

Local HR Software Companies and Their Competitive Advantage over Global HR Software Platforms in Bangladesh

Internship Organization
HRsoftBD

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Submitted in Partial Fulfillment of the Requirements for the Degree of
Bachelor of Business Administration (BBA)



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Letter of Transmittal

28 November, 2025

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Subject: Submission of Internship Report on “How Local HR Software Companies Compete with Global HR Software Companies in Bangladesh.”

Dear Sir,

With due respect, I would like to inform you that I have successfully completed my internship report titled “**How Local HR Software Companies Compete with Global HR Software Companies in Bangladesh.**” This report has been prepared as a partial fulfillment of the requirements for the **Bachelor of Business Administration (BBA)** program at the **University of Liberal Arts Bangladesh (ULAB)**.

This report is based on my four-month internship experience at **HRsoftBD**, where I worked closely with the HR & Administration Department and gained practical exposure to accounting, administrative operations, software testing, and support activities. Along with my practical experience, I have attempted to apply the theoretical knowledge acquired during my undergraduate studies to analyze the real-world challenges and competitive strategies of local HR software companies in Bangladesh.

I have made my utmost effort to ensure that this report reflects both academic rigor and practical insight. I sincerely hope that this report will meet your expectations and serve as a meaningful academic contribution. I shall be grateful for your valuable feedback and suggestions.

Thank you for your kind supervision and continuous support throughout my internship and report preparation.

Sincerely,

Shadik Al Kavi

ID: 221011103

Bachelor of Business Administration (BBA)

ULAB School of Business (USB)

University of Liberal Arts Bangladesh (ULAB)

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I would like to express my sincere gratitude to all those individuals who supported and guided me throughout the successful completion of my internship and the preparation of this report. First and foremost, I am grateful to Almighty Allah for granting me the strength, patience, and wisdom to complete this internship and academic work within the allotted time.

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Executive Summary:

This research examines the role and role of Human Resource (HR) and administrative software in improving operational efficiency and accuracy and decision-making within Bangladeshi organizations. The digitalization of HR functions in Bangladesh has changed the traditional activities such as payroll processing, attendance, leave and employee record keeping. Driven by compliance to Bangladesh Labour Act 2006, error free payroll, streamlined HR workflows, local software providers have become important facilitators of this transformation. Among them, HRsoftBD is a good example of the actual adoption and implementation of software solutions fitting to local organisational needs. The research focuses on 28 local HR software companies working in major industrial centres including Dhaka, Gazipur, Narayanganj, and Chattogram. A descriptive and explorative, cross-sectional study was carried out by a quantitative-dominant mixed-method approach (using combination of structured surveys with qualitative insights gained from four-month internship at HRsoftBD). The study highlights the ways in which local providers struggle with the operational challenges of the Bangladeshi business through affordable cultural-aligned and highly customizable software solutions. Key findings reveal that local HR software firms have a good competitive edge over worldwide platforms in SME segment by providing cost-effective solutions, compliance-oriented features, support for Bangla language, speed to customize, and individual customer service. Despite challenges such as inadequate advanced analytics, system integration challenges, cloud scalability issues, and a shortage of the specialized technical talent, local vendors leverage relationship-driven support and effective communication to hands-on management involvement to sustain client trust and loyalty. The research identifies "Bangladesh 7" strategy as a unifying framework for long-term competitiveness, focusing on cost leadership, compliance-first development, quick customisation, functional simplicity, low-cost implementation, relationship-centric support and referral-driven growth. Recommendations include improving the technical capabilities, addressing skill shortages, improving customer support and training; establishing strategic technology partnerships, and featuring affordability as well as investing in scalable cloud infrastructure and integration features. local HR software Companies in Bangladesh, have secured structural dominance by aligning their offerings with practical organizational need, compliance with regulation and cultural expectations; While global platforms provide high-level analytics and multi-country functions, the majority of Bangladeshi organizations place great emphasis on reliability, accuracy of operations and availability of support. As a result, local HR software solutions persistent, resilient and sustainable choice for organizational digitalization Bangladesh.

Part A

Chapter 1 Internship Preparation

1.1 My Motivation to Do the Internship

One of my reasons for carrying out this internship was my extremely strong desire to somehow close the gap between theoretical knowledge which I got from my accounting program and the practical side in an organization. Indeed, the classroom learning has already given me an insight into the accounting principles, financial recording, and administrative processes, however, I still wanted to see the firsthand application of these ideas in the daily business operations. Most of all, I have been wondering about how organizations facilitate the payroll process, expense tracking, record-keeping, and at the same time, ensure they are compliant with regulations since these are significant aspects of accounting that require both accuracy and efficiency. Besides the technical learning, I was also keen on acquiring professional skills that are essential in a workplace such as good communication skills, teamwork, problem-solving, and discipline. The internship was not only a chance to learn something new but also to get personally acquainted with working together with experienced professionals, learning from their experience, and making a significant contribution to the activities of the organization. I found HRsoftBD to be the perfect place for me as it gave me the opportunity to have a full environment where I could interact with accounting, administrative, and project-related tasks altogether and thus provide myself with a well-rounded education/learning experience.

1.2 Internship Search Process

,Finding an appropriate internship took persistence, strategic planning and active engagement with multiple platforms. As a student in the eleventh semester, after finishing my last examinations, I started exploring opportunities which matched my academic background and career interests right away. I contacted various organizations directly, as well as ULAB's Career Services Office who gave advice on how to phonetailor my resume, styling cover letters and exploring potential companies that were interested in hiring interns. Additionally, I applied to the vacancies advertised on popular online job portals, Bdjobs and LinkedIn, and joined relevant professional groups where internships announcements were shared. Despite some initial problems of obtaining replies, follow-ups and specific application yielded positive results over a period of time. Through the help and coordination of the Career Services Office, I was invited for an interview at HRsoftBD for an accounting and administrative internship but this otherwise led to my selection. This process not only reinforced my persistence and proficiency in professional networking, but also provided me with a concrete insight into the work that is required if, I am going to receive a meaningful internship opportunity.

1.3 Internship Interview Experience

The interview experience at HRsoftBD was both professional, encouraging and it set the tone for a positive internship experience. Upon reaching office, I was cordially received and given refreshments, which immediately induced an atmosphere of cordiality. The interview board included the CEO and one of the HR team charged with administrative work. As they began to progress they asked more specific questions regarding my academic background, strengths and weaknesses, and my previous experiences moving from general questions into more specific ones regarding my understanding of accounting and ability to apply the knowledge of accounting theory into a practical situation. During the course of the conversation I shared some examples of my academic projects and experiences emphasising the passion for accounting, my desire to be involved in organisational processes. I also got a chance to know about the company's vision, upcoming plans and operational strategies, which further motivated me to be a part of their team. The interviewers measured my skills, attitude, and possible fit within the organization and informed me later that I had successfully been selected. Following this, I received the official letter of appointment which was submitted to ULAB's Career Services Office and this officially confirms my internship placement.

1.4 About the Organization

Historical Development and Business Evolution



Founded in the year 2012, under the supervision and guidance of Eng. A. H. M. Rokmunur Zaman Rony, HRsoftBD took the first steps of its journey and development by offering Software Development and IT solutions. The company got quickly recognized among and made its way up through the ladder and enlisted as a contributing member of the BASIS - Bangladesh Association of Software & Information Services.

Offering various types of IT related services of which Software Development, Mobile App Development, Payment Gateway, Tele Marketing and many more are the notable. Amongst these, the company found its unique niche by exclusively mastering of OMR services, Ballot Counting Software services and Coaching Management Software services.

1.4.1 Corporate Structure and Leadership Framework

Purposefully maintaining the size of the organization to be relatively smaller than its competitors, the organization maintains a hierarchical structure. There are primarily 2 main controlling bodies and a couple managers assigned their own teams. The structure comprises of the following -

Eng. A. H. M. Rokmunur Zaman Rony - Chief Executive Officer - Overseeing all operations and navigating all the team by providing insights.

MD. Rayhanuzzaman Roky - Chief Technical Officer - Overseeing system architecture, managing IT department, ensuring innovation and enhancing competitiveness.

Md. Abu Rafey - Project Manager - In charge of planning, overseeing and organizing different projects and operations.

Masud Rana - Asst. Manager - Marketing Department - Generating leads.

Atiqur Rahman - Asst. Manager - IT Department - Managing IT infrastructure.

This is the corporate structure and under each designated individual, there is a team usually comprising of a couple of members who help and assist each other in executing each operation of the company. The total number of employees altogether in the company is around 20.

1.4.2 Market Position & Future Vision

Over the past thirteen years, HRsoftBD has established a solid name in the IT industry of Bangladesh, successful completion of 491 projects and serves 1,790 clients, a team of 32 skilled professionals. Being a recognized member of BASIS (Bangladesh Association of Software & Information Services), the company is credible and active in the national software ecosystem

HRsoftBD has carved out a niche for itself by specializing in OMR services, ballot counting software, and coaching management systems and has established a place for itself as a provider of customized IT solutions. Looking forward, the company wants to build on its service portfolio by introducing artificial intelligence into its solutions, thereby reducing delivery time and becoming more efficient. New initiatives such as restaurant and hotel management software are testimony to HRsoftBD's desire to diversify and cater to the broader range of client needs.



In addition to shoring up its home market, the company is aggressively seeking out international markets, with clients in Europe, North America, and Australia. This strategic plan of expansion is

testament to the HRsoftBD commitment to expanding HRSoftware BD operations with an eyes to technological innovation and the company positioning themselves as a competitive player within the local and global IT markets. The vision emphasizes quality, client-centric service and continuous innovation as the drivers behind staying in this continuum of growth and market leadership.

Chapter 2 About The Internship

2.1 My Position

During my time as an intern at HRsoftBD, I was an Accounting, Administrative and Support Intern in the HR & Administration Department. This position allowed me full exposure to the financial operations and operations of the organization. My job included assisting with income recording, expense management and financial documentation, as well as preparing official documents such as job offer and OMR service offers as well as formal correspondence.

In addition to the administrative and accounting work, I was involved in software testing and quality assurance of newly developed HR and election related systems. At post-development phases, I backed the technical team as a Support Engineer, and contributed to the identification of problem and the coordination of effective solutions. In addition to my work, I also participated in CEO-level meetings, prepared weekly and monthly performance reports, and assisted with the management of club and organizational elections, including operation of the ballot software and handling voter data. This role provided a good well-rounded, hands-on experience which allowed me to combine accounting, administrative, and technical skills in a corporate setting.

2.2 Description of the Office

All the interns of HRsoftBD are posted at the head office which is situated at P-7, Nurjahan Road, Dhaka - 1207. The office is small but nicely arranged, letting it occupy a rented top story with different rooms for separate departments. There is a separate area for the engineers, another for the marketing executives, individual offices for the CEO, HR and administrative staff and a meeting place for collaborative discussions.

The office has modern technology facilities such as computers, laptops, printers, scanners, photocopiers, LAN phones, etc., testifying the desire of the organisation to maintain an efficient and professional working environment. Despite the fact that the office is relatively small in size, the office layout will provide for easy communication among the departments and encourage collaboration to ensure employees work effectively for projects as well as client requirements.

2.3 Work Environment

The HRsoftBD work environment is a great mixture of professionalism and friendliness, which makes teamwork and mutual respect among employees grow naturally. I, as an intern, experienced

a friendly atmosphere where help and support from supervisors and colleagues were always there. The balance between work and life was maintained quite well and there was hardly any overtime even in situations of heavy workload. It was also simple to communicate between departments with engineering and marketing working closely together on software development projects. The marketing team gave tips on client needs, and the engineering team shall be responsible for translating these requirements into functional software features. The CEO was actively involved in overseeing the operation; ensuring smooth cooperation between all levels of the organization. Overall, the office culture emphasized on professionalism, open communication, And a positive, cooperative atmosphere that lent itself to an extremely productive and enjoyable internship experience.

2.4 What I Have Learned During My Internship at HRsoftBD

The internship has been spectacular in illuminating the bridge between classroom learning and real work through understanding the financial and administrative side of the organization. I was processing invoices, vouchers, and expense records and through these works, I found that accuracy, consistency and attentiveness to detail are of utmost importance in the daily accounting operations. Observing payroll management and expense recording has, therefore, led me to realize that well-organized procedures are a way of avoiding mistakes and following the set standards.

Being part of the administrative operations gave me a chance to explore how different departments function and work together for a smooth workflow. The besides, drafting formal documents, supporting project relations- operations, and software testing were some of the activities that deepened my skills in structured communication, proper record management and problem-solving techniques.

The experience was a fantastic opportunity for growth and development, both personal and professional. Interactions with superiors and coworkers have been an enrichment to my communication skills, team spirit and adaptability. Managing tasks within the given timeline and prioritizing the tasks made my time management and decision-making skills stronger.

Getting acquainted with the workplace rules and regulations and the organizational culture has made me more conscious of professional standards and, thus, has widened my view of the mutual relationship between finance, administration, and technical support as the core functional areas that keep organizations going.

2.4.1 Procurement and Import Process

At HRsoftBD, I gained practical understanding of procurement process around transparency, accountability and cost efficiency. Those process begins with identifying organizational needs, preparation of specifications and taking multiple supplier quotations. Decisions are based on quality, reliability, and price as well as the continued operation as well as budgetary constraints.

I was involved in the process of reviewing the purchase requisitions, purchase orders, and vendor invoices which showed me the role of financial documentation in procurement decisions. Coordination with suppliers, as well as checking the costs of shipping, taxes, and other duties were part of ensuring that the costs would be calculated correctly and reduce potential disputes.

This experience brought home the interconnectivity of procurement alongside financial record-keeping and operational efficiency. Following there structured procedures and ensuring meticulous documentation, smooth auditing, control on expenses and accountability of the organization. Understanding this workflow helped me appreciate how systematic procurement has a direct influence on how accurate the real financial and resource management is within a company.

2.4.2 Import Documentation

The import documentation process is organized at HRsoftBD to perform the process with compliance and accurate financial recording. Each item imported is accompanied by important documents such as Proforma Invoices, Commercial Invoices, Purchase orders and Payment Records. Every document is cross checked to check for its content's accuracy, authenticity and matching it to the financial records.

By tracking the documentation process, I learned how each paper plays an integral role: the Proforma Invoice is used to confirm terms with suppliers for the first time, the Commercial Invoice is used to confirm that actual costs and item descriptions are correct, payment records are reconciled so discrepancies are not made. Import-related charges like shipping expenses, VAT, and customs charges are included in the accounting system for adequate budgeting purposes and auditing.

This exposure reaffirmed the importance of systematic record keeping and procedures that were compliance oriented. Those Maintaining well structured import documentation not only ensures transparency but further improves operational efficiency thereby supporting informed decision-making and accurate financial reporting for all cross-border transactions.

2.4.3 Customs Duties and Charges

Managing customs duties and charges associated with customs will be a delicate and systematic process at HRsoftBD to preserve legality and financial accuracy. Each imported item is checked for committed applicable taxes such as VAT, AIT and Custom Duty on the basis of its declared value. Supporting documents such as custom receipts, tax certificates and bills of entry are carefully analyzed in order to avoid discrepancies and incurrence of penalties.

Charges are incorporated in the accounting system to compute total landed cost of imported goods, which plays a vital role in budgeting, pricing, and controlling the expenditure of projects. It verifying shipping invoices against financial records makes sure that it is accurately allocated, with minimum errors possible.

This process also shows the importance of the internal financial control. It by keeping a careful check and verifying the expenses incurred through customs-related activities the company ensures that it is transparent, operationally efficient, and compliant with the statutory requirements, which contribute to the broader strategic and financial goals of the company.

2.4.4 Cost Structure and Import Risk Management

HRsoftBD has a systemized approach to analyze the cost structure and control the risks associated with the imported items. Every import has the product price and shipping charges, customs and the VAT charge, AIT and handling fees, however these are all cross verified with supporting documents that are given in order to determine the actual landed cost into the country.

The company tracks the expenses by looking at the invoices, receipts, and payments to keep it accurate during the financial reporting, which helps in budgeting and making informed decisions. Risk management strategies involve cooperating with trusted suppliers, checking documentation, and regulatory compliance. Those Additional consideration is given to delays in shipment, changes in the value of currencies and in customs charges, which could impact total costs. The company's proactive approach is very effective in reducing financial uncertainties, maintaining operational continuity, and strengthening the internal control system. By watching this activity, I have deepened my knowledge of the fact that detailed cost analysis and risk management are the main factors that lead the organization to be efficient in order to accomplish financial planning that is in line with the strategy.

2.5 Application of Educational Learning with Internship

My 4-year journey in the University of Liberal Arts Bangladesh was brought to a singular moment of culmination during the internship with HRSoftBD. Unlike the classroom experiences in which was purely theoretical in nature, the internship offered real world application of the concepts studied. Performing financial duties in the internship such as recording income, tracking expenses, and overall financial documentation tantamount to the accounting and finance courses taken due to their relevance. Concepts of cost, budgeting, and balancing the books (ledger) came into play as invoices, vouchers, and other trends prices in financial data were processed. Cost-benefit spreadsheets, which were a part of academic coursework, were enhanced with the development of details and utilization of the interrelationships of a crossed data base to the core data. HR and marketing recorded their contribution to my understanding of interdepartmental culture and communication as I was managing the expenses, documentation, and administrative support, which were tasks that in project management terms, are Client tasks. General education courses offered the required focus to support the soft skills such as communication and problem solving. This experience showed how specific academic exercises can train for real-world scenarios. The most immediate impact is how these skills prepare me for future professional challenges, further lowering future barriers for me.

Chapter 3 Self-Reflection

3.1 Feedback on Internship

Interning at HRsoftBD gave me my first real look at how companies function at a corporate level and how to merge my academic knowledge with real work scenarios. The company had a good balance of structure and flexibility where my supervisors were able to teach me so that I could adjust to my role and start taking on activities from my portfolio per my own pace and with confidence. I was able to assist on a number of accounting and admin tasks like invoice checking, expense reporting, payroll, and record filing which made me understand the level of precision and compliance that is required on the company's internal systems. The internship was also useful in that I was able to enhance my interpersonal skills to a certain level that was required to work with colleagues, engage supervisors, and coordinate with other staff in the business in their a functioning system. The experience also increased my self-management, initiative, and structure as I was learning what the company expected me to perform and what tasks I was able to execute on my own. I also understood how the small things matter in the company as they impact the efficiency and accuracy of the work that the larger departments are able to achieve. Overall, the internship was very helpful as I learned a lot, I had my confidence positively impacted, I learned how to behave in a professional setting, what a corporate organization is like, and the real challenges of performing the administrative and financial management of a corporate organization.

3.2 How They Can Utilize Me Better

Certain aspects of the internship stood out as areas for improvement in streamlining contributions. I could have been assigned tasks in financial analysis, data entry into relevant accounting systems, or monthly reconciliation functions, as those are tasks that would have allowed me to contribute at a deeper level in core accounting work. Having me participate in budget preparations, participative bookkeeping, or departmental planning and strategy meetings would have rounded out the practical learning experience. I could have been prospectively valuable on cross functional processes, in a design that would allow me to learn by doing, and also help the organization in process improvement and organization related learning. If the organization assigned me tasks such that I could have utilized some of the credit hours earned in accounting, the organization would help me place relevant internship experience on my CV, while also maximally optimizing my contributions. A feedback loop built into the organization to conduct periodic feedback sessions on my performance would go a long way in enabling me to contribute more, while also providing me a valuable learning experience. Both the organization, and I, would have a more meaningful relationship during the course of the internship, if some of my responsibilities were expanded, learning accounting processes more directly, and involved me in more productive process working sessions in the department.

3.3 Recommendations

Making several modifications would help make the internship experience more impactful and rewarding for everyone involved. First, having a more organized welcome orientation would help delineate the various organizational processes, departmental workflows, and intern responsibilities, which would allow for smoother transitions. This would be followed by targeted task assignments that are more specific and uniform, such as invoice review, tracking expenses, or assisting in the preparation of financial reporting, which would provide opportunities to hone a particular skill set while helping balance the departmental workload. There could also be brief informal training on accounting software, financial reporting framework, or standards on document preparation to help build the interns' confidence and strengthen their technical abilities. Integrating interns into collaborative initiatives (especially multidisciplinary and multifunctional teams) would provide opportunities for interns to appreciate the more holistic perspective of the organization. More regular (but brief) feedback sessions would help steer the interns towards the expected outcomes and help the interns assess their performance, in order to refine specific competencies. More hands-on participation in meetings and micro-decisions would also help boost their corporate engagement. Overall, these would lead to a more balanced, meaningful, and immersive learning experience for interns, while also streamlining and structuring corporate operations and processes more efficiently. This would benefit interns and the programs, and help to intern more meaningfully.

Chapter 4 Personal Development Plan

4.1 Technical Skills

Making several modifications would help make the internship experience more impactful and rewarding for everyone involved. First, having a more organized welcome orientation would help delineate the various organizational processes, departmental workflows, and intern responsibilities, which would allow for smoother transitions. This would be followed by targeted task assignments that are more specific and uniform, such as invoice review, tracking expenses, or assisting in the preparation of financial reporting, which would provide opportunities to hone a particular skill set while helping balance the departmental workload. There could also be brief informal training on accounting software, financial reporting framework, or standards on document preparation to help build the interns' confidence and strengthen their technical abilities. Integrating interns into collaborative initiatives (especially multidisciplinary and multifunctional teams) would provide opportunities for interns to appreciate the more holistic perspective of the organization. More regular (but brief) feedback sessions would help steer the interns towards the expected outcomes and help the interns assess their performance, in order to refine specific competencies. More hands-on participation in meetings and micro-decisions would also help boost their corporate engagement. Overall, these would lead to a more balanced, meaningful, and immersive learning experience for interns, while also streamlining and structuring corporate operations and processes more efficiently. This would benefit interns and the programs, and help to intern more meaningfully.

4.2 Interpersonal Skills

During my intern period with HRsoftBD, the interpersonal skills I developed from the communication with the superiors, colleagues, and people from other departments was impressive. With units of my team, I was able to build a relationship that improved the communication and clarity of my thoughts in writing, the messages being used in the workplace hierarchy and in the non-formal occasions. While balancing multiple other duties which included supporting the projects in operation, writing briefs, and working on integrating the marketing and the engineering teams, I learned to adapt to and from my colleagues, and to work at the projects in the other team. The other teams that I was assisting were able to recognize the level of responsibility that I was managing, which was a combination of a professional and a disciplined worker. The basic functioning of the workplace, the organization of the meetings, and my positive and constructive presence in the meetings were the things that I mostly learned to observe and predict from the workplace. Also, my other supervisor experiences helped encourage me to solve problems and to instill a safe confidence in me that it was within the regular workplace behaviors to clarify things and to ask for more guidance from others on tasks I was uncertain about. The hierarchy of workplace problems and the interpersonal skills were merged, which helped me grow personally and increased my professional competencies.

4.3 Conclusion

Actually, going from theory to practice with real-life experiences is not always possible. However, the time I spent at HRsoftBD turned out to be a great learning experience for me. I carried out accounting, administration, and operations tasks that helped me learn the financial management, record-keeping, compliance, and professional management aspects.

I learned about an organization's internal workings through activities such as procurement, import documentation, cost analysis, and the significance of transparency, accuracy, and risk management. I worked on my technical skills to increase my communication, teamwork skills, workplace adaptability, and professional relationship development.

By being involved in project management, software testing, and quality assurance, I got to know corporate problem-solving and inter-departmental collaboration. My time management skills, being well-organized, and my confidence got better as a result of the supervisor's structured support, the collaborative atmosphere, and the practical exposure.

The range of learning and skills that I acquired through the internship are very extensive and they are all great assets for the workplace. The internship served as a vehicle to enhance my knowledge of the corporate world and corporate behavior so that I am able to interact with the corporate world and also helped me sharpen my skills so that I am up to the challenges that will be coming.

Part B

Chapter 1: Introduction

1.1 Background of the Study

Bangladeshi companies have sought to digitise their HR Processes to improve the efficiency and reliability of their HR functions. Activities that have been performed manually, such as payroll, attendance, leave, and records, are now conducted through software that provides speed, accuracy and transparency. Factors such as the need for errorless payroll, compliance, and structuring HR workflows have driven the digitisation process. The emergence of HR software companies, such as HRsoftBD, has had a significant impact on the process. Software these companies have developed, are tailored to the most cost-effective, linguistic, and feature flexible needs of Bangladeshi organisations. During my internship at HRsoftBD, I got to witness how heavily small and medium companies rely software to manipulate Digital HR Tools to perform workforce management functions.

One of the major effects of the nationwide move towards digitalization and efficient management in both the private and public sectors is the rising implementation of Human Resource and administration software. It is quite understandable that when companies grow the need for fast decisions, accurate record management, and cutting down of administrative tasks becomes very essential. HR software enables enterprises to do the above while saving money and increasing their output. The present study is set against this background and is concerned with the Bangladesh scenario, it is a study which based on the knowledge gained during an internship, wants to find out how far digital HR tools can lead to efficiencies, compliance, and organizational growth.

1.2 Research Question and Objective

The dual impact of the COVID-19 pandemic and the rapid digitalization of organizational operations have made the use of HR and administrative management software an organizational necessity to improve efficiency and ensure accuracy and compliance. During my internship with HRsoftBD, I witnessed first-hand the degree to which software solutions have revolutionized such functions as payroll processing, attendance, employee record keeping and performance appraisal. These experiences gave rise to the main research problem of this thesis:

“In what ways and to what extent do HR and administrative software systems boost operational efficiencies, accuracy and improve the quality of decision making of institutions in the Bangladesh?”

This research intends to go beyond simply acquiring an understanding of the functions of HR software to developing an understanding of how such systems address organizations’ practical, day-to-day operational requirements. Drawing on my internship experience and the close collaboration with staff, the research is expected to accomplish a number of objectives. Primarily, the study seeks to determine the ways in which HRsoftBD is able to harness digital technology to address and streamline the competencies available in Human Resources, as well as to examine the

extent to which software technology minimizes administrative functions in an organization, accelerates the processing of HR functions, and ensures administrative compliance with the country's employment laws. Secondly, the study seeks to evaluate, the extent to which employees and managers experience operational efficiencies from administrative software systems, as well as the extent to which systems improve organizational transparency, data accessibility, and communication flow.

The objectives of this research include identifying the technical, communications, and organisational skills acquired during the course of the internship and assessing the ways in which digital HR systems improve overall organisational performance, and improve organisational decision-making processes. Defining and describing these objectives will help illustrate the significance of HR digital systems in the contemporary workplace in Bangladesh.

1.3 Scope of The Research

Looking at the competitive landscape of Bangladesh's HR and payroll software industry, this study zeroes in on the way local providers innovate, operate and gain the trust of their clients, with a specific focus on the year 2025. Given the significant differences in the structure, business practices, labor regulations, and technology adoption in the Bangladeshi market, we are able to deliver insights that are most relevant to the local market, and its companies.

The study has concentrated on 28 established HR software firms, from long-standing industry leaders to rapidly growing mid-sized companies, who, combined, represent the lion's share of the formal market and possess a unique understanding of how the industry works, covering the client expectations, compliance and challenges coming from international competitors.

To understand the scope, market, trends, geographical landscape, this research chose to zero in on the major cities, Dhaka, Gazipur, Narayanganj, and Chattogram, where the bulk of the HR software users have been located, taking account of the timespan from August to December 2025. We made the decision to exclude multinational corporations, global companies, and non-HR software sectors, to bring about an accurate, and tightly-focussed portrait of the local competition.

Chapter 2:

Literature Review

A review of literature comprising Dessler's 2021 book and the article of Bondarouk and Ruel 2019, indicates that HR systems are changing from being traditional and static to innovative and dynamic ones. It is mentioned that these systems use advanced analytics, cloud-based architecture, and multi-country payrolls to provide a complete solution to globalized organizations.

The international HR transformation trend is largely characterized by the change of these systems to the areas of prediction, performance, and workforce intelligence.

Technology adoption trends in developing countries are quite the opposite of those in the developed world. Investigations in the South Asian region, (LightCastle Partners in 2023 and BASIS in 2024), reveal that company priorities here, are at a much more elementary level, focusing on aspects such as affordability, legal compliance, and ease of use, which are factors that local businesses cannot circumvent. In confronting these types of economic and resource limitations, the majority of these companies are incapable of affording the advanced analytical features, do not have sufficient space for large HR teams, and have to face numerous changes in the regulatory environment.

Software adoption in Bangladesh is largely influenced by the need for labour regulations under the Labour Act 2006, timely payment of wages, and accurate attendance tracking. Moreover, according to the Hossain and Azam study conducted in 2021, companies also value instant support, local language communication, and speedy implementation. Various patterns that are evident in our research mirror this whereby software providers who can seamlessly custom-make their systems to the laws, traditions, and practices of Bangladesh, enjoy greater popularity.

2.1 Introduction to HRM Software Systems

Concerning managing the workforce, Human Resource Management (HRM) software has become a staple in the corporate world, not just in developed countries, but also in the rest of the world, including Bangladesh. Gone are the days of manual data storage, today's HRM systems, fuelled by cloud technology, artificial intelligence and predictive analytics, have catapulted to become highly integrated platforms, performing a multitude of functions from recruitment to payroll automation, performance evaluations and multi-country labor regulation, making them an essential for large, global corporations.

The expectation from HRM systems in various countries also differ, where affluent nations, and their employers, for example, demand advanced analytics, employee self-portal services, and high-quality reporting, conversely, developing nations, value speed, affordability, and basic functionalities. Bangladesh, in particular, presents a case in point, with HRM software prioritizing high accuracy in payroll processing and strict adherence to the Bangladesh Labor Act 2006.

The evolving conceptually, local HRM software solutions as it relates to Bangladesh will act as functional yet easy to implement, Bangla-speaking platforms which are specifically attuned to the nation's laws and organisational landscape, laying more stress on swift integration, quick usability, and the ability to customise modules for the garments, education and healthcare industries.

2.2 Client Satisfaction and HR Software Adoption

Bangladesh is a market where local HR software companies, by offering cost effectiveness, have one of the strongest competitive advantages. A majority of small and medium-sized enterprises (SMEs) are running their businesses with limited budgets and therefore cannot afford expensive global HR systems which are accompanied by high licensing fees, long implementation periods, and annual maintenance costs. Local providers, on the other hand, feature flexible pricing plans

which are by far more economical, sometimes they charge only a small portion of what international platforms ask for.

Such a low price gives firms the opportunity to turn their HR management digitally without the need to set aside a big chunk of their business capital for that purpose. Moreover, local suppliers are alleviating companies from the additional cost side of the equation by giving free or budget-friendly installation, customization, and training services which global companies usually charge at top rates. Since the whole amount is kept at a reasonable level, organizations become more inclined to use local solutions and thus stay subscribed to them year after year.

Delivering dependable HR functions at a low cost is a tactic that not only helps local vendors to get new customers but also long-term loyalty becomes their trust base. Hence, cost-effectiveness is the main reason why local HR software still has the lion's share in the Bangladesh market.

2.3 Cost Effectiveness as a Competitive Advantage

Bangladesh's local HR software companies are a very good example of how cost effectiveness can be leveraged to become a strong competitive advantage. Most small and medium-sized enterprises run on a tight budget and hence they are not able to bear the high costs of global HR systems such as licensing fees, implementation periods, or maintenance costs. Local providers, on the other hand, propose more flexible pricing models which are therefore more affordable, usually they charge only a small portion of what international platforms require.

Such affordability enables companies to digitalize their HR departments without letting their business suffer financially. Local vendors also save businesses from additional expenses caused by global companies offering setup, customization, and training at their high rates whereas they provide such services for free or at a very small charge. Since the total amount remains at a reasonable level, organizations decide to go for local solutions and continue their subscriptions from one year to another.

The ability to perform reliable HR tasks at a lower cost is not only a means local providers employ to attract new clients but also it acts as a catalyst that leads to their long-term loyalty. Therefore, cost efficiency, in particular, is one of the main reasons behind the sustained popularity of local HR software in Bangladesh.

2.4 Software Development and Customization

Within Bangladesh's HR software industry, software development and customization are very much influenced by the local manner of thinking which is to be fast, flexible, and client-specific. By my internship at HRsoftBD and the survey of 28 software providers, it was obvious that the sector is more inclined to tackle problems on a practical level rather than follow global trends or architectures. It might be the case that global platforms have complicated microservices or take a long time for their deployment cycles, however, local providers from Bangladesh are more inclined towards quick customization. According to the survey, the overwhelming majority of 92.9% of the

firms stated that their topmost advantage was the capability of them to provide individually tailored modules in a very short time and at a cheaply priced manner.

It was at HRsoftBD where I directly saw this methodology. The development process is kept deliberately straightforward, employing technologies like PHP/Laravel and mobile-first interfaces with inbuilt Bangla support. Instead of selling rigid, pre-designed systems, the company adjusts the features to correspond to each client's exact operational rules—like overtime structures, roster patterns, tax policies, or organization-specific reports. For instance, some clients needed the implementation of election management tools, OMR-based counting features, or customized payroll logic which were done and launched within a few weeks instead of months.

Local firms have also been found to frequently provide free or subsidized customization in the first year, while acknowledging that the long-term satisfaction of the client depends on how well the software becomes the daily workflow of the client. During my internship, I came to know that local developers are often at the client's place, talking in Bangla, understanding festival bonuses, shift cycles, and practical constraints, and at the same time continuously improving. In Bangladesh, customization is far from being simply a technical undertaking—it is a relationship-driven process that establishes trust and makes the clients feel that the software is actually theirs.

Chapter 3: Research Methodology

3.1 Type of Study

This investigation employs a quantitative primarily mixed-method approach with a descriptive–exploratory, applied, cross-sectional survey design. It is descriptive as it portrays in detail the competitive landscape of the HR software industry in Bangladesh in 2025, concentrating on aspects of market behavior, client preferences, pricing, customization, technical capabilities, and support, as witnessed and reported by 28 software providers actively engaging with the market. The descriptive part of the study contributes to revealing the operation of the industry at the given time.

This research is also an exploratory study because no significant large-scale primary research directly targeting developers, sellers, and implementers of local HR and payroll software has been conducted before. By means of this data, the study opens up a plethora of fresh ideas regarding the new and emerging industry challenges - such as increasing demand for integration, shortage of skilled labor, and shifting trend towards locally customizable solutions - that have not been officially recognized so far.

The research is considered applied research because its results have a very immediate practical value. Insights gained can be utilized by local companies in strategy refinement; BASIS may deploy them in the creation of policy instruments; universities can take advantage of them in the update of industry-aligned curriculum; and worldwide vendors can comprehend better the underlying causes of their losing position in the Bangladeshi market.

The analysis is cross-sectional as it records the opinions prevailing in the industry and the situations of the organizations during the period from August to December 2025, which is important as it comes a decade after the post-Rana Plaza compliance change and five years since the COVID-related digital acceleration.

At last, this study is mainly quantitative, with greatly relying on the counts, percentages, and the ranked responses given by the 28 participants. However, it also has qualitative comments that allow for the unfiltered viewpoints of the people who are professionally engaged in the rapidly changing ecosystem to be retained.

3.2 Research Design

The research design is based on a quantitative-dominant mixed-method framework that revolves around a structured cross-sectional survey of Bangladesh's HR and payroll software providers. Such a design's primary purpose is to document precise industry practices in a data-driven manner to bring out the customization trends, pricing patterns, technical capabilities, and competitive pressures of the industry in 2025. The research incorporated quantitative answers and, to a limited extent, qualitative comments to maintain both statistical clarity and practitioner insight.

The design is based on a survey framework whereby 36 companies were contacted via email and WhatsApp and 28 valid responses were received. Such an approach ensures that the research is representative of a broad industry segment made up of small startups, medium-sized HR solution companies, and large enterprise vendors. The survey tool was made up of closed-ended items (frequencies, rankings, checklists, and multiple-choice questions) as well as open-ended prompts that mirrored the respondents' experiences, challenges, and needs for the customization of solutions.

Besides survey data, the research design also features internship-generated evidence from HRsoftBD, where the firsthand experience with OMR systems, ballot-counting software, financial-entry modules, client communication, and customization workflows helped to provide the contextual depth. Such a dual-source model increases the reliability of the results by connecting industry-wide patterns with the actual organizational practices.

3.3 Sampling

The research employed a purposive-snowball sampling method to source the information from the individuals who were not only the most knowledgeable but also had the most influential positions in the HR and payroll software industry in Bangladesh. As the main focus of the research was to explore market competition, customization, and technological capabilities, it was absolutely necessary to get the insights of the professionals who are directly involved in product development, client management, and competitive decision-making.

Initially, by combining several trustworthy sources such as BASIS directories, the competitor records of HRsoftBD, LinkedIn networks, and the contacts made during the internship period, a master list of 52 active HR software firms was created to build the sampling frame. From this list,

38 companies were chosen and contacted through official emails, phone calls and personalized messages to both maximise participation and also represent different segments of the industry. Different segments of the industry were also ensured by the representatives.

Such a systematic approach has resulted in the collection of 28 complete and verified responses. The slave list thus represents a great response rate of 53.8% in relation to the master list. The final sample almost entirely covers the market's key players, not only the well-established firms like PiHR, PeopleDesk, GreenHR, and Brain Station 23 but also several emerging providers that have become prominent over the last few years. These respondents were senior people within their organizations: 25% were CEOs or founders, 29% were HR leaders, and 21% were technical heads responsible for system architecture and customization. Their seniority assures that the data is based on their deep, experience-based understanding rather than surface-level observations.

Since the sample encompasses nearly all major organizations currently influencing the HR technology landscape in Bangladesh, it approaches a near-census of the industry. Such a great extent of representativeness at the top echelon considerably increases the trustworthiness of the results which subsequently provides a solid base for the in-depth study of the competitive dynamics, new technological trends and client expectations in the local HR software market in Bangladesh towards 2025.

3.4 Data Collection:

Information for this research was obtained from a well-crafted cross-sectional survey exclusively targeting software providers for HR and payroll in Bangladesh. The survey tool was put together following an initial examination of industry reports, academic literature, and the internship insights at HRsoftBD. It consisted of the combination of closed-ended questions directed to create measurable data regarding pricing models, the personalization of the products, the technical rising abilities, and also competitive positioning alongside the smaller number of open-ended questions that let the respondents depict practical challenges and emerging trends in their own words.

The questionnaire was delivered remotely through Google Forms to guarantee accessibility and willingness to take part. Different methods-email, WhatsApp, LinkedIn, direct professional network referrals- were used to contact a total of 38 companies, through which the survey could reach senior decision-makers rapidly. Follow-up reminders were sent to increase the response rate. From the distributed forms, 28 complete and valid responses were obtained.

Besides, the survey results were supported by the internship observations at HRsoftBD to offer more insights and background explanations. The intern during the entire period, was taking notes in the field on client interactions, got exposed to customization workflows, product demonstrations, issue-resolution cycles, and discussions with cross-functional teams. These qualitative insights helped to interpret the survey data by connecting the figures to the practical side of the industry.

Therefore, the bank of data generated from both the survey and the internship has a high degree of validity and can be considered representative of the perspectives of the entire industry as well as the internal dynamics of one of the leading HR software companies in Bangladesh.

3.5 Data Analysis:

The analysis was a quantitative-dominant mixed-method approach meaning that the numerical trends from the survey, were given primary focus while the qualitative comments and internship experience were used to supplement the results. The closed-ended responses were processed using descriptive statistical techniques, such as frequency counts, percentage distributions, and ranking analysis. These statistical methods were instrumental in revealing the trends that were prevalent across the entire industry in the areas of pricing, demand for customization, system architecture, client preferences and competitive advantages of local vendors.

The data were analyzed to find groups of software providers that have similar practices in terms of technology that they use, support structures, integration capabilities, and workflow automation trends. Also, cross-tabulations were used to compare the responses of different company sizes and roles of respondents (e.g., CEOs vs. HR Heads vs. Technical Leads).

Qualitative responses from the open-ended questions were analysed through thematic coding. The themes recurring such as the time pressure to provide rapid customization, the developer shortage, or the demand for integrated solutions were identified and categorized to explain the numerical findings. Also, during this phase, observations of HRsoftBD's workflow, client communication, and product development activities were incorporated to confirm the patterns that were emerging and to point out the areas where industry practices align with or differ from the case organization.

By combining the analyses of all the data, the study was able to go beyond mere description and present a consistent picture of how the HR software sector in Bangladesh functions, competes, and evolves in 2025.

Chapter 4 Discussion and Findings

4.1 Overview of Top Challenges and Strategies

The survey and the internship found a competitive, captivating and somewhat irregular landscape, when investigating the Bangladesh HR and payroll software market. Bangladesh-based suppliers have been able to command a large share of the market by providing rapid, economical customizations and culturally sensitive support, however. The tension between high expectations from customers and a shortage of technological know-how is a problem that arises in several of the answers, in areas such as detailed analytics, automation and integration of systems.

In tandem, this bespeaks an intrinsic local firm strategy and reveals a deep-seated understanding of the ground realities. Most service providers focus on the following differentiators: relationship-driven support; fast turnaround times; flexible adaptation of modules to suit highly localized

operational rules. Instead of directly competing against global systems on advanced analytics or enterprise-level architectures, Bangladeshi companies also focus on solving practical HR pain points for SMEs, manufacturing units, schools, hospitals, and trading firms. Further, this kind of practical approach has always kept them in business and has given the local player a competitive edge in the long run.

4.1.1 The Decisive Local Advantage

In terms of HR software in Bangladesh, the market is dominated by local vendors who understand the country's regulatory, cultural, and operational landscape. According to the survey, virtually all of the companies (over 90%) in the HR software industry in Bangladesh believe that their fast customization to meet the needs of clients sets them apart.

As seen through the observation of HR soft BD, such system modifications such as unique overtime rules, attendance policies, or additional allowances, are usually implemented by the local company within days of receiving a request.

The difference of the local companies is also reflected through understanding and cultural intuition in the way they manage software. Coming with Bangla-language support, communications that appeal to the personality of non-technical HR workers, the capacity to add holiday bonuses, unexpected changes in regulations and trade-specific compliance features, make them feel really reliable, something that international suppliers struggle to match. For lots of organisations, being close to the ground and super responsive matters more to them than state-of-the-art AI, microservices architecture or multi-country payroll features.

Price is also one of the things that set the local vendors apart.

They charge a tiny fraction of what global software companies charge, and this allows smaller companies to introduce HR operations without crippling their finances. The combination of affordability, convenience and being able to change things in an instant creates a huge local advantage that makes their clients stick around, and helps the local software become an integral part of the country's economic landscape.

4.1.2 Top Challenges and Global Strengths

While local HR software companies continue to be the major players in the market, the research reveals that they are facing various challenges repeated in different places, which are hindering their technological evolution. The scarce issues that are most frequently mentioned are the lack of experienced developers, the little amount of investment in long-term R&D, and the excessive reliance on quick customization instead of innovation in the product. Many respondents pointed out that it was hard for them to grow, integrate APIs easily, and keep code quality at a certain level because of the rapid changes provoked by clients in their solutions.

On the other hand, global HR software platforms have some strong points in system automation, data analytics, and security standards that cannot be denied, although they are more expensive. Their architecture is designed to allow scalable workflows, payroll management for several countries, and advanced reporting tools - features that are often lacking in most Bangladeshi providers. Local vendors are very badly affected by the absence of enterprise-level documentation, automated testing environments, and modular architecture that they hardly get any chance to be competitive in complex or corporate settings.

Though these global benefits are generally good for the companies, it does not always mean that a company can dominate the market in Bangladesh. There are some factors that make it difficult to use these products such as high prices, long periods of implementation, and little local customization. Hence, international suppliers remain only a feasible option for multinational corporations or export-oriented companies that have big HR teams and possess the capability to carry out structured digital transformation projects.

4.1.3 Market Preference and Future Outlook

The preferences revealed by the survey of the HR software market in the region clearly indicate a trend of local production which is not only distinct but also sustained. Companies mainly prioritize reliability, fast support, and compliance with local legal and operational requirements to a much greater extent than by advanced technological features. As long as payroll accuracy, attendance automation, and compliance are at the core of user requirements, local vendors will still be able to hold a strong position.

However, is supposed to be different with the rise of digital maturity in Bangladesh. Several companies have realised the growing need for integrated in financial modules, biometric-attendance syncing, mobile app expansion and centralized dashboards for multi-branch organizations. These needs mean that customers are gradually moving towards data-driven and automated systems.

International platforms may have a better capability to meet these needs seamlessly whereas local vendors take advantage of being more flexible and less costly. HR software companies in Bangladesh will have to go through a major overhaul in their system, become integration-ready, and have a scalable architecture if they wish to keep their competitiveness. Partnerships with fintech firms, ERP vendors, or cloud service providers may also become a key strategy for growth. The future scenario, in general, is a hybrid one where local companies can still dominate through affordability and customization while global solutions influence the market through technological benchmarks and advanced automation trends.

4.2 Skill Shortage and Training Need

The ongoing vitality of Bangladesh's human resource (HR) software industry will largely hinge on the sector's ability to nurture a technologically skilled workforce that can effectively handle the standards of integration, scalability, and cloud operations that are increasing. While the survey

findings reflect that local vendors perform well in areas such as compliance and cost-saving, they also uncover widening gaps in the technical skills of the local vendors which are necessary for the future of the industry.

Netting the data from Question 13, the most urgent improvement areas for the 28 firms that took part in the survey seem to be integration features (21.4%), cloud infrastructure (17.9%), and advanced reporting capabilities (17.9%). Building these features would require a lot of specialized and technical knowledge in software architecture, cloud engineering, and data-driven design—skills that are still few and relatively costly in the local talent market. The lack of developers who have the experience in secure API development, cloud scaling, and advanced data visualization is one of the reasons why local vendors are unable to achieve the same level of features as global systems.

Also, the research findings suggest that there is a great gap in AI readiness and analytics proficiency between local and international companies. Fashioning AI capabilities such as to be at the forefront of predictive analytics, machine learning tools, and detailed workforce intelligence, international HR platforms put great reliance on these features while local companies rarely identify these as their strengths. In closing this gap, it is necessary training programs that build competences in data science, algorithmic decision-making, and cloud-native system design.

In the event that local HR companies do not engage in the strategic and continuous development of their capabilities, they might not be able to cater to the needs of businesses that are growing rapidly and whose operations require more than what basic systems can offer. To maintain their market leadership, firms have to focus on workforce development in the areas of integration engineering, scalable cloud infrastructure, and analytics-driven HR technology.

4.3 Resistance to Change

Resistance to change from clients has been identified as one of the main factors that has been supporting the use of local HR software providers, thus, making it difficult for the global HR software providers to dominate the market. This resistance to change, causes the customers to keep on using the old-fashioned local solutions instead of technologically advanced global platforms, which cost less and are more user-friendly, straightforward, and reliable in terms of service.

The clients' refusal is most explicitly reflected in the survey data where it is stated that the main reasons for clients to move from global to local systems are cost issues (7 mentions) and the difficulty of using global platforms (5 mentions). These facts reflect a general hesitance of Bangladeshi businesses to carry the financial and operational burden of implementing international solutions, which they see as complicated, time-consuming, and not fitting well with their local workflows.

Moreover, the dissatisfaction of clients with global customer support further enhances the resistance of clients to change their minds. Five respondents singled out the poor support of global vendors as one of the most significant reasons for switching to local systems. The local providers benefit from this gap by promising faster support, more direct communication, and Bangla-language assistance, all of which together create trust and confidence in the client. For a large

number of organizations, such excellent service qualities overshadow the advanced features offered by global competitors.

The factor of utmost importance in payroll and statutory compliance acts as a deterrent to clients to move to foreign systems. The reason being that local vendors have developed their products around the Bangladesh Labour Act and sector-specific payroll rules, thus, a switch to a foreign one is considered as a move that risks non-compliance or salary miscalculations. Thus, the status quo-the decision to stay with a trusted local provider-is still the safer and more convenient choice.

4.4 Technical and Integration Difficulties

While local HR software companies have a strong market presence, they are still confronted with serious technical issues that put their competitiveness over time at risk. Both the survey data and the internship experience point to the fact that integration and scalability are the areas where these companies are most vulnerable compared to global vendors.

Integration as the Main Limitation

The number of times integration features were referred to in terms of improvement is the highest of all, which clearly indicates the biggest technology gap. The companies in Bangladesh grow, they demand HR software that can't only manage but also communicate smoothly with financial accounting systems, access control hardware, and external analytical tools. Nevertheless, creating secure and standard APIs needs advanced software architecture skills - a skill set that the local industry is not very familiar with yet. Due to the shortage of integration capabilities, bigger enterprises are often push toward international solutions which provide a wide range of already built integration ecosystems.

Scalability and Cloud Infrastructure Constraints

The cloud infrastructure which was pointed by 17.9% of the respondents as the main area of improvement is another issue that local vendors will have to face in the long run. Most local HR systems are set up in simple hosting environments that are adequate for small organizations but cannot support large-scale, high-frequency data processing. On the other hand, global challengers are built on cloud-native infrastructures which allow for elastic scaling, better security, and system availability at all times.

Should local vendors not be able to update their architecture and cloud capabilities, clients with complex operations will experience performance bottlenecks which will make them take their business to international platforms. Therefore, scalability and integration are the technological barriers that local companies need to go beyond in order to keep their competitiveness.

4.5 Training and Support

Training and customer service represent two of the strongest competitive advantages that local HR software vendors have. According to the survey, customer service is the most frequently referred to as the major strength (6 mentions) and is at the same level as the benefits of localized features.

This shows that support is not just a function that is carried out operationally but rather a strategic pillar which actually drives client satisfaction and loyalty.

Local firms separate themselves from the rest by being very accessible and responsive. Most of the providers offer support through phone and email (10 companies), while some have remote/online support (7), and a considerable number provide all the avenues (11). Such a level of service enables local vendors to be very fast in reaching out to their clients and giving them solutions to their problems in real time—a situation that global platforms are not usually able to be due to the support centers that are outsourced and ticketing systems that are formalized.

Another essential part of the service model is training. Four companies have dedicated Training & Development modules, which mainly focus on compliance, payroll accuracy, and system usage. These training programs not only ensure that HR staff get the software but also that they are aware of the legal requirements that underlie payroll operations. The ability to provide tailored training in the Bangla language thus becomes an additional factor that strengthens the trust of clients, thereby global systems finding it very difficult to compete regarding user engagement.

4.6 Management Support

Management support is a key factor that has played a strategic role in the continuation of the dominance of local HR software companies in Bangladesh. Different from global platforms where customer interactions follow a very formal and strict manner, local companies use a more personal and direct approach by the leadership which is more focused on the responsiveness, personal communication, and trust-building.

The survey results indicate that local support (Q12) and customer support (Q4) are considered as the most significant competitive capabilities, thus, indirectly, they reflect the involvement of the managerial staff in service delivery. Top managers and founders are very often face-to-face with customers, thus they provide an immediate solution to conflicts and personalized guidance—an approach which is very popular and acceptable in Bangladesh's relationship-driven business culture.

The way the management leads is very different from the global vendors' impersonally structured way, where clients complain about slow response times and limited understanding of the context. Local management teams overcome these problems by making decisions quickly, communicating openly, and being flexible in meeting the specific needs of the clients.

So, management support turns into a client-facing tool that raises customer satisfaction, facilitates customer loyalty, and helps local vendors keep their position against global competition. It is not only an internal function, but also a practical strategy that strengthens the market trust and consolidates long-term loyalty.

4.7 Effective Communication

One of the key factors that differentiate local HR software providers from others is their ability to communicate effectively with the customers. To a large extent, their communication is based on language familiarity, cultural understanding, and the availability of direct communication channels, which are difficult for global platforms to replicate.

In this regard, the linguistic advantage is very essential. Support and training personnel speak directly in Bangla with the customers, thus, they are able to explain complex payroll rules, compliance requirements, and system instructions in a way that is easily understandable. Consequently, this leads to less mistakes, more compliance confidence, and greater user comfort especially among HR staff who are not very familiar with the technical side of things.

Moreover, local companies are also very good in terms of accessibility. Communication platforms such as WhatsApp, direct phone calls, and informal emails make it possible for people to communicate with each other instantly. Such immediacy is a direct way of solving the problem of support which is always done slowly, and the demand for faster support is the main reason why clients prefer local systems to global ones. At the same time, it reduces the impatience caused by bad support from global vendors, which quite a few respondents have identified as the main reason for their decision to switch.

Also, the quality of communication is being further improved by the direct involvement of the management. In most cases, senior executives take over the responsibility when there is a complaint or a major update and thus, they have an opportunity to respond quickly and effectively to the concerns of the clients. This helps to a great extent in establishing transparency and also strengthens the idea that local vendors are attentive, trustworthy, and understand well the daily operational challenges of the client.

By means of these elements, effective communication becomes the center of customer satisfaction and a crucial factor that is responsible for the long-term dominance of local HR software companies.

4.8 Findings

The research reveals that local HR software companies in Bangladesh are not only able to keep up with global competitive HR platforms but in fact, they often outperform them in major market segments. The study based on survey responses from 28 local providers and the experience of a four-month internship at HR soft BD goes against the widely accepted notion that global solutions will inevitably replace locals as organizations expand. Local HR vendors are winning in the market, particularly among SMEs with less than 500 employees. Their competitive advantage is built on four mutually reinforcing factors: being cost-effective, following local labor laws, being culturally and linguistically compatible, and providing quick customer support. Customers in Bangladesh focus on operational accuracy, affordability, and the availability of assistance in Bangla and they often consider these factors more than the sophisticated technological features of global alternatives. They are challenged with issues-limited advanced analytics, system integration capabilities, and a lack of highly skilled technical staff-but these problems have become a source

of strategic initiatives rather than a factor that weakens their competitiveness. The study points out that the HR software market in Bangladesh is a favorable environment for local firms because of customer preferences, economic factors and trust-based business practices. As a result, local HR software companies have created a resilient and strategically advantageous position in the national market.

4.8.1 Challenges

Local HR software companies with a strong market presence are still facing serious challenges that threaten their growth over the long run. The main one of these is the technical capability, especially with regard to the advanced system integration, the scalable cloud infrastructure, and the sophisticated data analytics. The demand for the integration of HR systems with various externally used tools increases as client organizations grow in size and digital complexity, however, many local systems do not have standard enterprise-grade APIs, thus they face integration issues resulting in clients' migration to global platforms.

The second problem is the shortage of skills and the retention of talents, as the expertise for the development of analytics engines, AI insights, and secure cloud systems is very limited in the Bangladeshi market. Multinational companies usually attract talented people with higher salaries and better opportunities, thus local companies lose out.

Scalability raises issues as well; local solutions, though efficient for the small and medium enterprises, to support large organizations need importantly investment in cloud infrastructure that could raise operational costs and make scalability complicated for cost-sensitive local providers.

Besides that, there is a perception bias against local solutions, and some organizations choose global platforms due to the prestige that they think the platforms have even if local options offer better functionality and support. Hence, it is necessary to continually improve and deliver services reliably for client trust to be built and maintained. Lastly, the volatility of regulations requires systems to be updated regularly as any delay in adjusting to changes in tax rates or labor laws can lead to user trust erosion in a compliance-focused environment. These obstacles, albeit substantial, are known to local providers, hence they are strategically aware and prepared to make changes.

4.8.2 Strategies

To resist these problems and strengthen their hold over the market in the long run, local HR software companies in Bangladesh have implemented a very successful and concerted strategic model which is hereafter referred to as the “Bangladesh 7” strategy in this study. This model focuses on cost leadership, compliance-first development, relationship-oriented services, quick customization, functional simplicity, low-cost onboarding, and referral-driven growth.

Cost leadership is emphasized as local platforms are much cheaper than global competitors, thereby making them more attractive financially. Moreover, these platforms ensure perfect localization, going by the Bangladesh Labour Law and other local regulations, which, in turn, increases their practical value.

Human-centric support is a major factor that separates local firms from the international ones, as they provide services in Bangla, have quick response times, and offer direct communication channels. This method creates trust and hence, leads to a very high level of customer satisfaction as well as renewal rates.

Personalization is very important because the local vendors customize their software so that it fits the client's business, which is absolutely necessary given the diversity of the business environment in Bangladesh. In order to be able to satisfy the demands of the future, the companies are spending money on scalable cloud infrastructure, API-based frameworks, workforce upskilling, and advanced analytics even though these are long-term investments.

These strategies combined together give local providers of HR software the power to become competitive, thus, global vendors find it hard to match without a major restructuring. The mixture of affordability, local compliance, cultural alignment, and personalized support is what makes the dominance of local solutions in the HR technology sector of Bangladesh very stable.

Chapter 5 Recommendations

Based on the research and analysis of the Bangladeshi local HR software market, quite a few suggestions may be proposed for these businesses to allow them to keep their market hegemonies and solve the problems they have now while getting ready for the next phase of their development.

Strengthen Technical Capabilities

Domestic HR software providers need to make the advanced technical features more attractive to the users by incorporating such features as system integration, cloud infrastructure, and reporting functionalities. Building powerful APIs, cloud solutions that are scalable, and real-time data processing capabilities will, in turn, ensure that the software stays competitive as client organizations grow and become more complex in terms of their operational systems.

Address Skill Shortages

The company has to focus on getting, developing, and holding employees who have knowledge of cloud architecture, AI analytics, data visualization skills, and can develop secure software. Well-organized training programs, internships, and collaborations with the university can be ways to prepare a future workforce of qualified professionals in the mentioned spheres. Additionally, giving career development as well as competitive salary and perks will make it less likely that the talented employees will leave for foreign companies.

Enhance Customer Support and Training

High-quality and relevant support services to the locality have to be the major concern of the HR software companies in Bangladesh. Besides offering multilingual support through different channels, also client training sessions, online tutorials can get the user to be more satisfied with the use of software. Supporting clients in becoming experts in using the system, companies will thus be able to gain customer loyalty and lower the risk of client turnover, especially in small and medium-sized enterprises.

Continue Rapid Customization

Local providers have been able to attract and keep their clients by offering quick, customer-specific customization. Companies must be the flexible solutions provider that is needed for the operational, legal, and cultural aspects of the Bangladeshi organizations. In this way, continuous interaction, through collecting feedback from clients, can help in navigating the new features and also lessen the risk of the mismatch between software capabilities and client demand.

Strategic Technology Partnerships

Domestic businesses can use cloud service providers, analytics platforms, or global software vendors to improve their technological quality without shouldering the entire cost of innovation. Strategic collaborations not only can facilitate AI, advanced reporting, and scalable cloud solutions adoption, but they also can keep the solution local and affordable.

Maintain Cost Leadership

Local HR software providers should be judged mainly on the affordability of their services - which is their strongest competitive weapon. In continuation, these businesses can plan to propose price models that are flexible and have low-cost implementations as well as value-added services. The competitiveness resulting from cost-effectiveness accompanied by local compliance and personalized support will be that position in the market which global competitors will find it hard to imitate.

Long-Term Market Outlook

Corporations should be prepared for a change in the industry, upcoming regulations, and client needs by taking a lead role. Investments made continuously in technology, workforce, and client relationship management will help local HR software providers not only to keep the existing market share but also to extend it into bigger firms and new sectors later on.

By local HR software enterprises implementing these suggestions, they will be able to consolidate their market position, resolve their weaknesses and maintain their competitive power in the digital HR sector that is changing rapidly in Bangladesh.

Chapter 6 Conclusion

6.1 Limitations of the Study

This study reveals numerous, fresh primary data about the competitive local vs. global HR software companies in Bangladesh scenario, however, to be academically rigorous and give directions for further research, it has to concede some limitations.

The research based its study on purposive and snowball sampling and local HR software providers only. In short, this method helped to get some already known ideas due to higher-level people interviews such as CEOs, HR heads, and technical leads but did not allow the direct interaction with client organizations. Hence, the results dominated by the suppliers' view, so further research can gather client perceptions to have a complete view of the market dynamics.

Secondly, the sample size of 28 companies, which mainly includes significant industry players, may only represent a fraction of startups that are newly established or those that operate at a regional level in the informal sector.

Thirdly, the study area is limited to Bangladesh and is focused on local vendors only, excluding multinational and global ones. While this decision makes the findings more suitable for the local context, it reduces their applicability to other developing countries that may have comparable but not identical market conditions.

Fourthly, this is a cross-sectional study which means it is only a snapshot of August-December 2025 market conditions. The rapid digital adoption, cloud infrastructure development, and technological innovation are the reasons why some gaps, e.g., in analytics, integration, and advanced cloud scalability, may disappear over time. A longitudinal design could follow these changes better.

At last, the researcher's deep immersion in practice due to his internship at HR soft BD might cause some bias. Nevertheless, supplementing this firsthand knowledge with survey answers from a wide range of companies helped to uphold the validity and lessen the extent of the researcher's subjective influence.

6.2 Conclusion

This research highlights the fact that local HR software companies in Bangladesh are not just keeping up with the competition but are actually able to outperform global HR software platforms in their home ground. The study based on data of 28 local firms and four months of immersive internship experience at HR soft BD, goes against the prevailing notion that global systems automatically take over local solutions as organizations expand.

The results indicate that local HR software companies have structurally and sustainably become the dominant ones, especially in the segment of organizations with less than 500 employees, which make up the overwhelming majority of Bangladeshi enterprises. Their competitive advantage is the result of a very conscious decision to focus on affordability, compliance with

labor and tax regulations, fast customization, Bangla language support and relationship-driven client service.

Global platforms might be better in advanced analytics, branding, and multi-country capabilities, but these are features that are hardly needed by the majority of Bangladeshi organizations which put their emphasis on operational accuracy, reliability, and accessible customer support. Local firms have tactfully positioned their products to address these practical requirements which in turn has led to high renewal rates, deep client trust, and strong referral-driven growth.

The research also recognizes the existences of some difficulties such as limited advanced analytics, integration challenges, cloud scalability, and the lack of specialized technical talent. Nevertheless, instead of jeopardizing local market leadership, these challenges have helped to sharpen strategic focus and to locate targeted investments in workforce development, cloud infrastructure, and system integration.

To sum up the rivalry between local and global HR software companies in Bangladesh is largely a win for the local providers. Local HR software, backed by economic practicality, cultural alignment, regulatory compliance and strong client relationships, has become the default, trusted and sustainable option for Bangladeshi organizations, thereby securing its relevance and comeback capacity far into the future.

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Appendix:

Basic Information (Required):

- i. **Email**
_____Short Answer
- ii. **Company Name**
_____Short Answer
- iii. **What is your position in this company?**
_____Short Answer
(Example hint: HR Manager, Software Engineer, Business Development Officer, CEO, etc.)

Main Survey Questions:

1. What type of HR services does your company provide?

- ☐ HR Software
- ☐ Recruitment / Staffing
- ☐ Payroll Outsourcing
- ☐ HR Consulting
- ☐ Combination of multiple services

2. What is the primary size of your client base?

- ☐ Small Businesses
- ☐ Medium Businesses
- ☐ Large Enterprises
- ☐ All types

3. Why do clients choose your HR solutions over global platforms?

- ☐ Lower cost
- ☐ Local compliance & regulations
- ☐ Faster support
- ☐ Easy customization
- ☐ User-friendly features
- ☐ All of the above

4. Which factor do you think is your strongest competitive advantage?

- ☐ Pricing
- ☐ Localized features
- ☐ Customer support
- ☐ Ease of implementation
- ☐ Customization flexibility

5. Which area do you think global platforms are stronger in?

- ☐ Advanced analytics
- ☐ Global payroll

- Strong branding
- Data security
- All of the above

6. What is the most common reason clients switch to a local system?

- Cost issues
- Difficulty using global systems
- Need for local features
- Poor support from global vendors
- Faster setup needed

7. Which HR modules do you currently offer?

- Attendance & Leave
- Payroll
- Performance Management
- Recruitment
- Training & Development
- All of the above

8. What type of customer service do you provide?

- On-site support
- Online/remote support
- Phone & email support
- All of the above

9. How do you rate your customer satisfaction level?

- Very high
- High
- Moderate
- Low

10. What attracts customers most to global software?

- Strong brand reputation
- Global standards
- High security
- Advanced analytics

11. Do you think Bangladeshi customers are becoming more interested in local HR software over time?

- Yes, strongly
- Yes, somewhat
- Maybe
- No

12. What factors matter most to Bangladeshi customers when selecting HR software?

- Price
- Ease of use
- Local support
- Payroll accuracy & compliance

13. Which area should local HR companies improve to compete better?

- UI/UX design
- Cloud infrastructure
- Advanced reporting
- Integration features
- All of the above

14. Do you believe local HR software companies can compete with global platforms in the future?

- Yes
- Yes, but improvements are needed
- Only for small businesses
- No

16th September 2025

To,
Jennifer Hossain
Director- International Affairs, Alumni Affairs & In-Charge Career Services Office
University of Liberal Arts Bangladesh (ULAB).
688 Beribadh Road, Mohammadpur, Dhaka 1207.

INTERNSHIP

Dear Sir,

With reference to your letter dated 3rd September 2025 regarding the above, we are pleased to accept **Mr. Shadik Al Kavi**, [ID-221011103, BBA, Major Accounting] student of your institute for doing 3(three) months internship at our **HRSOFTBD** (P-7, Nurjahan Road, Mohammadpur, Dhaka-1207).

We would like to inform you that he can do internship at our company and also can continue his course (**Course Code: BUS 4114**) during internship period. As he will continue a course at university so he will get the facility to attend weekly 4 (Four) day at our office.

The Internship program will be effective from the date of joining of the intern at HRSOFTBD. S/He will have to give regular attendance at the place where s/he will be deputed to work on her/his project. S/He will also require to submit 1 (one) copy of her/his internship report with accurate information on her/his work of HRSOFTBD concerned for their record and accessory action. Please be informed that we pay for lunch and transport allowance in this regard (as our office policy).

We assure you our best co-operation to student during his stay with us.

Regards-



Monalisa Mlm
Assistant Manager
Admin & Accounts Dept.
HR SOFT BD

Corporate Office:
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Mohammadpur, Dhaka-1207

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