

EMERGING TRENDS IN RECRUITMENT

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Abstract

In today's business world, with the emergence of digitalization and globalization, it is the necessity for the companies to adopt new trends to recruit high potential candidates to sustain in the competitive business environment. Recruitment is a core function for Human Resource Management. Without effective recruitment, a business will struggle to succeed in the long run, no matter how good their values, business plan and strategy is. Now a days the Job market requires a more proactive approach from both the recruiter and the candidate. This paper will examine the emerging trends in recruiting.

Key words: Recruitment, recruitment stage, emerging trends in recruitment.

INTRODUCTION

The Recruitment is the process of analyzing the job requirements and then finding the prospective candidates who are then encouraged and stimulated to apply for the job in the organization. The Recruitment program is designed to attract more and more applicants such that the pool of candidates applies for the job, and the organization has more options to select the best out of them. The recruitment process consists of five interrelated stages.

- Stage-I: Recruitment Planning
- Stage-II: Strategy Development
- Stage-III: Searching
- Stage-IV: Screening
- Stage-V: Evaluation and Control

The recruitment process begins with the planning where in the vacant job positions are analyzed and then the comprehensive job draft is prepared that includes: job specifications and its nature, skills, qualifications, experience needed for the job, etc.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying Vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different department of the organization to the HR Department.

Job Analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job..

The immediate products of job analysis are job descriptions and job specifications. Job Description

Job description is an important document, which is descriptive in nature and contains the information about the scope of job roles, responsibilities and the positioning of the job in the organization.

Job Specification

Job specification focuses on the specifications of the candidate, whom the HR team is going to hire.

Stage-II: Strategy Development

Once the comprehensive job draft is prepared, and the type and the number of recruits required are decided upon; the next step is to decide a strategy that is adopted while recruiting the prospective candidates in the organization. The following strategic considerations should be kept in mind:

- Make or Buy Employees, which means the firm either, decides to select less skilled employees and invest in training and education programs or hire skilled professionals.
- Methods of Recruitment, the firm decide on the methods used for recruiting the individuals. Such as the internet provides detailed information about the prospective candidates and helps in short listing the best-qualified individuals.

- Geographical Area, the next decision is related to the area from where the candidates shall be searched. The firm looks for those areas where the handful amount of qualified employees is concentrated, with a view to curtailing a search cost.
- Sources of Recruitment, there are two sources of recruitment: Internal source (within the organization), external source (outside the organization). The firm must decide the source from where the candidates are hired.

Once the strategy is prepared the search for the candidates can be initialized. Searching is the process of recruitment where the resources are sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching of candidates will be initialized. This process consists of two steps –

- Source activation – Once the line manager verifies and permits the existence of the vacancy, the search for candidates starts.
- Selling – Here, the organization selects the media through which the communication of vacancies reaches the prospective candidates.

Searching involves attracting the job seekers to the vacancies. The sources are broadly divided into two categories: Internal Sources and External Sources.

Internal Sources: Internal sources of recruitment refer to hiring employees within the organization.

External Sources: External sources of recruitment refer to hiring employees outside the organization.

Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process.

Screening is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing. The screening process of recruitment consists of three steps –

Reviewing of Resumes and Cover Letters

In this process, the resumes of the candidates are reviewed and checked for the candidates' education, work experience, and overall background matching the requirement of the job.

Conducting Telephonic or Video Interview

In this process, after the resumes are screened, the candidates are contacted through phone or video by the hiring manager. This screening process has two outcomes –

- It helps in verifying the candidates, whether they are active and available.
- It also helps in giving a quick insight about the candidate's attitude, ability to answer interview questions, and communication skills.

Identifying the top candidates

In this process, the cream/top layer of resumes are shortlisted, which makes it easy for the hiring manager to take a decision.

Stage-V: Evaluation and Control

Evaluation and control is the last stage in the process of recruitment. In this process, the effectiveness and the validity of the process and methods are assessed. Recruitment is a costly process. Hence it is important that the performance of the recruitment process is thoroughly evaluated. The costs incurred in the recruitment process are to be evaluated and controlled effectively.

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Talent Relationship Management

Many organizations have bought into the hype cycle of proactive sourcing and adopted Candidate Relationship Management (CRM) software to create and maintain a relationship with candidates, with varying degrees of success. This is no longer enough. The savvy recruiter understands the focus is on talent rather than candidates. Talent Relationship Management (TRM) goes beyond just candidates to encompass contingent workers (external talent networks) and current employees (internal talent pools) in a holistic approach to identifying, engaging and building talent networks.

There is a temptation to think of TRM and recruitment as a standalone function rather than as part of the larger integrated talent management piece. The highest-quality hires are internal candidates – so rather than hiring trends we should also focus on promoting trends, organizations are focusing their efforts toward building and promoting their own talent from within.

Find & Engage approach

A new model of recruitment method is fuelled by technology, the dynamics of the digital world, data science and AI. The historic and conventional 'Advertise & Apply' model is superseded by a 'Find & Engage' approach.

The 'Find' element of the equation involves using digital technology and data science analytics to reach deep into candidate pools and examine large amounts of data to prepare shortlists of the most suitable active and passive job seekers, extrapolate meaningful patterns and gauge how open to new job opportunities a potential candidate is.

The 'Engage' element puts the relationship back at the heart of recruitment to understand a candidate's personal priorities and aspirations for a successful outcome. It's a game-changing transformation for employers and external agencies alike.

Social media recruitment

Social media can be used for professional networking. With the advent of tools such as social job distribution that empower pages like LinkedIn, it's easier to post jobs on social networks. With digital natives entering the corporate world in huge numbers, there is now a larger target for social job advertisements.

Live broadcast

For recruiters, live streaming could mean a 360° video of your office, a live Q&A session or backstage footage of an event you're hosting. With live streaming, you're giving your followers the chance to participate in your company, thus increasing engagement on (and traffic to) your company's career page. As technology advances and helps build better streaming apps, so live videos will be a big trend in social recruitment where all major social media networks have invest-

ing in live broadcasting. e.g. Facebook Live, Instagram Live Video, Snap chat Live Stories and Periscope on Twitter. You should consider doing the same.

Ephemeral interfaces

Ephemeral content is becoming a trend in social recruiting because of its carefree nature. You can capture the candidates' attention with a fun message and then route them to your official careers page.

You don't have to spend too much effort creating something perfect; people are mostly looking for an authentic, raw approach. Snapchat was the first network to use content that disappears after a few seconds. Instagram has already announced a similar feature, disappearing messages.

Mobile recruitment

With the successful adoption of smartphone usage by people across the globe, there is a tremendous untapped potential for recruiters to reach out to this massive audience of potential job seekers. Mobile recruiting is the process of searching for talented candidates with the assistance of mobile job descriptions, mobile career site and mobile recruitment applications. With the help of mobile recruiting, hiring managers can effortlessly direct their recruitment process on-the-go using a mobile device by posting internal feedback, communicating with the candidates and scheduling interviews.

Social media and mobile technology will go hand-in-hand to transform the recruitment now a days. The recruiters who are able to adapt to this change will be able to get the most benefit out of it and attract talented candidates. And the recruitment software providers who provide mobile recruiting solutions also will be the ones that will get more attention from recruiters.

Marketing approach

Hiring is slowly taking a marketing and PR tone, and this will soon shake things up. As part of this trend, content marketing, lead generation and nurturing campaigns, branding and other choice practices are being brought into the traditional talent acquisition frame.

To leverage marketing strategies in recruitment, Organizations are create HR strategies in line with their marketing goals. Employers are now understanding the target audience for their jobs requirements and designing techniques that attract future employees. Marketing approaches in hiring will also help identify and measure progress in recruitment. Services that can help businesses plan, execute and measure their strategies to ensure greater success are going to be very popular.

Diversity

Workplace diversity is defined as "understanding, accepting, and valuing differences between people of different races, ethnicities, genders, ages, religions, disabilities, and sexual orientations, as well as differences in personalities, skill sets, experiences, and knowledge bases"

A diverse cultural workforce promotes more productivity and innovation, where employees are collectively more engaged in a job. Although there are challenges finding a diverse talent pool or retaining them, companies are making it a point to look in the right places to find quality hires and keep them interested in the job.

Virtual Reality (VR)

Virtual Reality helps employers create a standardized simulated 3D environment to assess and test candidates while conducting interviews. It saves loads of time, especially when you are hiring offshore candidates. It creates a personalized experience for the candidate, offering the employer a platform to showcase themselves as an advanced tech company.

Employers can leverage VR to give shortlisted candidates a virtual tour of the office, thus promoting employer branding initiatives. Along with employer branding and interview screening, candidates can also showcase their work portfolio using Virtual Reality to provide a more wholesome experience and increase chances of getting hired.

Artificial Intelligence (AI) and machine learning

As technology acts as a key facilitator in automating our processes, artificial intelligence backed by machine-learning algorithms will dominate the way recruiters screen resumes and communicate with candidates. It would be considered unfair to choose candidates based on a one-on-one chat, which limits the ability to assess overall requirements for the job and understanding weaknesses or shortfalls. With a plethora of startups out there in this space, it's easy for talent acquisition teams to experiment and find what works for them.

In order to retain existing employees and attract new ones, continuous improvement and prompt action are required to address and improvise processes. AI & machine learning is significantly creating streamlined and efficient processes. AI and machine learning tools for HRM promotes strong cross-channel integration, quick response, and coordination within the team. In order to improvise candidate fitment, companies are leveraging online assessment tools that provide a 360-degree view of the candidate's mental setup in the early stages of an interview. Conducting interviews of a casual nature, at a cafe or restaurant, also helps employers delve into a candidate's personality and assess overall skills required for the job.

Remote working options/flexible schedules

The majority of the workforce being the millennial generation, the regular 9-5 job is on its way out. The flexible work schedules would make the workplace more productive for the younger generation. Gone are the days when telecommuting and flexible timings are a privilege. This will automatically promote work-life balance. Many of the companies are now looking to facilitate Remote working options to attract the potential candidates.

Outsourcing

Outsourcing is a process of transferring a business function to an external service provider. In recruitment outsourcing, a company completely transfers the selection process or part of it to a third party. The outsourcing enterprises assist the organization by the preliminary screening of the applicants according to the requests of the organization and creating an appropriate pool of talent for the ultimate selection by the organization. Outsourcing firms extend their human re-

source group by employing people for them. These human resource pools will be made accessible to various companies as per their requirements.

Poaching/Raiding

Raiding or poaching is a method of recruitment in which competing firms attract employees from rival firms. In simple terms poaching may be described as buying talent rather than developing. Hefty pay packages, other terms and conditions may attract employees to join new Organizations. Poaching is a big challenge for human resource managers. Poaching weakens the Organizations competitive strength because of employees' migration.

CONCLUSION

Hence, to recruit the right candidate, organizations have to employ modern hiring methods. Simply posting a job and waiting for the resumes to pour in may not work anymore. Finding top talent requires staying up-to-date on these trends. Depending upon the size and capabilities of the organization, recruiters may not be able to adopt all these trends. But they should be aware of the expectations to gain the competitive advantage.

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