The impact recruitment has on companies achieving success

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Candidate Declaration

Candidate Name: Alan McCarthy

I certify that the dissertation entitled:

The impact recruitment has on companies achieving success, submitted for the degree of: MBA in International Business Management is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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Abstract

The impact recruitment has on companies achieving success

Alan McCarthy

This dissertation investigates if companies should consider recruitment as a key corporate strategy and in doing so if investment in talent branding and talent management is warranted by returning tangible benefits to the company. The focus of study is on the technology sector in Ireland and is supported by academic and industry related reports and studies. It is hoped that the findings will be applicable to other industries also. The study will show that this is a candidate driven employment market. The primary data was collected from an online survey, focused on a population of employees to gain better insights into thoughts and views from an employee perspective in dealing with a recruitment process. The study will show that companies who invest in their recruitment processes and systems and are considered as a desired employer will be able to attract, recruit and retain top talent, which leads to improved productivity and commercial success in comparison to companies who do not. This study will also show that companies are struggling to attract top talent and it is a major concern amongst executives in some companies. The research finds that today, salary is not the only motivation for job seekers, intrinsic and extrinsic needs hold almost equal importance with a candidate choosing which company to work for. The research also shows that job seekers may have a number of competing offers of employment from different companies. The primary data finds that a large number of employees will research online, company reviews and the work environment and culture before even applying to a position. A large number of today's globalised workforce take the same approach to deciding on employers as they do to buying products or services. Taking a people centric approach in business seems like a common sense approach, however this study finds that many companies do not, and those that do, are more likely to enjoy commercial competitive advantage in their market.

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1. Introduction

This study will examine the impact recruitment has on companies achieving success, while also investigating if recruitment should be viewed as a key corporate strategy and are companies struggling to remain competitive in attracting top talent. It is the intent of this study to critically analyse literature, quantitative data and findings from academic and professional studies and reports as well as an online survey sent to employees, to arrive at a substantive conclusion which may assist organisations better understand the impact recruitment has, if any, in achieving commercial goals and success.

Attraction of appropriate applicants is vital for the success of an organisation (Perry and Hondeghem, 2008). Recruitment, or talent acquisition, is an activity which is a requirement for every organisation and despite processes and technologies evolving significantly over time; the bottom line remains the same, hiring a person into your company to complete particular tasks.

Regardless of industry, company, the size of an organisation or region in which it operates, for both skilled and unskilled workers a recruitment process is a function which is common across all spectrums. Despite the variable differences in processes or procedures which may be required regarding the specific position being hired for, or giving special consideration to seniority, speciality, security or competency requirements, some form of a recruitment process is required to hire staff. Management of Human Resources is becoming the most important source of competitive advantage, more so than any other resource (Catano, 2009).

The most basic recruitment function can be referred to as the classic trio, which comprises of a Curriculum Vitae, at least one interview and one reference check, a term coined by (Cook, 2004). The literature review in this study shall investigate if in today's digital age, this is a candidate driven market. Complex and prolonged recruitment processes can significantly hamper a company's ability to hire talent. Today, candidates are likely to be able to choose job offers from a multiple of companies, doing their research online on company reviews, brand, perks, culture and work environment before making an informed choice on which company they choose to work for (Forbes, 2019). It is imperative for a company to act swiftly in making an informed decision on selecting their best candidate or run the risk of losing that person to a competitor.

Despite initial research indicating that human capital is a key element for success resulting in competitive advantages, in today's digital age many companies do not rate investment in recruitment high on their priorities or do not have up to date adequate processes or systems in place to hire effectively, neglecting to invest in company branding to entice people to work for them and be recognised as an employer of choice. Employer branding is one phenomenon considered as a source of competitive advantage by organisations in tackling the current employment environment (Biswas, 2013). The research will show that companies must now market themselves as an employer of choice to attract top talent from the marketplace.

The primary area of research in this study will be within the technology sector in Ireland, focusing on employees sentiments towards recruitment. This study shall utilise industry data in conjunction with academic peer reviewed publications with quantitative data collected via an online questionnaire. These results, it is hoped, will result in evidence to indicate that recruitment should be a key corporate objective with the findings not only applicable to the technology sector but transferable and relevant across all industries. This is especially important considering that 63,000 jobs were created in the Irish economy in the past year, with the Department of Finance expecting another 50,000 jobs will be added over the next 12 months (Committee on Budgetary Oversight, 2019). Ireland's labour market gives evidence of robust growth with employment now above its pre-crisis peak (Central Bank of Ireland, 2019).

Recruitment is no longer concentrated on the locality of the business but is now done on a global scale. The Irish Times reports that Facebook has 98 different nationalities in its Dublin office (Hancock, 2019). Google has 68 different nationalities in its Dublin office according to (Kennedy, 2018). Microsoft has 71 nationalities working onsite in their Dublin campus according to their Irish careers site and Workday has 68 different nationalities working on site for them in Dublin according to their Irish careers web page. This snapshot is an indication of how Ireland attracts employees from all over the world. It also highlights the importance of utilising online multimedia platforms and social media to positively market your company brand and its culture on an international scale to attract talented migrant employees. This highlights the significant need for organisations to strategically integrate their methods of recruitment and selection with their business strategy (Nobrega, 2014), by doing so will place a company in a significantly better position to attract talent to a company.

1.1 Research purpose

The purpose of this dissertation is to make a modern contribution to the knowledge and research already conducted regarding recruitment or talent acquisition approaches in business. By investigating the objectives of this research and identifying the impact recruitment has on a company achieving commercial success, and if the investment of time and money by a company is justified with tangible returns. The authors research purpose is to arrive with a substantive conclusion and recommendations, suitable for academic and professional presentation. With the ubiquity of the internet, companies need to be more aware of their brand and work environment to differentiate themselves from the competition to hire new employees and retain current employees. With Ireland at almost full employment, the need for companies to hire efficiently has never been of more paramount importance. With the Irish labour market at over 2.2 million people there are more people employed in Ireland than ever before (dbei.gov.ie, 2019).

Initially, the author's intention was to investigate the general recruitment approaches and strategies of companies from a holistic approach. However, the author has considered that Ireland is now recognised as an international technology hub of choice for many global technology companies, earning the reputation of being the heart of Information and Communications Technologies (ICT) in Europe (IDA Ireland, 2019). The industry employed 85,000 in 2018 and is expected to grow to 139,000 by 2022, according to the Irish Governments Department of Education and Skills (2019) report. Exports from the industry generate €35 billion annually (IDA Ireland, 2019). Ireland is the second largest exporter of computer and IT services in the world (Enterprise Ireland, 2019).

This places Ireland at the forefront of attracting companies for future investment as strong growth in markets for emerging technologies, such as cognitive systems and artificial intelligence (AI), robotics, the Internet of Things (IoT), 3D printing, augmented and virtual reality, and next generation security (Irish IT Profile, 2019).

Considering this evidence, and that these companies will need to hire large numbers of employees to continue to grow at scale, the author has thus switched from the initial topic of research to focus on the technology industry in Ireland.

The author recognised the importance of such a study for this industry in Ireland. The author not only wants to further his own knowledge on this topic but to arrive at a conclusion with data suitable for presentation both academically and professionally. It is the hope of this author that the findings will be considered by business leaders who may need to re-evaluate their current systems and processes and become more cognizant of the fact that hiring the right talent is a key element of corporate success.

1.2 Significance of the study

The significance of this research is how the findings may impact company leader's opinion or amend their current recruitment strategies or philosophy. Human Resource Management (HRM) involves many features, however recruitment and selection can be emphasised as one of the more important elements (Argue, 2015). The research intends to investigate if an employer that is effectively able to attract and hire top talent is more likely to have lower employee attrition and likely to hold a competitive advantage in its industry. Companies which allocate talent to match strategic priorities are twice as likely to outperform competitors (McKinsey, 2019).

A (2017) QY study found that the global recruitment agency industrial was valued at over US$ 215 billion and predicted to grow to over US$ 334 billion by 2025. This would strongly suggest that a large number of companies are taking a reactive approach to recruitment, paying fees to external third party recruitment agencies to meet their hiring needs instead of taking a proactive and long term approach to developing their own strategic internal talent acquisition function.

While many studies and reports of recruitment for technology companies have been compiled in the USA, there is limited availability or access to any studies for Ireland in this sector. Reviews and reports compiled by individual technology companies are confidential for operational reasons. However, the author believes that the findings of this research, and the impact recruitment has on companies achieving success, shall provide evidence, data and employee sentiments which are transferable to other industries and companies also.

In a world continuously impacted by the globalisation and digitisation of the workforce, companies face a greater challenge than ever in recruiting top talent. The literature review in this study will show there is a shortage of qualified candidates in the employment market. It is

hoped that this study will highlight the absolute importance for companies to consider recruitment as a key strategic objective and that having a robust, adaptable recruitment process and systems, supported by investment in company branding and image will result in becoming an employer of choice. This could increase a company's ability to hire effectively within a more agile, more mobile employee demographic, resulting in a tangible return of gaining competitive advantage by having an engaged and productive workforce (Accenture, 2016).

Ireland is now competing for talent on an international scale, recognised by the Department of Business Enterprise and Innovation in its (2019) future jobs report.

> "We are already competing with other countries for talented workers and there are limits to the numbers of people entering the workforce annually" (dbei.gov.ie, 2019).

The Irish Independent reported in July 2019 that net migration to Ireland in 2018 was 34,000 versus 100,000 in 2007. The Irish Business and Employers Confederation (IBEC) highlights the risk labour shortages pose to local firms (Chance, 2019). The (2019) report by the Expert Group on Future Skills on behalf of the Irish Government's Department of Business, Enterprise and Innovation reported that an 8.5% compound annual growth rate in demand for High Level ICT professionals in the years to 2022. Annual potential job openings will increase from 12,920 in 2019 to 17,795 in 2022.

Commenting on The Expert Group on Future Skills Needs report, Minister for Trade, Employment, EU Digital Single Market and Data Protection, Pat Breen T.D. commented that:

> "a constant supply of highly skilled ICT professionals will be essential if Ireland is to maintain its position at the forefront of the digital transformation agenda".

Considering the above predicted growth in Ireland for the coming years, versus the availability of qualified talent, it has never been more of a priority for companies to put the attraction, recruitment and retention of employees as one of its core business strategic objectives.

1.3 Research objectives

The research objective is to review academic and industry literature, data and quantitative data from an employee perspective on their recruitment experiences, so as to be able to provide data to employers on the current sentiments of the workforce in today's market to determine if recruitment impacts on a company's ability to be successful. The final objective is to finish with compelling conclusions and recommendations which are suitable for, not only academic presentation, but for practitioners also.

1.4 Objectives

1.4.1 First Objective:

To identify if recruitment should be a key strategic corporate objective.

The author shall investigate if businesses should place recruitment as a key corporate objective and if returns offer tangible benefits which warrant such investment of both time and money into the people and systems required to effectively execute the recruitment function.

The speed and quality of the recruitment service is of paramount importance in successfully hiring the right candidate, it must be considered good talent tends to have choices. Candidates often have several competing offers, plus a counteroffer from the existing employer (MRI – Worldwide, 2006). In-house talent acquisition experts can drive this process to ensure the right people are hired efficiently. The research aims to investigate if this is the case.

A (2018) Deloitte report found that talent acquisition continues to be one of the most important things companies do. In a skills-constrained environment, a company's ability to find, attract, and access highly skilled people is critical to success. This area is going through a significant disruption as a result of globalisation, technology, social media, changing workforce expectations, and the shrinking half-life of skills and technical knowledge.

"Failure to attract and retain top talent" was the number-one issue in the Conference Board's 2016 survey of global CEOs (McKinsey, 2017). Despite this, companies can be slow to move away from the familiar and adapt to more modern agile techniques.

The study will investigate if companies who attract talent effectively gain a competitive advantage over rivals, and if failure to attract the right people to an organisation can impact negatively on a company's performance and bottom line. Today, 90% of the S&P 100 are recruiting for the same 37 in-demand jobs (IBM, 2019).

The author shall investigate if prolonged interview processes are a necessity, and if there is a need for a candidate to interview with several people across multiple departments in the company or is this an outdated process not fit for purpose in modern times.

Studies and reports from global professional services companies such as Deloitte and McKinsey will be reviewed to encapsulate a snapshot of the insights into the current talent market environment.

The literature review will be supported by professional reports and scholarly peer reviewed articles amongst authors such as; (Gretczko and Cleary, 2016. Day, 2015. Weinmann, 2011. Guthridge et al, 2008. Brown 2008, Lee, 2005).

1.4.2 Second objective

To investigate if a company's brand impacts on recruiting employees.

The term "employer brand" was first introduced in 1996. An Employer brand is defined as the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company (Amber & Barrow, 1996). In today's digital age companies appear to be investing heavily in brand marketing, with dedicated digital marketing teams responsible for this. Tools such as LinkedIn, Facebook, YouTube, Twitter and others are changing recruiting into a strategic function focused on marketing and branding with new tools and technologies (Deloitte, 2014). Talent and company branding is approached in the same way as traditional marketing, the only difference is instead of selling a product, you are selling your company.

These concepts are an outcome of the tense employment markets due to changing demographic patterns and shortage of skilled workers in knowledge-based organisations (Saini et al., 2015).

While the importance for a company to advertise its products is obvious and well documented, it is the authors objective to establish if the employer brand and promotion of its culture and values has any significant implications on a candidate consciously engaging with a company for

employment opportunities. Does this candidate recruitment experience prior to, and up to joining a company warrant significant company attention? The intent of this research is to determine if a negative versus positive candidate recruitment process experience and public image of a company impacts on current or future recruitment strategic plans and attrition rates.

The literature review will be supported by professional reports and scholarly peer reviewed articles amongst authors such as: (Eger et al., 2019. Montani, Battistelli and Odoardi, 2017. Gretczko and Cleary, 2016. DeVaney, 2015. Bullinger and Treisch, 2015. Burks et al., 2015. Lin, 2007. Sansone and Harackiewicz, 2000. Ambler and Barrow, 1996).

1.4.3 Third objective

To determine if investment in talent management is warranted by a company.

Financial cost savings in recruitment may be preferred to boost short-term profits. Many organisations still dismiss talent management as a short-term, tactical problem rather than an integral part of a long-term business strategy (Vaseghi, 2016).

It is accepted that the talent acquisition team, within a human resources function, acts as a business partner to the organisation, responsible for recruitment stakeholder management, employer branding, human capital strategic planning, process implementation and full life cycle responsibility of all hiring activities within a company. HR departments are responsible for overseeing many different aspects of an organisation's workforce spanning the entire employee lifecycle from employee on-boarding to eventual employee separation from the company (EY, 2018).

Implementing Human Capital Management (HCM) software helps automate processes and tasks and can also reduce error rates by enabling employees to control much of their own HR data/information (EY, 2018). Modern HCM software can be a significant cost and investment. They require individual licenses, training and maintenance to run at optimal levels. The author intends to research if this investment in time and money is warranted and are results intangible or will measurable returns on investment be clearly visible. Is this approach something that is only suited to large corporations or is it to be recommended to smaller companies also?

Data from a (2017) McKinsey report found that if a competitor used 20 percent more great talent in similar efforts, it would beat you to market even if it started a year later. This highlights the priority in attracting top talent requires. "Superior talent is up to eight times more productive"

(Deloitte, 2017). The way the people are organized can create that synergy – or impede it (Altman, 2016).

While the evidence to date would indicate that, yes investment is warranted, QY research expects the recruitment agency industry value to reach over $334 billion by 2025. If this research materialises to be accurate then it can be assumed that companies are more prepared to spend on reactive as opposed to proactive investment of their manpower needs.

The literature review will be supported by professional reports and scholarly peer reviewed articles amongst authors such as: (Cappelli, 2019. Mishra and Shekhar, 2018. Jones, 2017. Gretczko and Cleary, 2016. Parzinger et al., 2014. Dutta, 2014. Thaly & Sinha, 2013. Schweyer 2010).

1.5 Structure of the paper

This dissertation is divided into five segments. The first section looks at the introduction, research purpose and significance of this study. The second section sets out the objectives of this study and the literature review of these objectives. The third evaluates the research methodology and strategy with the different factors to consider for the approach. In the fourth section the findings from the quantitative data generated from the primary research are analysed, presented and discussed, and the final section is a conclusion and recommendations, highlighting the implications of each research objective including an acknowledgment of the studies limitations and suggestions for future studies.

2. Literature review

2.1 Overview

It is the objective of this literature review to identify and substantiate the central topics of this hypothesis through the review of academic literature, theories and professional research. It is the authors aim to examine comparative and contrasting reviews and opinions of recruitment activities, in conjunction with quantitative data, so as to arrive at a conclusive summation of this study's objectives which is suitable for academic and professional review and presentation.

2.2 Should recruitment be a key strategic corporate objective

Competition among employers has increased in the market due to the scarcity of talented and quality human resources (Verma and Ahmad, 2016). An IBEC survey (2018) of 339 organisations in Ireland found that 47% of employers expect to increase their employee numbers in 2019. The same report found that; with a full labour market the top 3 HR priorities for 2019 are: attracting the right employees, retention of employees and employee engagement. The Department of Finance expects another 50,000 jobs will be added over the next 12 months (Committee on Budgetary Oversight, 2019). The Department of Business Enterprise and Innovation also state that Ireland has never had employment at such a high level with expected compounded growth of 8.5% per year in the Information and Communications Technology (ICT) sector. The ability to attract, hire, retain and develop the most capable talent is the single most important determinant of an organisation's strategic effectiveness (Millmore, 2003; Thomas & Ray, 2000). Employers need to be extremely aware that this is now a candidate driven market.

However, too many organisations still dismiss talent management as a short-term, tactical problem rather than an integral part of a long-term business strategy, requiring the attention of top-level management and substantial resources (Vaseghi, 2016). A Deloitte (2018) study found that at many high-performing organisations, recruitment and retention and internal mobility are inextricably linked. However, the below graphic shows that organisations still struggle to have an inclusive strategy from all stakeholders in the recruitment process.

Percentage of total responses

	Weak	Adequate	Excellent
Managing contingent, outsourced, contracted, and part-time sources of labor	25%	57%	19%
Understanding emerging skills and critical capability gaps	24%	62%	14%
Managing gig and talent-sharing economy resources	53%	39%	9%
Managing crowdsourcing as part of the organization's workforce and talent programs	59%	33%	8%

Legend: ■ Weak ■ Adequate ■ Excellent

Figure 1. Source: Deloitte, 2018.

As mentioned in the significance of this research, from the QY (2017) report which found that in the global recruitment agency industrial was predicted to grow to US$ 334 billion by 2025 in value. This would strongly suggest that a large number of companies are taking a reactive approach to recruitment, paying fees to external third party recruitment agencies to meet their hiring needs instead of taking a proactive and long term approach to developing their own strategic recruitment functions. According to (Zojceska, 2018) of technology company TalentLyft, recruitment agency fees are around 20-30% of an employee's annual salary. Agencies are not best placed to promote your culture or reputation as an employer of choice, (Anderson, 2019) of recruiterbox says, "Companies with long-term hiring plans need an in-house recruiter to lead the effort".

A 'joined-up' approach to recruitment, encompassing the retention, assessment and engagement of an organisations people as well as one that places recruitment at the heart of a business, will offer significantly increased returns on investment (Brown 2011). Today HR planning is viewed as a strategic operational process and its focus has shifted from traditional hiring and staffing towards forecasting and succession planning that can handle different contingencies which in turn impacts the success of business operation (Bagga and Srivastava, 2014). With a deepening skills shortage across numerous different industries and companies struggling to meet their manpower demands, the environment has transformed to an employee led market. We are nearing a new paradigm in the job market where employees will have the

power (Kelly, 2018). However, a (2019) McKinsey survey highlighted signs of short-termism in talent attraction with one-third of respondents stating "we have more important things to worry about". The same survey went on to find that company leaders are the biggest blocker to implementing recruitment best practices.

With an oversupply of vacant positions versus availability of talent, the (2018) LinkedIn annual global recruiting trends research found that 57% of companies feel that competition for talent is their top challenge. A key element is having a unique value proposition that differentiates you from the competition to attract the right talent (LinkedIn,2018). The research on the topic suggests that a well-executed recruitment strategy by a company's talent acquisition team is an essential element in an organisation achieving success and also echoes the HR priorities in Ireland as stated in the above mentioned IBEC (2019) report.

What are the top challenges your team is facing?

57% Competition for talent

35% Limited budget

27% Small recruiting team

27% Workforce planning

23% High turnover in my company

Figure 2. Source: LinkedIn, 2018.

A pioneer in the area of recruitment and talent management is Microsoft. With exponential growth and revenue the company made recruitment, hiring and development of top talent a priority. Microsoft, like so many others strive to be a top employer of choice with an ever-evolving value proposition to employees. Microsoft values people and recognise they are "strategic differentiator for the company, taking ideas and turning them into customer-focused solutions that help transform business" (Silzer and Dowell, 2009).

At many high-performing organisations, recruitment and retention are inextricably linked to operational performance (Deloitte, 2018). Continuous training and market engagement is an absolute necessity to operate a successful talent acquisition function.

Evidence from tech giants such as Google and Facebook show these companies are adapting their interview methods and systems to enhance their recruitment processes. A Sullivan (2014) study found that a review of Google's interview processes, showed that the time-to-fill was essential in landing top candidates. Google, once notorious for its difficult interviewing practises and brainteasers was found to have added no value to their hiring objectives and resulted in people being put off from applying for their jobs or seeing out the interview process. They have now changed this approach to streamline their recruitment process, advertising this on their career page; "Our data showed that brain teaser questions didn't predict how well someone would do on the job, so we no longer ask them. Instead, we do work sample tests and ask structured interview questions." - careers.google.com

Facebook has also changed its approach in recent times to stay competitive in the battle for talent and now promotes this on their careers page; "We're looking for talented people to do work that they love at all levels of the company. Our hiring process is straightforward" - facebook.com/careers

Successful companies achieve a competitive advantage not solely because they design and implement best practices but rather because they guarantee the various elements of their talent management system are aligned—internally, externally, and globally—to support their business strategy and operating model (Stahl et al, 2007). Human capital stock is increasingly recognized as a vital foundation of competitive advantage (Nyberg, Weller and Abdulsalam, 2016). We expect that talent management will not just become a critical area for HR, but its top priority. Talent management will continue to grow more complex, and HR must start preparing today (Mirchandani and Shastri, 2016).

No longer can recruiting be viewed as a reactive, largely clerical function buried in the human resources department (Cappelli, 2006). Companies which expect to grow and prosper, must take the talent retention issue as a top priority. Good recruitment is vital for every organisation - finding the right people for the right roles at the right time. It ensures that the workforce has the relevant skills and abilities for the organisation's current and future needs (CIPD, 2019). Failure to do so leads to organisational slowdown and a steady decline (Jeswani and Sarkar, 2008). An optimised recruitment process maximises the possibility of long-term retention of staff once these employees are found.

Traditional recruiting process suffers from long hiring cycle times, high cost per hire, low geographical coverage, and ineffective candidate relationship management. E-recruiting improves a company's ability to process job postings and job applications by utilising internet technologies for key recruiting activities (Lee, 2005). Traditional interviewing processes were long and drawn out because employers had the upper hand. Today, it's a candidate driven market and the new generation of workers aren't shy to walk away from a reputable company because of their poor interviewing process (Kurter, 2019).

The below graph from a McKinsey research report in (2014) outlines seven obstacles facing companies which include senior leaders not investing enough time in talent management or aligning talent management strategy to business strategy.

Seven obstacles

Top 7 obstacles to good talent management, % of respondents
(n = 98 business and human-resources leaders at 46 organizations)

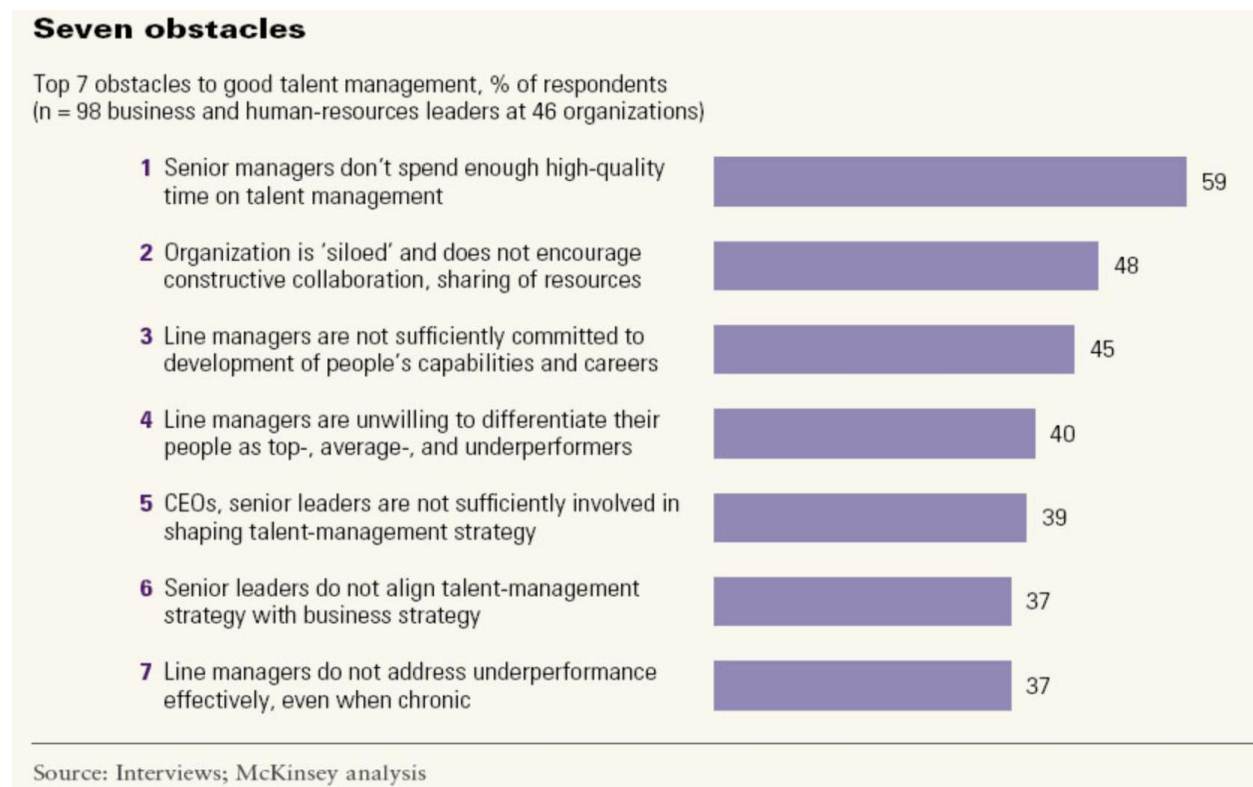|	%
1 Senior managers don't spend enough high-quality time on talent management	59
2 Organization is 'siloed' and does not encourage constructive collaboration, sharing of resources	48
3 Line managers are not sufficiently committed to development of people's capabilities and careers	45
4 Line managers are unwilling to differentiate their people as top-, average-, and underperformers	40
5 CEOs, senior leaders are not sufficiently involved in shaping talent-management strategy	39
6 Senior leaders do not align talent-management strategy with business strategy	37
7 Line managers do not address underperformance effectively, even when chronic	37

Source: Interviews; McKinsey analysis

Figure 3. Source: McKinsey, 2014.

In a (2016) report by Industrial Distribution it stated that 80% of bad hires are due to poor hiring decisions. HR industry studies show that a great amount of staff turnover, possibly as high as 20 percent, can happen within the first 45 days of employment (Forbes, 2013). This reinforces

the need for a structured interview process to assist all interview stakeholders make an informed hiring decision.

A poor hire has a negative financial impact, the cost to replace employees will certainly vary based on salary but a recent study found that the cost of replacing an employee with a mid-range salary ($30K-$50k/year) is about 20 percent of their annual pay, loosely around $8,000 (Day, Colin 2016). This also negatively affects team moral and company performances. A (2017) Kapor Capital study of the technology industry found that staff turnover in the US was costing over $16 billion per year. A (2018) study in Ireland of 260 organisations by Adare HR management found the average cost to a business of an employee leaving is €13,100 (Fora, 2018). The same study goes on to say that Ireland is facing a "major talent crisis" with an expected staff turnover of 11% for the year to come.

Bad hire effects on the team

41%	40%	36%	22%
Create lost worker productivity	Lose time to recruiting and training a new worker	Have a negative impact on employee morale	Have a negative impact on client solutions

Figure 4. Source: Industrial Distribution, 2016.

A relatively straightforward and quick process appears essential to be successful in hiring the best candidate. But how do you balance this against making an overzealous or rash hire in haste without thoroughly investigating a candidate's competencies?

Advances in HR technology allows HR professionals to control and oversee multiple global applications from candidates at any one time, providing live up to date data and matrices (Altman, 2016). The correct operating procedures of these HCM systems can reduce human error and ensure that all applicants, successful or unsuccessful not only have a positive

candidate experience but allows a business to make a quicker informed decision on hiring the right person for the job.

The findings from the LinkedIn (2017) annual recruitment trend report support the strategy which found that the average timeline for companies to complete their recruitment process for an individual was; 30% 1 month, 50% 1-2 months, 17% 3-4 months, 3% 4+ months.

With new recruitment approaches and techniques being adapted continuously, companies can simply not rest on their laurels and past success in the belief that this will remain suitable for future recruitment needs. This is not a new phenomenon; A (2008) McKinsey study surveyed 6,000 executives from 77 companies which found businesses not prepared for meeting future staffing needs, and would be "a defining characteristic of their competitive landscape for decades to come".

The report goes onto say that in order to be successful you "must elevate talent management to a burning corporate priority". And create a distinctive employee value proposition, but first "you must turn your attention to how you are going to recruit great talent." A sustainable competitive advantage shall depend on the ability of an organisation to attract and retain individuals with skills needed to give the organisation a competitive edge (Henry et al, 2009).

These findings suggest that attrition has a negative impact on a team, leading to possible lower output or production results, but also may carry negative financial implications associated with staff turnover. It should be a company's key objective to not only hire the right person but also retain them. This comes from taking a long term proactive approach to recruitment with investment in its processes and systems and placing it as key strategic corporate objective.

2.3 Does a company's brand impact recruiting employees

A strong employer brand helps businesses compete for the best talent and establish credibility (CIPD, 2018). The motivation to employ strategies to attract and retain staff has never been more pressing as financial markets are increasingly recognising the importance of human capital (Moroko and Uncles, 2008).

To attract top talent, companies must offer a unique value proposition to new recruits. Employer branding suggests that an organisation's characteristics as an employer are differentiated from those of its competitors (Eger et al., 2019). Being an attractive brand for prospective employees gives a company bargaining power, due to the demand to be associated with it. Branding helps create the factor of desirability among potential candidates (Recruiterbox, 2019). In a London Business School paper "The Employer Brand" by (Ambler and Barrow, 1996), respondents to a survey singled out awareness and psychological benefits as the foremost aspects of employer brand in terms of enabling a company to recruit, retain and motivate the best people. The term employer brand was first introduced by Amber and Barrow in 1996.

While extrinsic motivation has obvious beneficial factors (Sansone and Harackiewicz, 2000), research has recognised the crucial role of intrinsic motivators in today's workforce (Lin, 2007). Close to half the workforce (42%) now want to work for an organisation that has a positive impact on the world, according to research carried out by consultancy Global Tolerance in (2015). The survey of more than 2,000 people in the UK found 44% thought meaningful work was more important than a high salary and 36% would work harder if their company benefited society (The Guardian, 2015). In addition, the work-life, and work-family balance has become an increasingly important topic (Bullinger and Treisch, 2015). A research survey of 4,580 workers across 24 countries commissioned by Ricoh Europe and conducted by Coleman Parkes revealed that salary (54%), flexible working hours (39%), learning opportunities (38%) and a work-life balance (37%) are the top priorities for people when looking for a job (Irish Independent, 2019). To enhance employer attractiveness, it is now necessary for employers to use various forms of communication, including webpages and online recruitment advertising, to communicate this (Puncheva-Michelotti, Hudson and Jin, 2018) and their commitment to meeting these employee needs, while representing anticipated future outcomes regarding changing and improving the work environment or the work itself (Montani, Battistelli and Odoardi, 2017) this all directly impacts on the company brand and perception in the talent market.

Technology company Poppulo recognised the importance of corporate social responsibility in a (2018) publication. It makes an organisation a more attractive prospect for employees, particularly millennials and it leads to more engaged employees.

Technological advances allow an organisation to showcase their company brand, culture, perks, career development potential, work/life balance and the very best of what they have to offer. Intrinsic and extrinsic values are of almost equal importance to a millennial employee (Deloitte, 2017). To be an attractive employer to a changing workforce demographic, a company must embrace digital marketing to promote a diverse, environmentally and socially conscious workplace (DeVaney, 2015). Companies are desperate to differentiate themselves from competitors to attract top talent (Silzer and Dowell, 2009). Organisations that invest in employer branding are three times more likely to make a quality hire over a competitor that does not (Glassdoor, 2017).

An employer brand is about giving an identity, image and distinctiveness to the organisation as an employer in order to attract its prospective employees and to motivate, engage and retain its current employees (Srivastava and Bhatnagar, 2010).

As mentioned above, the psychological impact of retaining talent (Ambler and Barrow, 1996) and wanting to be associated with the company's brand (Recruiterbox, 2019) will empower employees to engage as brand ambassadors or promoters for the organisation, greatly enhancing the recruitment process if the company can successfully engage them in a referral program. Referrals is where a current employee is proud of referring someone they know into their organisation. Employees who enjoy their job will want to protect the corporate culture and brand by only referring candidates they believe to be a good fit (LinkedIn, 2018).

Compared to non-referred applicants, referred applicants are substantially more likely to be hired, and, conditional on receiving an offer, they are more likely to accept it. (Burks et al., 2015). About 50% of U.S. jobs are found through informal networks and about 70% of firms have programs encouraging (Deloitte, 2015). It is more likely for employees with special skills to be acquainted with people sharing similar skills or know-how (Hsieh and Chen, 2011). A LinkedIn report called "why employee referrals matter" found that high performers were more likely to refer other high performers. Employee referrals can help you find the right candidates cheaper, faster and better than many traditional methods.

A snapshot below highlights how technology companies brand their career pages across all digital social media and recruitment platforms:

- At Workday people come first. Do what you love. Love what you do. - Workday.
- Influence the direction of cloud computing — build products at the forefront of a new era of technology – Google.
- Join us and you'll do the best work of your life — and make a difference in other people's lives – Apple.
- Find a job you love, create the future you want, explore your unique passion, and empower billions – Microsoft.
- A great workplace combines exceptional colleagues and hard problems - Netflix.

Even before the ubiquity of the internet the importance of employer branding was apparent:

Ambler and Barrow (1996: p.187)	"The package of functional, economic and psychological benefits provided by employment, and identified with the employing company."
Ewing *et al.*, (2002: p.12)	"Building an image in the minds of the potential labour market, that the company above all others, is a great place to work."
Lloyd (2002) as cited in Berthon *et al.*, (2001: p.152)	"The sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work."
Backaus and Tikoo (2004: p.502)	"Process of building an identifiable and unique employer identity... concept of the firm that differentiates it from its competitors."
Knox and Freeman (2006: p.697)	"Image associated with an organisation, uniquely in its role as an employer."
Kimpakorn and Tocquer (2009: p.534)	"An organisation's image as seen through the eyes of its actual and potential employees."

Figure 5. Source:(Srivastava and Bhatnagar, 2010)

Employers today need to be very conscious of their online perception. A survey carried out by CareerArc in (2016) found that 72% of candidates shared a negative experience online or with someone directly. Toby Peyton-Jones, Director of HR Siemens, recognises that employers must "market themselves to prospective employees, both domestically and globally, by promoting their brand, values, options for flexible working, and pathways for personal development". In a candidate driven market prospective candidates must be treated like customers. Gone are the days when HR could simply announce open positions and expect to get plenty of interested candidates (Gretczko and Cleary, 2016).

A (2018) study by Expert Group on Future Skills Needs found that "Digitalisation is a major driver of productivity growth through the improvement of process efficiency and the quality of

products and services. The growing adoption of technologies is disrupting traditional roles and transforming the world of work".

Attraction of candidates is equally important and online platforms are essential to not only advertise, but interact with potential new employees through professional and social digital media platforms. Companies are putting greater efforts into communicating to existing and prospective staff that it is a desirable place to work (Moroko and Uncles, 2008). Employers are using branding to not only attract new recruits but ensure that current employees are engaged in the culture and strategy of the organisation in the hope to lower attrition (Eger et al., 2019). Social media sites in particular such as Facebook, YouTube, and Twitter are a great way to promote an employer's brand and offer realistic previews of work life, people and culture at an organisation (Shelton Hunt, 2014).

Employer branding and talent acquisition are two key components of workforce management. Utilizing best practices in branding and technology is critical for leveraging talent acquisition (Teetz, 2013). Companies are desperate to differentiate themselves from competitors to attract top talent (Silzer and Dowell, 2009). A unique brand appeal encourages potential employees to proactively engage with a company for employment. This can save significant time and money for attracting top talent.

LinkedIn is the world's largest professional network with more than 562 million users in more than 200 countries (LinkedIn, 2019). The (2013) survey of the Forum for In-House Recruitment Managers (FIRM), whose members tend to be bigger employers, established that 94% used LinkedIn for attracting and recruiting candidates"(Armstrong and Taylor 2014).

Glassdoor is one of Ireland's most active recruiting job board sites; globally they boost 11 million job postings from 820,000 employers with an average company rating of 3.3 out of 5 from 34 million reviews (Glassdoor, 2019). However, Indeed is the world's largest recruiting platform with 250 million monthly visitors and 100 million ratings and reviews (Indeed, 2019). The reach that these platforms have globally is huge. Similar to commercial or travel platforms, employees are now able to post or review positive and negative experiences related to the workplace.

Candidates are now far more likely to spread the word about good or bad experiences with their friends, or even on social media (Gretczko and Cleary, 2016). A (2016) Glassdoor survey reports that 70% of people now look to reviews before they make career decisions. Candidates today increasingly treat a job search like an online shopping experience. Employer branding

helps to promote your company's recognition, standing and familiarity amongst applicants (Teetz, 2013).

Taylor (2018) states that with the emphasis on talent management we regularly see examples of organisations seeking to become "employers of choice" putting forward employee value propositions and developing employer brands." He also continues states, "this portrays that you as a company can offer a superior and distinct employment experience which is better than rival companies". This unique value proposition must be continually evaluated to stay relevant (Taylor, 2018).

The literature review would suggest that a positive recruitment experience is essential today for both successful and unsuccessful candidates. Not only does this assist in maintaining a positive brand and minimize the potential for negative feedback online, but ensures that an effective recruitment process enables companies and hiring managers hire top talent in a timely and cost effective manner.

Figure 6. Source: Talentlyft & Kelly Services 2018.

With a corporate move to globalisation, a changing demographic of tech savvy, digitally connected employees together with the transient nature of today's workforce a company brand and a positive recruitment experience are essential to hiring top talent. Identified in a (2017) McKinsey report, the growing challenges identified by executives are in 3 external factors; demographic change, globalization and the rise of the knowledge worker are forcing organisations to take talent more seriously (Guthridge et al, 2008).

2.4 Is investment in talent management warranted by a company

Talent management is a company's desire to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation (CIPD, 2019). While there appears to be a growing consensus around the importance of being able to quickly attract talent, are companies actually adopting the systems to achieve this? A (2018) Confederation of British Industry (CBI) study found that senior leaders were more bullish about their adaptation of best practises with 64% claiming to be high adopters, however only 42% of others surveyed agreed with this statement. Digitalisation, business model disruptions, automation and Artificial Intelligence (AI) are accelerating the evolution of work (Mercer, 2017). Using digital resources has significantly changed how job seekers research organisations and how organisations recruit and communicate with potential applicants (Parzinger et al., 2014).

Companies which invest in talent management and link this to the organisation's strategic goals, the more effective it is likely to be (Dutta, 2014). By not investing in proper systems a company runs the risk of delays in hiring and not attracting or retaining the right people. This may have a serious impact on your current workforce. Extra workloads and a poor work life balance may lead to higher levels of attrition (Nayak and Pandey, 2015).

The process of recruiting has changed significantly over the last few decades (Thaly & Sinha, 2013). The ubiquity and ease of access to the internet has caused a paradigm shift in recruitment processes and procedures. Long gone are the days of CVs written by typewriters and stored in filing cabinets. Now automated strategic and targeted reach outs are instantaneously sent to multiple prospective candidates giving companies a global reach to potential new employees. The tools we now carry with us in our pockets are smaller, more powerful and more connected (Jones, 2017) and this increases at a rapid pace. An IAB Ireland (2018) study reported that 87% of millennials always have their smartphone at their side, day, and night and check their device an average of 150 times per day. Companies which fail to actively engage with a younger workforce demographic may struggle to meet future work or production demands versus competitors which do.

Internet based HCM products support this philosophy in a number of ways to help turn recruiting into a longer-term, continuous and proactive relationship-building exercise for both internal and external talent (Schweyer 2010). The HRM field did not recognize the importance and benefits of technology until the 1990s (Kavanagh, Gueutal, 1990).

A (2017) report by Grand View Research predicts that the HCM software market will be worth over $30 Billion by 2025 due to the need for companies to manage widespread workforces.

IBEC (2019) employment forecast reported that 51% of companies have identified recruitment technology they will require for the workplace of the future. Investment in the correct talent management systems and training in the proper use of these systems is essential to ensure efficient use and return on investment. A sophisticated system is only as good as the people operating it and interpreting its data and results. A (2016) survey carried out by CareerArc found that 62% of employers who use applicant screening tools admit that some qualified candidates are likely being automatically filtered out of the vetting process by mistake. These tools are either not fit for purpose or not being administered by suitably qualified people. Without common processes, recruiters were acting idiosyncratically (Gretczko and Cleary, 2016). The same CareerArc survey also found that a candidate was 3.5 times more likely not to reapply to a company that declines them for one job. This highlights the need to ensure a company picks the right system and process which best suits their needs to attract, recruit and retain employees.

A bad candidate experience during the recruitment process can start to sour the relationship even before the first day at work (Gretczko and Cleary, 2016). For this reason, a quick, concise recruitment process will not only result in a better cost and time-to-fill for the employer but a better initial candidate experience resulting in lower attrition rates. Quality of hire and time to hire are still the true north metrics (LinkedIn, 2017). A delayed recruitment process is a serious problem. The risks of a delayed recruitment process include a negative impact on business productivity, revenue, existing employees' engagement and company reputation (talentlyft, 2018).

Investment in talent management systems allows HR professionals to acquire, store, manipulate, analyse, retrieve and distribute information regarding an organisation's human resources to support human resource management and managerial decisions (Kavanagh et al, 2015). These systems allow automation to try to optimize the management of people in the workplace (Altman, 2016). The correct operating procedures of these systems can reduce human error and ensure that all applicants, successful or unsuccessful have a positive candidate experience. Integrated total workforce software will enable organisations to do all their hiring, worker time and expense management and reporting from one solution (Schweyer 2010).

Recruitment AI can actually be a very cost effective innovation for a company, Cloud computing removes the need for organisations to set up, for running, maintaining and updating software themselves (Mishra and Shekhar, 2018). It also has the potential to revolutionize the way companies hire talent, as the world of recruiting shifts to a data based decision model, much of what we thought we knew has proven to be untrue (Sullivan, 2014). PwCs (2017) CEO Survey found that 50% of CEOs say they are using data analytics to find and keep people.

Rapid, recent advances in data analytics and AI have produced one of the most exciting, innovative prospects capable of a complete overall and optimisation of the entire recruitment process. Analytic recruiting will bring together headcount planning, job requisition, and pipeline management analytics to provide the hiring team complete insights into internal and external hiring pools (Workday, 2019).

While showing massive future potential, this technology is still in its infancy. In an interview with McKinsey on data analytics in performance management Anne Robie, head of human resources, StubHub states "big data can help me predict who will be a successful employee" (McKinsey, 2017). Kiran Prasad, vice president of engineering, LinkedIn, said in the same interview: "It's definitely a balance of art and science. Every time we've looked at all the data and we've tried to predict whether a person's going be successful or not, what we've generally found is that there is a sense of passion that is hard to measure". This would suggest that the human element is still an essential part of the hiring process.

It is essential that you have an evidence based set of criteria and assessment to best determine the relevant skills and experience with an unbiased standardised scoring mechanism to best judge candidates skill sets. "Hiring with your gut" has a 50% failure rate (Weinmann, 2011). While every company will have a different set of criteria and needs to be met, relevant, consistent interviewing questions are a necessity. For example, past behaviour or performance that's relevant to the tasks of the job should be asked consistently across candidates. Just winging it and asking whatever comes to mind is next to useless (Cappelli, 2019).

The (2018) global recruitment report from LinkedIn announced companies' thoughts on AI and data:

- This new era of talent intelligence is a big step forward as it allows talent leaders to use data to influence future hiring. The top three ways companies noted they are using data is to increase retention (56%), evaluate skills gaps (50%), and build better offers (50%).

- Artificial intelligence. Recruiters and hiring managers, globally, shared that AI is a bold disrupter, and is helping them save time (67%), remove human bias (43%) and deliver the best candidate matches (31%). Respondent also said that AI is most helpful when sourcing candidates (58%), screening (56%) and nurturing candidates (55%).

Resistance to embracing and investment of time and money in recruitment and talent management technology is still an issue with some companies. Other business priorities, short-termism, limited support from line managers, inadequate infrastructure, lack of resources and resistance to change (Armstrong and Taylor, 2014). Some companies and executives view the recruitment function as an inconvenient expense and only interact with the process on a reactive basis.

However, while recruitment technology is an expensive initial financial burden and requires additional and continued investment in training, modifications or upgrades, recent estimates indicate that nearly all large organisations have adopted human resource information systems to support core functions, processes, and decisions (Johnson, Lukaszewski and Stone 2016).

The literary review categorically highlights the absolute necessity of technology in the recruitment process for any company serious about achieving their hiring target objectives in today's digital world. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace (Lockwood, 2007). Utilizing best practices in branding and technology is critical for leveraging talent acquisition (Teetz, 2013). Over the past decade, new patterns of work are emerging as the knowledge economy realises the full potential of both new technologies and new organisational models (Lee 2015). Investment in technology and the use of sophisticated workforce planning and predictive analytics is now needed to plan for talent pipelines in multiple future scenario (PWC, 2017). These systems can become a real strategic partner of the organisation by developing the intangible capital of the company (Fallery & Bernard, 2010).

With the bottom line being that companies with very effective talent management enjoy higher total returns to shareholders than less effective competitors do, and companies which allocate talent to match strategic priorities are two times more likely to outperform competitors (McKinsey, 2019). Considering the interconnected nature of the objectives in a company's recruitment process, placing recruitment as a strategic objective and an employee inclusive, "joined up" approach to talent acquisition will offer significantly increased returns on investment (Brown 2011)

2.5 Conceptual Framework

Each of the main objectives are, as a standalone function, important elements to achieving recruitment success, however, there appears to be a need for them to be intrinsically connected and integrated into an organisation recruitment philosophy in order to hire top talent in a timely and cost effective manner. This theme is referenced throughout this research by academic and professional studies and surveys. Similar in principle to the McKinsey 7-S Framework introduced in the 1970s, which identified seven internal elements of an organisation that need to align for it to be successful, but removing one will cause business processes to not operate effectively. Similarly, removing one of these functions covered under the objectives of this paper may greatly impede the overall effectiveness of the recruitment process. The conceptual framework assists in structuring the empirical research and observations to arrive at a conclusive summation of the outlined objectives. The conceptual framework is defined as a network or a "plane" of linked concepts (Jabareen, 2009).

For this research quantitative data gathering shall be utilised to consolidated findings for ease of presentation both academically and professionally. The interconnected relationships of each of the three objectives are essential to achieve the overall aim of this study.

2.5.1 Objectives:

1st. To identify if recruitment should be a key strategic corporate objective

2nd. To investigate if a company's brand impact recruiting employees

3rd. To determine if investment in talent management is warranted by a company

The research of the first objective consisted of literary reviews of academic authors such as (Kurter, 2019, Kelly, 2018; Collings et al., 2017; Mirchandani and Shastri, 2016; Bagga and Srivastava, 2014; Brown, 2011; Schweyer, 2010; Silzer and Dowell, 2009; Stahl et al, 2007) which was complimented from professional industry surveys and reports from IBEC, LinkedIn, Microsoft, Mercer, Deloitte, CIPD, MRI, Facebook and Google.

The research of the second objective consisted of literary reviews of academic authors such as (Eger et al., 2019. Montani, Battistelli and Odoardi, 2017. Gretczko and Cleary, 2016. DeVaney, 2015. Bullinger and Treisch, 2015. Burks et al., 2015. Lin, 2007. Sansone and Harackiewicz,

2000. Ambler and Barrow, 1996.) which was complimented from professional industry surveys and research from Workday, EY, Deloitte, Glassdoor, Google and Indeed.

The research of the third objective consisted of literary reviews of academic authors such as (Gretczko and Cleary, 2016; Day, Colin 2016; Coryn et al., 2011; Brown 2011; Weinmann, 2011; Lee, 2005; Simon et al., 2002; Covin and Slevin 1990) which was complimented from professional industry surveys from Workday, LinkedIn, Forbes and Deloitte.

From the research of the three objectives, crossover, and the relevance to each other was discovered from professional companies and academic research and reports. The research suggests the importance of the three objectives working in tandem, becoming key elements for a company which are taking a proactive approach to meeting their recruitment needs. Each objective plays a role in the recruitment process. The research would posit that when combined, are an essential mechanism in gaining a competitive advantage in talent management critical to a company's strategic success.

To consider the relationship between the first and third objective, if a company takes the approach of recruitment as being a key corporate objective, they should be willing to invest the time and financial resources in the people and tools to execute this strategy. If they are committed to investment in an overall talent management strategy, then investment in talent branding is essential as it is frivolous to make such an investment if potential new employees are unaware of the company and the benefits of working for the organisation.

Investment in recruitment systems and technology is deemed to be very important considering the findings of (Mishra and Shekhar, 2018), but the necessity to have a standardised approach and process for each potential new employee is equally important according to (Cappelli, 2019).

In a little over a decade from the studies of (Cappelli, 2006) which found that recruitment was reactive and largely clerical function buried in the human resources department, to more recent (Deloitte, 2018) report stating that, at many high-performing organisations, branding, recruitment and retention and internal mobility are inextricably linked. Employer branding and talent acquisition are two key components of workforce management. Utilizing best practices in branding and technology is critical for leveraging talent acquisition (Teetz, 2013). The below illustration from technology company TalentLyft shows the relationship between branding and recruitment.

Figure 7. Source: talentlyft.com, 2019

Considering that failure to attract and retain top talent was the number-one issue in the Conference Board's 2016 survey of global CEO, (McKinsey, 2017) would suggest that not only is this now an employee lead market but companies are putting a greater emphasis on hiring and retaining talent. Capelli's view today is that the old recruiting and hiring function has been eviscerated (Cappelli, 2019).

Due to the increased demand for smart Human Capital Management (HCM) software and the value now associated with this industry, it is fair to expect significant advances in innovative approaches to managing the full recruitment life cycle in attracting and retaining talent. These systems will allow instantaneous communication and promotion of a company's brand and open vacancies, allowing adoption of an agile, continuously monitored and adaptable process to obtain competitive advantage. The expert opinions reviewed suggest that this will lead to better candidate recruitment experiences, employee engagement and retention, ultimately benefiting the company's overall performance in having engaged motivated staff contributing to the long term success of the business.

2.6 Conclusion

A recurring consensus is becoming apparent throughout the research of the objectives which would indicate that investment in a proactive recruitment function with an engaged approach by a company to recruitment, brings an added value given that it is now an essential business objective to attract top talent and is a major contributory factor to achieving strategic targets and success.

A comparative analysis can be made with quantitative data observed from the online survey. As this is now an employee centric market, the findings of this survey are critical in reaching a final conclusion and making any recommendations to companies' and their recruitment strategies as the targeted demographic of the survey are employees.

3. Research Methodology

3.1 Overview

Research can be described as something that people undertake in order to gain information in an organised way (Sauders, 2009). This section will highlight the authors chosen research philosophy and methods so as to analyse and present the data collected. The question being asked of this research is if company's recruitment strategies should be a key corporate objective and if investment in branding and talent management result in hiring employees more efficiently and does this impact on a company's ability to be successful.

The research methodology sets the direction and approach to the research strategy. Guided by the conceptual framework and in order to support the findings in the literature review it is essential to collect relevant data to corroborate or dispute any findings from the literature review. It is imperative to select the most appropriate research methodology while also considering the strengths and weaknesses of the chosen strategy and collection of data to best support the question being propositioned by this study.

A philosophy and research method which does not suitably support the question being asked in a study can result in your data being inaccurate or incorrect and your findings and conclusions irrelevant. This author shall assume a pragmatist philosophy with a deductive approach for the purpose of this study.

While the author appreciates the benefits of an inductive approach, especially in regards to HR, and utilising mixed methods research to collect qualitative data and also recognising that focus groups or face to face interviews can provide valuable insights. However, for this study, the author has decided against this method of data collection. With this considered, the author believes that the collection of quantitative data through an online survey questionnaire will provide the best insights to support the questions being asked in this research. It is thought that the anonymity provided through an online survey will provide better insight into the views and opinions of the workforce towards recruitment. Quantitative research follows the probability laws of applied statistics (Anderson et al, 2005). Quantitative data gives us numerical representation

and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect (Sukamolson, 2007).

3.2 Research Philosophy and Approach

It is critically important that a researcher chooses the correct research philosophy and approach to arrive at relevant conclusions which answer the research questions. The research onion, developed by Saunders et al, (2009) depicts underlying choice of data collection techniques and analysis procedures. The research onion allows the researcher to consider four philosophies; positivism, realism, interpretivism and pragmatism.
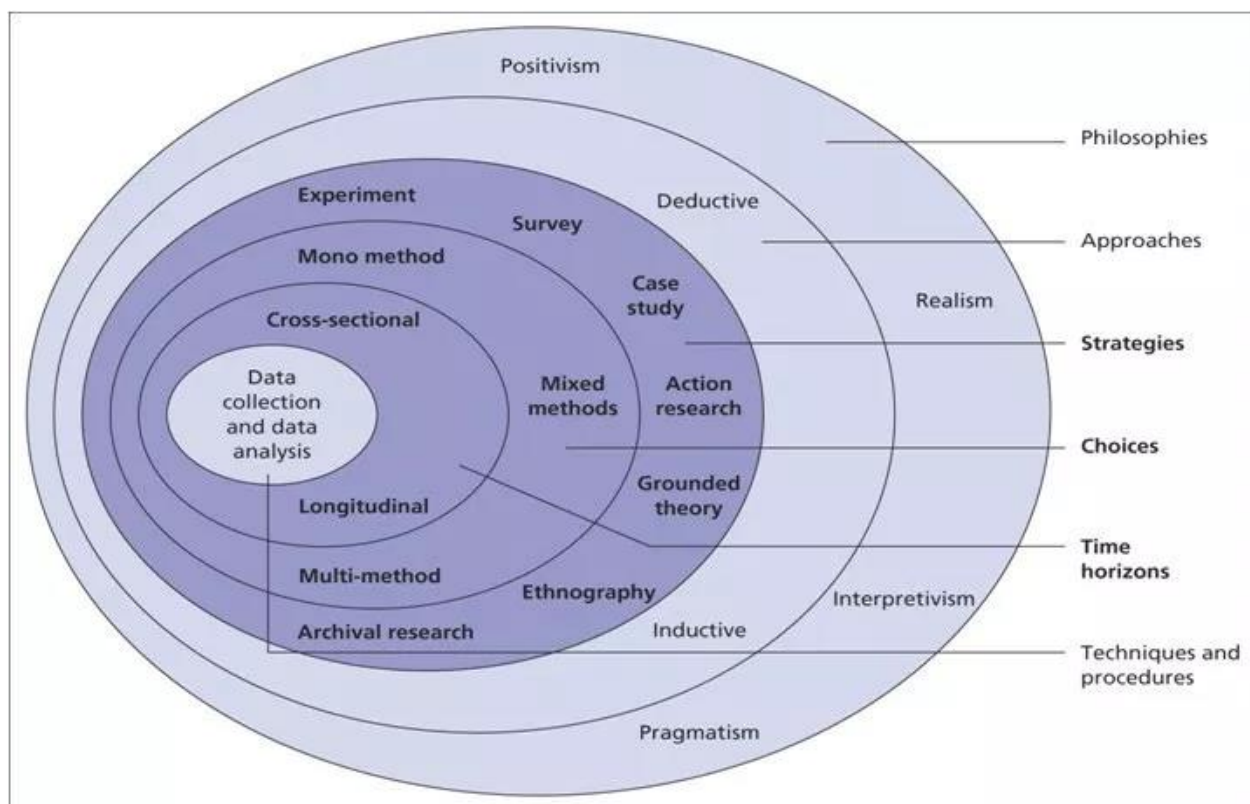

Figure 8. Source: Saunders et al, (2009) Research onion

Research philosophy is the overarching term relating to the development of knowledge and the nature of that knowledge in relation to research (Saunder et al, 2009). Given the authors professional experience within the recruitment sector and recognising that each individual is likely to have experienced different recruitment experiences, and with the growing complexity of organisations and their experience of continuous flux (Singh, 2015), the author shall assume a pragmatist philosophy through a deductive approach. The deductive approach means the theory

comes first. From studying (Saunders et al, 2009) research onion's different philosophies and approaches the author was able to determine the most appropriate which was felt best suited to this type of research. The author feels that this philosophy and approach best supports the questions being asked in this study and allowing the study to develop a hypothesis based on the literature review, then creating a research strategy through the collection of quantitative data to test the hypothesis which best support the research objectives.

As the research main objectives relate to variable real life recruitment activities of companies and people, or human capital, the researcher takes an ontological viewpoint as this influences the core assumptions concerning human nature (Holden and Lynch, 2004), recognises that recruitment perceptions will vary depending on the individual. Social constructionism means that these different interpretations are likely to affect their actions and the nature of their social interaction with others (Saunders et al, 2009). Ontology in business research can be defined as "the science or study of being and it deals with the nature of reality" (research-methodology.net), as opposed to epistemology which is concerned with the nature of knowledge and distinct, and scientific knowledge consists only of facts (Walsham, 1995). Ontological assumptions are that social reality is seen by multiple people and these multiple people interpret events differently leaving multiple perspectives of an incident (Mack, 2010). Basic ontological assumption in most surveys and statistical measurements is the normal distribution of qualities or properties (Höijer, 2008).

The targeted demographic is that of a cohort who are actively engaged in utilising online activities for recruitment. The researcher believes that the anonymity provided through an online survey will increase the likelihood of honest answers when dealing with sensitive questions around current or past employment and recruitment experiences. The sense of distance and security by anonymous asynchronous web survey approach is advantageous in instances where respondents fear potential negative repercussions either socially or professionally (MacClancy and Fuentes, 2013). The benefits of anonymous replies was recognised even before the ubiquity of today's digital age and reported in the (Myers, 1987) study, "anonymity is part of the magic", whilst also encouraging maximum participation to ensure a randomised maximum variation sample, documenting unique or diverse variations that may emerge in adapting to different conditions (Palinkas et al., 2015). This is designed to assist in answering the research question.

3.3 Research Strategy

Companies' internal recruitment processes and procedures are generally strictly confidential for operational reasons, also, the availability of suitable case study sites may be restricted, as businesses are not always willing to participate in case study research (P, Drake et al, 1998). The literature review found that this is a candidate driven market with the supply of vacant roles outnumbering the availability of professionals to fill these vacant roles. The author has decided on a target audience of employees who have experience engaging with a recruitment process would provide the most suited demographic to partake in answering an online questionnaire and thus collect the quantitative data needed to answer the research questions, and to present to employers what the current sentiments are in the workforce in the current workplace environment.

From the study of the literature and the importance that the internet plays in today's recruitment practises the author determined that the collection of quantitative data via an online survey would best support the conjecture of the literary review in arriving at a conclusive summation. The creation of the web has brought the halcyon days of survey research because web-based administration is so fast, flexible, and hugely cost saving (Cook et al., 2000). Internet-based survey data collection is generally accepted as the main source of survey data (Roster et al., 2017).

Giving consideration to those conducting such evaluations should use the most robust design possible to minimise bias and maximise generalizability (Eccles, 2003). For methodological and economic reasons, electronic surveys are attracting considerable interest (Roster et al., 2017). Organisational survey methodology continues to be one of the most commonly used forms of data collection in corporations today (Church, 2001).

To promote maximum participation the questionnaire will be kept short and concise. Numerous studies have shown significant effects of questionnaire length on response rates (Galesic and Bosnjak, 2009). Using the online survey company Survey Monkey, an online questionnaire was designed consisting of 18 questions with a Likert scale of 5 response options of; strongly agree, agree, neither agree or disagree, disagree and strongly disagree. No open ended questions were imputed into this questionnaire. The first two questions are asked to determine the respondents age bracket and how many years working experience they have. The remaining

questions have been split to represent the three objectives of this study and provide data relevant to the questions being asked of this research.

As per the conceptual framework, the interconnected relationship of each of the objectives must be considered. The research of the literature review has suggested that the integration of these elements into an organisation recruitment philosophy can impact on a company's ability to attract talent. The questions asked under the first and third objective can also be of relevance to each other with similar cross functional findings also appearing in the literature review.

3.3.1 First Objective:

Should recruitment be a key corporate strategic objective?

- 3. In your experience has a recruiter provided extra value in your recruitment process?
- 4. I would have a preference in dealing directly with a company's internal recruiter instead of an external agency recruiter?
- 5. An easy to use recruitment application system would encourage you to apply to a position?
- 6. A prolonged recruitment process is likely to make you withdraw your application?
- 7. Would you be happy to reapply to a company where you were first unsuccessful, if you had an overall positive recruitment experience?

3.3.2 Second objective:

Does a company's brand contribute to recruiting employees?

- 8. Would you be happy to refer a friend to a position in your current company?
- 9. Financial incentive is the main motivation in referring a friend to a position?
- 10. You would be likely to leave a negative online review about a company if you had a poor recruitment experience?
- 11. A company brand and public perception is important to you when deciding to apply to a position?
- 12. A lack of interest by a company in social responsibility would discourage you from applying to a position in the company?
- 13. Negative online reviews would discourage you from applying to a position in that company?
- 14. You research company reviews online before applying to them?

3.3.3 Third objective

To determine if investment in talent management is warranted by a company?

- 15. Are your company leaders committed to human resource management?
- 16. You could be greatly impacted in your day to day work with the delay of a new team member joining the company?
- 17. You would like an input to the selection of a new employee to join your team?
- 18. Leaders in your company are invested in attracting top talent to your organisation?

3.4 Time Horizon

A time horizon is decided on to reflect the research performed. A researcher has a choice of either a longitudinal or cross-sectional research time horizon. The benefits of a longitudinal research is the capacity that it has to study change and development (Saunder et al, 2009) which can be spread out over an extended period of time, sometimes even years. Due to the time constraints for an academic research paper a cross-sectional time horizon was chosen. A cross-sectional time horizon is the study of a particular phenomenon at a particular time.

3.5 Data Collection

The survey went live on Tuesday 2nd July after pre-test survey was sent to 5 people willing to trial the survey. Before going live, a number of amendments were made to the wording of question 7, 16 and the introduction regarding clarity of the questions being asked after receiving the feedback from these 5 people who partook in the pre-test.

The author has obtained permission from software company, Workday Ltd, to send an electronic survey to employees to gather data from random sampling on a companywide communications platform, to ensure all employees have an unbiased equal opportunity to complete the survey. Randomisation occurs when all members of the sampling frame have an equal opportunity of being selected for the study - Center for Innovation Research Teaching (CIRT). Permission to send the survey to a wider population increased the chances for more people participating in the survey.

Workday management has expressed an interest in reviewing this data and findings also. Workday firewalls prevent surveys being received, even internally, via email. A weblink to the Survey Monkey survey was posted via an internal communication software system called Slack,

on Friday 5th July at 12.30pm. This Workday Slack channel has 850 out of the 1500 employees with access to this channel who are based in Dublin. This Slack channel contains employees from all areas of operations within the company ensuring a wide variety of sampling. For security, privacy and functionality reasons Workday uses proxy servers meaning a number of respondents will share the same IP address. IP addresses will be shown as 37.0.7.2 or 37.0.0.189 depending what floor the respondent is sat on. For GDPR reasons and the sensitive nature of the questions asked around respondents recruitment experiences all responses were anonymous and no personal data was collected.

To obtain a random maximum variation sample and to assist in removing some workplace bias and maximise generalisability the author sent the same questionnaire via Survey Monkey to professional networks external to Workday Ltd, reducing research methods influence, or method bias, which lead to false conclusions (Burton, Andrew, 2009). Error variance can have a serious confounding influence on empirical results, yielding potentially misleading conclusions (Podsakoff et al., 2003). When collecting data through quantitative means your approach needs to maximise generalisability and minimise bias. A low level of data collection may lead to insufficient data to support you research question (Poulson and Wallace, 2004).
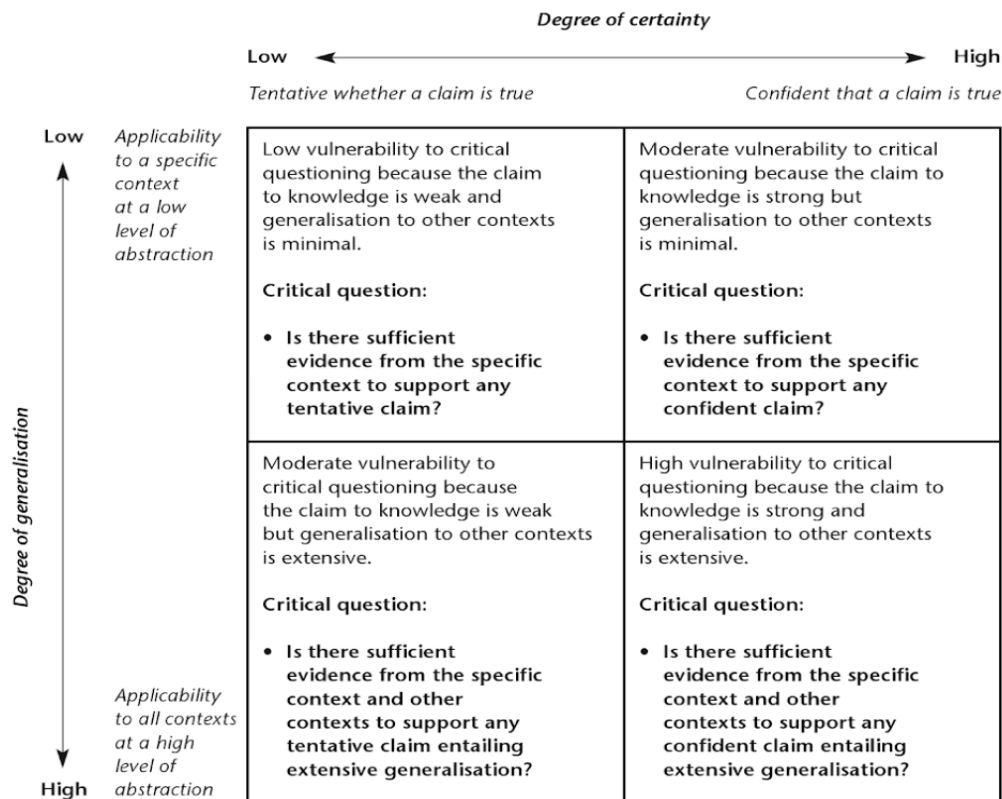
Figure 9. Source: Wallace, M. & Poulson, L. 2004.

The survey was shared with a number of employees in technology companies such as Facebook, Amazon, Tenable, Citrix and Qualtrics also based in Dublin. The survey was completed at 8pm on 23rd July with a sample size of 186. The Survey Monkey link which respondents were able to respond to was https://www.surveymonkey.com/r/ZLFSZBF

In allowing for margin of error, the author utilised Survey Monkeys margin of error calculator. Margin of error, also called confidence interval, tells you how much you can expect your survey results to reflect the views from the overall population (Survey Monkey). With an estimated population of 1,000 and industry standard confidence level of 95% and total sample size of 186, the margin of error calculated was 6%.
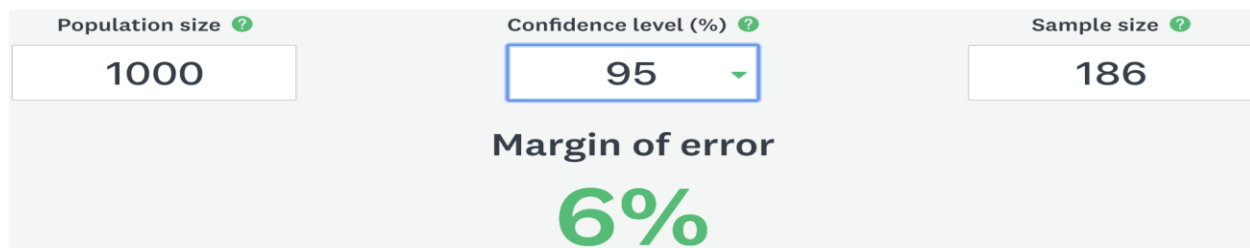
Population size ❓	Confidence level (%) ❓	Sample size ❓
1000	95 ▾	186

Margin of error

6%

Figure 10. Source: Survey Monkey.

3.6 Data Analysis

The primary source of data will be extracted from the quantitative data returned in the online survey. Quantifiable data can be counted numerically as quantities. Quantitative data in a raw form, that is, before these data have been processed and analysed, convey very little meaning to most people (Saunder et al, 2009, p414). Therefore, Survey Monkey software analytical tools will also be utilised to interpret and analyse the statistical data, also available for presentation in a PDF document presenting graphs and a data matrix. Each matrix row contains the variables for an individual case, that is, an individual unit for which data have been obtained (Saunder et al, 2009, p420). The graphs return an easy to read response rate to each question along with the breakdown of answer percentages per question and examine trends within the data. Responses from participants are easily derived from each question. Single or grouped data results can be applied to each individual objective or collectively in combined objectives as demonstrated cross in the conceptual framework.

3.7 Access and Research ethics

Any company data used will be of a sensitive nature and not available for public sharing, a Non-Disclosure Agreement will need to be signed before access is given. This data is solely for the use of drawing conclusive findings set out in my main objectives.

At all times the author intends to be fully compliant with GDPR and no personal information will be shared without the express permission of the individual. No personal information will be sought from the respondents of the questionnaire. Gathered data will be stored on a Google Doc Cloud platform which is GDPR Compliant and undergo independent verification of security and privacy compliance controls -cloud.google.com/security/compliance/gdpr. Personal data are

not used in support of measures or decisions regarding any particular natural person - gdpr-info.eu

Respondents to the online survey first had to accept that they were willing to proceed with taking the survey. In the introduction sheet contained information stating the name of the author, the purpose of the study, estimate time to complete the survey, that personal data will not be collected, findings from this survey will be used solely for the purpose of this dissertation and all responses will be anonymous, participation is voluntary and they can withdraw at any time. A college email address was also provided to contact the author if required.

3.8 Conclusion

The purpose of academic research is to investigate a research question (Collis and Hussey, 2013), and by assuming a pragmatist philosophy with a deductive approach, this research objective is to not only further the author's knowledge but to conclude with empirical data acceptable to be presented both academically and professionally, of what the current sentiments are in the workforce in the current workplace environment. It is hoped that conclusive empirical data will show the impact a proactive approach to recruitment has, and if a top down investment in successful recruitment strategies should be a key corporate strategy.

4. Presentation and Discussion of Findings

4.1 Overview

This chapter presents and discusses the findings of the primary data collected via the online questionnaire, which was analysed and studied as mentioned in the previous section of this study. It is important to keep your research question(s) and objectives in mind when exploring your data (Saunders et al, 2009).

Each question asked in the survey will be presented individually, in accordance to the relevant associated objective of this study, for review with each associated visual graph and data matrix with the statistical data returned compared against the question being asked of the research questions. The findings of the survey are presented together to provide a continuous discussion of the data and findings. On completion, it shall be discussed how the results impact the research objectives, and they are summarised in the conclusion. Section five also examines the findings and their implications. The statistical analysis and data has been saved to an excel sheet and a PDF document securely held in Google cloud storage. A sample size of 186 people was obtained between 2nd July to the 23rd July 2019 and they completed the questionnaire which consisted of 18 questions in total.
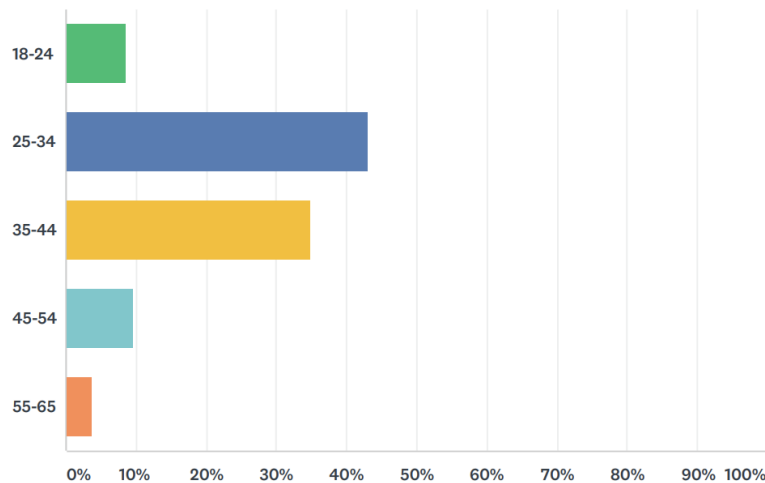
4.2 Findings and discussion

4.2.1

Q1 What age bracket do you fall under?

Answered: 186   Skipped: 0

ANSWER CHOICES	RESPONSES	
18-24	8.60%	16
25-34	43.01%	80
35-44	34.95%	65
45-54	9.68%	18
55-65	3.76%	7
Total Respondents: 186		

Discussion:

The largest of the respondents were between the ages of 25-34, with 43% of the sample. The second highest number of respondents selected 35-44 years of age, with 35%. The third highest are 45-54 year olds with almost 9.7% of the sample. The fourth highest number of respondents are 18-24 years of age, with 8.6% of the sample and finally 3.76% of the sample selected an age range between 55-65 years of age. Or respondents by generations are:
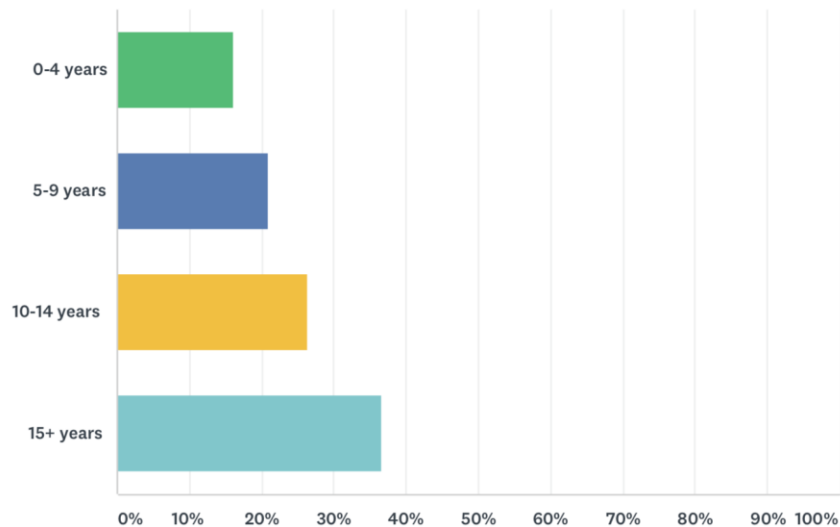
- (43%) Millennials
- (35%) Xennials

- (9.7%) Generation X
- (8.6%) Generation Z
- (3.8%) Baby Boomers

4.2.2

Q2 How many years have you been in full time employment?

Answered: 186   Skipped: 0

ANSWER CHOICES	RESPONSES	
0-4 years	16.13%	30
5-9 years	20.97%	39
10-14 years	26.34%	49
15+ years	36.56%	68
TOTAL		186

Discussion:

Respondents with the most experience of over 15 years in full time employment was the highest response with 36.56% of the sample. 26.34% answered with 10-14 years experience, 20.97% answered with 5-9 years and finally 16.13% answered with 0-4 years experience.
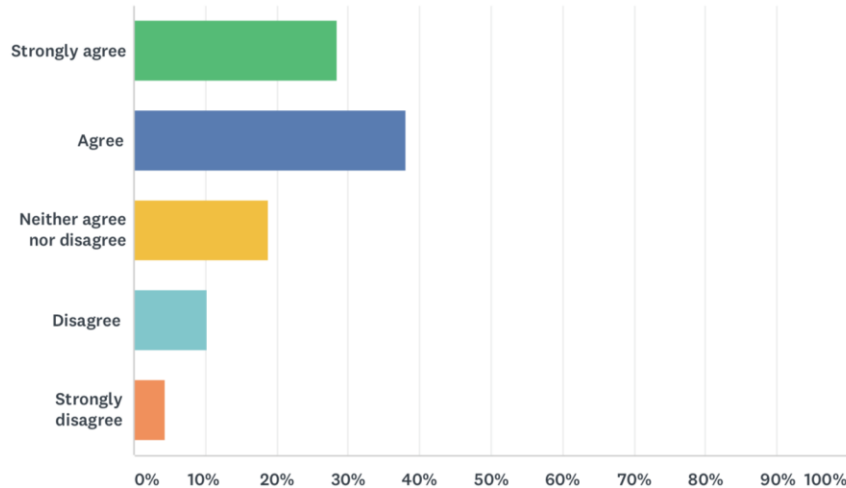
- (36.56%) 15+ years
- (26.35%) 10-14 years
- (20.97%) 5-9 years
- (16.13%) 0-4 years

4.3 First Objective

4.3.1

Q3 In your experience has a recruiter provided extra value in your recruitment process?

Answered: 186   Skipped: 0

ANSWER CHOICES	RESPONSES	
Strongly agree	28.49%	53
Agree	38.17%	71
Neither agree nor disagree	18.82%	35
Disagree	10.22%	19
Strongly disagree	4.30%	8
Total Respondents: 186		

Discussion:

It was the author's intent for this question to not distinguish between whether the interaction with a recruiter was from an agency or from an internal, in-house background. This will be followed up in more detail in question 5. The intent of this question was to determine if a recruiter has provided extra value in a recruitment process and not make a distinction between an agency recruiter or an internal recruiter, this will be asked in the next question. This was to obtain data which could be presented to employers and if there may be a benefit to the employer in paying the 20-30% (TalentLyft, 2018) of an employee's annual salary charged by a recruitment agency.

66.6% either strongly agreed or agreed that a recruiter provided extra value. 18.82% of respondents were neutral and 14.5% either disagreed or strongly disagreed that a recruiter provided any extra value.

The literature found that many organisations still dismiss recruitment as a short-term, tactical problem not requiring the attention of top-level management and substantial resources (Vaseghi, 2016). This would suggest a reactive approach to recruitment. The survey finds that 67% of respondents feel that recruiters do add extra value to a recruitment process, which should highlight to employers the benefit of engaging with their services. However, the long term viability for a company expecting to grow, of which 47% expect to in Ireland in 2019 according to an IBEC (2018) survey of 339 organisations, must be taken into account considering this huge additional financial burden, this may not be a viable long term strategy considering the 20-30% fee per placement on an annual salary of a hired candidate. Companies which places recruitment at the heart of a business, will offer significantly increased returns on investment (Brown 2011).

4.3.2

Q4 I would have a preference in dealing directly with a company's internal recruiter instead of an external agency recruiter?

Answered: 186   Skipped: 0
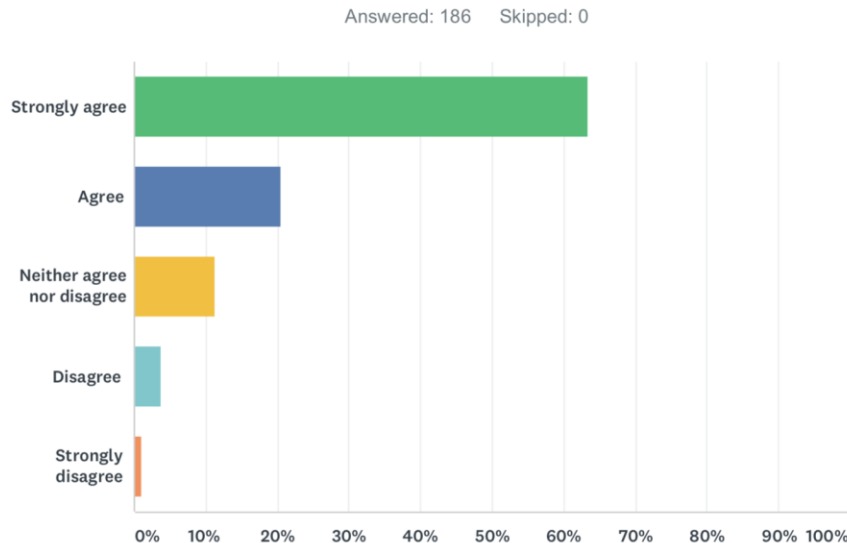
ANSWER CHOICES	RESPONSES	
Strongly agree	63.44%	118
Agree	20.43%	38
Neither agree nor disagree	11.29%	21
Disagree	3.76%	7
Strongly disagree	1.08%	2
Total Respondents: 186		

Discussion:

As mentioned in the discussion of question 4, the author has now made a distinction between an in-house recruiter and an agency recruiter. This was to investigate if respondents had a preference in dealing with an internal recruiter of which almost 84% of respondents either strongly agreed or agreed with. A clear majority of over 63% strongly agree with this question. 11.3% were neutral and 4.8% of respondents either strongly disagreed or disagreed. The data would indicate an overwhelming majority are in favour of dealing with an in-house recruiter.

As the literature review found that this is an employee led market, and we are nearing a new paradigm in the job market where employees will have the power (Kelly, 2018), these findings

should make employers take note of the benefits that an internal recruitment function has on employee satisfaction in regards to recruitment. Considering that a Deloitte (2018) study found, at many high-performing organisations, recruitment and retention are inextricably linked. 57% of companies feel that competition for talent is their top challenge (LinkedIn, 2018) and human capital is increasingly recognised as a vital foundation of competitive advantage (Nyberg, Weller and Abdulsalam, 2016). On their website, recruiterbox states; companies with long-term hiring plans need an in-house recruiter to lead the effort.

4.3.3

Q5 An easy to use recruitment application system would encourage you to apply to a position?

Answered: 186   Skipped: 0
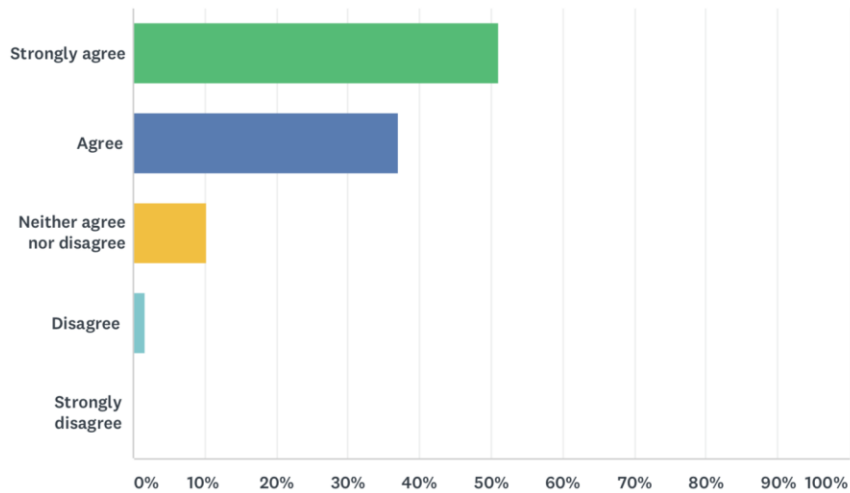
ANSWER CHOICES	RESPONSES	
Strongly agree	51.08%	95
Agree	37.10%	69
Neither agree nor disagree	10.22%	19
Disagree	1.61%	3
Strongly disagree	0.00%	0
Total Respondents: 186		

Discussion:

A majority of over 88% respondents either strongly agree or agree that an easy to use recruitment system would encourage them to apply for a position. With just over 10% of respondents being neutral and only 1.61% of respondents disagreeing.

This evidence highlights why a company needs to invest in modern agile recruitment technology and systems to encourage applications, considering the demand for talent in today's environment. (Stahl et al, 2007) found that companies achieve competitive advantage who's talent management system are aligned—internally, externally, and globally—to support their business strategy and operating model. A sustainable competitive advantage shall depend on the ability of an organisation to attract and retain individuals with skills needed to give the

organisation a competitive edge (Henry et al, 2009), the primary research indicates that companies should consider an easy to use and quick application systems in order to do this.

4.3.4

Q6 A prolonged recruitment process is likely to make you withdraw your application?

Answered: 185   Skipped: 1
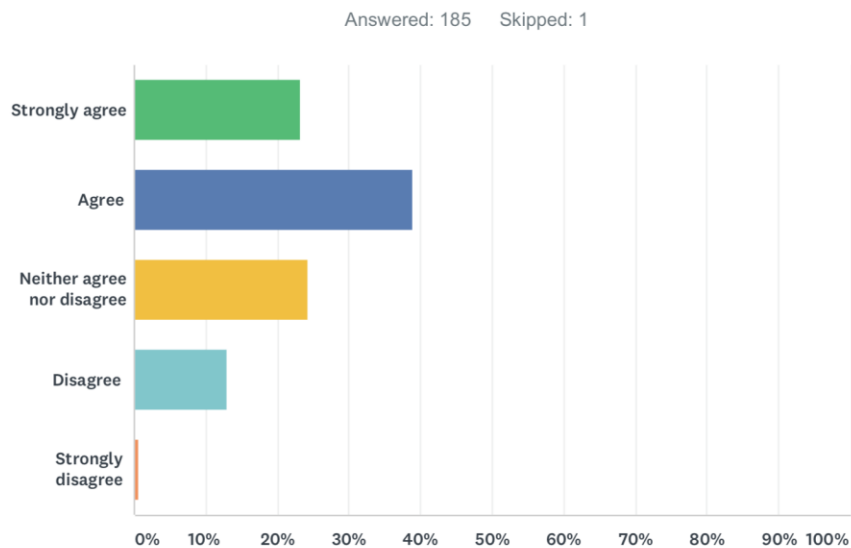
ANSWER CHOICES	RESPONSES	
Strongly agree	23.24%	43
Agree	38.92%	72
Neither agree nor disagree	24.32%	45
Disagree	12.97%	24
Strongly disagree	0.54%	1
Total Respondents: 185		

Discussion:

185 or 99.5% of respondents answered this question with 1 respondents deciding to skip it. 62% of respondents either strongly agree or agree that a prolonged recruitment process is likely to make them withdraw their application. Just over 24% of respondents remained neutral and 13.5% of respondents either disagreed or strongly disagreed. The data shows that there is a clear difference between the respondents opinions on withdrawing or not withdrawing their application in a prolonged recruitment process.

(Lee, 2005) found that traditional recruiting process suffers from long hiring cycle time, high cost per hire, low geographical coverage, and ineffective candidate relationship management. The primary data would suggest any company using these methods risk a nigh number of withdrawn applications.

Secondary data from the LinkedIn (2017) annual recruitment trend report found that the average timeline for companies to complete their recruitment process for an individual was; 30% 1 month, 50% 1-2 months, 17% 3-4 months, 3% 4+ months. This secondary data shows that 20% of companies still have what would be considered an extremely long recruitment process, again risking a high number of withdrawn applications. Considering the data returned to this question and the demand for talent in today's market it may be suggested that these timelines should be unacceptable practice for companies who wish to remain competitive in attracting top talent.

This also impacts on employees that a company hires. A quick, concise recruitment process will not only result in a better cost and time-to-fill for the employer but a better initial candidate experience resulting in lower attrition rates. Quality of hire and time to hire are still the true north metrics (LinkedIn, 2017).

4.3.5

Q7 You would be happy to reapply to a company where you were first unsuccessful, if you had an overall positive recruitment experience?

Answered: 186   Skipped: 0
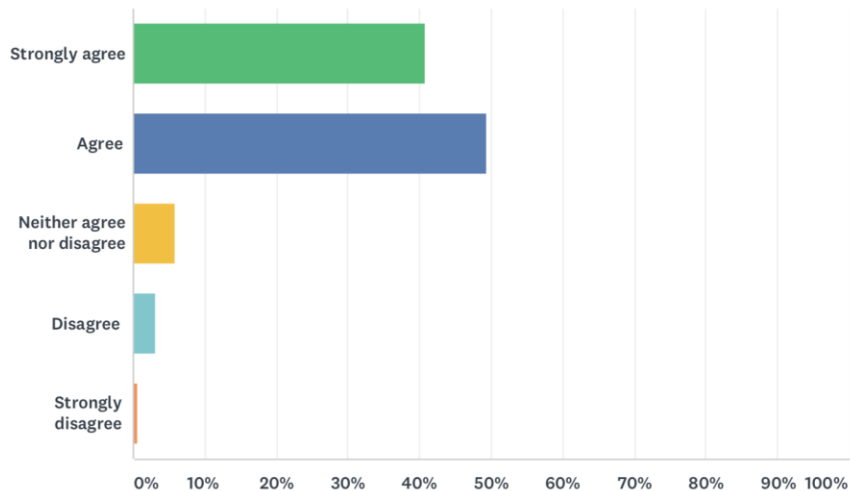
ANSWER CHOICES	RESPONSES	
Strongly agree	40.86%	76
Agree	49.46%	92
Neither agree nor disagree	5.91%	11
Disagree	3.23%	6
Strongly disagree	0.54%	1
Total Respondents: 186		

Discussion:

The majority of respondents to this question with over 90% of the sample either strongly agree or agree that they would be happy to reapply to a company if they had first been unsuccessful, provided they had a positive recruitment experience. Almost 6% of respondents were neutral on this question with 3.8% of respondents who either disagreed or strongly disagreed.

This data clearly indicates to companies that they need to provide a positive recruitment experience to attract past applicants for future roles. This data contradicts the CareerArc findings from a (2016) survey which stated that a candidate was 3.5 times more likely not to reapply to a company that declines them for one job.
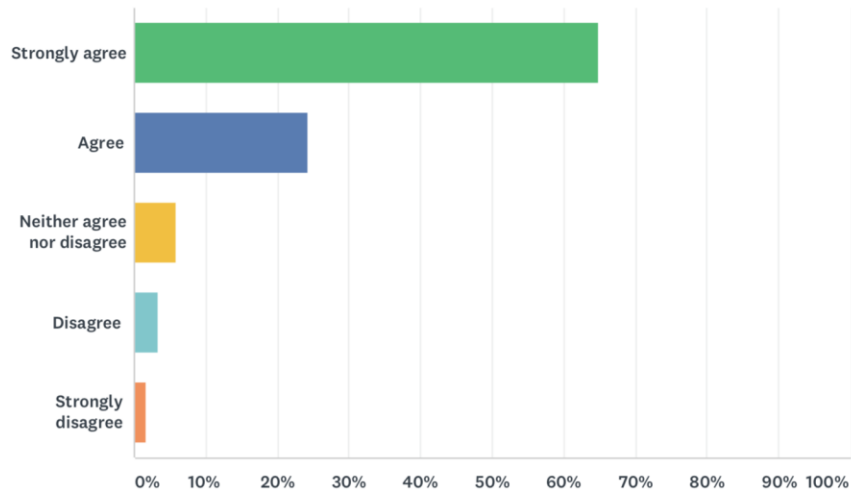
However, according to a Monster.com report by (Doucette, 2019) 62% of candidates who had a positive recruitment experience will increase their relationship with a brands products and networks and 78% would refer someone else in the future.

4.4 Second objective

4.4.1

Q8 Would you be happy to refer a friend to a position in your current company?

Answered: 185   Skipped: 1

ANSWER CHOICES	RESPONSES	
Strongly agree	64.86%	120
Agree	24.32%	45
Neither agree nor disagree	5.95%	11
Disagree	3.24%	6
Strongly disagree	1.62%	3
Total Respondents: 185		

Discussion:

185 or 99.5% of respondents answered this question with 1 respondent deciding to skip it. 89% of respondents either strongly agree or agree with this question. With a majority of almost 65% strongly agreeing they would be happy to refer a friend to a position in their current company. 6% of respondents were neutral and just under 5% either strongly disagree or disagree with this question.

An employer brand creates an awareness and psychological benefits as the foremost aspects of employer brand in terms of enabling a company to recruit, retain and motivate the best people (Ambler and Barrow, 1996). In a sense, current employees are proud of the company they work for and are willing to recommend their place of work to their own connections. The data from this question supports the findings of the literature review. Employees who engage as brand ambassadors or promoters for the organisation, greatly enhancing the recruitment process if the company can successfully engage them in a referral program.

(Burks et al., 2015) found that compared to non-referred applicants, referred applicants are substantially more likely to be hired, and, conditional on receiving an offer, they are more likely to accept it. About 50% of U.S. jobs are found through informal networks and about 70% of firms have programs encouraging referrals (Deloitte, 2015). It is more likely for employees with special skills to be acquainted with talents sharing similar skills or know-how to find such talents. (An Tien Hsieh and Ying Yu Chen, 2011). The findings from both the literature review and the data from this survey highlight the benefits of a company having a strong brand and work environment in regard to hiring talent.

4.4.2

Q9 Financial incentive is the main motivation in referring a friend to a position?

Answered: 186   Skipped: 0
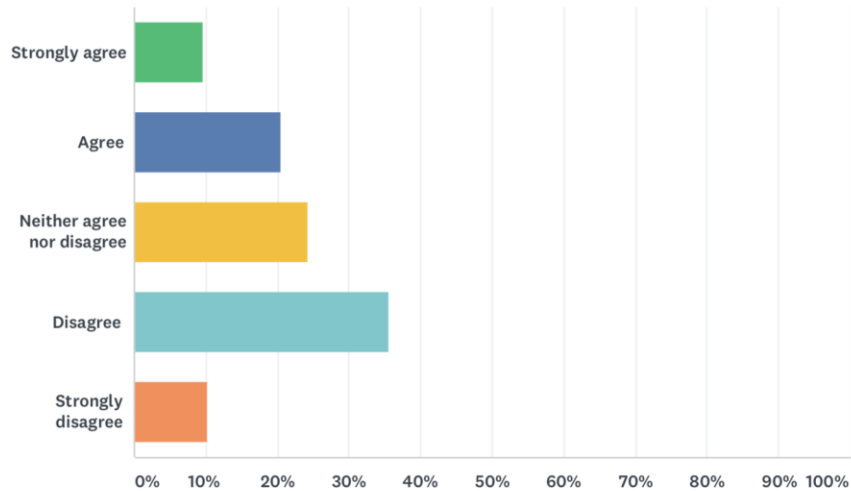
ANSWER CHOICES	RESPONSES	
Strongly agree	9.68%	18
Agree	20.43%	38
Neither agree nor disagree	24.19%	45
Disagree	35.48%	66
Strongly disagree	10.22%	19
Total Respondents: 186		

Discussion:

Just over 30% of respondents either strongly agree or agree with this question, 24.19% of respondents were neutral and 45.7% of respondents either strongly disagree or agree with this question. This data supports the findings in question 9 that employees who engage as brand ambassadors are likely to refer a friend regardless of financial rewards. Employees who enjoy their job will want to protect the corporate culture by only referring candidates they believe to be a good fit according to a LinkedIn Talent Solutions (2017) report. Considering referral bonuses are usually a few thousand dollars and are paid to referrers for an applicant getting hired (Burks, 2013), the findings from this data highlight how important current employee referrals are considering that financial reward does not appear to be the most motivating factor for an employee to refer a friend.

4.4.3

Q10 You would be likely to leave a negative online review about a company if you had a poor recruitment experience?

Answered: 186   Skipped: 0
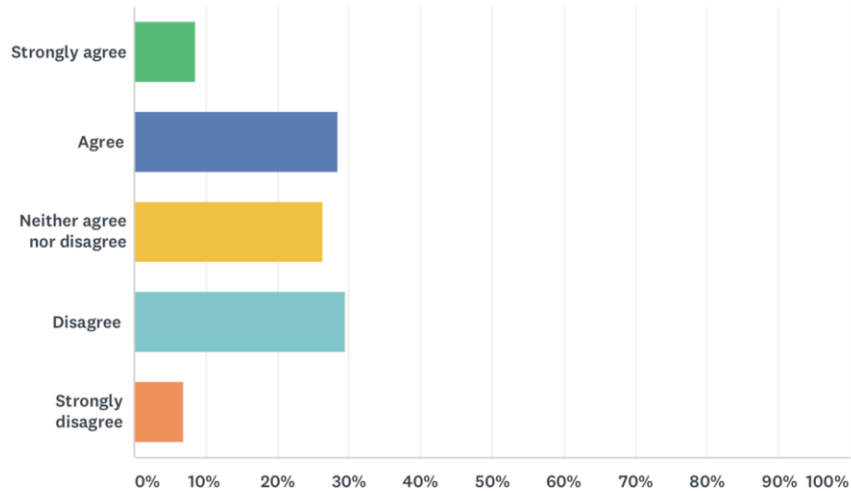
ANSWER CHOICES	RESPONSES	
Strongly agree	8.60%	16
Agree	28.49%	53
Neither agree nor disagree	26.34%	49
Disagree	29.57%	55
Strongly disagree	6.99%	13
Total Respondents: 186		

Discussion:

37% of respondents either strongly agree or agree with this question, just over 26% of respondents were neutral and almost 36.5% of respondents either strongly disagree or agree with this question.

The data provides interesting findings in the similarities of opinions of the respondents between similar responses for strongly agree and strongly disagree and agree or disagree. Secondary data from a Glassdoor (2016) survey found that 70% of people now look to reviews before they make career decisions. Companies should be cognizant of their efforts to keep negative feedback at a minimum.

However, the data returned from this question would differ from that found in a CareerArc (2016) survey which found that 72% of candidates shared a negative experience online.

4.4.4

Q11 A company brand and public perception is important to you when deciding to apply to a position?

Answered: 183   Skipped: 3
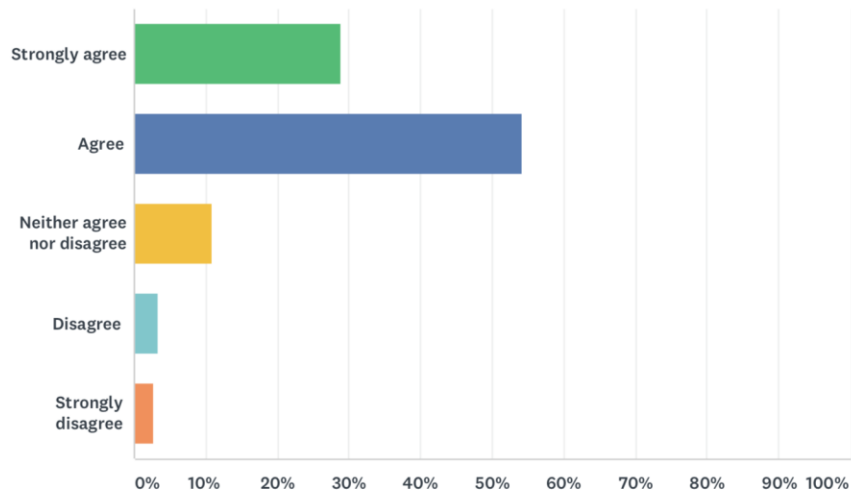
ANSWER CHOICES	RESPONSES	
Strongly agree	28.96%	53
Agree	54.10%	99
Neither agree nor disagree	10.93%	20
Disagree	3.28%	6
Strongly disagree	2.73%	5
Total Respondents: 183		

Discussion:

98% or 183 respondents answered this question with 3 deciding to skip it. 83% or 152 of respondents either strongly agree or agree with this question, 11% or 20 respondents were neutral and 6% or 11 respondents either strongly disagree or agree with this question. This data reinforces the importance of companies having a positive online image as 83% of respondents consider this important in deciding to apply for a position.

A strong employer brand helps businesses compete for the best talent and establish credibility (CIPD, 2018). Being an attractive brand for prospective employees gives a company bargaining power, due to the demand to be associated with it. Branding helps create the factor of desirability among potential candidates (Recruiterbox, 2019).

Companies committed to meeting these employee needs, and improving the work environment or the work itself (Montani, Battistelli and Odoardi, 2017) all directly impact on the company brand and perception to the talent market, which the data shows is important to 83% of the respondents to this question. Talent branding and awareness allows a company to showcase and promote their benefits and work culture, which from the primary and secondary data observed is an important factor for potential employees in considering a company to join.

4.4.5

Q12 A lack of interest by a company in social responsibility would discourage you from applying to a position in the company?

Answered: 186   Skipped: 0
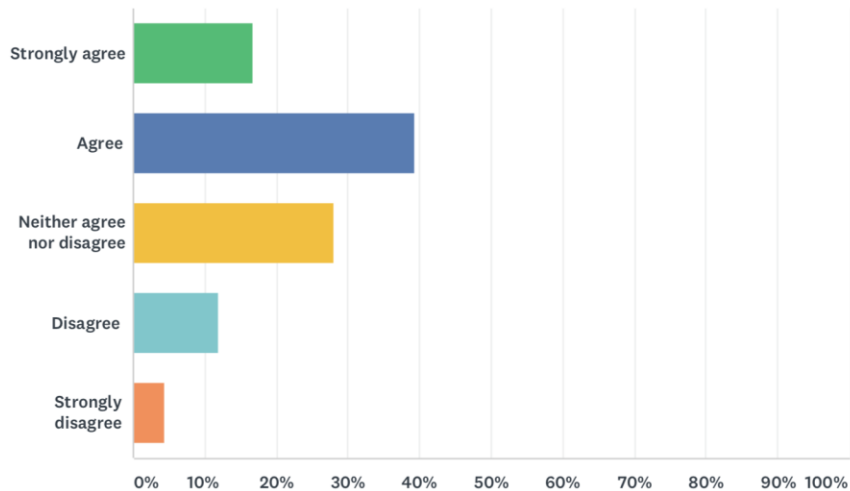
ANSWER CHOICES	RESPONSES	
Strongly agree	16.67%	31
Agree	39.25%	73
Neither agree nor disagree	27.96%	52
Disagree	11.83%	22
Strongly disagree	4.30%	8
Total Respondents: 186		

Discussion:

Almost 56% of respondents either strongly agree or agree with this question, 28% of respondents were neutral and just over 15 % of respondents either strongly disagree or agree with this question. The data would suggest that a company's social responsibility policy is an important element in a person deciding to apply for a position in a company. Branding and active online updates are a key instrument in showcasing this to an international audience (Accenture, 2016).

Technology company Poppulo recognised the importance of corporate social responsibility in a (2018) publication, stating It is important to organisations as it leads to more engaged employees. It also makes an organisation a more attractive prospect for employees, particularly

Millennials, of which 43% of the respondents to this survey fall into. Intrinsic and extrinsic values are of almost equal importance to a millennial employee (Deloitte, 2017).

(The Guardian, 2015) reported that 42% of the workforce now want to work for an organisation that has a positive impact on the world, according to research carried out by consultancy Global Tolerance, which is lower than the 56% of respondents who either strongly agree or agree with the question of this study. To enhance employer attractiveness, it is now necessary for employers to use various forms of communication, including webpages, online social media and recruitment advertising, to communicate this (Puncheva-Michelotti, Hudson and Jin, 2018). Employers are using branding to not only attract new recruits but ensure that current employees are engaged in the culture and strategy of the organisation in the hope to lower attrition (Eger et al., 2019).

4.4.6

Q13 Negative online reviews would discourage you from applying to a position in that company?

Answered: 186   Skipped: 0
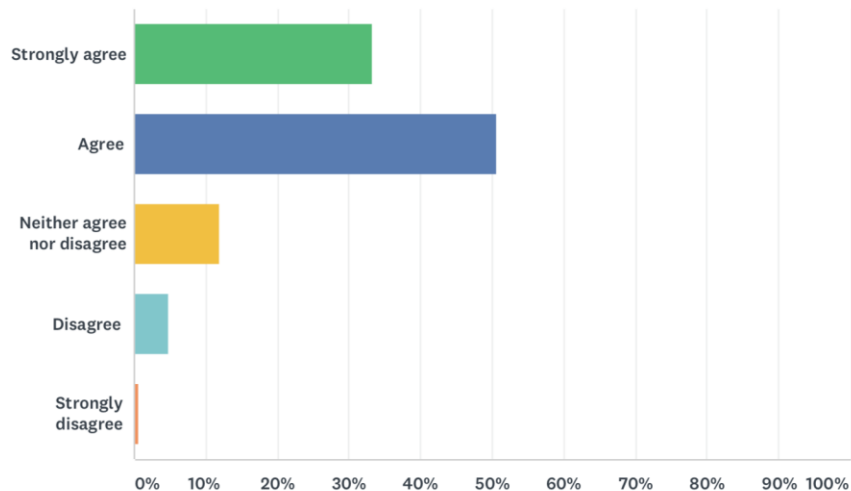
ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	62
Agree	50.54%	94
Neither agree nor disagree	11.83%	22
Disagree	4.84%	9
Strongly disagree	0.54%	1
Total Respondents: 186		

Discussion:

84% of respondents either strongly agree or agree with this question, almost 12% of respondents were neutral and almost 5.5% of respondents either strongly disagree or agree with this question. This primary data would strongly indicate that negative online reviews may greatly impact a company's ability to hire talent effectively considering that the vast majority of respondents would be discouraged from applying to a position with a company with negative online reviews.

These data findings corroborates the findings of the literature review. In a candidate driven market prospective candidates must be treated like customers. Gone are the days when HR could simply announce open positions and expect to get plenty of interested candidates (Gretczko and Cleary, 2016). To promote a positive work environment, and in-turn, positive

online reviews and image, companies are putting greater efforts into communicating to existing and prospective staff that it is a desirable place to work (Moroko

and Uncles, 2008). According to a (2019) publication from Indeed, the world's largest job board, over 100 million company ratings and reviews were posted to their site. Similar to online commercial or travel platforms, employees are now able to post or review positive and negative experiences related to the workplace.

4.4.7

Q14 You research company reviews online before you apply to a position in the company?

Answered: 186   Skipped: 0

ANSWER CHOICES	RESPONSES	
Strongly agree	44.09%	82
Agree	43.55%	81
Neither agree nor disagree	5.38%	10
Disagree	6.45%	12
Strongly disagree	0.54%	1
Total Respondents: 186		

Discussion:

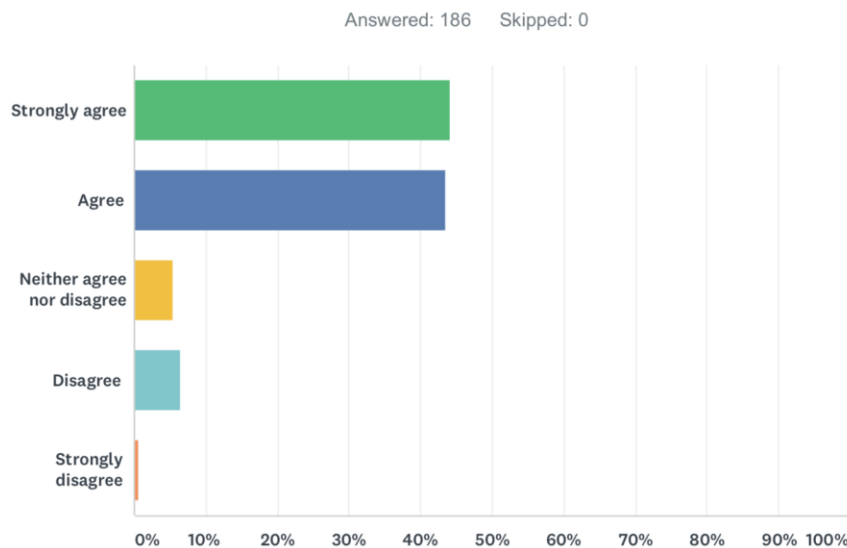Just over 87.5% of respondents either strongly agree or agree with this question, almost 5.5% of respondents were neutral and 7% of respondents either strongly disagree or agree with this question.

This primary data obtained from this question show results higher than that in the literature review which according to the Glassdoor (2016) survey found that 70% of people now look to reviews before they make career decisions versus 87.5% of the respondents to the question posed in this survey. This data supports the findings of the literature review on the importance of a positive recruitment experience, work environment and positive branding. These are all key elements, which if not satisfied, can result in negative online reviews and can impede successful recruitment of desired talent. This has become more prevalent over the past decade with the expansion of the web. To attract top talent, companies must offer a positive, unique value proposition to new recruits (Eger et al., 2019), positive online reviews is an effective method of highlighting this.

4.5 Third objective

4.5.1

Q15 Are your company leaders committed to human resource management?

Answered: 186   Skipped: 0

ANSWER CHOICES	RESPONSES	
Strongly agree	30.65%	57
Agree	40.32%	75
Neither agree nor disagree	19.89%	37
Disagree	7.53%	14
Strongly disagree	2.15%	4
Total Respondents: 186		

Discussion:

Almost 71% of respondents either strongly agree or agree with this question, almost 20% of respondents were neutral and almost 10% of respondents either strongly disagree or agree with this question.
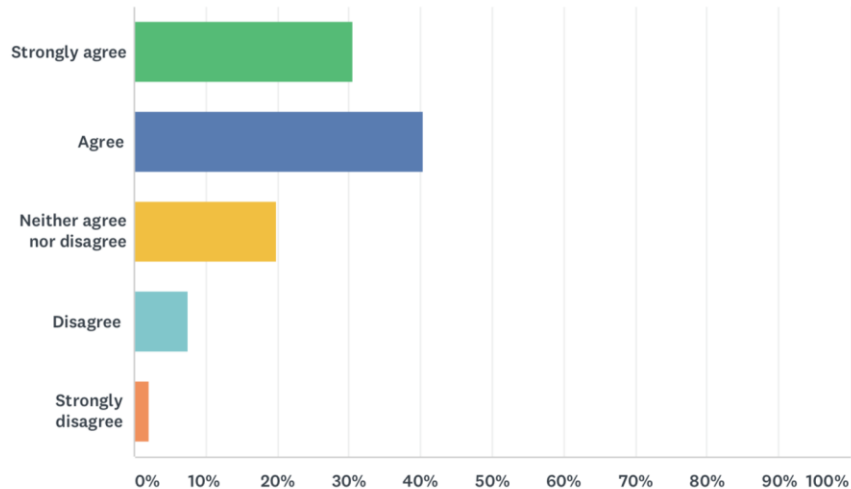
The primary data from this survey found that 71% of respondents, either strongly agree or agree with this question, which is considerably higher than the findings in the literature review from a (2018) Confederation of British Industry (CBI) study which found that only 42% of non-managers surveyed agreed that leaders were committed to human resource management.

The findings from question 15 of this survey would suggest that 70% of respondents have visibility of their company leaders being committed to human capital management, however with 30% either being neutral or not agreeing with the question would suggest that some leaders and companies need to be more engaged with its workforce, considering the benefit HRM can bring to a company (Fallery & Bernard, 2010).

4.5.2

Q16 You could be greatly impacted in your day to day work with the delay of a new team member joining the company?

Answered: 186   Skipped: 0
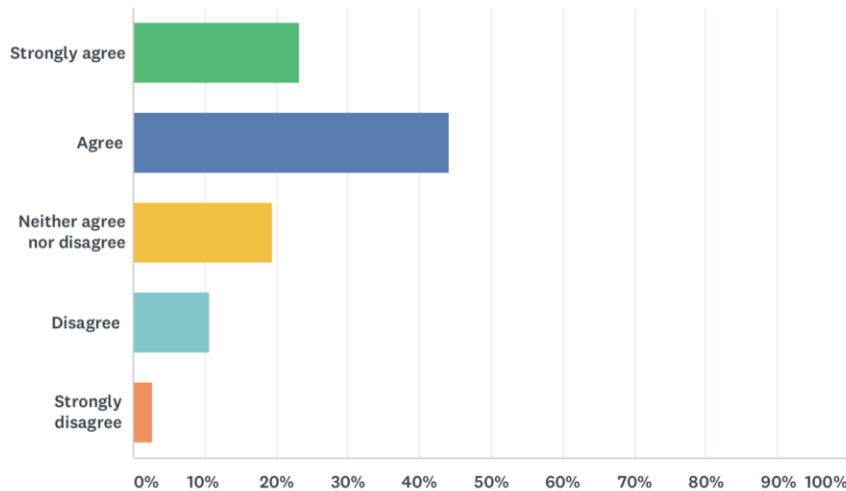
ANSWER CHOICES	RESPONSES	
Strongly agree	23.12%	43
Agree	44.09%	82
Neither agree nor disagree	19.35%	36
Disagree	10.75%	20
Strongly disagree	2.69%	5
Total Respondents: 186		

Discussion:

Just over 67% of respondents either strongly agree or agree with this question, just over 19% of respondents were neutral and almost 13.5% of respondents either strongly disagree or agree with this question.

As this survey was designed to get better insights into the views and opinions from an employee perspective, the data returned from this question shows the over two thirds of respondents feel they would be greatly impacted in a delay of a new employee joining their team. Not only does this pose obvious production issues for an employer but may add to increased employee workload, de-moralisation, poor work/life balance and higher rates of attrition. Extra workloads and a poor work life balance may lead to higher levels of attrition (Nayak and Pandey, 2015).

A delayed recruitment process is a serious problem. The risks of a delayed recruitment process not only include a negative impact on business productivity, revenue and company reputation but also on existing employees' engagement (Talentlyft, 2018). Considering the data, which highlights the impact delays in hiring new employees has on current employees, the data supports the need to have adequately qualified and trained staff to deliver on your recruitment requirements (Gretczko and Cleary, 2016).

4.5.3

Q17 You would like an input to the selection of a new employee to join your team?

Answered: 185   Skipped: 1

ANSWER CHOICES	RESPONSES	
Strongly agree	43.24%	80
Agree	41.08%	76
Neither agree nor disagree	14.59%	27
Disagree	0.54%	1
Strongly disagree	0.54%	1
Total Respondents: 185		

Discussion:

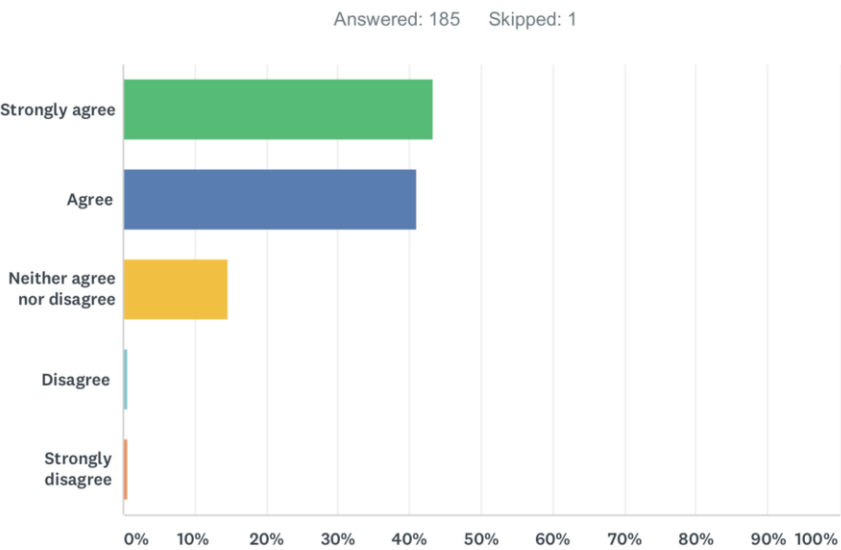185 or 99.5% of respondents answered this question with 1 respondents deciding to skip it. Just over 84% of respondents either strongly agree or agree with this question, just over 14.5% of respondents were neutral and just over 1% of respondents either strongly disagree or agree

with this question. The data would suggest that a large number of employees would like to have their opinions and views taken into consideration when a company considers hiring new employees. Only 2 of the 185 respondents were against this. While probably not feasible for larger organisations, and not a productive approach in reducing hiring times, perhaps a predetermined interview process is agreed to ensure a company is hiring the best people most suited to the company's culture and work environment? A 'joined-up' approach to recruitment, encompassing the engagement of an organisations people as well as one that places recruitment at the heart of a business, will offer significantly increased returns on investment (Brown 2011).

When management listen to their employees, and encourage feedback, they can gain intimate insights into culture, likes, dislikes, areas of strength and areas of weakness within a business. A poor hire for the team can have drastically negative impacts both financially and productively. A (2016) report by Industrial Distribution stated that 80% of bad hires are due to poor hiring decisions. HR industry studies show that a great amount of staff turnover (possibly as high as 20 percent) can happen within the first 45 days of employment (Forbes, 2013). This reinforces the need for a structured interview process to assist all interview stakeholders make an informed hiring decision. The data in this question strongly suggests a company should consider engaging with its staff as 84% of respondents say they would like an input into who is hired into their company. Companies should also consider the financial implications, the literature research found that a poor recruitment experience can cause a new employee leaving during their probation. Secondary data from a (2017) Kapor Capital study of the technology industry in the US found that staff turnover was costing the industry over $16 billion per year. A (2018) study in Ireland of 260 organisations by Adare HR management found the average cost to a business of an employee leaving is €13,100 (Fora, 2018).

4.5.4

Q18 Leaders in your company are invested in attracting top talent to your organisation?

Answered: 186   Skipped: 0
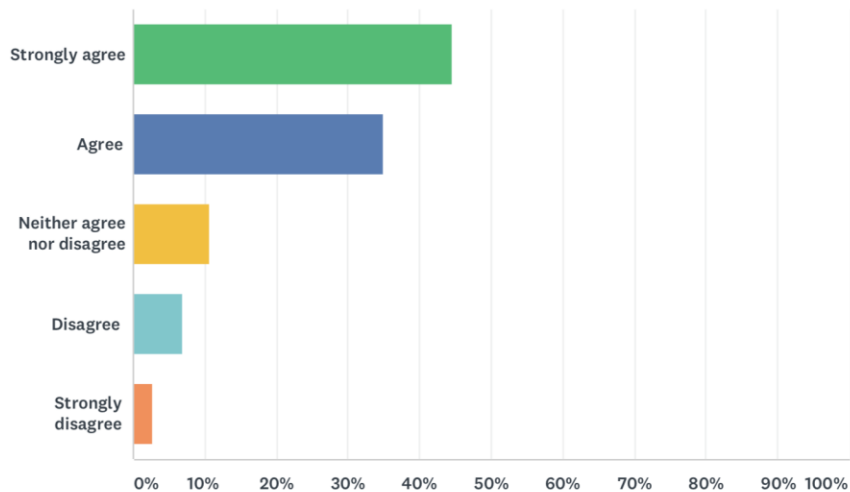
ANSWER CHOICES	RESPONSES	
Strongly agree	44.62%	83
Agree	34.95%	65
Neither agree nor disagree	10.75%	20
Disagree	6.99%	13
Strongly disagree	2.69%	5
Total Respondents: 186		

Discussion:

Almost 80% of respondents either strongly agree or agree with this question, almost 11% of respondents were neutral and almost 10% of respondents either strongly disagree or agree with this question.

The author's reasoning in putting this question to the population sample was that it may encapsulate various elements of an employees view of their company's approach to talent acquisition as posed in the main question being asked in this study. As shown in the conceptual framework, the interconnected nature of each element of the recruitment process may not work efficiently without the other elements working in unison. (Brown 2011) also found that a "joined up" approach to talent acquisition will offer significantly increased returns on investment. This is

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why the author felt it important to get an employees perspective on their leaders attitude to attracting top talent to their organisation.

With almost 80% answering favourably to their company leaders approach to attracting talent the data would suggest that a large number of organisations are taking recruitment seriously. The data would also suggest that their companies are now taking this proactive approach to talent acquisition and it highlights the need for companies to remain adaptable and proactive to differentiate themselves from competitors.

4.6 Conclusion

In this chapter the author presented and discussed the findings of the primary data generated from an online questionnaire. The questionnaire was designed to obtain insights from an employee perspective to ascertain their views and experience of engaging with a company's recruitment process. The findings were interpreted in relation to the research objectives with observations made based on these findings.

To conclude, when you examine the primary data returned from the questionnaire it is apparent that employees have strong views on a company recruitment process. In almost all of the questions asked, a clear majority was returned for each individual question for either in agreement or disagreement, depending on the question posed. In an employee driven market this data highlights the need for a company to not only invest in recruitment, but to listen to their own employees. This may very well give the competitive advantage needed to attract, recruit and retain the best people for their organisation.

5. Concluding thoughts of this research, its limitations and suggestions for further research

In the final section a summary of the findings will be made, including any limitations that existed. Included also will be, suggestions for further research which may be undertaken and recommendations which may be considered by organisations in their approach to recruitment.

5.1 Summary of Findings

Upon reflection of the three objectives that directed this study, a number of findings emerged from the primary data that have set the discussion around these objectives.
Considering that the research has found that this is an employee driven market with significant growth expected in the coming years, and that the competition to attract, hire and retain staff has never been more competitive, the results from the primary and secondary data highlights the importance of embracing the philosophy that recruitment as a key strategic corporate objective adds significant value to a company's success. An underlying ethos which needs to be incorporated into an enterprises strategic planning as having the correct talent is essential to be commercially successful.

5.1.1 First objective

Regarding the first research objective; to identify if recruitment should be a key strategic corporate objective, numerous academic journals report that companies which place recruitment as a strategic objective enjoy competitive advantage and success. These authors included:

- (Kurter, 2019, Kelly, 2018; Collings et al., 2017; Mirchandani and Shastri, 2016; Bagga and Srivastava, 2014; Brown, 2011; Schweyer, 2010; Silzer and Dowell, 2009; Stahl et al, 2007).

Further professional industry surveys and reports also supported this finding. These included companies and bodies such as:

- IBEC, LinkedIn, Microsoft, Mercer, Deloitte, CIPD, MRI, Facebook and Google.

The collection of primary data focused on an employee perspective and their experience in dealing with a recruitment process. These questions were asked from questions 3 through 7 in the online survey.

- Question 3. Almost 67% agreed that a recruiter provided extra value.
- Question 4. almost 84% of respondents agreed that they would have a preference in dealing directly with a company's internal recruiter.
- Question 5. 88% agreed that an easy to use recruitment system would encourage them to apply to a position.
- Question 6. 62% agree that a prolonged recruitment process is likely to make them withdraw their application.
- Question 7. Over 90% agree that they would be happy to reapply to a company, provided they had a positive recruitment experience. This data goes against the findings of secondary data from CareerArc which in (2016) found that a candidate was 3.5 times more likely not to reapply to a company if they had previously been rejected.

5.1.2 Second objective

Regarding the second research objective; to investigate if a company's brand impact recruiting employees, numerous academic journals report that companies which invest in their digital and online branding are more successful in attracting and retaining talent. These authors included:

- Eger et al., 2019. Montani, Battistelli and Odoardi, 2017. Gretczko and Cleary, 2016. DeVaney, 2015. Bullinger and Treisch, 2015. Burks et al., 2015. Lin, 2007. Sansone and Harackiewicz, 2000. Ambler and Barrow, 1996).

Further professional industry surveys and reports also supported this finding. These included companies and bodies such as:

- Workday, EY, Deloitte, Glassdoor, Google, Indeed and CareerArc.

The collection of primary data focused on an employee perspective and their experience in dealing with a recruitment process. These questions were asked from questions 8 through 14 in the online survey.

- Question 8. 89% agree they would be happy to refer a friend to a position in their current company.
- Question 9. Only 30% of respondents agreed that financial incentives are important in referring a friend to their company.
- Question 10. Only 37% agreed that they would leave a negative online review following a negative recruitment experience versus a CareerArc (2016) survey which found that 72% of candidates shared a negative experience online.
- Question 11. 83% agree that a brand and public image is important in deciding to apply for a company.
- Question 12. 56% agree that CSR is important in deciding whether to apply to a position.
- Question 13. 84% agree that negative online company reviews would discourage them from applying to a company.
- Question 14. Almost 88% agree that they review online reviews before applying to a company. This is versus a Glassdoor (2016) survey found that 70% of people check online reviews.

5.1.3 Third objective

Regarding the third research objective; to determine if investment in talent management is warranted by a company, numerous academic journals report that companies which invest in talent management can significantly reduce attrition and associated costs and gain a competitive advantage in hiring and retaining employees. These authors included:

- (Gretczko and Cleary, 2016; Day, Colin 2016; Coryn et al., 2011; Brown 2011; Weinmann, 2011; Lee, 2005; Simon et al., 2002; Covin and Slevin 1990).

Further professional industry surveys and reports also supported this finding. These included companies and bodies such as:

- Workday, LinkedIn, Forbes, talentlyft, PWC, QY research and Deloitte.

The collection of primary data focused on an employee perspective and their experience in dealing with a recruitment process. These questions were asked from questions 15 through 18 in the online survey.

- Question 15. 71% agree that their company leaders are committed to human resource management.
- Question 16. 67% agreed that their own job would be impacted in the delay of a new team member joining their company.
- Question 17. 84% agreed that they would like some input into the selection of new employees Question 11. 83% agree that a brand and public image is important in deciding to apply for a company.
- Question 18. 80% agree that their company leaders are committed to attracting top talent to their company.

5.2 Implications of Findings for the Research Questions

The findings derived from the data generated in the primary research have greatly impacted on the research questions and objectives. It is evident from both my primary and secondary research that recruitment has a significant impact in a company achieving success. Regarding the first and third research objective of if recruitment should be a key strategic corporate objective and is investment in talent management is warranted by a company, the data would posit a simple answer of yes. If you wish to be successful and competitive in your market. Significant primary and secondary data and literature has indicated that companies which prioritise recruitment and the attraction, hiring and retention of talent are significantly more likely to outperform competitors commercially. While the focus of this research was of the technology industry in Ireland, these sentiments and findings should be transferable to businesses in all industries.

The research has clearly indicated that companies which put recruitment as a core or key strategic objective and invest in talent management are better prepared to be more agile and adaptable to attracting younger, changing demographics by becoming an employer of choice, and differentiate themselves from competitors. The research showed that this is of critical importance in an employee driven market where employees may have multiple different employment offers to consider. This may seem like an obvious statement, but the research has shown that companies are simply not taking this approach, and still see recruitment as a reactive, administrative heavy function which does not warrant the required time or investment needed in order for it to be a success.

Regarding the second objective, if a company's brand impacts on recruiting employees, the research has shown that we are now more connected online than ever before, and this is only increasing on a daily basis. The primary data from the survey shows that positive online talent branding and marketing are a key resource in attracting and retaining employees. Financial motivation is no longer the only factor taken into consideration when a potential new employee is considering the employment option. Intrinsic and extrinsic values hold almost the same level of importance for millennials considering their job offers. A company must be able to effectively brand and showcase their work environment and culture. The research has shown that employees now treat job searching the same way they do online shopping for goods and services and will research company online reviews. Again, this may seem like an obvious course of action for any company to take, however, a Glassdoor (2017) study in the US found that the average company rating was 3.3 on of scale 1-5. Companies recognised as the best place to work in the US had a rating of 4.3 or over (Glassdoor, 2017). The companies with the higher score rating attract the most applications.

5.3 Limitations of the research

This research paper does have its limitations, but I believe the findings offer a good foundation for future research. Due to time constraints with a 26th of August deadline for submission of this paper the online survey link was only open to respondents for a period of just over two weeks. As the main population for the survey was in my place of work, Workday, I only had the opportunity to post the survey to a Slack channel once, which also did not contain all Workday Dublin employees. A margin of error of 6% was calculated using survey monkey as mentioned previously in the data collection chapter. While I do not believe this margin of error would greatly impact the findings of the primary data, to obtain a lower margin of error of 4% would require a sample size of 376, as calculated by Survey Monkey below. Perhaps if a future study was to be carried out in an official capacity with access to a larger population this may be achievable.
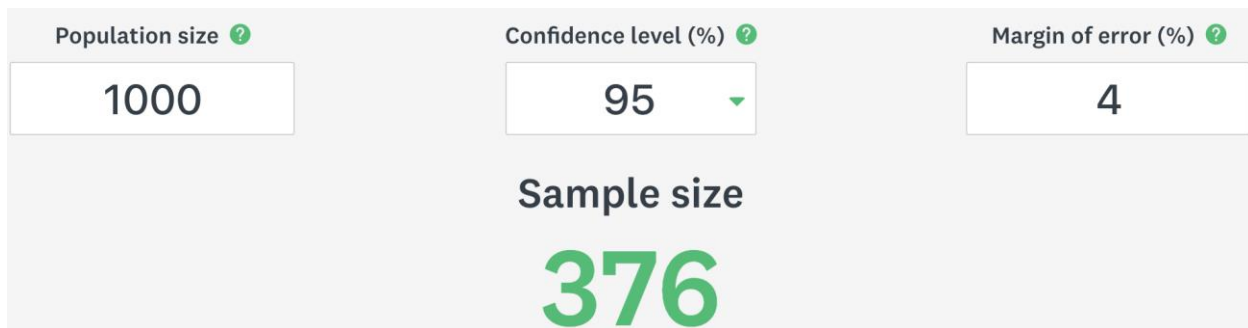
Figure 11. Source: Survey Monkey

Despite the reassurances given of complete anonymity, it has to be considered that people were unwilling to partake or answer questions completely truthfully considering the author is a senior recruiter within the same company.

As previously mentioned in the research methodology chapter a conscious decision was made to use quantitative data only for this research. However, when dealing with people and HR related topics, the benefits of utilising a mixed methods research approach and collecting qualitative data through focus groups or face to face interviews can provide extremely valuable insights into employees' opinions and their experiences of recruitment processes. However, this would require a lot more time and resources and would possibly require employees outside of my work place. On certain aspects I was unable to study specific secondary data as I was not able to find similar research carried out previously which focused on the technology industry in Ireland from an employee perspective.

5.4 Further studies

As mentioned as a limitation of this research with the collection of only quantitative data through an online survey, future research would benefit from incorporating a mixed methods research approach and combining qualitative and quantitative data. A study across a number of different companies in different industries outside of technology should provide a much broader population with better insights into the opinions of employees from a different skills background. Having senior leaders onboard in these companies would provide easier access to their employees, resulting in potential beneficial results relevant to their company.

Carrying out similar research and data collection but focusing on managers of a company may also be beneficial to compare and contrast views and opinions between leaders and employees.

The literature review found varying opinions from a (2018) CBI report between employees and employers in the UK. It would be interesting to see if this is also reflected in Ireland and if the data returned can be utilised to narrow the gap in these opinions.

As mentioned previously in the research strategy of this paper, company processes and procedures are generally strictly confidential. Partnership and collaboration with professional bodies and groups such as CIPD, IDA, IBEC and Universities, for example, may give you access to a wider population across multiple industries, as well as access to previous studies, research and knowledge available only to these organisations and their partners.

5.5 Final Conclusion

Many areas of operation are required for a business to be successful. Countless books, memoirs, reports, studies and research has been published to identify what these may be. If it was simple, then every business would be a success, unfortunately it is not that simple. However, It is evident from both the primary and secondary data in this research that recruitment has a significant impact in a company achieving success. Having the right, motivated people in a company is one of the key foundations to becoming and staying successful. Considering the predicted future employment growth in Ireland and the skills shortages to meet this growing demand, companies which take a proactive approach to recruitment will be better placed in attracting, recruiting and retaining the talent required for success.

While conscious that these findings will not change company management behaviour overnight, and that due to the different needs of individual companies, a one size fits all approach to recruitment is not always feasible. It must also be appreciated and considered that adaptation and implementation of talent management systems and functions, which can be extremely expensive and laborious, might not be possible or even suitable for smaller enterprises. However, regardless of this, taking a people centric approach to meeting your hiring needs, and appreciating the absolute importance of an effective recruitment strategy, tailored to your needs, is an essential mechanism to effectively hiring great employees and achieving success in today's business world.

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Appendices

Appendix A

Introduction to the online questionnaire

Recruitment experience

Hi,

My name is Alan McCarthy. I am completing a dissertation for an MBA in international business at Griffith College, on the impact recruitment has on a company achieving success.

It would be greatly appreciated if you could spare 2 minutes of your time to complete this online survey for which the findings will be used to support my research.

The findings from this survey will be solely used for the purpose of this dissertation and all responses will be anonymous.

All data will be securely held and not shared with any third parties. Participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time.

Your responses will be confidential and no identifying information such as your name, email address or place of employment shall be collected. If you consent to participate in this research please proceed by clicking ok below.

Please select one answer per question. If you have any questions you can contact me on alan.mccarthy@griffith.student.ie

Thank you again for your time.

Alan

Appendix B

Survey Monkey collection details

Collector ID	Title	Date Created
239400485	Web Link 1	2019-06-26 19:38:00
240063413	Email Invitation 1	2019-07-02 19:30:00
240136233	Web Link 2	2019-07-03 12:21:00
240160115	Social Media Post 1	2019-07-03 17:34:00
240164141	Web Link 3	2019-07-03 18:23:00

Appendix C

Survey Monkey unique respondent ID, Collector ID and Start date and time

	Respondent ID	Collector ID	Start Date
1	10866298942	240164141	2019-07-17 23:06:40
2	10860108950	240164141	2019-07-15 15:39:46
3	10859777544	240164141	2019-07-15 12:51:05
4	10855241392	240164141	2019-07-12 10:47:56
5	10851532972	240160115	2019-07-10 20:39:45
6	10851522213	240160115	2019-07-10 20:34:47
7	10850591217	240164141	2019-07-10 14:28:30
8	10850399377	240164141	2019-07-10 12:58:38
9	10850083218	240164141	2019-07-10 9:31:18
10	10850024817	240160115	2019-07-10 8:54:44
11	10848975130	240160115	2019-07-09 20:34:50
12	10848192457	240164141	2019-07-09 15:15:47
13	10847824984	240164141	2019-07-09 12:12:17
14	10847803664	240164141	2019-07-09 11:56:12
15	10847712607	240164141	2019-07-08 16:32:55
16	10847495907	240164141	2019-07-09 8:18:28
17	10846914836	240164141	2019-07-08 22:58:34
18	10845744726	240164141	2019-07-08 15:22:36
19	10845709575	240164141	2019-07-08 15:07:56
20	10845689560	240164141	2019-07-08 14:57:35
21	10845669423	240164141	2019-07-08 14:52:23
22	10845568082	240164141	2019-07-08 14:13:46
23	10845552684	240164141	2019-07-08 14:05:02
24	10845428993	240164141	2019-07-08 13:11:22
25	10845415485	240164141	2019-07-08 12:25:20
26	10845342095	240164141	2019-07-08 12:25:13
27	10845289879	240164141	2019-07-08 11:51:27
28	10845256860	240164141	2019-07-08 11:28:55
29	10845246630	240164141	2019-07-08 11:14:31
30	10845240471	240164141	2019-07-08 11:17:30
31	10845237477	240164141	2019-07-08 11:14:58
32	10845236194	240164141	2019-07-08 11:13:40
33	10845223621	240164141	2019-07-08 11:03:57
34	10845222984	240164141	2019-07-08 10:58:47
35	10845217368	240164141	2019-07-08 10:59:49
36	10845212765	240164141	2019-07-08 10:58:30

37	10845206811	240164141	2019-07-08 10:53:00
38	10845197256	240164141	2019-07-08 10:45:32
39	10845189214	240164141	2019-07-08 10:40:37
40	10845157810	240164141	2019-07-08 10:16:25
41	10845100195	240160115	2019-07-08 9:38:18
42	10845070651	240160115	2019-07-08 9:15:55
43	10844966954	240164141	2019-07-08 7:52:31
44	10843945857	240160115	2019-07-07 7:09:57
45	10843492418	240160115	2019-07-06 17:39:18
46	10843407856	240164141	2019-07-06 15:51:27
47	10843147097	240160115	2019-07-06 9:24:05
48	10843100320	240164141	2019-07-06 7:46:36
49	10842853165	240160115	2019-07-06 1:31:10
50	10842745499	240164141	2019-07-05 23:32:52
51	10842589565	240164141	2019-07-05 21:24:26
52	10842227537	240164141	2019-07-05 17:29:42
53	10842189138	240164141	2019-07-05 17:07:07
54	10842149816	240164141	2019-07-05 16:44:09
55	10842144973	240164141	2019-07-05 16:44:20
56	10842126166	240164141	2019-07-05 16:32:52
57	10842120283	240164141	2019-07-05 16:30:43
58	10842112786	240164141	2019-07-05 16:27:16
59	10842087598	240164141	2019-07-05 16:14:35
60	10842064635	240164141	2019-07-05 16:01:47
61	10841982533	240164141	2019-07-05 15:22:33
62	10841977105	240164141	2019-07-05 15:14:59
63	10841920225	240164141	2019-07-05 14:51:31
64	10841888598	240164141	2019-07-05 12:40:11
65	10841877337	240164141	2019-07-05 14:28:45
66	10841875355	240164141	2019-07-05 14:28:32
67	10841867123	240164141	2019-07-05 14:22:33
68	10841852613	240164141	2019-07-05 14:12:04
69	10841852139	240164141	2019-07-05 14:10:15
70	10841844312	240164141	2019-07-05 14:12:33
71	10841834123	240164141	2019-07-05 14:06:49
72	10841827315	240164141	2019-07-05 14:02:36
73	10841822008	240164141	2019-07-05 14:00:40
74	10841812756	240164141	2019-07-05 13:56:16
75	10841803409	240164141	2019-07-05 13:50:03
76	10841802251	240164141	2019-07-05 13:49:59
77	10841800873	240164141	2019-07-05 13:48:59

D

78	10841798620	240164141	2019-07-05 13:48:16
79	10841788616	240164141	2019-07-05 13:12:38
80	10841767330	240164141	2019-07-05 13:31:32
81	10841760221	240164141	2019-07-05 13:25:38
82	10841759428	240164141	2019-07-05 11:55:27
83	10841747449	240164141	2019-07-05 13:07:48
84	10841734615	240164141	2019-07-05 13:09:23
85	10841714635	240164141	2019-07-05 12:56:08
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