

**"The Role of HR Operations in Supporting
Organizational Efficiency:
A Case Study of Nestlé Bangladesh PLC"**



Internship Report on
The Role of HR Operations in Supporting Organizational Efficiency:

A Case Study of Nestlé Bangladesh PLC

Course: Internship (INT 4399)

Submitted To:

Name: Ms. Ishrat Sultana

Designation: Assistant Professor

School of Business & Economics

United International University

Submitted By:

Name: Mehedi Hasan

ID: 111 202 028

Major: Human Resource Management

Date of Submission: 2nd August, 2025

Letter of Transmittal

August 3, 2025

Ms. Ishrat Sultana
Assistant Professor
School of Business & Economics
United International University

Subject: Submission of Internship Report on "The Role of HR Operations in Supporting Organizational Efficiency: A Case Study of Nestlé Bangladesh PLC"

Dear Ma'am,

I am pleased to submit my internship report titled "The Role of HR Operations in Supporting Organizational Efficiency: A Case Study of Nestlé Bangladesh PLC" as part of the requirements for the completion of my BBA program at United International University. This report is based on my internship experience at Nestlé Bangladesh PLC, where I have been working in the Human Resources Department since April 2025.

The study explores how HR Operations contribute to enhancing organizational efficiency, focusing on processes, systems, and practices that support smooth business operations. It highlights the role of HR in ensuring compliance, improving employee experience, and supporting strategic goals.

I am grateful for your guidance throughout the internship period, which has been instrumental in shaping the direction of my report. I would also like to express my sincere appreciation to the HR team at Nestlé Bangladesh PLC for their support, cooperation, and valuable insights during my learning journey.

I hope this report will provide meaningful insights into the operational side of HR and serve as a valuable reference for understanding how HR Operations can drive organizational efficiency. Should you require any further information, I would be happy to provide it.

Thank you for your kind consideration.

Sincerely,
Mehedi Hasan
ID: 111 202 028

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Declaration of Student

I am Mehedi Hasan and my ID is 111 202 028. I am a student of the BBA program with a major in Human Resource Management at the School of Business & Economics of United International University. I acknowledge that this report has been prepared entirely in my own words, based on the practices and knowledge I gained from my workplace during my internship. I confirm that I am the sole creator of this report on my chosen topic.

I declare that all the information presented in this report is accurate and based on my personal experiences and observations during my internship at Nestlé Bangladesh PLC. Any references, citations, or sources used in this report have been properly acknowledged.

I affirm that this report has not been submitted for any other academic or professional purpose, and it is solely prepared to fulfill the requirements of my internship program.

Sincerely Yours,
Mehedi Hasan
ID: 111 202 028
BBA in Human Resource Management
School of Business & Economics
United International University

Acknowledgment

First and foremost, I would like to express my deepest gratitude to Almighty Allah for granting me the strength, patience, and ability to successfully complete my internship and prepare this report.

I would like to express my sincere appreciation and respect to my academic supervisor, Ms. Ishrat Sultana, Assistant Professor, School of Business & Economics, United International University. Her valuable guidance, continuous support, and insightful feedback have been instrumental in shaping the direction and quality of this report.

My heartfelt thanks go to my organizational supervisor, Mr. Saumyo Chakma, Sr. HR Officer – Payroll, Operations & MIS, Nestlé Bangladesh PLC. His guidance, practical instructions, and constant encouragement greatly helped me understand the professional environment and HR operational practices at Nestlé Bangladesh PLC. I am also truly grateful to Mr. Joy Prince Rozario, Manager – Rewards, HR Operations & PD, Nestlé Bangladesh PLC, whose support, cooperation, and shared insights made my internship journey smoother and more enriching.

Finally, I would like to acknowledge that while I have made every effort to ensure accuracy in this report, any unintentional errors or omissions are solely mine, and I sincerely apologize for them.

Executive Summary

This internship report, titled *“The Role of HR Operations in Supporting Organizational Efficiency: A Case Study of Nestlé Bangladesh PLC”*, explores how HR Operations ensures smooth organizational processes, compliance, and employee satisfaction. It is based on my internship in the Human Resources Department of Nestlé Bangladesh PLC, where I worked under the guidance of Mr. Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS) from 6th April 2025 to the present.

The primary objective of this report is to evaluate the role and effectiveness of HR Operations in enhancing operational efficiency. The analysis draws from primary data gathered through observation and informal interviews, combined with secondary data from company documents, official websites, and academic sources. The report also provides an overview of Nestlé’s global and Bangladesh operations, HR department structure, and how HR Operations functions as an administrative backbone supporting other HR activities.

Throughout the internship, I was involved in preparing experience certificates and NOCs, managing onboarding documentation, coordinating exit processes, designing internal HR communication materials, and assisting in employee engagement initiatives such as Long Service Awards and HR events. These tasks provided hands-on learning in compliance management, process accuracy, and cross-functional collaboration within a multinational environment.

The findings indicate that Nestlé’s HR Operations is well-organized, process-driven, and compliant with both corporate and legal requirements. However, improvements can be made by reducing approval delays, digitalizing manual processes, and strengthening feedback mechanisms during employee exits. These changes would further enhance operational speed, employee experience, and overall HR effectiveness.

In conclusion, this internship was a valuable experience that allowed me to apply academic knowledge in a real-world setting and develop practical HR skills. The exposure to Nestlé’s structured HR Operations processes has enriched my understanding of how administrative excellence contributes to organizational efficiency and business success.

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Chapter 1: Introduction

1.1 Introduction of the topic

Human Resources (HR) plays a vital role in ensuring the overall efficiency and smooth functioning of an organization. Among the different HR functions, HR Operations serves as the backbone of administrative, payroll, compliance, and employee service-related activities. By streamlining processes, maintaining accurate records, and ensuring timely HR services, HR Operations enables employees and management to focus on achieving organizational goals without operational disruptions.

In the context of a multinational company like Nestlé Bangladesh PLC, HR Operations is essential for supporting business continuity and enhancing organizational efficiency. The function ensures accurate payroll processing, compliance with labor laws, proper documentation, employee onboarding and offboarding, benefits administration, and operational support to various HR initiatives. Efficient HR Operations directly impact employee satisfaction, trust in the organization, and overall productivity.

This internship report, titled *"The Role of HR Operations in Supporting Organizational Efficiency: A Case Study of Nestlé Bangladesh PLC"*, aims to explore how HR Operations contributes to the company's smooth business functioning. It examines the strategies, processes, and systems implemented by the HR Operations team and how these practices align with organizational goals.

1.2 Scope of the report

The scope of this internship report focuses on analyzing the HR Operations practices at Nestlé Bangladesh PLC and their contribution to organizational efficiency. The report covers various operational aspects of HR, including payroll management, HR data management, compliance processes, employee documentation, and operational support to other HR functions.

The study highlights how these HR Operations activities enhance employee experience, ensure compliance, and support strategic business objectives. It also considers the challenges faced by the HR Operations team and explores opportunities for further process improvements.

1.3 Objectives of the report

Primary Objective:

- To evaluate the role and effectiveness of HR Operations in supporting organizational efficiency at Nestlé Bangladesh PLC.

Secondary Objectives:

- To analyze the payroll and benefits administration process and its impact on employee satisfaction.
- To review HR Operations processes for employee onboarding, documentation, and compliance.
- To assess how HR Operations supports other HR functions and contributes to achieving overall business goals.
- To identify challenges in HR Operations and suggest potential improvements.

1.4 Methodology

To prepare this report, both primary and secondary data sources were used.

Primary Data:

- Direct observations during my internship in the HR Operations function at Nestlé Bangladesh PLC.
- Discussions and informal interviews with my line manager, Mr. Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS), and his manager, Mr. Joy Prince Rozario (Manager – Rewards, HR Operations & PD).
- Interaction with other HR team members to understand workflows, processes, and operational challenges.

Secondary Data:

- Nestlé Bangladesh PLC official website.
- Internal HR policies and operational process documents.
- Relevant articles, research papers, and online resources related to HR Operations best practices.

Data Analysis:

The collected data was analyzed qualitatively to identify key operational practices, success factors, and areas for improvement.

Report Compilation:

Findings were organized under specific operational themes to provide a structured understanding of the contribution of HR Operations to organizational efficiency.

1.5 Limitations of the report

While every effort has been made to prepare an accurate and informative report, certain limitations should be acknowledged:

- The report is based on observations and data collected during the internship period (April–July 2025), which may not reflect long-term trends or seasonal variations in HR operations.
- Some internal documents and data were confidential and could not be disclosed in detail.
- Time constraints limited the opportunity to conduct in-depth surveys or quantitative analysis.
- The findings are based primarily on the HR Operations function and may not represent all HR activities across the organization.

Chapter 2: Literature Review

2.1 HRM Functions

Human Resource Management (HRM) refers to the strategic and coherent approach to managing an organization's workforce to help achieve its objectives. HRM functions encompass all activities related to acquiring, developing, retaining, and effectively utilizing human capital. According to Dessler (2017), HRM ensures that the right number of people with the right skills are in the right place at the right time, performing tasks effectively and efficiently.

The primary functions of HRM include:

1. Human Resource Planning (HRP): Anticipating future workforce needs and ensuring talent availability in alignment with organizational goals (Armstrong, 2014).
2. Recruitment and Selection: Attracting and selecting qualified candidates through structured processes to meet organizational staffing needs (Gatewood et al., 2015).
3. Training and Development: Enhancing employees' knowledge, skills, and abilities to improve job performance and prepare them for future roles (Noe, 2017).
4. Performance Management: Monitoring, evaluating, and improving employee performance through appraisals, feedback, and goal-setting (Aguinis, 2019).
5. Compensation and Benefits: Designing competitive pay structures, incentives, and benefits to attract and retain talent (Milkovich et al., 2013).
6. Employee Relations: Managing the relationship between employer and employees, including conflict resolution, grievance handling, and promoting a positive work culture (Armstrong & Taylor, 2020).
7. HR Operations and Administration: Managing payroll, employee records, compliance, and other administrative processes to ensure smooth day-to-day functioning (Snell & Bohlander, 2013).

In the context of Nestlé Bangladesh PLC, HR Operations is a vital HRM function that directly supports organizational efficiency through payroll management, compliance, data administration, and operational support to other HR activities.

2.2 Importance of HRM

HRM is considered a cornerstone of organizational success as it ensures that the workforce is aligned with strategic objectives. According to Armstrong & Taylor (2020), HRM not only manages people but also creates a framework for employee engagement, productivity, and development.

The importance of HRM can be highlighted in the following ways:

- **Strategic Alignment:** HRM ensures human capital strategies align with business goals, enabling better decision-making and long-term success (Wright & McMahan, 2011).
- **Employee Engagement:** Well-managed HR practices foster a motivated and engaged workforce, which improves productivity and reduces turnover (Falcon, 2006).
- **Organizational Efficiency:** HRM improves operational efficiency by streamlining processes, reducing errors, and ensuring compliance with labor laws (SHRM, 2012).
- **Talent Retention and Development:** Effective HRM identifies and nurtures high-potential employees, reducing recruitment costs and enhancing organizational capabilities (Schuler et al., 2011).
- **Adaptability to Change:** HRM equips employees and leaders to adapt to changing market conditions, technological advancements, and organizational transformations (Ulrich et al., 2017).

For a multinational like Nestlé, HRM—especially the HR Operations function—is critical to maintaining a consistent, compliant, and efficient work environment. By ensuring timely payroll, accurate data management, and operational support, HR Operations allows other HR functions and business units to focus on strategic goals, ultimately improving overall organizational performance.

Chapter 3: Organizational Overview

3.1 History and Background

Nestlé S.A. is the world's largest food and beverage company, headquartered in Vevey, Switzerland. Founded in 1866 by Henri Nestlé, the company began with the launch of “Farine Lactée” — an infant cereal that significantly reduced infant mortality. Over the years, Nestlé has expanded into more than 180 countries, operating with over 2,000 brands across categories such as dairy, confectionery, beverages, nutrition, pet care, and health science.

Globally, Nestlé's commitment is guided by its purpose: *“Unlocking the power of food to enhance quality of life for everyone, today and for generations to come.”* The company's strong focus on nutrition, health, and wellness has positioned it as a market leader for over a century.

Nestlé Bangladesh PLC began its operations in 1994 as a joint venture and became a fully owned subsidiary of Nestlé S.A. in 1998. With its head office located in Dhaka and a state-of-the-art manufacturing plant in Sreepur, Gazipur, Nestlé Bangladesh produces and markets a diverse portfolio of food and beverage products tailored to local consumer preferences.

The company employs hundreds of professionals across different functions, with its HR Department playing a crucial role in attracting, retaining, and developing talent.

3.2 Vision, Mission, and Core Values

Vision:

To be the recognized leader in Nutrition, Health, and Wellness by offering high-quality products that enhance the lives of consumers.

Mission:

To unlock the power of food to enhance quality of life for everyone, today and for generations to come.

Core Values:

- Respect for Self: Ensuring personal accountability and integrity in all actions.
- Respect for Others: Fostering diversity, inclusion, and fairness in the workplace.

- Respect for the Future: Committing to sustainable practices that protect resources for future generations.

3.3 Products and Services Portfolio

Nestlé Bangladesh PLC markets several globally recognized brands, including:

- Beverages: Nescafé, Nestea, Milo
- Dairy: NIDO, Nestlé Everyday
- Culinary: Maggi noodles, soups, and seasonings
- Confectionery: KitKat, Munch
- Nutrition: Lactogen, Cerelac, NAN for infant nutrition

These products are manufactured and marketed following global Nestlé quality standards while complying with local regulations.

3.4 Organizational Structure

Nestlé operates with a matrix organizational structure, combining global strategic guidance with local market execution. In Bangladesh, the organizational structure consists of the following major functions:

- Sales & Marketing
- Supply Chain & Logistics
- Finance & Control
- Human Resources (HR)
- Technical & Production

The HR Department reports directly to the Country HR Director, who aligns local HR practices with Nestlé's global policies and frameworks.

3.5 HR Department Overview

The HR Department at Nestlé Bangladesh PLC functions as a strategic partner to the business, ensuring that the right talent is hired, developed, and retained. The department is structured into several sub-functions:

- Talent Acquisition – Responsible for recruitment and onboarding.
- Learning & Development (L&D) – Facilitates training programs to enhance employee skills.
- Performance & Talent Management – Oversees goal setting, appraisals, and talent reviews.
- Compensation & Benefits (C&B) – Designs and administers employee pay structures and benefits.
- HR Operations – Manages payroll, compliance, employee records, onboarding, exits, and HR administration.

3.6 HR Operations Function Overview

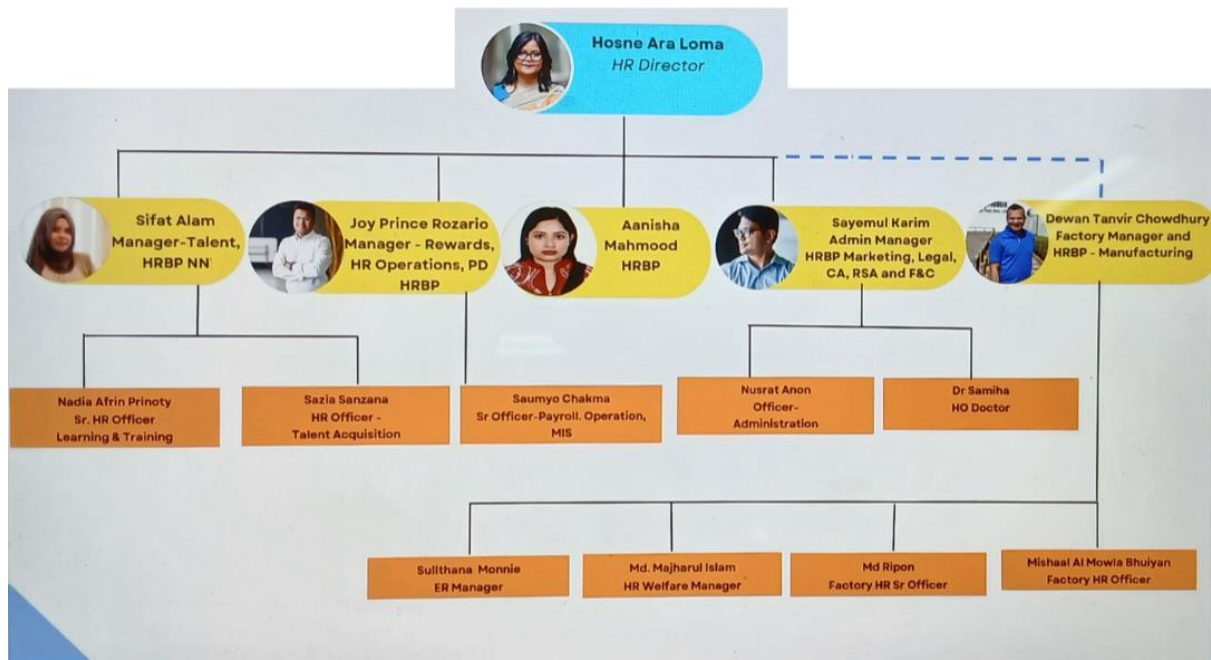
The HR Operations team acts as the backbone of the HR Department by ensuring smooth execution of all administrative and compliance processes. Its responsibilities include:

- Payroll Management: Ensuring accurate salary disbursement and benefits processing.
- Employee Lifecycle Management: Handling onboarding paperwork, maintaining employee files, and managing exit formalities.

- **Compliance and Documentation:** Ensuring all employee documents are complete and updated in compliance with labor laws and internal policies.
- **Internal HR Communication:** Designing and distributing HR-related announcements, policies, and engagement materials.
- **Employee Recognition and Engagement:** Supporting events like Long Service Awards, engagement campaigns, and internal competitions.

In my internship role within HR Operations, I was actively involved in these processes — from issuing experience certificates and NOCs to supporting onboarding, managing exit documentation, and preparing internal HR communications.

Chapter 4: HRM Functions at Nestlé Bangladesh PLC



At Nestlé Bangladesh PLC, the Human Resources Department plays a dual role as both a strategic partner and an operational support system for the business. It ensures that the organization attracts, develops, retains, and motivates talent in alignment with corporate strategy while also ensuring compliance with labor regulations and operational excellence. The HR department integrates Nestlé's global frameworks with the specific requirements of Bangladesh's labor market, creating a balance between corporate consistency and local adaptation.

HR Department Structure

The HR Department is headed by Hosne Ara Loma (HR Director), who oversees multiple specialized functions. The structure ensures proper segregation of roles and responsibilities for better efficiency and alignment with business objectives. Below is the hierarchy of the HR team:

- Hosne Ara Loma (HR Director)
 - Sifat Alam (Manager – Talent, HRBP NN)
 - Nadia Afrin Prinoty (Sr. HR Officer – Learning & Training)
 - Sazia Sanzana (HR Officer – Talent Acquisition)

- Joy Prince Rozario (Manager – Rewards, HR Operations & PD HRBP)
 - Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS)
 - *Mehedi Hasan (HR Intern – HR Operations)*
- Aanisha Mahmood (HRBP)
- Sayemul Karim (Admin Manager, HRBP Marketing, Legal, CA, RSA & F&C)
 - Nusrat Anon (Officer – Administration)
 - Dr. Samiha (HO Doctor)
- Dewan Tanvir Chowdhury (Factory Manager & HRBP – Manufacturing)
 - Sullthana Monnie (ER Manager)
 - Md. Majharul Islam (HR Welfare Manager)
 - Md. Ripon (Factory HR Sr. Officer)
 - Mishaal Al Mowla Bhuiyan (Factory HR Officer)

This structure allows for specialization in different HR areas such as talent acquisition, learning and development, operations, and employee relations while maintaining close collaboration between HRBPs (Human Resource Business Partners) and their respective business units.

4.1 Recruitment and Selection

Recruitment and selection are key strategic HR functions that ensure the right talent is hired at the right time. At Nestlé Bangladesh, the recruitment process is led by Sifat Alam and his team and follows a systematic approach:

1. Workforce Planning: Annual manpower planning based on business projections.
2. Job Analysis: Clear job descriptions and specifications are created.
3. Sourcing: Use of online job portals, LinkedIn, employee referrals, and campus recruitment programs.
4. Selection: Screening, assessments, interviews, and final selection based on competencies and culture fit.
5. Onboarding: Smooth integration of selected candidates into the organization.

Contribution to organizational efficiency: By ensuring a streamlined process and selecting candidates who fit both job requirements and company values, Nestlé reduces employee turnover, hiring costs, and performance gaps.

4.2 Training and Development

Nestlé Bangladesh strongly focuses on continuous learning to maintain a high-performance culture. The Learning and Development team conducts:

- Functional training: Skills required for day-to-day operations.
- Leadership development: Programs for high-potential employees.
- Compliance training: Ensuring adherence to labor laws, safety standards, and ethical practices.

Contribution to efficiency: A well-trained workforce minimizes errors, ensures compliance, and enables faster adaptation to organizational changes and market demands.

4.3 Performance Management

Nestlé's performance management system is results-driven and integrates behavioral competencies with measurable targets.

- Goal setting: SMART objectives aligned with organizational strategy.
- Regular check-ins: Managers act as coaches and mentors.
- Annual appraisals: Combination of self-evaluation, manager assessment, and feedback discussions.

Impact: This system ensures clear expectations, accountability, and recognition of top performers, leading to higher productivity and motivation.

4.4 Compensation and Benefits

The Compensation and Benefits (C&B) team, under Joy Prince Rozario, ensures employees are fairly and competitively rewarded:

- Salary benchmarking: Regular review of industry standards to remain competitive.
- Benefits administration: Provident fund, health insurance, festival bonuses, and performance bonuses.
- Rewards and recognition: Special programs for employee achievements.

Contribution to efficiency: Attractive pay structures and rewards improve employee retention, engagement, and overall morale.

4.5 Employee Engagement and Relations

Employee engagement initiatives at Nestlé Bangladesh include:

- Long Service Awards: Recognizing contributions of employees for tenure milestones.
- Employee surveys: Identifying areas for improvement and implementing corrective actions.
- Communication sessions: Regular meetings to align employees with company strategy.

Result: High levels of engagement reduce conflict, absenteeism, and turnover, fostering a positive and productive workplace environment.

4.6 HR Operations (Focus Area)

The HR Operations function at Nestlé Bangladesh PLC is the foundation of all HR activities. It ensures that payroll, compliance, documentation, and employee services run seamlessly, allowing strategic HR initiatives to function without disruption.

During my internship, I worked under Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS), who is part of the HR Operations team led by Joy Prince Rozario. Below is a detailed explanation of how HR Operations contributes to organizational efficiency:

4.6.1 Payroll and Benefits Administration

Process:

- Collection of attendance and leave data from various departments.
- Cross-verification of overtime, allowances, and deductions.
- Automated payroll processing with manual checks for accuracy.
- Timely disbursement of salaries and benefits.

Importance:

Accurate payroll builds employee trust and avoids compliance issues with labor laws. Timely payment ensures motivation and prevents grievances that can disrupt work.

4.6.2 Employee Lifecycle Management

HR Operations manages every stage of an employee's journey:

- Onboarding: Verification of documents, creation of employee files, system access, and welcome kits.
- Probation confirmation: Follow-ups with managers for evaluation and approval.
- Transfers and promotions: Updating records and notifying payroll teams.
- Exit process: Coordinating clearance from departments, collecting company assets, and processing final settlements.

Impact: Efficient lifecycle management prevents delays in workforce deployment, ensures compliance, and improves the overall employee experience.

4.6.3 Documentation and Compliance

Key Activities:

- Maintenance of employee files both digitally and physically.
- Ensuring each file contains all required documents (appointment letter, educational certificates, ID, NID, tax forms, etc.).
- Regular audits to ensure compliance with labor laws and Nestlé's internal policies.

Result: Proper documentation reduces legal risks, speeds up audits, and protects the company during labor inspections or disputes.

4.6.4 HR Data Management and Reporting

Nestlé uses digital tools to manage HR data efficiently:

- Centralized databases ensure data accuracy and easy access.
- Monthly and quarterly reports are prepared on headcount, turnover, and payroll costs.
- These reports help management in strategic planning, workforce forecasting, and budgeting.

4.6.5 Internal Communication and HR Campaigns

During my internship, I assisted in creating internal HR communication materials such as updated leave policies, reward statements, and motivational posters. Tools like Canva were used to make these visually appealing and easy to understand.

- Impact: Clear communication ensures that employees are informed about policies and benefits, which increases engagement and compliance.

4.6.6 Process Improvement and Digitalization

Nestlé Bangladesh is focusing on digital transformation to make HR Operations faster and more efficient:

- Plans for self-service portals for employees to request certificates, apply for leave, and update personal information.
- Digital onboarding forms reduce manual paperwork and ensure faster processing.
- Workflow automation for NOC and certificate approvals reduces delays and improves service quality.

4.7 Strategic Role of HR Operations

From my experience, HR Operations is not just an administrative function—it is a critical enabler of strategic HR initiatives. Without smooth payroll, documentation, and compliance systems, recruitment, training, and engagement activities would face operational bottlenecks. By ensuring timely services, accurate records, and legal compliance, HR Operations creates a foundation for productivity, employee trust, and organizational success.

**Chapter 5: Internship
Experience: HR Operations
Activities**

5.1 Duration and Placement Details

I began my internship at Nestlé Bangladesh PLC on 6th April 2025 and have been placed in the Human Resources Department, specifically under the HR Operations function. I reported directly to Mr. Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS), who works under Mr. Joy Prince Rozario (Manager – Rewards, HR Operations & PD HRBP).

My role focused on supporting employee lifecycle management, documentation, compliance, internal communications, and engagement activities. This placement allowed me to gain practical exposure to administrative HR processes in a fast-paced multinational work environment.

5.2 Key Responsibilities and Tasks Performed

5.2.1 Issuing Experience Certificates and NOCs

I was responsible for preparing and issuing Experience Certificates and No Objection Certificates (NOCs) for employees and interns.

- Prepared 35+ Experience Certificates and 45+ NOCs.
- Ensured accuracy in employee details such as designation, department, and tenure.
- Coordinated with line managers for verification before issuance.

This activity strengthened my attention to detail and understanding of formal HR documentation procedures.

5.2.2 Onboarding Support (Joining Paperwork and Employee File Maintenance)

I assisted in employee onboarding by handling:

- Verification of joining documents such as appointment letters, personal information forms, and identification copies.
- Creation and organization of both digital and physical employee files.
- Ensuring all mandatory documents were collected in compliance with company policy and labor laws.

This experience enhanced my organizational skills and familiarized me with compliance requirements for new hires.

5.2.3 Exit Process Management (Exit Checklists, Forms)

I played an active role in supporting the employee exit process, which included:

- Sharing exit checklists and clearance forms with departing employees.
- Coordinating with different departments (IT, Admin, Finance) to ensure return of company assets.
- Collecting and storing exit documentation for record-keeping.

This process taught me the importance of structured exits for maintaining compliance and avoiding future disputes.

5.2.4 Internal HR Communication Content (Leave Policy, Rewards Statements, Motivation Comms)

One of my creative responsibilities was designing HR communication materials using Canva.

- Updated and shared the Leave Policy document with employees.
- Designed Total Rewards Statements for better employee awareness of benefits.
- Created weekly motivational posts to boost morale.

This helped me combine HR knowledge with graphic design skills to enhance internal communication.

5.2.5 Engagement and Recognition Programs (Long Service Awards, Organogram Updates)

I supported the planning and execution of engagement and recognition programs:

- Created creative materials for the Long Service Awards 2025, recognizing employees with milestone achievements.
- Assisted in updating the June 2025 Organogram to reflect new hires, promotions, and role changes.

This deepened my understanding of employee recognition's role in fostering engagement and loyalty.

5.2.6 Supporting HR Online Sessions and Events (Total Rewards Quiz, etc.)

I assisted in the coordination of the Total Rewards online session, where employees were briefed on compensation and benefits programs.

- Created a fun, interactive quiz to reinforce learning and boost engagement.
- Collected participation data and shared results with the HR team.

This strengthened my skills in event coordination and employee engagement strategy.

5.3 Skills and Competencies Gained

Through these tasks, I developed:

- Technical Skills: MS Excel, Canva design for HR, HR documentation systems.
- Soft Skills: Communication, time management, collaboration, adaptability.
- HR Knowledge: Employee lifecycle management, compliance requirements, internal HR communications, and recognition programs.

This hands-on exposure gave me a strong foundation in HR Operations, enabling me to understand how administrative efficiency directly contributes to organizational productivity.

Chapter 6: Analysis of Data and Findings

6.1 Data Collected Through Interviews/Conversations with HR Professionals

During my internship, I had informal but insightful discussions with:

- Mr. Saumyo Chakma – Sr. HR Officer (Payroll, Operations & MIS)
- Mr. Joy Prince Rozario – Manager (Rewards, HR Operations & PD HRBP)

Key takeaways from these conversations include:

1. Accuracy is critical in HR Operations — Errors in payroll, documentation, or compliance can have legal and reputational consequences.
2. Time management is a major challenge — HR Operations handles multiple requests from various departments daily, so prioritizing tasks is essential.
3. Digital record-keeping is improving efficiency — Nestlé is transitioning to more digital processes, reducing paperwork delays.
4. Internal communication impacts engagement — Clear and visually engaging HR communication materials increase employee awareness of policies and benefits.

6.2 Analysis of HR Operations Practices at Nestlé Bangladesh PLC

Based on my observations, HR Operations at Nestlé Bangladesh PLC is well-structured and follows global Nestlé standards. The function ensures:

- Smooth employee onboarding through standardized joining documentation and file management.
- Structured exit process that protects company assets and ensures compliance.
- Clear internal communication using modern design tools like Canva to make policies more accessible.
- Recognition programs such as Long Service Awards to enhance employee loyalty.

However, I noticed that some processes, especially those requiring multiple department approvals, can be slightly time-consuming, which affects overall turnaround time.

6.3 Contribution of HR Operations to Organizational Efficiency

From my internship experience, I found that HR Operations contributes to Nestlé's efficiency in the following ways:

1. Administrative Accuracy – Correct payroll and document handling prevent legal risks and employee dissatisfaction.
2. Compliance Assurance – Proper documentation ensures alignment with labor laws and audit requirements.
3. Employee Experience Enhancement – Timely certificates, smooth onboarding, and engaging internal communication improve employee satisfaction.
4. Support for Other HR Functions – Recruitment, performance management, and engagement initiatives rely on accurate employee data and timely administrative support.

6.4 Key Strengths and Weaknesses Observed in HR Operations

Through my internship experience and conversations with HR professionals at Nestlé Bangladesh PLC, I identified several strengths and weaknesses in the HR Operations function. These observations are based on practical tasks I performed, process reviews, and informal interviews with Mr. Saumyo Chakma and Mr. Joy Prince Rozario.

Strengths

1. Well-Defined and Standardized Processes

Nestlé's HR Operations follows clearly documented procedures for onboarding, payroll, compliance, and exit management. For instance, the joining process includes a step-by-step checklist for document collection, verification, and file creation, ensuring that no essential information is missed. The exit process is also structured, involving clearance forms from multiple departments, return of company assets, and proper settlement. This level of standardization reduces process errors and ensures consistency across all locations and departments.

2. Strong Compliance Culture and Documentation Control

Compliance with local labor laws and Nestlé's internal policies is treated as a top priority. Employee files are regularly audited to ensure completeness and accuracy, reducing the risk of legal disputes during audits or inspections. Maintaining both digital and physical records ensures backup availability and quick retrieval of information when required, a crucial factor in organizational risk management.

3. Accurate Payroll and Benefits Administration

Payroll is processed with high accuracy and goes through multiple levels of verification before disbursement. This prevents salary discrepancies, which can otherwise lead to employee dissatisfaction or legal issues. Additionally, benefits such as provident fund contributions and health insurance are well-managed, ensuring employee trust in the organization's administrative reliability.

4. Integration of Recognition and Engagement Programs

HR Operations plays a role in supporting employee recognition initiatives such as Long Service Awards and sharing Total Rewards Statements. These programs increase transparency in compensation and foster loyalty among employees, contributing to higher engagement and retention.

5. Effective Use of Technology for Internal Communication

The use of modern design tools like Canva to prepare communication materials, such as policy updates and motivational posters, makes HR messages visually appealing and easy to understand. This approach has improved employee awareness of HR policies and reduced confusion regarding rules and processes.

6. Collaboration Between HR Operations and Other HR Functions

HR Operations supports other HR functions such as talent acquisition and performance management by maintaining accurate employee records and ensuring quick access to data when needed. This interdepartmental collaboration speeds up decision-making and enhances operational efficiency across the HR department.

Weaknesses

1. Time-Consuming Approval Processes

Certain routine HR requests, such as issuing NOCs or experience certificates, require multiple approvals across different levels. This often results in delays in service delivery, especially when stakeholders are busy with other priorities. Employees may experience frustration if such delays affect their job applications or official documentation requirements. A streamlined approval workflow or digital authorization system could resolve this issue.

2. Partial Reliance on Manual Processes

Although Nestlé is moving towards digital systems, several HR processes, such as document collection for onboarding or clearance during exits, still involve manual steps. This not only slows down turnaround time but also increases the possibility of errors or missing information. Full automation with self-service portals and online forms can significantly reduce administrative workload.

3. Limited Employee Self-Service Options

Currently, employees rely on HR Operations for tasks such as requesting NOCs, updating personal information, or accessing certain documents. This creates dependency and adds extra workload for HR staff. Introducing employee self-service platforms would empower employees, save time, and allow HR Operations to focus on strategic tasks rather than repetitive requests.

4. Multiple Department Dependencies in Exit Processes

During the exit process, approvals from various departments (IT, Admin, Finance, etc.) are required before final settlement. Coordination across these departments can sometimes take longer than planned, causing delays in issuing release letters or completing settlements. This can negatively affect the exiting employee's perception of the company. Cross-functional workflow integration can help speed up this process.

5. Limited Use of Analytics for Decision-Making

Although HR Operations maintains accurate data, there is less emphasis on analyzing this data for strategic insights. For example, analyzing patterns in exit interviews could help identify recurring issues affecting retention, but the current system does not fully utilize such analytics. Implementing HR dashboards and analytics tools could help convert operational data into actionable strategies.

Overall, the strengths of HR Operations at Nestlé Bangladesh PLC outweigh the weaknesses. The function is well-structured, compliant, and integrated with other HR activities, which significantly supports organizational efficiency. However, addressing the weaknesses—particularly in process automation, approval turnaround, and self-service capabilities—can further enhance the speed, accuracy, and employee satisfaction levels associated with HR Operations.

6.5 Comparison with Standard HR Operations Practices (from literature review)

Compared to best practices identified in the literature review:

- Payroll and benefits administration is in line with global standards — accurate, timely, and compliant.
- Onboarding and exit management follows a structured process but could be further digitalized.
- Internal communication is modern and visually appealing, aligning with engagement best practices.
- Automation level is slightly lower than in advanced multinational setups where self-service HR portals are common.

Overall, my analysis shows that HR Operations at Nestlé Bangladesh PLC plays a critical role in organizational efficiency, with strong foundations in compliance, documentation, and communication — but with opportunities for more automation and faster approval processes.

Chapter 7: Recommendations and Conclusion

7.1 Recommendations to Improve HR Operations

7.1.1 Process Improvements

Observation:

Approval-based HR processes (such as issuing NOCs, experience certificates, and final settlements) sometimes take longer due to multiple stakeholder involvement.

Recommendation:

- Introduce a Standard Approval Timeline Policy for routine HR requests.
- Develop a request tracker (Excel-based or HR software-integrated) to monitor the status of pending approvals and send automated reminders.

Implementation Steps:

1. Identify the most frequent HR requests and map the current approval flow.
2. Define time limits for each approval stage (e.g., max 48 hours).
3. Train HR team members and approvers on the updated process.
4. Monitor monthly turnaround times and address bottlenecks.

7.1.2 Digitalization and Automation

Observation:

Some documentation processes (onboarding checklists, exit forms) still involve manual handling, which slows down processing time.

Recommendation:

- Move to a self-service HR portal where employees can request certificates, update personal information, or submit clearance forms.
- Convert all onboarding and exit checklists into digital forms to minimize paper usage and speed up processing.

Implementation Steps:

1. Conduct a needs assessment with the IT department to identify feasible HR digital tools.
2. Prioritize high-volume tasks for automation (NOCs, certificates, leave applications).
3. Train employees on using the portal through short tutorials and Q&A sessions.
4. Regularly review system performance and user feedback for improvements.

7.1.3 Employee Communication and Engagement Enhancements

While internal communications are visually appealing, not all employees actively engage with HR updates or policy changes.

Recommendation:

- Launch a monthly HR e-newsletter summarizing updates, events, policy changes, and recognition stories.
- Use gamification elements (quizzes, challenges) in HR announcements to boost participation.

Implementation Steps:

1. Collect content inputs from all HR sub-functions by the 20th of each month.
2. Design the newsletter using Canva or a company-approved template.
3. Send via email and post on the internal communication platform.
4. Track engagement through email open rates or participation in interactive elements.

7.1.4 Strengthening Exit Process Feedback Loop

Observation:

Exit processes are compliant but could better capture departing employees' feedback for organizational learning.

Recommendation:

- Implement a structured exit interview process to gather insights on workplace improvement.
- Maintain an anonymized database of exit interview responses for trend analysis.

Implementation Steps:

1. Develop a standardized exit interview questionnaire (covering work environment, leadership, career growth, etc.).
2. Assign an HR representative to conduct the interview (in person or virtually).
3. Compile and analyze responses quarterly to identify recurring issues.
4. Share findings with leadership to drive improvements.

7.2 Overall Conclusion

My internship at Nestlé Bangladesh PLC in the HR Operations function has provided me with firsthand experience of how efficient HR processes contribute to organizational productivity, compliance, and employee satisfaction.

The HR Operations team ensures that:

- Employee records are accurate and compliant with legal requirements.
- Payroll and benefits are processed without errors or delays.
- Onboarding and exit processes are standardized, minimizing disruptions.
- Internal communications are clear, engaging, and aligned with company culture.

While the function operates effectively, opportunities for improvement exist in automation, faster approvals, and enhanced feedback collection. Implementing these recommendations will not only improve administrative speed but also strengthen employee trust in HR services.

This experience has deepened my understanding of HR Operations as the backbone of Human Resources, enabling strategic HR initiatives to thrive by removing administrative bottlenecks. I am confident that the skills and knowledge gained during this internship will serve as a strong foundation for my career in HR.

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Appendix

Internship Questionnaire

Below are the sample interview questions used for informal discussions with HR professionals during my internship:

1. What are the key responsibilities of the HR Operations team at Nestlé Bangladesh PLC?
2. How do HR Operations processes ensure compliance with labor laws?
3. What challenges does the HR Operations team face in day-to-day work?
4. How does internal HR communication affect employee engagement?
5. What role does HR Operations play in supporting other HR sub-functions?

Organizational Structure of HR Department (Nestlé Bangladesh PLC)

HR Director: Hosne Ara Loma

Under HR Director:

- Sifat Alam (Manager – Talent, HRBP NN)
 - Nadia Afrin Priority
 - Sazia Sanzana
- Joy Prince Rozario (Manager – Rewards, HR Operations & PD HRBP)
 - Saumyo Chakma (Sr. HR Officer – Payroll, Operations & MIS)
 - Mehedi Hasan (HR Intern – HR Operations)
- Aanisha Mahmood (HRBP)
- Sayemul Karim (Admin Manager, HRBP Marketing, Legal, CA, RSA & F&C)
 - Nusrat Anon
 - Dr. Samiha
- Dewan Tanvir Chowdhury (Factory Manager & HRBP – Manufacturing)
 - Sullthana Monnie

- Md. Majharul Islam
- Md. Ripon
- Mishaal Al Mowla Bhuiyan

