also used to impart abilities or information to other entities.

Knowledge-based training

This strategy is used to express professionals' competence in any particular area, which includes constructs and conceptions, basic principles, and fundamental and actual experience of the issue.

- **Lectures:** Lecturing is the fewest popular major teaching method. The educator uses supplied materials to impart knowledge to the students in this method. Beginners are typically provided directions. This strategy is better suited to

instances when a large number of people require to get information but no additional customer interaction is required. This is a reduced method. The most significant disadvantage of this approach is that it stops students from assertively engaging.

2.3.7 Recent Challenges faced by Navana Group

In today's complex and changing business world, every firm, large or little, will confront challenges at some point. Navana is also facing significant difficulties, particularly in the context of the COVID-19 scenario. Though the situation is now under control, the companies still face significant problems, which are listed below:

- Importing products for Covid-19 and wars is challenging for importer-based organizations or businesses.
- This also contributed to cost management because the products were imported too slowly. Importers are keeping the merchandise in order to offer it at a higher price.
- The most challenging difficulty that Navina faces is that many individuals quit their employment because they did not have any professional development options or, moreover, because they were given a better opportunity, but the turnover rate is now under control thanks to the implementation of new initiatives.

2.3.8 Possible Career Paths in the HRD of Navana Group

There are many opportunities for the employees who want to reach their dream position in the HR sector. Recently they hired many new freshers and they have huge opportunities to develop their career.

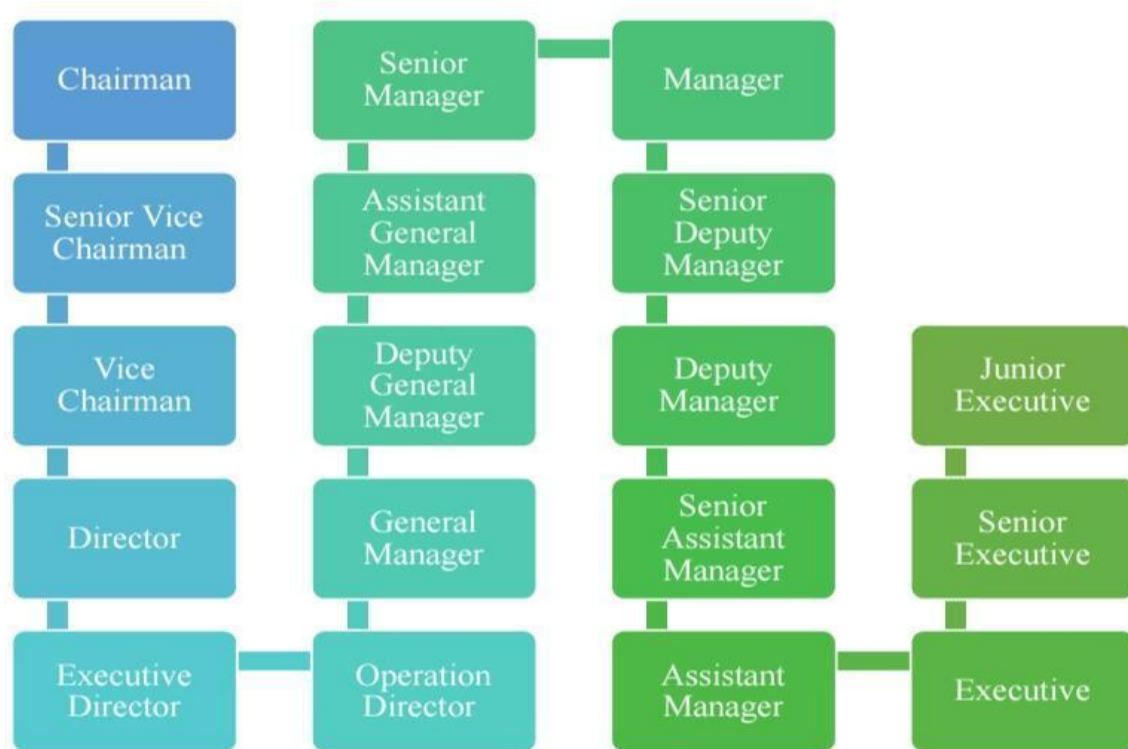


Figure: 2.3.1 Career Path in HRD of Navana Group

2.4 Marketing Practices

The marketing reasoning by which a corporation hopes to build client benefit and establish successful client relationships is known as marketing policy. Marketers are well aware that they cannot serve most of the customers in a particular marketplace in a similar manner. As a result, the business determines which clients it would service and how it would identify the overall marketplace.

Market segmentation: There are far too many distinct types of customers and needs to satisfy. Companies segment the marketplace among diverse groups of consumers with unique wants, characteristics, promotional methods, or mixing requirements. Since the population of Dhanmondi is largely higher or elite, the Navana Furniture shop in Dhanmondi, for instance,

must create highly fashionable and elevated furnishings. As a result, customers request fashionable, high-quality furnishings at a decent cost. Regional location, age, wealth, attitude, and other factors are all taken into account while creating categories. The Navana Group provides a wide range of items in several segments.

Market targeting: Following market diversification, the company analyses every sector to determine how much and which groups it can effectively handle. A business must focus on sectors where it can economically provide the most consumer advantage and maintain it throughout the period. The Navana Group provides a wide range of items in several segments. It has the Navana Company Limited for Toyota and Aftab Automobile Limited for transports. This service caters to the wealthiest strata of mankind who require mobility and are ready to invest for it. Navana has sectors such as Navana electronics limited, Navana LPG limited, Navana CNG limited, and Navana Petroleum limited for resource supplies. It has Navana Construction Limited and Navana Real Estate Limited for houses. Navana Engineering Limited and Navana Furniture Limited are responsible for customization. All of these businesses concentrate on a specific business niche to fulfill its customers.

Market differentiation and positioning: In the minds of customers, a company's positioning is the spot it holds in comparison to a contender's item. Marketers strive to create distinct market positioning for their goods.

'Navana dedicated to standard,' for instance, guarantees that Navana will supply the highest reliability items. Navana Furniture's tagline is "evolving culture," implying that they would give the highest materials and styles that are current and suitable for shifting lifestyles. Their style incorporates both a global and a local aesthetic. This slogan creates an idea in the minds of customers that the goods would give trendy, attractive furnishings.

When a service is seen to be identical, buyers will possess no motive to purchase it. To provide higher consumer worth, uniqueness requires really distinguishing the market supply. Companies can differentiate their item from rivals by delivering the identical thing at a lower cost or having both a premium cost and a better quality. Companies can achieve a commercial edge by enhancing efficiency level, compliance reliability, and longevity.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance Analysis

Profitability is a metric that measures a firm's capacity to generate revenue via its primary mode of business. This word is often employed as a generic indicator of a company's total economic condition throughout a span of period, and it can be utilized to evaluate comparable companies in identical businesses or to aggregate businesses or regions.

Financial management evaluation is a method of determining a company's, sub-companies, or development's sustainability, durability, and prosperity. It is carried out by experts who employ proportions to generate conclusions based on data including financial papers and other publications. These studies are frequently offered to upper personnel as one of their primary sources of information when making company choices.

A financial statement evaluation is essential for obtaining an economic perspective of a business. It usually entails interpreting the balance sheet and income statement. These two assertions can be used to perform ratio and trend research. These are the most important measures for evaluating a corporation's economic success. A researcher can evaluate a firm's current state to its previous state to see if there has been a development, degradation, or no difference.

2.5.2 Capital Structure

The firm's permitted funding is Tk. 500,000,000, while its compensated capacity is Tk. 436,000,000. (Source: Annual Report-2011)

VALUE ADDED STATEMENT		
For the year ended March 31, 2010		
	Amount in '000 Taka	%
Sale	1,391,713	
Bought in- Material & Service	844,215	
Value Added	547,498	
Application		
to National Exchequer	100,720	18.40
to Providers of Loan as Interest & Charges	23,024	4.21
to Providers Emp. Salaries Wages & other benefits	122,872	22.44
to Providers of Capital- as Dividend	108,900	19.89
Reserve & Surplus	191,982	35.07
	547,498	100.00

Figure: 2.5.1 Company Value

2.5.3 Shareholding position of Navana Group

Class of Shareholders	Number of Investors	Number of Shareholder	Shares Holding %	Shares Holding %
Sponsors	9	18,512,998	42.50%	50.00%
General Public	27,250	16,374,012	37.59%	44.50%
Institutional Investor	428	8,672,990	19.91%	5.50%
Total	27,687	43,560,000	100.00%	100.00%

Table: 2.5.1 Shareholding Position

2.5.4 Analyzing Liquidity Ratio

- **Authorized Capital and Paid up capital:**

Year	Authorized capital	Paid Up Capital	Reserve and Surplus
2007	200	51	123.04
2008	200	100	282.49
2009	500	300	327.16
2010	500	363	555
2011	500	436	747

Table: 2.5.2 Annual Report of Navana Group

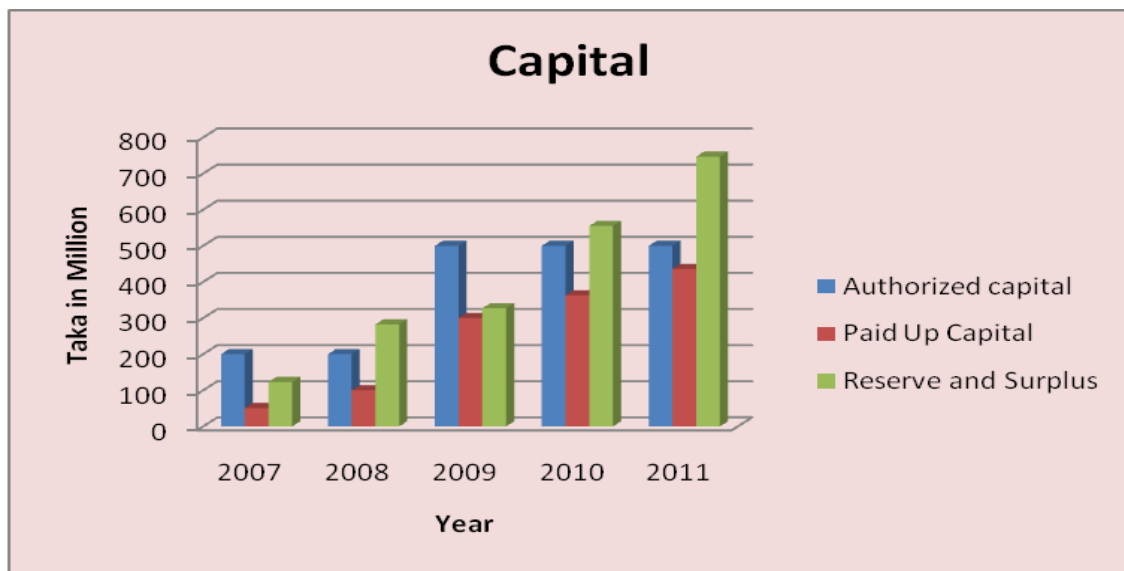


Figure: 2.5.2 Graphical Representation of Annual Report

Interpretation: NAVANA Group's permitted equity, compensated capital, resource and profit are all increasing year after year, which is a favorable sign. It expanded sixfold between 2007 and 2011, and it can be increased much further by properly raising paid in advance cash.

- **Current Ratio:**

Year	Current assets	Current Liabilities	Current Ratios
2007	440	206	2.14
2008	575	76	7.57
2009	466	196	2.38
2010	650	192	3.39
2011	892	235	3.80

Table: 2.5.3 Annual Report of Navana Group

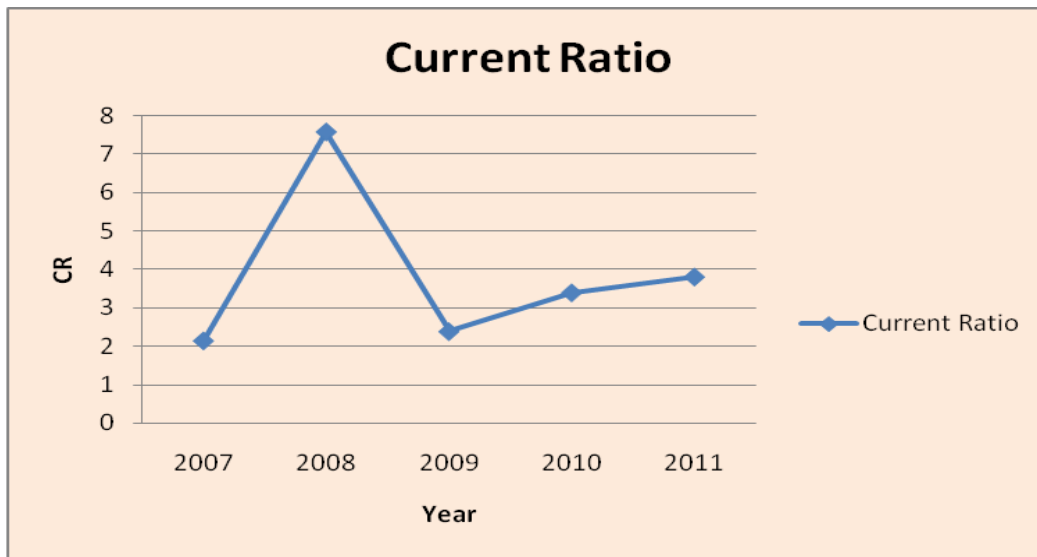


Figure: 2.5.3 Graphical Representation of Annual Report

Interpretation: Since the current ratio was within permissible limits, Navana Group's quick economic stability has improved during the past five years. The current ratio was positive in 2008 and 2011, which was higher than comparable companies. The CR in 2008 is 3.6 times that in 2007. However, it was not so good in 2009. For further CR, the corporation can raise its current assets and decrease its current liabilities.

- **Net Working Capital:**

Year	Current Assets	Current Liabilities	Net Working Capital
2007	440	206	234
2008	575	76	499
2009	466	196	270
2010	650	192	458
2011	892	235	657

Table: 2.5.4 Annual Report of Navana Group

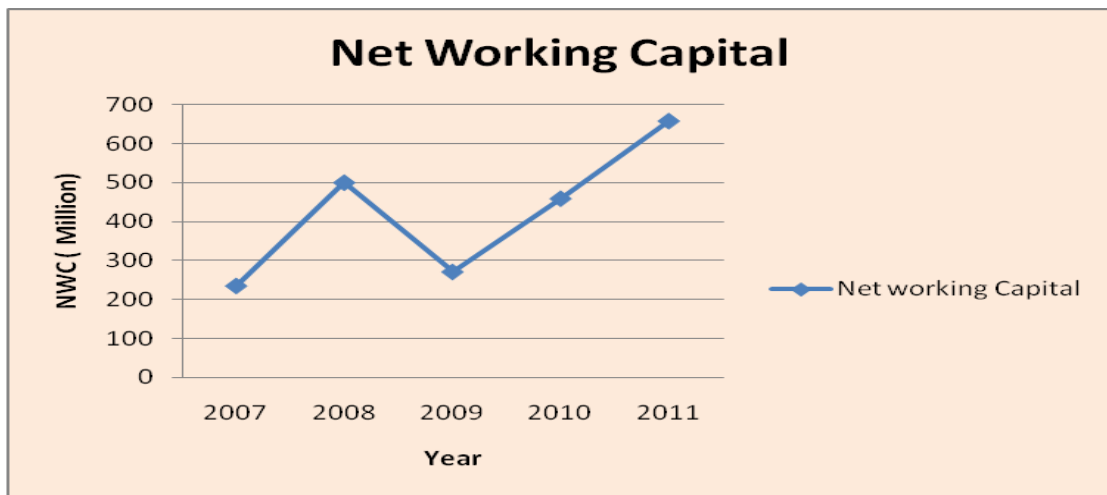


Figure: 2.5.4 Graphical Representation of Annual Report

Interpretation: We understand that networking capital (NWC) is appropriate in a 1:1 ratio. NAVANA Group's net working capital (NWC) has been quite good throughout the past five years, from 2007 to 2011, since it has shown a favorable networking capital, indicating a high level of liquidity. In 2011, meanwhile, NAVANA Group set a new record for favorable networking capital. NAVANA Group can improve its current assets by increasing accounts receivable, lowering current liabilities, and lowering its bank overflow and short-term mortgage.

2.5.5 Analyzing Activity Ratio

- **Fixed Asset Turnover:**

Year	Sales	Net Fixed Assets	Fixed Asset Turnover
2007	727	186	3.90
2008	984	287	3.42
2009	1236	587	2.10
2010	1368	548	2.50
2011	1392	576	2.42

Table: 2.5.5 Annual Report of Navana Group

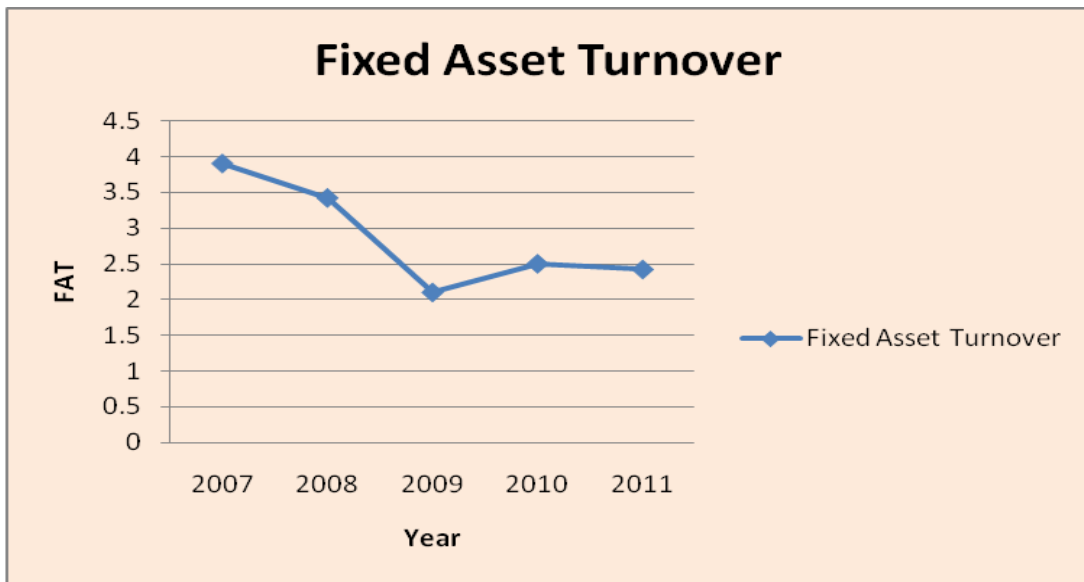


Figure: 2.5.5 Graphical Representation of Annual Report

Interpretation: For larger organizations, the permissible fixed asset turnover ratio is four times, however, this differs by sector. NAVANA Group's fixed asset ratio was 3.90 in 2007, 3.42 in 2008, and 2.10 in 2009. That is, NAVANA Group's fixed assets were incompetently utilised to produce revenues in 2009. However, it has been on a downward tendency. As a result, it must make better use of its fixed assets in order to boost revenue.

- **Total Asset Turnover:**

Year	Sales	Total Assets	Total Asset Turnover
2007	727	627	1.16
2008	984	879	1.12
2009	1236	1094	1.12
2010	1368	1235	1.10
2011	1392	1506	0.92

Table: 2.5.6 Annual Report of Navana Group

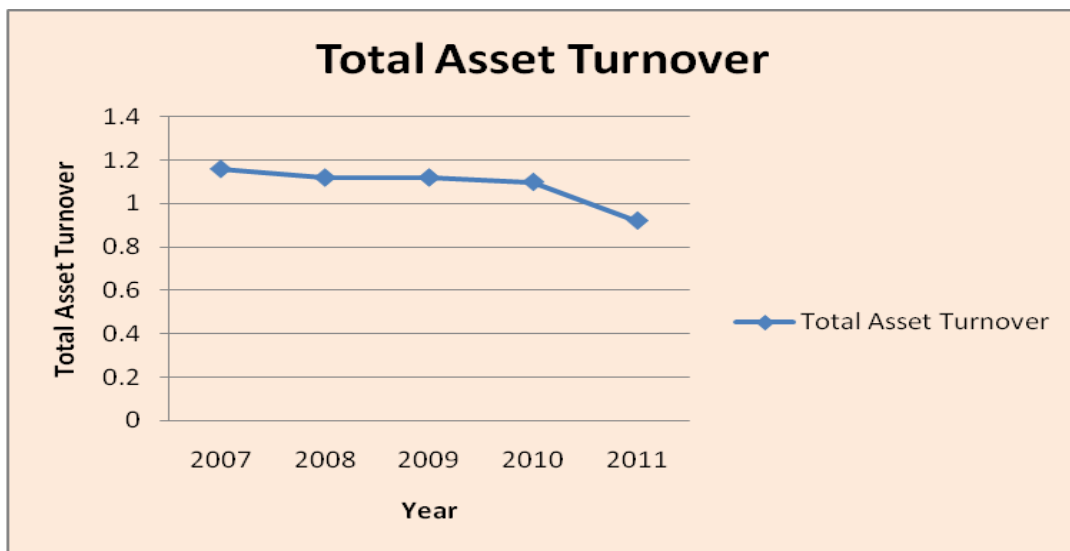


Figure: 2.5.6 Graphical Representation of Annual Report

Interpretation: For larger organizations, two times total asset turnover is reasonable. NAVANA's total asset turnover ratio, which is under the permitted level, implies that total assets were not properly utilized to produce revenues from 2007 to 2011. In 2007, the ratio was 1.16, 1.12 in 2008, and 1.12 in 2009. As a result, the ratio has been dropping. The firm 's administration needs to be highly effective in generating revenue by leveraging the firm 's overall resources.

2.5.6 Analyzing Debt Ratio

- **Debt Ratio:**

Year	Total Liabilities	Total Assets	Debt Ratio
2007	452	627	0.72
2008	496	879	0.56
2009	467	1094	0.42
2010	317	1235	0.25
2011	323	1506	0.21

Table: 2.5.7 Annual Report of Navana Group

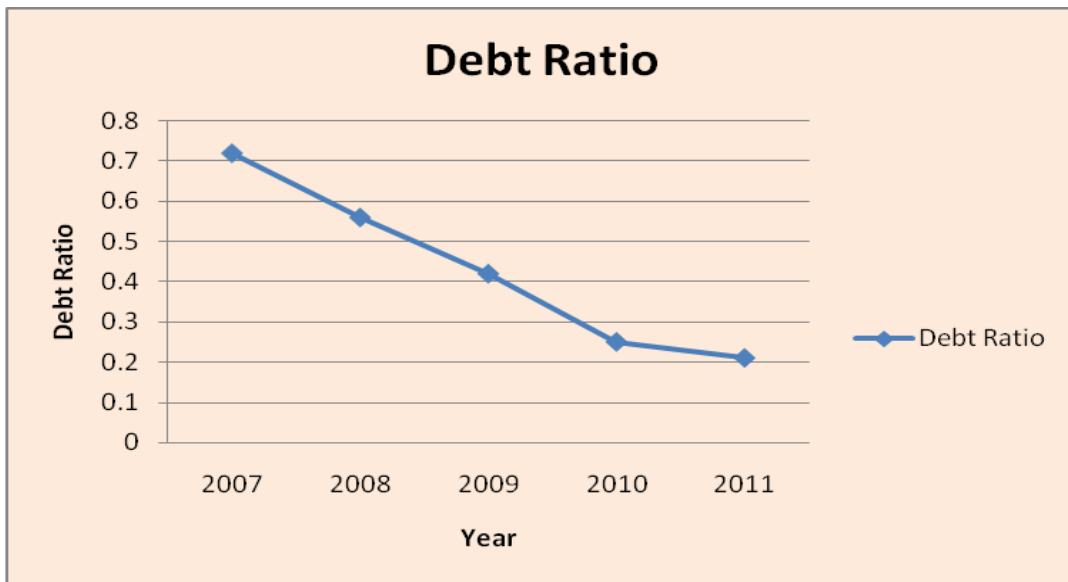


Figure: 2.5.7 Graphical Representation of Annual Report

Interpretation: NAVANA Group's debt ratio demonstrates growing borrowing and a significant level of financial pressure in order to create earnings from 2007 to 2011. It was 72 percent in 2007, 65 percent in 2008, and 42 percent in 2009, with decreases in 2010 and 2011. It has lesser financial hazards due to its significant financial debt. To fund

its total assets, NAVANA Group can attain an optimal capital configuration by lowering loan capital and boosting equity capital.

- **Debt Equity Ratio:**

Year	Long-term Debt	Stockholders' Equity	Debt-equity Ratio
2007	452.50	174.04	260%
2008	497.23	382.49	130%
2009	464.09	627.16	74%
2010	321.3	918	35%

Table: 2.5.8 Annual Report of Navana Group

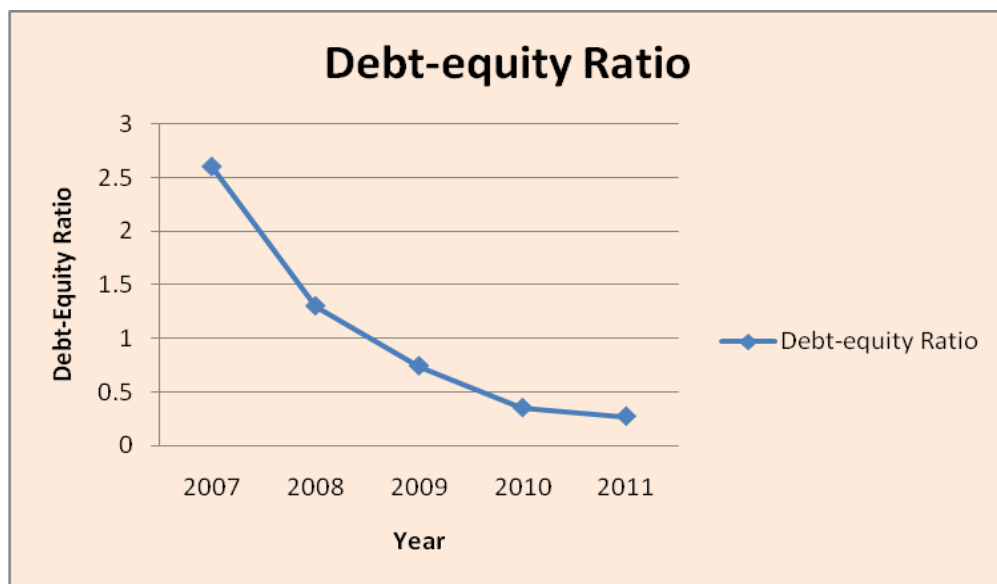


Figure: 2.5.8 Graphical Representation of Annual Report

Interpretation: NAVANA Group's debt-to-equity ratio is quite encouraging, since their debt has been steadily falling from 2007 to 2011.

For instance, a debt-equity ratio of 0.74 in 2009 means that Navana has Tk.1 of the owner's capital to cover a liability of Tk.0.74, indicating a far stronger financial situation.

2.5.7 Analyzing Profitability Ratio

- **Gross Profit Margin:**

Year	Gross Profit	Sales	Gross Profit Margin
2007	228	727	40.94%
2008	407	984	41.32%
2009	477	1236	38.58%
2010	601	1368	43.93%
2011	605	1392	43.44%

Table: 2.5.9 Annual Report of Navana Group



Figure: 2.5.9 Graphical Representation of Annual Report

Interpretation: We understand that the allowed gross profit margin ranges from 20% to 30%, yet NAVANA Group exceeded this range and outperformed the competition. NAVANA Group effectively manages the cost of goods sold, resulting in a reasonable gross profit margin ratio. That is, it was successful in achieving appropriate insurance for

operational costs and a higher return to the firm investors. The corporation can boost its revenues and more effectively control its cost of products sold.

- **Operating Profit Margin:**

Year	Operating Profit	Sales	Operating Profit Margin
2007	113	727	15.43%
2008	209	984	21.18%
2009	245	1236	19.80%
2010	401	1368	29.31%
2011	403	1392	28.98%

Table: 2.5.10 Annual Report of Navana Group



Figure: 2.5.10 Graphical Representation of Annual Report

Interpretation: We understand that a 20 percent operational profit margin is appropriate. The operating profit margin ratio demonstrates the firm's cost-effectiveness. The overall

performance of NAVANA Group has improved over the past four years, although it was low in 2007, as it created an acceptable operating profit margin of 0.22 in 2008, 0.20 in 2009, 0.30 in 2010 and 0.29 in 2011. The corporation must increase revenues by effectively controlling operational costs.

- **Net Profit Margin:**

Year	Net Profit After Taxes	Sales	Net Profit Margin
2007	112	727	15.43%
2008	208	987	21.18%
2009	245	1236	19.80%
2010	291	1368	21.27%
2011	301	1392	21.62%

Table: 2.5.11 Annual Report of Navana Group

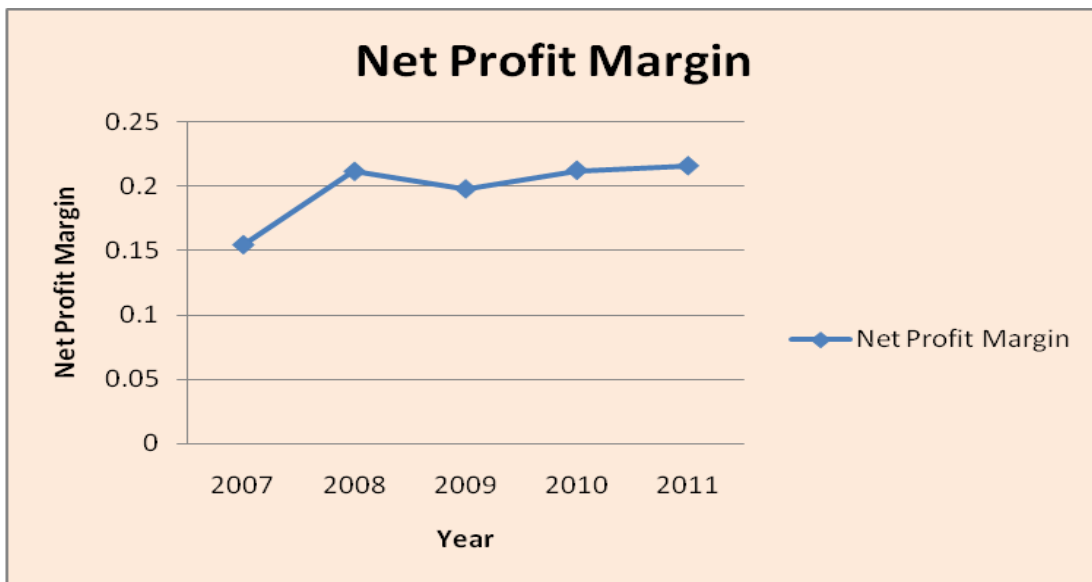


Figure: 2.5.11 Graphical Representation of Annual Report

Interpretation: We understand that the permissible net profit margin ranges between 5% and 10%. NAVANA Group had a strong selling record throughout that time frame and was able to accomplish expense operating due to its higher net profit margin. From 2007 to 2011, the net profit margin was more than satisfactory, with the exception of 2009, when it was 0.15. NAVANA Group can improve its company's capacity to run the firm by increasing revenues while lowering operating costs.

- **Return on Investment:**

Year	Net Profit After Taxes	Total Assets	Return on Investment
2007	112	440	25.45%
2008	208	575	36.17%
2009	245	466	52.57%
2010	291	650	44.76%
2011	301	892	33.74%

Table: 2.5.12 Annual Report of Navana Group



Figure: 2.5.12 Graphical Representation of Annual Report

Interpretation: NAVANA Group achieved a low but greatly gratifying return on investment from 2007 to 2011, indicating that the company's leadership was successful in producing earnings including its obtainable assets throughout this time. Its ROI was higher in 2008 and 2009, indicating that the company's growth is optimistic. The business can improve its effectiveness by making better use of its assets to earn enough profits.

- **Return on Asset/Capital Employed (ROCE):**

Year	Net Profit After Taxes	Total Capital Employed	Return on Capital employed
2007	112	627	17.90%
2008	208	879	23.72%
2009	245	1094	22.36%
2010	291	1235	23.56%
2011	301	1506	19.98%

Table: 2.5.13 Annual Report of Navana Group

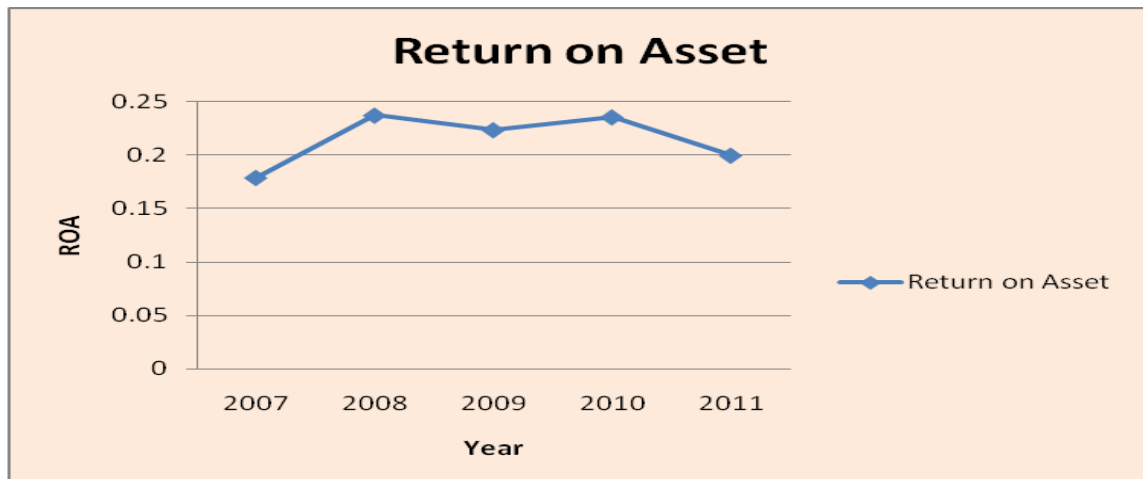


Figure: 2.5.13 Graphical Representation of Annual Report

Interpretation: NAVANA Group achieved a satisfactory return on asset from 2007 to 2011, indicating that the firm 's leadership was successful in initiating earnings including its total assets from 2007 to 2011, and its ROA was preferable and rising from 2008 to 2011, indicating that the firm 's performance was optimistic. The business can improve its effectiveness by making better use of its capital to earn enough profits.

- **Return on Equity:**

Year	Net Profit After Taxes	Stockholders' Equity	Return on Equity
2007	112	174.04	64.42%
2008	208	382.49	54.50%
2009	245	627.16	39.01%
2010	291	918	31.70%
2011	301	1183	25.44%

Table: 2.5.14 Annual Report of Navana Group

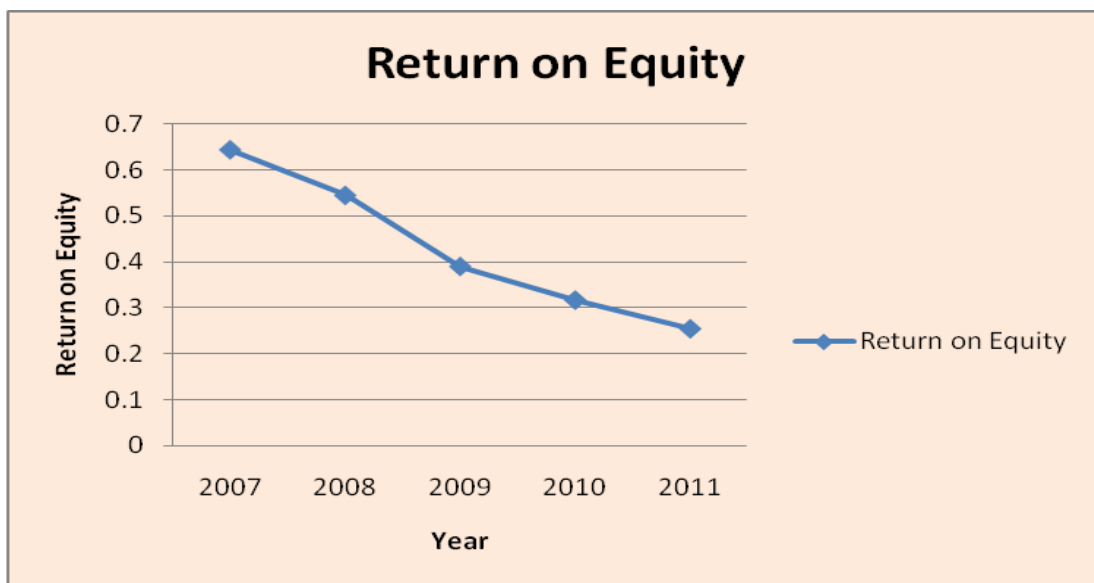


Figure: 2.5.14 Graphical Representation of Annual Report

Interpretation: NAVANA Group's general shareholders' profit capacity was excellent in 2007 and 2010, however steadily declined in 2011.

Particularly in 2007, it obtained a reasonable and acceptable level of ROE. To improve earnings per share (EPS) and shareholder yield, the corporation must make the optimum usage of equities resources.

- **Earnings per Share:**

Year	Earnings available for common stockholders	Number of Shares of common stock outstanding	Earning Per Share
2007	112000000	20000000	5.60
2008	208000000	20000000	10.40
2009	244661587	36300000	6.74
2010	290789036	36300000	8.01
2011	300882758	43560000	6.91

Table: 2.5.15 Annual Report of Navana Group

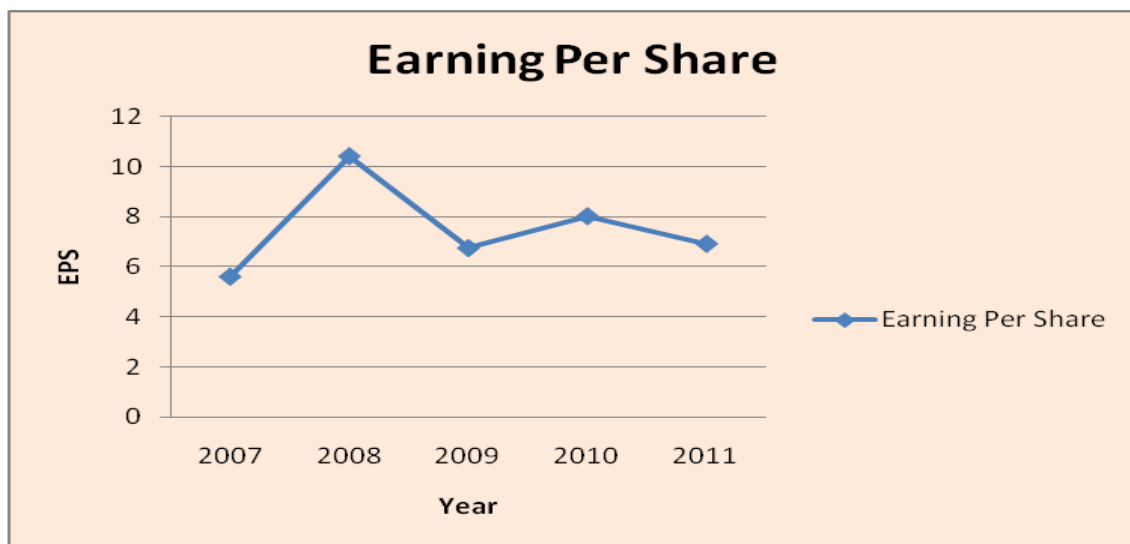


Figure: 2.5.15 Graphical Representation of Annual Report

Interpretation: NAVANA Group had a low EPS in 2007, but it significantly increased in 2008 and had a favorable EPS, which was very pleasant and increased in 2008. In 2007, the EPS was 5.60, 10.40 in 2008, 6.74 in 2009, 8.01 in 2010, and 6.91 in 2011. The corporation must raise its net profit after taxes accessible only to common stockholders in order to boost EPS. The company must attain the beneficial impact of economic pressure in this area.

2.6 Operations Management and Information System Practices

Navana Group has recently focused on making their work a digital way by adopting HRIS.

A human resource information system (HRIS), often known as a human resource management system (HRMS), or human capital management, is a computer platform that connects personnel equity with informational systems. This provides for digital HR operations and procedures.

To explain it differently, an HRIS is a software-based system that allows firms large and minor to handle a variety of tasks, covering human resources, accounting, management, and payroll. An HR information system (HRIS) enables a firm to better organize, monitor, and regulate its HR expenses while allocating too much effort to them.

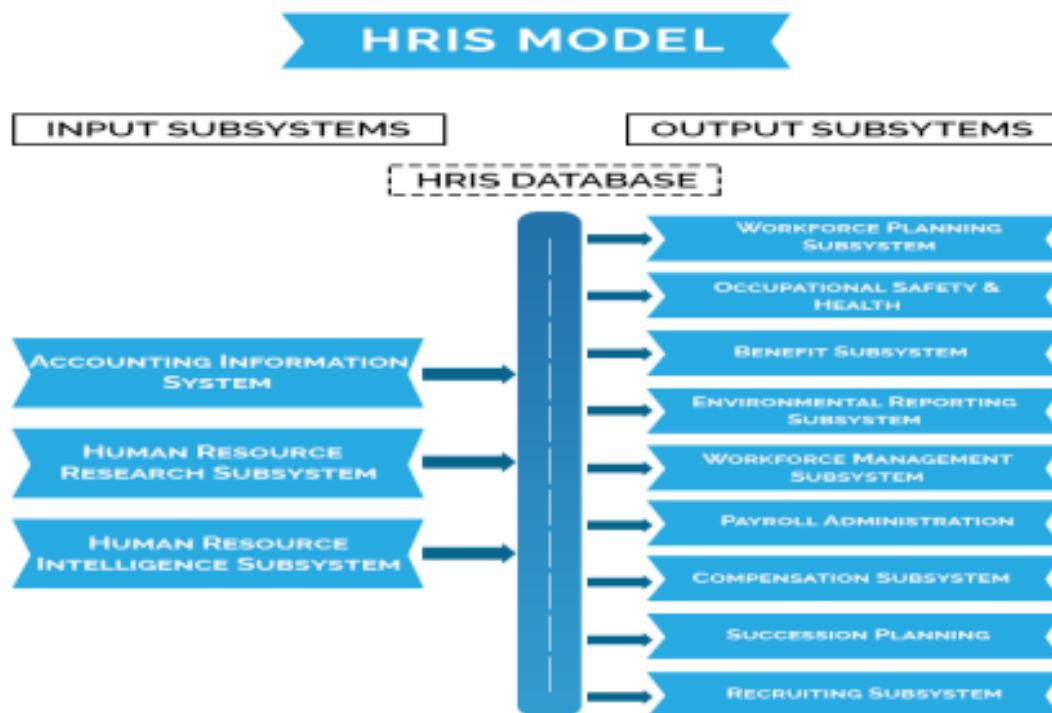


Figure: 2.6.1 HRIS Model

Interface Subprocesses: This category comprises various information entering operations that utilize the keypad and touchpad. Technology that converts raw information into the proper type for storing can likewise be found in interface systems.

Human Resources Study Subprocesses: This component performs surveys to gather information about the company's human resource operations. HR takes an analytical look at its internal processes, with information coming from both above and beyond the company. For instance, the program assesses and recommends applicants for future openings, as well as a list of essential features and attributes.

Human Resources Information Component: This component is in charge of maintaining track of ecological events that affect human resource operations immediately or unintentionally. This can involve governmental jobs, trade groups, providers, regional and economic groups, and perhaps rivals' actions.

2.7 Industry and Competitive Analysis

SWOT Analysis

A SWOT analysis is a systematic management process for assessing the strengths, weaknesses, opportunities, and threats that an enterprise or commercial endeavor may face. A SWOT analysis can be performed on a brand, location, company, or individual. It entails defining the goal of the company endeavor or initiative, as well as determining the inner and outer elements that support or hinder reaching that goal.

Strength

The assets of a company are its strengths, which can be exploited to generate a strategic edge. Navana's advantages are:

- **Economic stability and capability:** In Bangladesh, Navana is a financially sound and capable company. Four of our Board of Directors have confirmed and announced the news - Commercial Important Person. They can be identified as the most bankers in our database, and their stocks are valued by capital price, which is greater than three times the nominal valuation.
- **Charity:** Navana builds strong client loyalty by providing high-quality goods and operations.

- **Serviceability:** The Navana organization has a strong reputation for trustworthiness and acceptability throughout the nation.
- **Advancement and investigation:** They invest over 15 million dollars on R&D. For the R&D sector, they employ 1 (one) graduate engineer and 6 certificate bearers.
- **Maintaining a strong client dataset:** Navana Group maintains an excellent client record, which assists them to keep their existing consumers. Navana maintains communication with its devoted consumers.
- **Effective retail management scheme:** Navana has a powerful stocking technique, which includes 13,400 square feet of area, Stock Managing System that is linked to a centralized database, dedicated staff, hundreds of exhibit racks, and a suitable preservation scheme for various basic supplies which allows them to have a precise picture of their supply and swiftly refill their goods by looking at their data. As a result, Navana rarely runs out of supply, and their services have a positive image amongst clients.

Weakness

The lack of particular abilities can be considered a flaw. Below are Navana's flaws:

- **Cost:** They cannot make cheap goods in order to preserve the standard. Better reliability and basic resources result in greater costs. They are unable to develop cheaper goods because they are unable to match the lower pricing point.
- **Quality imported basic components:** They import most of their basic resources from other countries. They face extra estimated custom, VAT, and charges at the time of importing, which raises costs and is also a disadvantage.
- **Consumer Understanding:** Our nation's customers are unconcerned regarding reliability and are cost concerned.
- **Regulatory safeguards:** The lack of copyright security on Navana Group is its worst flaw. As a result, anyone can readily imitate their idea, harming their company.
- **Data scarcity:** Many Navana Groups' websites are of poor standard. The webpage cannot provide accurate data, and fresh technology updates cannot be accessed in a timely manner. Consumers cannot be persuaded to purchase an item simply by viewing their webpage.

Opportunities

The following are some of the technological and economic opportunities available in Navana.

- They have technological advantages.
- They have monetary backing from organizations and monetary institutions.
- They may be able to sell the goods in Nepal, Sri Lanka, Myanmar, and South Africa.

Navana may be eligible for government subsidies in exchange for greater performance.

The accessibility of labor in the marketplace is the greatest potential for Navana. The company is extremely manpower-dependent, and Bangladesh has a significant manpower availability edge. The nation has a large labor pool, and if it can be effectively exploited, enterprises like these can thrive.

Threats

Every industry in Bangladesh is threatened by the dropping of inferior goods on the marketplace.

The aforementioned threats exist for the Navana company:

- **Quality-conscious consumer:** Customers will choose value over quantity in the longer term, as they estimate. If these premises are incorrect, we may face a major dilemma in the near term.
- **Competitive Density:** When purchasing basic substances from foreign states, Navana had a comparative edge. With industry anxiety growing as a result of the WWII hoax and the latest virus epidemic in China, Navana may confront a stock scarcity issue if the tensions do not subside.

2.8 Summary and Conclusions

One of the biggest regional businesses is the Navana Group. They make an effort to give elevated products in order to increase customer happiness, which is in line with their goal.

Workers that are creative and productive will be ready to meet their current objectives. As fresh sorts of intermediaries and negotiating connections have evolved, established companies have been forced to rethink how they serve their customers. Conducting an ad in the electronic era necessitates a concept of promotional strategy and recurrence. To adapt and flourish at this time, managers will require to acquire a different series of directions. Many visionaries envision a tomorrow in which all purchasing and selling are conducted through straight digital connections

between businesses and their customers. The redesigned approach will change consumers' impressions of ease, efficiency, price, goods knowledge, and facilities details. This changing customer viewpoint will have an impact on all businesses.

Following performing a study on both the organization and the staff, I was ready to make certain judgments regarding the regional organization's HR department. The substantial proportion of the respondents' reactions evidenced a favorable impact of the three elements of HRM mentoring, advancement, and leadership preparation in municipal companies, implying that the impact of these elements cannot be overplayed and that they perform an important position in their proficient growth, leading to self-awareness.

2.9 Recommendations/Implications

Navana groups' product marketing has improved significantly in recent years. To dominate the market, several strategies, replicas, or methods are used. Marketers face a challenging problem in serving the market in the current evolution of technological innovation. The general and social substructure of the area influences the growth of direct marketing and its assistance. The suggestions below may be useful to the Navana Groups:

Creative Ways to Flexible Business: Because this is a completely new notion for regular people in the country, new approaches to flexible marketing must be devised.

Infrastructure facility structures: The necessity for substructure facilities, particularly in the telecommunications area, because telecommunications is a critical component of direct marketing. As a result, in order to undertake direct marketing in the country, a suitable telecommunication substructure is required.

Developed skilled employees: Everything must be developed by qualified professionals for effective marketing. Long-term success will never be accomplished without the growth of skilled/trained individuals. As a result, the organization needs to train its employees.

Multiple educational institutions must be organized: multiple training centers for different levels of employees must be organized. To get the most out of them, the administration needs to build a lot of educational institutions.

To create a legal framework: A suitable legal framework is required to rescue both parties. There should be no distinctions that could jeopardize both celebrations.

Change management attitudes: It is critical to replace the traditional administrative style of

management with a modern management perspective, and information must be available for maximum advantage.

The need to train sales force: The Navana group can receive continual sales training through meetings, seminars, and workshops that will help them increase their sales force efficiency.

Emphasize the sales team's requirements: The finest sales people in today's relationship building environment solve customer problems while also creating relationships.

A suitable compensation plan is required: The company's compensation scheme must be appealing. There are various components to remuneration: fixed quantity, variable quantity, costs, and benefits. Four primary forms of payment plans result from various combinations of fixed and changeable payment: regular salary, even commission, pay plus bonus, and salary plus command.

To take advantage of contemporary technology: The company in Navan should become acquainted with the website. Because the number of digital purchases has been increasing in recent months. The customer can then place an order by connecting the buy button and selecting one of the online payment options, such as credit card, corporate acquisition order, or business leasing.

Increase client awareness: Navana's company should take necessary steps to publicize its product through publicity, promotions, personal messaging, and other means.

Training and Development (T&D): HRIS should be used in the organization's training and development program. Using HRIS, relevant training may be offered to the appropriate person. Employee training records can be kept in the system, which will aid management in determining whether or not additional training is required.

Training Need Analysis (TNA): HRIS should be used to identify training needs. If the TNA system is implemented, it will assist in providing training to the appropriate individual by documenting each employee's information such as previous training, current position, educational background, skills and talents, and so on.

Performance Evaluation: HRIS can be extremely useful in performance evaluation. It will be quite simple to evaluate and compare the performance of employees using HRIS.

Management Benefits: HRIS can record how much benefit was received and in which area, which can aid the company in making future investment decisions.

Chapter 3:

Project Part

3.1 Introduction

3.1.1 Background

In Bangladesh, the Navana Group is a well-known multinational conglomerate.

Despite the departure of its leader and principal builder, The Respectable Mr. Jahurul Islam, the Navana Group was split from the Islam Group in December 1995.

The Navana Group has increased its activities underneath the actual presidency of the Honorable Mr. Shafiul Islam (Kamal) and has developed into one of Bangladesh's most prominent and highly reputable commercial groups in a shorter period. The Navana Group is made up of various businesses.

The Navana Group's main company was established in 1964 through a unique sales agreement with TOYOTA, Japan, to distribute TOYOTA vehicles in what was then East Pakistan, as well as continuing to do so consistently still.

For more than 10 years, Navana Limited has supplied JAPAN HINO automobiles in Bangladesh under a sole authority arrangement, and from 1977, it has presented GOOD YEAR exhausts as the official dealer. This company has several booths as well as selling locations in big towns, as well as several maintenance locations and part routes, most of which have been established in Bangladesh (navana-logistics, 2020).

3.1.2 Literature Review

Title: Bangladesh's Human Resource Management Procedures: Present Situation and Upcoming Concerns (Published by Sage) 16 December 2015.

This study is about the current Human resource practices in the local organizations of Bangladesh and the future challenges that might be faced by these organizations. This study is basically based on secondary data collections. Through this report they try to elaborate four main functions of HRM like- recruitment and selection, training and development, pay and performance, appraisal and industrial relations practices in the context of developing countries like Bangladesh. The writer also tries to focus on future challenges that the local organizations of Bangladesh might have.

Bangladesh is one of the emerging nations that has worked to create a poor culture before its inception. Because the administration and policymakers in this nation follow a communist financial paradigm, they are unable to prioritize commercial market growth, industrialization, competition, and human resource management. However, it has recently converted its financial strategies from communism to open capitalism, resulting in a 28.5 percent increase in overall GDP expansion. However, when it comes to HRM standards,

they have not already reached or exceeded the standard, for a variety of factors, the most important of which is that many businesses are family-owned. Nevertheless, underneath the push of the EU and North American nations, companies such as employment and export-oriented nations have changed their policies and cultures in past years. As a result, this research enables us to realize that in order to remain successful worldwide, all Bangladeshi firms must implement or sustain effective HRM strategies. Scholars seek to understand both government and commercial industry HRM cultures, as well as how they preserve HRM's essential duties, as well as upcoming difficulties. They have discovered that, in Bangladesh, human resource management procedures were comparable to people managing techniques, with HRM managers' duties confined to procedural and regulatory problems, as they were in numerous other developed and emerging nations.

The findings of the research may be of relevance to management and regulators in Bangladesh and other emerging countries. Firstly, it drew attention to several changes in HRM procedures in both commercial and state organizations in Bangladesh. Management should be informed of these developments and make necessary changes to their HR function. However, obsolete HRM procedures will put them at a comparative deficit in the long term. Secondly, employing mental testing and a variety of screening assessments to find the right candidates seems to work. This could provide a wake-up signal for community CEOs to rethink their traditional hiring approach, which stresses academic certificates and previous expertise. Thirdly, high managers seem to persist in ignoring employee learning and growth practices. This study attempted to examine present scenarios and future possibilities of HRM practices in Bangladesh. Future researchers could investigate the following concerns based on the study's findings for the advancement of HRM research in Bangladesh. To begin with, while changes in HRM are visible, changes in distinct functional areas of HRM are not. Employee development and empowerment methods, for example, appeared to be more widely adopted than multiple selection tests and performance rating systems. Instead of supporting separate HRM practices, HRM experts argued for the adoption of a bundle of HRM practices. Future research in Bangladesh could look into the efficacy of such selective HRM approaches. Secondly, strong dedication (advancement) and great productivity (premium) HRM approaches are becoming more widely adopted.

Title: (Global Magazine of Human Resource Studies) September 17, 2018. Personnel Development for Corporate Productivity Improvement in the Bangladesh Commercial Sector Environment.

The primary goal of this research is to uncover the issues of talent management (TM) practices in Bangladeshi private companies. For the data collection in this exploratory project, unstructured interview methods were used. Only 10 interviews were done for this study, with seven experts from Bangladesh's commercial sector and three scholars from

the country's prestigious universities. Following a serial review of all transcriptions, four primary categories have been highlighted as the major problems for people managing techniques and productivity improvement in Bangladeshi commercial institutions: (1) excessive costs; (2) a shortage of governmental backing; (3) an unawareness; and (4) a scarcity of qualified instructors. This research contains a discussion of how TM might be used to improve organizational performance in Bangladesh.

To ensure customer and worker contentment, personnel development assists in acquiring and inspiring creative individuals, increasing and enhancing worker productivity, inspiring individuals, sustaining elevated personnel, and ensuring sustainable insurance of essential roles. Talent management (TM) has been described in a multitude of methods by academics, and it is not only described as a concept but also as an administrative approach. The dedication of a company to attract, acquire, keep, and grow the finest and smartest individuals possible is referred to as TM. TM is also a commercial technique that companies utilize to recruit and maintain extremely brilliant and qualified personnel. Internally operating processes have altered as a consequence of technology connectivity, and fresh offerings, goods, and facilities from rivals compel firms to alter their operating methods as well. Businesses should fulfill the requirements of natural development (increasing production and revenues) as well as artificial development to stay relevant in their particular industry or areas (mergers and takeovers). In order to keep more people in leadership, firms must build a viable offer with the correct managerial group that attracts many eras depending on their requirements, beliefs, and interests, referring to Erickson (2008) and Tafti, Mahmoudsalehi, & Amiri (2017). Establishing a distinct asset managing group using technology innovation, instead of typical human resource management or strategy, can be successful in this area – TM would concentrate entirely on recruiting, acquiring, keeping, and growing exceptional workers. However, due to a lack of awareness, separating a TM system from an organization's holistic HRM is not an easy task.

The researcher of this study mentioned a TM model which is categorized into five areas obliged in the following model:



Figure: 3.1.1 Talent Management

To seek out the obstacles, the investigators used a subjective strategy, conducting ten semi-structured discussions with several fruitful company executives. As a consequence, they were allowed to define the obstacles for expertise planning in Bangladesh, with the most commonly asserted difficulties being legislative help, spendings, skilful instructor, and consciousness. This research showed several key hurdles that need to be analyzed and solved in order to enhance corporate effectiveness. Based on the report's participants, addressing these challenges will raise the amount of qualified individuals and improve general corporate efficiency, both of which are required to meet Bangladesh's expanding demographic need. The primary conclusions of this report must be considered carefully by all participants in order for them to behave in the greatest benefit of the businesses, especially those that are experiencing trouble acquiring and retaining talented employees. Nevertheless, a coordinated strategy combining corporate companies and the state can be beneficial to the expansion of TM in Bangladesh. Furthermore, the personnel in the various divisions.

Title: Impact of Human Resource Practices on Job Satisfactions: Evidence from Manufacturing Firms in Bangladesh.

The goal of this research is to see how HR practices affect job contentment in Bangladesh. A number of 60 responses from 20 industrial firms were collected and analyzed. It was revealed that HR practices had a significant impact on work contentment. Moreover, human resource management and learning and growth were proven to have a positive effect on work contentment. TND was also found to provide the largest impact on JS. By researching the connection between HR policies and work contentment, this paper may help scholars, investigators, regulators, professionals, learners, native and international businesspeople in Bangladesh and other comparable countries. Human resource management (HRM) approaches, often referred as HR strategies, have been studied for years in the industrialized globe to see how they affect corporate productivity and worker sentiments. Interestingly, there has been very little study on HR procedures in poor countries overall, and Bangladesh in specific (Mahmood, 2004). This study was conducted to fill a knowledge gap and evaluate the link between HR policies and work contentment in Bangladesh. 32 Entrepreneurs in Bangladesh and other poor countries, including Mir Mohammed Nurul Absar, Mohammad Tahlil Azim, Nimalathan Balasundaram, and Sadia Akhter, may benefit from this study by researching into the connection between HR procedures.

Essentially, this research is focused on the answers to two questions: Is there a link between HR procedures and work gratification? & How do HR procedures affect work enjoyment? The major goals are to investigate the link between HR procedures and work contentment. To determine how HR procedures affect work productivity. To make recommendations for improving the HR procedures of the chosen commercial businesses.

They have done some data analysis and in conclusion they found that, the biggest positive correlation value between human resource planning and job satisfaction, as shown in the correlation matrix, indicates that the authorities of selected industrial firms should focus on HRP in order to achieve fantastic employee job satisfaction, followed by TND, PA, and COM. HRP and TND are also discovered to have a substantial impact on JS. Only perceptual data was obtained in this investigation. The study did not collect information on the size of the businesses, their output volume, or their turnovers.

3.1.3 Objectives

The objective of the study is to understand the before and after outcomes of using digital HR software. It is all about how helpful the MiHCM software is to accelerate progress by utilizing the productivity control component's effortless interaction with training development, transition structuring, pay preparation, as well as personnel statistics.

Broad Objective

To manage a legitimate, simple, and fascinating evaluation tool that allows the staff to assess themselves regularly.

Specific Objectives

- i. Navana Group implements HRIS.
- ii. Navana Group's HRIS processing software.
- iii. Navana Group uses hardware to enable HRIS.
- iv. HRIS Strategy and Execution Method.
- v. HRIS data organizing software.
- vi. How much deploying HRIS helps the Navana Group.
- vii. How HRIS aids workforce productivity in the workplace.
- viii. HRIS benefits and downsides.

3.1.4 Significance

The most important aspect of this research is that readers will know that the innovative & performance MiHCM is meant to provide a better understanding of the workplace, help to grow the workers, find the greatest potential, as well as streamline the HR system - all of which are difficult to achieve using outdated historical platforms.

To meet the specific company demands, the users prefer an accessible cloud HR service to conventional solutions. Companies should adapt to the Digital Realm, and MiHCM is here to help.

A systematic procedure for enclosing the termination statement, identifying the cause behind leaving, as well as indicating the accepting time. MiHCM helps with farewell discussions, departure duties, and ultimate approval to identity deactivation.

3.2 Methodology

The numerous methods and processes necessary to deliver the data in a graphically presentable form are referred to as methodology. In any type of inquiry, the survey technique is crucial since it dictates the information's structure, processed techniques, and presenting layout (Goddard & Melville, 2011). There are a variety of approaches that researchers might utilize to obtain data for the aim of publishing articles. Such as:

- Quantitative Analysis
- Qualitative Analysis
- Descriptive Analysis
- Analytical Studies
- Applied Research
- Exploratory Research, etc.

These methodologies are involved in two types of data collection method- primary and secondary. The study objective was addressed using both primary and secondary data collections. Primary data sources include an interview session with an employee of Navana Group, Mohammad Ferojul Kabir, Manager of HR Rewards team. And I also gathered information from my own experience and observation while working in the organization as an intern and I also collected information through conducting a survey on the employees of local businesses. The secondary data sources include: website, magazine, articles and journals, print and online newspaper articles, printed books, eBooks, online based data and some other relevant sources.

3.3 Findings and Analysis

3.3.1 Findings

The general observations are predicated on both direct and indirect study, and they are combined up to arrive at the following concluding:

- The participants in the original study were mainly either HR graduates or HR professionals. There are certainly several businesspeople and other individuals from the backdrop, indicating that the targeted audience was diverse and multi-dimensional. BRAC Bank, Grameenphone Limited, Nestle, Robi, and other large organizations engaged in the study. As a result, the study was conducted on the appropriate targeting population. Furthermore, the discussion was conducted with a very senior and knowledgeable HR professional. This demonstrates that the data gathered for research is adequate to reach a result.
- According to the findings, HRM technology is known by many individuals in the corporate sector and has been there for a fairly few times.
- More than 4/5th of the participants, as well as the specialist and researcher for our additional study, consider that HR technology improves the productivity of the entire HR department as well as the employment.
- According to the findings, a company's maximum capacity can be realized by using Human Resource Management Technology to methodically preserve his identity. The remark is supported by the professional discussion I conducted.
- Our research shows that using bespoke HR technology makes the worker assessment procedure much simpler.
- Without a mistake, all of the studies show that employing the finest HRM system reduces effort and expense for the firm.

3.3.2 Analysis

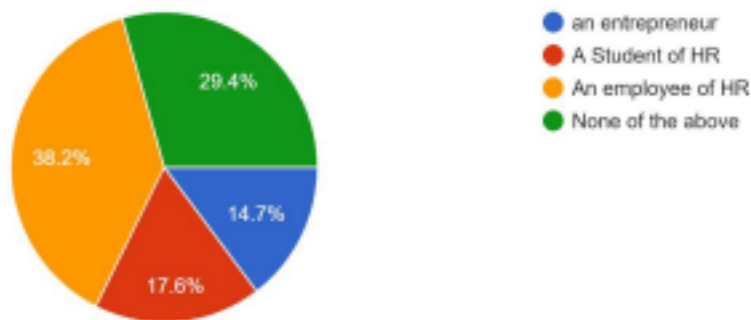
My study includes both original and indirect sources. An internet poll and conversation with an expert make up basic data. The materials for supplementary study were gathered from a reliable web resource. They are depicted as follows:

Primary Research

- **Online survey**

1. The participant's full disclosure

34 responses



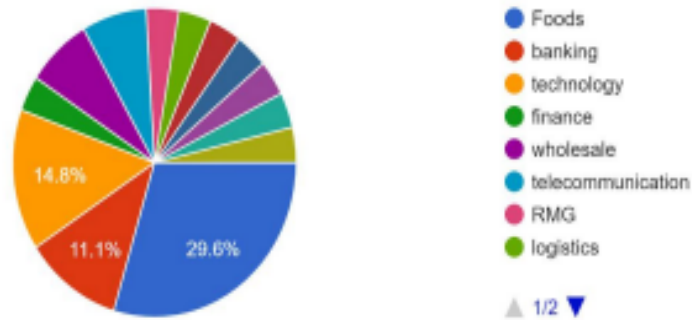
The participant was questioned regarding their identification in relation to the human resource topic in this inquiry. And it was discovered that more than half were either HR employees or students, with about a third being entrepreneurs. A small minority of the participants had no ties to HR-related research or any firms.

2. What is the identity of the company you work for?

The inquiry was posed to determine which company they control, operate for, or represent. BRAC Bank, Grameenphone Limited, Nestle, Robi, and others were among the significant companies associated with the responders.

3. To which sector does your company relate?

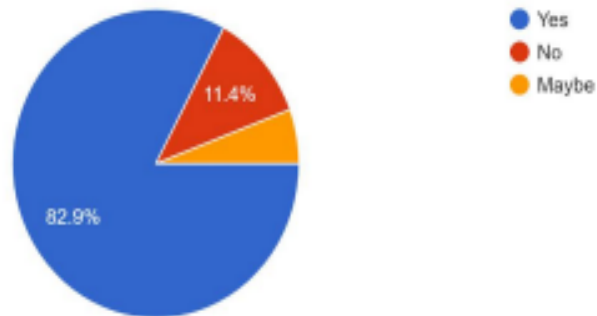
which industry does your organization belong to?
27 responses



According to the survey, more than half of the participants work in the foodstuff, technological, or Ready - made garment sectors. Other significant sectors represented by the participants include bakery, shipping, telecommunications, wholesaling, and others, demonstrating the report's adaptability.

4. Are you familiar with the HRM operating system?

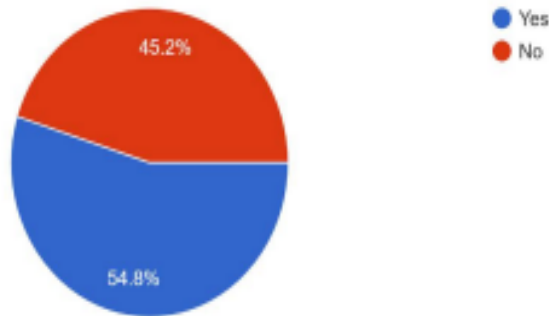
Have you heard about Human Resource Management Software?
35 responses



Apart from a few of the 35 responders, everybody had known of HRM technology.

5. Have you ever utilized human resource management operating systems?

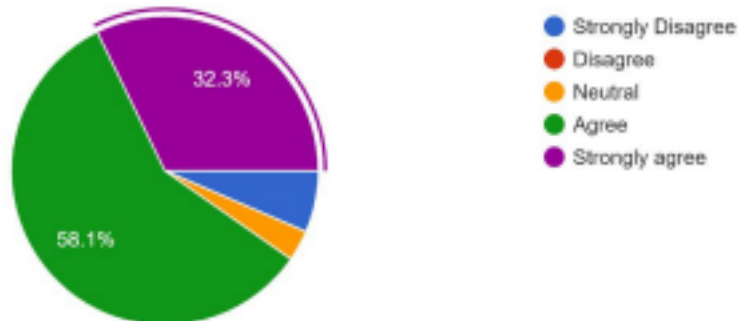
Have you ever used HRM software?
31 responses



54.8 percent of responders had previously utilized HRM technology. This effectively separates the participants' experiences with the program into nearly similar parts.

6. Does Human Resource Management technology improve workplace productivity?

Human Resource Management software will bring efficiency in workforce
31 responses

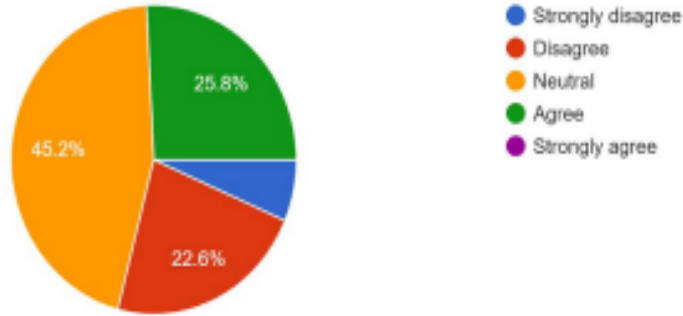


32.3 percent of the 31 people who responded to this issue firmly believe that HRM technology improves workplace productivity. Similarly, 58% of respondents agreed. Only a tiny percentage of the participants concurred or firmly disapproved with this assertion.

7. Would HRM technology be capable of equal an HR worker 's abilities?

HRM software will not be able to match the skills of an HR employee

31 responses

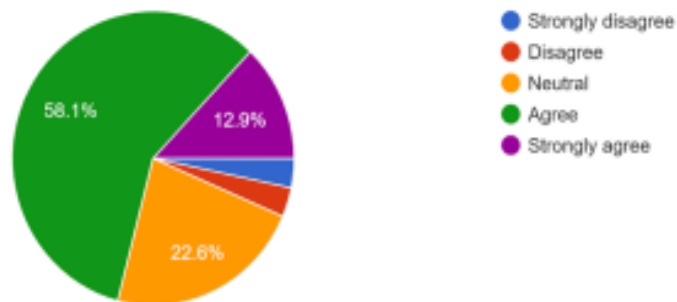


45 percent of responders were undecided regarding if HRM technology will meet the expertise of an HR professional. Nevertheless, a higher percentage of individuals hold an unfavorable view of the phrase than a favorable one.

8. Could an individual's entire capacity be realized by using Human Resource Management Technology to methodically preserve his identity?

An employees full potential can be unleashed by systematically maintaining his profile through Human Resource Management Software

31 responses

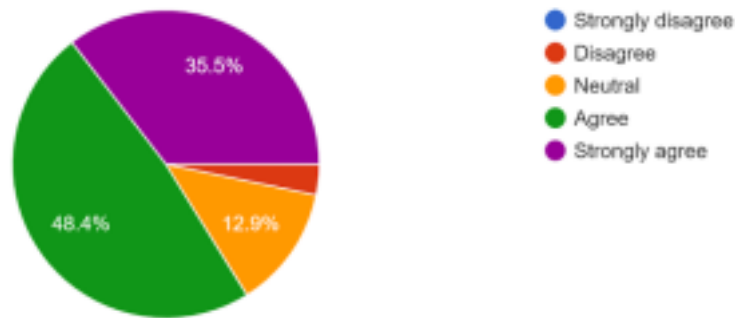


58.1 percent of 31 participants believe, and nearly 13 percent definitely accept, that HRM technology can help workers reach their fullest capacity. Nevertheless, 22.6 percent of participants were undecided regarding this assertion, and just a small proportion disagreed.

9. Would the HRM technology's automatic chart depending on worker productivity aid and simplify the worker assessment procedure?

The automated generated graph from the HRM software based on employee performances will help and ease the employee evaluation process

31 responses

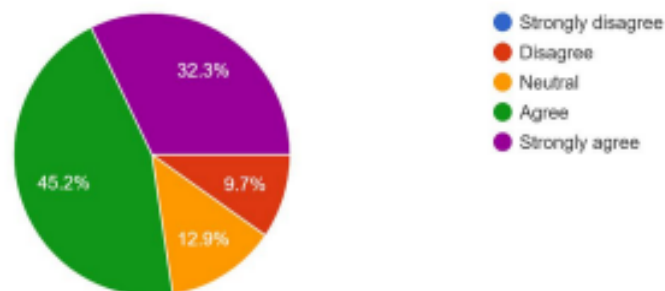


HRM technology, according to more than 80% of responders, would make worker evaluations easier. Moreover, 13% were undecided regarding this remark, although a minor percentage concurred.

10. HR tasks would operate more smoothly if the system can be accessible from anyplace.

If the software can be accessed from anywhere then HR functions will run smoother

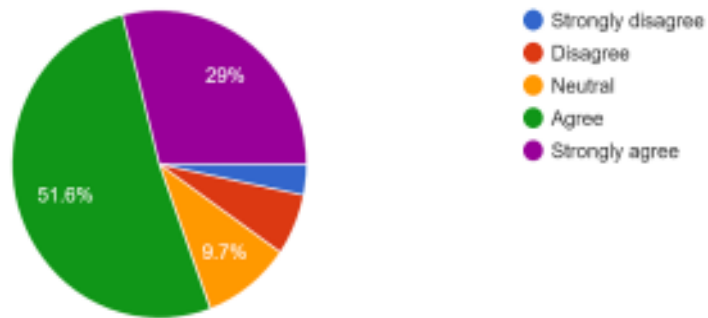
31 responses



Similarly, nearly 80% accept or firmly believe that having availability to HRM technology via an application from anyplace will improve matters simpler for HR tasks to run smoothly. Hardly 9.7% of respondents objected with this assertion.

11. Would HRM technology allow us to devote extra attention and energy to additional critical areas of the business?

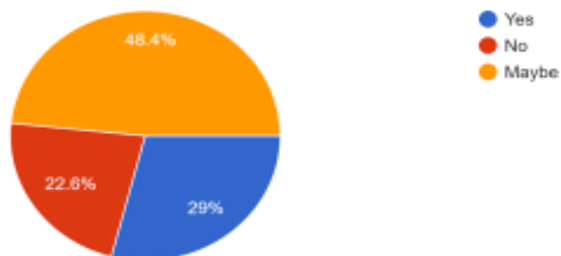
HRM software will give me liberty to invest time and money in other important sectors of the organization more
31 responses



HRM technology, according to 80 percent of the 31 employees polled, will allow businesses to invest their money elsewhere. 9.7% of respondents were undecided, while the rest were unbiased.

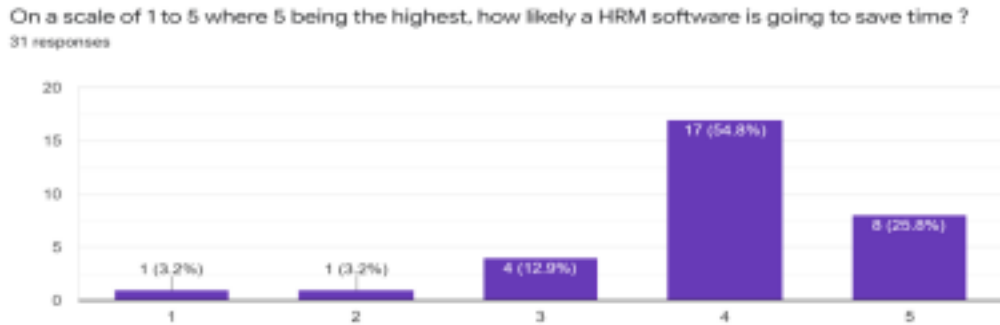
12. Do you believe that purchasing HRM technology will lower the expense of hiring an HR professional on a frequent basis?

Do you think the cost of buying a HRM software will reduce regular cost of paying an HR employee?
31 responses



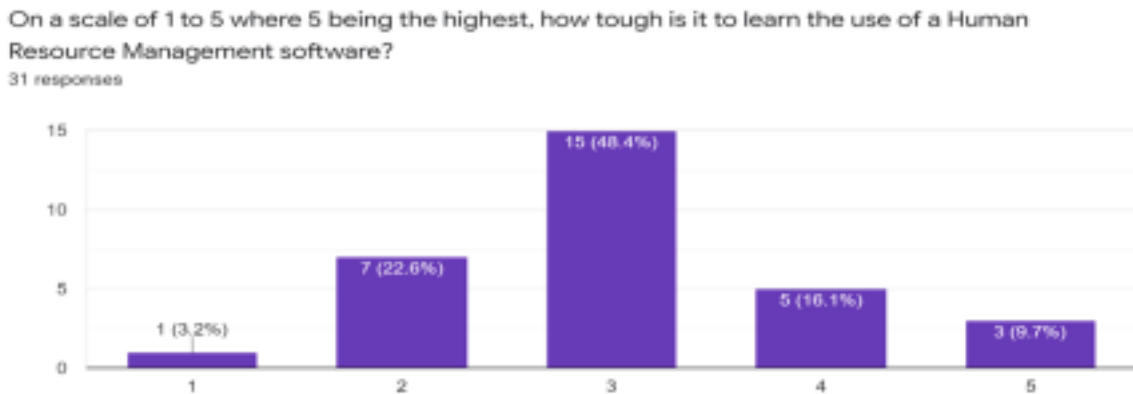
Nearly 50% of the responders were unsure if the upfront expense of purchasing HRM technology will minimize the ongoing expense of employing an HR staff. While 29 percent of respondents replied yes, 22.6 percent said no.

13. How probable is HRM technology to reduce effort on a level of 1 to 5, with 5 representing the most favorable?



Although roughly 6% of responders believe that HRM technology might not reduce effort, while 80 percent believe it will. Furthermore, 13% were unsure about taking a stand on this topic.

14. How difficult is it to acquire how to utilize a Human Resource Management program on a level of 1 to 5, with 5 representing the most difficult?

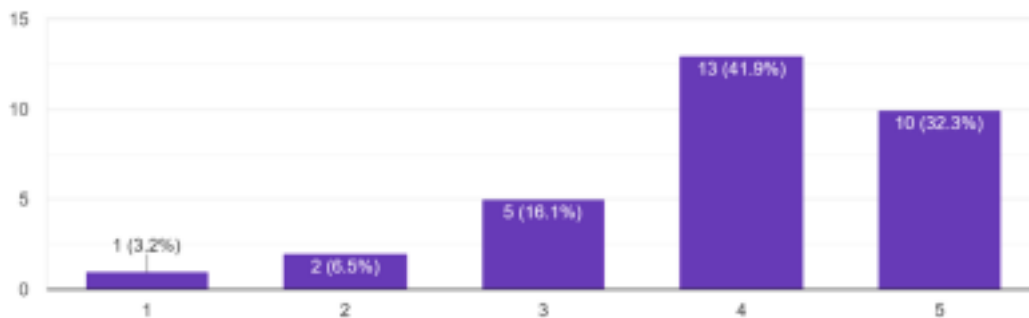


Nearly half of those polled believe that training to utilize HRM technology is neither hard nor simple. Nevertheless, 25% say it is difficult, while the remaining 25% consider it simple.

15. How often are you to suggest a company trying out Human Resource Management technology for development on a level of 1 to 5, with 5 representing the most probable?

On a scale of 1 to 5 where 5 being the highest, how likely will you recommend an organization to try out Human Resource Management software for their improvement?

31 responses

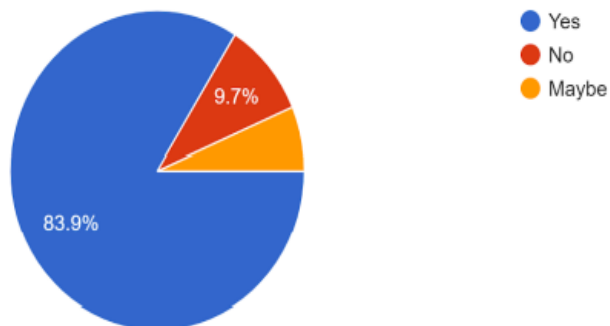


More than 80% of the responders said they would suggest HRM technology to other businesses to help them develop.

16. Do you believe that incorporating innovation into the management of human services would alter individuals 's perceptions of HR?

Do you think the introduction of use of technology in managing Human Resources will change the perspective of people's view on HR?

31 responses



83.9 percent of responders think that introducing innovation into HR management will fundamentally transform how HR is seen. Meanwhile, 9.7% responded no, while the remaining were undecided on which side to take in this debate.

- **Face to Face Interview**

I had a conversation or interview session like google meet with Mohammad Ferojul Kabir, Manager of Human Resource Department and asked some questions.



Figure: 3.3.1 Business Card

I asked him the following question:

1. Which HR system is mostly followed by your organization?

Option	No of Participants	Percentage (%)
HRIS	19	24.1%
HCM	9	11.4%
HRMS	16	20.3%
APS	8	10.1%
Payroll System	17	21.5%
HRD	8	10.1%
IHRM	7	8.9%
GDS	1	1.3%
Total	79	100%

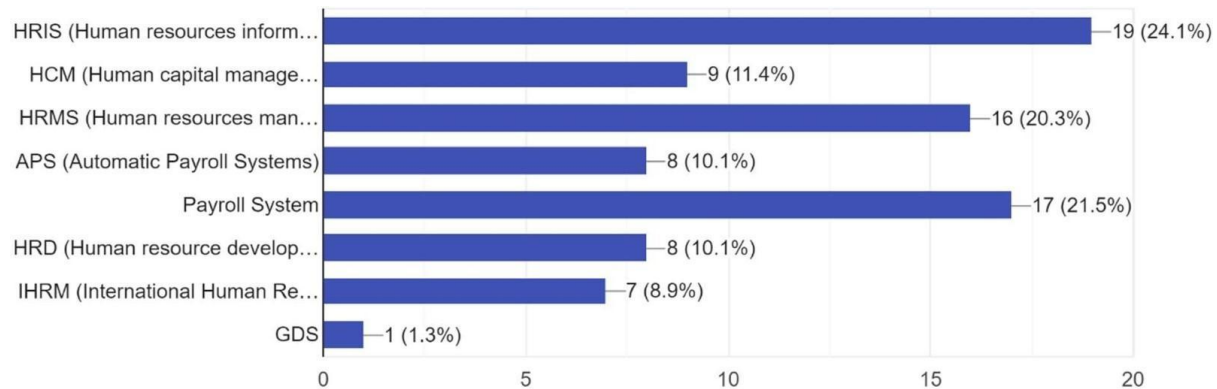


Figure: 3.3.2 Graphical presentation of most followed HR system.

According to the survey, 24.1% of employees respond that the HRIS system is followed in their organization, 11.4% of employees respond that HCM is followed by their organization, 20.3% of employees said that HRMS has been practiced in their company, 21.5% employees said that PS has been practicing in their company, 10.1% employee said that HRD has been practicing in their company and 8.9% employee responds that IHRM is known to their company.

So, from the survey, we can see that the HRIS, HRMS, and Payroll system has been practiced by most of the local companies in Bangladesh by the HR management.

HR software, often known as human resources software, is software that automates formerly conventional human resources activities. HR software comes in a variety of flavors, including HRMS, HRIS, and HCM. The focus points and attributes of these categories may change significantly. Wherever feasible, HR software must boost effectiveness and performance in a business.

An HRIS, often known as an HRMS or personnel managing, is a programming framework that connects people using electronic innovations. This allows for automated HR processes.

In simple terms, an HRIS is an operating system tool that allows large and small firms to perform a variety of services such as personnel operations, financing, management, and remuneration. An HRIS allows a firm to appropriately arrange, evaluate, and govern its human resources costs without dedicating to considerable time and attention to them.

Software used in Navana Group

In Navana, they always wanted to convert its HRM system into a digital form. The Human Resource Management technology in Navana Group includes the following software system:

HR Functions or Systems	Software Name	Vendor Country or Company	Installed on
Recruitment & Selection System	Zoho recruit	Zoho Corporation Pvt. Ltd.	July 2016
Applicant Tracking System (ATS)	Zoho recruit	Zoho Corporation Pvt. Ltd.	July 2016
Biometric Attendance Systems	uAttend	Processing Point Ltd. USA	January 2015
Payroll or Compensation management Systems	Paybooks	Paybooks Technologies India Private Ltd., India	June 2016
Leave management systems	PlanMyLeave	Expert Outsource Pvt. Ltd., India	N/A
Training & Development Systems	Manual or outsourced	Bangladesh organization for learning and development	Not Required
Capital management System	MiHCM	DNV Company	February 2022

Table: 3.3.1 List of Software used in Navana Group

3.4 Summary and Conclusions

The objective of this current study is to look at the previous and afterward results of Navana Group's use of HR digital software.

We may safely assume from the preceding study and observations that:

- Digital software helps you preserve effort and expense.
- Digital software has more advantages than disadvantages.
- HR is more efficient because of digital software.
- It simplifies the worker appraisal system and staff communication.

3.5 Recommendations/Implications

- **Training and Development**

The organization should use HRIS in its Training and Development program. Proper training can be provided to the proper person by using HRIS. Records of the training provided to employees can be recorded in the system and that will help the management to assess the need for training of employees.

- **TNA**

Need for training should be identified through HRIS. If TNA the system is used it will help to give training to proper person by recording each employee each information like their past training, their current position, their educational background, their skills and abilities, etc

- **Performance Evaluation**

In Performance Evaluation HRIS can play a very important role. Through HRIS it will be very easy to evaluate the performance of the employees and compare each employee's performance.

- **Benefits Management**

How and in which sector how much benefit is occurred can be recorded in HRIS which will help the organization to make investment decisions for the future.

- **Health & Safety**

In health and safety issues HRIS can be used. Which employees regularly make their physical condition and which employees do not will be saved in the information system In Safety issues all the safety-related tools should be recorded in HRIS like firebox. All the safety tools should be checked after a certain period that time and will be recorded in HRIS so that they can be properly checked in time.

- **Enhancing decision-making**

HRIS keeps records of previous occurrences like the benefit or loss of an organization which will help in proper decision making and it also helps in predicting the future by analyzing the records.

References

- Absar, M., Azim, M., Balasundaram, N., Akhter, S., 2010. Impact of Human Resources Practices on Job Satisfaction: Evidence from Manufacturing Firms in Bangladesh, Vol.62, No.2.
- Bhuiyan, F., Chowdhury, M. M., & Ferdous, F. (2014). Historical Evolution of Human Resource Information. *Human Resource Management Research*, 75-80.
- Brockbank, W. (1999). If HR were strategically proactive: Present and future directions in HR's contribution to competitive advantage. *Human Resource Management*, 38, 337-352.
- Budhwar, P., Malik, A., De Silva, M. T., & Thevisuthan, P. (2022). Artificial Intelligence Challenges and opportunities for International HRM: A review and research agenda. *The International Journal of Human Resource Management*, 33(6), 1065–1097.
<https://doi.org/10.1080/09585192.2022.2035161>
- Glassdoor. (2019). Navana Group Reviews. Retrieved January 9, 2021, from Glassdoor website:
<https://www.glassdoor.com/Reviews/Navana-Group-Reviews-E556391.htm>
- Jahan, S. (2014). Human Resources Information System: A Theoretical Perspective. *Journal of Human Resource and Sustainability Studies*, 32-39.
- Kenneth A. Kovach, Allen A. Hughes, Paul Fagan, and Patrick G. Maggitti (2002) Administrative and Strategic Advantages of HRIS: *Employment Relations Today*, Vol. 29 Issue: 2, pages 43–48
- Khanam, Z. (2015, April 1). Human Resource Management of Alliance Capital Asset Management Limited. Human resource management of Alliance Capital Asset Management Limited. Retrieved May 9, 2022, from <http://dspace.bracu.ac.bd/xmlui/handle/10361/4221>
- Mahmood, M., & Nurul Absar, M. M. (2015). Human Resource Management Practices in

Bangladesh: Current scenario and future challenges. South Asian Journal of Human Resources Management, 2(2), 171–188. <https://doi.org/10.1177/2322093715599481>

Navana-logistics. (2020). Navana Group. Retrieved January 9, 2021, from Navana Logistics Ltd website: <http://www.navana-logistics.com/navana-group>

Society for Human Resource Management, HR Data Management: An Historical, Technological and Global Approach.