Report On

"Prospects of new software for candidate relationship management at TallyKhata"

By

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Student ID: 18204050

An internship report submitted to BRAC Business School in partial fulfillment of the requirements for the degree of BBA - Bachelor of Business Administration

BRAC Business School

BRAC University

December, 2022

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at

    BRAC University.

2. The report does not contain material previously published or written by a third party,

except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other

degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

Dilara Afroje Upoma

ID: 18204050

Supervisor's Full Name & Signature:

_____

Mr. Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Mr. Mohammad Atiqul Basher

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on "Prospects of new software for candidate relationship management at TallyKhata"

Dear Sir,

It is a great pleasure to present my internship report, which I wrote on the topic of "The challenges faced by TallyKhata in the recruitment and selection process". I wrote the report utilizing the skills and knowledge I developed while working as a TallyKhata intern under your guidance. I put a lot of effort into conveying my overall internship experience in this report with your help, and I made sure to include all the important details. I really hope and pray that this report will meet your expectations.

Sincerely,

Dilara Afroje Upoma

ID: 18204050

BRAC Business School

BRAC University

2022

Non-Disclosure Agreement

Therefore, I hereby declare that,

Neither will this report contain any negative information that might harm the company's reputation nor will it provide any private information to the competitors that might reduce TallyKhata's competitive advantages.

The parties to this non-disclosure agreement are TallyKhata and I.

This report will not be included in any online journals or publications. This report will only be saved on the BRAC University library server.

It further claims that this study has no negative information that could harm the business.

Acknowledgment

By the grace of Almighty Allah, I got the opportunity to enrolled in a top university like BRAC University or to work as an HR intern at TallyKhata which is the leading digital MSME platform in Bangladesh. I am thankful to the Almighty Allah for granting me the strength and ability to complete the internship program and submit the internship report on time despite numerous difficulties.

My internship is a part of the undergraduate degree and supervised by Mr. Mohammad Atiqul Basher from the BRAC Business School. I am grateful that Sir gave me his valuable advice on what I should have included in the internship report and what are the contents I should prioritize while writing the report. I wish to express my sincere gratitude to Mr. Mohammad Atiqul Basher Sir.

Since my internship with TallyKhata is now complete, I truly appreciate my organization's supervisor's guidance and help in getting the internship report completed despite their busy schedule. My supervisor gave me a lot of encouragement and support throughout the internship, and I also gained a lot of useful HRM skills from him. Additionally, my coworkers were really friendly and motivating.

Last but not least, I would like to express my gratitude to my parents for being my constant strength and support as well as to my younger sister and grandmother, who have always supported me especially in my mental development during these years of my undergraduate studies.

I want to thank everyone who contributed to the completion of this study. I'm grateful for the chance to work with TallyKhata and for BRAC University providing me with the knowledge I need to take advantage of such an opportunity in a crowded job market.

Executive Summary

For my internship program, I got the opportunity to be a part of the HR team as an intern at TallyKhata. I have gained a lot of knowledge about recruitment and selection also other functions of HRM during my internship program. I have learned about the organization, its culture and about the people, its environment, different human resource practices etc.

Chapter 1 of this report covers details on the internship, including background information about me as a student, my supervisors, and the duties I was responsible for during these three months at TallyKhata. The company and its various departments, products, units, etc. were then covered in the second chapter.

In the third chapter, I explained my research question, goals, and findings. I also offered some recommendations based on the findings that were problem-based.

Due to the importance of candidate relationship program in recruitment and selection process, this topic was the focus of the research. This report covers the company's methodology as well as the difficulties and limitations encountered in the process. In addition, this study also detailed some of the issues resolutions.

Although I have given a lot of effort to provide a general understanding of the company and its business operations, some sensitive and confidential topics had to be left out due to prohibitions on disclosing company information.

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List of Acronyms

PSL: Progoti System Ltd

HR: Human Resources

HRM: Human Resource Management

MSME: Micro small & medium enterprises

MFS: Mobile Financial Service

DFS: Digital Financial Service

CRP: Candidate Relationship Program

SQA: Software Quality Assurance

CRM: Candidate relationship management

ERP: Enterprise resource planning

Chapter 1 - Overview of Internship

1.1 Information of The Student

Name: Dilara Afroje Upoma

ID: 18204050

Program: Bachelor of Business Administration

Area of Specialization (Major): Human Resource Management

Minor: Marketing

1.2 Information Related to Organization:
Period: 19th October 2022 – 19th January 2023 (Duration: 3 months)

Company Name: TallyKhata

Department: Human Resources

Address: 9th Floor, Borak Mehnur, 51/B, Kemal Ataturk Ave, Dhaka 1213

1.3 Information Related to Internship Company Supervisor:
Name: Md. Hasan Rinku

Position: Manager – Human Resources, TallyKhata

1.4 Job Scope- Job Responsibilities:

As instructed by my supervisor at work and the human resources department, I carried out the following duties on a regular basis:

- Helped to update and modify the organization's code of conduct and HR policy.
- Contributed to the creation and modification of the job description and job specification requirements for the various job roles.
- Assisted in employee engagement programs and initiatives.

- Job posting and advertisements on LinkedIn

- Prepared new joiners gift list and resigned/ retired employees' farewell gift.

- Gathering resumes and sorting them according to requirements of the job

- Updated and maintained personal data or information of the employees.

- Assisted in employee onboarding

- Called candidates for recruitment exams and interviews.

- Helped with the administration to conduct the recruitment exams and interviews.

- Prepared official documents such as offer letters, questionnaires, release letter, experience certificate, NOC, NDA etc.

I would like to describe my responsibilities through the following paragraphs:

As an intern of Human resource team of TallyKhata, I assisted in creating and updating new and existing HR policy and code of conduct as the company wanted to add and developed more practical and required policies that will help to build the organization's healthy environment, supporting culture of trust, fairness and inclusion by defining the responsibilities of both employer and employee in the employment relationship which have an impact on employee motivation, organization's reputation and the ability to attract and retain talent. However, I have also worked on modifying job description and job specification.

In addition, I was asked to give special support with their hiring and selection procedures. In order to assure the participation of the applicants who have been chosen for the preliminary exam and interview for the vacant position in the organization, I have sorted resumes of candidates according to the requirements of the organization and finished the calling process. Additionally, I participated in organizing and upholding order during each written exam and interview session. Also collected necessary documents from the selected candidates and created and updated employee personal file for each candidate separately based on department and teams. For example, product management, digital credit, engineering etc. departments. If any employee leaves the company, then his/her personal file goes to the inactive personal file list after updating.

In addition to the tasks listed above, I have also done few other jobs. For example, I have prepared the gift list and gift boxes for the new joiners (t-shirt, wallet, pen, notebook) and resigned/ retired

employees gift list (crest etc.), created official documents like offer letters, release letter, experience certificate, NOC, NDA etc., updating employee personal profiles, Although I had relatively few opportunities to participate in these tasks because they were not part of my regular duties and these tasks were need to be done at the end of the month before the joining of a new employee in the organization and these tasks were equally significant and gave me fresh opportunity to learn about the responsibilities of the HR department of the organization.

1.5 Benefits Received While Working at TallyKhata:

The first benefit that comes to my mind when I think of what TallyKhata gave me during my internship is a welcoming work environment. Everyone there gives respect to each other even seniors give respect to juniors as well and people here did not treat me like an intern instead they have treated me like a regular employee which helped me to overcome my hesitation as a newcomer and boost up my self-confidence.

Secondly, I have improved my typing speed and learned many other new kind of stuff which will help me a lot while I work in the corporate world as I have developed my KSA's (knowledge, Skill and attitude) in the HR sector. For example, now I know how to write professional emails in corporate job to high officials or candidates.

Thirdly, the company provides balance and healthy lunch and snacks which is a great help as I did not need to worry about what to eat in lunch every day and got the energy to do productive work as well as saved my money.

In addition, I worked at TallyKhata for three months, and during that time I never had any conflicts. I got to experience diversity, equality and there is no discrimination based on gender, class, background, no racism. Everyone was incredibly understanding and kind also very much cooperative which enabled me to give my all when it came to accomplishing my daily tasks.

Furthermore, another advantage for me is the practical experience that I've received from working for this company. Before entering as an intern, I had no experience about corporate work life and jobs. After joining here, I got to see how business plans were put into effect, what TallyKhata did for business and how actual interviews and hiring processes worked. Overall, I feel like this

opportunity has taught me a ton of information in a short amount of time and was far more engaging than going to class or reading a textbook.

Moreover, I was able to establish connections with new people that are significantly more knowledgeable, experienced, creative, and familiar with a wide range of businesses and industries. I have gained more LinkedIn connections and got few jobs offers from LinkedIn I'm hopeful that these connections will be very helpful to me in the future because I'll be able to contact them for any help with questions about my studies or employment. After that, I gained a lot of knowledge through observing others, like how to interact with customers and employees in a particular way, how to persuade job prospects and increase employee retention. I have learnt how to maintain discipline in the workplace, how to keep my personal and professional lives apart, what to prioritize and how to develop a balance between these two.

Additionally, TallyKhata offered two days off (Friday and Saturday) each week as well as the ability to work from home if any difficulty occurred and these are crucial for keeping a healthy work-life balance. Many firms only offer one day off per week which can be stressful and bad to mental health. They offer flexible working times and conditions.

Last but not the least, I received a fixed monthly allowance that covered my transportation expenses and allowed me to save some money along the way which was very valuable to me also got the chance to buy gifts for my family with the allowance.

1.6 My Contribution to the Company:

I have worked as an intern for a limited time, so my contribution to the firm is insignificant, but I was very careful to uphold company policy and make sure I was not breaking any rules or regulation of the company. I helped with the revision of the code of conduct and updated HR policy, which were considered to be a standard policy. I have participated in the employee engagement programs and contributed by giving creative ideas also helped in the other project for example, sugar mill project where I have talked with the farmers about their transaction and find out relevant data. This task was not related to my department but I have performed successfully.

Besides that, I dutifully performed all of my everyday tasks with the allotted time. As directed by my supervisor and other seniors, I was able to effectively complete all of the responsibilities that I was given, which benefited them in finishing their duties and projects. Together with my coworkers, I finished more than 10 job descriptions and job specifications. Over the course I assisted more than 25 hiring/interview sessions. I received many compliments on how well I performed during the course of these three months, and I'm really happy about that.

1.7 Difficulties Faced While Working as an Intern:

Overall, working with TallyKhata was a pleasant experience. I personally did not face any major difficulties while working as an intern. I faced some problems in completing some tasks that I was assigned to do but my supervisor and my team members helped me a lot in every task. For example, when I was first asked to do interview calls I faced some problems as I did not know some answers also the exact way how it should be done. Then, some database work in excel I had to learn.

Another problem I have faced while working for long time in front of the laptop as I am not used to work in laptop for a long time that is why sometimes I felt exhausted and caused migraine. Other than that, I had not faced any problem during my internship.

1.8 Internship Outcome:

Throughout my internship, a lot of chances were provided to me. For me, firstly, this internship program structured the development of both my professional career and who I am as a person. I have always wondered how would I relate and apply the academic contents, theories in office work to deal with the issues perfectly and give a satisfactory performance but I got the opportunity to learn many things and practice in real life that were not covered in the academic curriculum. In this case, the internship program filled the gap in my education by giving me real-world experience. I was able to utilize the theories that I had learnt over the years and was able to relate to the theories and tactics more than ever by experiencing and being a part of all the day-to-day operations of the HR department at TallyKhata. I learned a lot of theories and cases about human

resource management during my undergraduate studies at BRAC University, for example, manpower planning, training and development, recruitment and selection, compensation management, industrial psychology, forecasting, industrial relations, etc. Even though I learned a lot from my university faculties and professors, there was still a gap in my knowledge that made me concerned when I considered working as a professional in a corporate world. Now I am more confident about my work and will be able to work more efficiently and effectively in the job life. I am extremely appreciative to my institution, my organization and the coworkers who helped me in this journey.

1.9 Recommendations for the company:

As an intern I had a good and positive experience working with TallyKhata. Undoubtedly, TallyKhata is a great company to work and learn. Interns can have overall a great experience if they pursue their internship program here in this organization. But as we know there is always room for improvement so I would like to give some recommendations for improving the future internship programs so that the interns can know and learn more well. Firstly, Company can arrange an organized orientation program as well as onboarding session for new interns. It is important because it will help them to get a deeper understanding about the company and learn well of the company's objectives, goals, procedures, culture etc. so that the interns can maintain well. After that, they can give more work option available specially for interns some extra work should assign to them then they do not feel like they are doing monotonous work and can enhance their productivity as well also in this way they can contribute more and it will be beneficial for the organization.

In my opinion, if the company can make improvements in these particular areas, then future applicants will feel more encouraged and will find their internship program highly valued. Also, this will put a positive impact on the company's image as well.

Chapter 2 - Organization Part

2.1. Introduction:

In the following section along with the company overview, I have explained about TallyKhata's management methods and try to give an impression of their leadership philosophies, methods for managing their human resources, hiring procedures and other marketing tactics for building their brand.

However, this section of the report has concluded with an Industry Competitiveness Analysis which included different tests to determine the company's competitiveness including Porter's 5 model and SWOT analysis, promotional strategies and digital marketing. The information for the finance and accounting side was not available due to issues of privacy. This section of the report ends with a summary, conclusion and a few recommendations for the company's human resources division.

2.2. Objectives:

The objectives of this section are basically to analyze TallyKhata's different activities as well as to connect the academic understanding with the real-life experience. Also, to analyze the different sectors like management practices. In addition, to analyze the industry competitiveness through SWOT Analysis, Porter's 5 model in order to get an overall idea about the company and based on this analysis some recommendations and suggestions also given.

2.2.1. Scope:

This section of the report will provide a details idea about the company's primary activities and different sectors as well as different functional services. This will help to know and understand about TallyKhata more comprehensively. As I have joined as an intern so there are some

limitations as well in this chapter. Apart from that, I have tried to explained all others segments of the organization part.

2.2.2 Methodology:

For this chapter, I have collected data using two different types of methods which are primary data source and secondary data source. I have collected the primary data through my observation and interview.

In addition, I have collected information by direct conversation with my HR team and colleagues, discussed some topics with my supervisor. I have also conducted interview of the system administration team leader for departmental queries.

However, I have also used secondary data source through TallyKhata's website, social media platform, online articles etc**.**

2.2.3 Limitations:

 As I have already mentioned above, I have joined as an intern that is why I have faced some limitation while preparing my internship report and these are discussing below:

- Firstly, the limited time period which is only 3 months' internship program. So, within this short time it was very difficult to manage and collect all the required information's.
- Secondly, according to the company's rules and regulations, the interns are prohibited to access the confidential data and information like financial statements, reports etc. that is why I could not be able to collect that information to cover the financial chapters of my report.
- The office is divided into two floors. Marketing, finance, customer service and other departments are on upper floor so it was a bit tough to know their free time and observe their work process and all. On the other hand, my department was on the same floor with the tech teams so it was comparatively easy to know and collect information's from these departments.

- Lastly, the busy work environment as lots of new projects were coming specially (the collaboration with MTB for digital loan project) in that time along with the regular tasks and for this I got less opportunity to getting in touch with people from whom I could gather more useful information that would be a great help for my report.

2.3 Overview of The Company:

Figure 1 – TallyKhata's Logo

Bangladesh currently has one of the fastest expanding economies in the world. Micro, small and medium enterprise which is known as MSMEs. This MSME in Bangladesh is increasingly focusing their commercial activities on mobile devices but along with that digital Financial service is also expanding. People are more dependent nowadays into digital financial banking service for their small to big transaction. Most of these small enterprises still keep track of their financial transactions on paper, which creates a number of inefficiencies as it is manually done so it takes time, effort and more chances for mistakes. Progoti Systems Limited (PSL) created TallyKhata, a financial management app that offers easy bookkeeping solutions for MSMEs, as a digital substitute for the manual procedure in June 2020 to address this issue **(TallyKhata: Overview,2022).**

Moreover, TallyKhata is the number 1 bookkeeping app for small businesses and as we know, it is a fintech company which is growing faster with more than 4.7 million registered users. An easy

bookkeeping smartphone application called TallyKhata enables users to log business activities. TallyKhata started their journey in June, 2020. The word "TallyKhata" refers to a manual ledger used by small Bangladeshi companies to keep track of daily transactions. Through this software, users may keep track of their cash and credit activities, pay their suppliers and customers as well as get periodic profit and loss statements an apply for working capital loans and funding and lots of other benefits customer can get by using this one simple app. As we know, TallyKhata is a digital financial company. However, in digital financial company means DFS, there is no agent-based transaction but the whole procedures run by the bank. On the other hand, mobile financial service which is MFS runs by the agents. That is the core difference between DFS and MFS. **(Tracxn,2022).**

Figure 2– TallyKhata user

Furthermore, In Bangladesh, Progoti Systems has set up the TallyKhata mobile financial services network, which provides banking and payment services via mobile devices with the involvement of numerous banks. In Bangladesh, SureCash is a well-known FinTech company. They work in collaboration with four local banks in Bangladesh including one of the biggest state-owned banks,

Rupali Bank Limited to serve more than 20 million consumers and 1,500 payment partners. Also provide thorough mobile banking and payment services, including P2P transferring money, tuition fees deposit, utility bill payments and numerous other goods and services payments dispersed around the nation. **(TallyKhata: Overview,2022).**

Figure 3 – Progoti Systems logo

Dr. Shahadat Khan, The CEO of Progoti Systems which is a Digital financial service provider company in Bangladesh that specializes in software development and mobile financial services a Singapore-incorporated business that has raised venture money from a number of institutional

In four districts of Bangladesh in 2019, TallyKhata executed a pilot project called "Accelerating Mobile Money Payments and Credit for Micro Merchants" in collaboration with the United Nations Capital Development Fund (UNCDF). In order to comprehend the business dealings of small firms and put them under one roof via a digital platform, initially 2,500 micro-merchants were on boarded. **(TallyKhata: Overview, 2022)**

2.3.1. Product and Services:

TallyKhata, a digitized book keeping app created TallyPay app and TallyCredit app where customers can get many beneficial services also merged in one app which is TallyKhata. The services TallyKhata provides are given below:

Cashbox: customers can see all the income, due money, expense, payment etc.

Data records: all transaction data can be store in TallyKhata without internet.

Message Alert: The user can send message alert to their customers for due money
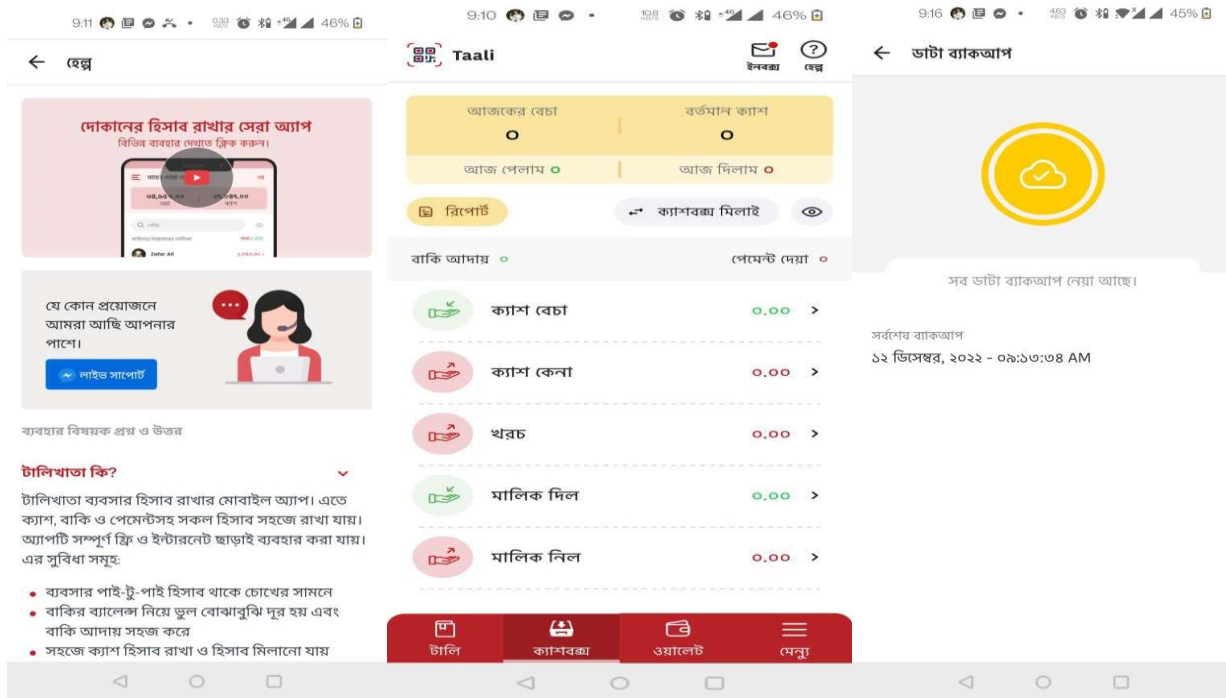
Figure 4: Screenshots of TallyKhata app functions

Free message: users can get 20 free messages and after that they can buy more messages with a small charge.

Data backup: customers can back up their data from the day one they have started using it.

Figure 5: TallyKhata's unique feature

TallyPay: A digital wallet for retailers that will support QR payments and payment interoperability between digital wallets, credit cards and bank accounts. Everyone can use this service for their transaction. However, TallyPay which is an updated version of digital wallet in the third quarter of 2021, got a PSP license from the Bangladesh Bank. This is a user-friendly app where people's day to day life work becomes less time consuming and easy procedure. This is an easy and safe way to make payments using mobile phone and also provide digital wallet service.

Figure 6: TallyPay Logo

TallyPay here the pay is for payment and this is a separate app also added in the TallyKhata app under wallet option. TallyKhata users can do transactions through TallyPay. Before the customers can only keep the daily transaction history and update through TallyKhata and now TallyPay is also incorporated. In this one app many services are included and these are:

- **Add Money:**

Amount: Users have to provide required amount in this portion

Available Balance: Balance available in user's account is viewed in this section

From Debit/Credit Card: Information of debit/credit card from which money will be added is to be provided here by the users

Add New (Button): A new add money process will be started by clicking this button

- **Send Money and receive money:**

Scan QR Code: QR code is scanned and payment process becomes completed

TallyPay Account Number: Required TallyPay account number is to be provided by users to complete payment process

Amount: Users have to provide required amount in this portion

Available Balance: Balance available in user's account is viewed in this section

Recent Send Money History: All the past sent money will be viewed in this section.

- **Bank Transfer:**

Amount: Users have to provide required amount in this portion

Available Balance: Balance available in user's account is viewed in this section

Add New (Button): A new bank transfer process will be started by clicking this button

- **Mobile Recharge service**
- **TallyPay's** Extra feature added which is Binimoy Services.
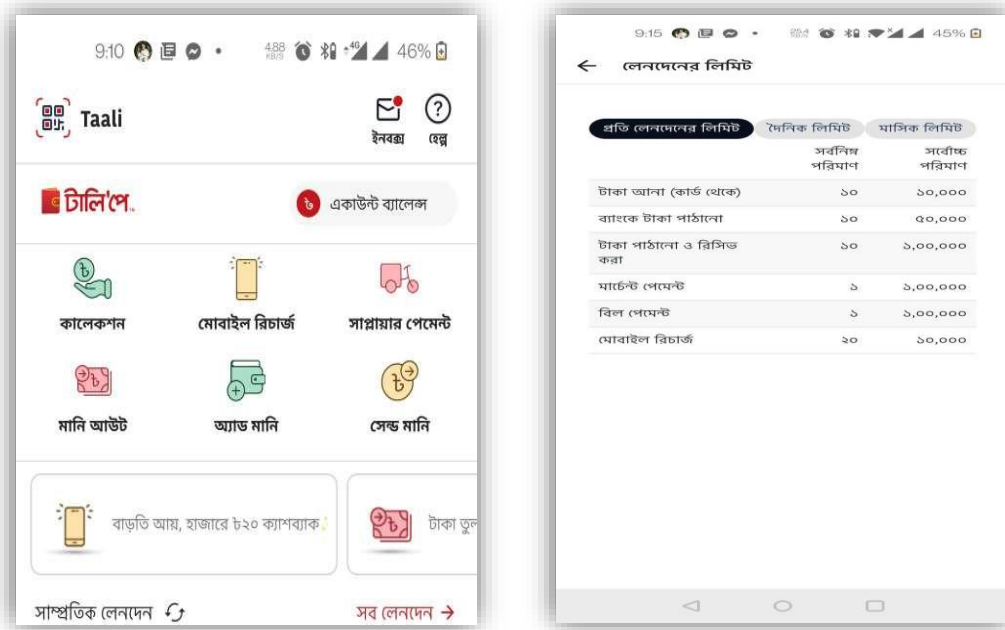
Figure 7: TallyPay app functions
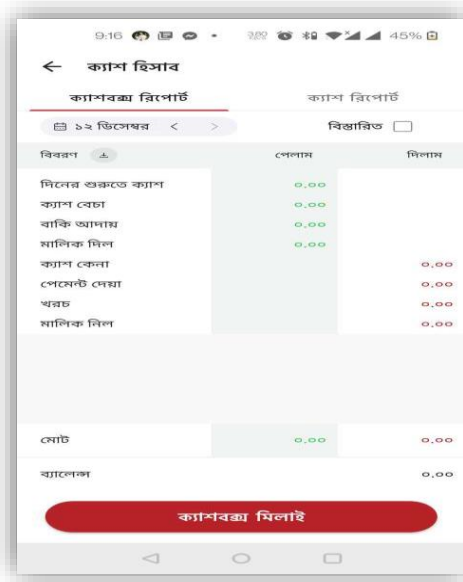
Figure 8: TallyPay app functions (i)

- **Make Payment:** Account number required and account number is to be provided by users to complete payment process.

Amount: Users have to provide required amount in this portion

Available Balance: Balance available in user's account is viewed in this section

Recent Payment History: All the past payments will be viewed in this section.

TallyCredit: This is a digital credit app where micro merchants can take loans through TallyCredit. After TallyKhata's data analysis, they give loan to the users through TallyCredit. This is a loan service where based on customer uses the loan is given. In partnership with TallyKhata, Mutual Trust Bank introduced the first digital lending solution for small enterprises in the nation. Small businesses may now apply for working capital loans through a simple app and MTB may accept the loan in within 30 minutes. From 2 lacs to 5 lacs taka loan is allowed for now. (**Desk, T.,2022**).

2.3.2 TallyKhata's Departments:

Corporate Business	Growth and Marketing	Engineering Developer	SQA	Tech Ops
System Administration	Data and BI	Finance and Accounts	Market Operations	Human Resources
Product Management	Strategy and Planning	Digital Credit	Sales	Customer care

Figure 9: TallyKhata's department's

There are 2 different sub team in the Engineering Department:

I) Engineering operation team

ii) Developer team

Engineering Operation Team:

There are four different sub-teams under the Engineering operation team and these are given below:

1. SQA Team [Software Quality Assurance Team]
2. Data and BI Team [Data and Business Intelligence Team]
3. System Administration Team
4. Tech Ops Team [Technical Operations Team]

*SQA: SQA means Software Quality Assurance and under technical department. After any kind of software development or update, they check and give the quality assurance of the software. For example, they check and detect bugs and fix it. They generate different types of logical case on the new product and test using different tools whether these successful or not.

Selenium, JMeter, Excel, SQL, Python these are the technology they use. One of the most popular types of testing is Unit testing

*Data and BI: They analyze and maintain database and customer behavior analysis for targeting through marketing. Also, machine learning model development for future activity prediction. Cohort analysis, Customer Journey Analysis, Customer lifetime value analysis are some of the of popular analysis they do.

Python, SQL, PL/SQL, Excel are the tool they use.

*System administration: This is a part of the technical department. After the SQA team release the software, the rest functions are done by the system team. They maintain Hardware, build and maintain network connectivity for smooth operation. Linux shell, python, SQL, Shell script, Packet tracer are the tools they use.

For example, take the customer service to live, monitoring the server whether the server is down or working properly, ensuring server speed, ensuring the security from hacking etc.

*Tech Ops: This department handles all kinds of technical problems related to the service and solve them. For example, TallyKhata's customer facing problem to back up his data, Face detect option showing error, NID related issue in one word any kind of app-based problems deal by them.

-Integration with third party for external payment

- Analyze Critical customer issues

- Communicate with customer service team for second level technical support

- Communicate with external parties for smooth problem solving

- Excel, SQL, JMeter are the tools they use

*Engineering Developer: Engineering developer is a part of the technical department. This department works for software development as they made the TallyKhata, TallyPay software's. Product team place different types of requirements in the backlog and the developer team basically develop the actual product.

 - Design the backend data model

 - choose the appropriate framework for the development

 - They do daily scrum for the collaboration of the task

 - Django, Flask, java, Python, SQL are the tools they use for development.

*Growth and marketing: They work for the growth of the business and marketing sector where they focus on how to gain more customers for TallyKhata, how to attract the customers, how to aware the customers about the services through different activities and ways like social media platform, campaign planning etc., they give feedbacks about the plans as what is working or what should be improve.

*Market Operations: All kinds of operational works planning, design and execution effectively done by this department. They ensure the service quality in market whether it is up to the mark or not, in field is this service running well or not, is it usable for the customers or not. Moreover, their works are sync with the marketing department as market operation creates the map of the marketing process, strategies, manages complicated projects as well. For example, market operations team handling the current sugar project.

*Corporate Business: This is an important department of the organization. Corporate business handles corporate clients and liaison between the private and government sector.

*Finance and Accounts: Finance and accounts department handle all the financial activity. For example, salary, funding, expenses, recording and reporting transaction, making financial report etc.

*Human Resources: This department deals and manages all human resource related issues. For example, counseling, conflict resolving, recruiting, employee engagement, branding, development, HR ops etc.

*Product Management: They do all the works related to product. For example, TallyKhata's new product design, planning, managing the product, product development, how to launch the product in the market. Recently the new service launched in the market, which is digital loan service with the collaboration of TallyKhata and MTB and product management team launched this service.

*Strategy and Planning: This team makes and develops strategies for the company to achieve its target, fixing the goal and how to reach the destination. They work with other departments to set priorities and create strategies so that everyone can work together with the common goal. The CEO of TallyKhata directly involved in this team.

*Digital Credit: This department handles and manages all activities related to loan and banking issues. Ensuring the bank requirements with maintaining government rules and regulation, loan taking and repayment etc. For example, TallyCredit is the service loan of TallyKhata.

*Sales: They directly works in the field for sales and collect customer reviews about the product and services. TallyKhata's sales team directly communicate with the micro merchants and visit small shops.

*Customer care: Customer care team handles the customers, solving their issue. For example, if the customer is being able to enter the necessary data in TallyKhata or not, ensuring if the customers can use the app functions properly or not etc. Customer care service number is: 16276. So these are the departments of TallyKhata and the tasks of each department.

2.3.3 Organogram of TallyKhata:

CEO →	CBO →	CTO →	SVP →
AVP →	Senior Manager →	Manager →	Ast. Manager →
Senior Executive →	Executive →	Trainee Executive →	
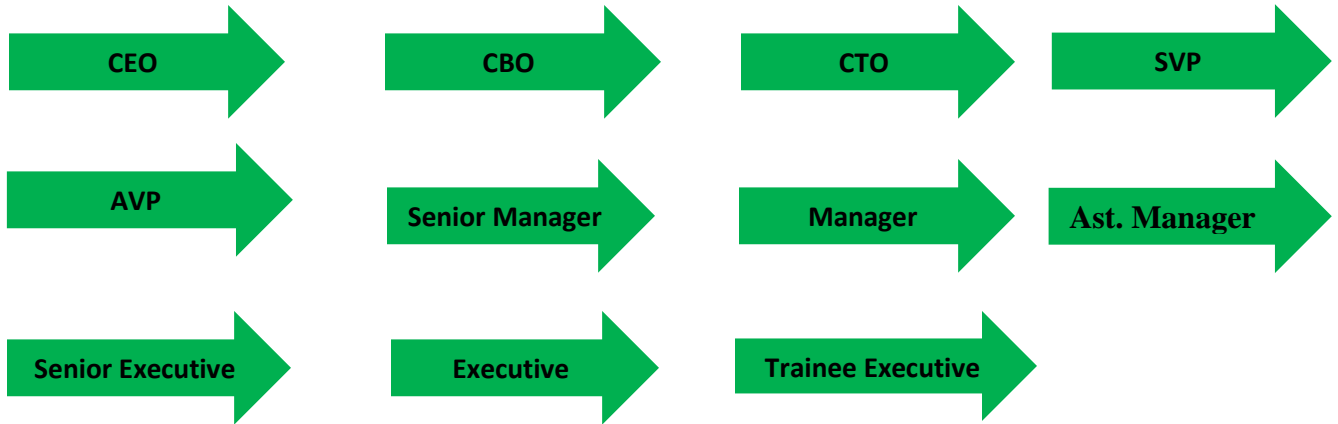
Figure 10: Organogram of TallyKhata

2.3.4. Management Practices
2.3.5 Organizations Leadership Style:

TallyKhata mainly follows the participatory leadership style. Participatory leadership is when the company's employees participate in the decision-making process and share their opinion. Here also happens the same as team members works together also different departments works together because tech teams' functions are interrelated and sync. For example, software update or server issue checked by SQA team for the test then goes to system Admin team for final process activation. Just like their work even in decision-making process team members involved and give their opinion then after analyzing everyone's opinion the final verdict will always give by the CEO. This leadership style is very much effective to establish a diversified culture and achieve organization goals and objective. Employees feel connected with the organization if they get the chance to involve or participate in the decision-making process. TallyKhata is very open and welcoming for innovations and creativity. They provide a very respectful and safe work environment to their employees. they believe that diverse cultures give an organization competitive advantage. Organizations emphasize leadership philosophies that place a major value on enhancing employee satisfaction. The companies' employees are entitled to freedom of speech and

expression and the ability to offer ideas on how things should be handled. TallyKhata encourages an inclusive and collaborative workplace environment.

2.3.6. Human Resource Management Practices:
1.Recruitment and Selection Process:

In TallyKhata there is three types of employment which are intern, contractual and permanent. Internship programs are mainly for 3 months and contractual are 6 months to 1 year or more. For each department at TallyKhata the department head will propose the number of employees required for their team and then the HR discusses with the senior management team. Lastly, it finalized by the CEO's approval.

Next, according to the job position and based on its duties the draft of the job description is made where all necessary things are mentioned like what skills are required, what qualification is needed, how many years of experience is required etc. and it is sent to TallyKhata's CEO and CBO. Once they approve the final JD, the HR department will take initiative to post online. Here, TallyKhata mostly active on their website, LinkedIn and bdjobs where most job postings are published. Apart from LinkedIn and bdjobs, they also post on some specific Facebook group and University job recruitment portals such as OCSAR for BRAC University students. I found about TallyKhata's internship program on OCSAR.

In addition, they have started doing campus recruitment, as well as some internal and external recruitment will also take place. After collecting all the CV's, the HR team sorted out the CV's based on the job requirement and send it to the related department Head. For example, for Assistant brand manager post at TallyKhata, the CV send to the related department which is Digital marketing. Then, the department Head and team leader finalized the CV's. Shortlisted candidates have to give a brief exam and interview. Each department head takes the interview of their department's candidates and sometimes the CTO takes the second round of interview. They follow a rubric for the interview marking. For higher job position candidates, the CEO takes the final interview session. If the candidate gets selected for the position, the HR check the reference and asked about the expected salary and negotiate if it is required. Then the HR department send the offer letter and after accepting it, the candidate asked to bring the official documents which are:

- NID Card
- Nominee NID Card
- Release letter
- Experience letter
- Academic Certificates
- Passport size photos (both candidate and nominee)
- Offer letter
- Personal information form (mailed by the company)
- CV

At the joining day, the candidate signs the NDA form and submit all the necessary documents to the HR department. Then HR manager give the candidate welcome gift package and ID card also introduce the new employee with everyone at the office.

2. Compensation and Benefits:

The salary structure of TallyKhata is confidential and for interns the privacy regarding this is stricter that is why I could not add that in my report. Here based on skills, performance and experience the promotions take place. However, TallyKhata is very flexible and there are lots of benefits an employee can enjoy while working in the organization.

Weekly holidays: In TallyKhata, there is weekly 2 days' holiday which are Friday and Saturday. For employees it is important for their work life balance.

Lunch Facility: Provides fully subsidized lunch every day and snacks to their employees.

Pick and drop service: TallyKhata offers pick and drop service to the employees, this is the most helpful service for the employees specially for those who do not have own car.

Leave: Have options for casual leave, paternity leave and special leave for example, Hajj leave.

Maternity Leave: They provide maternity leave and it can increase depends on the health.

Laptop: They provide laptop to their employees for work.

Festival Bonus: Employees get festival bonus here, for example, Eid Ul Fitr.

Mobile Allowance: Employees get mobile allowance which is another great benefit.

Other than that, flexible working environment, work from home options for some departments and for emergency situation etc. many other benefits are given by the company. They are also working in the provident fund and gratuity to add in the benefits. These types of benefits can help in driving up the motivation and dedication of the employees working at TallyKhata. Employees feel encouraged and appreciate the organization and increase employee satisfaction. Moreover, they are working to add few other new benefits. For example, Miscarriage leave of 10 days. Also, laptop ownership policy under some terms and condition is another great benefit for employees.

3.Training:

Employees receive training to help them operate more effectively and to their fullest capacity. The organization gets closer to its objectives when workers work more effectively. A good employee represents his or her company to more potential customers and in the market. TallyKhata analyzes the requirement for training to boost productivity. For example, the team leaders give training to their team members. For example, engineering department's team leaders help to the employees which is required for completing tasks of their department such as python, SQL, java etc. They do not have any training and development unit yet for conducting training programs rather team leaders or team members help individually in learning.

4.Performance Appraisal:

The new joiner employee put into the probation period which is 6 months. In this probation period the employee is thoroughly observed and then evaluate their performance. After that the employee becomes a permanent employee of TallyKhata. They main a fair policy for performance appraisal and actually evaluate based on performance not depends on the job tenure. Also, they take feedbacks from the colleagues, team leaders, HR team for detailed evaluation. Furthermore, different projects are assigned to them and evaluate their performance. For example, currently sugarcane project is going on and many new employees assisting in that project.

2.4 Marketing Practices:
2.4.1 The 4P's of Marketing:

The 4ps of marketing are very important and essential elements for marketing any product or service in the market. These are discussing below:

Product: This is a DFS company and their products are basically their services that they provide and these are TallyKhata, TallyPay and TallyCredit. Here, TallyKhata app is for tracking transactions and log business activities, data and history of suppliers, owners including due money. Next, TallyPay where mobile recharge, make payments, send and receive money, bank transfer also some other options are available. Lastly, TallyCredit which is used for loan service. TallyKhata users get loan through TallyCredit after analyzing their data records and history.

Figure 11: TallyKhata's unique product feature

Price: This is not any tangible product that can directly sell to the customers with bargaining. As we know this is a service so the price setting has done with the limited service charge based on the

intangible benefits that the users are receiving also keeping that in mind about their income, occupation and other things as the target market is mainly MSME, the micro merchants. For example, to make payments there is a service charge that the customers need to pay. In addition, for mobile recharge, cash in and out, buy message also in taking loans the users have to pay a small charge.

Place: There is no physical place as this is an intangible product and service. Customers get the services through their mobile phone. Anywhere and anytime they can use the services. In Bangladesh, micro merchants in different districts are using the product TallyPay, TallyKhata for their business activity. Small businesses becoming digital even in rural places.
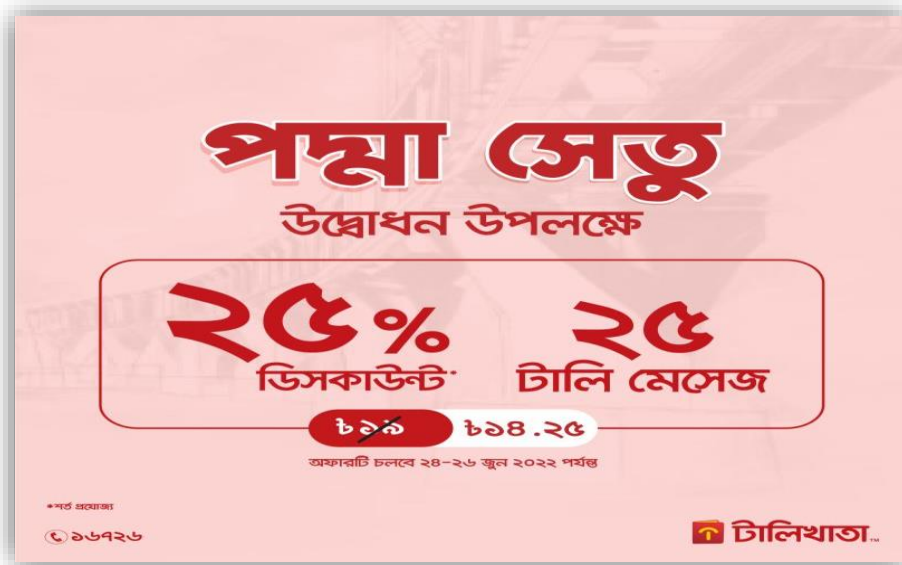
Figure 12: TallyKhata's promotional method

Promotion: In TallyKhata, two types of promotional strategy have been followed which are online marketing and offline marketing. In online marketing which is mainly the digital marketing mostly used here such as social media platforms Facebook, Google, YouTube. Social media is very powerful in terms of fast promotion and reach out to customers. In addition, through Facebook live and making helpful Tiktok and YouTube contents are widely using for their promotional

activity. On the other hand, in offline marketing TallyKhata used banner, festoon, billboard, newspaper articles etc. Moreover, they do field visit in different divisions in our country as well as arranges events for more customer awareness.

Figure 13: TallyKhata's customer feedback

Figure 15: TallyKhata's digital loan service

2.5 Information System and Management Software:

In TallyKhata, most of their information and management works and procedures are managed by their Odoo software and Microsoft excel. Odoo is a suite of business management software tools including inventory management. They use this software specially for daily attendance purpose.

Also, all the contact id and employee information including their department everything stored here. The new software will be more effective and useful for HR-related works.
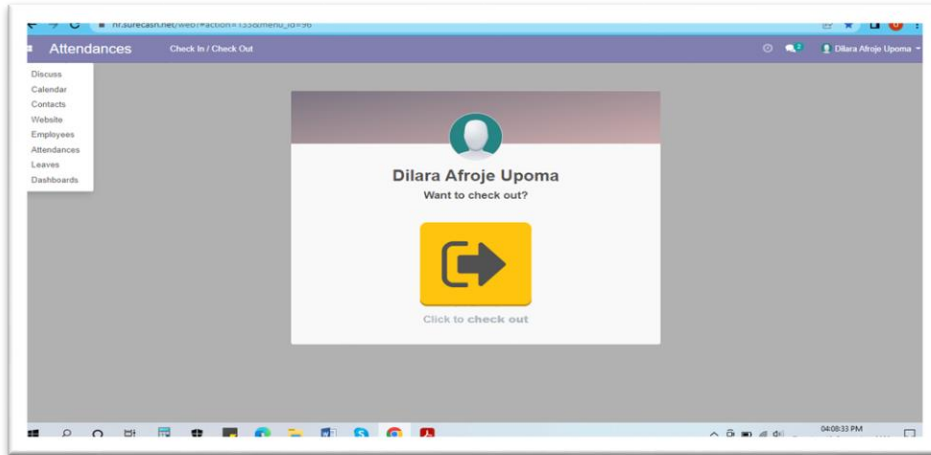
Figure 16: Odoo software

2.6. Industry & Competitive Analysis:

2.6.1 SWOT Analysis:

Every organization has some strengths, weakness, opportunity and threats. SWOT analysis is very essential for every company or business to analyze its growth, current condition, future prediction also strategic management planning etc. As I have worked with the TallyKhata and based on my knowledge and understanding the SWOT analysis is given below:

Strength:

- New innovations in the fintech industry in Bangladesh. For example, first end to end digital loan for small businesses by MTB and TallyKhata.
- Offering exceptional service to the customer
- They have their own efficient Software developer team.
- Incredible cooperation within all departments and team members.
- Popularity among the medium to small business people, local business etc.
- Very active, skilled and hardworking employees.
- User friendly app also in Bangla so it is convenient especially for people with little knowledge in education, like farmers can easily use this service.

- Fast development as own development team and fast service.

Weakness:

- Create more brand awareness

Opportunity:

- The current growth and success of the fintech industry
- Moving towards cashless society
- More business opportunity as taking loans get easier now
- More technological expert candidates job opportunity
- Establishing connections with well-known banks like MTB, Bangladesh bank, EBl.

Threats:

- Cyber threats
- Expanding fintech industry from MFS to DFS
- High expense of introducing new production technologies and equipment to keep up with technology as well as using the most recent ones

2.6.2 Porters Five Forces:

Industry analysis is a must for the decision making process in every business and Michael Porter's "five forces'' widely used for industry analysis.

1.The Threat of New Entrants (Low): The threat of new entrants is low because direct business is difficult and requires a different business plan. The current DFS industry is very competitive. The DFS sector is much broader term of MFS. People nowadays dependent on mobile banking in terms of their day to day all payments or other transaction activities and this emerging change in the DFS in our country is a big reason for the new entrants as fintech industry is growing. **(Dhanonjoy K., 2021).** However, Bangladesh Bank has introduced some new regulations also modify the previous law for Digital Financial Service. Recently, The Daily Star organized an opinion sharing session on 'Regulatory Guidelines for Mobile Financial Services (MFS) in

Bangladesh'. These guidelines gave two ownerships structures-related model. MFS could work as a wing of the bank and the guideline also allowed the MFS to act as a subsidiary to bank where at least 51 percent is owned by a single bank. And the most predominant model here today is bKash That is why coming into this industry and sustain here is not that easy also to build the brand image and gaining customer trust and satisfaction like the existing organizations. Also control over license is another tough thing for DFS operators **(Md Fazlur, R., 2021).** Moreover, this is a matter of money transaction, savings so people will not trust easily or use any new or random digital banking operator's service**.** Furthermore, it is a unique service as people can keep their daily transaction history. Customers will first look for secure way for money transaction and will only be use a trustworthy service for their transaction. As a result, threat of new entrants is low.

2.The Threat of Substitute Products (Low): Companies are concerned that substitute products or services may displace their own. The threat of substitution is high when rivals, or companies outside the industry, offer more attractive and/or lower cost products. Buyers then have the opportunity to make a performance/price trade-off. The cost of switching is also a factor. If it is high, the threat of substitution is low **(Michael E, P.,1979).** The threat of substitute product is low because of the capital intensive and required longer development time. Also, the software is made by TallyKhata's own developer team. It is not a random product but a service which is not easy to replicate and introduce to the market. For example, TallyKhata has launched the first digital loan service in Bangladesh for small businesses. TallyKhata's created new service which is unique to the DFS in Bangladesh. This is a new technological service in our country to make people's life easier.

3.Bargaining Power of Buyers (moderate): This force examines the power of the consumer, and their effect on pricing and quality. Consumers have power when they are fewer in number but there are plentiful sellers and it's easy for consumers to switch. Conversely, buying power is low when consumers purchase products in small amounts and the seller's product is very different from that of its competitors **(Marci Martin, 2023).** The bargaining power of buyers is moderate due to price sensitivity specially for the rural area people who have no other service option available in their region. Furthermore, in our country mobile banking operators provide kind of similar services so that is why the bargaining power is moderate.

4.Bargaining Power of Supplier (high): The relative bargaining power of suppliers is most likely low when many suppliers in a competitive environment serve the industry and supply exceeds demand. Buyers can choose product substitutions, and the cost of switching suppliers is low. When supplier bargaining power is low, buyers may be able to obtain a bargain supply of goods at a lower price. When the bargaining power of suppliers is high, buyers will pay more in industries with price sensitivity. Contract and invoice terms offered by suppliers may be less generous **(Barbara, C.,2022).** As TallyPay and TallyCredit also created with TallyKhata so here the bargaining power of suppliers is high because of increasing buyers and only suppliers with TallyKhata is bank and banking sectors play a great role in the DFS business also are the via of cash out or receive and also telecommunication operators because both are interrelated for the service so they have the bargain power.

5.Competitive Rivalry (low): Competitive rivalry is a measure of the extent of competition among existing firms. Intense rivalry can limit profits and lead to competitive moves including price cutting, increased advertising expenditures, or spending on service/product improvements and innovation **(Michael E, P.,1979).** MFS business is growing faster and many rival companies exist like Bkash, Nagad, Rocket etc. **(Md Fazlur, R., 2021).** but these companies just similar to one type of service which is mobile transaction not exactly the same as DFS like TallyKhata. As we already know, TallyKhata provides many unique services like keep daily transaction data without internet, history of old data also alert message of the due money to the customers which is not available in other company services. So here, the competitive rivalry is low as there is no exact rival company exist in our country who provides all the services like TallyKhata.

2.6.3 Financial Performance and Accounting Practices:

TallyKhata's financial and accounting sectors are extremely private. The members are therefore prohibited from sharing the data of TallyKhata. As an intern it is difficult for me to acquire all the necessary information and data to cover this part and there is no financial record or anything available on the internet also no report is written about company before so that is why I could not provide the required data here.

2.7 Conclusion and recommendations:

TallyKhata is becoming very popular in the DFS industry. I was able to perceive their business practices and overall business activities which led me to believe that they are one of the most prominent competitors in the fintech industry of Bangladesh. They are playing a major role in growing the small businesses. They came up with the different version of digitalization. From the SWOT analysis, many strength and opportunities have been discovered. They have a strong engineer team and management practices. Moreover, the company provides many benefits to their employees also have a skilled resource. They have their own developers for creating software and technical team. In this short time, they have come a long way and achieved a loyal and huge customer base. It is very difficult to establish a good and positive brand image and TallyKhata's successfully achieved it.

After the organization analysis, there are some recommendations for TallyKhata. Firstly, in order to decrease the manual work and save time, they can improve their information and management software. Also, Since the younger generation is energized and their new ideas will substantially benefit the organization as a whole, the company can offer additional training programs and specialized entry programs for new hires, especially for recent graduates who will help it advance.

To conclude, TallyKhata is helping a lot to grow the small businesses and bringing many unique services with the equal contribution of the whole TallyKhata team. In this short time, they have grown a lot and contributed in the economy of Bangladesh. They are bringing new innovations and changes and taking steps towards more digitalized Bangladesh.

Chapter 3: Project Part

3.1 Introduction & Background:

The culture of an organization can be developed, reinforced, or changed in significant ways thanks to human resources. To ensure that the organization's goals are met, human resources make sure that the appropriate number of employees are present at the appropriate time and are doing appropriately. Because they can best utilize their intellectual nature to produce more resources by putting information, skills, and technology to work, people play a vital role in human resources.

Human resources development refers to the process of raising people's skill levels so they can produce more resources. **(Kennedy, J., 2022)**

It is very difficult to cope up with today's business world using traditional recruitment methods also in most of the organization doing their work using updated software basically technology is being using. Applications can be categorized as underqualified or overqualified with the aid of recruitment. This simplifies the selection process and makes it simpler to narrow down the field of candidates to those who would best serve the needs of the business **(Fuchs and K. A.,2015).**

In recent years, candidate relationship management incorporate more in recruitment and selection criteria as before organizations and their HR officials were not much concerned about establishing CRM in the organization but now it is more focused. TallyKhata will implement a new ERP software for HR and finance departmental work. This new software will enhance the HR operations activities as well as candidate relationship management. This software will help them in many ways to establish CRM as managing pool of diversified candidates without losing them. Furthermore, it will help the HR team to work more effectively and efficiently. This will reduce the workload, saves time, fewer chance of doing mistakes, fast work experience, decrease manual work and many more. However, the recruitment method will be improving a lot because of this new software and will impact on a positive candidate experience. This study aims to determine the challenges the organization has been faced without software and the benefits will get by incorporating this software along with how CRP used to maintain before the software. Also, I have provided some recommendations for the improvement.

3.2 Research Topic:

My research topic is "Prospects of new software for candidate relationship program at TallyKhata"

3.3 Research Objectives:

Broad Objective:

The broad objective of this study is to analyses the prospects of the new software for candidate relationship program at TallyKhata.

Specific Objectives:

1) Identify how the CRP maintained before the new software
2) Identify the benefits of the new software
3) Discover the challenges TallyKhata faced while establishing CRM

3.4 Significance:

This research's significance lies on understanding the impact as well as the importance of establishing candidate relationship program and what are the challenges company has to face to build this. Also how a software implementation put an impact on the overall business activities and increase the effectiveness of the work. The reader will get an overview of it and feel motivated to use this candidate relationship program in the organization to improve their recruitment process and develop the talent pool. It will help the organization to build a good and positive candidate experience and what they can do to overcome the challenges. The readers will get an idea on how to use technology in the recruitment process more effectively to find the right fit and contribute to the company's growth as well as help to manage the candidate talent pool. This research was conducted to signify the result of recruitment challenges to establish the candidate relationship program.

3.5 Literature Review:

Candidate relationship management is the process of attracting in applicants, keeping them interested, and building sincere bonds with them over time, how you handle applicants prior to, throughout and after the hiring process. essentially keeping up a good rapport with all of the candidates past, present, and future. This is done so that there will always be a skill pool available for hiring and as a recruiter, you must engage in ongoing candidate relationship management in order to draw in these individuals **(Foundry and T. H. R., 2021)**

In order to promote candidate engagement and enhance the candidate experience, HR professionals implement a technique called candidate relationship management. One of the main problems facing the HR sector is attracting talent, which is why this relatively new approach to recruitment was brought to the world of talent acquisition. With the use of candidate relationship management solutions, you may maintain a candidate's information, communicate with them, post job openings, access resume databases and convert inactive candidates into active ones. **(Lalwani, P., 2021).**

Benefits of establishing candidate relationship program using software:

In every organization the most important and valuable asset is the human resource and that is why it is essential to hire the right candidate at the right place in the right time. So, it is understandable the benefits of candidate relationship program and its impact on the organization. A comprehensive CRM software with features that enable to find, develop, interview and recruit personnel in a streamlined, uniform manner. **(Team, S., 2020)**

Firstly, the most significant benefit that the organization will get is the right candidate at the right time means when the organization needs an employee in that time they can hire from the pool of skilled candidates. Recruiters can easily find all the passive candidates as well as active candidates, former candidates when they required **(Foundry, T. H. R., 2021).**

Secondly, by staying connected with the candidates and maintain a good relationship will help a lot to create a positive brand image of the company as well as brand employer. The candidates will feel valued by the company and feel motivated to apply again because they will think the company's door is open for them and will be consider for future opportunities. They will not discourage others to apply because of their positive and good relationship with the organization **(Foundry, T. H. R., 2021).**

However, using CRM software for establishing candidate relationship program will benefit to the HR team and recruiters as many manual works will be done through software. As a result, it will be more convenient and put less pressure on the recruiters.

Next, the risk of recruiting and selecting the wrong candidate will be reducing as from the talent pool recruiter can easily find the second choice of candidates, and more engage and active candidates will also be available **(Linney, S.,2022).**

After that, recruitment costs will be decreased and will be really beneficial for company'

Moreover, software for managing candidate relationship will be beneficial to save time searching for candidates and do the works more effectively. As all data information will be tracked and stored automatically, pre-set emails will be receiving and many other options to execute the work easily in less time **(Linney, S.,2022).**

Furthermore, one of most common problems that recruiters face is finding the required KSA's in candidates for the job. In this way organization does not lose any potential candidates. With time candidate's skills and knowledge develop also gain experience so in future there will be sufficient candidates for finding and hiring the right fit for the organization and increase the chances more to attract and hire the potential candidates. Also helps to nurture them and gain mutual benefit as well **(Friginal-Sanchez, M., 2018).**

Last but not the least, when a candidate gets rejected that does not mean he/she is no longer in need or should be forgotten. Maybe that person is not eligible for a particular position but might be a good fit for another department's other position. So, company can utilize the candidate for other job position, other work to achieve goals. For example, other major subject can be considered or based on other experience and knowledge. In this way, by establishing a candidate relationship program the organization can let them know for other vacancy and future opportunities and these candidates can reapply **(Friginal-Sanchez, M., (2018).**

These are the benefits of establishing candidate relationship management in the organization using the software. Without the software it will be difficult to manage and maintain the big pool of candidates.

Challenges and different ways of establishing candidate relationship programs:

In every organization establishing candidate relationship program is really important. Companies have better prospects to hire people who may not have been competent in a past position but are appropriate for a more recent one because of candidate relationship management.

"The problem I have faced while maintaining database of the employees to find and update. As everyday other day new joining or transferring into departments is going on so without any software it is difficult to keep the track of the reports and data and information as these works I have done manually. It takes a lot of time to put data in the excel files. Moreover, attendance rechecking and late count also done manually. Along with these issues, managing pool of candidates also difficult. As for our company we need many technical expert and experience candidate for the technical work." **(Interviewee 2)**

Firstly, build and maintain an informative good Career Site is challenging. So establishing CRM it is important to build a good career site because it's crucial to develop good career pages that capture the heart of the business in order to build meaningful interactions with applicants. A career page should be updated frequently. While doing so, it should be able to notify visitors of key facts about your business. Remember that one of the primary avenues for promoting an employer's brand is a career page. An AI-powered digital solution like an applicant tracking system (ATS) can assist in creating a strong and appealing career page that will help to reach the objective of developing positive candidate relationships. Manatal provides an ATS that enables customers to design career sites that may be customized, match a company's brand, and encourage applicants to apply for jobs. **(Buzzwork(B).,2022).**

Next, strong and effective communication across platforms as it takes active engagement and constant communication to build trust with candidates. Social networking sites, employment boards and even email are common mediums that should consider for the communication strategy. People nowadays are more active in social media so it is a great way to know about the new opportunity about the company and engage with them through comment section or direct message option **(Team, L.,2022).**

Furthermore, email is a great way for engaging and updating the candidates about new campaigns or other events. Through email organization can stay connected with the candidates by sending them emails and make sure that the candidates are opted in to receive the message. They will feel

that even though they are not a part of the company but still organization valued them and giving importance to let them know about the company's update **(Team, L.,2022)**

"There was not any software for us to do the HR operation activities which was a big problem. If I have to address some problems, then it was the manual work which is time consuming. We need to collect and stored candidate's information and data manually in excel or drive file. It was a bit difficult to keep track of the active and passive candidates and candidates schedule and attendance. We have to search and find manually in pc for candidate data and information. These types of problems we have faced." **(Interviewee 1)**

Moreover, keep talents engaged throughout the recruitment cycle as maintaining contact between recruiters and candidates is another great challenge. Candidates are aware about considering a number of people for a position and that it takes some time to decide who would be the best fit. The recruiter can automate and streamline the pipeline with the use of an effective digital solution, such as the ATS. With the intelligent digital assistant, it can now update candidates on the hiring process and keep them informed. The most important aspect of offering a positive applicant experience and developing enduring relationships is this **(Team, L.,2022).**
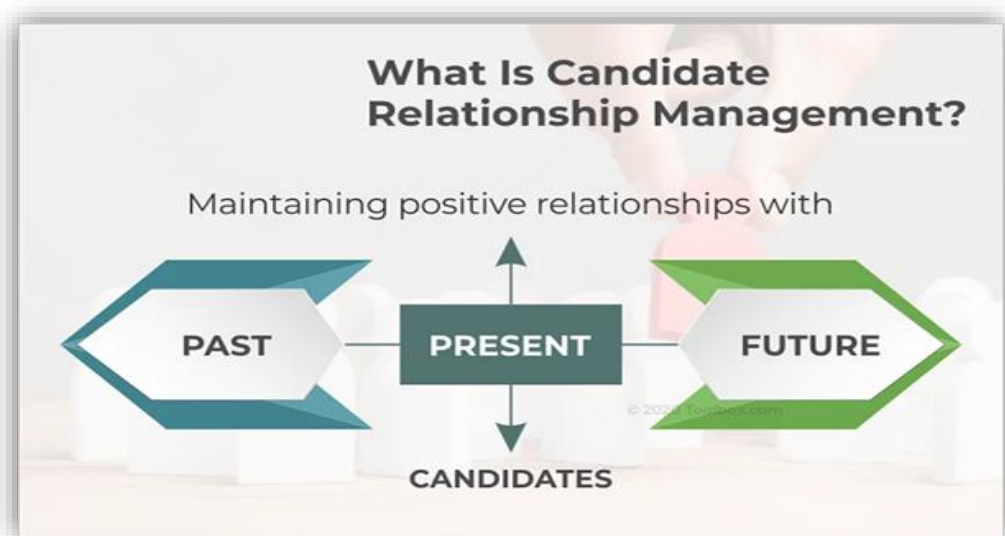
Figure 17: Candidate relationship management

Lastly, stay focused on active and passive candidates both is challenging. An effective way as the relationships with a pool of passive applicants who have the necessary skills and qualifications for the roles will therefore increase the chances of finding people who have what it takes to fill the post. Even though good ties with passive candidates are crucial, it is also need to put effort into cultivating bonds with active candidates. Since active prospects are always looking for jobs, channels like social media are useful ways to connect with them and develop relationships. **(Lalwani, P.,2021)**

So, these are some different ways of establishing candidate relationship programs. These will be helpful for the organization as well as for the candidates. Organization should establish the candidate relationship program especially for the long-term benefits.

3.6 Methodology & Data Collection:

For this internship report, I have followed a structured process in a systematic way because it is important to get all necessary information to write a good report and cover every chapter of my writing so if it is not structured then many information would be missed out. The method I have used for data collection is mainly primary source and secondary source for other basic information regarding candidate relationship program.

Primary data source: I have mainly conducted qualitative research so it will be all primary data source. In the qualitative research I conducted 3 persons interview from my HR team using my own questionnaire. Also, I have discussed with the HR team for additional information as well as observation method to collect descriptive data as I have actively assisted in the recruitment and selection process. Mostly from the HR manager and senior HR executive I have collected information regarding the candidate relationship programs. Furthermore, my observations regarding the process from the three-month experience as an intern and actively worked with the HR team so I got the chance to closely observe their work, situation and procedures.

Secondary data source: I have done secondary research only for the additional information that required in some part of the report through websites, articles.

3.7 Findings:

3.7.1 Candidate relationship management before using the new software:

In TallyKhata, they give lots of effort to maintain a good candidate relationship with the company. They value their employees as well as candidates and try to give a positive experience. According to my observations, interviews and discussions I have found out many things regarding the candidate relationship programs. They use Odoo software only for attendance purpose. They manually store the candidate information's CV's or other information in pc and google drive.

"We used to communicate with the candidates through social platform. For example, LinkedIn or email. We look for candidates mostly through LinkedIn. From their LinkedIn profile we look for details experience, skills. Also, we stay connected in LinkedIn with the candidates and this is how they get update about our company, job offers and give candidates insights into company culture. "(Interviewee 1).

However, for job posting and communicating they use many other platforms but LinkedIn mostly. Also, to connected with the candidates LinkedIn is mostly use as they can find the old candidates as well. Manually search the candidates through LinkedIn and stay connected with the skilled candidates in LinkedIn. Also, if the applicant qualification fits for another job position they sort those CV's and try to hire the right fit for the right job position. Through the social media platforms candidates get update about the company and its culture.

"We used to store candidate and employee data and information manually in our pc and google drive. Also, other data used to save in the excel file. Other than that, we stay connected with the candidates through LinkedIn and communicate with them using LinkedIn and emails. We try to answer their queries using these social media platforms. We are planning how to make aware the employees about the software and its uses and process. we will add the candidate's personal information and we will try to add a form in the job apply link to get more information about the candidates as before we used to do this from collecting CV's and gather information's and data and added into the database. Then, we downloaded candidate's LinkedIn profile pdf's and saved in the drive or pc. For example, brand and communication candidates, software engineering candidates, marketing executive candidates etc. like this and separate excel files for those. Now

we think to shifting the modern method of doing and managing candidate relationship program using this software**" (Interviewee 2)**

3.7.2 Implementation of the new software at TallyKhata:

TallyKhata is growing day by day just like their customer base is increasing in that same way employees are required also workload is increasing. They used to follow the old method as manual work not automated way and this takes a lot of time and effort to maintain their candidate's data and information, employee database and extracting data so because of this, they need a software to do their work more effectively and efficiently. They look for a software that will be able to fulfill their requirements. They have done their own research and it was a bit easier for them to decide their budget as TallyKhata has a knowledgeable and skilled developer team so they have taken feedbacks from the developer team and get ideas about current market price and authentic providers. After discussing with more than 5 providers, upon extensive market research, TallyKhata has settled on "Divine IT Limited" provider to acquire their required software.

"We have completed almost all the procedures and now officially we will start using this new software in our system very soon. We have discussed with our developer team about the requirement analysis and also some authentic providers and got an idea from them about the pricing and as per our budget we have talked with few providers and select our required software. Then, we had meeting in our office as you have seen two people came from Divine IT Limited and we did demo testing and now just wait for the official use. **(Interviewee 1)**

They had several meetings with the providers at TallyKhata office. All other procedures have completed and within few weeks they will start using this software in their system.
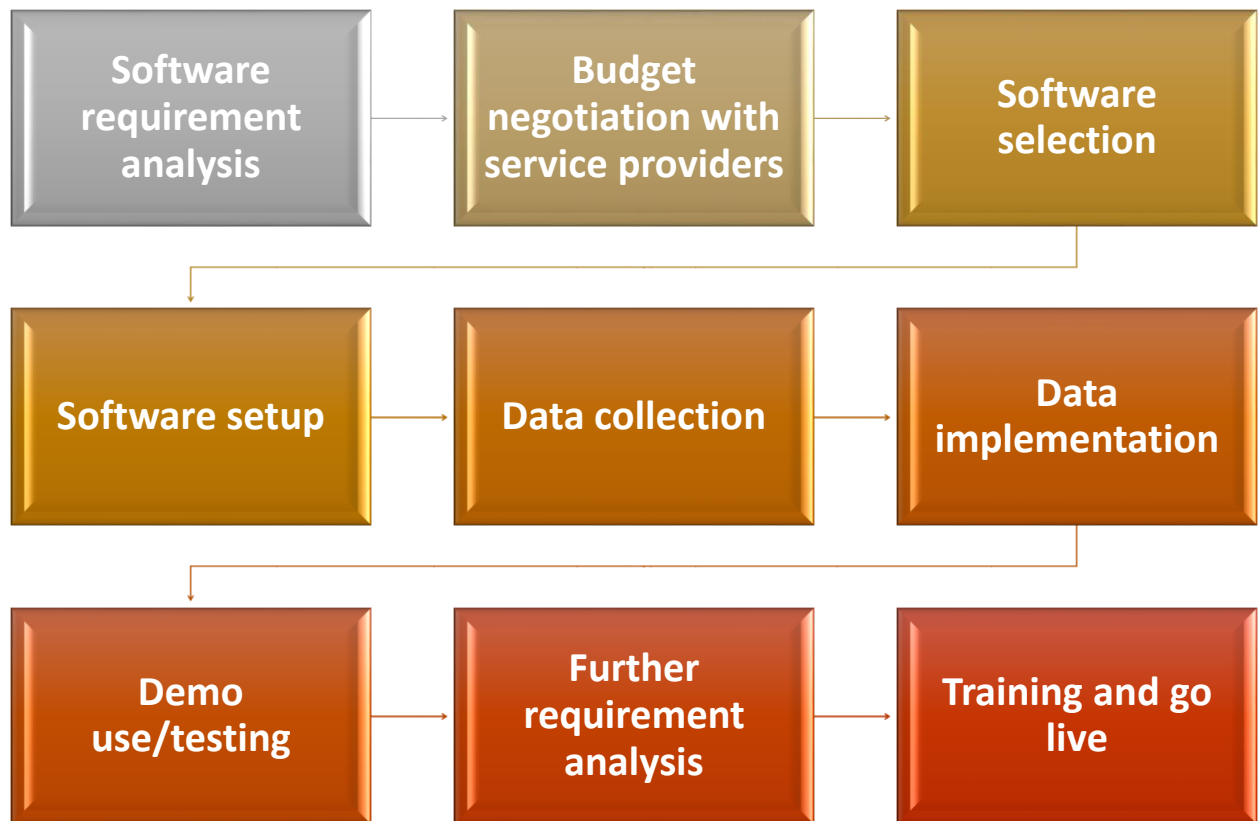
Figure 18: Software implementation process

"We have done our own research about the ERP software based on our requirement analysis. We have talked with software providers and finalized one that matched with our budget. We had meeting with them and run demo testing. Also did further requirement analysis. Now just left with training and go live." **(Interviewee 2)**

3.7.3 Challenges of establishing CRM in the organization:

I have taken interviews of the HR team members and I have found out some challenges that the company facing in managing employee and candidate relationship programs.

Firstly, as before there was no software to do the HR-related works. **"There was not any software for us to do the HR operation activities which was a big problem" (Interviewee 1)**

Attendance management to track which candidates came for the interview and who missed the interview. Also, attendance needs to do manual checking with the previous software, HR team needs to put everything manually an excel file and then do the rest of the work like late attendance count separately monitoring. Then printing the attendance sheet and getting the sign of the team head of each department is hectic. It requires lot of time as well as extra paperwork.

"sometimes employee forgets to give the check in and check out in the software so all these checking needs to do again" **(Interviewee 1).**

Secondly, candidate available history who are available for interview in which date or month or out of town all these used to do manually and there is a chance to lose some candidates to keep track in this process.

Thirdly, when the software will be successfully implemented in the system then it will be challenging for the HR team to make this new software user friendly to the employees that how will they use it or access process and details for tracking their own data and information using the PSL id. Because of this new software many procedures will be changed so it is important for the TallyKhata employees to know and learn and also make themselves updated with the new software.

"Our team will help the employees to learn about the software and it uses the area the they can access and useful to them so to teach them will be a bit challenging because before that we need to go through the whole system and functions and then will teach them as any new technology or changes in the system requires time and patience to grasp it." **(Interviewee 1).**

Furthermore, in the recruitment and selection process all the work used to do manually. All the candidate's history used to store in the drive or pc and it can lose easily as well as difficult to find without any software. Also, it is not possible to keep track and record all the active and passive candidates' information and data. So, through social media platform or another source finding the right candidate is really difficult.

"If I have to address some problems then it was the manual work which is time consuming. We need to collect and stored candidate's information and data manually in excel or drive file. It was a bit difficult to keep track of the active and passive candidates and candidates schedule and attendance. We have to search and find manually in pc for candidate data and information. These types of problems we have faced." **(Interviewee 1)**

Moreover, active and passive candidate information, data history stored manually in the pc or drive so it is difficult to find and keep track of the rejected candidates as well. To maintain the pool of candidates and keep them updated is challenging to do effectively without losing them.

However, other new challenges will be found out when the software implementation will implement successfully. Apart from these challenges, they are developing the company's mission and vision so it is another challenge.

### 3.7.4 Candidate relationship management tasks using the new software:

The new software that TallyKhata is adding in their system which is Progoti ERP software. ERP is a software management solution that can coordinate and manage your organization's operations, financial data and reporting and human resource tasks efficiently. This new software will be useful for basically TallyKhata's finance and human resource activities and these two departments will use mainly for their work.

"This will be impact on our talent acquisition work process and employee database management works will be done in a most efficient and effective manner. Attendance management, employee information system, training and development all data and information we can easily store and update using the software. Our manual tasks now will be done using software which will take less time and easy process." **(Interviewee 2)**

However, candidate's information and data will be automatically saved in the software when a candidate applies through the job portal link. All the basic information's will be added and further required data can be added later by the HR team members and update database.

"we will add the candidate's personal information and we will try to add a form in the job apply link to get more information about the candidates as before we used to do this from collecting

CV's and gather information's and data and added into the database. Then, we downloaded candidate's LinkedIn profile pdf's and saved in the drive or pc. For example, brand and communication candidates, software engineering candidates, marketing executive candidates etc. like this and separate excel files for those. Now we think to shift the modern method of doing and managing candidate relationship program using this software." **(Interviewee 2)**
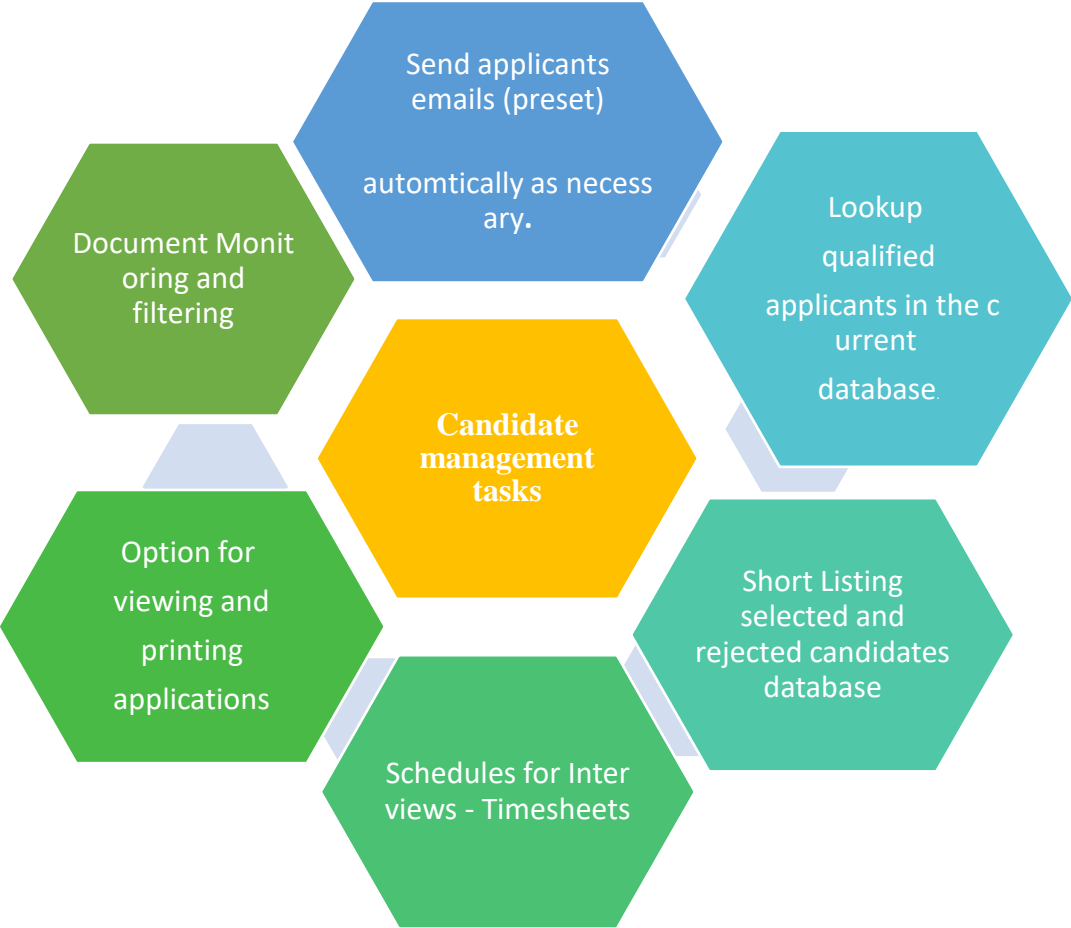
Figure 19: Candidate management tasks using software

"We can set interview time schedule timesheets where we can keep track on who came for interview and who were absent so that we can set interview schedule with them in the next slot. It is difficult to remember all the candidates name and keep track on manually so this is the best way for it. However, there is another option for document monitoring and filtering which is a great benefit for us to avoid repetition of the same data. Candidates data will be filter who came earlier for the interview or apply for a particular position it will pop up with a notification about that candidate. It is very time-consuming to check all the documents in exact number or double manually so this is undoubtedly a great feature of the new software." (interviewee 2)

TallyKhata used conventional techniques for a long time and now they have understood that carry out HR operations required a significant amount of energy, time and manpower because they had to search through several documents to get data and information and utilize. So, they shift from manual data process to software to be more perfect in completing their human resource activities. "This new software will put impact on our work as we will shift our manual work to software-based work. Data entry, save and tracking we will be done through software. Our work will be more smoothly done and speedy. We will get more time to do other works and can focus on other works. Fewer mistakes and more efficient work process." (Interviewee 1)

Candidate relationship management is also a big part of these activities as with the right fit candidates TallyKhata can achieve their goals and objectives. This progoti software will help in the candidate's data process and utilize. However, the HR team members are planning how they will make this new software user friendly to the employees as they need to learn about the using method or access process. For example, attendance procedures, checking leave days remaining, personal and professional information etc.

3.7.5 Benefits of implementing the new software in the organization:

The new software will bring many benefits to the organization in managing the candidates as well as employees. It will help to save time, fewer mistakes, reduce manual work, work done faster, reduce work load, more organized and systematic maintained database with backup and many more. However, this will be mostly beneficial for candidate relationship management as well as HR operations activities. Moreover, positive employer brand and positive candidate experience

for establishing candidate relationship management. Furthermore, these benefits will also help to overcome the challenges that TallyKhata was facing. So undoubtedly this new software implementation will be beneficial in many ways for TallyKhata.

"In my opinion if I separately think about the organizational benefits so the candidates good experience will help to increase our company's good image as candidate will share positive experience with their family, friends and other people." (Interviewee 1).
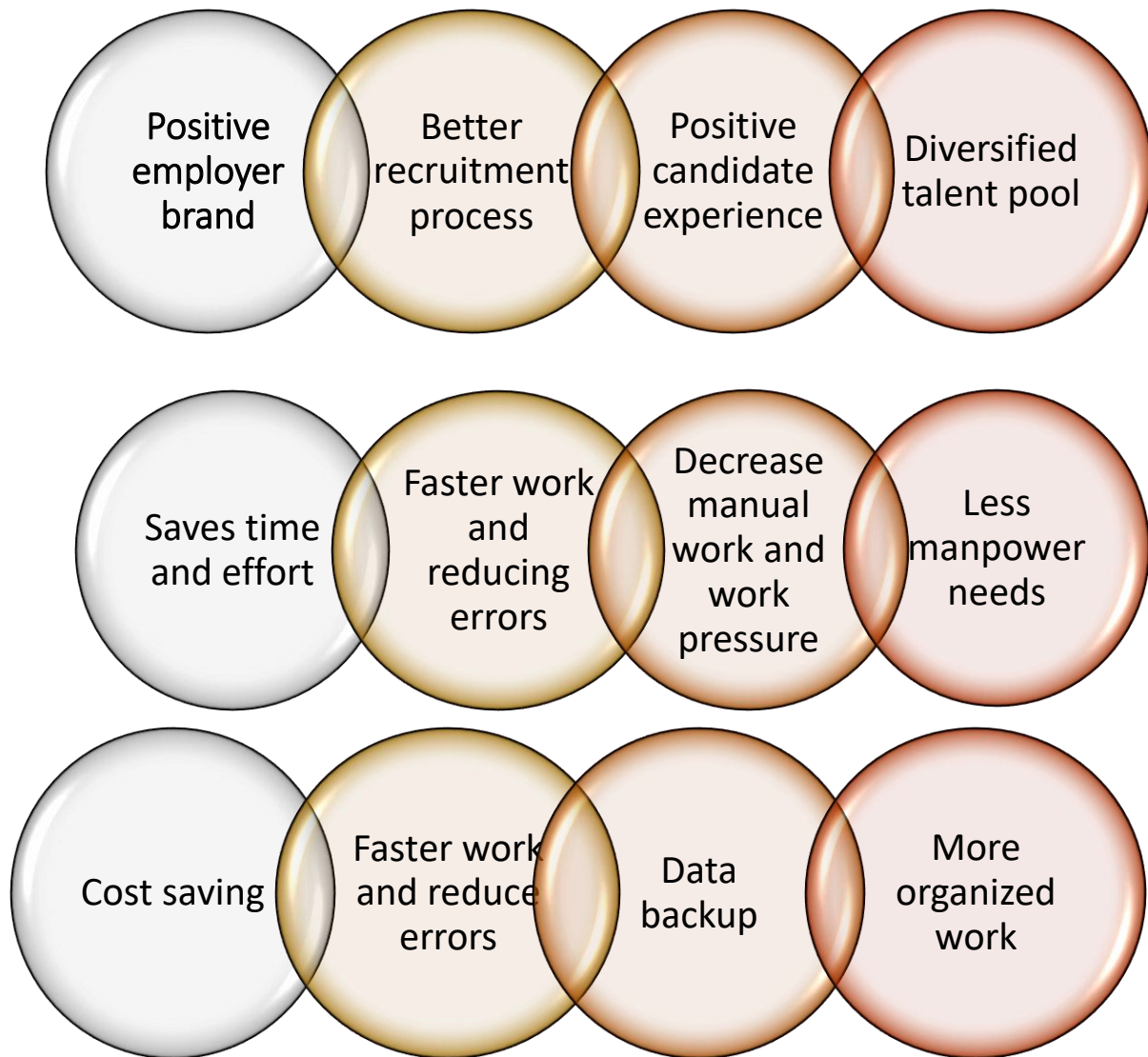
Figure 20: Benefits of establishing CRM at TallyKhata

"The main benefit is to reduce our manual work stress and making work process easier. As we HR team handles attendance management works, recruitment and selection part as well. All these works need a lot of time to do but now the software will reduce time and cost as well.**"** **(Interviewee 2)**

"Yes, I think it was. In my opinion, using the software we can perform our task more efficiently. It will save time and tasks will be done faster. Now tasks will be hassle free. Manual work will be lessened. This will help us to manage the pool of candidate where in which department candidates are more and which department less candidates are applying. In our company we do not need much manpower in our HR department. On the other hand, we need more manpower in the system team so all these candidate management and database can easily maintain through this software." **(Interviewee 1)**.

There are some other benefits of this new software which will impact on managing the TallyKhata's employee and candidate both related task and will help to build a good relationship with the candidates. The core benefits with details are given below:

1. Attendance Management: The new software will be beneficial for attendance management. Candidates who are present for the interview and who are absent will be easily keep the update history through the software. Also, using the new software all of issues that discussed above will be solve also other options will be available such as employees can see their daily attendance sheet and this will decrease the chances of miscommunication because they can count their total present days by themselves, easily keep track of their attendance. The manual work will be reduced and more accurately done through the new software**.**

"We will get lots of benefits. Before this, we gave attendance in the Odoo software but we have to put the attendance data manually also attendance late count, leave all these kept tracks in the same way. Now it will be easier for us and free from any kind of misunderstanding with the employees because they can now see their attendance sheet by themselves using their PSL ID. Sometimes our employee forgets to give the check in and checkout in the software so all these checking needs to do again that needs a lot of time to recheck. We can now easily collect and store information and data of the employees and candidates, training related data and many more things. It will help to lessen our work pressure. We can get more time to focus on other works. One more thing is preset

mail for the rejected candidates and automatic data stored of the candidates when they apply."
(Interviewee 1)

2. Leave Management: From now on this leave management procedure will be easy as candidates who are currently available for the interview or when will be available approximate date or time or out of town all this information can be stored in the software so that easily arrange the interviews and keep the update as well. However, employees can see their leave history with PSL Id all by themselves, how many days of casual leave left or sick leave taken all kind of leave track and also that particular employee's team head and the HR manager can see the leave details.

"This CRM tasks will be helpful in the recruitment and selection process as this will be improving the recruitment process. We can set interview time schedule timesheets where we can keep track on who came for interview and who were absent so that we can set interview schedule with them in the next slot. It is difficult to remember all the candidates name and keep track on manually so this is the best way for it. However, there is another option for document monitoring and filtering which is a great benefit for us to avoid repetition of the same data. Candidates data will be filter who came earlier for the interview or apply for a particular position it will pop up with a notification about that candidate. It is very time consuming to check manually all the documents in exact number or double so this is undoubtedly a great feature of the new software**."**
(Interviewee 2)

3. Recruitment & selection: Now through online portals when candidates will apply, they will fill up the personal information form through a link and when the candidate gets selected automatically the personal information will be stored in the software and after joining he/she does not need to submit separately. When a candidate will apply in that time automatically all the data about that candidate will be added in the software so this will be helpful to keep track on who are applying also why the candidate get rejected and what are the skills required or need to improve a basic feedback will be given to that candidate with a pre-set rejected mail.

"This will we helpful for us mostly in the recruitment session as the recruitment process will be improved. Along with that, it will be helpful to maintain candidate relationship program because all candidate's information and data will be stored when they will apply so all active and passive

candidates' history will be there so the chances of losing candidates will be reduced. They will know why they get rejected through a preset rejected mail." **(Interviewee 1)**

 Many candidates have no clue why they get rejected so this will be helpful for them to improve their required KSA's. Furthermore, in the ERP software there will be all candidate's selection data why they get selected, skills, feedback as well as the rejected candidate's feedback, their lacking in KSA's.

4. Training Development: Now using the software, HR team can easily keep record of the training related data, what kind of training is giving and which department for which skills, improvement and performance update all these can be done through the new ERP software. This will be beneficial to keep track of the employees as well as candidates who joined and need training or by giving training their current skills can be developed.

5. Employee Information system: Employee and candidate information system will be including in the software. This will help to manage all the employee as well as candidate information under one roof including their personal and professional data and information, their employment contract, onboarding paperwork, offer letter and many more things.

"According to me the biggest advantage I guess instant data finding of any candidate or employee. Also, we can collect and store in the software of all candidate's database with backup. In my opinion if I separately think about the organizational benefits so the candidates good experience will help to increase our company's good image as candidate will share positive experience with their family, friends and other people." **(Interviewee 1)**

6. Candidate database: In the candidate database, applicants who applied in TallyKhata, all candidates name, address, contact number, department, skills everything which is required will be stored and in future for any job position when candidates require, from the database it will get a notification who applied before and why the candidates get rejected all will be there so finding the right fit and sorting will be easier. They can have a full history of all the active and passive candidates.

"The main benefit is to reduce our manual work stress and making work process easier. As we HR team handles attendance management works, recruitment and selection part as well. All these works need a lot of time to do but now the software will reduce time and cost as well. Most

beneficial is the data and history auto saving also within a minute any candidate or employee's information can be found which saves time and extra work pressure. The chances of losing candidate's data are almost zero because the whole database of each candidate and employee is secured in the software with backup. Training and development update, training data, improvement and performance update all these can be done through the new ERP software also candidates who joined or need training all this information easily can be stored in the software." **(Interviewee 2)**

Although the majority of this data can be gathered and recorded into the HRIS software when a candidate applies for a job position also when an employee is hired, the system must also be simple to edit in case any updates or additions to a candidates file are required. In-depth reports may be produced by HR experts using an HRIS, which management can use to identify and resolve persistent patterns in the workforce and candidates.

"We need to manage candidates and, in that process, this new software makes it easier to do the relevant activities. As before we do not used to send rejected mails to the candidates but now through this software we will be able to send rejected mails to the candidates easily. Also, we can search for potential candidates in the current database using it. Then, we can now shortlist the rejected and selected candidates more effectively and with backup database without losing them." **(Interviewee 1).**

3.8 Summary and conclusion:

Every day HR team gets many job applications so to maintain this huge pool of candidate without losing any of them is difficult but by building a proper candidate relationship management it will be easier to manage. So, the new ERP software holds a huge impact on maintaining the CRM.

This report illustrates the prospects of the new HR software in establishing the candidate relationship management and how the candidate relationship management used to maintain before the software. Also, how this will be beneficial as this new software will make the information and management system more efficient and effective. Moreover, less manual work, fewer mistakes and less error, more time for productive work as well as beneficial for candidate relationship

management which will be a great help for the organization to find the right fit at the right time. A real-time information on a project, such as resource allocation, cost monitoring, performance tracking and thorough reporting. Especially maintain database through software of the candidates and employees both. However, Attendance Management, Leave Management, Recruitment & selection, Training Development, Employee Information system, Candidate database these are the core benefits of implementing the new software at TallyKhata.

Furthermore, this report demonstrates how the new software will help to overcome the challenges that the HR team was facing along with the finance department. Also how HR department before used to do their activities as well as managed candidate relationship programs and after incorporate the software how this will be changing the old techniques and adopting new methods that will be more effective for the organization. I have conducted the interviews of the HR team members and found out the challenges they were facing and what will be the changes that will come after implementing and the solutions. To sum up, this new software not only helpful for the HR operations activities and candidate relationship management but also will be great help for the overall the business activities.

3.9 Recommendations:

According to my research and findings, I would like to give some recommendations regarding this and these are:

- As the company has their own software developer team and each member of the developer team is literally the best so for any future challenges they can take help from them.
- In the software, there should be updated option and must check whether it is bug and error free or not.
- They should properly teach the employees how to use the software and brief them about the new changes in the software.
- They should try to utilize more of the new software and how they can improve more of candidate relationship management without the software, what are the other ways of establishing CRM they can focus on that.

To conclude, these are some actions that TallyKhata can take for their betterment. It can be said that, this new ERP software implementation at TallyKhata will bring massive changes in the HR operations activities as well as the candidate relationship management and also its procedures and techniques. The new software will bring solution of the challenges that they used to face and many benefits of CRM.

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Research proposal:

Introduction:

Everything in the corporate world is constantly evolving, therefore things are always changing. All businesses are currently adopting various strategies and plans and putting them into action in an effort to beat their competitors. One of the most crucial components of a company is its human resources, which are unique resources that cannot be replaced. They are unique as a result. In the modern world, a company needs human resources to succeed and obtain a competitive advantage. An organization can accomplish its objectives through effective management, thorough training, and identification of their potential. So, for hiring the right fit candidates also in a right time, it is very important for every organization to establish candidate relationship program. This study will focus on the candidate relationship program at TallyKhata. In today's world, recruiting and selecting from the large pool of candidate is very challenging as different KSA's is required for different job so CRP helps a lot in this process.

Broad objectives:

The broad objective of this study is to analysis the prospects of new software for Candidate relationship management at TallyKhata"

Specific objective:

1) Identify how the CRM maintained before the new software
2) Identify the benefits of the new software
3) Discover the challenges TallyKhata faced while establishing CRM

Scope of the report:

This is completely a new research subject and before that no one conducted any research or write any report on this topic about TallyKhata. This research will provide an overview of the candidate relationship program to its readers and will help to get an idea about the benefits, obstacles and how it can be established in the organization. Moreover, this will be impacted on the recruitment process as it is one of the recruiting challenges that company faces. As I have joined as an HR intern and it is only 3 months' internship program so for the time limitation the data collection will be difficult.

Literature review:

Candidate relationship program is basically a process to keep and maintain the relationship over time with the candidates by attracting and engaging them. This is a great way to keep your candidate's interest remain the same even if you do not have any vacant position for them also a great way to find human resource easily as well as improves the quality of the applicants for the organization. The literature review of different models will link to analysis the candidate relationship program at TallyKhata that will be explored in the study. It will be helpful to know about the candidate's preferences, thoughts also how can it be improved and more engaging as well as fruitful which is connected to the brand image of the company and many other aspects. The significance of CRP for an organization cannot be describe in words.

The main purpose of this research is to find out the prospects of the new software for candidate relationship program. Here the objectives are to identify how the CRM maintained before the new software and identify the benefits of the new software and discover the challenges TallyKhata faced while establishing CRM.

I will use primary data as it is a qualitative research. I will conduct interviews with the rejected candidates to know their experience, opinion so that I can get the real information which can be implement in the research to find out the real issues and impact of it.

Methodology:

For this internship report,

Primary data source: I will mainly conduct qualitative research so it will be all primary data source. In the qualitative research I will conduct interviews with the HR team members using my own questionnaire regarding the topic and also discuss with them for additional information as well as observation method to collect descriptive data as I am actively assisting in the recruitment and selection process.

Secondary data source: I will do secondary research for only few parts of the report like company background etc. through company website, social media platform etc.

Tentative Timeline:

Research segments	October	November	December
Research topic selection	28th – 31st		
Questionnaire for interview		28th -30th	
Data Collection			2nd – 5th

Analysis and findings			**6th – 8th**
Draft 1			**9th – 14th**
Draft 2			**16th – 22nd**
Final report			**23rd -25th**

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Appendix:

Interview Questionnaire:

1) Can you please tell me what type of software is this?
2) Would you kindly elaborate the new software implementation process?
3) Would you kindly elaborate the benefits of using this software?
4) Do you think this software is much needed? If yes can you, please share your opinion regarding this?
5) According to you Can you tell me about the new software implementation purpose?
6) what is the biggest advantage of using it?
7) Can you please tell me how the CRM used to maintain before the software?
8) How it will be helpful to maintain CRP?
9) What are the problems HR team used to face before? Based on your experience can you please tell me?

10) Can you please elaborate how this will impact on the HRM work?

11) What are the challenges HR team is facing with the new software?

12) What are the CRM tasks can be done using the new software that would be helpful for the HR team?

Interviewee 1:

1) Can you tell me what type of software is this?

- This is an ERP software for business purpose.

2) Can you tell me about the new software implementation purpose?

- This software basically for our finance and human resource activities. This is not activated in the system yet but very soon it will be started using here.

3) Would you kindly elaborate the new software implementation process?

- We have completed almost all the procedures and now officially we will start using this new software in our system very soon. We have discussed with our developer team about the requirement analysis and also some authentic providers and got an idea from them about the pricing and as per our budget we have talked with few providers and select our required software. Then, we had meeting in our office as you have seen two people came from Divine IT Limited and we did demo testing and now just wait for the official use.

-

4) Would you kindly elaborate the benefits of using this software?

- We will get lots of benefits. Before this, we gave attendance in the Odoo software but we have to put the attendance data manually also attendance late count, leave all these kept tracks in the same way. Now it will be easier for us and free from any kind of misunderstanding with the employees because they can now see their attendance sheet by themselves using their PSL ID. Sometimes our employee forgets to give the check in and checkout in the software so all these checking needs to do again that needs a lot of time to recheck. We can now easily collect and store information and data of the employees and

candidates, training related data and many more things. It will help to lessen our work pressure. We can get more time to focus on other works. One more thing is preset mail for the rejected candidates and automatic data stored of the candidates when they apply.

5) Do you think this software is much needed? If yes can you, please share your opinion regarding this?

- Yes, I think it was. In my opinion, using the software we can perform our task more efficiently. It will save time and tasks will be done faster. Now tasks will be hassle free. Manual work will be lessened. This will help us to manage the pool of candidate where in which department candidates are more and which department less candidates are applying. In our company we do not need much manpower in our HR department. On the other hand, we need more manpower in the system team so all these candidate management and database can easily maintain through this software.

6) According to you what is the biggest advantage of using it?

- According to me the biggest advantage I guess instant data finding of any candidate or employee. Also, we can collect and store in the software of all candidate's database with backup. In my opinion if I separately think about the organizational benefits so the candidates good experience will help to increase our company's good image as candidate will share positive experience with their family, friends and other people.

7) Can you please tell me how the CRM used to maintain before the software?

- From now on we will use the software for HR related works. Before that we collect information and data through candidates account in bdjobs, LinkedIn or when they apply we manually collect and stored information's and data. We communicate with the candidates through social platform. For example, LinkedIn or email. We look for candidates mostly through LinkedIn. From their LinkedIn profile we look for details experience, skills. Also, we stay connected in LinkedIn with the candidates and this is how they get update about our company, job offers and give candidates insights into company culture.

8) How it will be helpful to maintain CRP?

- This will we helpful for us mostly in the recruitment session as the recruitment process will be improved. Along with that, it will be helpful to maintain candidate relationship program because all candidate's information and data will be stored when they will apply so all active and passive candidates' history will be there so the chances of losing candidates will be reduced. They will know why they get rejected through a preset rejected mail.

9) What are the problems HR team used to face before? Based on your experience can you please tell me?

- There was not any software for us to do the HR operation activities which was a big problem. If I have to address some problems, then it was the manual work which is time consuming. We need to collect and stored candidate's information and data manually in excel or drive file. It was a bit difficult to keep track of the active and passive candidates and candidates schedule and attendance. We have to search and find manually in pc for candidate data and information. These types of problems we have faced.

10) Can you please elaborate how this will impact on the HRM work?

- This new software will put impact on our work as we will shift our manual work to software-based work. Data entry, save and tracking we will be done through software. Our work will be more smoothly done and speedy. We will get more time to do other works and can focus on other works. Fewer mistakes and more efficient work process.

11) What are the challenges HR team is facing with the new software?

- As this software is not started using yet so it is difficult to tell the issues we can face. Once the software will be activated in our system then we can precisely say about the challenges. Our team will help the employees to learn about the software and its uses the area the they can access and useful to them so to teach them will be a bit challenging because before that we need to go through the whole system and functions and then will teach them as any new technology or changes in the system requires time and patience to grasp it.

12) What are the CRM tasks can be done using the new software that would be helpful for the HR team?

- We need to manage candidates and, in that process, this new software makes it easier to do the relevant activities. As before we do not used to send rejected mails to the candidates but now through this software we will be able to send rejected mails to the candidates easily. Also, we can search for potential candidates in the current database using it. Then, we can now shortlist the rejected and selected candidates more effectively and with backup database without losing them.

Interviewee 2:

1) Can you please tell me what type of software is this?
- It's an ERP software for our business management.

2) Can you tell me about the new software implementation purpose?
- The new software is adding in our system to ease our work, our department's work and finance department as well.

3) Would you kindly elaborate the new software implementation process?
- We have done our own research about the ERP software based on our requirement analysis. We have talked with software providers and finalized one that matched with our budget. We had meeting with them and run demo testing. Also did further requirement analysis. Now just left with training and go live.

4) Would you kindly elaborate the benefits of using this software?
- The main benefit is to reduce our manual work stress and making work process easier. As we HR team handles attendance management works, recruitment and selection part as well. All these works need a lot of time to do but now the software will reduce time and cost as well. Most beneficial is the data and history auto saving also within a minute any candidate or employee's information can be found which saves time and extra work pressure. The chances of losing candidate's data are almost zero because the whole database of each

candidate and employee is secured in the software with backup. Training and development update, training data, improvement and performance update all these can be done through the new ERP software also candidates who joined or need training all this information easily can be stored in the software.

5) Do you think this software is much needed? If yes can you please share your opinion regarding this?

- Yes, undoubtedly. This software is necessary for our work. Now in most of the organization uses software to ease the manual work. All department will be benefitted for this software and can perform more efficiently. Now we can get more time in our hand to focus on other managerial tasks. Our employees will be benefitted too. For example, employees can see their attendance, leave history using their PSL id and this will be great to avoid miscommunication with us. Our employees can keep track of their own attendance, leave etc. This will be helpful for us to avoid mistakes and fast working experience.

6) According to you what is the biggest advantage of using it?

- For me the biggest advantage would be fewer mistakes and less time in completing the tasks. As our manual work pressure will be decrease and many more updates will become so many other benefits we will get using the software.

7) Can you please tell me how the CRM used to maintain before the software?

- We used to store candidate and employee data and information manually in our pc and google drive. Also, other data used to save in the excel file. Other than that, we stay connected with the candidates through LinkedIn and communicate with them using LinkedIn and emails. We try to answer their queries using these social media platforms. We are planning how to make aware the employees about the software and its uses and process. we will add the candidate's personal information and we will try to add a form in the job apply link to get more information about the candidates as before we used to do this from collecting CV's and gather information's and data and added into the database. Then, we downloaded candidate's LinkedIn profile pdf's and saved in the drive or pc. For example, brand and communication candidates, software engineering candidates, marketing executive candidates etc. like this and separate excel files for those. Now we

think to shifting the modern method of doing and managing candidate relationship program using this software

8) How it will be helpful to maintain CRM?

- We can manage our candidates using this software as many applicants daily sending CV's and applying for job. Now we do not need to make manual database for the candidates so through software we can collect and store all the active and passive candidate's data. We can maintain and manage the pool of candidates using it. In our software there will be backup option so no chance for losing data. We can easily find any candidates data instantly. There will a separate database for the rejected candidates and in this way we can keep in touch with our candidates without losing them and their information's will be available in our database. So you can assume how helpful this will be in maintain candidates.

9) What are the problems HR team used to face before? Based on your experience can you please tell me?

- The problem I have faced while maintaining database of the employees to find and update. As everyday other day new joining or transferring into departments is going on so without any software it is difficult to keep the track of the reports and data and information as these works I have done manually. It takes a lot of time to put data in the excel files. Moreover, attendance rechecking and late count also done manually. Along with these issues, managing pool of candidates also difficult. As for our company we need many technical expert and experience candidate for the technical work.

10) Can you please elaborate how this will impact on the HRM work?

- This will be impact on our talent acquisition work process and employee database management works will be done in a most efficient and effective manner. Attendance management, employee information system, training and development all data and information we can easily store and update using the software. Our manual tasks now will be done using software which will take less time and easy process.

11) What are the challenges HR team is facing with the new software?

- We will start using the new software very soon so when we will start to use and work then we can find and analyze the challenges. We will may be face some challenges in the maintenance of the new software.

12) What are the CRM tasks can be done using the new software that would be helpful for the HR team?

- This CRM tasks will be helpful in the recruitment and selection process as this will be improving the recruitment process. We can set interview time schedule timesheets where we can keep track on who came for interview and who were absent so that we can set interview schedule with them in the next slot. It is difficult to remember all the candidates name and keep track on manually so this is the best way for it. However, there is another option for document monitoring and filtering which is a great benefit for us to avoid repetition of the same data. Candidates data will be filter who came earlier for the interview or apply for a particular position it will pop up with a notification about that candidate. It is very time consuming to check manually all the documents in exact number or double so this is undoubtedly a great feature of the new software.