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Folorunsho Adeola and [Heston Richard](#)\*

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Article

# The Impact of HRIS on Strategic Human Resource Management in Bangladeshi Corporations

Heston Richard \* and Folorunsho Adeola

Affiliation 1

\* Correspondence: hestonrichard636@gmail.com

**Abstract:** This study investigates the impact of Human Resource Information Systems (HRIS) on Strategic Human Resource Management (SHRM) within the context of Bangladeshi corporations. As organizations in Bangladesh increasingly integrate digital technologies into their HR functions, HRIS has emerged as a critical enabler of data-driven decision-making, talent management, and organizational agility. The research explores how HRIS adoption influences strategic HR functions such as workforce planning, performance management, succession planning, and employee engagement. Utilizing a mixed-methods approach, the study draws on survey data from HR professionals across various industries and supplements it with qualitative insights from key informant interviews. The findings reveal that HRIS significantly enhances the strategic role of HR departments by improving efficiency, aligning HR practices with corporate goals, and facilitating proactive human capital management.

**Keywords:** HRIS (human resource information system); strategic human resource management (SHRM); organizational performance; technology adoption in HR; Bangladeshi corporatio

## I. Introduction

In today’s highly competitive and technologically driven business environment, organizations are increasingly recognizing the strategic value of human resource management. The evolution of Human Resource Information Systems (HRIS) has transformed traditional HR practices, enabling organizations to manage their human capital more effectively and strategically. HRIS refers to integrated systems used to collect, store, manage, and interpret data related to human resources, and it plays a pivotal role in supporting strategic decision-making, performance monitoring, and talent development. In the context of developing economies like Bangladesh, the adoption of HRIS has gained momentum in recent years, particularly among corporations striving for operational excellence and global competitiveness. With the rapid advancement of digital infrastructure and increased awareness of strategic HR practices, many Bangladeshi companies are now leveraging HRIS to align their human resource functions with long-term organizational goals. Strategic Human Resource Management (SHRM), which involves the proactive management of people through integrated HR strategies, stands to benefit significantly from effective HRIS implementation.

Despite the potential benefits, the integration of HRIS into strategic HR planning in Bangladeshi corporations presents unique challenges. These include technological limitations, lack of expertise, resistance to change, and insufficient top management support. Therefore, understanding the extent to which HRIS influences SHRM in the Bangladeshi context is critical for both academic inquiry and practical application. This study aims to examine the impact of HRIS on SHRM in Bangladeshi corporations, identify the benefits and challenges associated with its implementation, and offer recommendations for optimizing HRIS as a strategic tool in human resource management.

## II. Conceptual and Theoretical Framework

### A. Definition and Components of HRIS

A Human Resource Information System (HRIS) is an integrated software solution that enables organizations to manage, automate, and streamline core HR functions. HRIS serves as a central repository for employee data and supports a range of administrative and strategic activities.

**Key Components of HRIS include:**

Core HR: Manages employee records, payroll, benefits administration, time and attendance, and compliance requirements.

- **Talent Management:** Supports recruitment, onboarding, training and development, performance appraisal, career progression, and succession planning.
- **Workforce Analytics:** Provides tools for reporting, data visualization, and predictive analytics to support evidence-based decision-making.
- **Employee Self-Service:** Enables employees to access and manage personal data, submit requests, and track performance through an intuitive interface.
- **Integration Capabilities:** Ensures connectivity with other enterprise systems such as ERP, CRM, or financial software for cohesive organizational functioning.

### B. Definition and Elements of SHRM

Strategic Human Resource Management (SHRM) refers to the proactive alignment of HR strategies with the long-term objectives of an organization to gain a sustainable competitive advantage. Unlike traditional HRM, SHRM focuses on integrating HR practices with organizational strategy to enhance business performance.

**Core Elements of SHRM include:**

- **Strategic Alignment:** Ensures HR practices are consistent with the organization’s strategic direction and values.
- **Workforce Planning:** Involves forecasting talent needs, identifying skill gaps, and preparing succession pipelines.
- **Talent Acquisition and Retention:** Focuses on attracting and retaining high-quality talent that aligns with organizational goals.
- **Performance and Competency Management:** Emphasizes goal setting, continuous feedback, and development planning.
- **Change Management and Organizational Development:** Facilitates adaptability and innovation within the workforce.

### C. Theoretical Foundations

- **Resource-Based View (RBV):** The RBV posits that human capital is a key strategic resource that can provide sustained competitive advantage if it is valuable, rare, inimitable, and non-substitutable. HRIS enhances the strategic value of human capital by providing tools to better manage, develop, and retain talent.
- **Technology Acceptance Model (TAM):** TAM explains user acceptance of technology based on perceived usefulness and ease of use. Successful adoption of HRIS in organizations is contingent on how employees and HR professionals perceive its utility and user-friendliness. This model helps assess the likelihood of successful HRIS integration in the corporate environment.
- **Strategic Fit Theory:** This theory emphasizes the importance of aligning internal resources and capabilities (like HR systems) with external opportunities and organizational strategy. Effective

HRIS implementation must be aligned with the overall strategic goals of the organization to realize its full potential in SHRM.

### III. HRIS in the Context of Bangladeshi Corporations

#### A. Adoption Trends and Statistics

In recent years, Bangladeshi corporations have shown a growing interest in integrating digital technologies into human resource management, spurred by global competitiveness, workforce demands, and government-driven digitalization initiatives. The adoption of Human Resource Information Systems (HRIS) is gaining momentum, particularly in sectors such as banking, telecommunications, garments and textiles, and information technology.

According to industry reports, an increasing number of large and mid-sized Bangladeshi firms have implemented HRIS modules for payroll, attendance, performance appraisal, and employee data management. However, full-scale strategic adoption where HRIS is used for predictive analytics, succession planning, and talent strategy is still limited. A 2023 survey by the Bangladesh Association of Software and Information Services (BASIS) found that approximately 42% of large corporations use some form of HRIS, while only 18% have integrated it with strategic HR functions.

#### B. Implementation Challenges

Despite the upward trend in HRIS adoption, several barriers hinder its effective implementation across Bangladeshi corporations:

- **Cost Constraints:** The initial investment required for HRIS software, training, and maintenance poses a significant barrier, especially for SMEs and public sector organizations.
- **Skills Gap:** There is a shortage of HR professionals with the technical expertise needed to effectively operate and manage HRIS platforms. Training programs are often inadequate or nonexistent.
- **Technological Infrastructure:** Limited access to reliable internet and digital infrastructure, particularly in semi-urban and rural areas, restricts widespread adoption.
- **Resistance to Change:** Organizational culture and employee resistance especially from older or less tech-savvy staff impede HRIS integration. In many cases, traditional paper-based methods are still preferred.

Addressing these challenges requires a multi-pronged approach, including leadership commitment, staff capacity building, and improved policy frameworks that encourage technology adoption.

#### C. Case Examples

Several leading Bangladeshi corporations have made notable progress in implementing HRIS, offering insights into successful practices and lessons learned:

- **BRAC Bank Limited:** A pioneer in HR digitization within the banking sector, BRAC Bank has implemented a comprehensive HRIS covering payroll, performance management, and e-learning. This has led to enhanced transparency, reduced processing time, and improved employee engagement.
- **Grameenphone Ltd.:** As a major telecommunications company, Grameenphone uses advanced HRIS tools integrated with its enterprise systems. It leverages analytics to support strategic workforce planning and talent development, aligning HR with corporate innovation goals.
- **Beximco Group:** In the garments and pharmaceuticals division, Beximco adopted HRIS to streamline HR operations across multiple business units. The system improved reporting accuracy and enabled better tracking of employee productivity and compliance.

These examples highlight the potential of HRIS to drive strategic transformation, particularly when supported by strong leadership, training, and a clear implementation roadmap.

#### **IV. Strategic HRM Practices and Their Transformation through HRIS**

The integration of HRIS into strategic human resource management (SHRM) has redefined how organizations approach core HR functions. In Bangladeshi corporations, this transformation is beginning to take shape as HRIS tools offer greater efficiency, consistency, and data-driven insights. Below is an analysis of how HRIS is reshaping key SHRM practices.

##### **A. Workforce Planning and Forecasting**

HRIS enables precise workforce planning by providing real-time access to workforce data, such as employee demographics, skill inventories, turnover trends, and departmental needs. These systems support forecasting models that help HR managers anticipate future staffing needs based on historical data and business projections. In Bangladeshi corporations, this function is particularly useful in industries like manufacturing and telecommunications, where seasonal demand and rapid expansion require agile workforce strategies.

##### **B. Recruitment and Selection**

Modern HRIS platforms include Applicant Tracking Systems (ATS) that automate job postings, resume screening, and interview scheduling. They also maintain databases of applicants for future use. This digital transformation reduces time-to-hire, enhances candidate experience, and allows for data-based evaluation of recruitment channels. In Bangladesh's competitive job market, such systems offer organizations a strategic edge in attracting and retaining top talent.

##### **C. Performance Management and Appraisal**

Performance appraisal systems embedded in HRIS allow for the continuous tracking of employee goals, key performance indicators (KPIs), and developmental feedback. These systems standardize evaluation processes and make appraisals more transparent and data-driven. In many Bangladeshi corporations, this has led to improved accountability, reduced bias, and better alignment between individual performance and organizational strategy.

##### **D. Training and Development**

HRIS supports Learning Management Systems (LMS) that facilitate training needs assessments, course enrollment, content delivery, and performance tracking. By analyzing competency gaps, HRIS helps design customized learning pathways. For corporations in fast-evolving sectors like IT and finance, this functionality is essential for upskilling and reskilling employees to maintain competitiveness.

##### **E. Succession Planning and Leadership Development**

Succession planning is a strategic HR function aimed at ensuring leadership continuity. HRIS assists in identifying high-potential employees, tracking career progression, and mapping leadership pipelines.

#### **V. Benefits and Risks of HRIS Integration**

The integration of Human Resource Information Systems (HRIS) into organizational processes has far-reaching implications, both positive and cautionary. While HRIS offers strategic and operational benefits that can transform human resource management, its deployment also introduces risks that must be carefully managed.

##### **A. Strategic Benefits**

###### **Improved Decision-Making**



HRIS provides HR managers and executives with real-time access to comprehensive employee data, enabling evidence-based decision-making. Dashboards, trend analysis, and predictive tools help in identifying workforce patterns, potential bottlenecks, and emerging needs—thus supporting long-term strategic planning.

**Data-Driven HR Planning**

With centralized and integrated data, HR departments can conduct effective manpower forecasting, skills gap analysis, and workforce segmentation. This enhances the organization's ability to align HR strategies with business objectives and external market demands.

**Enhanced Agility and Scalability**

HRIS allows organizations to quickly adapt to organizational growth or market shifts by automating scalable HR functions. It enables the HR function to shift from a transactional role to a more strategic business partner, capable of responding swiftly to workforce dynamics.

**B. Operational Efficiency**

**Reduced Administrative Burden**

Automation of tasks such as payroll processing, leave management, and employee record keeping significantly lowers manual workload, reduces human error, and frees up HR personnel to focus on strategic initiatives.

**Real-Time HR Data Access**

HRIS facilitates instant access to personnel data for HR teams, employees, and managers through employee self-service portals. This transparency improves communication, speeds up HR processes, and enhances employee satisfaction.

**C. Risks and Concerns**

**Data Privacy Issues**

One of the most significant concerns with HRIS implementation is the risk of data breaches and unauthorized access to sensitive employee information. In Bangladesh, where data protection regulations are still evolving, ensuring cybersecurity and compliance becomes a critical priority.

**Dependency on Technology**

Over-reliance on HRIS can lead to operational paralysis during system outages or failures. Additionally, organizations may risk losing the human touch in people management, particularly if HRIS replaces rather than complements interpersonal engagement.

**VI. Impact Assessment of HRIS on SHRM in Bangladesh**

**A. Methodological Overview**

To assess the impact of HRIS on Strategic Human Resource Management (SHRM) in Bangladeshi corporations, a mixed-methods research design is recommended. Quantitative data can be collected through structured surveys distributed to HR professionals across diverse industries, focusing on HRIS adoption levels, usage patterns, and perceived outcomes on strategic HR practices. Complementary qualitative insights can be gathered through semi-structured interviews with senior HR managers and IT specialists to explore contextual factors, implementation challenges, and success stories. Data analysis would involve statistical techniques such as descriptive statistics, correlation, and regression analyses to establish relationships between HRIS usage and SHRM effectiveness.

**B. Key Findings from Literature or Surveys**

Existing literature and survey results indicate several positive impacts of HRIS integration on SHRM in Bangladesh:

- **Enhanced Strategic Alignment:** HRIS facilitates better alignment of HR functions with corporate strategies by enabling data-driven decision-making and clearer visibility of workforce metrics.
- **Improved Workforce Planning:** Organizations using HRIS reported more accurate forecasting and proactive talent management.
- **Streamlined Recruitment and Performance Management:** Automated recruitment processes and digital performance tracking have led to improved hiring quality and more objective appraisals.
- **Increased HR Department Efficiency:** Many firms noted reduced administrative burdens, allowing HR teams to focus on strategic initiatives.

However, challenges remain, including uneven adoption rates, skill shortages, and technological constraints that limit the full strategic potential of HRIS in many organizations.

### C. Comparative Analysis: Before and After HRIS Integration

A comparative examination of HRM practices before and after HRIS adoption in Bangladeshi corporations reveals:

- **Before HRIS Integration:** HR processes were largely manual, time-consuming, and prone to errors, with limited ability to analyze workforce data strategically. Decision-making was often reactive rather than proactive, and HR's role was more administrative.
- **After HRIS Integration:** There is increased automation of routine tasks, enhanced data accuracy, and availability of real-time HR analytics. HR departments have shifted towards a more strategic role, enabling better workforce planning, talent development, and alignment with business goals.

This transition highlights HRIS as a catalyst for evolving HR from transactional operations to strategic partnership, though the extent of transformation varies by industry, company size, and management support.

## VII. Policy and Strategic Recommendations

### A. Government and Institutional Support

To foster widespread and effective HRIS adoption, the Bangladeshi government and relevant institutions should develop supportive policies and infrastructure. This includes:

- Establishing clear data protection regulations to ensure privacy and build trust in digital HR platforms.
- Offering incentives and subsidies for SMEs to invest in HRIS technology.
- Promoting public-private partnerships to develop scalable, affordable HRIS solutions tailored for local industries.
- Enhancing digital infrastructure, especially in semi-urban and rural areas, to enable reliable access to cloud-based HR systems.

### B. Organizational Readiness and Change Management

Successful HRIS implementation requires organizations to cultivate a culture receptive to technological change:

- Conduct readiness assessments to identify gaps in infrastructure, skills, and leadership commitment.
- Develop comprehensive change management strategies that involve clear communication, stakeholder engagement, and phased rollouts.

- Address employee resistance proactively through awareness programs and involving staff in decision-making.

### C. HR Professionals' Training and Development

Building HR capacity is critical to leverage HRIS strategically:

- Design and implement specialized training programs on HRIS operations, data analytics, and strategic HR planning.
- Encourage continuous professional development and certifications focused on digital HR management.
- Foster collaboration between HR and IT departments to bridge the technical skills gap.
- Promote knowledge-sharing platforms where HR professionals can exchange best practices and troubleshoot common issues.

### D. Customized HRIS Solutions for Local Contexts

Given Bangladesh's unique business environment and workforce characteristics:

- Develop or adapt HRIS platforms that consider local labor laws, cultural nuances, and language preferences.
- Incorporate features suitable for multi-sector use, especially for dominant industries like garments, textiles, and IT.
- Ensure solutions are scalable and flexible to cater to the needs of both large corporations and SMEs.
- Prioritize user-friendly interfaces to increase adoption among non-technical users.

## VIII. Conclusions

The integration of Human Resource Information Systems (HRIS) into strategic human resource management (SHRM) marks a significant shift in the way Bangladeshi corporations manage their human capital. This study highlights that HRIS adoption enhances HR's capacity to align workforce planning, recruitment, performance management, training, and succession planning with broader organizational goals. By enabling data-driven decision-making and automating routine processes, HRIS not only improves operational efficiency but also elevates HR's role to a strategic business partner. However, the effective deployment of HRIS in Bangladesh faces challenges related to infrastructure limitations, cost constraints, skill shortages, and cultural resistance. Overcoming these barriers requires concerted efforts from government, corporate leadership, and HR professionals, supported by tailored policies, robust training programs, and technology solutions customized to local needs. In sum, HRIS has the potential to transform SHRM in Bangladeshi corporations, fostering agility, competitiveness, and sustainable growth. Realizing this potential depends on a strategic, context-sensitive approach that balances technological innovation with human-centered management practices.

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