



Qualitative Analysis of Talent Acquisition in Digital India – Stake Holders Perspective

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Abstract: Maintaining a competitive edge has become an inevitable necessity in the current business environment. The reasons are simple; one has to succeed, sustain and still be prepared to withstand unexpected challenges like COVID-19. As a result, identifying the best human resources available at any given time, recruiting, retaining, and then optimally utilising them is a difficult task. With the intervention of digital applications such as E-Recruitment, the conventional pattern of the recruitment process has taken a new shape. The purpose of this article is to broaden the study of recruiting techniques with a focus on Indian trends and developments in order to learn which e-recruitment techniques are used and what kind of benefits organisations receive when they use them. The survey uses a wide range of methodologies, including interview techniques, questionnaires, and available secondary data. An important computational tool used by organisations worldwide is artificial intelligence (AI), which has evolved rapidly into integrated business operations. As a result, it gives businesses an advantage in leading the way they want to. The "Human Resources" division of the corporation is a clear example of how slow and unwilling Indian businesses have been to accept the new technologies. The main goal of this study is to investigate the application, advantages, and difficulties of inclusion as well as the restrictions of AI in HRM within the Indian setting. Random sampling was used as the selection technique. This exploratory study examines the information obtained from the interviews to determine the various ways AI is used in the work of human resources, the challenges encountered, and the advantages of doing it. The research is pertinent to and helpful for businesses looking to apply AI to improve the effectiveness and efficiency of their HRM efforts.

Key Words: Global Economy, Human Resources, "E"-Recruitment, Artificial Intelligence, Sampling Strategy & Technology.

1. INTRODUCTION:

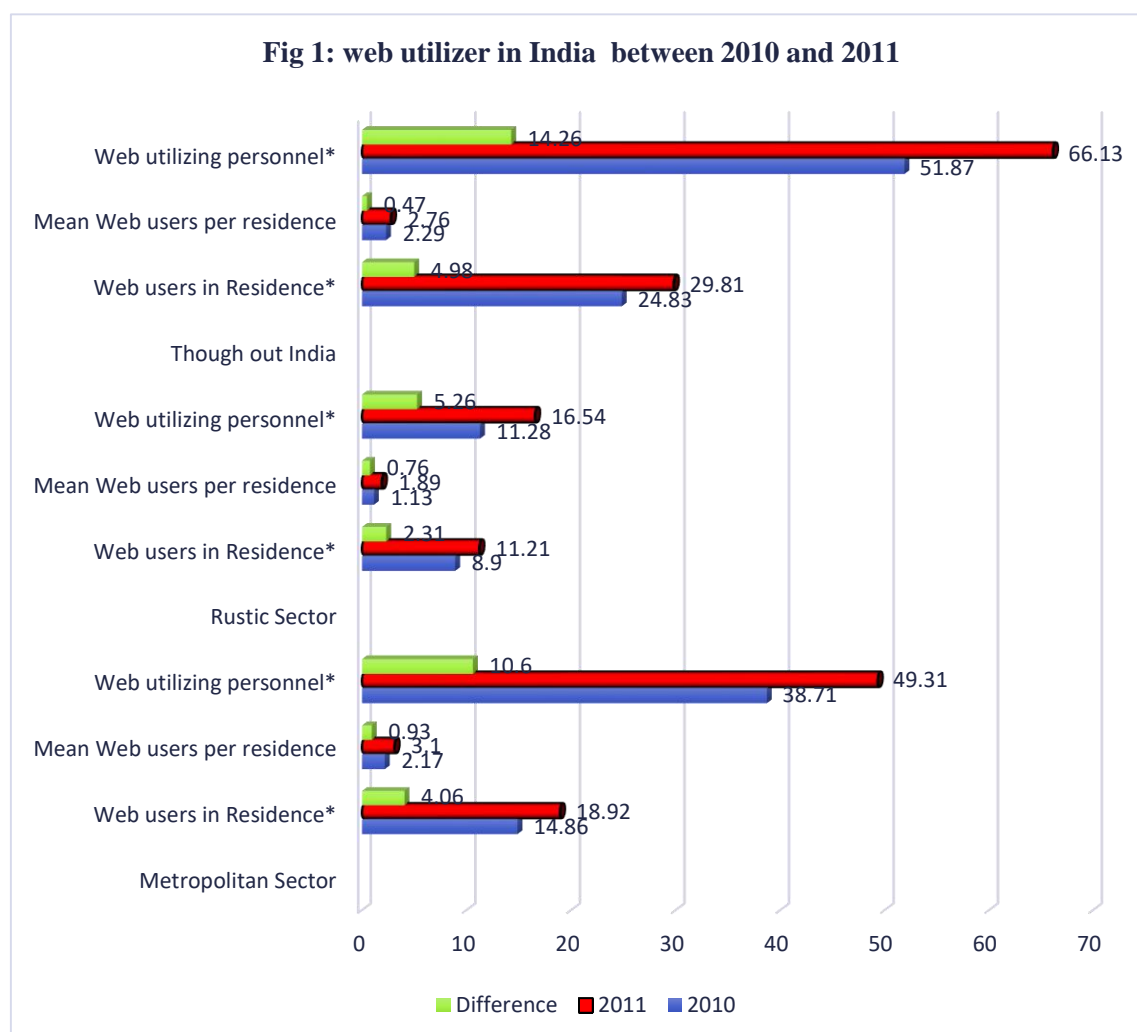
It is experienced that the use of technology, particularly digital applications by entrepreneurs and business houses, has grown exponentially in the e-recruitment sector. By switching to the web recruiting process, companies have reduced their expenditures by over 80% compared to traditional recruiting methods. The process of acquiring talent includes the identification, attraction, hiring, and retention of exceptionally talented and intelligent people. Selecting the most talent and maintaining it to a competitive advantage is fine, but the difficulty lies in finding the right person for the job. Due to the growing competition in the staffing market, management is investing more time, effort, and money in developing appropriate selection methods. The process of acquiring talent includes the identification of, attraction to, appointment of, and maintenance of highly competent and capable individuals. The dynamics are changing rapidly due to the intervention and evolution of the internet. There are articles regarding business-to-business trade networks' changing configurations or new items becoming online every day. According to a survey done in June 2011, there are 65 million active web users in our nation, up from 51 million the year before. The data illustrates how the conventional hiring process has dramatically changed in the Digital Age. Until recently, the external method of advertising a job opening and luring candidates was through newspaper ads. Both nationwide media and regional magazines were utilised to recruit native expertise across India, which is no longer a viable recruiting strategy because the internet is one of the best platforms accessible to recruiters today for finding suitable job seekers. Online hiring has proven advantageous for job seekers over the past ten years. For recruitment, the internet acts as a virtual link between employers and job searchers.



Table 1. Quantity of Web Utilizer in India between 2010 and 2011

Web Utilizers	2010	2011	Difference
Metropolitan Sector			
Web users in Residence*	14.86	18.92	4.06
Mean Web users per residence	2.17	3.1	0.93
Web utilizing personnel*	38.71	49.31	10.6
Rustic Sector			
Web users in Residence*	8.90	11.21	2.31
Mean Web users per residence	1.13	1.89	0.76
Web utilizing personnel*	11.28	16.54	5.26
Though out India			
Web users in Residence*	24.83	29.81	4.98
mMean Web users per residence	2.29	2.76	0.47
Web utilizing personnel*	51.87	66.13	14.26

Enhancement
of 28.5%



E-recruitment manages the entire hiring process, from posting job ads to receiving applications to selecting the most qualified candidate for the position, all online, in an effective use of time and resources. E-recruitment is also known as online recruiting or Internet-based recruiting. LinkedIn is a professional networking site with over 120 million users who share opportunities, ideas, and information. More than 2.5 billion job searchers are registered on Monster.com. Every day, more than 20,000 famous companies create the job platform to hire individuals, and over

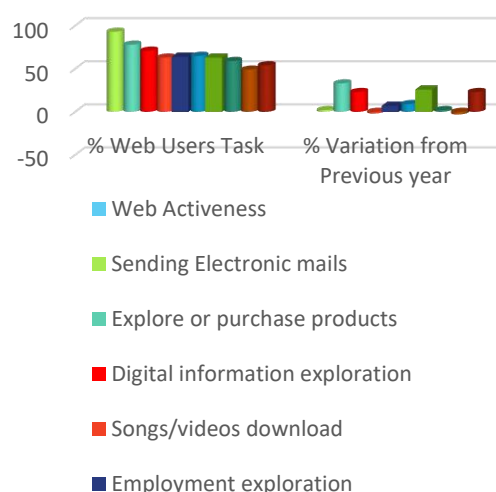


20,000 job-hopefuls register. This reveals how fundamentally professional hiring is changing very fast. Previously, there were fewer applicant pools from which employers used to select. Only individuals actively seeking employment, applicants who were dissatisfied with their current roles, or those looking for entry-level opportunities were eligible for hiring. Companies used to spend a lot on head-hunters to fill the management roles. Today, it is a little easier. Just-in-time employment is facilitated by an internet-based recruiting process. One can log-on to the Internet and explore the databases of job portals to find hundreds of applications from qualified job seekers at any moment, thus an opportunity to close the whole process in far less time and without undergoing the tedious processes. Applicants can be filtered depending on preferred locations, abilities, expected compensation, expertise, and prior to moving on to the interviewing stage, their availability etc.

Table 2: Increase in proportion of India's online web utilization from 2010 to 2011

Web Activeness	% Web Users Task	% Variation from Previous year
Sending Electronic mails	93	+2
Explore or purchase products	78	+33
Digital information exploration	71	+23
Songs/videos download	63	-2
Employment exploration	64	+7
Social Networking	65	+9
Explore or purchase travel related merchandises	63	+26
Instantaneous msg / discussion	59	+2
Desktop to mobile msg	49	-3
Digital Payments	54	+23

Fig 2: Enhancement of of India's online web utilization from 2010 to 2011



The above data illustrates a fascinating read. Historically, organisations in India were often sceptical about using integrated AI in HR. The apprehension was about the outcome of satisfying results, which is valid; it is because of the emotional bonding they inherit with the processes. Although most choices made by HR in a company are never determined by data alone, Indian companies are strangely motivated by emotions and morality in decision making, where AI and other technology take a second stage. Unlike the developed countries, most HR departments in India undermine the fact that in the era of data-driven innovation, a significant amount of personnel data is under-utilised. Therefore, this essay attempts to examine the application of AI in HR in Indian businesses to see if it can leverage the advantage of HRM Operations.

2. OBJECTIVE OF THIS QUALITATIVE STUDY

- To comprehend how Indian HR Specialists, see AI;
- To recognize how AI is being used in HR cross-functions today, and what potential it may present in the approach for business houses in India;
- To determine the advantages HRs in India are enjoying as a result of the incorporation of AI into their role;
- To highlight the challenges while using the AI on specific tasks on HR.



3. LITERATURE REVIEW:

Artificial Intelligence and Human Resource Management:

In 2019, the ability of artificial intelligence (AI) to process massive amounts of data and transform it into useful information for decision-making improves the candidate and customer experience in enterprises (Meister). According to Tom Stachura of IBM, AI enables the ability to absorb a variety of information and provide context to a worker, decision maker, or management, we can offer the appropriate intelligence at the correct time and scale up personalisation thanks to it. AIs are made to offer worthwhile performance, whereas prior systems were made to boost performance while cutting expenses (Guenole & Feinzig, 2018). By taking over the menial chores, AI accelerates the HR function's efficiency and performance by permitting personnel to focus on developing distinctive skills like creativity, critical thinking, and empathy (Stevenson, 2019). Despite the fact that AI has the potential to take over a significant portion of the work now performed in the HR function, there is still a long way to go before it can completely replace the HR team because there is still a need for human connection when communicating with employees (Davenport, 2019).

4. OBJECTIVES OF THE STUDY:

This research was conducted to learn more about the talent management process in use. The following are the study's main goals:

1. To comprehend the manpower recruitment procedure initially,
2. To investigate the effective strategies for talent growth that businesses have embraced or put into effect.

5. RECRUITMENT PROCESS:

Fig 3: Progressions Tangled in Hiring the Workforce

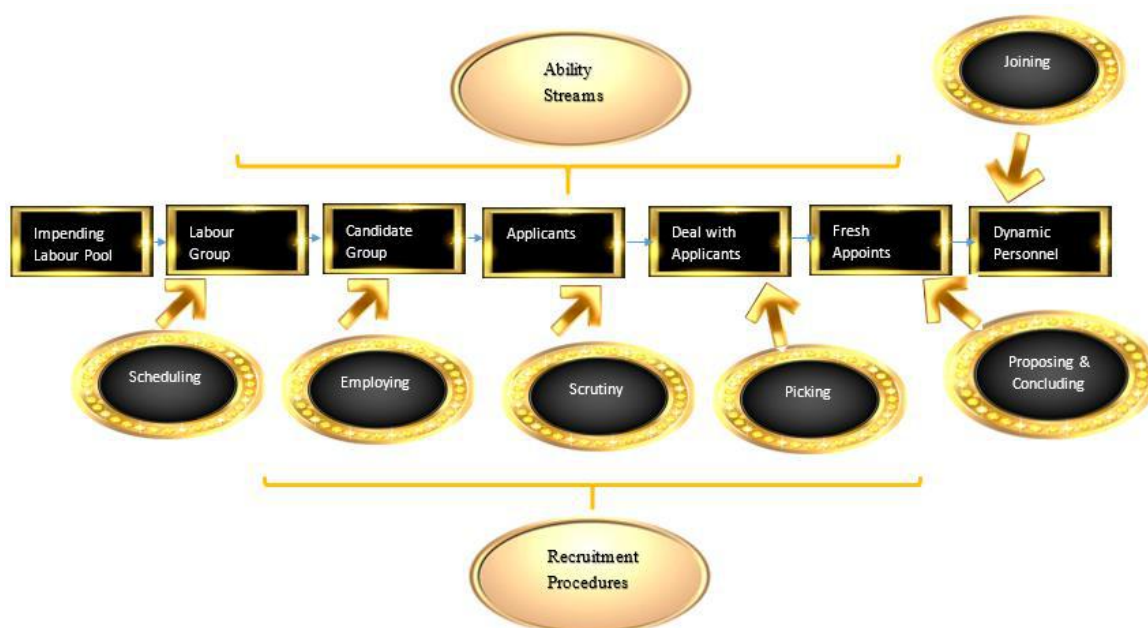


Figure 3 depicts the steps taken to find and hire outstanding employees. A bad hiring procedure can cost a company a lot of money, so developing a zero-error recruiting process is critical for finding the right person for the right job. The recruitment and marketing procedures, screening and assessment, and enrolment procedures can all be facilitated via the internet. Online requirements might be utilised concurrently with candidate following and assignment tools to assist hiring processes.

The Process of E-Recruitment:

STEP 1: Determine the Hiring Demand: The objectives of the firm are examined before creating job classifications for different roles. Based on the job criteria for the open positions, possible applicants' job requirements are ascertained.



Step 2: Creating a Successful Job Posting: The purpose of a job advertisement is to generate attention that conveys the crucial (interesting and important) aspects quickly and effectively. Focus should be placed on layout, text clarity, and projecting a professional image. The job title, company profile, job description, prerequisites, and application process must be clearly stated.

STEP 3: Identifying the Lowest-Cost Web Hiring and Marketing Sector: Depending on the account and the accessibility of potential applicants, a decision has to be made whether to post an online job listing on the company's website or on a recruiter site.

STEP 4: Role Application Procedures: Determine if the candidate should phone-call or send an email directly, but encouraging them to submit applications on the company website is a wise decision.

STEP 5: Attract Applicants: A job description will be published: Organisations using appropriate websites for recruitment purposes will have the advantage of receiving more potential applications. It is possible to employ marketing platforms like print media or job boards to get visitors to the website.

STEP 6: Create a Talent Group by categorising Applications: The criteria in the job specifications for the open posts should be used to evaluate the candidates. Additionally, all of the applicants' resumes may be saved as a "talent pool" and retrieved later if a new opening occurs.

STEP 7: Contact the shortlisted candidates: Before bringing them for the final interview, ensure their credibility.

STEP 8: Finish the Transaction: The position is offered in preferential order.

6. RESEARCH METHODOLOGY:

An in-depth interview was conducted as part of this qualitative research to learn more about the uses, advantages, and drawbacks of artificial intelligence in the context of human resources in India. A purposive sample technique was utilised to find people with a minimum of five years of expertise in the HR function and a minimum of 12 months of experience utilising AI as part of their job. While responders were never restricted to only one industry, India was chosen as the survey environment. The following interview questions served as the basis for the semi-structured interviews conducted via Skype, in person, and phone to collect information from the respondents:

- Do you think AI helps the HR department?
- Where in your organisation is AI presently deployed in HR?
- Which other HR job do you anticipate AI having a significant influence on next?
- What are the few specific advantages you have experienced as a result of employing that innovation?
- What are some of the disadvantages of AI for the HR function, in your opinion?
- How can we deal with these challenges that we ran into when integrating AI into HR?
- What are the main factors that might influence whether AI is incorporated or not in HR? On a need-basis, additional justifications or modifications were requested. The respondents' comments were based on their knowledge and perceptions about the study's topic.
- Responders were employed by various businesses operating throughout India.
- In the following conversations, R1, R2, R3, R4, R5, R6, R7, and R8 will be used to denote the responses.

Methods Used in The Process of E-Recruitment:

E-Recruitment is Possible via:

THE OFFICIAL SITE - Using a link for employment opportunities on the company's website, let interested applicants log in to see the present positions, which can be utilised to submit a job. The HR division has the option to openly advertise the job openings on the corporate websites and to describe the desired employment path for new hires. Only applicants who are eager to join the company are drawn to it through its website. There should be various routes employed to draw in additional applicants.

OFFICIAL JOB BOARDS OR COMMERCIAL JOB PORTALS - The Company can post job openings and search for qualified candidates on specialist job boards.

PROFESSIONAL WEBSITES - Hiring can also be done using an HR Administration system like www.bkdkm.org. The internet provides contact for jobs and employers' jobs around-the-clock. The advantages of electronic recruiting for businesses include:

FINANCIAL EFFICIENCY JOB - It is evident that online postings on a company's website are less expensive than what is spent on newspapers or magazine advertisements.



A LARGER NUMBER OF POTENTIAL APPLICANTS - The candidate pool has grown and transcended national boundaries in the age of globalization. The younger generation is online literate; therefore, they find it easy to access websites.

RELIEF FROM PAPER WORK - Managerial tasks are performed online.

SPEEDIER METHOD - The employing method is accelerated by the internet; time taken for recruiting, shortlisting, phoning for interviews, and final selection has reduced substantially. For instance, if a job opening is posted online in the morning, by lunch time CVs are received, and one can schedule the interview by evening and select the candidate at the end of the day.

THE RISKS OF WINNING ARE BETTER - The quantity of applicants for the position and the selection of a competent candidate determine the effectiveness of a job posting. Therefore, the employment portal of the company website should have a job vacancy available round the clock.

Cons of E-Recruitment:

IT IS ESSENTIAL TO HAVE COMPUTER SKILLS - Candidates who are computer literate alone may participate in the procedure. Sometimes, there are too many steps and clicks, which makes it challenging for a layperson to submit a web application for a certain job.

LEGAL REPERCUSSIONS - This resource should be familiar with the phrases used in the advertisement as well as the various methods of recruiting, to avoid accusations of prejudice.

RICH FIELD OF APPLICANTS - This has advantages as well as disadvantages, because there are huge databases comprising hundreds of applications that cannot be thoroughly examined. Shortlisted applicants' resumes are often chosen mainly on a set of core phrases.

A GREAT DEMAND FOR NON-SERIOUS APPLICATIONS - It is observed that many jobseekers just submit their applications for the sake of doing so. Neither do they review the eligibility nor other criteria before applying for a specific job, which makes it time-consuming for the recruiter to shortlist the candidates.

LOSS OF HUMAN TOUCH - There is always an element of detachment when computing applications are used. If one simply looks at the résumé, the interviewer could never obtain a complete and accurate picture of the candidate's personality, which could result in a poor choice. The assessments are performed over the phone due to the large areas involved.

7. LIMITATIONS:

Though AI may seem to be a magic wand for HR issues and practices, it possesses its own shortcomings. According to the study, AI devices in machine learning have limitations to feed attributes that can comprehend the behavioural factors that play a critical role in the decision-making process. Because AI systems offer solutions that are heavily logic-based, and many of the answers they recommend may not be applicable in a given circumstance, the capacity of AI to detect unintentional bias in the data used for analysis is another drawback to be taken into account. Because it relies heavily on data, AI is susceptible to faults and discrepancies in the data. In order to prevent the formation of any unwanted bias, HR services must adopt steps to validate the information before performing the assessment and ensure that the AI methods are configured to handle lacking items in the data. Although AI has numerous solutions for HR problems, it still has its limitations, just like any other product on the market. Even if the benefits of integrating AI into HR outweigh the disadvantages, they must undoubtedly be considered.

Present E-Recruitment Trends:

DIGITAL NEWSPAPER COMMUNICATIONS - Every national newspaper is available as an e-paper online. The process of placing an ad in a newspaper draws attention from both newspaper subscribers and employment applicants who utilise the internet.

EFFICIENT COMMUNICATION - Blogs may be used for communication between the company and a potential employee. Podcasts are virtual entertainment transmission services. Visual broadcasts, called vodcasts, can be used.

VARIATIONS OF THE CANDIDATE - Employers used to be able to be picky during the recruiting process, especially when reviewing resumes, but this was not always the case. Due to time constraints, it was not feasible to review every submission. Applicants have the freedom to pick which companies they wish to work for.

JOB ALERT EMAILS - Applicants receive job postings via email. Email notifications are another useful tool for reaching out to the market's passive job seekers.

FEED RSS - The usage rates of RSS have increased as a result of the increase in individuals exchanging knowledge on ways to utilise the internet better efficiently to locate an appropriate position. Thus, prospective



employees may conduct searches on Google and specific websites that maintain an up-to-date list of all opportunities that are open at any given time.

SOCIAL CONNECTING IN WEB 2.0 - Establishing a reputation through word of mouth is one of the best ways to market a business. As Web 2.0 activities develop, channels of contact are opened up amongst like-minded individuals. User-generated material is used to do this, including conversation groups, blogs, personal networking, online recommendations, and conversation groups. Everything posted on the websites is in the public domain.

Advantages of AI in Recruitment

Cost Cutting: 8 out of 8 responders stated that AI helps them cut expenses associated with various tasks, including training and hiring. With its superior quantitative and predictive abilities, AI provides extremely appropriate and efficient solutions, permitting us to better anticipate upcoming issues. It aids in minimising their expenses as well. **Effective workforce utilization:** Six of the eight participants believed that AI is assisting their individual firms in attracting prospective applicants. Likewise, AI gives them an opportunity to re-strategies their workforce.

The respondents cited "time" as a significant advantage in adopting AI. It's straightforward: "TIME IS MONEY," remarked R6. **Career Fulfilment:** Work fulfilment is a critical factor in determining whether a worker should stay with the company or leave. Job satisfaction may be influenced by a number of factors, including pay, benefits, workplace culture, interpersonal connections at work, and so forth. R4 said, "By tracking personnel, dropout monitoring utilising AI helps us discover possible quitters in the firm."

8. CHALLENGES:

Mentality: The employees' perspective is among the biggest hurdles for HR as it integrates AI into the HR functions. According to R3, there has been a gradual but constant increase in Indian HR professionals' support for the idea of fusing AI and HR. **Getting Rid of Partiality:** Though AI methods were built to eliminate most forms of prejudice and bias, it is yet impossible to remove prejudice in HR procedures. This is a significant difficulty. "AI studies historical information for training and therefore creates insights," said R4. It's likely that subconscious prejudice influenced the appearance of a particular trend in the historical data. A problem the HR Department encounters across the organisations is the ethical use of AI. R6 stated, "In general, workers are sceptical about AI due to its very ubiquitous nature, which enables it to follow and analyse several factors of employees' behaviour. Therefore, to resolve the ethical dilemma associated with the procedure of gathering personnel information and exploiting it for corporate objectives, education is therefore necessary."

9. CONCLUSION:

Across the globe, finding a competent workforce is an extremely difficult task for an HR professional in any organisation. One has to invoke and integrate all possible solutions to identify, recruit, and then retain the talent the organisation requires. E-recruitment is not a complete replacement for usual hiring practices. Technology such as AI and machine learning have helped recruit the best possible talent, but the real challenges lie in the retention of the same. Automating the interview method aids businesses in putting excellent policies into action and acquiring the best personnel on the market. As a result, professional sites offer improved career options and improved recruitment techniques are available for choosing competent people who are suitable for the posts. Both AI and ML expedite the recruitment process and support traditional methods. Recruiters are now aware of the benefits of using online recruitment to find and hire the best candidates. Online recruitment encourages proficient recruiting procedures and helps time-constrained line managers efficiently fill vacancies. E-recruitment has brought about a profound societal and behavioural shift in both the ways HRD operates and how candidates behave. There were numerous opportunities to increase awareness of e-Recruitment despite the enormous population of businesses and applicants adopting it. Therefore, further study is required to determine whether and how the Web improves the effectiveness of a company's hiring process, as well as whether particular Web-hiring strategies are responsible for such effectiveness. The survey further reveals that when compared to other organisational sectors like production, finance, marketing, and others, AI used in Indian organizations' HR Departments is viewed as much less ubiquitous. In order to assist prospective HR workers in adjusting to a higher level of digitally advanced HR functions, the research sought to learn more about the notion of AI in the HR position in a local setting. In light of these subjective studies' findings, AI and HR were no longer mutually exclusive terms. It's true that India needs to accelerate much faster to match other countries in the integration of AI and HR, but there are immense possibilities considering the capabilities and resources India possesses. The present essays give a clear clue to how to invoke AI and ML with HR, which can prove advantageous in HR Operations.



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