

An Exploratory Study on Use of Cloud Computing for Talent Acquisition in Health Industry

A. Senthil Kumar¹, Christo Selvan V¹

¹Assistant Professor, Department of Commerce and Management, St. Joseph's College (Autonomous), Bengaluru, Karnataka, India

Abstract

Talent acquisition is a long-term strategy to make hiring process more effective and efficient. It is an important task in every organization to succeed their operations in the competitive environment. Cloud based technology is the emerging practice which solves many problems in real time works especially human resource management. Many health industry experts and human resource managers trust the cloud technology that it can develop the services and research of health care and assist to find the talent candidate. The main objectives of the study are a) to study the invasion of cloud technology and its benefits in talent acquisition and b) to analyze the recent technological changes as well as to identify and overcome the challenges in the health industry in talent acquisitions process. Secondary data was collected from web sources and journals. Interviews with human resource managers of health sectors and cloud vendors were conducted during December 2018 to identify their opinions towards use of cloud in talent acquisition.

Keywords: acquisition, cloud, health care industry, human resource, recruitment, talent, technology

Introduction

The processes of recruitment and talent acquisition are the critical tasks in every organization to succeed their operations effectively and efficiently. In the battle of hiring talent candidates, the worldwide talent acquisition, technology in staffing and services market is undergoing a transformation to cloud technology. In cloud model, data are stored in the remote server in the internet rather than the server placed inside the organization (local server), so that it can be easily accessed from any place at any time by authorized personnel of an organization. Agarwal¹ described that the cloud is renovating nearly all types of industries in the market especially service sector such as health, education, banking, recruitment etc. He also pointed out the PwC's worldwide survey

report that the sector's use of cloud computing increased up to 73 per cent in 2017 from 68 per cent in 2016 in which human resource industry benefiting most. Currently many health industries are investing more amount in cloud technologies and adopting the engine of SMAC (Social media, Mobile technology, Analytics, and Cloud model) driven HR to get maximum benefits on investments in marketing. Cloud technology supports healthcare applications like EMRs, HIS, PACS, and others affordable and easily accessible².

Statement of the Problem

Bagai³ described in his recent study that small scale sectors are not having the adequate resources to trace talent individuals for their short term projects, just in time assignments, over-time works, and seasonal jobs. They are facing difficulties to find good candidates among the availability of more resumes received in the organization. Nowadays all online activities and communications are linked with cloud computing. A research report of Peoplescout.com⁴ said that 46 per cent of hiring managers felt difficulty in filling full-time employees for skilled medical positions and it also predicted that around 2.3 million jobs in the healthcare sector to be

Corresponding author:

A. Senthil Kumar

Assistant Professor, Department of Commerce and Management, St. Joseph's College (Autonomous), Bengaluru, Karnataka, India.

Email: senthil@sjc.ac.in;

Mobile: +91 9842922937

filled by 2026, 0.7 million nurse jobs to be filled by 2024 and 1.04 million potential physician vacancies by 2030. The Bureau of Labor projects statistics estimated that healthcare occupation in United States economy will grow 18 per cent from 2016 to 2026 and scope for 2.3 million jobs in the same industry. Growing healthcare sector face new challenges in retaining top talent and also need to secure talent. Technology advancements in talent acquisition evolving candidate expectations in health industry and the need for more advanced workforce planning put force on recruiters to keep pace with new demands. It is important to analyze the impact and the challenges faced by the recruiters while implementing cloud technology in health industries. The study aims to explore the benefits of cloud for talent acquisition and its importance in health industry.

Review of Literature

Recruitment is a major activity of human resource department in an organization to fulfill the immediate vacancies while talent acquisition is a strategy for long-term to hire talent individual more productive and efficient. The process of talent acquisition will take more time and at last it will facilitate to build a good team in an organization. Some of the specific product markets (niche) create demand for talent acquisition strategies contain financial management, technology, law and medicine⁵. Now-a-days, promoting company culture on social medias like facebook ads, you tube ads, LinkedIn, Twitter etc. can be a great utility for building employment brand and obtain talent individuals for the skilled job positions.

White⁶ described the application of cloud model in recruitment and onboarding of new personnel in an organization such as finding the right candidate, accessing the data at anytime from anywhere, sharing data quickly, security etc. The cloud technologies help to recruiters to reduce recruiting time for technical and highly skilled positions, while increasing the quality and multiple skill sources of applicants⁷. Due to discrepancies in existing Applicant Tracking Systems (ATS), hiring companies miss out on more than 50 per cent qualified candidates and technology enterprises improperly classify up to 80 per cent of candidates. A recent analysis conducted by the Staffing Industry⁸ in 2018 said that the organizations are spending 82 billion US dollar on a global level for storing and managing the data in human cloud. Johnson and Diman⁹ highlighted in their study that the maximum

numbers of small and medium sized companies are using cloud-based Human Resource Information System (HRIS) for daily human resource operations, supporting from top management as well as vendors. Little¹⁰ revealed that the recent adoption of cloud computing and its models like Platform as a Service (PaaS), Software as a Service (SaaS) and so on are influencing the relationships with learning management systems and learning content management systems. There is a huge demand for customer and vendor investment in the talent acquisition market because of availability of new functions. In order to face new challenges and improve internal recruiting programs, processes and capabilities, many healthcare sectors are approaching to a Recruitment Process Outsourcing (RPO) partner to hire top talent employees in the job market. Most of the above researches^{8,9,10} in this paper revealed that the necessity of cloud recruitment and usage of cloud models in talent acquisition in the current scenario.

Objectives of the Study

The main objectives of this study are:

- i. To study the invasion of cloud technology and its benefits in talent acquisition.
- ii. To analyse the recent technological changes in the health industry in the process of talent acquisition.
- iii. To identify and overcome the challenges in cloud based talent acquisition in health industry.

Research Methodology

In order to achieve the objectives of the study, secondary data was collected from web sources and journals to identify the recent trends, benefits and opportunities in usage of cloud model in health sector's recruitment process. Interviews with HR managers of health sectors and cloud vendors were conducted during December 2018 to identify their opinions towards employment of cloud in talent acquisition. This study is basically done as an exploratory research.

Application of cloud model in talent acquisition

Cloud provides various service models and each model performs different functions for fulfilling the needs of different people. The most important models of cloud technology are supporting to improve the services in recruitment and talent acquisition. As

a customer, you pay for what you use. IaaS is a type of a service model of cloud which provides computing resources virtually in the internet and offer large storage for all medical facilities. In PaaS model gives the ability to the customer to deploy customer created apps using programming languages, tools etc. SaaS model provides leases applications or softwares which are owned by them to its client. Apart from this, HRaaS provides human resource service under cloud model. There are three types of deployment models in cloud technology such as private, public and hybrid model. In Private cloud model, services are offered to a minimum number of people in addition with a security tool firewall and companies are allowed to take control over their data. Public cloud is a service provider that provides resources such as software applications and storage and which are accessible to general public over the internet. In some cases, organizations can use Hybrid model, a mix of private cloud for on-premises and public cloud for third party services. Currently, cloud service providers such as Google cloud platform, Digital ocean, IBM cloud, Amazon web services, terremark worldwide and Microsoft Azure are the major vendors in the cloud world.

Reasons for adopting cloud-based recruitment and talent acquisition

The following are the reasons why the organization should adopt cloud-based recruitment technology to meet talent acquisition.

a) Integrated approach to candidate management: SaaS model provides an integrated approach to applicant management and tracking system. A unified software system offers various functions such as analysis of applicants experience, acquisition, onboarding, supplying and progression.

b) Innovative assessment and filtering techniques: A cloud-based Recruitment Management System (RMS) will permit the employers and HR managers to easily find the skilled employees at affordable cost, assess and categorize the top candidates. It will help to make 360° view innovative assessment and filtering techniques of top applicants.

c) Effective interaction between hiring managers and recruitment teams: Bersin¹¹ reported that the cloud based effective software solution improves the collaboration between the hiring managers and recruitment team. This will impact to

take smart decisions, increase the value and improves the productivity of the concern.

d) Large-scale data analytics: The talent-centric recruitment organization will emphasis on detailed analysis of candidates through predictive analysis and Big data technology. The cloud model helps the hiring managers to access all important private data on mobile devices at required time.

e) Mobile optimization and social integration: A report by PWC¹² said that 73 per cent of CEOs citing skills shortages at crisis levels. Absence of mobile optimization technological issues can be sorted out by embedding Candidate Relationship Management system software, adoption of social media tools and the cloud based proactive tool for social interaction.

f) Chatbots for candidate engagement: In order to facilitate effective candidates engagement, hiring organizations are using chatbots and data mining algorithms to filter the resume of skilled candidates, identifying best prospects and screening process.

g) Choosing the right candidate: It helps to choose right candidates with required skills from large volume of data in the very short period.

h) 24/7 service: Hiring managers can work with cloud based recruitment software and access the data 24/7 at any place whether on vacation, in medical leave, business meetings/trips, or even at home.

i) Rapid data sharing and Better Security: The data stored in the cloud server can be shared widely within the company with secured tools.

l) Speeds up the Recruitment Process, Cost reduction and easy implementation: It helps companies save on installation costs, customize platform to meet specific needs and it takes very less time to implement.

Challenges and cloud based solutions for talent acquisition in health industry

The following are the general challenges faced by the HR team who works for talent acquisition while implementing the cloud technology for their operations. Meeting cloud expenses, working with multi-cloud model from different cloud service provider, transformation of existing process onto the cloud, lack

of understanding and knowledge about the cloud, difficult to convert backend process of HR Activities, lock-in a product affects transition to a peer product, cloud downtime and violation in data security are the common challenges faced by all types of industries. The major challenges faced by the health industries for talent acquisition process and the solutions for resolving them are described below.

- i. Increasing turnover rates in health care industry is an important problem for HR managers. The demand for specialized healthcare positions, lack of internal resources, global expansion and mergers in healthcare sector also urge the need for scalable, cost-effective recruiting services and designing talent acquisition solution for their dynamic hiring needs. According to Compdata's Benchmark Pro Survey conducted by Bares¹³ in 28,000 organisations in 2015 found that healthcare ranked second highest in turnover rates at 14.2 per cent compared to other industries. The fluctuation in hiring volume can be faced by RPO services by deploying more number of recruiters.
- ii. Talent shortage is existing in all clinical, allied and non-clinical roles. An increase in number of hospital visits, long-term patients, and routine doctor appointments are creating the need for recruiting more vital allied and non-clinical staff. This issue can be addressed by AI enabled sourcing tools that can be used to discover patterns in candidates' resumes, social profiles and screening the existing resumes in a healthcare organization's applicant tracking system (ATS).
- iii. Negative candidates experience will result in losing qualified candidates and posting of more number of poor reviews/comments on social medias and various job sites. Organisations should work for patient satisfaction, must understand the patients' journey and feedback about a healthcare provider. In order to face this challenge, an optimized candidate experience such as automated interview, recruitment in mobile and social media, evolving talent communities, video interviews, digital assessments, bespoke job descriptions, customized career websites, balancing of human interaction and partnering with RPO can be implemented to deliver a highly personalized application experience.

- iv. Online job advertisements and application submission, searching job and application in smart phone, AI & ML, big data, predictive analytics, increasing usages of different social medias, video and chatbots interviews, digital assessments and automated emails are optimizing the recruiting functions and increasing the customer expectations. RPO partners are utilizing machine learning technologies for developing algorithms for good hiring process from existing candidate data in the healthcare organizations.

Apart from these, there are some common recommendations to overcome the challenges in talent acquisition process. They are a) seeking assistance from various technological solutions for cloud cost management, b) making relationship with cloud computing partner, c) a centralized cloud team for cost and budget preparation, d) maintaining a proper infrastructure, e) trained HR personnel in cloud, f) proper designing of security frameworks, g) backup solutions and disaster recovery, h) protective efforts during downtime and i) improving corporate culture that guarantees data security.

Conclusion

There is need to modernize the health industry with advanced IT infrastructure for enabling faster, safer and efficient health care delivery. While implementing this cloud technology in health care sector, organisations should give assurance for patient privacy and sensitive personal information. Separate cloud model for healthcare is a most important need for addressing the security issues and fulfilling the various requirements in the health sectors. Currently, many developed countries like US are using cloud based information clearing houses for exchanging health information between hospitals, physicians and various health systems. Health organisations are practicing to store medical records and images in the cloud. Other side, a continuous cloud based research is conducted by the pharmaceutical industries for cheaper, additional effective treatment protocols and medicines. In order to implement the effective health care operations in rural/remote areas through mobile environment and a transformational shift from traditional healthcare to cloud health care, a separate healthcare cloud model is necessary for healthcare industry.

Ethical Clearance: This study was conducted using secondary data from web sources and journals to identify the recent trends, benefits and opportunities in usage of cloud model in health sector's recruitment process. Interviews with HR managers of health sectors and cloud vendors in Bengaluru city were conducted during December 2018 to identify their opinions towards employment of cloud in talent acquisition.

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