Transformation of HR Practices: Recruitment and Selection

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Abstract--**The development of Information Technology has increased the pace of business activities including Human Resource Management. With the advent of internet and various other software's Human Resource Management has transformed itself to an Electronic Human Resource Management (e-HRM). HRM has now become an inseparable part of any business wherein internet and HRM are closely related to each other. This study mainly concentrates in the transformation of recruitment and selection process from traditional to non-traditional practice. E-recruitment and E-selection enables the entire recruitment selection process easy, reliable, cost effective, diversified candidates and leads to better results as compared to traditional model of recruitment. This study also enables to understand why small scale industries must use e-recruitment and e-selection for performing the HR activities effectively .With the emergence of IT many new features are still being added to the HR software's so that it will be helpful for both the employer and the candidates, nowadays applicants can even track their application. Employees can also use e-HRM to apply for promotion, for personal development and can apply to new job in Internal Recruitment.**

Index Terms-- E-Recruitment, E- Selection, e-HRM, Traditional HR, Information Technology, Traditional Recruitment, Selection.

I. INTRODUCTION

An organization basically comprises of four resources namely men, material, money and machinery. Men being one of the important aspects, it is very essential to manage men and his resources, there come the term Human Resource management. HRM in simple terms is the process of managing resources of humans effectively and efficiently to achieve a set of goals. Edwin Flippo defines- HRM as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." When we have a close look into HRM, HRM is transforming itself from traditional practice to non traditional practice. We are well aware of the traditional way of recruitment and selection but in the non traditional way of recruitment and selection there is an involvement of IT, various tools have been developed in order to make the process of recruitment and selection process much easier. In the transformation process HR mangers has started using the information system as a basis for the development of the organisation and to compete with other firms. The internet supported way of doing HR policies or activities can be called as e-HRM or Electronic Human Resource Management. E-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities.

II. REVIEW OF LITERATURE

Lots of studies have been conducted to study the role IT in HR processes and how it is different from the traditional way of recruitment and selection. The researchers have found out that the use of e-HRM has increased the efficiency of the organisation and can be used for the competitive advantage. Unlike the traditional approach, organisations are now able to manage a large number of HRM processes efficiently with the improved information technology. A review of literature reveals that:

Adewoye, 2012 in his research paper "The Impact of Information Technology (IT) on Human Resource Management (HRM): Empirical evidence from Nigeria Banking Sector - Case Study of Selected Banks from Lagos State and Oyo State in South-West Nigeria" has allude to tthe influence and interchange between IT and HRM lead to the emergence of HRMS. It integrated all HRM activities and processes with the information technology field while the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning software.

DeSanctis (1986), in his research paper defined HRIS as "a specialized information system within traditional functional areas of the organization, designed to support the planning, administration, decision-making, and control activities of human resource management". Years later, Haines and Petit (1997) specified HRIS as a system applied within an organization to obtain, store, manage, analyze, search and distribute human resource information.

Pinsonneault, 1993 found out that the use of IT in HRM to organizations has helped to free the HR staff from routine roles and enable them to concentrate on strategic planning in human resource development. In the current scenario of increasing

globalization, Tansley and Watson (2000) observed that the organizational environments have become increasingly complex. Managers in these organizations face growing difficulties in coping up with workforces as they are spread across a variety of countries, cultures and political systems. Managers can utilize Information Technology as a tool in general as well as in human resourcing functions in particular to increase the potential of the organization.

CedarCrestone (2006), found out that the number of companies adopting E-HRM is constantly increasing. Consequently, the interest of academic research on E-HRM has been growing, as several HR-related journals has specified. (Stanton & Coovert, 2004; Viswesvaran, 2003). Despite the importance of E-HRM application has increasingly been recognized, the factors leading to the adoption of E-HRM have rarely been examined (Strohmeier 2009).

III. STATEMENT OF THE PROBLEM

Many researches has been done in order to study the changing role of HR and has found out that HR is been transformed to a newer form and is still transforming itself with the emergence of new technologies. The emergence of these technologies has improved the efficiency of the HR personnel and is helpful in taking strategic decisions for the organization. This study is undertaken to study the various tools and techniques of the recruitment and selection.

IV. OBJECTIVES OF THE STUDY

1. To study the traditional tools for recruitment and selection process.
2. To study the non-traditional tools used for recruitment and selection process.
3. To study the impact of technology on HR.

V. METHODOLOGY

This study is done by using secondary data. The secondary data has been collected from desk research through library, various published journals and World Wide Web. This study focuses on the new innovative tools required for HR practices.

VI. ANALYSIS AND INTERPRETATION

To reach the above objective there is a need to study the traditional and non-traditional way of recruitment and selection process and the impact of IT in the transformation process of HR practice i.e recruitment and selection .

Traditional Recruitment and Selection

a) Recruitment

Recruitment can be defined as a process of searching for applicants and obtaining applicants for a specific job so as the right person can be placed in right position to fill the gap in the organization. According to **Dale Yoder**, "Recruitment is a process to discover the sources of manpower to meet the recruitments of the the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force". In traditional way of recruitment process the organizations make a recruitment plan which will include the number of positions to be filled. The criteria for choosing the right person will be solely dependent on the job analysis which will include job description and job specification, the source for searching the candidates. The sources will include the internal source and the external source. In the internal source the HR personnel will go through all the profiles of the employees in the organization and sort the best possible candidate for a position according to the criteria that they have already set. While choosing the external source for recruitment the organization is making sure that they have diversity of candidates. In traditional recruitment the external source are newspapers, local employment office and temporary hiring agencies. Traditional practice, the cost of hiring an employee is high, the process of recruitment takes a lot of time and effort and the companies tend to shift from one agency to the other year over year, unable to hire the right person that they actually want for the organization.

b) Selection

Selection is the next stage after recruitment, selection is the process by which the right person is been chosen by the organization. Selection process is therefore critical for every organizations success. **Heinz Weihrich and Harold Koontz** have defined, "Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions". **Decenzo & Robbins** defines "Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision". In traditional selection process, from the pool of recruited applicants the HR personnel conducts different tests to shortlist the candidates and make a narrow range of candidates according to the criteria that the organization has already set. After this, the candidates will go for their final personal interview in which the interviewer will keenly observe each and every candidate and select the right person for the organization this will decide whether the person selected can be an asset for the organization. The major disadvantage if this stage is that a decision is been made just by observing the candidate for few minutes and it is totally dependent on the attitude of the interviewer whether the candidate is selected or not.

Non-Traditional Recruitment and selection process

a) Recruitment

As discussed in the traditional recruitment the process of recruitment remains the same but the tools and techniques used for the recruitment vary in non traditional recruitment. Internal recruitment of the employees can be done software like **Talent**soft with features advertise job postings using fully-configurable process, Facilitate and manage mobility requests, Identify best applicants and Retain talent. For external recruitment we can use techniques like *Smart Phones*- can browse the job opportunities from the mobile itself , *Social Media*- Facebook, LinkedIn, Twitter Whatsapp etc., *Event Recruitment*-this concept was introduced by CISCO. Companies sponsor events which are related to their ethic value and try to grab suitable persons through such events, after posting jobs through the recruitment Medias then a wide range of application will come to the organization online. In Non Traditional recruitment all the process id undergone by using internet so it becomes cheap, we don't have to put much effort as in the traditional case and saves a lot of time.

b) Selection

In the selection process all the applications are been sorted out by using softwares such as Recruiterbox which will attract resumes and sort it out using keywords that might be similar to the criteria the organization has set which will narrow down the resume then there is a wide range of option with the interviewer how to narrow down even more he/she can conduct tests through online or tests at the location, once the final sorting is been done we can finally call the candidates for the interview. Interview can be taken through Skype, through Telephone or Face to Face. Once the interview is been finished we finalize who is the right person for the organization and then the offer letter is been given to the candidate. Thus the entire recruitment and selection process is been completed.

The advantages of non-traditional/Electronic recruitment and selection process are companies find a large number of employees faster and no need to go to places to get good candidates. E-recruitment is cost effective because most of the websites enables free posting of jobs so it reduces the labor cost. Once the job is been posted you get an immediate reply which saves time and by doing it online when the applicants post their interest by sending their resume alternatively the database gets ready which makes e-recruitment more effective. So the entire process makes it very easy for one to perform various activities irrespective of location. The major advantage is that we get diverse candidates among which we can sort easily by putting keywords onto the software. This advanced web based application enables the employer to choose the right person for a particular job. The development of the technology which leads to e-recruitment and e-selection is crucial for a county like India where unemployment persists. This is because when a job is been posted in a web portal there will be thousands of applicants and it is a tough job to select the person we are looking for from these applicants. So the platforms of e-recruitment and e-selection enable the easy.

Small and Medium Enterprise are considered as the backbone of the Indian economy by contributing 40% exports and 45% industrial outputs, creating 1.3 million job opportunities, employing 60 million people every year. But it is seen that they lag in professional approach of Human Resource and the managers are unaware of the developments undergone in management in general. Therefore from the analysis done they can use softwares which can be used for free, because many of the sotwares like Zoho Recruit and CEIPAL- Talent Hire offer a free trial version too and for the selection process they can use interview techniques like telephonic interview or Skype interview.

VII. IMPACT OF IT ON HR

Technology has played a vital role in the transformation of HR and various role in business in last two decades. Globalization and liberalization along with the advancement in the information technology has made the business world more competitive and with new challenges everyday including the changes in the business environment, technological, customer satisfaction and other issues relating to the reduction in cost and increase in productivity. It is "the people" who has to meet with all the challenges Mishra, Alok and Akman, Ibrahim (2010), in their research paper has explained the use of various IT tools including application software such as DBMS, spreadsheets, data mining; information system software such as decision support systems, executive information systems, expert systems, business intelligence; information and communication technologies (ICT) such as LAN/WAN/neural network, internet/intranet, web portals etc. They stated the use of computers and IT tools for recruitment functions such as position inventory, recruitment using recruitment tasks Internet, employee selection, employee management and workforce planning; training functions including training and human resource development, maintenance and performance evaluation, employee turnover, dilatoriness and absenteeism analysis, management and planning functions like personnel files and skills inventory, benefit and planning management and planning administration, government reports, succession planning and implementation. Impact of IT is not only in the recruitment and selection process but also in various other HR practices like payroll, administration, training and development etc.

Conclusion

There is a lot of changes in the HR functions with the advent of technologies. In 2015 Gamification Technology has been introduced to the HR software users, a system that attach an entertaining dimension to the traditional HR and motivate employees to perform better by awarding bonuses and badges. Another popular innovation is video hiring which does not create geographical location a limitation. Still a lot more features are being added to the HR softwares enabling the entire system a web based system. In the current scenario the recruiter needs to be proactive while finding the candidate. With the emergence of technology HR is much easier and time saving and they can utilize this time for various other works.

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