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BENEFITS AND DISADVANTAGES OF ADOPTING VIDEO RECRUITMENT

Well-conducted recruitment and selection process is extremely important for the organization, allowing an in-depth and objective verification of candidates in terms of meeting employer's expectations and leads to their employment. The objective of the following work is to present the benefits and disadvantages of adopting video recruitment in the recruitment and selection process. Qualitative research design was considered the most suitable for the purpose of the investigation. The paper considers the possibilities of including video recruitment in the recruitment and selection process. Two unquestionable benefits are: limiting the length of the process in time and a possibility to decrease the costs. In the following paper one of the significant disadvantage of video recruitment was poorly built candidate experience.

The recommendation for businesses embarking on developing their e-recruitment activity is to adopt the philosophy of a positive candidate experience and place it at the centre of their e-recruitment strategy. Prahalad and Krishnan (2008) spoke of the importance of the ecosystem and the "ecosystem mindset" that takes a holistic view of the whole e-recruitment network to appreciate the full scope of e-recruitment activity.

Keywords: video recruitment, building candidate experience, cost of recruitment platform.

1. INTRODUCTION

Various types of digital human resources management practices have become a daily practice in organizations throughout the world, affecting all aspects of managing employees in organizations. Among various HRM activities, recruitment is one of the human resource (HR) functions that has changed dramatically, from traditional paper-based process to digital or electronic recruitment process, commonly referred to as e-recruitment. This transformation was well observed and reported particularly in North America, Europe, and Asia-Pacific (e.g. Lee, 2005; Parry and Tyson, 2008; Yoon Kin Tong, 2009).

Organisational recruitment plays a crucial role in the development of human capital and strategic human resource management (Liviens & Chapman, 2010; Millmore et al., 2007).

Personnel selection includes three key steps: recruitment, selection and implementation for work (Listwan, 2010). Well-conducted recruitment and selection process is extremely important for the organization, because it permits for in-depth and objective verification of candidates in terms of meeting their employer's expectations and leads to their employment. The main task and purpose of the personnel selection team is not the process itself, but the

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final choice of a person who meets all criteria and is unambiguously suitable for a given position.

An increasing number of practitioners from the HR area recognize that their hard and often repetitive work can be supported or even completely replaced by tools from the area of modern technologies. Some companies use online knowledge management systems to hire employees, exploiting the advantages of the World Wide Web. These are termed e-recruitment systems and automate the process of publishing positions and receiving CVs (Faliagka et al., 2012).

Despite the apparently widespread use of e-recruitment, however, a gap seems to have emerged between research and practice (García-Izquierdo, Aguinis, & Ramos-Villagrasa, 2010), possibly because scholars are struggling to keep up with the sheer pace of change (Anderson, 2003). The question arises whether video – recruitment can replace traditional paper recruitment.

The purpose of this paper is to assess the benefits of video recruitment. This is the third paper out of the series concerning use of new technology in the recruitment and selection process. The first paper (titled: *Internet based technologies used in the selection and recruitment*) has been published in Economics and Culture Journal in 2018, the second one in 2018 in *Nowoczesne Systemy Zarządzania* presented two case studies regarding e-recruitment. It included the whole e-recruitment process on two examples ITutor group and a chain of luxury boutiques. This paper takes a wider perspective as it is going into detail of benefits and disadvantages of using video-recruitment and taking the perspective of building candidate experience.

The research questions are as follows:
- RQ1. What are the benefits of using video-recruitment?
- RQ2. How to calculate the potential costs saved due to running video recruitment?

The paper is structured as follows: the first part takes a consideration of traditional recruitment versus video-recruitment, the second part presents advantages and disadvantages of video-recruitment. Then candidates experience is presented with the view of using new technology. Finally a formula is presented to calculate the savings of running interview with the use of video recruitment. Paper ends with conclusions.

2. TRADITIONAL RECRUITMENT VERSUS VIDEO-RECRUITMENT

The recruitment process can vary in complexity and degree of difficulty depending on the recruitment objectives and the recruitment sources chosen (Breaugh & Starke, 2000).

The traditional, i.e. paper-based, recruitment of external candidates from job advertising is a linear process with consecutive tasks. It usually starts with the identification of required applicants, their location and placement in the labour market, and proceeds with activities designed to attract and persuade qualified applicants to apply.

Job applications are then received, screened, and sorted, leading to the drawing up of a shortlist. The process ends with communicating the pre-screening results to applicants. (A summary of this type of recruitment by tasks, subtasks and activities is presented in Fig. 1.) Therefore, we can state, that a typical recruitment process is treated as a business process, which, in line with Davenport and Short (1990), can be defined as a set of logically related tasks performed to achieve a defined business outcome for internal or external recipients. A business process occurs across or between organisational subunits and is independent of a formal organisational structure.

On the other hand Lee (2005), who has studied the evolution of e-recruitment systems and analysed the corporate career websites of Fortune 100 companies, emphasises that e-recruitment has fundamentally changed the corporate recruiting process from batch mode to continuous mode, suggesting a major change in the business process. Unlike the traditional paper-based recruiting process, e-recruitment allows around-the-clock collection and processing of job applications. Thus, according to Lee (ibid.), a modern e-recruitment process is a two-way communication process, web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters.

Based on a review of the literature, Singh and Finn (2003) conclude that the increased use of ICTs in recruitment has had a fundamental impact on all aspects of an organisation's recruitment function, including people, processes, organisational structures, and forms. They suggest that new processes are needed to lower costs, accelerate transactions, improve efficiency, and provide better service. One example of such processes is the automated pre-screening of applicants.
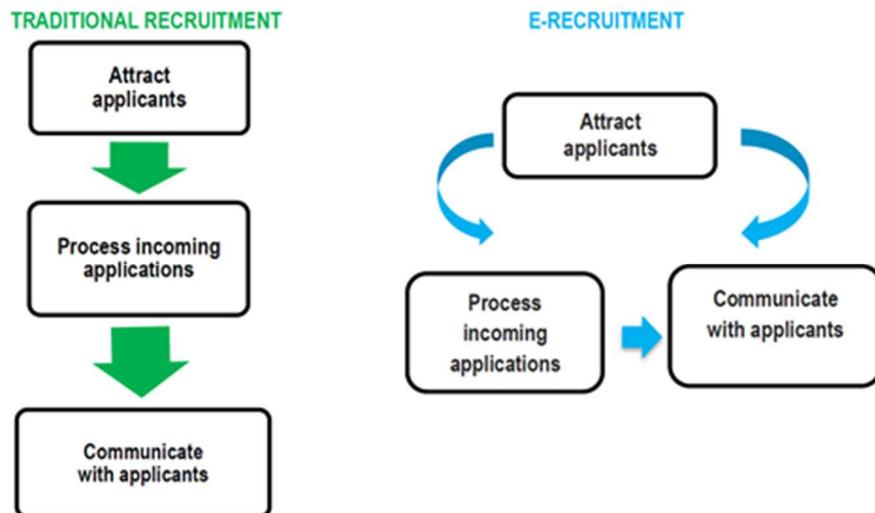
Figure 1. The design and sequence of tasks in traditional paper-based recruitment versus e-recruitment

Source: (Sołek-Borowska, Wilczewska, 2018).

Basing on the comparison on traditional recruitment and e-recruitment it can be noted that processing incoming applicants and communication with applicants is taking place simultaneously in e-recruitment allowing for faster communication with applicants.

3. METHODOLOGY

Qualitative research design was considered the most suitable for the purpose of the investigation, since it permits the use of multiple data sources (Creswell, 2009), which could provide the necessary insights into new area of research. As two earlier papers presented the two case studies, this paper is taking the analysis one step further investigating in detail benefits of video recruitment and importance of building candidate experience using the

research results of two previous papers and contrasting them with the literature review. The recruitment process was used as the unit of analysis and focused only on the business process itself. The data collection process was therefore designed to capture the entire recruitment process in the case organisations in as much detail as possible, which would permit comparative analysis for each step of the recruitment process. Thus, a mix of qualitative methods, techniques, and data sources available at the time of the research was utilised during the study.

4. VIDEO RECRUITMENT

Using video recruitment technology, HR departments, recruitment agencies and employers can interview candidates without having to leave their offices or even their desks. After identifying potential candidates, interviews can be arranged quickly at convenient locations for the candidate, which helps HR and employers move quickly in recruiting the best talent for their organizations.

Video recruitment is a tool fully based on modern technologies currently available on the market. Video recruitment is used primarily in the selection process, it is a tool that gathers all the candidates obtained, permitting to systematize the project. However, the most important factor is time saving, which for the business side plays a significant role in planning the recruitment and selection strategies.

Video recruitment influenced the standard recruitment through the creating and presenting employers with CV in the form of video. It is currently a very popular method in Western Europe, but also in Poland, because unconventional approach is increasingly appreciated (Puls HR, Video CV 2017).

Video recruitment is to help the human resources management team in less time-consuming but reliable verification of incoming applications. There are two types of video recruitment: an automatic form and a live form (Kluza, 2015). The live form is much more popular because companies have been using it for a long time, mainly involving a tool like Skype. It is associated with a direct interview and few aspects distinguish it from other forms of recruitment. The most important of them is the possibility to organize it without the need to visit a candidate in the recruiter's office. It can take place independently of the place where both parties are staying.

The automatic form is at the moment the solution, which is investigated thoroughly by HR specialists. It involves building a platform on which incoming applications are collected. Interview questions are generated by the system, the answers are recorded, archived and sent to the person responsible for the selection.

Video recruitment is still a controversial and relatively new way of personnel recruitment. Nevertheless, its development is inevitable and probably in the future it is forecasted that all phases of the selection process will be transferred to the online environment. It is worth emphasizing that the use of this tool does not mean saving time and costs by lowering the efficiency and quality of the recruitment project. On the contrary, it is more transparent, generates wider pool of candidates and helps to select better candidates (Buckley et al., 2004). Video recruitment has many supporters in Western Europe, is very dynamic in the United States and although it is only taking its first steps on the Polish market, it has great potential to remain a key determinant of most recruitment and selection processes.

5. ADVANTAGES AND DISADVANTAGES OF VIDEO-RECRUITMENT

Parry and Tyson (2008) noted that the effective use of e-recruitment might necessitate far reaching changes to the recruitment process as a whole, even though it was hardly a new phenomenon by this stage. This statement is even more relevant today with many more methods of online engagement emerging.

Time, so extremely important nowadays in every business process, can be largely saved due to video recruitment. At each stage, the possibility of implementing individual elements at the same time for a dozen or several dozen candidates would not be the case with standard solutions. Additionally, the quality of the recruitment process is maintained throughout the whole duration of the project. Candidates feel cared for, regardless of the time in the recruitment process. Despite the lack of direct meetings, they did not have the impression of being left alone.

As it was mentioned in other papers, the added value, often emphasized by the client's side, was lack of chaos due to the VideoCasto platform, which verified the status of not only the entire project, but also individual groups or individual candidates. Reporting took place regularly and did not require long and tedious preparations from Work Service.

The least tangible, but equally important factor was the opportunity to strengthen the image – a company that copes well with new challenges in the HR environment using modern technologies So far, not a single company on the Polish market from the HR industry has used such advanced technology with limited interference of the human factor (https://www.rp.pl/Rynek-pracy/307199861-W-Polsce-rosnie-rzesza-wirtualnych-emi-grantow.html, Błaszczak, 2016). The project ended with success caused interest from other companies that were impressed with the solution and wondered to which extent it could have been introduced and adapted to their requirements.

Video recruitment offers not only positive benefits. The peculiarity of the process, its remote character and the lack of direct contacts (face to face) meant that the relationship with the candidate was very poorly built. The results of this research indicate that the benefits of video recruitment was not utilised fully as Allden and Harris (2013) state that the biggest potential of e-recruitment is to provide a positive candidate experience. This should be core to any recruitment strategy. In the following case the poorly built candidate experience can be explained by the fact as it was the first project on the Polish market and the company did not know how to do it. Currently, HR practitioners emphasize the need to focus on the recruitment as a business process in order to be sure not only to complete it successfully, but also to build employer branding associated with positive experience.

Due to peculiarity of the project, but also the position and the workplace, the employees did not feel any integration with the future employer. Very often, after completing the recruitment the process, people emphasized that they treat their duties as additional tasks, an additional source of income for what they do on a daily basis. Very few employees finally decided to devote all their time and effort to teaching through the ITutor system.

Ultimately, e- recruitment bears a threat of data infringement. Any attempt to break into or access to them by undesirable persons could have adverse effects. Table 1 presents advantages and disadvantages of video-recruitment.

An extremely important aspect of the recruitment and selection processes highlighted by HR specialists is the process of building a relationship with the candidate and ultimately a potential employee. Very often, theorists, but also practitioners emphasize that the phenomenon of "candidate experience" in the time of development of the HR market will play

an increasingly important role and the use of modern solutions will certainly have a great impact on it, but it is very difficult to clearly assess whether positive or negative. Research in this area is relatively at an early stage and none of the researchers has yet dared to make a decisive voice (Morgan, 2017).

Table 1. Advantages and disadvantages of e-recruitment

Advantages	Disadvantages
Savings (considering time and money)	Poorly build relationship with candidates
Strengthening the image of company introducing new	Lack of integration of candidates with future employees
Reaching a broader audience of potential candidates	A threat of data infringement

Source: own development.

The need to build relationships with candidates to improve the quality of the recruitment process is a recurring theme. Businesses have tended to shy away from a relationship approach due to the complexity, cost and its long-term nature (Papazoglou and Ribbers, 2006). However, this is a critical element because talent sourcing is neither B2B nor B2C but bridges the gap as companies engage with individuals for the purpose of building a business relationship. For a business to gain advantage in the market place it needs to engage and retain talent by denying competitors' access to the best human resource assets, resulting in a "rush for talent" (Prahalad and Krishnan, 2008).

6. BUILDING POSITIVE CANDIDATE EXPERIENCE

A strong and highly skilled employee base can give the firm an advantage over competitors, generating more business and higher profits, which in turn feeds the economy. This is why nowadays more than ever before; the candidate experience is critical to corporate brand and ability to hire key talent (https://www.pageuppeople.com/resource/7-recruitment-trends-for-2020/).

People change the way they view your company depending on their recruiting experience. Technology and social media now play such a big role in the hiring process, a negative review, post or comment can have a huge impact on an organization's ability to recruit. Human Capital Institute reports 55 percent of job seekers avoid certain companies after reading negative reviews online. It's better to plan up front and take a holistic approach-looking at the entire candidate experience from start to finish. (https://www.helioshr. com/2019/03/top-4-ways-to-improve-the-candidate-experience/). Communication and timely feedback is crucial to hiring process, which will be presented in detail below.

Communication is key, starting with an explanation of logistics of time slots, the length they can expect to be interviewing, with whom and what their positions are and directions to the interview site. Just as important is communicating an overview of the company, in-depth description of the position, organizational structure and expectations. Communication becomes even more critical the deeper into the hiring process a candidate gets.

Timely and personal **feedback** is crucial to hiring success and building company brand. According to the 2018 Talent Board North American Candidate Experience (CandE)

Benchmark Research Report, "positive candidate ratings jump upwards of 28 percent when they receive a phone versus the automated email rejection". A candidate should get a clear and objective reason for non-selection. Many companies collect numerous online applications and then fail to provide feedback to candidates. This may lead to the loss of applicants that companies wish to interview as candidates may choose not to work for organizations they perceive as having poor people skills. Disgruntled applicants can also spread the word very quickly using social media networks; this may discourage future applicants from seeking positions with such companies. However, there are firms who demonstrate that they understand the value of human capital. Breslin (2012) provides two examples of companies that stand out as models for online recruitment. Sage Software of Irvine California has a transparent screening process, which starts with a short online application and ends with a commitment to complete the candidate screening process within 20 days.

7. CALCULATING THE COSTS OF VIDEO-RECRUITMENT WITH THE USE OF DEDICATED PLATFORM

E-recruitment with the use of dedicated platform offers not only benefits but also bear the cost of building such platform. Significant saving are in terms of money allocated which are presented below.

Measuring the efficiency of savings.
Assuming that:
C_T – average time of traditional recruitment
C_V – average time of e-recruitment
K_p – total cost of recruitment platform preparation,
K – remuneration per hour for a recruitment specialist.

The per hour savings (Δ) achieved with the use of e-recruitment over traditional one can be expressed on the basis of the equation 1:

$$\Delta = (C_T - C_V) \cdot K \tag{1}$$

Taking into consideration number of potential candidates N taking part int the process of recruitment, the total saving (Δ^*) can be estimated, as follows:

$$\Delta^* = (C_T - C_V) \cdot K \cdot N \tag{2}$$

Including the total cost of creating the recruitment platform (K_P), the total savings (Δ^{**}), can be be calculated with the use of the equation 3:

$$\Delta^{**} = \left(C_T - C_V - \frac{K_P}{N} \right) \cdot K \cdot N \tag{3}$$

Assessing the break even point of creating a recruitment platform it makes sense when the number of potential candidates N meets the following criteria:

$$N > \frac{C_T - C_V}{\frac{\Delta^{**}}{K} + K_P}$$

Considering above calculations we can state that building a platform for video-recruitment makes sense when a large pool of candidates is considered to be accepted.

8. CONCLUSIONS

It has been shown that companies can increase the efficiency of the recruitment process and significantly cut costs, by integrating e-recruitment systems in their HR management infrastructure.

On the basis of the conducted research it can be concluded that the use of modern technologies in the recruitment and selection process is not only a guarantee of completion with the intended effect of a given project, but also causes a real improvement in the recruitment process, which allows, in particular for the business sector to reduce costs and time.

The results suggest that the typical paper-based recruitment process is no longer present in its original form and design. The most significant differences identified were attributed to changes in the sequence of tasks and the nature of the related activities. E-recruitment techniques and related technology were observed to be used, in the tasks of attracting applicants, processing incoming applications and communicating with candidates.

Organizations which do not recognize the importance of providing good candidate experience practices will find it increasingly difficult to source the right talent. Candidates expect a return on investment, and time invested will become the currency that fuels their expectations. Their key expectation/requirement will be timely, accurate and transparent communication. A personalized experience, and all that entails, will become the norm.

Introducing new technology in the recruitment process can have many benefits for organizations in the recruitment process but research about this is scarce. The possible benefits include time savings, cost reduction, reaching a broader audience and more accurate and detailed information about applicants. Benefits of e-recruiting can differ between organizations, because every organization has its own strategy, and recruitment objectives should support that strategy. The recommendation for businesses embarking on or developing their e-recruitment activity is to adopt the philosophy of a positive candidate experience and place it at the centre of their e-recruitment strategy. Prahalad and Krishnan (2008) spoke of the importance of the ecosystem and the "ecosystem mindset" that takes a holistic view of the whole e-recruitment network to appreciate the full scope of e-recruitment activity.

Finally the author would like to follow the statement of Ford (2015) that the use of modern technologies in the recruitment and selection processes is not just another trend in the changing environment, but it will permanently appear in the area of human resources. Admittedly, this will not involve complete resignation from the recruiters' work, but any actions that can be supported by algorithms, solutions from the borderline of artificial intelligence will be most welcomed (in this case, the most frequent mentioned is the analysis and verification of the applications received, providing feedback to candidates or even replacing first contacts with the purpose of basic selection) (Ford 2015, pp. 83-86). Though it sounds like a vision of the future filled with solutions that will significantly simplify the work of human resource management teams, however, quite a large percentage of specialists are still wary of entrusting the decision-making process to machines. The significant potential in the field of artificial intelligence and ma-

chine learning has been proven many times, but there is still a long way to go for the HR industry to fully use them or just to convince them to be used in an appropriate way (Morgan, 2014).

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