

APPLICATION OF MOBILE TECHNOLOGY FOR TALENT MANAGEMENT

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Abstract: *Today recruitment of talent is seen as one function of HR which has undergone drastic changes on account of technology advances. The fast growth of mobile-based recruiting has compelled organisations to have a thorough reorientation of their approach in attracting and retaining talent. The emergence of social media offers many new approaches to reach and appeal to prospective talent. Mobile technology revolution is taking place even in India at a rapid pace. It is vital to remember while facing these challenges that mobile revolution is not a burden to be put up with. The need for mobile connectivity is particularly high in the realm of human resources (HR) especially with respect to recruitment, learning, and performance management. It is interesting to note how mobile devices are changing the way organisations manage their talent. This research investigates the primary areas in which mobile technology is used, pressures driving the adoption of mobile technology, important goals for mobile technology strategy to be used with respect to talent management and how mobile technology is transforming talent management initiatives. An online survey has been conducted among HR professionals belonging to various IT firms in Chennai City.*

Key Words: *Mobile technology, human resources, transformation of talent management initiatives.*

1. INTRODUCTION:

Today recruitment of talent is seen as one function of HR which has undergone drastic changes on account of technology advances. The fast growth of mobile-based recruiting has compelled organisations to have a thorough reorientation of their approach in attracting and retaining talent. The emergence of social media offers many new approaches to reach and appeal to prospective talent.

With the fast pace of businesses today, employees need to stay connected and continue to be productive from wherever they are. Organizations are therefore looking for new ways to leverage available mobile technology for smart phones, tablets, and other mobile devices, to maintain a competitive advantage. With the fairly recent and wide adoption of social media and networking sites, mobile devices have become more affordable and hence more readily accessible. And it is expected that mobile computing will continue to grow in 2012, owing to an increase in the number of devices in use, lower prices in emerging markets, and an explosion of apps for both personal and business use.

Mobile devices are therefore changing the way organizations manage their talent. With the exception of mobile learning solutions which have exploded in the past few years, few vendors have yet to develop complete mobile talent management applications. Software providers however are beginning to design their talent applications with mobile capabilities.

2. NEED FOR THE STUDY:

The need for mobile connectivity is particularly high in the realm of *human resources* (HR). Recruiters need to know which highly qualified candidates are in their talent pool; supervisors need to quickly access information about the employees they manage in various geographical locations; and employees travelling for business need to be able to easily manage their learning activities on the fly. Thus it is important to understand how can organizations use a mobile talent management solution and still be able to capture and analyse critical workforce data

3. OBJECTIVES OF THE STUDY:

This research investigates the primary areas in which mobile technology is used, pressures driving the adoption of mobile technology, important goals for mobile technology strategy to be used with respect to talent management and how mobile technology is transforming talent management initiatives.

4. METHODOLOGY:

This descriptive study includes the opinion of 40 HR professionals belonging to the top rated ten IT firms operating in Chennai City. The opinion of these job recruiters belonging to the HR Department was obtained through

an online survey and effort was put in to ensure that HR recruiters belonging to both genders and to various age groups with different levels of education and experience are included in the study

5. RESULTS OF THE STUDY:

Table 1: Demographic Details of the Sample

Gender	Percentage	Educational Qualification	Percentage
Male	38%	Graduate	66%
Female	62%	Post Graduate	34%
Level of Position	Percentage	Experience	Percentage
Junior	54%	Less than 5 years	62%
Senior	46%	More than 5 years	38%

62% of the respondents covered are females and 54% occupy junior level managerial positions, 66% are graduates and 62% have put in more than 5 years of experience.

Table 2 : Capabilities of Mobile Devices Used for Talent Management

High-Level Capabilities of Mobile Devices	Level of engagement
Candidates can browse, share, and apply to jobs.	High
Employees can communicate with hiring managers.	High
Hiring managers can track status of candidate applications	Low
Administrators can view employees' work schedules	Low
Employees can request vacation time	Moderate
Employees can enroll in a training course	High
Administrators can manage training courses, learners, and instructors	Low
Managers can track the performance of their employees	High

Mobile technology has had the most impact on recruitment, learning, and performance management.

6. MOBILE RECRUITMENT:

Mobile recruiting, a new option, allows recruiters to manage their work on the go. Recruiters, for example, can access information about a candidate from a mobile device. A mobile talent management solution with recruitment functionality also allows internal or external candidates to log in to an organization's career portal to apply for a position, complete an assessment survey, track their application status, or respond to interview requests. However, only a limited number of employers have implemented mobile recruiting strategies via apps and mobile Web sites owing to a lack of knowledge of how job seekers are using mobile devices and how their businesses could take advantage of the mobile to find top talent.

Table 3 :Pressures driving the adoption of Mobile Technology

Pressures driving the adoption of Mobile Technology	Percentage
Need and expectations of multiple generations at work place	66%
Economic conditions creating a drive for operating efficiency	52%
Dispersed workforce (Global/National/Remote)	40%

Note : The total is more than 100% because respondents have indicated more than one choice.

The primary pressure pushing IT firms to use mobile technology seems to be the need and expectations of multiple generations at work place followed by the economic conditions creating a drive for operating efficiency and dispersed nature of workforce of IT firms.

Table 4 :Recruitment Activities Performed On Mobile Devices

Recruitment Activities Performed On Mobile Devices	Level of Use
Search for and process résumés	High
Capture candidate information	High
Approve job requisitions	Low
Schedule interviews	High
Provide feedback to candidates	Low
Connect with social networks, such as LinkedIn, Facebook, and Twitter	Low
Manage internal and external talent pools	Low
Provide career site management	Low
Analyze job profiles, competencies, and assessments to target top talent	Very low

Most popular use of mobile devices for recruitment related activities include searching and processing résumés, followed by scheduling of interviews and capturing candidate information. Least use of mobile devices is seen with respect to analysing job profiles, competencies, and assessments to target top talent.

Companies that embrace mobile talent management solutions can enhance their brand awareness, and thus recruitment capabilities, by having their brands appear on job sites, career portals, or social networks. They can also easily customize their branding and design elements on these sites for viewing on a variety of mobile devices (including iPhone, iPad, and Blackberry). These are generally modified versions of the desktop application

7. MOBILE LEARNING:

The advent of more affordable mobile devices has created more opportunities for learning. For example, Google Apps for Education is used by more than 10 million students worldwide. With new mobile applications available for download from the App Store daily, the realm of mobile learning is virtually endless.

Mobile learning (m-learning) focuses on the mobility of the learner, allowing him or her to interact with portable technologies, taking in bite size of learning content bits at a time. It is convenient in that content is accessible from virtually anywhere. And the lightweight portability of the various available devices removes the need for learners to carry books and notes around with them.

Mobile devices can also be ideal for a blended learning strategy, where chunks of learning objects push knowledge to employees as needed, making training available to them without the need for an instructor or even a wireless connection. And many organizations that have adopted this type of learning strategy will agree that the ability for their employees to work anywhere, anytime, via a mobile device helps increase their productivity.

Table 5 :Learning Activities Performed On Mobile Devices

Learning Activities	Level of Use
Manage certification	Low
Handle course approvals	Moderate
Access course catalog	Low
Check assignment calendars	Low
Check message boards	Moderate
Take exams or surveys	Low
Review learning progress	Low
Track learning through analysis and reporting	Low

The learning activities that learners and/or instructors perform on mobile devices is seen to be moderate with respect to handling course approvals and checking message boards and least in case of tracking learning through analysis and reporting.

M-learning, like e-learning, is also collaborative. Learners can easily share advice with or ask questions to others using the same content. This leads to instant feedback from peers, co-workers, and managers, etc. With the growing demand for mobile access to critical learning, talent management software as well as *learning management system* (LMS) vendors have started to deliver more learning applications for mobile devices—competing with their social network counterparts, e.g., the Apple App Store.

8. MOBILE EMPLOYEE PERFORMANCE MANAGEMENT:

Many companies today offer performance management, a standard functionality of talent management solutions, for mobile devices. And those solution providers that do not yet have mobile applications are likely to have mobile capabilities in the future.

Busy organizations can leverage mobile devices to deliver and administer performance appraisals, provide instant access to expert advice via chat rooms or threaded discussion forums, and deliver learning content for training on the fly. Drill-down capabilities allow individual employee performance to be associated with total pay and rewards packages via an employee compensation module..

Table 6 :Performance activities HR Managers would perform on Mobile Devices

Performance activities	Desired Level of engagement
Access and track employee performance	High
Complete performance evaluations	High
Assess competency measures	High
Provide performance feedback	High
Rate competency development progress	High

Most respondents would like to perform all the above mentioned performance activities on their mobile devices. This shows that even HR professionals are inclining themselves towards technology.

9. CONCLUSION:

Mobile talent management applications (and the devices they are created for) are in the process of becoming an integral component in the everyday activities of HR professionals world over. This trend is sure to continue in the coming years. With ready access to these applications, HR professionals can make prompt and informed decisions from virtually anywhere saving the company a lot of time and money!

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