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Cloud Based Hiring Technology in Management of Talent Acquisition Practices: A Study among Middle East Enterprises

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Abstract: Cloud computing refers to an on-demand, self-service Internet infrastructure that enables the user to access computing resources anytime from anywhere. It is a new model of delivering computing resources in hiring practices and not a new technology. While this being the case, in the recent times there has been an increasing trend in utilizing the information technologies in all areas of management, and even in strategic human resources management which have much influence on enterprises. The rapid advancement information technology has much affected the process of human resources management in enterprises. Through this paper authors aim to analysis of requirement and utilization of IT enabled human resources management services in organizations in UAE. Study was conducted in line with the general HR practices, including recruitment and selection, development and training, performance management, motivation, talent management, employee self-service systems. The study explains the increasing as well as the multiple utilization of IT enabled HR activities in all concerned enterprises, which has critical influence in HR process. The level of utilization of IT enabled HR process were considerably less in organizations with minimal man-power in tune of upto 30 persons, which, according to organizations, is due to transfer of funds to other areas of potential development. In future enterprises are preparing further development in whole sphere even in HR Management based on the benefits explained and expected, which in other way will help to consolidate individual HRM processes and help to implement cloud-based solutions.

Keywords: Human Resources Management, Information Technology, e-HR, HRM practices, Cloud Computing

I. INTRODUCTION

The surge for the best of the talent is uncompromised. During the recent times, organizations realized the need for the best hire as a driving force with a much better economic gain, which seek opportunities for growth. The present-day talent acquisition practices have achieved significant development with the advent

of far-reaching changes in technology. Anand (2011) feels that in the present day hiring practices, the multichannel sourcing supported by the revolution in the digital recruiting technology, with the support of the social media is a practice. This has helped multicultural social sector to access jobs globally. Even when this is the case, it is the responsibility to ensure to place people at the time of need to the right place. Further in the present practices, the hired people must be ensured with the on-job support to make work more positive. Supporting to the recommendations of Anand (2011), it is stated by Anitha (2014) that the Strategic HR practices, brings the best solution which can ensure to deliver a much authenticated and more organized methods which will facilitate even the multinational organizations to source, assess, and hire the best talent. This too helps in providing unprecedented insight to the other dynamics of recruitment process, which in other ways helps to boost the talent acquisition efficiency and effectiveness, explains Anand (2011).

Keenoy (2013) explains from his study that once the organizations become much better and bigger, they seek to sneak not only into the customer list, but even try to snatch away the best performing employees from the top priority list. Sourcing, hiring, training and developing has become one of the vital requirements critical for the success of the public-sector undertakings. Bethke L P *et al.* (2011) further advises through his study that the revenue impact for a better hire against any average hires, saves a million-dollar business for the multinational enterprises. It is stated by a study conducted by Google that has analyzed that the best of the technologist against an average candidate can result in 300 times more business impact.

The most update practices of a system integrated HR practices for talent search provides a fully automated and systematic talent acquisition solution which provides a central control mechanism for the talent hunt and talent acquisition practices among industries, both in the public and private sector (Moody., 2013). He further elaborates that with this automated practice in talent acquisition, industries in the public sector can benefit from improved sourcing for better talents, with much of a visibility and transparency in the acquisition practices, as well as data transfer across the departments. Gallop (2013) makes comments in the study in state of global work place that the utilization of automated practices, has dramatically increased the volume of activities at the HR level, marking it possible to hire larger group of similar or dissimilar category of employees quickly, search for candidates best needed for specific job positions and even for hard-to-fill positions. Carragher (2013) feels that the automated system has built a better talent search purpose aiming to develop a global talent pool as well to rapidly bring better personnel up-to-speed.

The inclusion of the technical parameters will improve the talent acquisition practices in the following areas (Wollard and Shuck., 2011., Moody., 2013, Gaurav Bagga, 2013., Brayman., 2012) of :-

Sourcing: Helps in developing as well as to maintain a specific set of skills aimed towards better selection of prospective candidates to job positions. The selection practices proposed comprehensive strategies in candidate selection which includes but not limited to employee referrals, social media sourcing, as well as multichannel job distribution, which aims to bring in cost advantage to the organizations through improved quality of hires, reduction in the hiring time, as well in bringing down the hiring costs.

Recruiting: With the support of the Multi-tiered screening methods as well as the assessment practices, it assures that the qualified potential candidates are approached. The automated mechanism helps to provide applicant tracking, facilitates interview and requisition management and will permit recruiters and hiring managers to streamline the hire process.

Onboarding: While introducing the new and well-organized hiring and recruitment practices it ensures transparency in the talent acquisition practices in the public sector, ensures, acquisition process is completed on time.

While taking advantage of the cloud technology in talent acquisition solutions, Ismail and Shazali (2011) feels that organizations at the public sector can take the advantage by ensuring transparency in the hiring process. The cloud-based technology offers a much better way to boost organizational performance by transforming the way talent acquisition is practices. In this regard, Ibrahim and Falasi (2011) feels that Public sector organizations can expand the horizons for job search globally to obtain best of the talent, especially in the case of positions which need highly skilled workers / employees. This can be achieved through the best utilization of hiring medial technology, including the social media for the purpose. In the present times, employers very much depend on social networking sites.

Job candidates are using social media to explore and expand their career options. Meanwhile it can be seen that there are different opinions in their regard for utilization of social medial for talent acquisition practices, states Keenoy (2013). There are organizations who depend on the talent acquisition completely or partially as per the need. A recent study by Gallup (2013) in this regard explained that only 56% organizations feels that social media can better be utilized for recruiting effectiveness. The same study further explained that 61% reported that could process for better hires and talent acquisition through social media.

The better utilization of the automated system has facilitated in gaining better time and cost benefits thorough the on-time delivery features as stated by researchers (Bryman, 2012., Carraher., 2013, Gaurav Bagga., 2013) like: -

Job distribution: aims to provide or encourage generating current job vacancy notification, online job announcements, and job status announcements and access to social medial including Facebook, LinkedIn, Twitter etc. Automated scheduling helps to post on any later date even.

Employee referrals: supports to revamp referral program helping employees to reach maximum qualified professionals from their listings.

Career website: linked to career website will develop a strong employment brand, generate career website, as well as tailored employment portals with career experience to attract even passive candidates to apply for favorable job positions.

Benjamin *et al.* (2012) explains further that the Public Sector can even think of the options like

- Talent community with job alerts and industry-public interactions,
- Social networking sites to make job announcements to the company's existing followers which can increase the company brand image,
- Mobile access facility for immediately convert the job positions to individual career web page for easy access and correspondence.

REDUCE SOURCING BUDGETS

The cost concerns is associated with Talent acquisition activity is mainly expended towards the cost to accrue:

- Talented people to the new job positions
- Filling-up of existing job positions due to vacancy arising as well as
- Internal job recruitments, creating internal vacancies currently occupied by experiences persons.

Public sector undertakings can be more economical in case of utilizing the cost-effective, smart sourcing technologies from the net which can bring down the costs involved in appointing consulting agencies as well bring down the cost involved in advertising. Reissner and Pagan (2013) feels that by utilizing the latest best practices in HR through IT embedded system, companies can gain better talent advantages, helping organizations to achieve the same continuum as a much wider and border organizations. The updated HR technologies not only speeds up talent sourcing but even enables to gather a wider pool of competitive candidates for the various job positions, especially in the area where much diversified skill and talent is required. Ismail and Shazali (2011) explains that by repeatedly revisiting the talent acquisition practices and linking the same with best of the talent search technologies, organizations can optimize the expenses, which were otherwise affecting the expenses about the selection process. The system support has efficiently enabled the Strategic HR practices in talent acquisition in the best manner while contain the expenses to maximum possible limits. With the support of managed and much authenticated talent sourcing IT solution, it is very much possible for public sector industries to have a much transparent and visible activity related to recruiting, hiring, training and development and related activity in a much efficient manner. The IT enabled talent management and acquisition practices, maintains one dashboard aimed at the recruiters to have direct link to the referral statistics in real time. (Moody, 2013). The company or organizations can maintain the best referrers and rank referrals as well as maintain the best sources for hires to have a complete picture of the most effective recruiting channels.

Organizations are always on the search for the top talents from among all potential candidates. It has become a must for companies to streamline the recruiting process, to have a better talent pool. Darrag Menatallah *et al.* (2013) likes to state through his findings that like every other company, public sector organizations started searching for the best performers from among all potential employees. It has become a challenge for the companies to organize this comprehensive search to attain the services of talented persons, without incremental increase in the hiring costs. Moreover, in many organizations, HR staff needs to be globally competent to bring in globally competitive task force who are much willing and adaptive to the local requirements and need. Christian *et al* (2011) explains that the IT enabled talent acquisition solutions have been able to streamline the recruiting process to a much better level while addressing the local needs. The best of the talent acquisition practices have been able to gain and maintain the best solutions for HR today while keeping in mind the solutions in HR that are needed for tomorrow.

In-house recruiters are being stretched to their limit and need help to get through the flood of candidates. (Keenoy, 2013). In the present industrial scenario, the availability of the employable candidates and the recruitment system is very much increasing. It needs a much automated to system to complete the talent acquisition practices either in the public or even at the private sector. Gallup (2013) explains that by introducing much streamlined, fully automated recruiting process hiring practices will evolve much faster and much better with more standardization can be brought into the hiring process and practices. The IT enabled hiring practices, better help and support to find abilities, skills and talents and experience, precisely

as well seeks to match internal and external talent to the open positions through specific profile-based recruiting system. (Bryman, 2012)

Carraher (2013) feels that it is very important in the global business scenario of mergers and acquisitions, to have a much-streamlined talent acquisition system in place. Standardizing the global recruitment process within a single system delivers a unified view of your organization's talent pools. This will help to improve recruiting efficiency and visibility, fosters recruiter collaboration, and facilitates workload distribution as needed. Bryman (2012) explains that the recruiting solution must be able to integrate with other talent and HR applications and processes to better prospects as the industries emerge and develop.

With the usage of the IT enabled recruiting system, it is very much possible for industries to keep in compliance with the hiring regulations and law related to the hiring. It is very much possible for the hairier as well as hire to track position in the screening process. Considering the facts Leeds and Nierle (2014), Reissner and Pagan (2013) and Moody (2013) explains that by utilizing the best practice system, and a unified hiring practices, it is possible to be consistent in the process, scalable in the activity as well to bring down the complaints regard candidate-selection processes. This in other way will bring down the expenses in terms of money and time spend for the lawsuits, protect government contracts, and to bring down administrative costs (Christen *et al.* 2011).

Anand (2011) explains that the analysis of the data in relation to the recruitments and continuous improvement in the hiring methodology has become a choice for the talent acquisition platform in developing nations aiming towards better improvement in hiring practices. Anand further states that it is always important to review and recruit adequate persons to appropriate positions. Analysis based talent acquisition practices enables public sector institutions to not only regain and/or retain quality staff but to continuously improve the hiring quality based on the potential improvement in the professional competency. Armstrong (2011) expressed that the strategic HR practices needs to gain insight into the various sources and to motivate the top performers and high-potential employees as well to consider the common characteristics these employees share. The performance review results will usually enable strategic HR departments to review employee capability and capacity to improve future recruiting efforts.

The IT enabled talent acquisition practices offer the recruiters and managers to be more flexible and adaptive to the organizational need without adding complexity to the system. The IT enabled practices may be truly intuitive for recruiters as well as hiring managers, which saves time bringing better focus on candidates, not tasks (Benjamin *et al.* 2012).

Albdour and Altrawneh (2014) states that the improvement in the standards of work and the working conditions, have the process and procedure to prove their worth, through the automated process. Most of the public-sector undertakings, though automated, are not integrated in most of the process. When the system is not integrated with recruiting, global HR, and learning process to create a seamless onboarding experience, the talent acquisition practices miss the value and volume of activities. The onboarding experience accelerated through the IT integrated talent acquisition solution in the cloud can be more efficient, consistent, reliable as well as flexible, aimed to benefit not only new employees, but also hiring managers, HR staff, and at the end the organization. In this observation, Brigitte and Charissa (2013) observes that the IT enabled and IT integrated Talent Acquisition system provides solutions to many concerns like Speeding-up new employee engagement, with less paper work and more integrated pay-roll practices. This provides

a much better outlook related to the industry through the highly integrated online, web enabled hiring practices, in compliance with the legal and industrial standards. By utilizing the best of the technology, industries utilize the much better productive time aimed towards employee training and development, employee orientation as well in speeding up engagement. IT enable system will maintain a process track, monitor tasks as well address bottlenecks while during the onboarding process with valid reporting mechanism (Anand, 2011). It is always important for the new hire to be considered valued, completely satisfied, as well as confident of their job, as it is going to help them more to understand the company in a much better way. When the public sector is able to provide a big start for that it solidifies the positive messages conveyed during the recruiting process with the much better aim of improving employee retention and unleashing the potential for higher profits (Keenoy, 2013).

Over a period, the public-sector institutions have developed a self-image with the needs aimed to be discerning about who best can suit the organization. Robertson and Cooper (2012) feels that this has made the talent acquisition practices much flexible and affordable. In the recent times, Talent acquisition has emerged as a topic of diversified interest in government sector organizations due to the ever-changing requirements of the workforce.

Leeds and Nierle (2014) explains that the corporate sector industries were always having industrialists who are experienced as well were aimed to be the part of the industry for a long-time. Now in the emergent situation the private institutions started gripping the industrial scenario, with the latest technology and marketing practices. Based on the further observations in this regard Gallup (2013) feels that this has created a challenge manifestation in the public sector too, with the aim to introduce better and the latest industrialization in their practices too. As and when the vacancies arise for a position, public sector started re-visiting the skill set and talent as per the latest industrial scenario.

Wollard and Shuck (2011) explains that it has become the need of the hour to keep a very proactive and positive HR strategic management and planning that is very well needed to contend with lengthy approval processes as well to meet the demands of the multiple stakeholders. Since the government machinery is budget conscious and target centered, this always places results in a different scenario and mostly unrewarded. Most of the public-sector organizations, feels pressured, when invest in people. Benjamin *et al.* (2012) while looking into the facts expresses that there has been a constant cry to invest in skill and talent even in the public sector to compete with the private sector institutions. This latest HR practices and strategies will provide a much efficient system with further development, bring in drive to engage, develop high performance outcome as well bring in a result with quantifiable financial return.

Bish and Kabanoff (2014) looking into the details feels that the major benefits expected from such a situation is many, but to mention few, includes better positioning in the 'war-for-talent', aims towards improved operational efficiency, increased performance from the people, reducing the risk and well as a better performance evaluation from the people makes the Strategic Management of HR more accommodative and value centered.

Further referring to details in this area Anitha (2014) and Amstrong (2011) explains that in any competitive market situation for talent acquisition, mainly from private establishments, the best of the talent acquisition practices, will enable governmental organizations to compete with global products from a sourcing, talent engagement, entertainment and retention perspective. The specific guidelines in the

talent strategy provides the prospective employees, a better image of the acquisition practices (Bryman, 2012).

Once upon developing a better hiring practices and putting them in place, benefits the company in saving considerable amount of money and time.

Moody (2013) and Keenoy (2013) states that it is always a well-structured approach to performance and talent management. This can result in increased output through increased productivity and efficiency, leading for more employee engagement, improved time-to-competence and better retention standards. In government sector, this can be interpreted as doing 'more with less'. This utilizes the existing exists to bring down the costs, fill gaps in talent acquisitions as well to increase overall employee productivity and organizational performance.

Ibrahim and Falasi (2014), Ismail and Shazali (2011) and Leeds and Nierle (2014) explains that the latest best practices in HR with the IT enabled technology will not just employ candidates but enable HR department to monitor the employee engagement as well as the performance levels. Even this leads to address issues of poor performance and to bring down turnover. This is very important from compliance perspective. Supporting talent and performance management practices mainly permits efficient identification and utilization of competent persons will enable succession planning to make the talent acquisition process simpler and accurate (Rurkkhum and Bartlett, 2012).

It is always directed that in the present industrial scenario, public sector industries need a very clear policy to practice the need based talent acquisition and retention plan and strategy.

Public sector needs to bring in workers with the specific skills to be on line with the latest intellectual need of the market. There needs to prepare a strategic HR plan for the kind of talent required at diversified levels in diversified organizations.

Gallup (2013) comes out with the view that succession planning in the public sector is very important. As experienced employee retires, workforce leaves essential roles usually vacant. Role succession permits public sector organizations to sustain performance even when there is any increasing rate of employee turnover. This strategy usually permits public service organizations to avoid potential skill shortages, as well avoid any urgency in filling-up vacancies. Bagga (2013) explains that the internal recruiting as well as shifting people to new roles can support to engage and develop talent. Nurturing the talent within the organization and even permitting the employees to experience various aspects of the organization, developing new skill sets, etc. can contribute to the strategic HR practices for best of the talent management and in gaining best benefits from the organization.

Darrag Menatallah *et al.* (2013) were of the opinion that employee performance can be measured through diversified options not excluding the paper based approaches, online systems and completely integrated talent management approaches. Public sector organizations, soon, must associate the talent management objectives to the organizational performance plan and wider governing organization. Carraher (2013) feels that there is are needs to be focus on the behavioral side of employee performance in addition to all related variables which can matter in this regard. Measuring the performance impact on the industry either public or at the private sector, will explain the existence of talent gaps that exist. Failure to do comply with the employee performance evaluation can even negatively affect the industrial culture in the long term.

CONCLUSION

It is very important to segregate the critical roles incorporating the talents, identify the specific talent areas and develop independent talent pathways as desired. Reissner and Pagan (2013) make it understand from the study that there is no limit to explain the talent effectiveness in words, like best-practice, succession planning and talent identification, at the same time the industries – mostly government sector needs to be more resource oriented to recognize the sources and targets for investment in talents. The industries will find it difficult when they have no money in the kitty for a big budget bells – n – whistles HR program or a dollar minting employee benefit program. Industry needs to be automated at the places it must be, thereby reducing the search for human capital investment. This ensures that the best of the talents can be placed at the best place, bringing in best opportunity. Where do industries has to start? The public-sector organizations are much aware of the budget limitations; hence all gains are best of the gains (Anitha, 2014). When aiming for a much border strategy, it needs to learn the tricks of quick-win initiatives for immediate performance measures and employee engagements.

It is always needed in the present day industrial practices to devise and develop a strategy for talent acquisition aligned to the latest inputs from the talent market. Further it is very much needed to ensure that each employee is aware of their talent and skill, enabling them for better performance as well as better training and development (Anand, 2011; Barkhuizen *et al.* 2014).

Albdour and Altarawneh (2014) explains that public sector needs to invest in cost efficient talent search solutions, for the best identification of the gap in the employee market. There needs to implement affordable employee recognition programs, always needs to have a better employee benefit package in tune to the industrial and market needs, as well need to keep track to update the employee valuation proposition.

It is never ever mentioned that the public sector can never compete at the most excellent manner against private initiatives. Keenoy (2013) says that it is the need of the hour for the public sector to realize the need of the skill and knowledge based competency and skilled manpower to emerge the best in the global business scenario. It is always in need to enquire directly among employees regarding the best and the worst that matters them and to revisit the internal messages to ensure that the public-sector organization too can create culture and value that employees want to be part of Moody, 2013., Ismail and Shazali (2011).

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