INNOVATIVE RECRUITMENT IN THE DIGITAL AGES AND IT'S IMPACT ON QUALITY OF HIRING AND TALENT ACQUISITION

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ABSTRACT

Innovative recruiting becomes the key business strategy for successes. Companies are now not just interested in how many people they hire; they want to understand the quality of their hires as well as obviously looking for the high quality of candidate in results of most effective recruiting process.

Therefore, the purposes of this study are to investigate the innovative recruiting process, methodology, and practices then analyse the influence of these innovations to the success of organization in quality of hiring & talent acquisitions. The target population is made up of 8 experienced recruiters from well-known recruitment agencies having work for MNCs in Thailand for more than seven years. The research utilizes the qualitative approach using the in-depth interview for collecting the data. This study revealed that mixed framework between traditional & innovative recruiting is the most significant approach accepted by all respondents. The applicable innovative recruiting process and methodology are including Extensive Data based, E-Recruiting, Social Media, Professional Networking and Psychometric Test while Fit-well analysis, Passive-candidate Approach, Employer Branding and Career Consultant are the new strategies using in the innovative recruiting. These innovation help to reduce cost & minimize time to hire which directly enhance the quality of hiring and success of talent acquisition.

KEY WORDS: Innovative Recruiting / Recruitment / Hiring

32 pages

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CHAPTER I

INTRODUCTION

Recruitment has changed radically in recent years as companies have moved away from reading stacks of paper CVs and cover letters to a more informal - and often digital - interaction with potential candidates. Social recruiting, gamification, E-recruiting & video interviewing are some of the newest recruiting strategies in the global market. They change the way we communicate, cut through the time-consuming traditional recruiting strategies and provide all-important cost savings in an ever-changing economy and job market.

In the current **"Talent War"** many companies are therefore developing more creative ways to discover as well as attract talented candidates especially when looking to fill upper-level management positions and when recruiting for a position that requires a niche skill. Recruiter are focusing on a passive candidate rather than active one and also beginning to build features that allow customers to create where recruiters can track and stay engaged with candidates who might one day be a good fit for the company, even if they aren't looking today. This is part of the larger trend of companies curating their own social networks of candidates.

Employers and recruiters ignore are engaging recruiting strategies at their own risk. But everyone in recruiting today can use an edge, and that's what innovative recruiting strategies provide.

1.1 Problem Statement & Research Objectives

"Companies aren't just interested in how many people they hire; they want to understand the quality of their hires," said Amy Wilson, vice president of human capital management product strategy at Workday.

Nowadays, companies are obviously looking for the high quality of candidate in results of most effective recruiting process in order to hire the talent one who could enhance the growth & success of organization rather than the short-term quantity recruiting, just to fill in the open vacancies same as the past. These changed expectation are become the problematic challenges for HR and recruiting firm as describe following;

1. Firstly, all of the recruiting technology firms, from the startups to the enterprise giants, are trying to build better, easier and more robust analytics tools to help customers improve and measure their recruiting efforts. Even it is still a work in progress of using analytics to enable data-driven recruiting and enhance the success of organization in talent acquisition, all these innovation are coming to workforce market in Thailand as chain effect of technology and globalization.

2. Secondly, **"Recruiting Analytics"** continues to be the holy grail for companies that are trying to figure out, where the best candidates come from, how much time and money it takes to find them, and how successful their recruiting processes have been as well as the impact of innovative recruiting to the success of the organization

3. Thirdly, replacing of innovative recruiting becomes key business strategy for success that many Multi National Companies are considering and implementing. The traditional recruiting is almost obsoleted in this dynamic environment.

Therefore, the purposes of this study are to investigate the innovative recruiting process, methodology, and practices and analyze the influence of these innovations to the success of organization in quality of hiring & talent acquisitions.

1.2 Scope of Study

This research focus on the investigation of innovative recruiting which using by all well-known executive recruiting firm who working with MNC in Thailand Market more than 10 years as they are the most innovator who applying all these innovative recruiting. The investigation will be separated to be 3 main focuses

Part I - cover the factor which lead to changing /transformation of recruiting process as well as the definition of Traditional Recruiting Process VS Innovative Recruiting

Part II - Innovative recruiting process in the organization which will cover the recruitment methodology, change in behavior, process and strategies. Then discuss about advantage & disadvantage of innovative recruiting

Part III - Impact of innovative recruiting to the quality of hiring, talent acquisition

Recruiting Analytics / Competence Workforce, Cost Effectiveness in Long-term Perspective and enhancing of competitive advantage

CHAPTER II
LITERATURE REVIEW

2.1 Influential Factors

Recruiting as a business strategy is going to get relevant much quicker than People expect. If companies don't adapt their recruiting process, they aren't going to be able to fill these roles, especially as seasoned baby boomers head toward retirement. "If you can't find the right people, you can't grow your business," said by Holger Mueller; Principle analyst and vice president at Constellation Research Inc. This article also discusses the trends in the trends and innovation in the electronic recruiting (e-recruiting) segment of the human resources (HR) technology sector, focusing on young and innovative companies committed to helping customers add speed and efficiency to the recruitment process. New Recruiting in E-Recruiting Special Report (May2015) By: Fister Gale, Sarah. *Workforce*. May2015,Vol. 94 Issue 5, p44-47. 4p. 1 Chart, 3 Graphs., Database: Business Source Complete

Recruitment today is finally moving away from transactional thinking and beginning to understand how to better connect and engage with relevant talent prospects. Recruitment models of today must factor this new imperative & identify on- board people by moving into the deeper waters of understanding a potential hire(s) psychology and motivation Pradeep Sahay, (2015),"The complexity of recruiting", Strategic HR Review, Vol. 14 Issue 5 pp

The e-recruiting segment of the human resources tech sector is full of young, innovative companies eager to help customers add speed and efficiency to every aspect of recruiting process, from marketing jobs via social media and building talent communities to simplifying and streamlining the application, interviewing and onboarding processes. All of the HR technology trends around big data, mobile, social and cloud are started with recruiting," said Derek Beebe, director of HR technology for HR consultancy Towers Watson & Co.

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The basic driver of change in the recruiting industry, as across the spectrum, is technology; specifically, Internet technology. And what makes so many procedures and practices timeless is that, no matter how smart and fast the technology becomes, Recruiting by definition, is and always will be a people business – about people, by people, for people.

While there is technology to support the recruiting industry, the core challenge for any recruiter in this first decade of the 21st century is the same core challenge a recruiter has always faced: to find the most peaceable candidate for a nominated position and to ensure that particular candidate is selected and hired, whether working on a contingency or retainer basis. (Chapter 1-Challenges and Opportunities; Happy About™ LinkedIn for Recruiting By Bill Vick with Des Walsh foreword by Conrad Taylor, President & Past Chairman of the National Association of Personnel Services (NAPS)

Technology has become part and parcel of workplace, and what better use of technology than let it help you manage your workforce and recruit the best talent available in the marketplace. Recruiting software automates the sourcing and hiring process through a stand-alone program- the primary function of recruiting software is to provide a searchable database whereby you can track all of the applicants for your company, allowing you to easily identify where an applicant is in the hiring process, manage correspondence with the applicant, update an applicant's information and status, schedule interviews, process background checks and manage the transition from applicant to employee once hired. Smarter Recruiting, Smarter Technology by Richard Y.Hu

Talent Spotting - as the business environment becomes more volatile and ambiguous, and the market for top-drawer talent gets tighter, the business of recruiting and sourcing is probably undergoing a paradigm shift. The biggest challenge for today's recruiter is that the job of finding talent has become more complex. The shifting paradigms of Talent spotting, from the era of focus on physical attributes, moving on to IQ – verbal, analytical, mathematical, and logical cleverness – to the 'competency & skills' movement we see today. (It's Not the How or the What but the Who, breaking book, -Claudio Fernández-Aráoz)

2.2 Conceptual Framework

Influence Factor ▪ Technology ▪ Economy ▪ Business Competition ▪ Globalization ▪ Generation /Millenniums ▪ Diversity of Labor Market ▪ Talent War ▪ Corporate Culture	**Innovative Recruiting**	**Success of Organization** ▪ Quality of Hiring ▪ Time to fill ▪ Cost Effectiveness ▪ Competitive Advantage ▪ Talent Acquisition
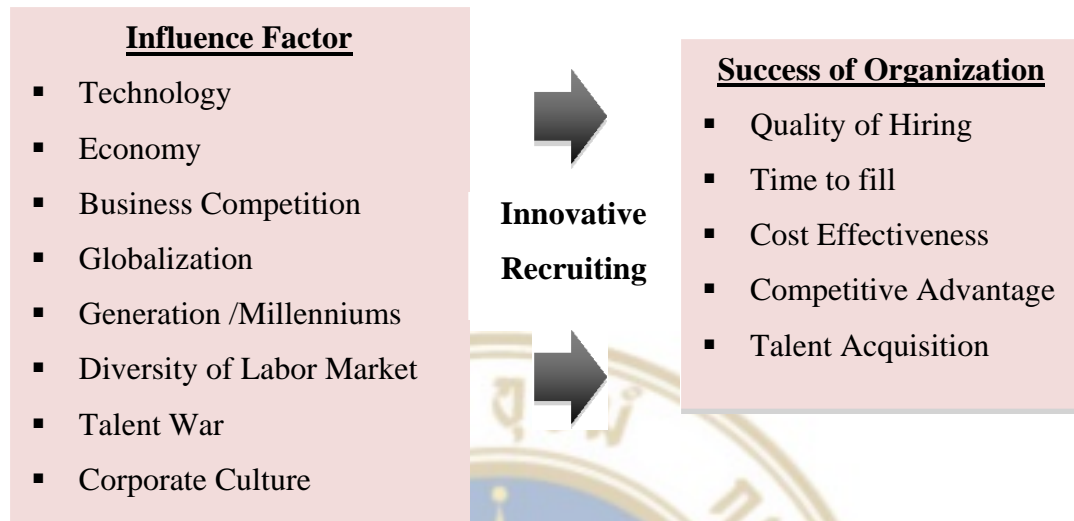
Figure 2.1 Influence Factor and Success of Organization

The lack of talent is forcing some companies to focus part of their business strategy on staffing. The more proactive e-businesses initiate hiring practices, such as e-recruiting strategies, that require constant innovation and attention in order to staff their organizations. In order to be successful in staffing effectively, high-tech businesses are starting to take non-traditional approaches to recruiting. If the correct hiring tools are used, fast growing companies can put themselves in a unique position to attract the most and the best candidates. If these tools are not taken advantage of, a company can quickly lose the war for talent and continued loyalty (Smith, 2002; Smith and Rupp, 2002c).

2.3 Innovative Recruiting

2.3.1 E-recruiting / Online Recruiting

E-recruiting has revolutionized the way businesses worldwide hire employees. E-recruiting allows companies to quickly reach large pools of potential job seekers but they still need to be integrated into existing systems in order to create a comprehensive and complex corporate career center. E-recruiting has enjoyed explosive growth since

the late 1990s when the strong economy produced a high demand for qualified employees that the labor market could not fully satisfy Major advantages cited for the rapid and successful adoption of e-recruiting methods include cost savings, efficiency, and convenience for both recruiters and job seekers. The author examines the ways in which online recruiting can be improved. (By In Lee. *Communications of the ACM.* Jul2007, Vol. 50 Issue 7, p81-85. 5p)

E-Recruiting Source	Advantages	Disadvantages	Sample Participants
General-Purpose Job Board	Brand recognition; E-Recruiting experience; High traffic; Industry best tools; Large candidate base; Large recruiter base	Relatively high job posting cost; Potentially low-quality applications; Limited content control; Stickiness of the job board; Limited candidate relationship	Monster.com; HotJobs.com; CareerBuilder.com
Niche Job Board	Gathering of passive job seekers; Focused search; Community of professionals	Low brand recognition; Possibility of identity theft	Dice.com; Erexchange.com; Taonline.com; JournalismJobs.com; MarketingJobs.com; TexasJobs.com
E-Recruiting Application Service Provider	Low application development cost for recruiters; Quick application development	Integration issues with existing systems; Possibility of closeout due to competition; Possibility of lock-in; Low traffic	Recruitsoft; Brassring; RecruitUSA; PeopleClick; TalentFusion; Lawson
Hybrid Recruiting Service Providers	Expertise in advertising industry; Portfolio of recruiting media; Price bundling with conventional media	Strong image as a conventional media; Low traffic; Low technology	*New York Times, Wall Street Journal; Chronicle of Higher Education*
E-Recruiting Consortium	Low service cost; Direct and immediate link to corporate career site	Potential conflicts among members; Low exposure; Low technology	DirectEmployers.com; NACElink
Corporate Career Web Site	Candidate relationship management; High interest in jobs by job applicants; Integration with existing systems	Needs for IT specialists; High upfront development cost	94% of Fortune 100 companies; 81% of Fortune 500 companies

Figure 2.2   Summary of recruiters' perspectives of six categories of the e-recruiting sources

In conclusion, even though e-recruiting system is the most advanced and effective one among the e-recruiting systems, it is also the most expensive and complex. Choosing the e-recruiting system that best fits the company's needs depends on many variables such as company size, IT infrastructure, number of job openings, target job seekers, job categories, location, and so on. For instance, given the trade-offs between function and cost, the holistic e-recruiting system may not be the best choice for some small- or- medium-sized companies with only a few hiring needs a year.

Ultimately, recruiting strategy should combine multiple online and offline methods, such as the Internet, print, career fairs, trade shows, and employee referral program. The best recruiting strategy also includes a well-planned recruiting marketing plan to produce talented and eventually satisfied employees. Hence, a wide-reaching and well-executed e-recruiting strategy may attract candidates from all areas. (Alan D. Smith William T. Rupp, (2004), "Managerial challenges of e-recruiting: extending the life cycle of new economy employees", Online Information Review, Vol. 28 Issue 1 pp. 68 - Finding the right employees)

Online recruitment is a new tool, at the disposal of the HR departments, which has known a phenomenal success in very short time. The research tries to identify the effect that the perceived attributes of the practice have on the decision of companies to recruit through the Internet.

	Cost Effective-ness	Short Recruit-ment Cycle	Wide Response Rate	Better Quality of Response	Up-to-Date Corporate	Specific Niche	Passive Job Seeker	Worldwide Coverage
■ Not any influence	8%	27%	12%	50%	15%	19%	15%	35%
◨ Influence	46%	54%	42%	27%	58%	38%	46%	42%
□ Major/Critical factor	46%	19%	46%	23%	27%	42%	38%	23%
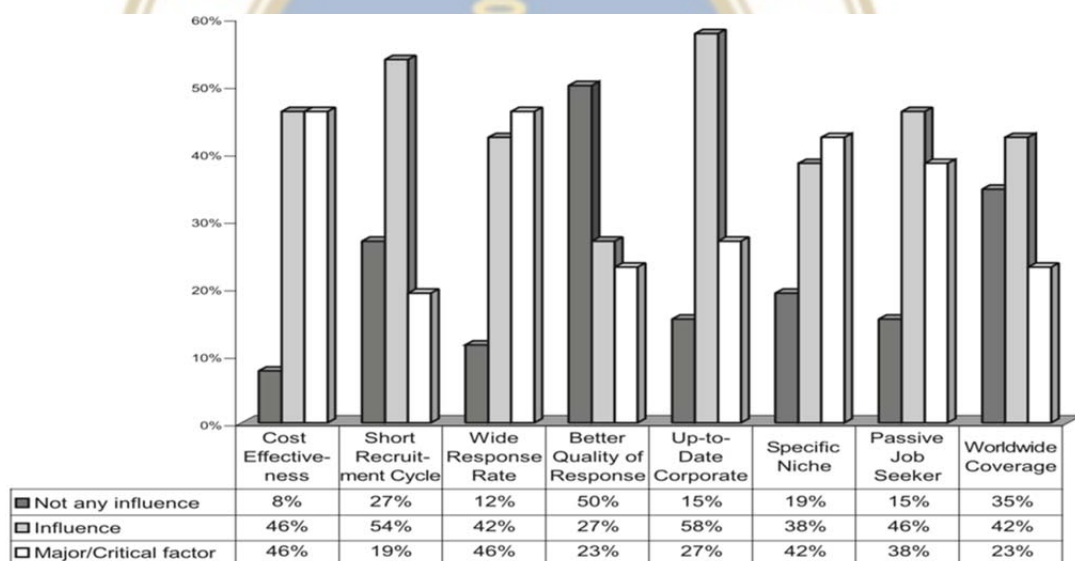
Figure 2.3 Effect of Recruitment through the Internet

From a brief view of Figure 2.3, it appears that the cost-effectiveness and the high response rate come first, followed by the access to the passive job seeker and the marketing purpose of OR, which, however, seem to be of the most problematic notions in the online-recruitment. On the other hand, the factors "quality of response" & "worldwide coverage" are the least important for the respondents.

The attributes tested are cost effectiveness; recruitment cycle time; response rate; quality of response; impact on the image of the company; targeting of specific niches;

targeting of the passive job-seeker; worldwide coverage; necessary resources, time and effort to implement; attractiveness of the mean to the job seekers especially IT professionals and young graduates. Risk of overload of answers; and impact of the size and reputation of the company. (Eleanna Galanaki, (2002),"The decision to recruit online: a descriptive study", Career Development International, Vol. 7 Issue 4 pp. 243 - 251)

2.3.2 Social Networking / Talent Communities

"Social Networking" is extremely important for as 80 percent of its candidates flow coming from networking, the other 20 percent coming from direct calling and reaching out via e-mail. Some candidates can only be reached through networking… *"The reason why we rely so heavily on networking is that If you're doing the replacement search for Lou Gerstner as CEO of IBM, where there might be 13 candidates in the world qualified for that role and the only way to get to a lot of these people is through networking"* said by Ron Bates Jason Lesher, Senior Recruiter, CDI Corporation

The development of social media provides new opportunities for recruitment & raises various questions. The study of Delphi aims to clarify areas of agreement and disagreement regarding the integration of social media in recruitment strategies. The study was conducted among a panel of 34 French experts composed of 26 practitioners and 8 academics; Social media appear as an opportunity to raise the strategic role of HR professionals through employer branding strategy, internal skills development, and a greater involvement of managers within the sourcing process. (Integration of Social Media in Recruitment: A Delphi Study, in Tanya Bondarouk, Miguel R. Olivas-Luján (ed.) Social Media in Human Resources Management (Advanced Series in Management, Volume 12) Emerald Group Publishing Limited, pp.97)

The use of online social networking is a commonplace occurrence. A recent trend is for employers and recruiters to utilize social networking sites to screen candidates as part of the hiring process. (The Use of Social Networking Websites as a Recruiting Tool for Employers Vicknair, Jamie; Elkersh, Dalia; Yancey, Katie; Budden, Michael C.American Journal of Business Education, v3 n11 p7-12 2010. 6 pp)

Social Media and Recruiting seem to be a match made in heaven. Networks like Twitter, Facebook and LinkedIn are great places to find potential employees, share job postings, and develop relationships with recruits. You can also encourage your

employees to recruit people from their own networks. Even more importantly, studies show people recruited via social media are more likely to be hired, and stay on longer than candidates found via other methods. This is one of the quickest, easiest and most effective ways to update your recruitment practices. (http://www.brazencareerist.com/ blog/2014/08/12/7-innovative-ways-recruiters-attracting-top-talent)

Last year UPS won its seat among the TOP 50 recruiters on Twitter and different awards in the recruitment industry for its innovative approach to recruiting. They hey switched from 90% of their budget in print media in 2005 to 97% of their budget in Social Media in 2010. UPS launched a Facebook page for careers in October of 2009. They grew their fan base by 1,885 fans by the end of 2009 without spending any money on advertising. They are also using twitter to hire ; The Twitter account UPS jobs was created in April 2009 (before the Facebook page.) and has now more than 5,000 followers. They use the page not just to blast out jobs but to provide interesting business information, sometimes on UPS philanthropic work and other topics. (http://link humans.com/blog/one-of-the-most-successful-social-recruiting-strategy-ups).

2.3.3 Other Innovative Approach / Unique Application

The case study at Thought Works, a software-application development company in India aims to describe their innovative recruitment process. It details the skills and qualities that company looks for in its software developers and how recruitment is aligned to project and organizational goals. It reveals that despite high growth pressures, company recruits very selectively to ensure that the quality of its programmers and the culture of the organization are maintained. It shows that other companies in the software-development industry can emulate recruitment practices of ThoughtWorks. This will ensure that new recruits are compatible with the organization's culture and suitable for the chosen project-delivery approach. The recruiting processes are covering the events and technical talks in its office campuses, employee referral program screening call, program assignment, code pairing and aptitude test.

By aligning the recruitment process to the strategic goals of the organization, company recruits some of the best programming talent available. Although the recruitment process takes up a lot of time of the management team and technical leaders in the organization, it is worth it for ThoughtWorks India. The result of the rigorous recruitment

process is that company attracts some of the best talent in the market and ensures cultural fit between new recruits and the organization. Both these factors are crucial to company's success. Atul Arun Pathak (2015) "Thought works for ThoughtWorks: Recruitment process ensures that company gets the people it wants", Human Resource Management International Digest, Vol. 23 Iss: 2, pp.5 – 8

These days, there's less reading through stacks of formal resumes and cover letters, and more interacting with candidates on a casual and often digital basis. There are 7 modern methods recruiters are using to bring in new talent.

1. Open-ended Job Postings

List an "Open-Ended Job" with no title or specifications. It does remind recruiters whether a candidate is passionate about joining the company or not and mission is often more important than whether they can type a certain speed or have experience in a specific field. Skills can be taught; attitude can't.

2. Video Interviews

Savvy recruiters are interviewing their shortlist on Skype, Google Hangouts, or recruitment-specific video software. With these video interviews, recruiters probably find a candidate or two who's clearly not a good fit. Once they weed them out, recruiters can then invite the top few to an in-person interview with the whole team.

3. Online Networking Events

Humble brag: This is our specialty! – Online networking event gives you access to a wide range of candidates, without spending precious hours traveling or talking to people who aren't a good fit.

4. Social Media

Social Media and Recruiting seem to be a match made in heaven Networks like Twitter, Facebook and LinkedIn are great places to find potential employees, share job postings, and develop relationships with recruits. You can also encourage your employees to recruit people from their own networks. Even more importantly, studies show people recruited via social media are more likely to be hired, and stay on longer than candidates found via other methods. This is one of the quickest, easiest and most effective ways to update your recruitment practices.

5. Big Data

This is a real tool that's making recruiters' jobs easier instead of searching through the filing cabinet to find potential candidates; hiring managers are using specialized computer programs to analyze thousands of applications and resumes, filtering them by skills and qualifications.

6. Other Effective Digital Tools

In addition to specialized recruiting software, plenty of other digital tools are now helping recruiters do their job better. Some popular tools include Survey Monkey (for assessing candidates on specific subjects), writing tests (to make sure the candidates really want the job), and Google Hangouts (to highlight job openings and engage with potential candidates).

7. Unique Company-Specific Polices

Some companies are really going out on a limb, forging entirely new recruitment paths. They're experimenting to see what works for them, and in the process, crafting their own unique hiring practices. For example, online retail giant Zappos (which we mentioned doesn't use job titles), no longer posts job openings. Instead, they encourage wannabe employees to network with recruiters on their own private social network. (From http:// www.brazencareerist.com/blog/2014/08/12/7-innovative-ways-recruiters-attracting-top-talent)

2.4 Impact of Innovative Recruiting on Organization

Many industries are finally experiencing dramatic growth, and as a result, their executives are clamoring for the talent that is required in order to continue that growth. And as the world moves faster, executives are also expecting a continuing increase in corporate speed. Meeting these high-level growth, speed, and innovation needs is difficult enough during normal times. But the escalation of turnover rates combined with vicious competition for top talent has produced a level of difficulty and challenge that recruiting leaders haven't faced in years. Firms that expect to simply meet those challenges will obviously need some new recruiting strategies, tools, and approaches to enhance their competitive advantage in the market (The Top 10 'Bleeding

Edge' Recruiting Trends to Watch In 2015, By Dr. John Sullivan; January 12, 2015 from http://www.eremedia.com)

Hiring and keeping employees is key to sustainable competitive advantage. E-recruiting as a general process is job-specific and offers computer-assisted screening interviews & statistical prediction to aid in reducing recruiting costs, time-to-hire and employee turnover. Allan D. Smith examines the application of this technology to recruiting and retaining knowledge workers in an e-commerce, information-intensive environment. He also found that Effective leadership of human capital is a major managerial issue. (Alan D. Smith William T. Rupp, (2004),"Managerial challenges of e-recruiting: extending the life cycle of new economy employees", Online Information Review, Vol. 28 Iss 1 pp. 61 – 74).

The true asset of business is not the technology, but the people behind the technology that give it value. In today's highly competitive marketplace, each business has access to basically the same technology, so it is the people who make the difference. Fast-paced technology companies must effectively hire, develop and retain stellar employees in order to remain competitive. Companies that want to succeed have to acquire and keep the best and brightest employees. According to a study by McKinsey and Co. (www.mckinsey.com), involving almost 6,000 managers from 77 companies, the most important corporate resource over the next 20 years will be talent: smart, sophisticated people who are technologically literate, globally astute, and operationally agile. Ed Michaels, a McKinsey director who helped manages the study stated: In the new economy, competition is global, capital is abundant, ideas are developed quickly and cheaply, and people are willing to change jobs more often. In that kind of environment, all that matters is talent - Talent WAR (Fishman, 1998, p. 5).

CHAPTER III
RESEARCH METHODOLOGY

The research methodology used in this paper is described in this section. The focus group which we use for studying, design of study, population and sampling and also data collection and analysis in order to gain understanding and investigate the innovative recruiting process, methodology, practices and analyze the influence of these innovations to the success of organization in talent acquisitions. In addition, the research will provide insights into the setting of a problem, generating ideas and/or hypotheses for later quantitative research.

3.1 Research Design

This research used qualitative design approach for collecting the data from the sampling group through individual depth interviews process to ensure that all participants has an opportunity to response more elaborately in greater details. On the other hand, the research also provides an opportunity to clarify and go in to deep details to ensure that we fully understand all response given.

3.2 Population and Sampling

The target population are constituted of 8 senior management from the well known recruitment agencies / recruiting technology firm who work for MNC in Thailand more than 7 years as they have the strong expertise in the recruiting industries and be the leader who initiate and influence this innovative in Thailand. However, we will focus only westerner recruiters to avoid cross-cultural impact.
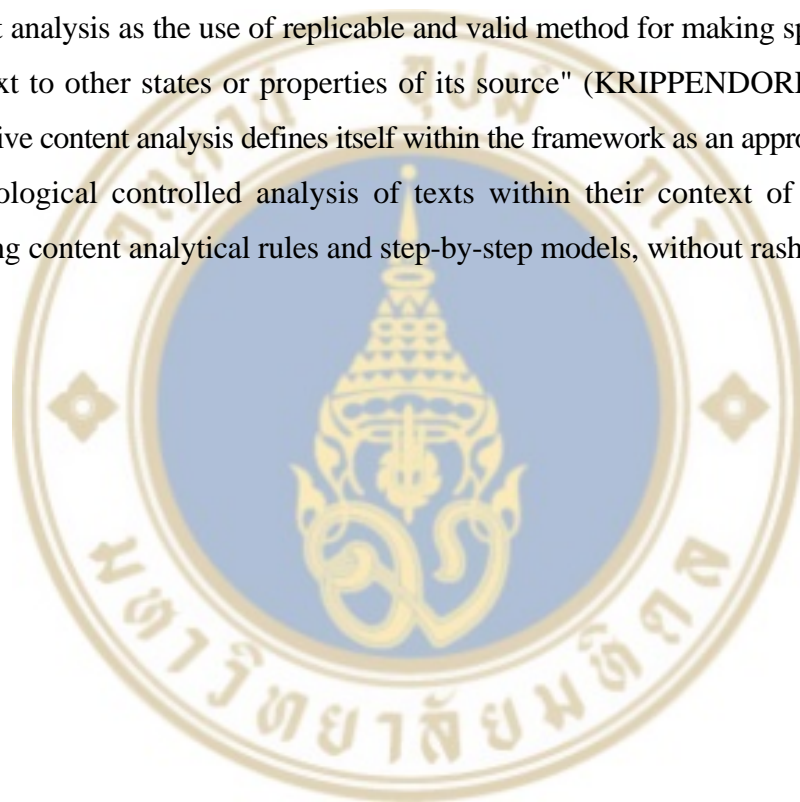
3.3 Data Collection

Semi-structured techniques through individual depth interviews or group discussions with non-statistical analysis. A list of opened questions was used as an instrument to get the opinion and information. The sample of question is described below and applied to all participants consistently. An investigated outcome could develop an initial understanding of innovative recruiting and sound base for further decision-making.

1. Could you please share us your background & experiences of yourself in this recruiting industries

2. What change or evolution of recruiting method, methodology and process you have seen during these ages?

3. Do you think what are factor & Influencer of these changes?

4. What are your definitions of innovative recruiting VS traditional recruiting?

5. Could you please share me some innovative recruiting which RLC using in place and how effective of those tools/process/methodologies? (Consider in term of cost, quality of hiring & talent acquisition and organizational success)

6. How your innovative recruiting /services enhance the talent acquisition process & competitive advantages of your client?

7. Are there any weaknesses in these innovations recruiting which we should be aware of?

8. What are the strengths of RLC which attack / motivate clients to consider using your services?

9. What is your opinion about approaching the passive candidate VS active candidate?

10. What do you see the trend of recruiting industries in TH for another 5, 10 years ahead? Do you have any recommendations or concerns?

3.4 Data Analysis

Qualitative content analysis is applied to preserve the advantages of quantitative content as developed within communication science and to transfer and further develop them to qualitative-interpretative steps of analysis. The object of qualitative content

analysis can be all sort of recorded communication such as transcripts of interviews like we are using in this research,, protocols of observations, video tapes, documents and voice record. Content analysis not only the manifest content of the material—as its name may suggest. BECKER & LISSMANN (1973) have differentiated levels of content: themes and main ideas of the text as primary content; context information as latent content. The analysis of formal aspects of the material belongs to its aims as well. In addition, content analysis embeds the text into a model of communication within which it defines the aims of analysis. This is expressed by KRIPPENDORFF, who defines "content analysis as the use of replicable and valid method for making specific inferences from text to other states or properties of its source" (KRIPPENDORFF 1969, p.103). Qualitative content analysis defines itself within the framework as an approach of empirical, methodological controlled analysis of texts within their context of communication, following content analytical rules and step-by-step models, without rash quantification.

CHAPTER IV
FINDINGS AND DISCUSSION

In this chapter, the results of data were gathering including the respondent profile would be presented. The research investigated the innovative recruiting process, methodology, practice & analyze the influence of these innovations to the success of organization in quality of hiring & talent acquisitions. The data were collected by semi-structured techniques through individual depth interviews or group discussions with non-statistical analysis from 8 respondents whom are the senior management from the well-known recruitment agencies / recruiting technology firm who work for MNC in Thailand more than 7 years.

4.1 Observation Finding

An innovative recruiting is most highlighted topic which all these experienced recruiters pays highly attention and apply in current process & methodologies. The mixed framework between traditional recruiting & innovative recruiting are the most significant approach accepted by all respondents. The traditional approach is still needed as they believes that face to face interview give them the great opportunity to access the candidate behavior, value and motivation. However, the innovative channel likes Linked In, Facebook and E-recruiting make none barrier sources of candidates no matter where you are. Furthermore, the changes of labor market, technology, diversification, generation, competition and expectation from customer indirectly modify their behavior, process and strategies.

"Quality of hire keeps the top spot" - while the urgency to fill roles has made "time to fill" increase slightly, quality of hire continues to be the most valuable performance KPI. Most their clients are measuring quality of hire with feedback methodology (such as new hire evaluations and hiring manager satisfaction), or a long-term methodology likes employee retention & talent acquisitions. Unfortunately, most of MNC business

leaders lack confidence in measuring quality. They aren't convinced that they're measuring quality of hire effectively. Therefore, there's a lot of opportunity to improve how respondents calculate and present quality of their hire either traditional or innovative one.

4.2 Profile of Respondent and Recruitment Technology Firm

Our target population are constituted of 8 senior management from the well-known recruitment agencies / recruiting technology firm who work with MNC in Thailand and SEA. Their recruiting process, methodologies, tools & strategies have customized to suit corporate requirement, Asian culture and country characteristics.

Table 4.1 Nationality of respondents and Recruitment Technology Firm

Respondent	Position	Nationality
A	Country Director	Australian
B	General Manager	British
C	Senior Manager	British
D	President	Swedish
C	Director	British
D	Associate Director	French
E	Managing Director	British
F	Managing Director	British

The generation of respondent are mixed between gen X and baby boom generation where 70 % are the baby boomer and another 30% are the X generation.

4.3 Innovative Recruitment

Traditional resume screening, face to face interviews and reference checking are all of time consuming which often fail to produce the right match in the fast moving and high competitive market. As social networking & technology transform the work

world, recruiting strategies, process and methodology also need to transform. The innovative recruiting is the mixture of social, technology, creative, and generation and labor market's elements in order to explore effectiveness and the quality of the hiring.

4.3.1 Definition

Most of respondents have no obvious distinguish in definition of innovative recruiting VS traditional recruiting if we are looking for an academic definition. Their coding answer imply us the great definition of innovative recruiting in the practical point of view which compatible with to our literature reviewing. Their definitions touch base on E-Recruiting, Social Media, Technology, Social Networking as well as intelligent data based and high-tech of smart searcher.

"Innovative recruiting increased dependence on social media and if it complemented with tradition of professional interviews can result in candidates of good quality"

"I would said probably Social Media had come to us a lot and LinkedIn came along line in the last 2-3 years and grown huge!! Most of innovation is the social media especially for the younger one. We use our Facebook to approach younger generation and Linked in for the management level"

"I am personally quite traditional who love to call and meet candidate face to face. Anyway, my consultant teams are active a lot on Facebook. It might not really effective job broad like Linked in which is a business platform where people go down to look for the job but it is another from of company branding and job advertising. My consultant uses this channel to tell their connection that they are looking for the candidates too. This might link to the generation, which now come to gen Y through Z. You can see everyone are on their smartphone even in BTS"

"I guess innovative come back to the technology and using the different platform like online recruiting, social media & use many way to attract the candidates while traditional recruiting is simply likes picking up the phone and said… Are you interesting in this job scope? Or traditional also just people apply, send the CV and come to see us while innovative we approach the candidate through our networking"

"We go more and more in the innovative recruiting. You can said 20% of people that we interviewed came from the social media like Linked In and close to

50% came our data based and 30% came from our active headhunters where we just go on the active searching of qualify passive candidate in the market"

"Every time, I use my social networking & good connection in industries to identify the qualified candidates as formation is not always invisible"

4.3.2 Evolution of Innovative Recruitment

Consider the evolution as a gradual development of something, recruiters, clients and stakeholder have always needed to find others recruitment method for employment, but the field of recruitment and selection is relatively modern innovative in results of many combination factors. We have seen the development of standardized test such IQ and screening through examination led gradually to the model filed of human resource recruitment likes structural interview, behavioral test, competency based interview and many selection techniques which revolve around finding the applicant most suitable for the position and select applicants with the best fit for the position. However, the feedbacks from our respondents come out on the 2-difference scenario; the first group of population who has experiences in the recruiting industries more than 15 years+ would see the evolutions in recruiting as a rocked science that are not totally changed rather than the combination of old traditional and innovative approach. They think that the principle of the recruiting is still focusing the same principle. The one that changes is job seekers impact of generation and technology.

"What is innovative recruiting in my mine? It comes up with 2 things – coming up with a creative idea to attack talent or just the way that market develops and Internet intervention. A change was redefined with something that we done with the Internet and search agent had got more clever and clever. I speak to you as the brief view of major changes but I would stress in my opinion a lot of people talk a little bit too much of the changes where in fact what we actually do hasn't changed"

"Recruitment is not rocket science. You know at the end of the day we have the job description. We are try to find the people in budget and whether you use your in-house data based which is the fundamental own personal contact or whether you use headhunting or advertising in the Internet, which in the old day could be advertising in the newspapers. It always be 3 prong approaches; your own existing contract, advertising and then direct approach, which won't change 100 years. It is just the way you track

candidates through those approach. The key principle in recruiting is still being the same, no changes. The one which change could be job seeker characteristic and their expectation"

The second group of population who has experiences in the recruiting industries around 7-10 years would see higher intensity of change, which come from many perspectives and feel more exciting to apply all new techniques in to their recruiting process.

"Most of clients are looking for more productivity rather than the number of people. The C&B are also required to re- calibrate to attack the talented one. We have extremely competitor who force us to change the recruitment process, put high quality checking and serve the customer requirement. I think the interviewing processes are generally getting more convoluted and complicated. The good candidates have a lot of opportunities, which force us to speed up our process and minimize time to fill. We actually go through the advent of Internet, online and technology intervention. We also use Apollo Profile to measures 34 factors calibrated for successful performance of the candidates"

"I think the innovation come in where you are going to search for the candidate and starting to understand your client better and then using those social media tools to target and select the market map through the passive candidates. If you know what the client looking for if you will be able to think out of the box"

"The future of recruiting is not going to be necessary of the soft skills but it the culture mapping and not just the culture of the organization but it is the sub-culture we talked previously and cross culture with in the team that candidate going to work with"

In addition, these two groups of respondents also mention the similar point of view related to the approaching of passive candidate and then gives the similar definition of them as flowing sample

"We often find that approaching passive candidates provides the best quality. The sharpest do not often apply for the jobs – they are approached"

"The reason that why people like the passive candidate because they are not the job hopper which call active candidate and happy with their job. I think… the world

is changed. If you can get the sales team who work with you 2-3 years, that is good enough. Then you are more efficient in managing the cost on retention and training period"

"We aim to the passive candidate. The candidate who are not looking for the job. Someone who happy they current are, because they are the best kind of candidates to look for."

"It is not because of they are the better quality, it because they will help us make the decision because what happen with passive candidate… they will think hard and long about good and bad things and do their own research and assess their risk. Then they will go if they really like the job and believes that they can handle those bad things while an active candidate"

However, I did more probing question to really understand the reason of new approach on the passive candidates rather than active candidate whether it's really related to the quality of candidate or not. The conclusion from 8 respondents could classify the active candidate and active candidates in to different category as following

Table 4.2 Definition and category of Passive Candidate vs. Active Candidate

(1) Passive Candidate	The candidate who are not looking for the job and happy with what they are doing now. They trend to have high engagement index with the organization. The motivation is the key factor of moving consideration.
(2) Active Candidate	The candidate who are looking for the job as the result of organization changes, career exposure, culture mismatch and family factor. These groups of people are the good candidates who are not the job hopper but the timeline in making decision might be shorter than the passive one.
(3) Highly Active candidate	Most of this candidates are desperate and actively on line on Job DB or Linked in. They might be not happy with their boss and the organizational culture as well as have difficulty to maintain their motivation and adaptability

The passive candidates are the new sources of talent people, which many recruiters are approaching nowadays besides considering from their in-house data based or the well-known business platform like linked in. Most of the senior management level who working out side Bangkok are not actively online in the social media or Linked in and most of them are the competent one which many organization are looking for. Most of the recruitment technology firms need to give the cold calls or headhunting them.

4.4 Factor Toward the Changes and Transformation

The changes and transformation in recruiting are influenced by many multiple factors in results of impact to the process, methodology, and strategies as well as the generation and labor market, which generate diffidence characteristic and expectation of the candidates nowadays. The finding from respondents in these particular items is mostly complying with the previous studies in the literature review. Nevertheless, researcher discovers 2 new factors led by the candidate's perspective like generation and the expectation of the candidates.

4.4.1 Economic / Business Competition

"A recruitment/headhunting company face different type of challenges & competition through the business cycle. With the right composition of team we manage to propose in both an upturn and downturn of the economy. In upturn we may see many new comers and some of them may success. But in more curtain times client will always relay on quality, solidity and heritage in our recruiting performance, methodology, services and sustainable brand.

4.4.2 Technology

"The influence of changes all comes back to the technology and advance in technology using many platforms to attract the candidate even with Line and Whatapp. In the past we used phone and then we have email and now we have Linked in and Facebook. I use Line messages and Whatapp to talk to communicate all the time"

"Technology is the key difference. In Europe Whatsapp is an informal communication, in Thailand the candidates prefer to communicate via Line or message. I got the massage back from the candidates that they were in the meeting when I tried to call someone for job opportunity…. Candidate; What up? Me; I have the job opportunity for you. Candidate; Oh.. great!! Tell me about its and continue communicate"

"Internet Intervention makes a change!!"

4.4.3 Generation

"It is the influence of generation, Gen Y and now become Z. If you observe, everyone are on their phone and continue sending the message. In the past we used text message but now everything free. The younger candidate is more convenience to communicate via Line"

"People use Facebook on the recruiting to attract the gen Y candidate and build up employer branding while Liked in useful professional level"

4.4.4 Customer Requirement

"Cost factor from the clients unfortunately to some extent and the urgency of searches which often has a significant affect on the quality of candidate submitted. These interment on the recruitment process & strategies"

"As far as my concern, managing the client expectation is one of the task in recruiting nowadays. Example - They are looking for the Financial Controller which sometime it impossible to find. We need to get back & really help them to understand what they are need for their organization before moving forward"

4.4.5 Candidate / Job Seeker

"In today's market place, competent people face a multiple of choices in their professional lives. Very often you find that smart people select the organization, not vice versa"

"What changes more than everything are the job seekers. And the job seekers' changes maybe the part from technology. I believe you study the diversity generation in the university. I found that so frustrating!! I really see that difference in their life and career expectation. I am in the baby boom generation who have been changing the

job only 3 places in my life when I am dealing with the young candidate who change job 7 places in 7 years"

4.5 Impact of Innovative Recruiting

The toughest question to all respondents and technology recruiting firm is not on what innovative recruiting you are using in place or providing but it is more on what value added, positive impacts and how your innovative recruiting could enhance the talent acquisition and competitive advantages of the client especially on the cost constraint situation. The gap between hiring volume and budget is a continuous struggle even in year 2016 onward, and this trend isn't going away anytime soon. The imbalance between headcount needed and limited budget prevents organizations from overcoming obstacles or transforming their recruitment and talent acquisitions strategies. Therefore, the only key motivation which client would consider using your services are the positive impact on quality of hiring and talent acquisitions which will directly build up the competitive advantage of their organization. The respondents project their value on innovative recruiting as following dimension.

4.5.1 Quality of Hiring

"Quality is one the thing, just again I been doing this recruiting more than 17 years. The last time that you were looking for the Finance Director was 3 year ago while I have been in that time done 100 finance directors searching. I done all advertising, my in-house data based is just far more extensive than your. So, I should be able to assess the better quality of the candidate and very quickly. It's all on the Quality side"

"We have the firm rule in our company that our recruitment executive must be expert in or have to be familiar with the particular function they are entrusted with on behalf of our clients. This is only way we can instill respect and trusted among our clients and candidates. Recruitments/Headhunting are not about selling the services but about providing high quality of the solution. Refined headhunting based on intelligent information.

"We really try to add values on our recruiting process, candidates management & briefing requirement. Every candidate which go out have to go through our quality filter with 2 people include 1 management team have to go through the CV and meet with the candidates before sending to client. We currently have 82% shortlisted interview ratio. This is our strong KPI which mean 82 % of candidate's CV sending to the client get an interview"

4.5.2 Cost Effectiveness

"My argument is recruitment take the plenty of time especially if you have a single HR function doing a fishing catching the wide net. What we are offer is the added value. The number one is the time saving if you said time is money; good recruitment company should be able to clearly define the time frame usually with in 2-3 weeks to give you the short listed of qualify candidate and properly access a lot of more people than whet you can do"

"I talk about text saving money in term of time of doing an interview. You are the one on your own to do the interview, we got someone dedicate to do an interviews who can dedicate the whole week to it. You are sitting in the office and got a hundred things to do that week. It might take you 3-4 weeks to do the interview of number we have. We have already pre-qualified them and sent the best short list candidates to you for the final decision

"It is all about spending a time upfront to get it right because of hiring the wrong person is an expensive"

E-Recruiting Source	Advantages	Disadvantages	Sample Participants
General-Purpose Job Board	Brand recognition; E-Recruiting experience; High traffic; Industry best tools; Large candidate base; Large recruiter base	Relatively high job posting cost; Potentially low-quality applications; Limited content control; Stickiness of the job board; Limited candidate relationship	Monster.com; HotJobs.com; CareerBuilder.com
Niche Job Board	Gathering of passive job seekers; Focused search; Community of professionals	Low brand recognition; Possibility of identity theft	Dice.com; Erexchange.com; Taonline.com; JournalismJobs.com; MarketingJobs.com; TexasJobs.com
E-Recruiting Application Service Provider	Low application development cost for recruiters; Quick application development	Integration issues with existing systems; Possibility of closeout due to competition; Possibility of lock-in; Low traffic	Recruitsoft; Brassring; RecruitUSA; PeopleClick; TalentFusion; Lawson
Hybrid Recruiting Service Providers	Expertise in advertising industry; Portfolio of recruiting media; Price bundling with conventional media	Strong image as a conventional media; Low traffic; Low technology	New York Times, Wall Street Journal; Chronicle of Higher Education
E-Recruiting Consortium	Low service cost; Direct and immediate link to corporate career site	Potential conflicts among members; Low exposure; Low technology	DirectEmployers.com; NACElink
Corporate Career Web Site	Candidate relationship management; High interest in jobs by job applicants; Integration with existing systems	Needs for IT specialists; High upfront development cost	94% of Fortune 100 companies; 81% of Fortune 500 companies

Figure 4.1 Advantage vs. Disadvantage

4.5.3 Talent Acquisition

"World move quickly this days with the high competition, we want to go to the good candidates, not wait for them to come to us. Again with the psychometric product, we are moving our interviewing & selection in to 21st century. The company interviewing are today a hundreds year ago… We are not only attract the competent candidates for the company but the results of psychometric test will be utilized in the succession planning and career development of those talent"

"Commenting on today's employment, we are witnessing the most extreme *employee market* and with the expected implementation of AEC in 2015 will require a talent pool with regional and global mindsets. It is imperative that clients / companies when employing the people have this in mind and prepare them for the challenges ahead. Our intelligent information, global networking and expertise in the industries will be the choice of their solution"

"Our new innovation in recruitment techniques will help the client to attract the talent candidate and moving ahead the competitor."

CHAPTER V
RECOMMENDATION

5.1 Practical Implications

Headhunters and recruitment technology firm are the leaders whom deploy all new innovative recruiting to Thailand influenced by the globalization, technology advancement, economic, generations and business demanding which imply through the customer requirements and competitive advantages. These factors generate the verity of recruitment method, methodology as well as invent many new process and business platform to increase the speed and quality of assessment. However, the traditional recruiting method likes resume screening and face-to-face interview are still exist and needed. The innovative recruiting only change the way that recruiters approach and sourcing the candidates as well as using the right channel with align with the generation of each target group and make recruiting become the part of their daily life style.

The combination of traditional recruiting & innovative recruiting enhance each other and provide the most effective results in the recruitment. There is nothing wrong to continue using only traditional recruiting if we are on the family or SME Business, which not require any complicated competencies from the candidates. Innovative recruiting is just another up front opportunity to improve your hiring quality and increase the competitive advantage of your organization. Unfortunately, we can't avoid that people is the most valuable assets and you will stay besides your competitors one step if overlook its.

5.2 Limitations of the Study & Recommendations for Future Research

The limitation of the current studies are timing shorting of timing especially when you ask for face to face interviewing with those high executive level in who are the top 10 of executive head-hunter in Thailand and some of them often travel in SEA which caused hardly arranging for the meeting. In addition, the groups of head hunters

who are the westerner and have an official license in to do the recruiting in Thailand are pretty unique and limited. It is not over 20 persons form average 25-30 companies.

The investigation also had gone through only single side of information. It was very sensitive to get the permits and directly approach their client to proof and investigate the real impact of those innovation which could take period of time in observation and monitoring. Therefore, the assumption of impact whether on the quality of hiring, cost effectiveness and talent acquisitions would be based on the feedbacks, experienced sharing and interviewing information from the headhunters through the interviewing process only. It is also hardly to find the direct research or thesis paper to back up these studies due to the topic is very new for Thailand, which make some content seem to be intangible measurement such as measuring the impact through indirect cost of opportunity cost.

Highly recommend the future researcher to focus on the smaller sampling group or use the case study of only one recruitment technology firm and then increase more population from their client side to get the balanced in formation. Changing the sampling from westerner headhunters to be Asian Headhunter would be interesting.
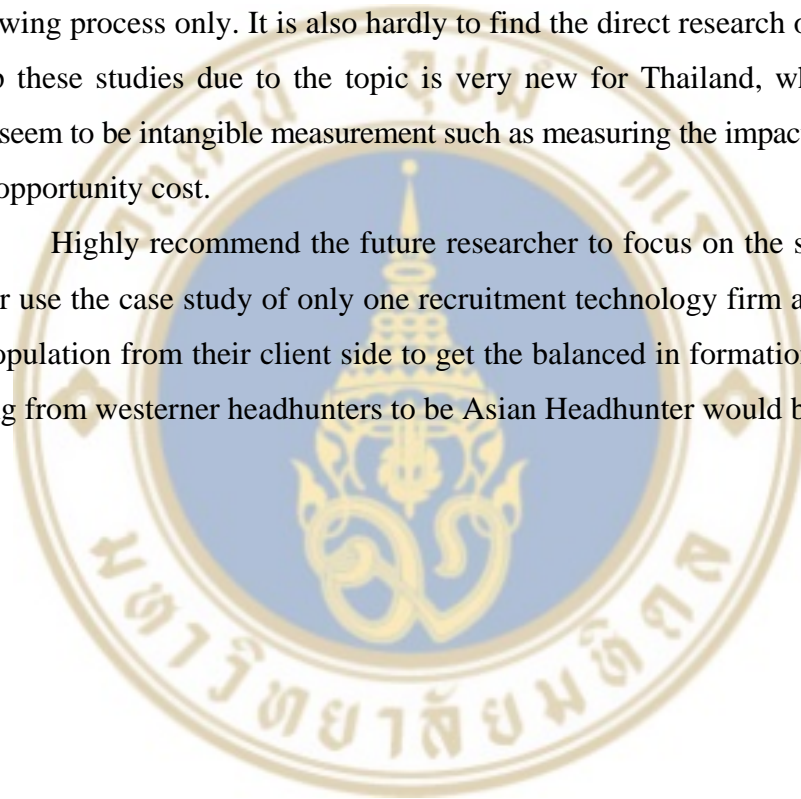
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