
Understanding Specialist Sales Aspects in Recruitment Process

Maria Yllikäinen

Turku University, 20500 Turku, Finland

ABSTRACT

The labor shortage of experts will increase as current experts retire, which has moved the recruitment culture closer to expert sales. The competitiveness of companies is also affected by the availability of experts in the labor market. The aging population of globally developed countries is bringing an unprecedented labor shortage to the labor market. As companies globalize, the nature of work has spread around the world. For experts, Covid-19 brought more and more opportunities for work, teleworking, and this in itself has changed the situation in the labor market. The importance of recruitment and communication in the direction of significant change. The automation of the industry and various job search platforms have made the job more demanding than previous passive recruitment. The purpose of this study is to investigate the commercialization of current expert recruitment. It is also intended to take into account the importance of identifying specialty sales as part of the recruitment process. The accelerated process and the aging of the population have changed the skills needs of recruitment professionals that this study seeks to identify. By identifying and comparing different theoretical and practical methods, we aim to detect change in the recruitment process through research. Recruitment itself has been more passive in the past and sales active interaction. At the moment, it is not enough to open a job to find the right expert, but as part of finding the right expert, expert recruitment includes a variety of recruitment consultants, sourcing experts, headhunters and headhunting services. The study highlights the model that followed the recruitment stages from a sales perspective. This model allows the use of sales tools as part of the recruitment process.

Keywords: Recruitment, Sales, Value, Conclusions, Organization, Technology, Socialmedia

INTRODUCTION

The need for digital transformation in an organization has been globally recognized in both public and academic debates. Enhancing and improving the customer experience in digital and organizational change has become essential for organizations in a global competitive environment. The state of recruitment has become an even more important part of the development of the organization. When successful, recruitment enables the employee to operate more efficiently and generate value in line with the organization's goals. The results of a study by Collins et al. [Collins 2001]. To succeed in competitive recruitment, it is the kind of expertise for a company that enables change [Vaahtio, E. 2005]. The phenomenon is also explained by the

growing competition between organizations for the best skills, and the skills of free jobseekers and employees in the labor market are sometimes not met effectively enough. De Klerk [De Klerk, J., Gerber, C. & Koch, T. (2018)] states that in his study, failed recruitment can become costly for a company. Experts are also required to constantly develop and internalize new issues. More and more companies are entering the global market, with increasing skills requirements for employees, such as language skills. The cost of recruitment is also increased by the incompetence of the selected job seeker in the job [Ultimate Guide to LinkedIn 2015].

According to an international study, by 2025, half of the value will be created digitally [Global Trends 2025]. Which means an ever-accelerating need for an expert. The study clearly shows the increased requirements of expertise, such as the identification of increased expertise in the construction industry and the change in work requirements [Organ. Technol. Manag. Constr. Int. J. 2020]. The study also found a discrepancy between sectors, as, for example, according to an OECD study, its 38 member states currently have 20 million fewer people in work than before the corona, which was largely explained by the nature of work in low-wage sectors and the constraints of Covid.19. A well-known feature is the skills mismatch, which in itself is one of the factors slowing down the slowdown in economic growth [Constr. Econ. Build. 2018]. In Finland, 40% of employers who opened a job reported problems with filling the job. The biggest problem was the problems related to the skills of the workers, and more than half of the jobs were filled by an employee moving from another job [Työ- ja elinkeinoministeri Helsinki:2021].

RESEARCH

In support of this study, employees working in expert recruitment were interviewed. Participants in the study were selected according to their work experience and job description. Each of the study participants was active in recruitment. Some of the interviews were conducted face-to-face or by telephone. A dialogue was formed from the interviews, which was made possible through an open atmosphere and information sharing. According to [Bohm & Beat (1992)] the purpose is to understand the current situation from another perspective. The aim of the interviews was to understand the current job requirements and how employees who have been working in the sector for a long time see the development of the sector.

The study made it clear that more and more people working in recruitment had noticed that the competitive situation had intensified and that tough experts had several offers on the table at the same time. Similarly, experts have noted intensified competition and are asking the employee for more pay for what the employer is willing to pay. This has also brought international competition, as for developed countries, high wage fishing is advantageous relative to the overall level of organization in the country. There is less and less response to direct candidate contacts or the answers are inappropriate because good candidates are constantly receiving job offers. This has led in some recruitment departments, to an increasing number of attempts to adapt

the image of the job to the skills of the candidate, thus filling in a temporary need. All participants in the interviews had noticed a decrease in the number of candidates relative to the workplace. Many also specified that the number of experts has decreased, but there are employees who do not meet the requirements of the job. More and more often, more direct approach has to be taken in addition to opening a position, ie. to contact suitable candidates directly themselves, and this change was also seen to increase in competence requirements. More and more places are being filled either with the help of an in-house head hunter or with the help of external consulting services. Specialist recruiters saw fewer or no inbound applications. Several of the participants in the study pointed out that the profile of the applicant in relation to the position is increasingly unsuitable.

Interview selected recruitment professionals each had worked in recruitment for at least three years or more. Of these, each interviewee had noticed a change in recruitment job requirements. In recruitment, direct search volumes had increased relative to the past, but in the current situation, even in competitive sectors, these are no longer producing results compared to the past. Some of the interviewees had also noticed the need for sales qualities, such as selling the company's image and position to the candidates and speeding up the recruitment process as part of the competitive situation. More and more people are quitting the recruitment process if even small negative issue comes up during the recruitment process, such as any difficulty or time span of the recruitment process. The competition is getting tougher all the time. The best experts have already started hiding their social media accounts due to the constant flow of job offers. All those interviewed who worked in recruitment had noticed that the industry had developed from a passive to a more active job. More and more organizations are working to develop the organization and the role of the expert so that the experts can be kept in the organization. A lot of organizations own social networks and subcontractors are also used to help with recruitment. Subcontracting, recruitment partners, self-contacted, recruited from abroad are all tools commonly used.

The study also pointed out that on platforms like LinkedIn the amount of information is limited, and it creates an easy-to-read profile of the possible candidates, making profiling faster and more effective. The interviews clearly revealed the similarity of the process, which started from the identification and definition of the need, in which the skills shortage is identified in the organization, and through this, the keywords for the organization expert to be sought are jointly defined. The next step is to identify possible notification channels and channels for direct contacting.

RECRUITMENT PROCESS

Recruitment itself is done according to the needs of the employer, either due to retirement, for example, in which case we can talk about finding a replacement. Recruitment can also be a consideration of a new need within an organization, opening up the key to a new job. One of the common forms is to notify vacancies to existing staff (Peltonen J, 2021). When looking at the recruitment process, two mainstream models can be identified. Stigler model

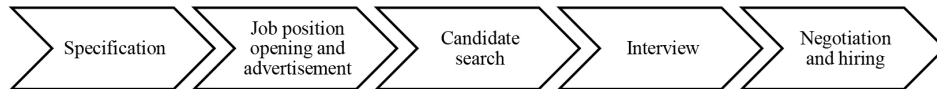


Figure 1: Recruitment process.

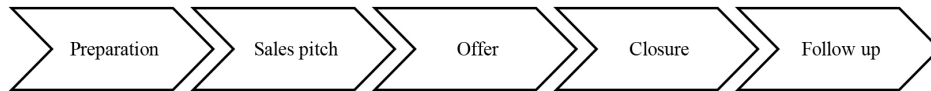


Figure 2: Sales process.

is based on a comparison of candidates relative to the job position, but also a comparison between applicants. In the Lippmann & McCall model, where the application process progresses periodically and thus the model is more efficient. In the model, applicants or candidates are interviewed immediately and the application process is continued if the interview itself does not produce the desired result [Vaahtio, E. 2005]. The study highlights the properties related to the self-process and examines their reflection in relation to the sales process. From the figure below, we can outline the generally identified main steps in the recruitment process.

The model above defines five different stages of recruitment. Alongside this, the five key sales steps well known in the figure below

From the image above, we clearly outline how the sales steps are seen as part of a successful sales transaction. In themselves, terminology and phase maps do not directly indicate the response to process similarity. By opening up the picture of the task within these terms, we can better understand how we can leverage sales and process similarities in recruitment.

The preparation phase of a sale is as essential as the definition of recruitment it determines the direction in the success of the organization. All business is based on sales and before we understand what we are selling and to whom, how we create a common value to determine the success of the sale. Similarly, in recruiting, which starts with defining what the long-term goals are and how that person can grow to meet the requirements, so at this point the recruiter recognizes what value the person being hired will bring to the organization in the long run. The job image itself should also be defined so that it in itself markets expertise to the organization with interest. Indeed, a person's claims are based more on what he or she has already received in the past and what value he or she brings to the organization's internal and external clients. How an organization defines its own growth story.

Opening an announcement and a task is a step that is in itself the strongest sales element, such as a sales conversation. More and more often an expert chooses a job based on an interesting job description, and the company's reputation and image are important in choosing a job [Kissel, Patrick & Büttgen, Marion 2015]. In the right channels, visibility is paramount and more and more jobs are sought from social media services and the internet. The importance of social media will grow from the perspective of both companies and employees. At this stage of recruitment, the image of the company

is created and experts are attracted in part, and at the same time a good job reputation is created among the applicants. The similarity between the search phase and the bidding phase is clearly reflected in the supply. Increasingly, labor shortages have led to a situation where recruitment simultaneously uses the house's external services and consultants to find the right person to find a member of the organization. Thus, a recruiter often provides a job to self-defined professionals, for example with the help of social media tools. LinkedIn was considered suitable for employee mapping, as the profile suitable for search was easily available and easily accessible with additional paid services. This supports the study by Boegert et al. (2020), which states that finding employee data is an important factor in the use of applications such as LinkedIn. At this point, the recruiter's sales qualities are highlighted through the provision of what added value the organization can provide to the expert, making the employer an attractive and good option for expert development [Journal of Managerial Psychology, Vol. 32 Issue: 6, pp. 418–429, 2007].

The interview phase usually creates the most personal grip on the organization for the employee. Overall, a successful interview is 20% recruiter sales and question setting and 80% employee outsourcing [Edita:Helsinki. s.186-188]-The interview aims to go through the organization's opportunity for the employee and listen to how the employee can create value for the company and how he or she can grow in the job and how the organization enables expert growth. The ability to learn new things, understand large entities, and the curiosity to update competencies has become a great competitive ability for both experts and the organization. Reflecting the sales situation in recruitment, both buy in an interview the image of the job, what kind of employee it would be to work and the organization, how the employee fits in relation to the company's growth strategy. The fifth stage of selling, closing a trade deal is similar to hiring a candidate. The frameworks and conditions created by the agreement will be reviewed. In recruitment, the realization of this stage is currently an increasingly important part of recruitment. Prompt communication and a solution mean a better chance of reaching an agreement. As competition intensifies, the most important part of recruitment is marketing ie. aftercare. Some organizations remember applicants, with gift cards, greetings, or free training if an expert has been involved in the recruitment process, while increasing the employer's reputation. In this way, the organization itself acquires intangible capital with a potential applicant profile within the framework of the law.

CONCLUSION

The study clearly highlighted labor market problems. The ever-accelerating digitalisation has created a growing shortage of experts in the field. The shift from recruitment to passive activities has increasingly become a direct contacting activity. The choice of global competition is tougher. The importance of activation is growing in a changing competitive environment, and the identification of sales aspects as part of recruitment ensures higher recruitment results. Globalization and the ever-changing work image have also made recruitment more of a sales and a more important part of an organization's

success. The study itself has already created the following question about the definition of requirements in the field and how practices will change in the coming years. The change is rapid and continuous. For new needs organizations will be able to choose from among the experts it has previously identified.

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