



**The Impact of AI-Integrated HRIS on the
Overall Performance of Organizations:
A Study on Daraz Bangladesh**

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Internship Report

The Impact of AI-Integrated HRIS on the Overall Performance of Organizations: A Study on Daraz Bangladesh

Submitted by

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Submitted to

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Date of Submission

19th July 2026

LETTER OF TRANSMITTAL

19th July 2026

Mr. Jakowan

Internship Supervisor

Assistant Professor, School of Business & Economics (SoBE)

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Subject: Submission of Internship Report

Dear Sir,

With all due respect, I hereby submit my internship report titled “Impact of AI Integrated HRIS on the Overall Performance of Organizations – A Case Study on Daraz Bangladesh” as a part of the submission criteria required for the successful completion of the Bachelor of Business Administration (BBA) degree in the major of Human Resource Management of United International University.

This report is written on the basis of my practical internship experience in the Human Resource Operations department of Daraz Bangladesh and with the help of primary data obtained from structured surveys conducted among the HR professionals of the organization. This report focuses on understanding the role and impact of Artificial Intelligence integrated Human Resource Information Systems (HRIS) on HR activities and processes as well as on the overall organizational performance.

Writing this report has given me the chance to combine my theoretical learning with practical experience in corporate settings. I have taken all possible measures to present the report systematically and confidentially.

I would like to express my sincerest gratitude for your kind guidance and constructive comments while preparing this report.

Sincerely yours,

Mohammad Ishashahedi Ishmum

Student ID: 111222018

BBA, Major in Human Resource Management

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DECLARATION

I, Mohammad Ishashahedi Ishmum, student of Bachelor of Business Administration (BBA) Human Resource Management (HRM) major at School of Business and Economics, This is to declare that this is an Internship Report of the Intern of the United International University (UIU) on the subject:

"The Impact of AI-Integrated HRIS on the Overall Performance of Organizations: A Study on Daraz Bangladesh"

I have prepared and submitted this for my partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree at United International University.

The following report is a result of my own research and internship experience that I have gained in my place of practice. During this Spring 2026 trimester.

I further solemnly affirm that:

- Not submitted in part or in whole to any other institution or university for the conferring of any degree or diploma.
- All sources of information used in the making of this report have been properly referenced.
- The main information for this report was obtained from a structured survey during the internship period, administered to HR employees of Daraz Bangladesh.
- I do accept full responsibility for the content, accuracy and integrity of this report.

Name: Mohammad Ishashahedi Ishmum

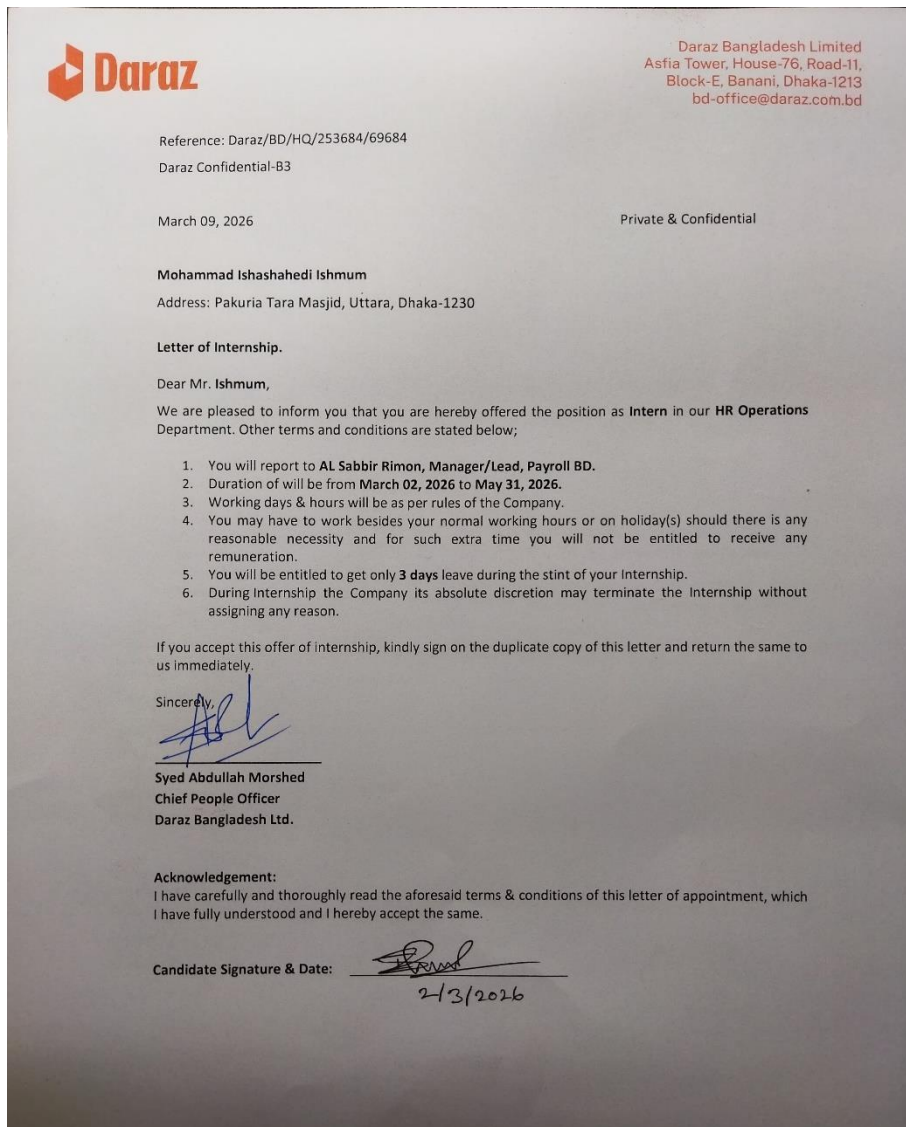
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Date: 22nd July 2026

Corporate Evidence



ACKNOWLEDGEMENT

I start my gratitude and prayers for all that has been bestowed upon me by Allah SWT to finish this internship and this report, which include health, patience and ability.

I would like to extend my heartfelt thanks to my Internship supervisor, Mr. Jakowan of the School of Business and Economics, United International University for his guidance, constant support and constructive feedback during the preparation of this report. His counsel and inspiration are critical to this work and the one that has been produced.

I would like to express special thanks and gratitude to the whole team Human Resources (HR) of Daraz Bangladesh for welcoming me as an intern, giving me a valuable job role and having a great learning environment for me. Special thanks to the HR Operations team and the Head of Talent Acquisition for mentoring, being patient with, and sharing their work knowledge and expertise during the internship duration.

I also owe thanks to Faham Kabir (Manager HRIS & Sumaiya Alam (Learning & Organizational Culture Specialist, Daraz Bangladesh) for guidance and collaboration in planning and execution of organizational events which helped me understand employee engagement practices to a certain extent.

My special thanks to all fifteen HR positions in Daraz Bangladesh that took time to answer the research survey. Their responses of honesty and thoughtfulness provided the empirical basis on which this study was conducted and relied to allow analysis and findings presented in this report.

Lastly, I'm grateful to my family and faculties who've supported, encouraged and motivated me thorough out the whole education journey.

Mohammad Ishashahedi Ishmum

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BBA, Human Resource Management

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EXECUTIVE SUMMARY

The current internship report discusses the effect of AI integrated HRIS on the HR processes and organizational performance at Daraz Bangladesh. This report is done for the BBA program of United International University and combines primary data research and intern experience in HR Operations.

The primary data was gathered via a 15-person structured survey that consisted of 25 questions measured with Likert-scale. HRIS implementation, core HR processes, process efficiency and organizational performance were discussed, analyzed with descriptive statistics.

Results indicate the generally positive impact of AI integrated HRIS on HR processes. HR Process Efficiency was the highest rated (mean = 3.83) followed by Attendance and Leave Management (4.33). Reduced need for manual HR documentation and process efficiency itself received the mean of 4.13. In terms of the satisfaction, 66.7% of participants were either satisfied or very satisfied, 86.7% have witnessed a positive change in HR processes.

The limitations revealed during the study include the lack of identification of the needs for training and development, which had the lowest mean (2.93). The recommendations include the improvement of HRIS analytics, structured training of HR staff, updating of HRIS, proper communication of advantages of the software and introduction of the formal user feedback system.

During the internship, I obtained practical skills in working with HR processes, recruitment process, manpower planning, attendance/leave management and digital documentation. Thus, AI-integrated HRIS has a positive effect on the efficiency of HR processes and organizational performance at Daraz Bangladesh.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Report

The advancement in technology during the past decades has brought many changes to how human resources are managed in an organization. Today, Human Resource Information System (HRIS) is no longer just a system for recording digital information but a very advanced and intelligent system that can automate HR functions, provide timely insights, and facilitate decision-making through data analysis. It has especially become quite relevant for technology-dependent sectors like eCommerce, where effective human resource management is essential.

Over the last decade, digitalization, with a young population with digital literacy and government support, has seen extraordinary growth in the e-commerce sector in Bangladesh (Islam et al., 2016)ⁱ. Daraz Bangladesh is part of the Alibaba Group, one of the leading e-commerce companies in Bangladesh and is the biggest employer of the digital economy sector in the country. As Daraz Bangladesh expands its workforce and intricate HR processes across various departments and functions, it is an ideal case study for the impact of AI-powered HRIS in the context of organizational performance.

Incorporating Artificial Intelligence (AI) into HRIS can help to streamline recruiting procedures, automate attendance and payroll management, improve performance monitoring, and facilitate employee training and development. (Votto et al., 2021)ⁱⁱ Although such systems have been widely implemented in various other countries around the world, limited research exists that draws its focus specifically to the impact of such systems in Bangladeshi organizations, specifically in e-commerce. The purpose of this report is to fill that void by discussing the impact of AI-enhanced HRIS on the overall performance of Daraz Bangladesh and collecting evidence through a well-designed survey of the HR staff while the writer was an intern at Daraz Bangladesh.

1.2 Objectives of the Report

The main purpose of this study is to look into the effects of AI-integrated HRIS on the performance of Daraz Bangladesh as a whole. Objectives of the study are as follows:

- To determine the key features of AI-integrated HRIS that have been utilized by Daraz Bangladesh in its HR process.
- To determine the effect of AI-integrated HRIS on the efficiency of HR process of Daraz Bangladesh.
- To determine the association between HR process efficiency and organizational performance.
- To find out any shortcomings associated with the current HRIS of Daraz Bangladesh.
- To recommend measures to improve AI-integrated HRIS of Daraz Bangladesh.

1.3 Rationale of the Report

The justification for this study can be provided based on both theoretical and practical perspectives. As far as the theoretical aspect is concerned, although there is a growing number of research on HRIS and AI in HR management in the global context, there has been only little research conducted in regard to the use of HRIS and AI in human resource management in the Bangladeshi corporate environment, especially the e-commerce field. Hence, the report adds to the existing knowledge on the matter, contributing a case study from one of the leading companies in Bangladesh in terms of digitization.

From the practical point of view, the continuous investment in HR technologies made by such companies as Daraz Bangladesh to handle their large and diverse workforce should be assessed in terms of the positive results of the investments. Knowing whether the investments bring the anticipated results in regard to increased efficiency of HR management in the company and enhanced overall organizational performance would make future investment in such technologies more justifiable.

In addition to that, the author of this report completed his internship in the HR Operations Department of Daraz Bangladesh.

1.4 Scope and Limitations of the Report

This report focuses exclusively on Daraz Bangladesh and its HR Operations department. The study examines the role of AI-integrated HRIS in four core HR functional areas: recruitment and selection, payroll and attendance management, performance management, and training and development support. Data was collected through a structured survey administered to HR staff and relevant employees at Daraz Bangladesh during the internship period.

However, this report is subject to several limitations that should be acknowledged:

- **Small sample size:** The study covers only the HR department and a selected few employees from Daraz Bangladesh. Therefore, a relatively smaller sample size might reduce the external validity of the findings beyond the context.
- **Organization-specific:** Since the research is organization-specific, the findings might not accurately represent the whole e-commerce industry of Bangladesh or any other industry.
- **Self-reporting:** The data is based on the perception and evaluation by respondents, and therefore, it might suffer from response bias.
- **Time limitation:** Data was collected during the time span available to conduct internship research, and thus, it might be limited in terms of depth.
- **Confidentiality:** Certain data related to HRIS and specifications was confidential and not available for review.

1.5 Definition of Key Terms

The following key terms are used throughout this report and are defined below for clarity:

Human Resource Information System (HRIS): A computerized approach which combines all activities related to Human Resources (HR) such as employees' information management, hiring process, payment of salaries, performance evaluation, and trainings into one single system. (Aggarwal, et al 2020)ⁱⁱⁱ, (S. 2025)^{iv}

Artificial Intelligence (AI): The emulation of human intelligence using computers, allowing them to undertake tasks such as pattern recognition, data analysis, prediction, and decision making. In the realm of HRIS, AI involves elements like automatic candidate screening, predictive analysis, and intelligent reporting tools.

AI-Integrated HRIS: A high-end HRIS equipped with artificial intelligence to streamline and optimize key HR functions, increase the accuracy of information gathered, make sense of the information, and help in making strategic decisions in HR management. (Aggarwal, et al 2020) iii

Organizational Performance: The effectiveness with which an organization realizes its goals and objectives. In this case study, organizational performance will be evaluated based on productivity levels, effectiveness of HR processes, cost-cutting, and quality of decision-making among management. (Richard et al., 2009)^v, (Singh et al., 2016)^{vi}

HR Process Efficiency: The extent to which human resource processes are carried out accurately, quickly, and with minimal use of resources. It is a measure of the efficiency in administration brought about by technological human resource management systems. (Anggoro et al., 2026)^{vii}

E-Commerce: Purchasing and selling of products or services online. For the purpose of this study, e-commerce can be defined as the industry of digital market places where Daraz Bangladesh operates. (Mohiuddin, 2014)^{viii}

Descriptive Analysis: A statistical technique that involves summarizing and describing the characteristics of data using measures such as frequency, percentage, and means.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

Established in 2012, South Asia's top e-commerce platform which is Daraz, started with a vision to empower communities through commerce and trade. Daraz was initially launched as an online fashion ecommerce platform and then they soon expanded to different places as the location is the markets in the South Asian region such as Pakistan, Bangladesh, Sri Lanka, Nepal and Myanmar. The mission statement that they promised to hold is 'Uplifting communities through the power of commerce' and the long-term vision that they stated is to 'Serve 50 million consumers and businesses by 2030 as a champion of South Asia'. Daraz first entered Bangladesh in 2015 and has quickly made a pivot in the country's fast-expanding digital landscape. The market of Bangladesh is one of the most strategically important markets for Daraz because it is the largest GDP economy in all the markets that Daraz operates, plus the government has a vision for digitalization. Over the years, Daraz Bangladesh has evolved from its first phase which was as an e-commerce start-up to being the largest online marketplace in the country which has brought thousands of sellers in the country together with millions of buyers to whom they can sell, and both get benefited. One of the key events in Daraz's business journey was it got its acquisition by a Chinese business named Alibaba Group in 2018. This acquisition helped Daraz in many ways by gaining access to world-class technology infrastructure, expertise in ecommerce and the funds and support needed to grow and develop their technology. In the wake of the acquisition, Daraz has experienced a huge technological replat forming in 2019, which includes the use of Alibaba's powerful ecommerce platform, and the introduction of the Daraz Wallet platform, a digital payments system integrated into the platform. The timeline below highlights the company's growth and key events.

2012	Daraz founded as an online fashion retailer, beginning operations in Pakistan.
2014	Daraz expands its product categories and marketplace model across South Asia.
2015	Daraz enters the Bangladesh market and acquires Kaymu, strengthening its regional presence. Launch of Fatafati Friday, Bangladesh's biggest online sale event.
2017	Daraz Express (DEX) launched — Daraz's proprietary logistics and delivery arm.
2018	Alibaba Group acquires Daraz, marking a transformational milestone. Launch of the 11.11 Mega Sale across all markets.
2019	Complete technological replatforming onto Alibaba infrastructure. Launch of Daraz Wallet for integrated digital payments.
2020	Major network expansion of Daraz Express logistics infrastructure across all markets.
2021	Launch of dMart (Daraz's grocery delivery service) and Daraz Live (interactive live-stream shopping).
2022	Continued logistics expansion; over 500,000 sq ft of total warehouse space across the network. Refreshed Daraz brand identity launched.

2.1.2 Trend and Growth

Daraz showed positive and outstanding performance in all major metrics since its launch in Bangladesh in 2015. The platform of Daraz has been growing since then and it has grown number of sellers, customer base, product range and logistics. The whole thing was strengthened by Alibaba's 2018 acquisition, which allowed Daraz to gain access to their cutting-edge technology, data analysis, and a global supply chain network, enhancing its operations.

A key factor in Daraz's expansion that is very mentionable is the establishment of its own logistics system, Daraz Express (DEX). Daraz Express was able to served more than 70% of all packages delivered through its markets as of October 2022; total warehouse space grew to more than 500,000 square feet, an increase of 22% from November 2021. Moreover, more than 96% of first mile collection and sortation is carried out in-house,

It is an indicator that reflects Daraz's desire to ensure the quality of their delivery and how quickly it takes. The following key logistics and operational data are summarized.

>70% Packages delivered via Daraz Express	>500K sq. ft. Total warehouse space (Oct 2022, +22% YoY)	>96% First mile & sortation done in-house
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The company has a warehouse network in major cities throughout South Asia, where Daraz Bangladesh has dedicated warehouses in Dhaka (2) and Chattogram with a Major Sort Center in Dhaka. By providing this infrastructure, Daraz is set to deliver same day and next day delivery services in major urban areas, further driving the customer experience and solidifying the company's position as a leader in Bangladesh.

2.1.3 Product / Service / Customer Mix

Daraz's ecommerce ecosystem is more than just a platform for online shopping. By leveraging cutting-edge technology and AI capabilities, the platform offers a comprehensive suite of services to a diverse range of customers, sellers, and business partners. The platform's four pillars of services are each enhanced by powerful technology and AI-driven features.

- **Marketplace:** Daraz's marketplace platform which worked like a gateway for thousands of sellers and starting from big brands to small and medium enterprises (SMEs) to reach millions of customers across Bangladesh. It sells various types items but in categories such as electronics, fashion, home and living, health and beauty, groceries and more. Daraz's digital ecommerce platform allows SMEs to spread their products across the country, which also provides economic opportunities and promotes digital entrepreneurship.
- **Digitalized Logistics (Daraz Express):** DEX offers end-to-end logistics support to both sellers and buyers (Logistics from the Warehouse till the Last Mile). It is a fully integrated logistics service that guarantees the timely and reliable delivery of packages with their proper tracking, a vital plus in Bangladesh's growing logistics industry.

- **Advertising Solutions:** Daraz provides a range of digital advertising solutions for sellers to boost product visibility and target specific customer groups. These involve sponsored posts, banners, and help in running promotion campaigns, which enable sellers to develop their business on the high traffic platform of Daraz.
- **Digital Payments (Daraz Wallet):** Daraz Wallet offers both customers and sellers a digital payment platform that is seamless and secure. The wallet is compatible with various payment options, including mobile banking, cards, and cash on delivery, facilitating secure and convenient financial transactions on the Daraz platform.

The main target audience of Daraz is online shoppers from all over Bangladesh, both in urban and semi-urban areas. The platform is gradually targeting mobile first users, with most of the transactions taking place in the Daraz mobile app. On the selling end, Daraz is a digital platform for major brands and independent small businesses, which is an essential selling platform for businesses of all sizes.

2.1.4 Company Operations / Activity

Daraz Bangladesh has a very organizational and tech-forward functioning. The company is divided into multiple functional areas, such as Technology, Logistics (Daraz Express), Marketing, Seller Management, Customer Service, Finance and Human Resources. Every department is essential to keeping the platform running smoothly and providing a smooth shopping and selling process.

This internship which I completed was done and supervised out in the HR Operations department where the end-to-end lifecycle of an employee is managed at Daraz Bangladesh. Talent acquisition, management, and recruitment, employee onboarding as well as, payroll and compensation management, attendance and leave management, performance appraisal, training and development coordination, and employee relations are the mentionable tasks of the key HR activities. The department has an HRIS that is integrated with AI tools to automate and streamline these processes, freeing up manual tasks and enhancing data accuracy throughout HR operations.

In the commercial operation sector, Daraz Bangladesh also organizes several campaigns and initiatives throughout the year. The biggest of these is Fatafati Friday, which is Daraz Bangladesh's take on the worldwide mega sale 11.11, which brings in the highest

The number of transactions is always processed on the platform per year which is their standard. Other notable features encompass Daraz Live, which is a live-stream shopping platform that enables sellers to interact with the potential customers in real time, and dMart, the grocery and daily essentials delivery service offered by Daraz, which meets the rising demand for quick commerce in Bangladesh.

2.1.5 SWOT Analysis of Daraz Bangladesh

STRENGTHS • Largest e-commerce platform in Bangladesh with the highest brand recognition. • Strong backing and technology support from Alibaba Group. • Proprietary logistics network (DEX) covering major cities in Bangladesh. • Diverse product and service ecosystem including marketplace, logistics, payments, and advertising. • Established large seller community and millions of active customers. • Advanced AI-integrated HRIS supporting efficient HR operations.	WEAKNESSES • High OPEX was associated with maintaining an in-house logistics system. • High dependence on third-party sellers for product quality and convenience. • Low penetration in rural and semi-urban areas of Bangladesh. The reliance on cash on delivery payments, rising return and logistics costs. • Complaints of occasional late delivery and service issues to the detriment of brand trust. • The reliance on cash on delivery payments, rising return and logistics costs.
OPPORTUNITIES • Strong, fast growth of the internet and smartphone penetration in Bangladesh. • The government's Digital Bangladesh project fostering a good environment for e-commerce. • A rural market potential which has yet to be tapped in all 64 districts of Bangladesh. • Rising middle class and consumer's online spending power. • Increase in mobile financial services (MFS) that promote digital payment use. • Increasing popularity of social commerce and "live-stream shopping" among youngers	THREATS • Increasing competition from local and regional e-commerce companies. • The dominance of informal commerce (f-commerce) in Facebook in Bangladesh. • Uncertainty of regulatory and policy framework on ecommerce in Bangladesh. • Cybersecurity threats and consumer data privacy issues. • Macroeconomic pressures include inflation creating a squeeze on consumers' spending. • Global supply chain disruptions to product availability and pricing.

2.2 Industry Analysis

2.2.1 Specification of the Industry

In the e-commerce sector, Daraz Bangladesh is a significant player in the business-to-consumer (B2C) and business-to-business (B2B) segments by focusing their business in this sector. E-commerce industry does refers to all e-commerce businesses that has transacted online through the Internet like payment and, which also involves all types of online retail, digital payments, logistics and fulfillment services. The three available business models in Bangladesh are traditional e-commerce, social commerce via platforms like Facebook (also known as f-commerce), and mobile commerce via apps and mobile wallets. The sector is backed by a rapidly developing digital ecosystem in Bangladesh, such as the availability of mobile data across the country, the proliferation of mobile financial services including bKash and Nagad, and the fact that the population is large and young, and eager to use online platforms for shopping. The Bangladesh government's Digital Bangladesh vision and the current Smart Bangladesh program have also significantly stimulated the development of the digital economy, which has positively influenced the regulatory and infrastructural framework for e-commerce. (Amin, 2024)^{ix} The size, trend and maturity of the industry.

2.2.2 Size, Trend, and Maturity of the Industry

Since the last decade, e-commerce has grown more than geometrically in Bangladesh, transforming it from a small niche business into a major trade option. The high population of Bangladesh (more than 170 million people), young age profile are more visible online actively purchasing online and a fast-growing Internet user base means a massive and expanding potential market for e-commerce operators. The COVID-19 pandemic has massively contributed to the rapid growth of online shopping in Bangladesh during that period, as consumers learned to trust and use online platforms to buy both essential and non-essential items in times of limited flexibility. (Guthrie et al., 2021)^x, (Alam, 2020)^{xi} This change in behavior has largely continued since the pandemic, when customers' habits of using online platforms for convenience and accessibility have become ingrained. (Sumi & Ahmed, 2022)^{xii} The industry is expanding in both buyer and seller numbers, transaction volume, and the range of categories of on-line products. Bangladeshi e-commerce market is in the growth phase where there is competition and fast adoption of technology, growth of logistics systems and changes in regulatory environment. Although it remains in a

stage of development not seen in more developed countries like India or China, and despite the fact that it isn't as established as other markets, the growth rate and the global giants' participation, like Alibaba's via Daraz, indicates that it is well on its way to being larger and more sophisticated.

2.2.3 Industry SWOT Analysis

The following SWOT analysis is based on analyzing the various factors affecting the overall e-commerce landscape in Bangladesh where Daraz Bangladesh operates.

STRENGTHS • High productivity of large youth and population segments with high digital adoption potential. • Bangladesh is witnessing an explosive growth of mobile internet services. • Good government supports in the form of Digital Bangladesh and Smart Bangladesh initiative. • The mobile financial services (MFS) ecosystem that enables digital payments. • The mobile financial services (MFS) ecosystem that enables digital payments. • An entrepreneurial culture is fostering greater participation of buyers and sellers.	WEAKNESSES • Low consumer trust in online payments and product quality among the rural communities. • Poor last mile delivery systems in remote areas. • High rates of return because of cash on delivery dependence and product mismatch problems. • Lacks skills in digital literacy are lacking in a large portion of the population. • Disjointed policy landscape for e-commerce and e-trade.
OPPORTUNITIES • Untapped big market in the rural areas of 64 districts of Bangladesh. • Better digital connectivity via expansion of 4G networks and the upcoming 5G networks. • Increasing shift to cashless transaction methods. • Increase of live commerce and social commerce, new engagement channels • Enhancing foreign investment opportunities in the field of digital economy in Bangladesh.	THREATS • Increased competition due to the emergence of new local platforms and global competitors. • Challenges of digital businesses with regulation and taxes. • These cybersecurity problems and concerns about data privacy are affecting the trust of consumers. • Volatile economy and its consequences of inflation that have been adversely affecting the purchasing power of consumers. • Unregulated f-commerce has a dominant position causing unequal competitive state.

CHAPTER 3: ANALYSIS AND FINDINGS

3.1 Introduction to the Analysis

This chapter provides the analysis and results of the primary data obtained from a structured survey carried out amongst the employees of the Human Resources (HR) department at Daraz Bangladesh. This survey was conducted to measure the influence of an AI-enabled Human Resource Information System (HRIS) on HR operations, process efficiency, and organizational effectiveness. Since there are only few number of people working in the HR department of Daraz Bangladesh, the survey was conducted on all available HR members and a total of fifteen (15) respondents responded to the survey.

As the sample was quite small and specific, descriptive statistical analysis, including frequency distribution, percentage analysis, and mean with standard deviation was performed for analyzing the obtained data. All questions from the survey were asked on the 5-point Likert Scale, where 1 indicates "strongly disagree" while 5 indicates "strongly agree". Interpretation of the mean scores indicates that a score of 4.00 or above shows strong agreement, whereas a score of 3.00 to 3.99 depicts moderate agreement, and a score less than 3.00 indicates disagreement.

3.2 Demographic Profile of Respondents

The demographic makeup of the fifteen subjects who were interviewed can be found in the following table. There was a mix of both genders, different age groups, different ranks, and different levels of experience with the HRIS in the sample.

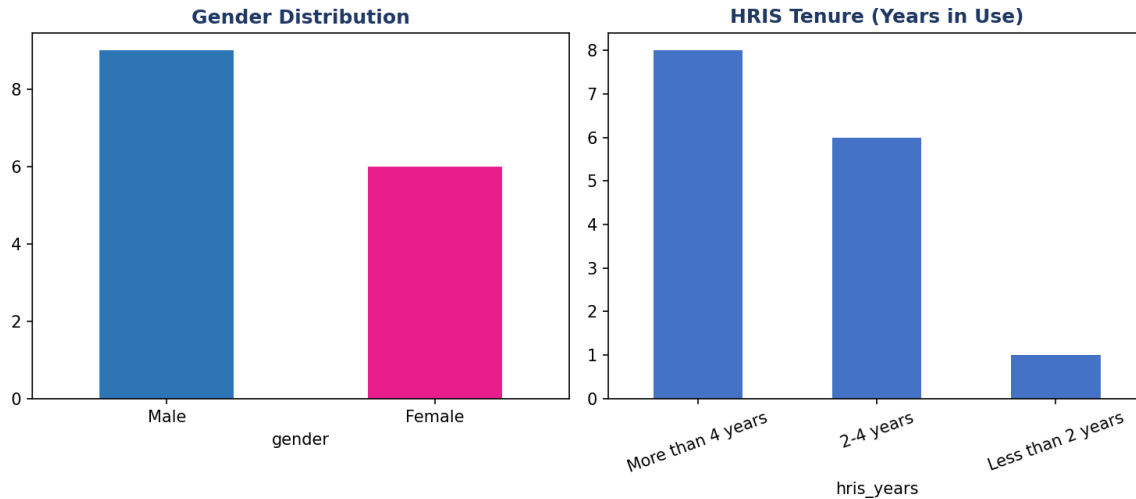


Figure 3.1: Gender Distribution and HRIS Tenure of Respondents (N = 15)

Out of the total 15 respondents, 9 (60%) were male and 6 (40%) were females. The major portion of participants (60%) falls in the age category of 25 to 34, indicating that the HR staffs at Daraz Bangladesh consist mainly of young professionals and mid-career professionals. In relation to experience of use of HRIS, 8 participants (53.3%) have mentioned that the HRIS was introduced to their organizations more than 4 years ago, while 6 (40%) of the participants have been using the system for a period ranging from two to four years. Only 1 participant (6.7%) used the system for a period of less than two years. This means that most of the participants have a good deal of practical experience of using HRIS at various stages of introduction and development, which makes them competent enough to assess the performance of the system. Additionally, 14 participants (93.3%) used the HRIS on a daily basis.

3.3 Section-Wise Analysis of Likert-Scale Responses

This part gives the results of the descriptive analysis for all the 25 questions in Likert scale, classified under the following four themes: HRIS Implementation and General Usefulness, Effect on Core HR Functions, Effect on HR Efficiency, and Effect on Organizational Performance. The distribution of responses for all the questions, along with their mean and standard deviation scores is given below.

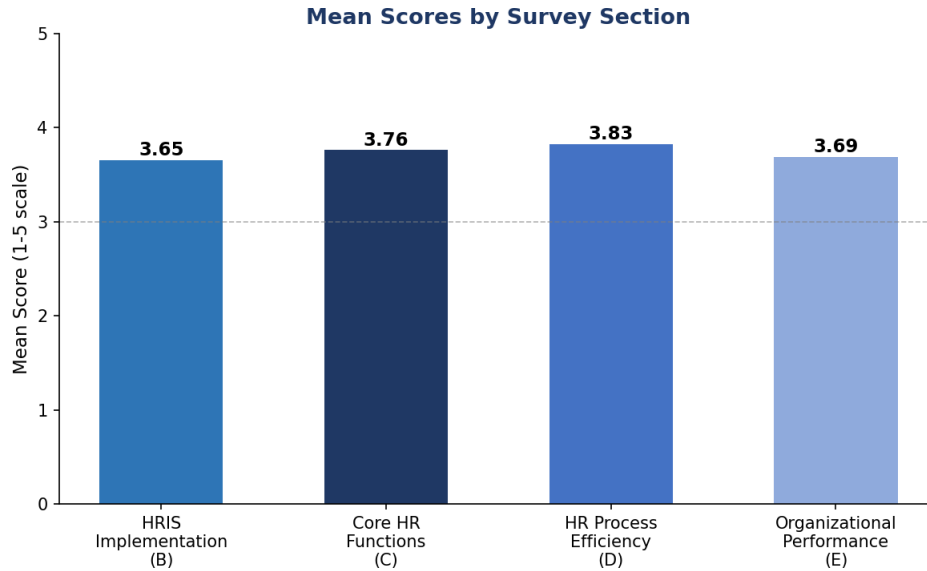


Figure 3.2: Comparison of Mean Scores Across the Four Survey Sections (N = 15)

Figure 3.2 shows that all the four sections achieved mean scores greater than the mid-point score of 3.00. This implies that there is a positive perception about the integration of AI in the HRIS at Daraz Bangladesh by the HR personnel. The first section with the highest mean score was the 'HR Process Efficiency' with a mean score of 3.83, followed by the 'Impact on Core HR Functions' (3.76), the 'Impact on Organizational Performance' (3.69), and finally, 'HRIS Implementation and General Usage' (3.65). It can be observed from the above findings that although the HRIS is appreciated, the main benefit that comes out is process efficiency.

3.3.1 HRIS Implementation and General Usage (Section B)

This subsection evaluated the participants' perspectives regarding the effectiveness of the implementation of the AI-based HRIS and its usage in general.

Code	Statement	1	2	3	4	5	Mean (SD)
B1	The HRIS system at Daraz has been implemented effectively.	0	1	4	7	3	3.80 (0.86)
B2	I have been provided with enough training on using the HRIS system before or after its implementation.	0	2	5	6	2	3.53 (0.92)
B3	The HRIS system is easy to use and navigate for HR personnel.	1	1	2	9	2	3.67 (1.05)
B4	The AI features in the HRIS system are useful for performing HR-related tasks in Daraz.	0	2	3	6	4	3.80 (1.01)

B5	The HRIS system has been updated or upgraded since its first implementation.	1	2	3	7	2	3.47 (1.13)
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These findings show medium to high agreement in this section, with the average score being 3.65. The best performing items in this section were B1 ('it is well implemented and works well') and B4 ('the use of AI is appropriate for HR functions'), both with an average score of 3.80, meaning that most of the participants perceived the system to be working well and designed properly to meet HR requirements of Daraz. The least performing item in this section was B5 ('it is regularly upgraded or improved'), with an average score of 3.47, meaning that some of the respondents perceived that the system needs to be regularly updated. One participant, who had overall dissatisfaction about the system in section F, rated almost all of the questions in this section less than or equal to 2.

3.3.2 Impact on Core HR Functions (Section C)

This part evaluated the influence of HRIS integrated with AI on specific areas of Human Resource management such as recruitment, attendance, payroll, performance appraisal, and training.

Code	Statement	1	2	3	4	5	Mean (SD)
C1	The HRIS has made the recruitment and candidate shortlisting process quicker and easier.	0	0	6	8	1	3.67 (0.62)
C2	The selection of candidates has improved due to screening by the use of AI in HRIS.	0	2	6	7	0	3.33 (0.72)
C3	The attendance and leave tracking has improved due to HRIS.	0	0	1	8	6	4.33 (0.62)
C4	Payroll is now timely and error free since using the HRIS.	0	1	4	7	3	3.80 (0.86)
C5	The performance appraisal process has improved and structured due to the HRIS.	0	0	4	5	6	4.13 (0.83)
C6	The training needs of employees have been better identified by the data generated by HRIS.	1	3	7	4	0	2.93 (0.88)
C7	The HRIS has eased manual HR activities related to paperwork.	0	0	2	9	4	4.13 (0.64)

The fourth set of questions has generated the highest means of the four sets of questions. The highest means were achieved by question C3 (attainment and leave management has become more accurate) with a mean of 4.33. Out of fifteen participants, fourteen rated this question 4 or above, hence, a score of 93.3%. Question C7 (reduced manual workload in documentation) had a mean of 4.13, while C5 (performance appraisal has become more structured and data-based) had

the same mean of 4.13. All this points to the fact that the integration of artificial intelligence into HRIS has yielded tangible effects in attendance management, documentation, and performance appraisal.

Question C6 (training needs are more effectively identified through HRIS data) has produced the lowest mean in this set of questions, being 2.93. This shows that while operation and transactional activities in HR have been greatly affected positively by the integration of artificial intelligence in the HRIS, analysis of training and development needs is perceived to be less developed within the system.

3.3.3 Impact on HR Process Efficiency (Section D)

The current section is an attempt to quantify how well the AI-integrated HRIS system has made the HR processes efficient at Daraz Bangladesh.

Code	Statement	1	2	3	4	5	Mean (SD)
D1	Time taken to perform HR administrative activities has greatly reduced due to HRIS.	0	1	4	8	2	3.73 (0.80)
D2	Human resource data has become more accurate and consistent post HRIS.	0	1	4	6	4	3.87 (0.92)
D3	Human resources personnel now have time to engage in strategic activities thanks to the HRIS.	0	3	3	7	2	3.53 (0.99)
D4	The HRIS allows human resource managers to make quick and data-driven decisions.	0	0	6	5	4	3.87 (0.83)
D5	Human errors during payroll calculation and tracking of leaves have decreased due to HRIS.	0	0	5	6	4	3.93 (0.80)
D6	The HRIS helps HR department coordinate with other departments in Daraz.	0	1	5	6	3	3.73 (0.88)
D7	In general, HR process efficiency at Daraz has greatly improved due to HRIS.	0	0	3	7	5	4.13 (0.74)

This part obtained the highest mean score (3.83) of all four parts. The most important is the mean score obtained for item D7 ('the overall efficiency of HR process has been significantly improved'), which is 4.13, with 12 out of 15 people who responded (80%) either agreeing or strongly agreeing. This means that the system introduced by Daraz Bangladesh has led to tangible improvement of HR process efficiency at the company. It supports the specific results obtained in Section C. High mean scores were also obtained for D4 ('decision-making has become faster') and D5 ('fewer mistakes in payroll and leave management'), which means that the system has saved not only time but also effort in HR process management.

D3 ('HR staff have become capable of focusing on strategic tasks') had the lowest mean score in this section – 3.53, which means that while there has been some change in HR process management, HR staff still cannot devote much attention to strategic tasks.

3.3.4 Impact on Organizational Performance (Section E)

The last section of the Likert scale analyzed the organizational level effects of the AI integrated HRIS.

Code	Statement	1	2	3	4	5	Mean (SD)
E1	The efficiency of the HRIS has increased employee productivity.	0	1	4	9	1	3.67 (0.72)
E2	The use of the HRIS has improved employee satisfaction with HR services.	0	0	5	9	1	3.73 (0.59)
E3	The HRIS has helped in decreasing HR-related expenses for Daraz.	0	1	7	7	0	3.40 (0.63)
E4	The quality of HR-related management decisions has improved due to HRIS.	0	1	4	5	5	3.93 (0.96)
E5	The efficiency of the HR processes has improved employee retention and engagement.	0	1	7	6	1	3.47 (0.74)
E6	In general, AI-integrated HRIS has positively impacted organizational performance of Daraz Bangladesh.	0	0	5	6	4	3.93 (0.80)

Overall mean of this section was 3.69 showing a moderate agreement that HRIS positively impacts the performance of organization. E4 ("Management decisions are of better quality now") and E6 ("Overall positive impact on organizational performance") got highest mean of 3.93, implying that improvement in management decision-making through HRIS data is considered by the respondents as the biggest organizational level advantage of the HRIS.

E3 ("Contribution towards lowering the operating costs in HR functions") got lowest mean score of 3.40 and the option 'Neutral' was chosen by most of the respondents. This implies that process level as well as decision-making advantages are quite clear but not much impact of cost reduction is observable to the HR personnel, which is quite understandable because cost data is not under observation of HR staff.

3.4 Overall Ranking of Survey Items

To present an aggregated perspective on the strength of perception for all 25 Likert scale statements, Figure 3.3 includes the mean scores for all statements, arranged in ascending order of magnitude.

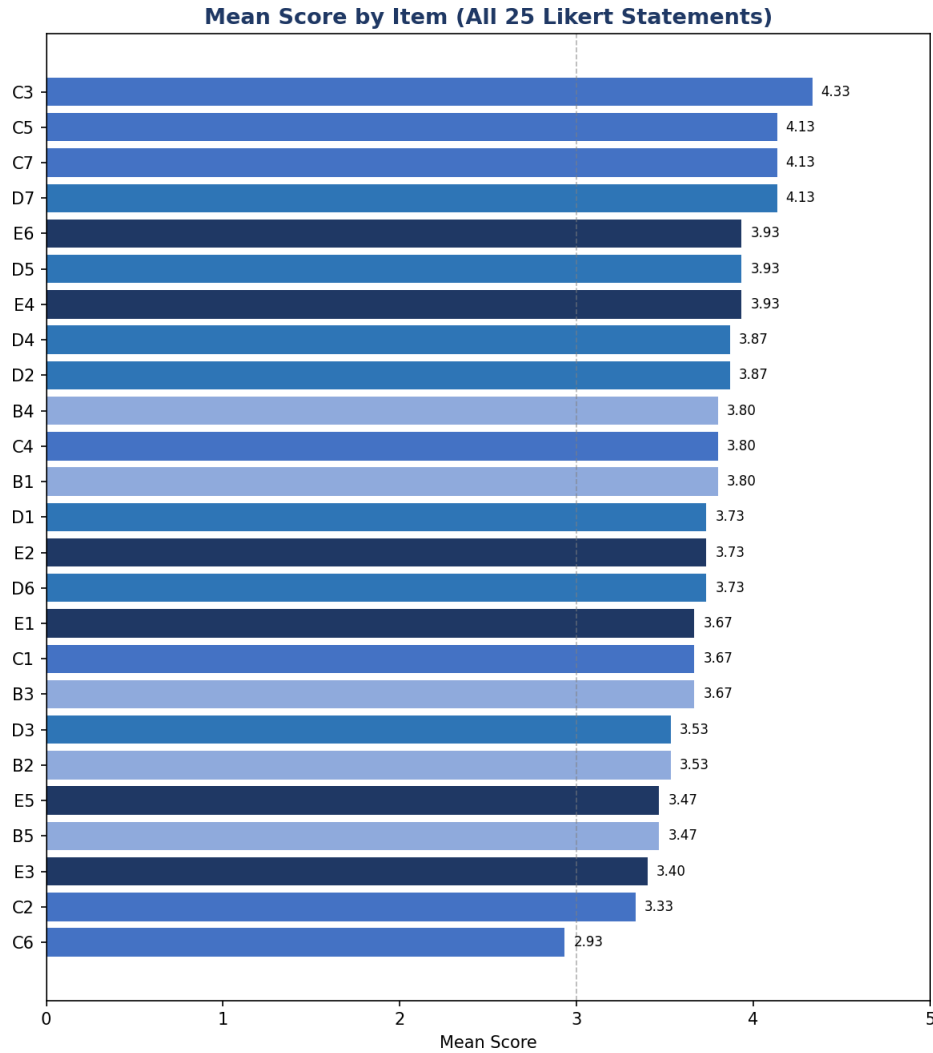


Figure 3.3: Mean Score Ranking of All 25 Survey Statements (N = 15)

According to Figure 3.3, statement C3 (accuracy in attendance and leave management) came out to be the most positively evaluated statement (mean score = 4.33), whereas statement C6 (identification of training needs using HRIS data) was the least rated statement (mean score = 2.93), which was the only statement to have fallen below the neutral score of 3.00. Thus, the aggregated perspective further validates the trend established in the section-wise analysis: the integration of artificial intelligence into HRIS at Daraz Bangladesh is highly effective for transactional and operational aspects of HR processes (attendance, documentation, payroll, appraisal) but not very strong when it comes to its analytical and developmental aspect (training need identification).

3.5 Analysis of Additional Close-Ended Questions (Section F)

Additionally, four extra closed-ended questions were asked that related to the general satisfaction level with the HRIS. These findings are shown in the table below.

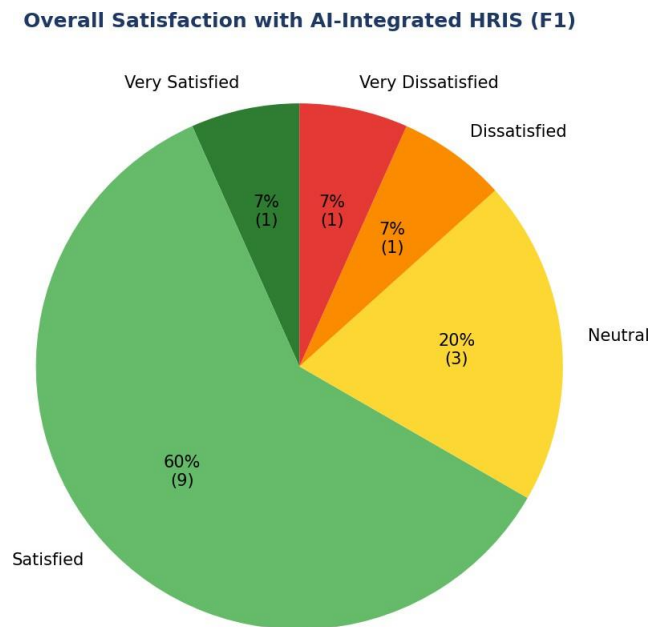


Figure 3.4: Overall Satisfaction with the AI-Integrated HRIS at Daraz Bangladesh (N = 15)

As can be seen in Figure 3.4, the vast majority of the interviewees were satisfied with the HRIS: one of the participants (6.7%) was 'Very Satisfied' with the system, while nine interviewees (60%) were 'Satisfied', making up 66.7% of the sample size. Three people (20%) gave their responses as 'Neutral'. However, only two respondents (13.3%) - one 'Dissatisfied' and one 'Very Dissatisfied' – were unsatisfied with the HRIS. Moreover, these two respondents were the same who provided the lowest ratings in the Likert scale questions.

Response (F2)	Frequency	Percentage	Interpretation
Strongly Yes / Yes	13	86.7%	Perceive noticeable positive change
No / Strongly No	2	13.3%	Do not perceive noticeable change

In terms of whether the impact of the HRIS has been noticeable in the form of positive changes in the HR department (F2), thirteen out of fourteen respondents replied with 'Yes' or 'Strongly Yes', which is quite consistent with the results observed through the previous Likert-scale questions. Likewise, when the question for the willingness to recommend future incorporation of AI technology into the company's HR operations (F3) was posed, twelve respondents (80%) chose 'Yes', two (13.3%) were neutral, while one (6.7%) opted for 'Strongly No', just like the respondent who was dissatisfied with the current situation.

In relation to the question about the HR area which has received the most benefit due to HRIS implementation (F4), the answers were more evenly spread out between various departments. In particular, four respondents (26.7%) chose Recruitment and Performance Management as the areas which have been positively affected the most by the HRIS implementation, while three (20%) mentioned HR Record Keeping and Payroll & Attendance as well. Finally, one respondent (6.7%) pointed to Attendance & Leave Management.

3.6 Discussion of Key Findings

The general results of this study provide an entirely positive impression of the influence of the AI-integrated HRIS on HR practices and organizational performance in the case of Daraz Bangladesh, though some reservations may be noted. The following important trends may be revealed:

First of all, the AI-integrated HRIS seems to provide the maximum value in HR processes that require routine tasks, such as attendance and leave management, documentation, and performance appraisal structuring, instead of advanced capabilities like training needs recognition. Such observations are in line with numerous works on HRIS adoption, where it was found out that both young and well-developed systems perform better in automating routine processes than developing any kind of advanced HR practice.

Secondly, the high mean scores in the HR process efficiency (section D, mean = 3.83) and agreement in improved managerial decision making (E4, mean = 3.93) point at the importance of the HRIS not only for the HR department but also for the company in general due to the more informed decisions. This finding is in line with the concept of connection between the HR process efficiency and organizational performance mentioned in HRIS literature.

Thirdly, there is a noticeable percentage of dissatisfied users among the few minorities. More importantly, the dissatisfaction expressed by the HR System Lead in terms of low training adequacy score (B2) and ease of use score (B3), together with the fact that the respondent was in a supervisory position, implies that people working at the implementation level are able to observe and experience firsthand the shortcomings and inefficiencies associated with the system which otherwise could have escaped the end-users.

Finally, there seems to be a relatively neutral attitude toward cost reduction (E3, mean = 3.40). This finding implies that whereas HR staff is well aware of the process and qualitative advantages of using the AI HRIS system, the cost savings brought about by the HRIS may need to be better communicated and understood by all HR staff.

CHAPTER 4: INTERNSHIP EXPERIENCE

4.1 Internship Overview

This chapter provides a detailed account of the internship experience undertaken at Daraz Bangladesh as part of the partial fulfillment of the Bachelor of Business Administration (BBA) degree at United International University (UIU). The internship was completed within the Human Resources (HR) Operations department of Daraz Bangladesh, which is one of South Asia's largest and most dynamic e-commerce organizations. The internship offered valuable hands-on exposure to a wide range of HR functions, from talent acquisition and manpower planning to HR operations and the practical use of AI-integrated HR systems.

Organization	Daraz Bangladesh (Alibaba Group)
Department	Human Resources (HR) Operations
Position	HR Operations Intern
Reporting To	HR Operations Team & Head of Talent Acquisition
Nature of Work	HR Operations, Talent Acquisition, Manpower Planning

4.2 Duties and Responsibilities

During the internship duration, various HR related tasks and projects have been completed in three major functional areas namely Manpower Planning, Talent Acquisition and HR Operations. Every space offered unique learning experiences and had a valuable effect on the organization's daily human resource functions. Specific tasks carried out are outlined below.

4.2.1 Manpower Planning

The first task given during internship was to help with the manpower planning process for the Sales department. In particular, an organogram was drawn up for the Sales Manager defining the reporting structure including three Assistant Managers who reported straight to the Sales Manager. This task was carried out by the use of DingTalk (DingDoc) MindMap, an organizational workflow tool which helped in visualizing the department hierarchy clearly and in a structured way. This experience gave a glimpse into the internal reporting mechanism of Daraz and how the HR team helps the line managers visualize and plan their workforce.

4.2.2 Talent Acquisition

Most of the internship time was dedicated to being involved in the talent acquisition process, which included several phases of the recruiting process:

- **Job Posting & Job Description (JD) Creation:** A Job Poster and a detailed Job Description (JD) was prepared for Key Account Manager (KAM) position. This has been achieved by direct coordination with the Line Manager of the KAM team in close collaboration with the Head of Talent Acquisition. The process involved; this also facilitated the comprehension of the responsibilities, qualifications and reporting

structure of the role and subsequently the role was translated into a structured and professional JD that matched the recruitment standards of Daraz.

- **CV Sourcing & Headhunting:** Multiple job portals and platforms were used for active sourcing of candidates from LinkedIn, Facebook and BDJobs. CVs were screened, shortlisted and reviewed according to the JD criteria. In addition, proactive headhunting practices were carried out to search and engage potential candidates who were not actively applying for jobs, demonstrating the application of modern, AI-driven and platform-based sourcing tools common in modern HR practices.
- **Onboarding Assistance:** Onboarding of new employees was assisted. This encompassed the co-ordination and enabling of needed onboarding resources like Laptops, SIM cards, Bank accounts opening services and lunch card. These activities provided hands-on experience of Daraz's structured and systematic onboarding workflow.
- **Personal File Management & Digitalization:** The preparation of personal files for newly onboarded employees was also a critical records management task performed and existing personal files (on demountable file cabinets) were also digitallyised by scanning. A total of 200+ employee files were digitized with 42 being Contractual Employees (CTE) and the rest being Full-Time Employees (FTE). The task itself was part of the continuous process of Daraz in transferring the HR records to a digital format that can be seamlessly integrated into their HRIS system, underscoring the tangible connection between day-to-day HR activities and HRIS data handling.

4.2.3 HR Operations

The internship included projects and activities aimed at recruiting and followed by direct involvement with HR core functions:

- **Attendance & Leave Data Management:** Practical exercises were conducted with employee attendance data on Daraz's AI-enriched HRIS system, which is the proprietary HRIS of the Alibaba Group. The tasks consisted of obtaining and analysing attendance records to find late arrivals, overtime hours, total duty hours and leave patterns. This hands-on experience gave HR managers a real-world feel

for the HRIS and its capacity to automate and monitor employee attendance, providing accurate and up to the moment information that HR managers can use for compliance monitoring and payroll reconciliation.

- **Learning & Culture Event Support:** Collaborative support to the Learning & Organizational Culture Specialist, Sumaiya Alam for planning and execution of two in-house events – Pahela Baishakh celebration and Fruit Fest event at Daraz Bangladesh office. These activities demonstrate the commitment towards employee engagement and organizational culture and related to them, the employee got exposed to the HR operations dimension of employee relations and employee engagement.
- **Insurance Data Management:** The process of Insurance Data Management involved reviewing, verifying and updating employee insurance records, and then sending relevant files to the external insurance vendor (Progoti Life Insurance), for the purpose of coordination. This work involved the need to be mindful of data accuracy and data privacy and underscored the HR role in handling employee benefits administration based on organizational and vendor requirements.

4.3 Exposure to AI-Integrated HRIS — MyHR System

One of the most valuable parts of an internship at Daraz Bangladesh was the hands-on experience with the Alibaba Group's AI-powered Human Resource Information System (HRIS), named MyHR. MyHR is the digital heart of all HR-related activities at Daraz, with several modules such as leave management, attendance records, employee self-service, performance management, and organizational data management.

During the internship, I have directly observed and worked on two important modules of MyHR HRIS: Leave Management module and Attendance Tracking module. Below are the screenshots of both systems to provide some idea of how the AI-integrated HRIS works and looks when used in practice.

Figure 4.1: MyHR Leave Application Module — Daraz Bangladesh HRIS (Alibaba Group Platform)

The Daraz Bangladesh HRIS (Alibaba Group Platform) Leave Application Module is shown in Figure 4.1. Figure 4.1 depicts the MyHR Leave Application Module of Daraz Bangladesh HRIS (Alibaba Group Platform).

The Leave Application module in the MyHR platform is illustrated in Figure 4.1. The interface enables employees to apply for different types of leave as per the leave policy of Daraz Bangladesh such as Annual Leave, Sick Leave, Maternity Leave, Paternity Leave, Unpaid Leave, Casual Leave, Pilgrimage Leave, Menstrual Leave, and Compensatory Leave. The system automatically calculates leave entitlements, any leave balances that carry over from the previous year, and also keeps up to date leave balances, without the need for leave registers or spreadsheets. The module also has an approval workflow to provide a clear timeline of approval, roles of the approvers, and the status of the leave, which will help provide transparency and accountability in leave management. As an intern, support was rendered in the Leave Management Module in ensuring correct leave management records and leave data were accurate.

Name	Dept	Work ID	Position	Attendance Date	Attendance Shift	Clock In/Out	Result
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-03 Wed	FlexibleWorkBD 09:00-16:00	10:39	Late 1 Hour 53 Mins
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-04 Thu	FlexibleWorkBD 09:00-16:00	10:27	Late 1 Hour 33 Mins
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-05 Fri	FlexibleWorkBD 09:00-16:00	09:25	Late 24 Mins
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-06 Sat	Rest		
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-07 Sun	Rest		
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-08 Mon	FlexibleWorkBD 09:00-16:00	08:52	Normal
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-09 Tue	FlexibleWorkBD 09:00-16:00	08:12	Normal
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-10 Wed	FlexibleWorkBD 09:00-16:00	08:09	Normal
Kamran	Daraz h	-People-HR S	Deputy - HR	26-06-11 Thu	FlexibleWorkBD 09:00-16:00	09:34	Late 33 Mins

Figure 4.2: Attendance Tracking Module — Daily Statistics View, Daraz Bangladesh HRIS

The Daily Statistics view of the Attendance Tracking module of the MyHR HRIS is shown in figure 4.2. This module captures and reports granular attendance details for all employees, including: Clock In and Clock Out times, Attendance Shifts (e.g. 'FlexibleWorkBD 09:00–16:00'), and attendance results that are marked as 'Normal' or 'Late' with specific delay periods. Late arrive and delay minutes are automatically detected and reported and HR Operations staff can export the reports anytime by using the 'Export Report' function. This module was leveraged to a great extent to generate attendance details, check for late comers, compute overtime and total duty hours, and create leave reports, which formed a crucial part of paying out and ensuring HR compliance monitoring at Daraz Bangladesh. By automating these functions with the HRIS, a lot of manual work that would otherwise have had to be done to track attendance of a large workforce was significantly reduced.

4.4 Skills Applied During the Internship

During the internship, students will apply the following skills: Internship at Daraz Bangladesh was an excellent opportunity to realize and apply the academic knowledge acquired from BBA program in a real-world professional environment. During the internship a key set of skills are used and developed, such as:

- **HR Information Systems (HRIS):** Practical application of HRIS platform (MyHR) for attendance tracking, handling of leave details, and employee data management, thereby reinforcing the theoretical understanding of AI integrated HRIS studied in the academic research part of this report.
- **Recruitment & Talent Acquisition:** Application of knowledge gained from HR management courses in recruitment & talent acquisition including CV screening, headhunting, JD creation and posting.
- **Data Management & MS Office:** The use of Microsoft Excel and organisation tools to process attendance reports and employee data files and insurance records extensively.
- **Communication & Coordination:** Regular interactions with Line Managers, Head of Talent Acquisition, external vendors (Progoti Life Insurance), organizational culture specialists, development of professional communication & cross-functional coordination skills.
- **Attention to Detail:** Critical HR records were accurate as important data was verified during an employee file digitalization process (200+ files) and Insurance Data Review.
- **Organizational Understanding:** Exposure to Daraz's internal hierarchy, workflow tools (DingTalk, DingDoc MindMap, AliWork), and corporate culture gave them the overall picture of how a large e-commerce organization is organized and run and how they interact with their employees.

4.5 Overall Evaluation and Learning Outcomes

The internship at Daraz Bangladesh was an enriching and professionally formative experience. Working within the HR Operations department of one of South Asia's largest e-commerce platforms provided exposure to a wide spectrum of HR functions that are rarely accessible in a classroom setting. The experience bridged the gap between academic study and professional practice, particularly in the context of the research topic of this report — the impact of AI-integrated HRIS on organizational performance.

The most significant learning outcome of the internship was the firsthand observation of how the MyHR HRIS automates and streamlines HR processes that were previously

manual and time-intensive — including attendance tracking, leave management, employee

data digitalization, and payroll-supporting tasks. This practical exposure directly informed and enriched the research findings presented in Chapter 3, providing contextual depth and authenticity to the survey-based analysis. The internship reinforced the understanding that while the HRIS delivers clear and measurable efficiency gains in transactional HR functions, its full potential — particularly in areas such as training needs identification and strategic workforce analytics — remains an area for continued development and investment at Daraz Bangladesh.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Key Findings

In this report, an attempt was made to examine the effect of HRIS which is integrated with artificial intelligence on the overall performance of Daraz Bangladesh. The study was carried out by using the structured survey method which was given to 15 respondents, namely HR department staff members of an organization, along with the first-hand observation and hands-on experience gained through formal internship in the HR Operations department. Descriptive statistics were used to analyze the findings including frequency distribution, percentage analysis and mean scores at four thematic areas namely: HRIS implementation and usage, impact on core HR functions, impact on HR process efficiency and impact on organizational performance.

The main results of the research are as follows:

In general, the HR staff in Daraz Bangladesh hold a positive perception of the AI-integrated HRIS and its effects on HR operations and organizational performance, as broad mean scores of the four sections of the survey indicate a score above the neutral point of 3.00 on a 5-point Likert scale.

The areas that gained the most support as the highest benefit of the AI-powered HRIS were attendance and leave management (mean = 4.33) and reduction in manual HR documentation and record-keeping (mean = 4.13). The results show that the system is effective in automating transactional HR tasks.

HR Process Efficiency – The highest overall mean score (3.83) was achieved in the HR Process Efficiency section out of the four sections. The overall HR process efficiency has improved significantly since implementing HRIS, with a strong 80% of respondents stating they agreed or strongly agreed of the overall improvement (mean = 4.13), particularly in terms of the accuracy of data, speed of decision and reduction in error in payroll and leave tracking.

Positive Organizational Impact: Respondents reported positive organizational impact at the organizational level, with the most reported benefits being related to quality of management decisions (mean = 3.93) and a general positive impact on overall organizational performance (mean = 3.93). The direct cost reduction effect of HRIS, however, was not so strong (mean = 3.40), which indicates that financial gains may not be immediately apparent to the HR professionals at the operational level.

The lowest rated item in the survey was C6, the HRIS's ability to effectively identify employee training needs, with a mean score of 2.93 which was below the neutral score. This means that the HRIS is doing well as a tool for operation, but its analysis and development are either not being used or not being used to their full potential.

The overall satisfaction with the AI-powered HRIS is High – 60% indicated they were 'Satisfied' and 6.7% said they were 'Very Satisfied' with the AI-integrated HRIS, with 86.7% stating that the AI HRIS has significantly impacted the HR department for the better. Moreover, 80% of respondents suggested that AI be integrated into the existing HRIS system even more.

5.2 Recommendations

Based on the findings of the primary data analysis and the firsthand observation during the internship, the following recommendations are made to Daraz Bangladesh to further improve the effectiveness and impact of its AI integrated HRIS:

No.	Area	Recommendation
R1	Training Needs Analytics	I Invest in improving the predictive analytics aspect of the HRIS in particular for training and development. The system needs to identify weaknesses through skill gaps and suggest customized training programs derived from the skill appraisal data, attendance and job needs. This would help remedy the study's biggest finding — the low perceptions of the system training needs identification capability (mean = 2.93).
R2	Onboarding & HRIS Training for New Staff	Implement a formalized HRIS induction for all HR staff onboarding to ensure they are giving attention to the mandatory HRIS procedures. One of the lower-rated items (B2, mean = 3.53) on the survey, was the training adequacy at the time the HRIS was implemented. An onboarding-specific, formal training module would lessen the learning curve and boost system proficiency throughout the HR team.
R3	Regular System Updates & Feature Rollouts	Section B (3.47) had the lowest mean for the item on regular HRIS updates and improvements (B5). Daraz Bangladesh needs to have a consistent frequency of updates to their HRIS that is communicated clearly to HR team members to ensure the system is continually evolving to meet the needs of their operations and that they continue to have the most up-to-date AI features and a high level of user confidence.
R4	Leverage HRIS Data for Strategic HR Decision-Making	The move of HR staff time from operational to strategic activities is somewhat more modest (D3, mean = 3.53) although the HRIS clearly has improved operational efficiency. Daraz HR leadership should foster and empower HR teams to use HRIS insights to plan their workforce, plan for succession and develop strategy for employee engagement, maximizing the value of HRIS investment beyond automation.
R5	Cost-Benefit Visibility	The least apparent finding amongst HR staff was the impact of HRIS on cost reduction (E3 mean = 3.40). Management should provide regular performance reports on financial returns on HRIS investment to HR staff, highlighting the cost savings associated with manual processing, error correction and paper-based record keeping. This will boost the acceptance and enthusiasm among all departments to make the system work to the maximum of its capability.
R6	User Feedback Mechanism	A regular and formal feedback process should be established inside HRIS or via HR department for HRIS users to report any problems with the system, recommend improvements and assess the usability of the modules. This would enable the HR Systems team to come up with pain points that may be voiced by the few who were not happy with the questionnaire results, like in this study, and act on them proactively not reactively.

5.3 Key Understanding

Drawing from this research and the internship, there are several key findings to share about the importance of the integration of Artificial Intelligence into HRIS in an organization with a rapid pace of growth, such as Daraz Bangladesh:

First, AI-powered HRIS isn't just a technology solution; it's a strategic facilitator. If done well and executed to the fullest, it can make HR a strategic business partner, rather than a predominantly administrative role, and a business enabler of decision-making. The evidence collected from the HR team of Daraz Bangladesh revealed that the process of transformation is already in process but still incomplete.

Secondly, the disparity between efficiency gains and capability building for strategic HRIS implementation is common. Much like the Daraz Bangladesh experience, HRIS organizations reap the administrative benefits of these tools rapidly but get the most out of HRIS in workforce analytics, learning management and predictive planning, requires more investment in both HRIS technology configuration and user capability-building.

Thirdly, human is the key to HRIS success. The existence of non-satisfied users, even in the minority, who point out lack of training and complexity in the system as concerns is a critical reminder that technology acceptance needs to go along with real change management, involvement of the users, and ongoing support. Even the most complex HRIS is useless unless users of the system believe in it, understand it, and are willing to use it.

5.4 Conclusion

The current report aims to explore how AI-powered Human Resource Information Systems (HRIS) are affecting the performance of the organizations in the overall context, taking the case of Daraz Bangladesh. The research using primary survey data, descriptive analysis, and firsthand experiences with the AI-integrated HRIS has proven that the HRIS can be transformed to include AI capabilities. The research, conducted through primary survey data, descriptive analysis, and firsthand experience in the AI-integrated HRIS, has shown that the HRIS is indeed a system that can be transformed to include AI capabilities.

Overall, Daraz Bangladesh has significantly improved HR process efficiency and organizational performance, with a positive impact that is reflected in measurable improvements.

The system has proven to be very effective in automating transactional HR tasks such as attendance tracking, leave management, payroll processing and structuring of performance appraisals, and has helped to improve the data accuracy, quicken decision-making, and reduced manual workload within the HR department. These business advantages have also contributed to increased organizational advantages, such as the quality of management decisions made with HRIS data and the general impression of a more efficient and professional HR team.

Simultaneously, the study has identified some areas of improvement that are significant for enhancing the system, such as the analytical capabilities of training needs identification, training of users, and the visibility of the cost-related benefits to the HR community. This has clearly opened the doors for Daraz Bangladesh to invest more in and improve their HRIS systems to reap maximum strategic benefits from the use of AI in HRM.

In conclusion, the results of this study support the potential of AI-powered HRIS as a game-changing and increasingly vital tool for businesses in the ever-evolving and competitive e-commerce sector of South Asia. A strong HRIS that is well utilized and constantly updated is no longer a luxury for Daraz Bangladesh, a company that wants to reach 50 million consumers by 2030 and transform communities by the power of commerce, but a strategic necessity. The ongoing investment and enhancement of HR technology powered by artificial intelligence will be crucial to maintain the human-centric capabilities necessary to enable Daraz to scale up.

Appendix

Questionnaire

Form link : <https://forms.gle/xdGGoXP37mKj7MFG9>

1. What is your gender?
2. What is your age range?
3. What is your current designation?
4. How long has HRIS been in use at Daraz, to the best of your knowledge?
5. How often do you use the HRIS in your daily work?
6. The HRIS at Daraz has been well implemented and is functioning effectively
7. I was adequately trained to use the HRIS before or upon its introduction.
8. The HRIS is easy to navigate and user-friendly for HR staff.
9. The AI features integrated into the HRIS are relevant to HR tasks at Daraz.
10. The HRIS has been regularly updated or improved since its initial implementation
11. The HRIS has made the recruitment and candidate shortlisting process faster and more efficient.
12. The quality of candidates selected has improved due to AI-based screening in the HRIS.
13. Attendance and leave management has become more accurate since HRIS adoption.
14. Payroll processing is now more timely and error-free compared to before HRIS.
15. The performance appraisal process has become more structured and data-driven due to the HRIS.
16. Employee training needs are more effectively identified through data generated by the HRIS.
17. The HRIS has reduced manual workload in routine HR documentation and record-keeping.
18. Time required to complete HR administrative tasks has significantly decreased since HRIS implementation.
19. The accuracy and consistency of HR data have improved since HRIS adoption.
20. HR staff can now focus more on strategic activities due to automation by the HRIS.
21. The HRIS enables HR managers to make faster and more informed decisions using real-time data.

22. Errors in payroll calculation and leave tracking have decreased after HRIS adoption.
23. The HRIS has improved coordination between HR and other departments at Daraz.
24. Overall, HR process efficiency at Daraz has improved significantly after HRIS implementation.
25. Employee productivity has improved as a result of more efficient HR processes enabled by the HRIS.
26. Employee satisfaction with HR services has increased since HRIS adoption.
27. The HRIS has contributed to a reduction in HR-related operational costs at Daraz.
28. Management decisions related to HR are now of better quality due to insights from the HRIS.
29. Employee retention and engagement have improved due to fairer HR processes supported by the HRIS.
30. Overall, AI-integrated HRIS has had a positive impact on Daraz Bangladesh's organizational performance.
31. Overall, are you satisfied with the AI-integrated HRIS at Daraz?
32. Has HRIS made a noticeable positive change in Daraz's HR department?
33. Would you recommend further AI integration into the existing HRIS at Daraz?
34. Which area has benefited the most from HRIS implementation at Daraz?

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