

Globalization and E-Recruiting Staff in the Modern Time.

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ABSTRACT

The people in any organization are the most valuable asset of that organization. The quality and effectiveness of each organization depends on its staff and their quality and credentials. An effective organization employs quality people that can help the organization in its development. For that reason each organization should have a proper recruitment process that will increase the value of that organization by ensuring good performance from good employees. Organizations that do not have a proper human resource policy or infrastructure bear increased risks to operational performance. For that reason in this research we examine the process of recruiting staff and compare different approaches in terms of effectiveness and cost.

(Keywords: management studies, organizational recruiting, staffing, human resource policy)

INTRODUCTION

Recruitment is described as the “practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees” (Breugh and Starke, 2000 as reported by Parry and Wilson, 2009). Recruitment as a process aims to attract applicants and fill vacancies to maintain proper staffing levels to correspond with an

organization’s overall operational and human resource strategies.

Due to the competitive nature of the human resource market, the organization must also sell itself and the vacant position to future applicants by presenting its employment advantages as well as advantages of the whole organization. Recruitment activities must be aligned with human resource management strategies, organization agreements and policies, and the current labor market conditions. Reading the publications of Rynes (1991), Breugh (1992), and Barber (1998) it become obvious that recruitment is critical to organizational success in each company, and that employee recruitment has become a highly discussed topic in recent years (Breugh, 2008).

Many authors have shown that recruitment decisions have a significant impact on different factors of the recruitment outcomes, like the diversity of applicants (Breugh, 2004).

According to Breugh and Starke (2000), recruitment is a set of activities which organizations accomplish in order to find the right people for their job positions (vacancies) and a proper way of attracting new employees. Recruitment includes various activities, or we can say that the process of effective recruitment includes a list of discreet activities (Figure 1).

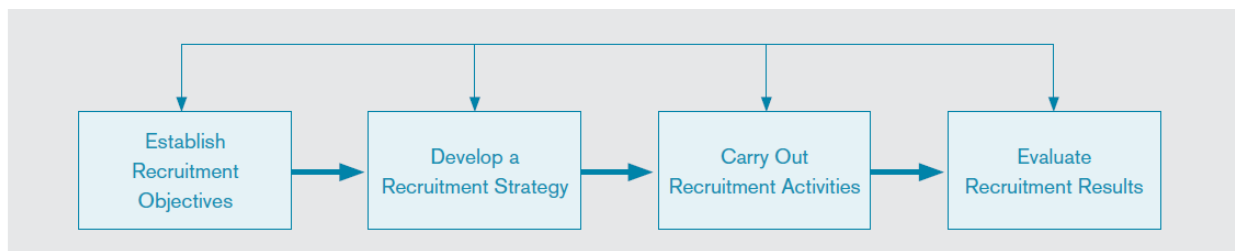


Figure 1: Model of the Employee Recruitment Process.

The recruitment process starts with identifying the recruitment objectives, developing a strategy and other recruitment activities like job advertisements, job interviews, and so on (Breaugh, 2008). This process is a challenge for any Human Resource Department because they have to establish recruitment objectives first, as well as the process, and then the policy. As shown in Table 1, several steps and stakeholders are involved in the recruitment process, some of which may include external participants such as recruitment consultants and agencies (Compton et al., 2009).

Table 1: Recruitment Process.

Steps	Activities in Process
1	Identify the need for recruitment
2	Describe the job (Job Profile)
3	Complete a Recruitment Request Form
4	Agree the grade and salary for the job
5	Advertise the job
6	Select candidates to interview
7	Interview candidates
8	Collect references for the successful candidate
9	Offer the job
10	Inform unsuccessful candidates
11	Open a personnel file about the new recruit

THE RECRUITMENT PROCESS

The recruitment process starts when a vacancy arises in one organization or when the organization needs new employees for its advancement. For each vacancy it is important that someone with an overview of the organization considers the human resource strategies.

After the identification of the need for recruitment, the second step in the recruitment process is creating a job profile. The job profile usually consists of two parts: 1) a job description and 2) a personnel specification. The job description outlines the job and the expectations of the person in the job and shows how the job fits with the rest of the organization. The personnel specification outlines the skills, education, and credentials required of the ideal candidate.

Once the job profile is written it is important to have a process where line managers make an official request for the new position to the Human Resources Department or the leadership of the organization. Once the job profile has been

developed and approved, it is necessary to agree on what the grade and salary of the job should be.

When the job description, personnel specification, and salary/compensation framework have been finalized, it is time to let people know about the vacancy. For that reason the organization should find the proper way of advertising each specific job vacancy. There are many ways to advertise a job. The job advertisement should be clear and well presented as it may be the first time that people have come into contact with the organization.

The recruitment process does not finish with advertising, but mainly we can say that the most important part of recruitment starts after advertising. After the period of advertising the Human Resource Department should select candidates to interview. For that reason many organizations will use a standardized application form or automated database to assist in comparing candidates and make a proper selection. As people are providing personal information in application forms, they should always be treated as private and confidential. Application form helps identifying the needs that we ask from the candidates. For the candidates that would not be selected usually the organization keeps their information for the next job position that they will need to fill.

Some people may wish to register their interest in working for the organization without applying for a specific job. This process is called an open application. These people could be asked to complete a general application form so that they can be contacted when a relevant vacancy arises.

When the closing date for applications has passed, it is time to review the applications in order to select candidates to interview. The people who select candidates to interview should ideally be the people who will carry out the interviews. If there is a large pool of potential or highly qualified candidates, then organization makes a team that is compatible with the advertised job position. The team approach is useful for avoiding mistakes that can happen in the selection process.

For a proper selection, each candidate should be compared with the personnel specification. Selection of candidates should be strict because

there is no point in interviewing people who may not be suitable for the job.

Once candidates have been selected for interview, the Human Resources Department contacts the applicants to invite them to come for an interview, or conversely, to inform them that their application has not been successful. The aim of an interview is to discover how well suited someone is to the job as well as the organization.

The interview provides an opportunity to meet the candidate and further explore what they wrote on their application form. Depending on the job position the team from the Human Resource Department selects the proper interview method. A checklist can be used by each interviewer to record the candidate's answers. The criteria for checklist are taken from the personnel specification.

Tasks and tests are useful methods of assessing candidates in addition to an interview. The assessments chosen should depend on the skills required for the role. Assessments could include computer tests, verbal presentations, written language exercises, letter writing, and financial tests. The candidate may also need time to think about whether they would be willing to accept the position if they were offered it. It is important to explicitly state on the joint interview checklist the reasons why a candidate has been successful or unsuccessful.

For a better recruitment process, each selector should pay attention to references. Information from past employers is often the best way to understand how a new staff member will fit into the role and the organization. References are normally collected after the interview for the most successful candidate or candidates.

Where possible, the line manager should telephone the successful candidate to offer them the job. A decision from the candidate on whether to accept the job should not be expected immediately, but a timeframe for the decision should be agreed upon by both parties. After the agreement for starting the job each employee should get a job pack with all the paperwork needed for the successful candidate to start working with the organization. The future employee concludes its position with the signing of an employment contract.

Organizations should use a standard contract template which has been checked by a qualified legal practitioner to ensure it fulfils all the national, regional/state, or local legal requirements. Candidates who were unsuccessful must be informed as soon as the successful candidate has accepted the job.

The final step is opening a personnel file for each new staff member. This file is confidential, and only the Human Resources Department and line manager should have access to it. It should therefore be stored in a locked cabinet or on a secure electronic file system. The personnel file should contain all information relevant to the staff member. It is important that it is kept up-to-date.

OUTSOURCING HUMAN RESOURCES

One of the main benefits of outsourcing human resource is the cost savings; however there are other factors that the organization should consider. Earlier studies have found that outsourcing human resource activities was influenced by cost savings, access to human resource expertise, workforce flexibility, the use of managerial resources on more strategic activities as well as workplace regulation (Lever 1997; Klaas et al., 1999 as reported by Woodall et al., 2009). The human resource activities most likely to be outsourced were administration and record keeping, recruitment, selection, training delivery, training materials and training program design according to Woodall.

RECRUITMENT AGENCIES

Hester (1991, as reported by Fish and Macklin 2004) divides recruitment companies into three types: "Recruitment Agencies", "Selection Consultants", and "Headhunters". A recruitment agency sources candidates by advertising vacancies for employer clients. Selection consultants work for both individual job seekers as well as employers based on a fee for services rendered. Fish and Macklin (2004) categorize these first two together as they both use passive recruitment strategies including advertisements and existing clients to fill positions. Finally, the headhunter, also known as executive search firm, which adopt strategic, focused recruitment and selection strategies. They are primarily used to actively recruit individuals who are usually employed with no current intentions of changing

employers and will make the right fit with the positions requirements (Fish and Macklin, 2004).

E-RECRUITMENT

The process of recruiting employees requires a lot of time and money. The process itself can be a very long, including the time required for the gathering of the CV candidates, their processing, data processing/management, candidate selection and interviews with each of them. For each candidate to be properly estimated, each company should give a minimum thirty minutes of their time without having to incorporate specific testing. With the inclusion of specific testing, time was increased for each candidate significantly.

This problem imposes the need for E-Recruitment. The advancement of technology changes not just the way of conducting business, but also the ways of searching for job positions. The impact of technology on business is also reflected by the rise of literature exploring the effect of using technologies and its implementation on overall business efficiency.

In recent years, the practice of using organizational websites to recruit job applicants has increased rapidly. However, studies have shown (Brown, 2004) that approximately 80% of job seekers find the sites too complicated to use and usually they tend to avoid it. But with the technology advancement over the last decade each company (to include many small businesses) has started to advertise their vacancies both on local and regional websites that can be accessed with only one click. This kind of communication is quick and cheap. E-Recruitment in the literature is also known as online recruitment. For Macedonia E-Recruitment is a relatively new concept but studies show that this trend appeared in the mid-1980s (Caper, 1985; Gentner, 1984). But this concept started to grow ten years later.

The overall recruitment cost may be reduced by as much as 25% (Cober et al., 2001). With the advancement of the technology today, many people are searching different types of information via the Internet including searching job positions. Also a lot of organizations use the Internet for the same purpose, making a global search for suitable candidates in order to staff key positions.

Barber (2006) discussed the disadvantages and challenges of online recruitment and pointed out that the loss of the personal touch is a danger. Pin et al. (2001) asked HR professionals about this in their study and 50% of the respondents agree with the statement that recruiters disregard the personal contact or the building up relationships with the candidates.

According to Fletcher (2011) "the ability to effectively recruit and select good quality people stems from an organizational effort to hire the best people." There are different characteristics which are relevant for an effective recruitment process.

Pin et al. (2001), Eisele (2006), Breaugh et al. (2008), Holm (2010), and Jetter (2008) have discerned the most important characteristics of an effective (E-) recruitment process. These characteristics can be adapted to recruitment by Social Networking Sites, because there is a lack of literature about criteria for an effective recruitment process by Social Networking Sites.

Generally, E-Recruitment can lead to a more effective recruitment procedure, because recruiters are able to perform their recruitment tasks more efficiently and have a noticeable effect on the overall recruitment process (Holm, 2010). According to Lievens and Harris (2003), Internet recruitment is based on five assumptions compared to traditional methods. The authors state, that the emphasis in Internet recruitment lies on attracting candidates in order to assure candidates to apply for accept job offers of an organization. Therefore, larger companies are prepared to make the software solutions that give them help in data processing and will give results that are convenient for the companies.

In Macedonia this system is still not sufficiently implemented. Statistical data shows that: in the first quarter of 2012, 58.3% of households had access to the Internet at home, which is 3.3% percentage points more in comparison with the same period in 2011. Participation of individual households with broadband connection in the total number of households increased from 42.1% in 2011 to 58.1% in 2012. In the first quarter of 2012, 68.4% of the total population aged 15-74 used a mobile phone, 59.9% used a computer, while 57.5% used the Internet.

The Internet was most used by pupils and students, i.e. 96.4%. Additionally, the Internet was most frequently used, by 74.7% of the internet users in the last 3 months, for telephoning over the Internet (VOIP) or video calls via webcam.

In a survey of 700 CEO's worldwide, IBM Institute for Business Value (2006) identified the top strategies for being used to stay competitive: finding new areas of growth, new products and services, and engineering new in-house processes and business models. Figure 2 shows that the top three most likely sources of these innovations would come from employees, partners, and clients. Surprisingly, internet, blogs and bulletin boards scored the lowest (IBM Insititute for Business Value 2006).

Just as with instant messaging, most companies at that time seemed to have an aversion towards the adoption of social technologies for various reasons such as security, scalability, and administration (IBM 2007). While this study provides some insight to the adoption of Web 2.0 technologies for innovation in 2006, it is still important to look at some of the more recent trends in the area to make better predictions about the future.

CONCLUSION

According to previous data we cannot say that Macedonia has sufficiently developed processes for wide-spread implementation of E-Recruitment. Until now, the most significant progress that has been made relates to the opening of the Internet web pages that collect all of the job advertisements from local newspapers into one place and also offers help to employees to insert their CVs and be more available for future job positions. Also agencies now exist that can help the candidates to find appropriate jobs both inside and outside of Macedonia.

In our survey we identified a total of 21 web pages that can help Macedonian job seekers. Considering the population of Macedonia, this number seems insufficient. Because of the poor knowledge of internet security, many people are still afraid to ask for help from agencies on-line and mainly use the web pages that offer just advertisement. With time, the situation in Macedonia will significantly change and the Human Resource process will transform according to the processes that are being refined in other developed nations.

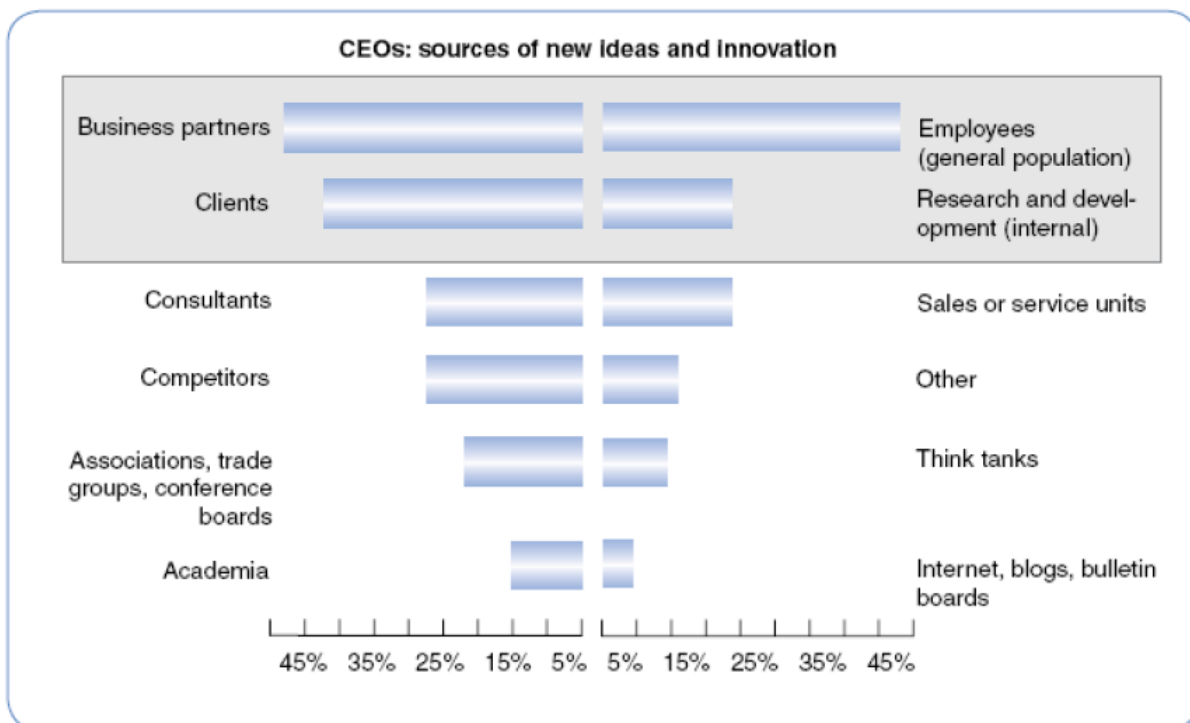


Figure 2: CEO's Sources of New Ideas and Innovation (IBM Institute for Business Value 2006).

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