

# BEST PRACTICES IN THE RECRUITMENT PROCESS OF THE HUMAN RESOURCES IN THE DIGITAL ERA

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## **Abstract:**

*Human resources specialists show that today, but especially in the near future, digitization will strongly impact jobs, business and society in general.*

*This means not only new competencies but also "hybrid competences" or an interdisciplinary set of capabilities. In this context, the struggle for talent will be more and more intense.*

*The future of jobs does not consist in artificial intelligence and robotized systems, as some would tend to believe, but it will rather be an effort to rethink jobs so that each of us learns how to achieve well-being and health at an organizational and individual level in harmony with the new technology.*

*This paper aims to present a few of best on-line recruitment practices such as: SCO, RSM, Mobile Technology.*

*What is important, however, is that although new tools that drive business progress are being developed, and technology, particularly the Internet is changing the recruitment mode, making it faster and allowing access to information about candidates and jobs which companies offer, all this will not replace mankind, on the contrary, it will help it in his increasingly complex approach to solving the problems it faces day by day.*

*This work is a plea for people, to build and develop collaborative networks, people who want to have a better, more comfortable life with access to the latest technology. People are the ones that still need to make the most appropriate decisions regardless of the domain.*

**Key words:** human resources, digital era, on-line recruitment, best practices

**JEL Classification:** J21, J24, M12

## **1. Introduction**

Digitization is a living reality, an ongoing process that strongly influences workplaces, businesses and society in general. This leads not only to the emergence of new competences but also to the development of "hybrid skills" or an interdisciplinary set of capabilities.

A well-known specialist in the field, Josh Bersin, argued that *"each of us should learn how to increase our performance with technology... then add human elements to the workplace, elements to help deliver high levels of value and services to customers."*

He gives the example of the company McDonald's *"testing automated ordering machines in restaurants, but they are complemented by people who deliver the products and talk to you."* Bersin concludes that this is an example of augmentation rather than replacement of talents by robots (www.forbes.com, 2016).

## **2. Online recruitment. Online recruitment methods**

Over the last decade, e-recruitment applications have spread throughout the world, and have become the leader in e-commerce applications.

The strong economic growth of the US in the 90's has meant a number of technological changes that have created the premise of rapid, but also massive use of online recruitment (In Lee, 2005, Holm, 2010, Sims 2007).

In the following we will try to present some definitions in English of the terms **e-recruitment** and **online recruitment** in order to see what they mean and how to use them correctly depending on the context.

The terms *e-recruitment* and *online recruitment* are used as synonyms, both of which refer to the recruitment process through electronic means, technology, and the Internet. They

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appeared in 1994, when for the first time, Monster.com created an online recruitment platform ([www.ciphr.com](http://www.ciphr.com)). Hrminguide.co.uk claims that “*online recruitment* uses the power of the Internet to link people to jobs.” Mbaskool.com states that “*e-recruitment* refers to the use of technology and electronic resources in the process of attracting, selecting and managing recruitment in a company.”

Dictionary.com gives the definition of the Random House Dictionary Dictionary (Inc.2017), which states that e-recruitment is “*practicing the use of the Internet or electronic resources to recruit new employees by looking for online CVs.*”

In Romanian, the term **online recruitment** is often used, but in specialized articles we can also find the versions **e-recruitment** or Internet recruitment.

The term we will use in this article will be **online recruitment** for everything that refers to e-recruiting and online recruitment process for e-recruitment.

- Online recruitment methods

A complex assessment of best online recruitment practices based on the analysis of the evolution and impact of online recruitment systems on companies was made by Professor Lee in 2005.

Taking into account the most prestigious 100 American companies with the highest turnover and which are part of the Fortune 100 ranking, Lee identifies six categories of online recruitment methods from the recruiters’ perspective:

- **Recruitment sites** - which are generally used by a large number of recruiters and job seekers, especially in the industry field. They provide information on both available jobs and on candidates, allowing both parties to make a selection based on areas of interest, experience, level of study, location, etc. Examples of such sites are Monster.com, HotJobs.com and CareerBuilder.com.
- **Niche sites** – are targeting a “community of professionals”, and specific jobs in particular fields and top-level professionals specializing in a particular field. Examples of niche sites are Dice.com, JournalismJobs.com, MarketingJobs.com, etc.
- **E-recruiting ASP-** is offering “services specialised in the software recruitment, such as Recruitsoft, RecruitUSA, PeopleClick, Development Dimensions International Inc etc.
- **Hybrid Recruiting Service Providers** such as the press and recruiting firms that have addressed to online recruitment services. For example, many newspapers have chosen that the job ads column can also be available online.
- **E-recruiting consortium** – is an “*effective alternative to e-recruitment services offered by recruitment sites*” which allows a “*direct and immediate link to career recruitment sites*”. To better understand what this type of e-recruiting refers to, we will take the example of the first cooperative of this type, DirectEmployers.com. This is a non-profit association with its own technology that aims to reduce recruitment costs by establishing a direct collaboration with the recruiting department of one company (<http://www.directemployers.org/about/>).
- **Career websites of Corporations** - which is the most used recruitment method for successful corporations. For recruitment, most companies resort to both recruitment websites and their own career websites, noting that these companies post a higher number of job advertisements on their career websites.

When we talk about websites in general terms, the most important issue is finding the effective ways to attract and engage visitors on the website. You need to “*give real value to users and be truly market-oriented*” (Demetris et al, 2006).

A website should provide answers to potential users’ questions and “*allow them to take the measures they want quickly, pleasantly, securely and easily*”.

### 3. Good practices of online recruitment

#### • *Career websites of organisations (SCO)*

A very common recruitment practice for large companies is the career site. This site can be used by both existing and prospective employees to apply for a job and to access useful information for their new career. The staff in the human resources department, along with those in the marketing and branding department, have a new task namely to maintain / manage the SCO.

Young & Foot (2006) argue that “SCO is the first and the most important recruitment engine”, being valued at the detriment of newspaper advertisements.

Young & Foot define the career site as “a section on the company’s website for potential employees. Usually there is a link to the career site labelled “careers” or “jobs” and is found in the menu on the homepage of the company”.

Below we shall recall some of the advantages of the companies’ career sites.

a. Increasing traffic to the company’s website: Young and Foot cite Peters (2001), who conducted a study showing that after visiting a company's homepage, the career page becomes the most visited section of site within that site.

b. Attracting and recruiting the most suitable job candidates.

c. The career site can provide both general and specific information about the company and job requirements. The presentation of the organization can also be done through pictures or photos that describe a field of work and can be very useful to potential candidates.

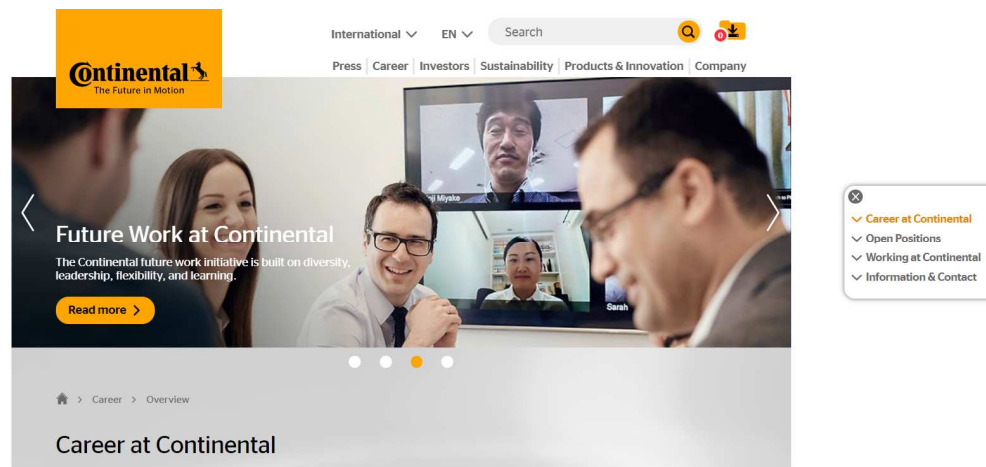
d. It can offer the applicant the opportunity to interact with the organization.


Apart from its advantages, SCO also presents a disadvantage that it does not show any intention to establish a relationship, to dialogue, to provide personalized contact, to be flexible and dynamic in a digital age. They must promote the employer by describing some employee experience in the organization they represent. Some companies have tens of thousands or even millions of fans, and they have to make a digital connection with them to hire employees to bring success to the company.

Most of these websites offer only a brief presentation of the company, the availability of vacancies and the possibility of registering a CV. These are too small efforts compared to what they can be or should be the online recruitment. In the following years, the number of these sites will continue to grow both quantitatively and qualitatively.

Some of the criteria for analyzing such websites are: *ease to use, quality and amount of information provided, be found by a search engine and overall attractiveness.*

Figure 1 presents a detailed map of Continental’s career site, which is included in the company's general site (Figure 1).





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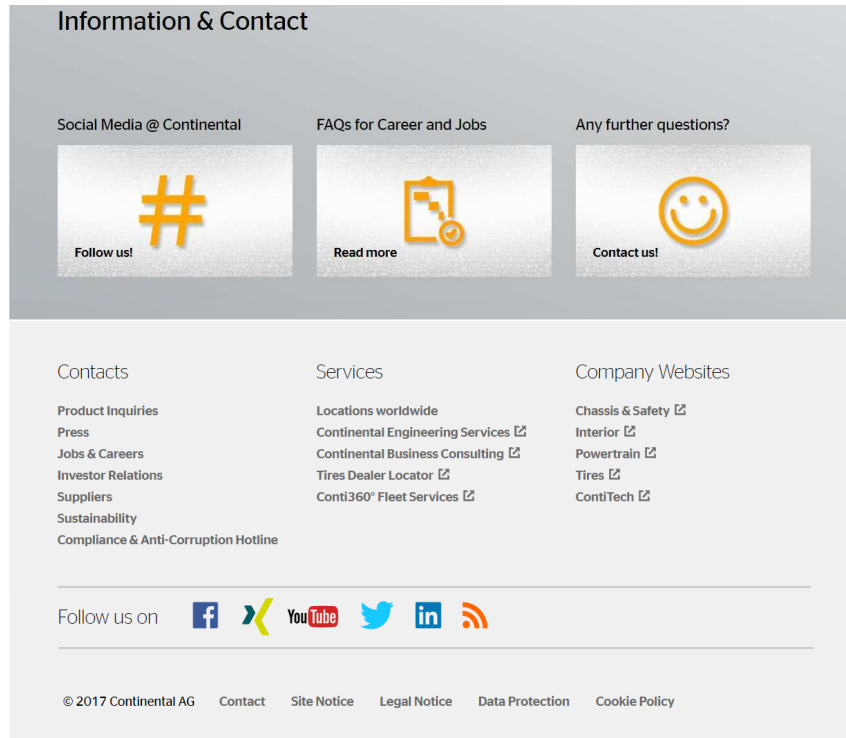
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**Sustainability at Continental**



Sustainable management and corporate social responsibility are among Continental's fundamental values.

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**Figure 1. – Continental’s career site map**

Source: <https://www.continental-corporation.com/en/career/overview>

This recruitment method is mainly used by large companies and consists of posting job advertisements on their own "Careers" site. A big disadvantage of this variant is that there will be only applicants who know about the company's website or access it for distinct reasons.

Inspire Group, a marketing and publicity company, presents the results of a suggestively called study "*Most Loved Employers*", drawing up a list of the channels of the young people who are most likely to be interested in finding a job. This study shows that in 2014, 82% of young people turned to a recruitment site, and social media and the career events are gaining more ground. It was found that over 90% of those interested in getting a job get on SCO, irrespective of the method chosen by the company to attract talents.

• **Social Media Recruitment (SMR)**

Reid Hoffman, the co-founder of LinkedIn, together with Casnocha and Yeh, portrays in their book "*The Alliance of Talent Management in the Age of Connectivity*," how to attract people to your business using employees’ networks (Hoffman et al., 2016).

They support Bill Gates' idea an organization's success over another is given by the way one uses information: "*how one collects, manages and uses the information will determine one’s success or failure.*"

Employees’ networks should be seen as a valuable source of information for the company, especially if we talk about talent management and especially talent recruitment. The issue of identifying talents for various strategic positions in an organization has already become a subject of the day. Based on Marvin Smith's article, "*What is a Talent Community*" (2013), [www.portalhr.ro](http://www.portalhr.ro) addresses the talent community subject.

The results of the 2013 *Talent Shortage* study, conducted by Manpower Group (a multinational recruitment company), show that organizations find it difficult to find talented and suitable people for their openings.



Thus, the talent community concept was created in order to identify the valuable and professional people. In "*What is a Talent Community*" (2013), Marvin Smith believes that a "talent community" is an interactive group of people who all share a common interest.

The [www.portalhr.ro](http://www.portalhr.ro) site identifies three talent communities:

1. The Success Factors talent network, which has a "job alert system" where members receive information about the jobs they are interested in.
2. The employer brand community is meant for the famous organizations and is based on a strategy that seeks to attract the talents that favour a certain company and want to be part of that organization's team.
3. The community made around a profession which does not exclusively cover the available jobs, but it aims to provide information about certain professions.

Another modern recruitment way is through the LinkedIn social network. Vick and Walsh (2008), in their book "*Happy About LinkedIn for Recruiting*", made a description of this social network and a presentation of the services it offers.

Bert Hollander, recruitment director at Netrecruiter, says that "LinkedIn has a huge quantity of resources. I think the biggest problem... from a recruiting perspective is that most people do not know how to use everything LinkedIn has to offer, or they do not know how to exploit everything that's in there."

Given that technology and the Internet radically changed the way of recruiting, both recruiters and jobseekers are turning to new modern means.

"Although LinkedIn's online business network was not specifically created for the recruitment industry, it has become a preferred recruiting tool," said Vick and Walsh (2008). A first step for the effective recruitment through LinkedIn is the correct completion and update of the applicant's profile.

Vick and Walsh (2008) came to the following conclusions:

- Technology, especially the Internet, has radically changed the recruitment process rendering it faster and enabling access to the information about candidates and the company's openings.
- New tools for business progress have been developed.
- Despite all its advantages, technology succeeds only in improving the recruitment systems, but it cannot replace the human factor, recruiting being still based on people. This it requires people to make a decision about the final selection of the candidates for a job, establishing and building up relationships.

*"The inherent error of the search engines is that the user needs to know what they are looking for in the first place"* (Qualman, 2010), and the answer to this problem must be a social media tool. Social media can make an organization easier to find by the users interested in it.

- ***Mobile technology in the online recruitment process***

Dospinescu et al (2008) argue that the golden age of the ERP systems is over being replaced by various applications "*which not only provide managers with an internal view of all the functions within the company but also allows them to keep this information in a significant quantity versus the events taking place outside.*" They argue that mobile phones offer real-time "corporate operations of moving personnel".

Given that nowadays, almost every person has a *mobile phone* or more specifically a *smartphone*, and more and more people prefer to access the Internet on a smartphone, applications were designed to help those looking for a job.

One such example is [www.jobsattmp.com](http://www.jobsattmp.com). The smartphone may use QR Codes and Image Recognition. QR codes (i.e. Quik Response) may be read by the smart phones through the camera or by an application such as Quik Mark.

The code is presented as a barcode, which can be scanned and links directly [www.jobsattmp.com](http://www.jobsattmp.com), the dedicated website. Thus, the user can receive messages or emails.

Image Recognition refers to an image recognition through which the photos in the phone

can be matched with other photos / images from the Internet (TMP Worldwide, 2016).

As far as recruitment is concerned, Beyond, SmagAjob and CareerBuilder use recruitment applications available on smartphones, and AT & T has developed an AT & T Jobs application that enables users to always be updated with the latest information on any job or recruitment events they could be interested in. (TMP Worldwide, 2016 article).

Regarding the sites, we can check if they are mobile-friendly, meaning that the content should be easy to read, should offer opportunities to search for jobs using the mobile phones, if there is a way to capture data, etc.

The CTRL D website introduced early in 2014 in an online article a few mobile apps that helped the recruiter with the recruitment process.

Examples of such applications:

- **LinkedIn recruiter:** Helps the recruiter view the potential candidates' profiles, to answer them and even contact managers.

- **InstaJob:** uses mostly social media for recruitment, offers the ability to create and post ads directly from your mobile phone, helps you create traffic to the company website, and improves social media interaction, the app is payable.

- **HireVue:** is an application that allows one to conduct an interview on the go, has a number of advantages such as the fact that one can send the record to a manager or to a colleague enabling them to watch the interview, there are no extra costs, etc. Even if it cannot compare to the classic interview, especially as it allows to document and record the response, the author of the Ctrl D article states that "HireVue offers a more complex digital alternative than a classic resume."

- **GetTalent:** is an application that allows one to capture an image (cv) in a database and subsequently insert dated comments directly on the capture, then record voice comments and assess the candidates according to several predefined criteria.

#### **4. Conclusions**

As I said at the beginning, the human resources specialists accept that digitization will have an important influence on the employees' management within organizations, on the business, on society in general.

"Hybrid skills" and interdisciplinary capabilities that will enhance the struggle for talents will appear in order to identify the most suitable candidates.

Nevertheless new tools that drive business progress are developing, and technology, the internet in particular, is changing recruitment, making it faster and allowing access to information about candidates and the jobs that companies offer, all this will not replace man, on the contrary it will help them in their increasingly complex approach to solve their daily problems.

The future of jobs does not mean artificial intelligence and robotization, as some tend to believe, but rather an effort to rethink jobs so that each of us learns how to achieve well-being and health at an organizational and individual level in harmony with the new technology.

The paper is a plea for people to build and develop collaborative networks, people who want to have a better, more comfortable life with access to the latest technology. The good on-line recruitment practices (SCO, RSM, mobile technology) presented in this paper specifically demonstrate this point.

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