

How to Transform the Traditional Way of Recruitment into Online System

Loganesh Sivabalan¹, Rashad Yazdanifard¹ & Nor Haslinda Ismail²

¹ Center of Postgraduate Studies, Limkokwing University of Creative Technology, Malaysia

² Faculty Of Information and Communication Technology, Technical University of Malaysia Malacca, Malaysia

Correspondence: Loganesh Sivabalan, Center of Postgraduate Studies, Limkokwing University of Creative Technology, Cyberjaya, Malaysia. E-mail: sloganesh@yahoo.com.my

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Abstract

This paper elaborates on simplifying the recruitment and selection process in purely filtering the best candidates that fulfil the basic requirement which is language proficiency, interpersonal skill and confidence. Basically, this research is on transforming the way of recruiters to screen and filter applicants through a simple and fastest way with the cost saving elements which would be benefited by many people including the organizations.

Keywords: online recruitment, screening, interview

1. Introduction

This research is on “How to transform the manual way of Recruitment into the online system”. There are many levels of recruiting and also the screening procedures. This research also will cover in simplifying the first level of recruitment which is Personality and Communication skill. This handy software application also helps the employer to recruit candidates in a systematic manner where it could save time and cost as well which it will be discussed in the next chapter. The system would be able to track the application of the candidates by Job postings that had been posted by the employer which is commonly used by other giant recruitment agency such as “Monster.com” or “JobStreet” but the unique feature in this system is there would be a self description video that needed to be uploaded by the candidate so that the recruiter could screen the candidates language proficiency and interpersonal skill with a glance without hassle of inviting the candidate for an interview if the skills above doesn't match the requirement with just spending less than 3 minutes watching the brief video. To simplify the recruitment 1st level which is screening, language proficiency and interpersonal skill all done using online system which only need less than 3 minutes to go through the 1st level screening. Upon satisfied with that particular filtering, recruiter could call them for the 2nd level interview via email or phone call. Nowadays, the candidates or applicants are frustrated with going to the career exhibition which requires them to deposit their resume for an unsure response from the respective company. Even, most of the company that participate the career fair would request the applicants to submit the resume online which it doesn't meet the main purpose of the career fairs. In particular Online Recruitment services have proved to be one of the most successful and popular information services on the Internet. Typically these sites provide job seekers with a comprehensive database of categorised jobs, a dedicated search engine, and the ability to submit resumes and apply for jobs online. The award winning Irish site, JobFinder is a good example of one such service (Rafter, 2000; Bradley, 2000; Smyth, 2000).

2. Recruitment

Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the jobs, given management goals and legal requirements (Garner, 2012). There are a number methods organizations use to determine if an applicant has the potential to be successful on the job. Selection tests are used to identify applicant skills that cannot be determined in an interview process. The organization should come to realize that its goal is to identify and implement proactive recruitment strategies (Robinson, 2008). Using a variety of testing methods, applicants are rated on aptitude, personality, abilities, honesty and motivation. Properly designed selection tests are

standardized, reliable and valid in predicting an applicant's success on the job. Recruitment and selection is one of the key processes of any business, often regarded as the most important. Recruiting top talent has always been a challenge. But with new social recruiting tactics, many companies are turning to online communities and platforms to source candidates quicker and easier (Heather, 2013). The recruitment process in the next decade and beyond will be about providing prospective talent with the information they desire to make decisions about their job pursuit and job choices (Murphy & Tam, 2004), and striking the balance between an adequate supply of qualified talent and avoiding the costs associated with generating too many or unqualified applicants (Dineen, Ling, Ash, & Del Vecchio, 2007).

2.1 Screening Curriculum Vitae/Resume

Organizations or any recruitment agency just spend most of their time in screening and interviewing candidates based from the job requirement that is worked on. The goal of resume is to produce interviews (Huggins, 1977; Smith, 1995). There would be many CV's deposited but going through one by one to fit the job scope is one hassle especially the qualification and experience since many of the applicants would just bluntly deposited the resume without even looking at the job requirements. There are many data that need to be checked through against the job requirement that they are working on which could be age, gender, race, professional certification, transport availability and other relevant information. Then, the recruiter would plan on how to manage these screened CV's, either call to screen them also would at least take 10 minutes or inviting them for an pre-interview which is even more worst where it would take at least 20 minutes for 1 candidates.

2.2 Manual Recruiting

Curriculum Vitae or Resume which was been deposited to the recruiter through Career Fair, referral basis and by hand, it would be manually screened by recruiter with going through it at a glance. Following to that, recruiter would call to confirm the language proficiency and interpersonal skill through phone or else they would send an invite to attend a pre-interview for that particular 1st level screening. According to an Online article "Traditional Recruiting Methods vs. Modern Recruiting Methods", newspapers are one of the oldest methods of connecting with people in their homes, and are still picked up and read by a large segment of the population today. In addition to traditional home delivery papers, most media companies now operate parallel online news sites. Temporary employment agencies are quite common, and are occasionally their employees' only source of income for extended periods of time. Experienced temporary workers can often pick up new tasks very quickly. When employers aren't confident what the right applicant for the job will look like, or are only in need of short-term project help, these are a great way to go. When utilizing traditional recruitment media, organizations are typically limited to providing job seekers with information solely on their vacant positions. Organizational recruitment websites, on the other hand, allow organizations to provide prospective applicants with both job descriptions and other information about the organization (Philip, 2006; Adam, 2006; Christina, 2006).

2.3 Online Recruitment System

Most of the recruitment agency or organization itself has their own online system to cater the candidates who apply online based on their job postings. Based on that, they would screened manually as usual with going through the resume and would call to confirm the language proficiency and interpersonal skill through phone or else they would send an invite to attend a pre-interview for that particular 1st level screening. In the future, effective organizational recruitment will more prominently include strategic use of the Internet. The Internet has become a primary medium for people to buy and sell goods, communicate with others, and search for jobs (Pituro, 2000). As the Internet becomes an increasingly popular medium of communication and commerce, organizations can increase their exposure to potential applicants through their use of Web sites (Johnson, 1999; Neath, 1999).

2.4 Short Listing/Selection

The first step in shortlisting is to assess if applicants appear to meet the essential criteria. Applications should then be considered against the desirable criteria. It is not necessary that every applicant who appears to meet all the essential criteria be interviewed. Selection is the process in which the candidate pool is narrowed and an applicant is chosen. The selection process may involve a series of interviews, personality assessments and criminal background checks. Negotiations of salary, benefits and job duties are the final stage of the selection process. Affect and willingness to recommend the employer were correlated with ratings of interviewer behavior. Recommendations include using multiple question types, and emphasizing interviewer training in establishing rapport (James, 1999 ; Gina, 1999).

2.5 Interview Techniques

The most widely used interview techniques are the structured or patterned interview, the nondirective interview and the situational/problem-solving interview. In a structured or patterned interview, the interviewer follows a pre-set list of questions asked of all candidates. This allows for consistency in the process, ensures that important questions are not left out and helps guarantee that all candidates will be assessed by the same standards. Though consistency is desirable, the interview should not be so rigid that interviewers are not allowed follow-up questions based on the candidate's answers. Basically, there are 3 types of appraisal interview are described which is tell and sell, tell and listen, and problem solving (Maier, 1958; Norman, 1958). Conducting the process in a professional and timely manner is necessary for normal effectiveness in helping to ensure that not only is the best candidate attracted to apply and subsequently accepts the post, but also that unsuccessful candidates can respect the decision made and possibly apply for future vacancies, along with other suitable candidates. The interview provides information about attitudes rather than external facts. It has emotional limitations such as modesty, self-interest, and tendency to minimize one's weaknesses (Bingham, 193; Moore, 1931).

2.6 Recruiters/Applicants from Generation Y

Expectation from the generation Y person is usually something with fulfilled with technology elements and modern features in their daily life style. Same goes to recruiting as well where the traditional resume with the same formal format would not be that interesting for the recruiter to look at despite it is in online with some easy functions for them to just select the suitable one within few clicks. As for applicants, they might get bored with the resume of them which only been submitted through hardcopy to particular company's Human Resource department or depositing it in career fairs which is believed that online technology could assist on all the traditional methods. An integration of the traditional recruitment literature as well as the burgeoning literature related to the use of computer technology led to the development of two primary study hypotheses. First, applicants were expected to prefer Web-based job postings to more traditional paper postings. Second, applicants were expected to prefer jobs posted on Web pages of higher quality to those posted on pages of lower quality (Rebecca, 2002; Ronald, 2000).

2.7 Personality Assessment

Personality assessment for job placement makes more sense than tests used by specific employers in hiring decisions. A recruitment agency uses the test as a way to figure out what types of jobs offer the best fit for the respective applicants. However, when used in specific hiring situations, some personality tests are unethical because they don't effectively screen for the job. Personality assessments or psychological tests are instruments that will show the real personality type of the particular applicant. Personality assessment tool is a common test that gives you one of several general profile descriptions based on the applicant responses. This will directly shows the confidence level of the employee together with other tangible added value such as perfect communication skill and appearance. Personality-type attributes are explicitly listed in person specifications and presumably an effort is made to assess these in the interview. Furthermore, there is evidence that, at least as far as graduate recruitment is concerned, personality ranks highly in the majority of recruiter's lists of desirable attributes (Keenan, 1982).

2.8 How Online System Could Help Better?

The system would be able to track the application of the candidates by Job postings that had been posted by the employer which is commonly used by other giant recruitment agency such as "Monster.com" or "JobStreet" but the unique feature in this system is there would be a self description video that needed to be uploaded by the candidate so that the recruiter could screen the candidates language proficiency and interpersonal skill with a glance without hassle of inviting the candidate for an interview if the skills above doesn't match the requirement with just spending less than 3 minutes watching the brief video. Every online recruitment system would prompt main details to be keyed in by the applicants in order to be stored in the system. Uploading method was widely used for resume and other certification attachments, but there was very rare usage of uploading a video into the online recruitment system which many figured that it was not relevant or necessary. Looking at the trend now, many are willingly to express who they are via a short video clip so in the next discussion, an outline had been prepared on what is the relevant and how this Video uploading tool could ease the recruiter and the applicants as well. As the Internet becomes an increasingly popular medium of communication and commerce, organizations can increase their exposure to potential applicants through their use of Web sites (Rudich, 2000).

3. Discussion

There are a number methods organizations use to determine if an applicant has the potential to be successful on the job. Selection tests are used to identify applicant skills that cannot be determined in an interview process. In the generating applicants phase of recruitment, critical contact may consist largely of interactions with recruitment sources such as newspaper advertisements, job fairs, organization Web sites (Allen, 2007; David, 2007). Using a variety of testing methods, applicants are rated on aptitude, personality, abilities, honesty and motivation. Properly designed selection tests are standardized, reliable and valid in predicting an applicant's success on the job. Recruitment and selection is one of the key processes of any business, often regarded as the most important. Job boards are certainly an important means for advertising open positions. Posting job advertisements on popular job boards may increase the potential audience for an open position. However, this may be accomplished by flooding applicants with generically formatted job postings (Schreyer, 1998; McCarter, 1998).

A pre-screening interview is a form of a job interview process that involves filtering out job applicants to those best fit for the job. Pre-screening begins with a brief review of all job applicants to come up with a shortlist of applicants. The employers then use various methods such as checking on the applicant's cover letter and resume, using assessment tools and using phone interviews to filter out some of the shortlisted applicants, remaining with the best. Tests are generally administered and evaluated before interviewing candidates to make sure the best candidates that fits the requirement that would be eligible for the interview. The information contained in these job postings is highly restrictive, containing very little unique information that would allow an organization to distinguish itself from other organizations. Online technology and the most current hiring-management system software are crucial to companies competing for the best candidates in a high speed job market but the human touch is still important (Cappelli, 2001).

Basically the main aim of a recruiter is to appoint someone who can do the job that was required based on the requirement that is worked on (Garner, 2012). On top of that, there are other elements too such as:

- To be cost effective.
- To be fair.
- To meet future needs as well as present ones.
- To be consistent.
- To manage the public perception of the organization

In software engineering, a functional requirement specifies a function of a software system or its component. Functional requirements may be technical details, data manipulation and processing and other specific functionality that define what a system is supposed to accomplish. From the existing UTeM Internship System, this research would focus on few added value to the system which will be applicable for the full Career system.

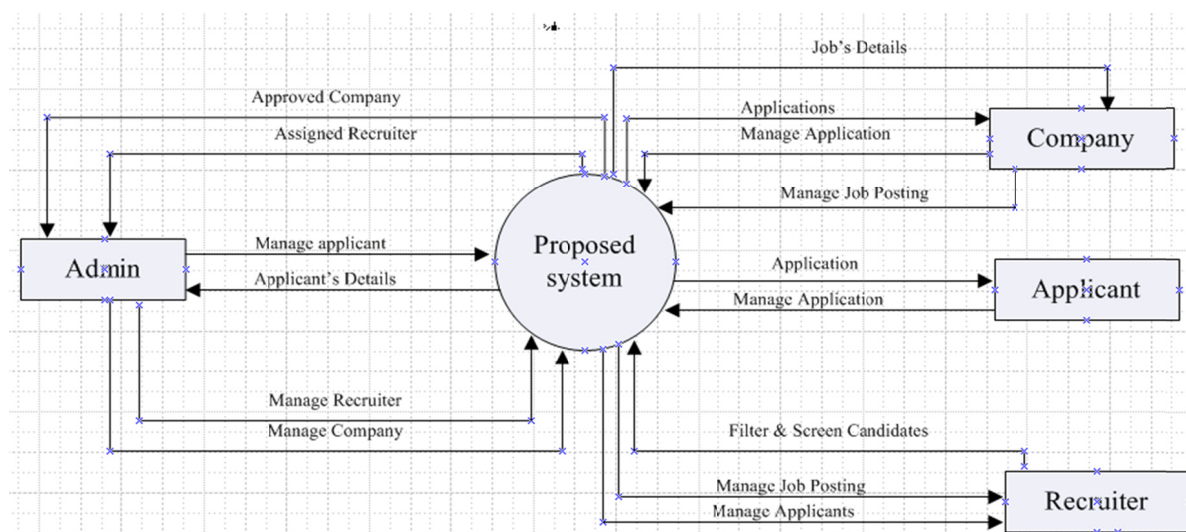


Figure 1. Process flow of the proposed system

The list of main modules that would be proposed is as per Table 1:

Table 1. Modules of the proposed system

Requirement	Description
Login and Logout	The system shall enable the company and applicants to logon in the system by supplying valid user identification and password. The system shall enable the admin, company and applicants to logout from the system by using the correct identification and password.
Company Registration	The system must have registration form for company. The registration process should be easy and meet all the conditions
View Profile	The system shall enable the applicant and company to view their personal profile. The system shall display all of the information of the user accordingly. The system shall display the company job posting
Update profile	The system allows users to update applicant's personal details such as phone number and email. The system shall update the users profile into the database. The system shall require the user to retype the new password and confirm the password
Application	The system should allow the applicant to apply the company advertising.
Posting	The system should allow the company to post job offer. The system should allow the applicants to view all the job offers.
Applicant Registration	Basic profile information should be filled up and the enhanced feature which is the Video Uploading of the applicant will be introduced at this portion.
Recruiter role	To filter candidates from the job posting based on the selection criteria which is qualification, experience and other relevant info. Based on the filtered applicants, recruiter able to view each resume's one by one to screen. For further screening, they could play the video to do the final pre-interview on evaluating the personality and language proficiency. The next level is to auto send email if the candidate's meet the requirement of the recruiter.

The basic role for recruiter is able to view the applicants that had applied for the posting and they could screen using few methods which is:

- a) Filter by Location, Qualification, Education level , Age, Gender and others.
- b) Viewing each resume by downloading it through the system itself to do the 2nd level screening.
- c) Viewing each uploaded video to finalize the 3rd level screening.
- d) Upon matching the requirement, recruiter able to auto approve or reject the candidate following with an auto mail that would be triggered accordingly.

The added value that is proposed is applicant too upload a video describing of themselves which will be the final level of screening. The key questions would be:

- a) Describe yourself.
- b) What is your greatest strength and weakness?
- c) Describe your career goals and How do you evaluate success?
- d) What can you contribute to this company?
- e) Why do you want this job?
- f) Talk or share something about any of the below topic for 1 minute.
 - Technology
 - Economy

- Current Issue
- Language
- Globalization

The above basic questions would be answered by the candidates by recording a video and uploading it together with their resume. This would be the interesting part of each applicant to outperform themselves to prove who they are and what are their willingness to join the company. The reason being why the above question was selected is to make sure the personality of an person to be embarked, the communication and confidence skill of a person to be evaluated, and the effort that an applicant had put in to get that particular job. These answer which would be outputted in a video format could really help the recruiter to look at a glance the main items of pre-interview as before this they were calling and inviting them for an interview to test it with just looking at their resume, but now with this video upload, they could just evaluate it within minutes which really could save the time and cost as well.

4. Conclusion

The system is fully systematically to users and it makes the employers and applicants life easier, with not time consuming, quality increase and simplicity had been applied at this system. This 1st level screening method is more effective rather than the manual system which makes the recruiter difficult in finding the suitable one through many processes. Moving to a different era should be applicable for the recruitment industry itself in implanting new technologies to attract new talented generation Y into the organization. Many recruiters focus their efforts on filling advertised positions with people who have expressed an interest by applying. Some recruiters take a different approach such as headhunting within the industry or organizing career fairs which at the end would only create more effort on analysing the resume's one by one. Even applicants try their best to look for a vacancy with going to the career fair and depositing the resume everywhere they could to get a suitable job. With the proposed system which is the Online based recruitment system with the added value of video uploading, it would be something innovative to the world which would ease the recruiter to get the perfect applicant that suit the particular job requirements. As for the applicants, this video uploading technique is very new and they would be eager to use this new technology proposed for the recruitment industry where they also could build their first level of confidence with speaking about their self through a video before been interviewed. Current recruitment websites such as JobStreet and Monster.com is using the same technique which is getting the data of applicants and charge a fee for the companies to get access into the data. This research touches more into pre interview itself through the particular data provided but in a different way of approach which is the video viewing technique.

In conclusion, the proposed research could save time, cost of the organizations, introducing a new trend to the recruitment industry and emphasizing on more systematic approach of recruitment process. This was concluded based on comparison between traditional approach and current approach hence with adding few added value at the current online system to make it more lively to be adapted by the new generation.

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