MODERN WAYS OF RECRUITMENT

Executive Summary

Recruitment refers to a process that deals with activities that are related with appointing fresh and skilled and eligible candidates from those who have applied, selection, and inducting employees. Along with this it also concentrates on providing orientation, appraising performance of employees. Overall discussion is done to highlights importance of improvisation of recruitment policies in modern times. Regarding this analysis is done on older techniques of recruitment and identification of its issues and challenges within organizational framework.

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1. Introduction

"In order to build a rewarding employee experience, you need to understand what matters most to your people"- Julie Bevacqua

This quotation reflects importance of adaption of modern methods of recruitment and its increasing demand in global market. It mainly refers to a function that is responsible for planning, controlling, monitoring and staffing. Recruitment department roles and functions are increasing highly along due to increasing competition, changing compliance and technology advancement. Overall discussion is based on modern recruitment methods topic regarding this focus is given on roles and functions of recruitment department in earlier and present days. Analysis of old and new ways of recruitment is also done to determine increasing rate and importance of alteration in recruitment policies. Moreover, the application of different technologies to smoothen and increase efficiency of recruitment are discussed and analysed. Thesis statement illustrates increasing demand of modern techniques of recruitment in comparison to older techniques.

2. Problem Definition

Issues and challenges in older techniques of recruitment
Difficulties in implication of modern techniques of recruitment

3. Objectives

- To identify and analyse old and modern recruitment policies and compare them
- To provide a new interpretation of recruitment function and responsibilities in recruitment
- To analyse trends that are responsible for improvisation in recruitment policies
- To discover problems and issues that are a result of older techniques of recruitment
- To understand importance of modern techniques of recruitment

4. Methodology

In present research, project information is collected from secondary sources such as newspapers, journals and internet. Demand of a revolution in recruitment methods is increasing in this aspect and researchers have focused on modern ways of recruitment. However, secondary sources are transparent and straightforward. In addition to this, it is responsible for ease of access and lowering cost to collect accurate information.

Along with this, secondary research also provides clarification of research questions. According to an analyser, this source is more economical and time-saving. At same time also helps in concentrating on gaps and deficiencies. Modern ways of recruitment get changed in different ways due to increasing market competition and complexity within working framework. In order to understand all concepts and scope of recruitment policies in detailed analysis is done on basis of global report of recruitment in various industries. In addition to this, current and trending articles are taken into consideration to gather information.

5. Main Part

Distinction between old and modern methods of recruitment

Recruitment refer to functions within organisations that are responsible for dealing with providing employment to people as per potential skills and recruitments of the job role. In addition to this, it also includes activities that are related to recruiting, hiring employees, along with on-boarding employees (Oke, 2016). It also plays a vital role in improving performance of management, training and organisational development and culture within workplace. In present time industry and market become very competitive.
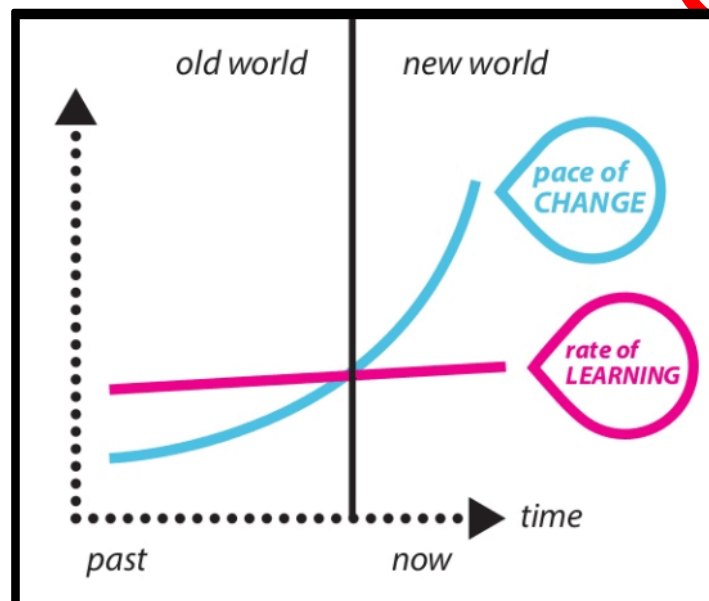

Figure 1: Increasing demand of improvisation

(Source: Runhaar and Sanders, 2016)

Any change or improvement in recruitment policies have to begin from the Human Resource department. It is difficult to manage different structures and frameworks of companies effectively and efficiently. According to global analysis, it is observed that human resource scope is increasing day by day. Professionals and experts predict that demand for human resources management will reach $30.01 billion by 2025 (Vardarlıer, 2016). According to a global report it observed that demand of improvisation in recruitment policies is increased by 11% from 2019 to 2025 it is registered in CAGR. This reflects, with the increase of globalisation and expansion of a company, the recruitment policies must be altered and improvised with respect to

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the socio-cultural demand, current condition of labour market, changing employment laws of nations and to be in a position of competitive advantage with respect to its competitors (Dany, F. and Torchy, 2017).

Global Statistics on Recruitment

According to global data, it determined that market growth of recruitment is expected to increase by a rate of 5% yearly. It analysed that growth of HR industry in market exceeds $454 billion. This acts as evidence to the facts there is a growing demand of change in recruitment policies. Market line of global industry is increasing vastly. Function and demand of changes in policies of recruitment in each department is increasing due to the competitive market becoming very dynamic and challenging. However, the main requirements to implement modern and effective methods of recruitment are to control, manage, plan and monitor overall function of company. Along with this professional of this department also concentrate on identifying issues and risks that are affecting organisational structure and framework. In addition to this also brings flexibility within process, procedure along with systems of business.
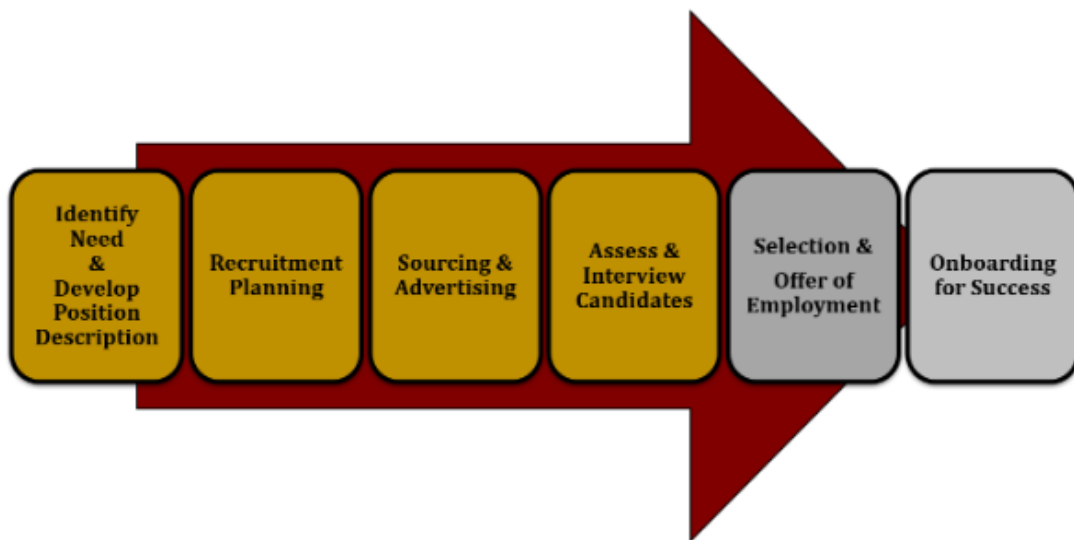
Figure 2: Modern procedures of recruitment

(Source: Oke, 2016)

Trends in recruitment policies and its demand

Responsible departments of appointing fresh employees play a vital role in achieving organisational long and short term goals effectively and efficiently. Technological trends, changing compliance and increasing expectancy of people are mainly responsible for increasing demand for improvisation and alteration of prevailing recruitment policies. However, it is examined that in comparison to earlier days, technologies used in such processes is highly increasing (Tambe, Cappelli and Yakubovich, 2019). It is analyses that role and responsibilities of recruitment officer are also increasing due to changes that are taking place in a business structure every year. Another reason is increasing complexity and advancement in process and technology.

It observed that in current market survival of organization is difficult; hence it is essential to manage and control complexity of business processes. However, it examined that not only organization functions become complicated along with this, financial and other departmental operations also become challenging. In previous days company structure and framework is pure in this aspect. The impacts of change in recruitment policies is also limited (Runhaar and Sanders, 2016). While in present time it business complexity gets increased in this aspect role and significance of modern ways of appointing employees gets increased.

A major trend in recruitment policies of different companies is to create a appealing brand image as per the demands of the contemporary generation. This helps the companies to create better credibility in minds of potential talents as job seekers and attract them for the various roles within the company (Kent, 2017). Inclusion of talent pools within the recruitment procedure is the new way adapted by recruitment team of any company. Talent pools helps the companies to not only attract top applicants from their portals but also seeks the sourced and referred candidate that gets connected to the company's pool.

Recruitment Policies in older days

One of the biggest revolutions in recruitment policies is the introduction of human resource departments in the 20th century due to reason relationships between employees and employers changed. In this aspect, it negatively affects business structure. This department has been appointed mainly for benefits of employees and

employers. Professionals of mentioned departments motivate staff and workers and make them able to perform with their best efforts. History of recruitment oriented departments is rich and complex; in earlier days, it was mainly adopted to deal with technological innovations and challenges (Hecklau *et al.* 2017).

Recruitment policies in present days

Recruitment officer's roles and functions were limited in earlier days and were mainly adopted by companies that have challenging and complex business structures. Management scope was limited in earlier days it only deal with more onerous conditions and maintain good relationships between employees and employers. While in present time, this department responsibilities get increased and reach far beyond administrative, accountabilities and compliance (Tërstena, Goga and Jashari, 2020). In present era of business recruitment of efficient and skilled candidates is essential for dealing with technological advancement and complexity (Henkens *et al.* 2017). Moreover, to this, it also concentrates on understanding and contributing to the employee's life stage. It analysed that professionals provide proper training and education to employees and make their skills suitable for workplace.

Figure 3: Evolution of recruitment policies

(Source: France-Harris, Burton and Mooney, 2019)

However, in an organisation employee belong to different regions and areas have different opinions and ideas on same concepts. Along with this, their attitudes towards each other are also different. In this aspect, working criteria become complicated. Recruitment managers identify issues and problems of each individual along with this also change their mindset and make their skilled beneficial for an organisation. They also look for strategies to deal with employees from different

demographics suitable for their specific requirements. Inclusion of AI in recruitment policies has increased the benefits referrals from already existing employee base of the company.

In the current ear where baby boomers are retiring, the search of new and experienced employees for specific job roles have drastically increased. But, the current market is not quite supportive (Fred and Kinange, 2018). Thus the companies are looking for transferrable talents from other sectors and train them to finally match the demands of their job roles.

Issues and Challenges involved with recruitment operations in earlier days and current days

In earlier days, workers and staff were less flexible along with this they are less motivated, and their performing ability is prolonged. It was also challenging to deal with negative attitudes and behaviour. Earlier days, workers were very rigid with their ideas and opinions. Along with this it is not familiar to support different cultures within same workplace. In workplace, there are few stereotypes of people that have proper skill and knowledge about business processes and procedures (Hubner and Baum, 2018). In this aspect, it becomes difficult to control overall workplace positively. At same time implication of strategies and techniques are also risky due to unpredictable situations and unstructured work-frame. This resulted in creation of a constant barrier for the globalisation and expansion of any company.

In present time by implementing various modern strategies, recruitment procedures have become very advanced, and its scope is not limited. However, recruitment department controls overall business procedure and process. In addition to this, it observed that without proper strategies of recruitment it is difficult to run a business smoothly. After this, it analysed that mentioned department is facing challenges such as lack of support of top management along with this improper actualisation and inadequate development programmes (Terrel, 1991). Organisation's overall operation is controlled and managed by the recruitment department. In this aspect, every company needs to make this department strong and sturdy. According to expert professionals, this department is also negatively affected due to inadequate information. In context to the current world scenario, most companies are going global both in terms of expansion and market. This requires recruitment and

optimisation with employees from employees of different socio-cultural environments. The companies with less information source and R&D team, faces hurdles in recognising the demands of a particular region (Smith, 2018). Finally this affects their recruitment process and ultimately performance of the employees.

Laws and Regulation

Implication of Factories Act, 1948; Employees Provident Fund Act, 1947 and Apprentices Act 1961 increased demand of improving recruitment related policies and operations(Gabriel *et al.* 2016). However, it observed that government compliance is a significant factor that affects business framework in different manners. In addition to this, it is also responsible for bringing complexity in maintaining overall business structure.

Modern ways of recruitment

Recruiting techniques are mainly based on artificial intelligence. It is taken into consideration to find out new talent and skills. In present time recruitment aspects are based on reality and modern techniques of recruitment are responsible for rising passive candidates. According to increasing need and demand of today's complex business framework recruitment process also become very complicated. In this aspect, HRM professionals and recruitment team within a company adopted video interviews, social media and applicant tracking systems. Test and interview process becomes more complex and robust. It is done to identify the best and suitable skilled candidate. Diversity hiring has proven to be a fruitful measure for most of the large companies. Nowadays the recruitment team are looking forward to hire from different demographics and socio-cultural levels. This has helped them to create a better image for themselves in theory industry and the minds of young job seekers. This trend in recruitment methods opposes the old techniques of orthodoxies (Steenstra *et al.* 2017). This method blends itself with the demands of current trends and contributes to both a social and corporate cause.
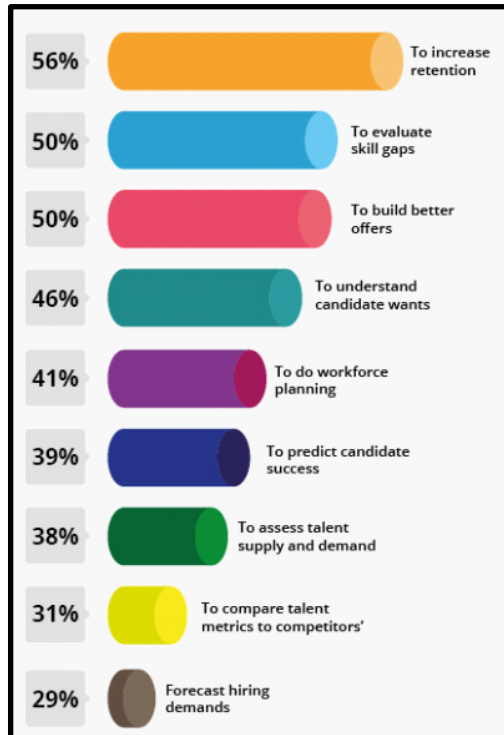
Figure 4: Trends and Insight for Hiring Talent

(Source: Tambe, Cappelli and Yakubovich, 2019)

Recruitment Process

It refers to stepwise processes that are taken into consideration to appointing candidates from different areas and locations. In order to brings innovation and techniques. In first stage, there is a need for identification of job requirements after this need to focus on preparation of job description and job specification. At same time it is also essential to concentrate on advertising for vacant positions to attract more candidates to apply for jobs (Petzold, 2017). After this step, it is necessary to focus on management of applications and scrutinizing applications as in last steps short listing of candidates is done.

Figure 5: Process of Recruitment

(Source: Vardarlıer, 2016)

Comparison with older day's techniques

In comparison to present time, older recruitment processes and techniques are ineffective and straightforward. It is difficult to find out suitably skilled candidates with proper knowledge that is beneficial for business operation. In earlier days, recruitment was mainly done from local areas and regions (Thompson and Strickland, 1995). In this aspect, management is unable to hire higher candidates that can bring innovation and ideas. In addition to these problems and issues regarding culture, race and religion is also high. However, in order to maintain peace within workplace management, appoint candidates from same religion, race and culture. It is a significant disadvantage for organizations as it limits talented, skilled and knowledgeable candidates' appointments (Smith and Smith, 1998).

Implication of using Applicant tracking system (ATS) in current era

In terms of recruiting skilled staff within any business venture, ATS is an essential component as it aids in:

- **Minimizing time spent with administrative tasks**

For recruiting skilled staff, using ATS is most preferred option as this software aids in speeding up the recruitment process. Besides, application of this software assists to stop manual listing names on different job boards.

- **Assists in efficient CV screening at a faster pace**

4-6 HR cannot select desired staff by conducting face to face interviews that are followed in an old system. For this reason, using ATS is desired as it helps in automating initial screening process for all applicants. Besides, by using these application candidates who failed to meet basic requirements are rejected, and rest are ranked based on qualification provided in an indicator (Bradley *et al.* 2020).

- **It usually facilitates collaborative based hiring process**

ATS is gaining importance over an old recruitment method as it usually facilitates a collaborative hiring process that, in turn, helps businesses to earn more than 15% profit.

Primary reason for switching to new recruitment methods

Older ways of recruitment are too much times taking and unable to find out candidates have suitable and knowledgeable skills with business operation. Business structure and framework of an organisation is getting complicated day by day. In this aspect, professionals and experts mainly concentrate on organisation switching to new modern techniques of recruitment. Due to reason, it helps in reducing time for employers as candidates find out information from social media accounts like statuses, tweets and comments (Zhan, 2017). In addition to this, modern techniques of recruitment are based on a systematic structure that makes process faster, unbiased, reliable and accurate.

Examples

European companies are adopting modern ways of technique as global market is very competitive and challenging. *Tesco* management has wholly switched from older techniques of recruitment to modern. Due to reason its business structure is very complicated and challenging. In this aspect it is determined by professional and experts that traditional techniques of recruitment are not suitable for their business operation. In this aspect they switched to modern techniques; its recruitment process is mainly based on different steps. In first step they advertised job position in a detailed manner. After this they communicate with successful candidates and invite

them for an interview. Screening attendance assessment test is conducted and successful candidates are invited for a second interview. After this suitable individuals get offer letters and contract for job.
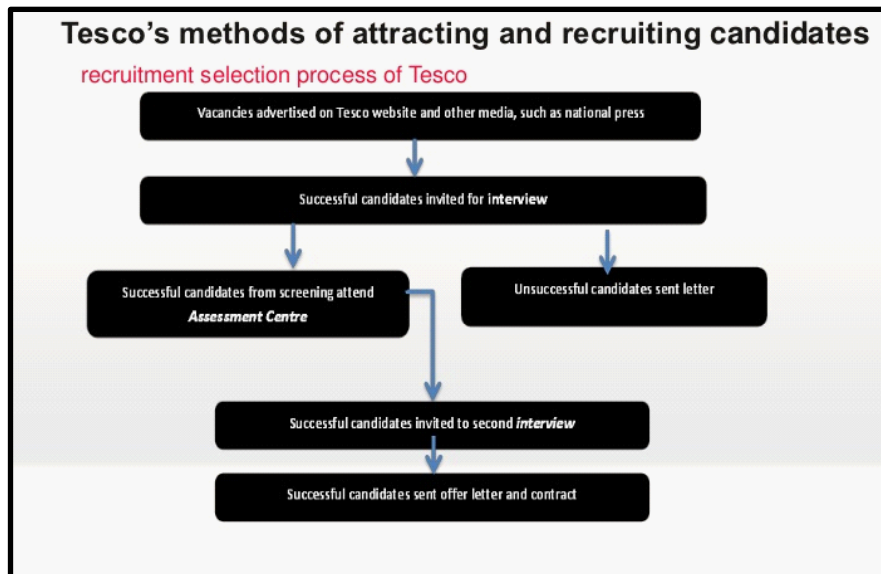

Figure 6: Recruitment Process of Tesco

(Source: Hubner and Baum, 2018)

According to Tesco manager modern techniques of recruitment are proven beneficial for recruitment of suitable and skilled candidates. Implication of modern techniques assists them to hire candidates from different locations and areas. In addition to this it analysed that it is also useful in eliminating challenges and issues that are responsible for making working criteria simple and profitable (Shafiuddin, 2019).

6. Result

It discovered that bringing necessary changes in recruitment policies of a business organization assist in its efficient functioning. In addition to this it is analysed that recruitment strategies role, function and responsibilities is increased highly in present time business structure in comparison to older. Along with this it also determined that in coming future structure and framework of business become more complicated in this development of operations strategies related to appointing employees becomes essential. It observed that without an active and efficient recruitment department organisation are unable to achieve its long and short term goals. It is analysed from present research that modern techniques of recruitment are responsible for bringing positive results. It assists in appointing highly skilled and talented candidates from

different locations and areas. The research also reflects the shift over of recruitment policies from old orthodox measures to new measures compatible to deal with changing demands of generation and globalisation. Modern recruitment policies and methods have effectively hold the hands of technological innovations like AI and social media and aided their overall performance towards the collective goal of their organisation. Overall research is done from secondary research due to reason it helps in collecting information that is logical and based on facts.

7. Conclusion

Hence, it is concluded that implementation of modern ways of recruitment plays a vital role in achieving organisational long and short term goals. In addition to this it observed that in comparison to earliest days a scope of recruitment is highly increased in present business era. According to discussion it is examined that effective recruitment programs are essential for every organization to run its overall business operation smoothly and effectively. Importance of thesis statements illustrates that modern techniques are beneficial in bringing new talent, skill and innovation within workplace. However, a detailed comparison of old and modern recruiting techniques is done to analyse the increasing positive effect of modern recruitment techniques. It observed that it is useful and beneficial due to reason it assists in hiring candidates from different areas and locations. In addition to this also save time of management and make recruitment process suitable for business operation.

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