

HOW HRIS SHAPES HRM EFFECTIVENESS: ROLE OF TOP MANAGEMENT SUPPORT, TECHNOLOGY READINESS AND STRATEGIC AGILITY

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ABSTRACT

The study examines the determinants of Human Resource Management Effectiveness (HRE) within corporate organizations in Bangladesh, specifically the mediating role of Human Resources Information System (HRIS) in this context. The paper is grounded on the socio-technical systems and dynamic capability models to depict the degree to which top management support, technology readiness and strategic agility directly and indirectly affect HRE via HRIS. The quantitative methodology was used and primary data were gathered through a structured questionnaire given to the HR professionals working in the Bangladeshi organizations. The total number of valid responses collected was 327 to be utilized for analysis. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the proposed relationships. Findings reveal that top management support, technological readiness and strategic agility have significant positive impacts on HRE. Moreover, HRIS has a strong direct effect on HRE, as well as a significant mediating effect on the associations between each antecedent and HRE, implying that HRIS plays central role for organizational and managerial conditions to be translated into strategic HR outcomes. This research adds to the literature on HRIS and strategic human resource management by providing empirical evidence obtained from a context of developing economy. The results provide useful information for managers and policymakers who aim to increase the effectiveness of HR through technology-enabled HR practices in Bangladesh.

Keywords: - HRM Effectiveness, Human Resources Information System, Top Management Support, Technology Readiness, Strategic Agility.

1. INTRODUCTION

Human resource management (HRM) has become a strategic necessity in today's organizations. Firms are no longer seeing HR as an administrative support, rather HR's role is expected to support the business strategy, improve the performance of the workforce and contribute to long-term organizational success [1]. Within this context, HRM effectiveness means the alignment between people-related practices and organizational objectives, employee performance enhancement and the improvement of the overall competitiveness. For developing economies like Bangladesh, the concept of HRM effectiveness is particularly salient because of high competition, rapid economic change and pressure for productivity [2].

In the last few years, Bangladeshi corporate organizations have shown an increasing interest in digital HR practices [3]. Despite more and more investment in Human Resources Information Systems (HRIS) the improvement in HRM effectiveness is inconsistent. Many firms implement HRIS without adequate organizational drivers, such as top management support, adequate technology readiness or the strategic agility necessary for successful use of a system. Consequently, HRIS is often underutilized and used only for administrative reasons rather than strategic HR decision-making activity. Existing researches in Bangladesh have provided limited understanding of the combined impact of such organizational aspects on the effectiveness of HRM and this has caused uncertainty among organizations who want to increase HRM effectiveness through investments in HRIS.

Although past research has explored HRIS adoption and HRM's effectiveness, still there are a few gaps in the literature. Firstly, most studies focus on HRIS adoption or user acceptance and not the strategic results. Additionally, HRM effectiveness research within the Bangladeshi context is limited and fragmented and often studies isolated factors [4]. Moreover, the mediating role of HRIS in linking managerial support, technology readiness and strategic agility to HRM effectiveness has not been studied thoroughly. As a result, there is a lack of understanding of the HRIS functions as a mechanism for linking organizational conditions and strategic HR outcomes in developing economies like Bangladesh. This research aims to fill these gaps by presenting an integrated conceptual framework to explain HRM effectiveness by mediating the effect of HRIS. On the basis of strategic HRM literature, the framework shows top management support, technology readiness and strategic

agility are important antecedents. These factors combinedly affect the effectiveness of HRIS, which subsequently increases the effectiveness of HRM.

The rationale for this study is based on the practical issues of Bangladeshi corporate organizations. Many firms make investments in HRIS without considering the factors of making the investment successful. As a result, often resources are wasted and the strategic benefits of the investment are limited. By detecting the organizational and managerial drivers of HRIS effectiveness, this study provides insights that can help firms get more from HR digitalization initiatives. The findings are expected to be especially valuable for human resource (HR) managers and policy makers who are trying to improve human resource management (HRM) practices in Bangladesh.

The study aims to explore the impact of the role and functions of top management support, technology readiness and strategic agility on HRM effectiveness with HRIS as the mediating variable in the context of Bangladeshi corporate organization. By empirically testing this framework, the purpose of the study is to add to the HRIS and strategic HRM literature and make context specific insights relevant to emerging economies.

2. CONCEPTUALIZATION AND DEVELOPMENT OF HYPOTHESES

2.1 Theoretical Foundation

The study draws on two complementary theoretical frameworks: the Socio-Technical Systems (STS) Theory and the Dynamic Capabilities Theory (DCT). Collectively, they explain the interaction of organizational and technological conditions which translate strategic intent to effective Human Resource Management (HRM) outcomes via the mediating role of Human Resources Information Systems (HRIS).

STS Theory argues that organizational performance will be maximized through the joint alignment of its social subsystem (comprised of people, roles and culture) and technical subsystem (comprising tools, processes and technology) rather than through isolated focus on either one [5]. In the current study, social leadership represented by top management support, technical foundation by technology readiness and strategic agility of the organization to coordinate and adapt these elements to form the foundation of the research. HRIS works on the border of these social and technical components; HR process becomes able to work in an integrated manner [6].

While STS Theory explains the structural prerequisite for alignment, it does not shed light on the constant organizational adaptation in dynamic environments. DCT overcomes this shortcoming by assuming that sustained competitive advantage is linked to a firm's ability to sense opportunities, seizing them and reconfigure its resources and processes [7]. In this study, Strategic agility, is the organization's ability to change HR practices as per the changing business needs. HRIS contributes to this capability by providing timely information and analytical support needed for agile decision making.

By combining these two theoretical perspectives, the exploration establishes HRIS as a mechanism linking leadership support, technological preparedness and organizational agility with HRM effectiveness. This integrated theoretical lens provides a process-oriented explanation of the effectiveness of HRIS-driven HRM in the context of the Bangladeshi corporate environment.

2.2 Human Resources Management Effectiveness (HRE)

Human Resource Management Effectiveness (HRE) refers to the degree to which the HR practices and systems are found to contribute in achieving the organizational strategic objectives [8]. It shifts the focus away from the mere administrative efficiency towards value creation in terms of strategic talent management, workforce planning and evidence-based decision-making.

In present context, HRE is measured by the capacity of HR function to support the organizational goals with timely information and strategic insight. Within Bangladeshi corporations, this presents itself as a vital shift in HR from being a traditional operational arm to an advanced technology-enabled strategic partner [9].

2.3 Top Management Support (TMS) and Human Resources Management Effectiveness (HRE)

Top Management Support (TMS) describes the degree of active support given by the upper stratum of an organization that give strategic direction and visible commitment. In the HR domain, TMS ensures that the HR projects are given priority, budgets and alignment with organizational strategy [10].

TMS positively affect HRE by giving the HR function the authority, resources and strategic visibility it requires. Given the often-centralized corporate structures in Bangladesh, such support is especially important in changing HR into a strategic contributor rather than an administrative unit [11].

H1: Top Management Support has a positive effect on Human Resource Management effectiveness

2.4 Technology Readiness (TR) and Human Resources Management Effectiveness (HRE)

Technology Readiness (TR) refers to an organization's readiness to adopt and use digital systems, including sufficient IT infrastructure and technical skills for using these systems as well as compatibility of these systems [12]. It is the basic ability that is needed for the implementation of complex systems like HRIS.

TR positively influence HRE by allowing for reliable, integrated HR systems that allow for accurate data and provide for streamlined and evidence-based processes. In the Bangladeshi context, the reason for variation in TR across organizations is responsible for deviating results from parallel digital HR investments [13].

H2: Technology Readiness has a positive impact on Human Resource Management effectiveness.

2.5 Strategic Agility (SA) and Human Resources Management Effectiveness (HRE)

Strategic Agility (SA) is the aptitude of an organization to quickly detect environmental changes and effectively respond to these changes by reconfiguration of resources and strategies [14]. It implies organizational flexibility, responsiveness and the adaptability to look ahead.

SA positively influence HRE by allowing HR practices and policies to change dynamically in accordance with changing business demands. For the Bangladeshi companies working in a volatile environment, this flexibility allows the HR function to have strategic relevance and support [15].

H3: Strategic Agility has a positive impact on Human Resource Management effectiveness.

2.6 Human Resources Information System (HRIS) and Human Resources Management Effectiveness (HRE)

Human Resource Information System (HRIS) is an integrated software platform for HR data management and processes and provides analytical support for decision-making [16]. In this investigation HRIS is conceptualized as a strategic enabler rather than an administrative tool.

The effectiveness of HRIS will favorably effect HRE through better accuracy of data, empowerment of workforce analytics and support transparent and strategic HR decisions. For Bangladeshi corporations, utilization of HRIS is at the heart of modernizing the strategic impact of the HR function [17].

H4: Human Resource Information System has a positive effect on Human Resource Management effectiveness.

2.7 Mediating Role of Human Resources Information System

While TMS, TR and SA may have a direct influence on HRE, it is theorized that their strength is greatly increased when channeled through an effective HRIS. HRIS acts as the key mechanism of operations that converts leadership commitment, technical infrastructure and organizational adaptability into a set of executable and strategic HR practices. HRIS mediates such relationships. In particular, TMS is responsible for ensuring that HRIS is given strategic priority and resources; TR is the technical basis for HRIS functionality and SA creates the imperative to use HRIS to enable agile, data - driven workforce decisions. Through this mediation, HRIS converts strategic organizational conditions into reality in HRM effectiveness [18], [19].

H5: Human Resource Information System mediates the relationship between Top Management Support and Human Resource Management effectiveness.

H6: Human Resource Information System mediates the relationship between Technological Readiness and Human Resource Management effectiveness.

H7: Human Resources Information System mediates the relationship between Strategic Agility and Human Resource Management effectiveness.

Conceptual Framework

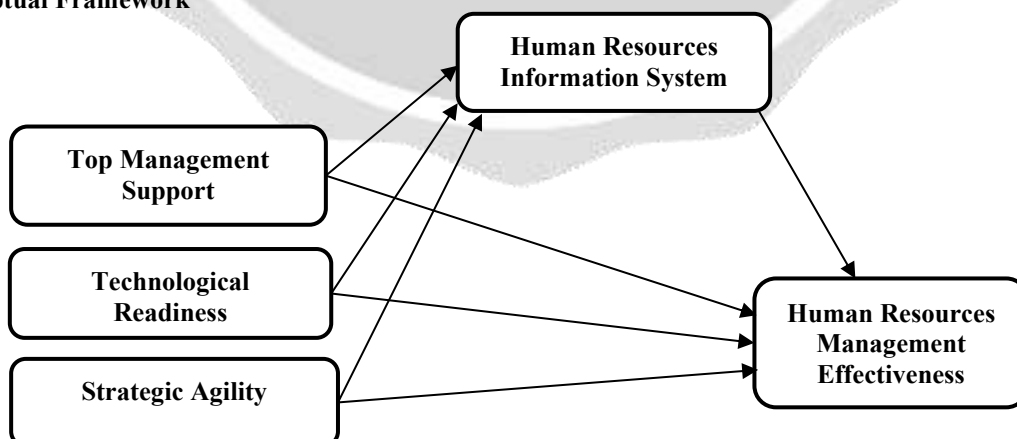


Fig -1: Conceptual Framework (Source: Authors' own work)

3. RESEARCH METHODOLOGY

3.1 Research Design

This study adopts a quantitative methodology through a cross-sectional survey strategy to empirically test the hypothesized model linking Top Management support, Technology Readiness, Strategic Agility, HRIS efficiency and Effective HRM. The survey strategy was selected because it facilitates collecting data from a large sample for advanced statistical analysis. Collected data was tested to empirically measure whether the hypothesized relationship are supported. Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed as the main analytical approach. The design is explanatory which aims to test relationships among the variables and explain the effectiveness outcomes [20].

3.2 Population and Sampling

Purposive sampling was used to collect information from the respondents because it allows researchers to select participants who possess specific knowledge and experience associated to the research topic [21]. [22] recommended that for conducting structural modeling, the sample size should be at least 300 participants. According to established theory, the adequate sample size should be at least ten times of the total items [23]. While consisted of 22 items, this study had employed 327 valid responses from personnel employed in different HR roles in Bangladeshi companies. Taken together, these benchmarks demonstrate that the dataset is both robust and reliable.

3.3 Measurement Instrument

A structured, 5-point Likert scale-based survey questionnaire was used, which ranged from strongly disagree to strongly agree. To evaluate independent variables: TMS, TR, SA; 4 items for each variable were adapted from prior studies of [10], [12], [15]. To evaluate mediating variable HRIS and dependent variable HRE, 5 items were employed from the work of [16] and [8] respectively.

3.4 Data Analysis Techniques

In data analysis two software packages were used: Statistical Package of the Sciences (SPSS) and SmartPLS. Initial screening and descriptive statistics of the preliminary data were performed with the help of the SPSS and more advanced structural modeling with the help of Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted with the help of SmartPLS.

The analysis of data was done in two phases as suggested by [24]. The first phase was the evaluation of the measurement model that was focused on the construct reliability and validity. Cronbach's Alpha, Composite Reliability and Average Variance Extracted served to estimate convergent validity, whereas Fornell-Larcker criterion and the heterotrait-monotrait (HTMT) ratio were used to assess discriminant validity. In the second stage, the structural model was tested to see if the hypothesized relationships were valid. The evaluation was based on the path coefficient, which is used to accept or reject the hypotheses.

4. DATA ANALYSIS AND RESULTS

4.1 Respondents Profile

A total of 327 employees working in different HR roles within Bangladeshi companies participated in this study. The sample is consisted of 63.61% male and 36.39% female. Most respondents fall within the 26–35 (34.25%) and 36-45 age range (29.66%). Participants demonstrated varied professional experience, most of them having 1-3 years (29.97%), 4-6 years (26.61%) and 7-10 years (22.94%) of job experience. In terms of educational qualifications, 38.53% respondents are graduate, 11.31% hold professional degree with graduation, 33.33% are postgraduate and 16.83% hold professional degree after postgraduation. 46.18% of the responders are employed in entry level job position, 40.37% and 13.45% are from mid-level and top-level respectively.

Table -1: Demographic Characteristics of the Respondents

Attribute	Category	Frequency N=327	Percent
Age group	21-25	57	17.43
	26-35	112	34.25
	36-45	97	29.66
	46-54	42	12.84
	55 and above	19	5.82
Gender	Male	208	63.61
	Female	119	36.39
Educational Qualifications	Graduate	126	38.53
	Graduate with Professional Degree	37	11.31
	Post Graduate	109	33.33
	Post Graduate with Professional Degree	55	16.83
Years of Experience	Less than 1 year	29	8.87
	1-3 Years	98	29.97

	4-6 Years	87	26.61
	7-10 Years	75	22.94
	More than 10 Years	38	10.61
Job Position	Entry Level	151	46.18
	Mid Level	132	40.37
	Top Level	44	13.45

(Source: Authors' own work)

4.2 Measurement Model

4.2.1 Factor Loading, Convergent Validity and Reliability Analysis

Convergent validity is an essential form of construct validity which determines how the constructs relate to the concept of the study [25]. Table 2 shows the loading value of the items, the value of Cronbach Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE).

The measurement of the latent constructs incorporated 22 items in the study but 2 of them have been dropped to assure the measures of reliability and validity of the model. The reliability measures requires an acceptable CA value of more than 0.7 and CR specifies adequate consistency among the items when the value is above 0.7 [26]. Average Variance Extracted (AVE) criterion was also used in this research, AVE above 0.50 shows that the variance of the indicators covered in the construct score is larger than half [27]. All the values in below table are well past the threshold.

Table -2: Item loading, convergent validity and reliability

Constructs	Items	Loading Value	CA	CR	AVE
Top Management Support (TMS)	TMS1	0.724	0.746	0.801	0.601
	TMS2	0.801			
	TMS4	0.716			
Technology Readiness (TR)	TR1	0.789	0.762	0.875	0.589
	TR2	0.752			
	TR3	0.791			
	TR4	0.783			
Strategic Agility (SA)	SA1	0.711	0.749	0.813	0.562
	SA2	0.707			
	SA3	0.796			
	SA4	0.713			
Human Resources Information System (HRIS)	HRIS1	0.709	0.789	0.859	0.574
	HRIS2	0.715			
	HRIS4	0.759			
	HRIS5	0.803			
Human Resources Management Effectiveness (HRE)	HRE1	0.828	0.806	0.872	0.578
	HRE2	0.861			
	HRE3	0.741			
	HRE4	0.773			
	HRE5	0.797			

(Source: Authors' own work)

4.2.2 Discriminant Validity

After assessing convergent validity, discriminant validity was measured to determine the extent to which each of the variables are discrete from the others [28]. To comprehend discriminant validity, the Fornell-Larcker criterion is suggested by [29]. This measure helps determining if the variables in the study are truly distinct from one another. Table 3 shows that diagonal values are highest in each column and row, which confirms the discriminant validity of the model.

Table -3: Correlations among the constructs (Fornell-Larcker Criterion)

	TMS	TR	SA	HRIS	HRE
TMS	0.788				
TR	0.684	0.765			
SA	0.571	0.519	0.783		
HRIS	0.578	0.568	0.563	0.771	
HRE	0.587	0.553	0.674	0.632	0.759

Source: Authors' own work

To measure discriminant validity further, the Heterotrait-Monotrait (HTMT) ratio was used, which can achieve higher specificity than the Fornell-Larcker criterion [30]. Particularly in situations where sample size is small and non-normal data is involved, HTMT provides more accurate results. [31] recommended a firm approach for HTMT with a threshold value of 0.85. In Table 4, the results found show satisfactory discriminant validity, all the values of HTMT < 0.85. Therefore, it can be indicated that this dataset is appropriate for formulating the structural model.

Table -4: Heterotrait-Monotrait (HTMT) Ratio

	TMS	TR	SA	HRIS	HRE
TMS					
TR	0.815				
SA	0.772	0.679			
HRIS	0.744	0.786	0.763		
HRE	0.714	0.658	0.849	0.798	

Source: Authors' own work

4.2.3 Explanatory Power of the Model

In Table 5, the results of the explanatory power of the current model are displayed. [26] proposed that the R² values of 0.75 can be referred to as substantial, 0.50 as moderate, and 0.25 as weak in predictive power. From the results, it can be seen that the R² is 0.694. Indicating that, the current model can account for more than 69% of the variation in the outcome variable using the input variables. Hence, the model has considerable explanatory power.

Table -5: Results of R² Statistic

	R-square	R-square adjusted
HRIS	0.572	0.567
HRE	0.694	0.689

Source: Authors' own work

4.3 Structural Model

4.3.1 Results of Direct Path Analysis

Through the bootstrapping technique, the study assesses the significance of the effect of independent variables on the dependent variable. At table 6, the outcomes of all direct paths are displayed, showing the path coefficient (β), t statistics and p-values for each hypothesized relationship. The p-values indicate whether each proposed hypothesis is statistically accepted or rejected. Here, the results indicate that the TMS significantly impacts HRE (H1: TMS→HRE, $\beta = 0.210$, SD = 0.057, t = 2.990, p = 0.001). Similarly, TR and SA also significantly impact HRE (H2: TR→HRE, $\beta = 0.167$, SD = 0.047, t = 1.869, p = 0.034) and (H3: SA→HRE, $\beta = 0.142$, SD = 0.051, t = 0.824, p = 0.038). Additionally, the impact of HRIS on HRE also turned out significantly positive (H4: HRIS→HRE, $\beta = 0.246$, SD = 0.050, t = 4.316, p = 0.000).

Table -6: Results of Direct Path Analysis

Hypothesis	Path	β	Standard Deviation	T statistics	p-value	Results
H1	TMS → HRE	0.210	0.057	2.990	0.001	Accepted
H2	TR → HRE	0.167	0.047	1.869	0.034	Accepted
H3	SA → HRE	0.142	0.051	0.824	0.038	Accepted
H4	HRIS → HRE	0.246	0.050	4.316	0.000	Accepted

Source: Authors' own work

4.3.2 Results of Indirect Path Analysis

Alongside the direct path analysis, the study evaluates the potential mediating effect of HRIS between the relationship of the input variables and the outcome variable. The results show that the HRIS significantly mediates the relationship between TMS and HRE (H5: TMS→HRIS→HRE, $\beta = 0.068$, SD = 0.026, t = 2.351, p = 0.039). Similarly, TR and SA also have displayed positive indirect effect on HRE through HRIS (H6: TR→HRIS→HRE, $\beta = 0.145$, SD = 0.025, t = 1.820, p = 0.004) and (H7: SA→HRIS→HRE, $\beta = 0.173$, SD = 0.030, t = 5.672, p = 0.016).

Table -7: Results of Specific Indirect Effect

Hypothesis	Path	β	Standard Deviation	T statistics	p-value	Results
H5	TMS → HRIS → HRE	0.068	0.026	2.351	0.039	Accepted
H6	TR → HRIS → HRE	0.145	0.025	1.820	0.004	Accepted
H7	SA → HRIS → HRE	0.173	0.030	5.672	0.016	Accepted

Source: Authors' own work

5. DISCUSSIONS ON FINDING

The findings of path analysis gave high empirical support to the theoretical model of this research. All seven hypotheses were supported which highlights the direct impacts of the independent variables on Human Resources Management Effectiveness (HRE) and indirect effects of the independent variables through Human Resources Information System (HRIS).

H1: TMS → HRE The significant correlation between Top Management Support and HRE supports the central role played by the senior leadership to support the HR effectiveness. Budget allocations and system design in Bangladeshi corporate environment are mainly dependent on what the top managers decide, since these organizations are highly hierarchical. HR becomes legitimate, authoritative and visible to the strategic use as the top management actively supports the HR initiatives thus boosting HRM effectiveness [32].

H2: TR → HRE The substantial impact of Technology Readiness on HRE indicates the need for a robust digital infrastructure for the smooth functioning of HRM operations. This outcome builds on the previous research claiming reliability of information technology systems and technical compatibility as the prerequisites for effective HR functions [33]. Within Bangladesh, organizations have different levels of digital maturity, explaining why firms with similar HR strategies sometimes achieve very different results. In the absence of proper technological preparedness, HR function is unable to move beyond manual processes, limiting their efficiency.

H3: SA → HRE The positive relationship observed between Strategic Agility and HRE provides support for the premise that organizations which are capable of adaptive responses are better in place to manage human resources. Strategically agile firms have the capability to quickly adjust HR policies, workforce plans and talent strategies based on the changing business condition [15]. In a volatile and competitive economic environment as Bangladesh experiences, such agility allows HR to move from a position of reactive problem-solving to of proactive workforce management. Consequently, HR becomes more aligned with organizational strategy and would be more effective in supporting the business.

H4: HRIS → HRE The positive influence of HRIS on HRE confirms its role as a strategic enabler in the contemporary HRM. This finding supports the argument that, when implemented strategically, HRIS goes beyond day-to-day activities and achieves evidence-based HR choices through accurate data and integrated processes [17]. For Bangladeshi corporate organizations, this outcome means that it is not enough to simply install HR software; HR strategic outcomes are only reached when HRIS is actively applied to facilitate planning, analytics and decision making.

H5: TMS → HRIS → HRE The significant mediation effect has proved the influence of Top Management Support on HRM Effectiveness is greatly enhanced by HRIS. While leadership commitment delivers strategic direction and provides resources, it is the effective utilization of HRIS that turns such support into tangible outcomes of HR [34]. In Bangladesh, where HR initiatives are often subject to the approval of the executive, this finding suggests that it is important that top leadership converts support into investments to build HRIS infrastructure and integration of the system so as to improve HRM effectiveness.

H6: TR → HRIS → HRE Strong mediating effect of HRIS in relationship between Technology Readiness and HRM effectiveness supports the technology-organization fit theory, in which IT infrastructure is a preliminary basis for special systems such as HRIS [35]. In terms of Bangladeshi managers, this result suggests the necessity of investment in the core IT systems. Lack of technology readiness is obstacle for HRIS to run effectively and thereby a limitation of this system to support for strategic HR outcomes.

H7: SA → HRIS → HRE The strong mediation effect between Strategic Agility and HRE highlights the role of HRIS as an important tool for agile HR decision-making. Strategically agile organizations are better able to use HRIS to respond quickly to changes in the workforce and support dynamic business strategies [36]. Within the Bangladeshi context this means that firms with a higher level of strategic agility can gain more value from HRIS by utilizing real-time data analysis and adaptive HR planning, which in turn reinforces overall HRM effectiveness.

6. IMPLICATIONS AND CONCLUSION

6.1 Practical Implications

The research offers practical insights to managers of the Bangladeshi companies. To begin with, managerial actors are expected to go beyond symbolic adoption of HRIS initiatives by implementing these systems, providing dedicated budgets and monitoring performance indicators. Second, the organizations should ensure their minimum technological preparedness before buying advanced HR software because poor IT infrastructure often jeopardizes the effectiveness of HR software in the Bangladeshi environment. Third, firms need to develop strategic agility by having flexible HR planning, especially to volatile market conditions. The human-resource professionals need to be trained in a manner that will enable them use HRIS in workforce analytics and decision support instead of only in the administrative routine tasks. The measures will help to transform HR from a compliance-focused operation into a strategic success driver.

6.2 Policy Implications

The results highlight important implications to policy makers and regulators in Bangladesh. The extensive implementation of HRIS in the industries should be promoted by the government agencies. HR and ICT training at the national level must be introduced with the aim of improving system use and overall strategic HR capabilities.

In addition, the policymakers can consider incentives to firms investing in HRIS. These policy interventions are potentially capable of diffusing technology-based HR practices and eventually making organizations become more competitive in Bangladesh.

6.3 Conclusion

The research was done in order to examine the impact of managerial support, technological preparedness and strategic agility on effectiveness of human resource management with human-resource information system as the mediating construct in Bangladeshi corporate organizations. The findings show that HRIS is a critical mechanism that transforms organizational intentions and capabilities into strategic HR results. In Bangladesh's business context, which is defined by limited resources and the top-down decision-making process, the HR digitalization should be viewed as an investment in the future of Bangladeshi firms. Through building upon these keystones, organizations are able to take the HRM practices to the next level and attain long-term corporate goals.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTION

The research paper has a number of limitations. Its cross-sectional nature makes it impossible to make conclusive causal conclusions and the use of self-reported data presents the risk of common method bias. Longitudinal research designs can be used to enhance causal inferences in future studies. Having a mixed-methods approach would also shed light on the implementation issues. Also, it would be desirable to empirically test the suggested model in other similar countries to increase this study's practical relevance.

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