

Prominence of Strategic Staffing In E-Recruitment: A Case Study of Glowork Phenomenal Success

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Abstract

The success of Glowork is an aspiration to the other entrepreneurs of the Saudia Arabia “Many unemployed women graduates choose to stay at home. We need the official authorities to intervene in order to open up women’s employment to all sectors of the Kingdom.” (Nawaf al-Dhabib, 2015. With the changing environment in the role of women in the country, there was a need for the women to be provided with a platform where they can explore the opportunities for their potentials .Glowork efforts have been significant in world’s economy, to the female equal employment act, and hence their efforts have been appreciated and were presented with the Women’s Empowerment Principles (WEPs) CEO Leadership Award for the year 2012. This case study would highlight Glowork trategic stance, which has steered it to astounding success. The current paper has also studied and evaluated “ Role of e-recruitment in strategic staffing”(Jean M. Phillips, Stan M. Gully) and its part in Glowork current achievement. It was also found that the company envelops “The academy strategy” *Scott Thompson, Demand Media 2015* which is one of the four Strategic staffing types. Moreover Gloworkstrategic Model has been identified which has played an immense role in company’s success.

Keywords: Glow-work’s, marketing, human resource, recruitment, women, strategic staffing

Background

As per the report published in Saudi Gazzatte on Tuesday, 10 February 2015 women in the kingdom constitutes only 13% of the total workforce including both public and private sectors, though there are 51% of graduates every year as per the Department of Statistics and Information.

Moreover the statistics shown by the Department of Statistics and Information from 2010 to 2012 there were 64% of women who were graduated from the universities.Experts point out that the low ratio of women in the workforce is due to social embankments, inapt working conditions and minimum platforms provided to them. Women are unaware about the opportunities in the market moreover even if there are employment opportunities most of the women are unable to identify where and how to apply.

Glowork has bridged this Gap by making online e-recruitment portal available to these women who can search, identify apply and be a part of the workforce. It has not only given a platform to these women to explore the world but also provides training and development to the youth.

Introduction

Glowork is an online portal, based in the Kingdom of Saudi Arabia, the company works as an online portal that works for the recruitment of women in the different potential job opportunities in the country (Glow-work’s, 2015).This company also is a hub for training and development for the females candidates. Soft skills as well as other technical job related skills are being provided by glow-work.

The company is founded by the young ambitious entrepreneurs of Saudi Arabia. The founders of the company formulated the company with the aim of increasing the work force diversity in the workplaces of Kingdom of Saudi Arabia.

The company has been the talk of the town from its incorporation, because the website that is owned by the company is the first online portal focused towards the recruitment of women in the workplaces of Kingdom of Saudi Arabia and the other gulf countries. Glowork also became an initiating point for the movement that worked in support of the female recruitment. The company has managed to create opportunities for the women in the Arab region; the company has achieved this success in a very efficient manner, and with the help of innovative ideas. The company is now a partnership company that is owned in the form of private public partnership (Glow-work's, 2015). The company managed to get this status and interaction from the Government officials when the company managed to recruit employees at the different cities of the Arab region. The company now works in collaboration with the ministry of Labor of the Kingdom of Saudi Arabia.

Mission Statement of Glowork

The mission statement of the company is stated as follows, "to help assist female talent in securing clear and concise careers across the region" (Glowork, 2015). The mission statement of the company is a clear description of the main purpose of establishment of the company.

Vision Statement of Glowork

The vision statement of the company is a representation of the future goals of the company the ultimate objective that the company wants to achieve. The vision statement of the company is, "to be the leading E-portal career gateway for females and enabler for women throughout the region" (Glow-work's, 2015).

Main Idea behind the Establishment of Glowork

The concept of women empowerment has always been a very controversial topic in the Kingdom of Saudi Arabia. The women in Saudi Arabia have done endless efforts and faced a lot of hardships in competing with the today's world (Qureshi, 2014). However, in spite of all the restrictions and problems faced, the women in Saudi Arabia have managed to take some successful steps towards the empowerment. The women have been able to achieve success to such an extent, only because of the support and efforts of King Abdullah.

With the changing environment in the role of women in the country, there was a need for the women to be provided with a platform where they can explore the opportunities for their potentials (Phillips & Gully, 2011). Realizing the need for the business, the founders of the Glowork came with the concept of initiating an online portal for the recruitment purpose. The focus of the company is to help the women in the country to find a best match and get recruited in the field of their specialization. The portal also provides the services of assisting females in the country to find themselves home based jobs too.

Founding Members of Glowork

The profiles of the founding members of the company have been discussed in the following part of the sections. These members are the mastermind that have worked hard and put in their efforts to make the company a success (Glowork, 2015). Without the hard works and the efforts of these members the company would not have been a well-established name that it is today. The profiles of the members of the company are as follows.

Khalid Alkhudair (Founder and Board Member)

Mr. Khalid Alkhudair is a Saudi National, and a well-trained marketer and communication expert. Mr. Alkhudair enjoys a widespread and broad experience in the field of marketing and communications. He is not only the founder and board member of Glowork but he is also the advisor to a number of marketing advisory boards in the region of Arabia (Glow-work's, 2015). Mr. Khalid Alkhudair, has the honor of receiving a number of awards from the different recognizing bodies in the Gulf region. Mr. Khalid Alkhudair also has the experience of being the on the advisory board of the multinational KPMG, he sued to advise the operations of KPMG in Saudi Arabia. He is the master mind behind the visionary idea of the Glow-work's.

Jamal AlMansour (Co-Founder- Board Member)

Mr. Jamal AlMansour is the co-founding member of Glow-work's; he is also the board member of the company. Mr. Jamal AlMansour has an experience of more than 22 years in the field of Human Resource Management. His experience of ranges from the field of Banking to Telecom Sectors, he also has the experience of working for the industry of semi Government Companies. Mr. Jamal AlMansour has performed the role at directory positions on all the companies in the country (Glow-work's, 2015). He has also been a member to the Council of Saudi Chambers of Commerce and Industry. Like his peer, Mr. Khalid Alkhudair, Mr. Jamal AlMansour has also received numerous letters of recognition and appreciation from the recognizing bodies working inside and outside the Kingdom of Saudi Arabia.

Glowork Services:

Website Subscription

The company has an online portal, firms and jobseekers can link with each other through this portal. Prior to the subscription the firms are given opportunity to go for a free trial .Glowork differential edge is in its databank of unlimited Cvs and jobs, and the subscribed customers have an access to them

Click Through Advertisement

On its online portal glowork.com, the company provides the CLICK THROUGH advertisement services. The clients are given an opportunity to place their web banner on the online portal so that the job seekers can access the main website of the firm just by clicking on the banner.

Glowork Application

Glowork has introduced the mobile application with a wide assortment of features. It assist the job seekers not only in job hunting but also in social networking thus by increasing their interaction. Firms on the other hand can not only have an access to the huge data base of females professionals but they can also advertise their products and services with the help of this application

Virtual Offices.

The main focus of developing this concept of Virtual Office is to enable females to work from their home. On the other hand employers are also able to properly monitor their employees from their remote stations. This has helped the Small Medium Enterprises to hire the females which they use to resist earlier due to the segregation law. Moreover it has also helped the women of rural areas and disabilities to apply and work from the home. This very system introduced by Glowork was so much appreciated that it won an award from ILO international Labor organization . UN united Nations and World Bank through the youth employment network.

Tamheed

Silatech is a partner with Glowork which provides Career advisory services to its clients. With the help of this program the clients can use many self evaluation tests in order to take decisions about their careers

Hr Consultancy Services

Glowork offers very reliable, cost-effective and professional solutions in both HR consultancy and services

Literature Review

Importance of the Strategic Staffing

The strategic staffing is an important concept of Human Resource Management in today's world. The concept of strategic staffing involves the aligning and addressing of the implications and issues of strategic and operational plans. The concept involves all the major functions of the hiring of an employee in any given organization (Metcalf, 2011). All the phases of the recruitment process and all the processes that recruitment comes after the

recruitment process are part of strategic staffing (Pulliam, LaCaria, Schoeneberger & Algozzine, 2014). The processes like, the staff retention, job rotation of the employees, promoting any employee to a new position, the relocation or the employees as well as the efforts for the retention of the employees in the organization is part of this. The plans that are formulated by the organizations for the strategic staffing of the employees are very important.

These strategic plans help the organization with building and maintaining the loyalty among the employees (Sharma, 2014). The traditionally staffing plans, which were used with the purpose of filling the empty seats of the organization, are becoming outdated means of employee recruitment. The strategic staffing is becoming popular as a means of recommendation because they enable an organization to consider the true lifetime value of the employees and then hire them (Watson, 2012). The process of the strategic staffing does not end with the hiring of the valuable employees but it also focuses on development of ways that can be used for the development of the value of the employee.

Women & the evolving employment market

One of the most significant of all changes observed in the last few decades has been a significant growth in terms of developing IT fields and the growing rate of women opting for a job, especially mothers of young children. According to the Equal Opportunity Commission (2005), there are 52% women with children age less than 5 are full time employed at numerous organizations whereas 70% with children aging from 5- 10 are working, across United Kingdom, Canada and United States of America. Over the course of history the role of women has significantly evolved from simply being secretary, receptionist or telephone exchange personnel they are now holding, managerial and higher level positions in organizations. Even though they are still being under represented at the higher levels in comparison with their counterparts, but the trend set in motion is significantly in their favor.

Women Representations in the IT Industry

Employment statistics from European region tends to demonstrate that even though they are being represented across all the fields of ITEC industry, still there exist significant room for improvement as women are being under- utilized thus far. The following statistics have been driven from the “Annual Survey of Hours and Earnings”, (2006),

Occupation/ IT Field	Female Representation	Male Representation
IT Technicians	24%	76%
IT support personnel	25%	75%
IT strategy & planning personnel	14%	86%
IT software developing personnel	15%	85%
IT Managers	20%	80%
Cumulative ratio	18%	82%

Source: AHSE, 2006.

Hence, it can easily be deduced that women IT personnel are better represented in the technician and support & assistance, aspect of the ITEC fields, but there is a significant room for improvement and a positive trend is currently observed which allows that it would not be far long in the future that women would turn the table on their male counterparts.

Methodology

In order to identify numerous practices in order to ensure effective recruitment of female employees, we conducted an extensive secondary research and highlighted numerous strategies being deployed by numerous organizations which have ensured them successful female recruitments. While doing so we came across an organization by the name of Glowork which tends to be the leading female recruiting firm in the Middle East region and one of the most influential of organizations working towards ensuring equal rights for the female

population across the globe. Hence we approached Ms Jowharah Al-Theyeb who is Recruitment Manager at Glowork and conducted a face to face interview regarding numerous practices which are being deployed there in order to recruit women. Open ended structured questions were asked.

Objectives

They are as follows

- To analyze the factors that have led to the success of the business operations of Glow-work's.
- To analyze the role that the aspect of strategic staffing has played in the overall success of the Glowork organization.
- To analyze the value of the business model of the company.
- To identify the significance that the organization has managed to bring in to the job market.

Research Questions

- What are the factors that have led to the success of the business operations of Glow-work's?
- What role has the aspect of strategic staffing played on the success of the Glowork as an organization?
- What is the value of the business model that is being followed by the organization?

Findings

The Academy Strategy: An Organization adopting this kind of strategy is basically focusing at young talent, new in the job sector. The main reason to adopt this kind of strategy is to develop the talented youth for long-run career. (Scott Thompson, Demand Media 2015). Glowork has employed the same academic strategy thus by aiming to lookout for potential people, develop them, train them, coach them and then get them ready either for job market or to hire them as trainees. Moreover Glowork has used the following technology in order to make its way to success, it has not only increased the staffing method efficiency but has also helped the company to well identify the availability of endowment group, shrinking the cost to hire, recruit quickly and competently, and analyze the achievements of the recruitment efforts.

1. CV selecting software- It helps to scan the CVs for unique axioms and catchphrases. Thus lot of irrelevant applications are screened out. This way time and effort both are focused to help increasing the efficiency and effectiveness of the process
2. System to Tract the candidate application- this system permits selection representatives to direct the whole enlistment process from looking of resumes to recognizing qualified applicants, leading individual verifications, encouraging onboarding by following finished undertakings and exercises, and naturally sending pertinent data to new contracts. This system diminishes the expenses and improve the pace and effectiveness of glow work contracting procedure in light of the fact that they keep up a databank of both candidate and employment data, and empower staffing framework assessment.
3. Glowork website – GLOWORK Website empowers viable correspondence and give data on inside employment opportunities, vocation opportunities, and formative resources. They can help outer and inward recruitment, limiting recruitment time, and expanding procuring proficiency.

Major Achievements

- Since the time of their inception back in 2011, they have provided more than 21 thousands job opportunities for the female population in their region and ensured that almost 500 women were hired through their online portal and data base.
- Struggled and ensured a proper position for women in their legislation which ensured that women were allowed to work in retail industry which have estimated to open doors for more than four hundred

thousand jobs for female labor in the region (Carre, et al, 2015).

- They hosted the largest female career fair in the Middle East domain which was attended by twenty thousand female from across the region. At this expo numerous employers were hired who provided jobs to 1218 women and began the trend for the employment fairs for women (Magyar, 2014).

WEPs CEO Leadership Award for 2012

The WEP CEO Leadership award is a joint initiative from United Nation Women and the United Nation Global contact which is awarded in recognition of organizations champion approach towards gender equality and supporting an empowering the women across their states. This awards also means that the organization receiving this award are those innovative organizations which have created new benchmarks for other organizations to chase in terms of recognizing and ensuring gender equality. It also means that the organizations have caused significant cultural change in their region, and along with that have also engaged their community in terms of ensuring the proper equality of women to men ration on the workplace.

This tends to clearly reflect upon the activities of Glowork and made them worthy to receive this award in recognition of their efforts to bring significant change to the Arab society in terms of gender equality and women empowerment and were awarded with this title for their services rendered for the year 2011- 2012. Moreover it reflects upon the extents to which Glowork have rendered their services to this previously niche market and developed it into one of the most desirable pool of labor across the Middle Eastern Region (WEF, 2015).

Business model of Glowork

The business model for Glowork is not a very simple model; the company carries out its operations in very innovative manners. The business model of the company is greatly focused on providing recruitment opportunities to the females who are professionally educated Arab nationals and they are seeking for the job opportunities (Qureshi, 2014). The business model of the company focuses on providing the service of a bridging gap between the females who are seeking a professional career and the organizations who are seeking for an efficient lot of female employees (Zeltyn, Marmor, Mandelbaum, Carmeli, Greenspan, Mesika & Basis, 2011). The business model of the company works in a way that the users first need to register themselves with the Glowork through their website.

The target consumer then creates a resume on the online portal of the company, and then as per the priorities set by the consumer their resumes are considered for the potential opportunities that match their requirements and preferences. On the side of the recruiting organization then, the companies provide Glowork with the list of the employee requirements that they need in their potential employees. The company then seeks for a match from the available pool of resumes on their portal and looks for the candidates who can fulfill the requirements of the employers (Phillips & Gully, 2011). The business model of the company is providing services to more than a million job seekers. Another aspect of the business model of the company is to facilitate the females who wish to work but they are not able to leave their homes due to any reason. The Glowork has customized the technology ad has created an office monitoring tool that works virtually. This system enables the employers to hire females who have the right skill sets, to work from home.

The case study has linked Glowork and analysed the current strategies under the guidelines given by Jean M. Phillips, Stan M. Gully in 2012. Moreover the strategic model adapted by Glowork is as follows:

Identification: need identification is the foremost step to staff strategically (Carl Carabelli 2015). Glowork has adopted this by emphasizing on the position which are critical. Thus by allotting both the time and money for vital needs first and then

Recruiting: Subsequently after the need identification for staffing, step 2 begins. This step is called recruitment. Glowork follows this by implementing their recruiting strategy. Main focus are the ITEC jobs which only focusing females.

Development: Candidate onboard doesnot mean the job has finished in fact once you hire them you must train them in order to get best outcomes. Glowork does the same by giving them on basic training so that they can perform where-ever they are being placed

Retention: Keeping your staff engaged and retain them is the last function of strategic staffing. Glowork is doing the same by developing the skills of the workforce. They also provide workshops to the females for improving their core technical and soft skills.



Adapted from Carl Carabelli 2015 “ four strategic staffing functions types”

Analysis of Case:

Challenges faced by Glowork

Traditional Societies

Arab societies are traditional societies where female members of the family do not opt for employment, hence caused a significant restrain for them to attain education and then opt for proper employment. Hence they lack awareness regarding the potential which they withhold and the growth and development which they are entitled to gain once this potential is truly unlocked.

Educational & Employment Gaps

This traditional structure created a significant gap between the female labor, their education and the job requirements of organizations. Hence lack of awareness of the potential which the female pool tends to hold remained untapped and became quite the challenge for Glowork to resolve (Coffman, 2013).

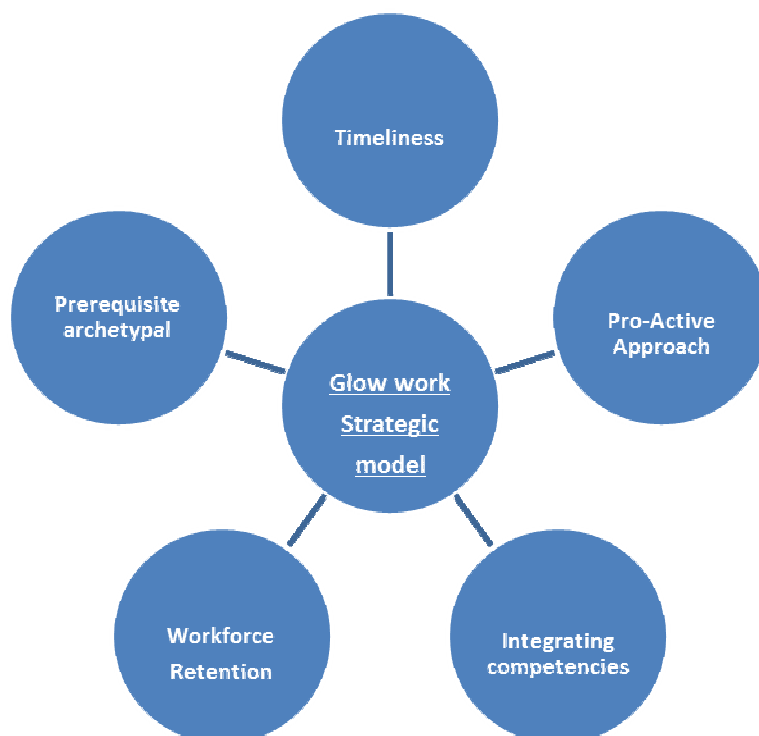
Scalability

These practices which are initiated by Glowork can easily be replicated by any member of the society and even organizations as well however they must ensure to keep a proper check and balance on the level of satisfaction with these female employees and get to the roots of this dissatisfaction. This is because these issues if left unresolved would cause women to quit their jobs and develop a bad reputations for these organizations and would again create the image on society that office is no place for women to be. Hence it must be made sure that if any given member of the society opts for this venture ensure that the employer which they are referring the female employees to are legitimate in terms of providing healthy work environment along with which are providing them adequate salaries. Moreover it must also be made sure if they are leaving any organization are they leaving for any better job or not, which is only possible if they are able to stay socially connected with their female customers like Glow-work's.

Other Strategies opted by Glowork

From the extensive interview which we conducted we were able to highlight numerous aspects of recruiting and staffing strategies which are being deployed at Glowork which are;

GLOWORK STRATEGIC MODEL



Timeliness

When inquired about the policies regarding filling the job in a timely manner we were responded by one simple answer i.e. Glow-work's. This astonished us however the interviewee explained to us that Glowork has been developing a pool of candidates since 2011, and as mentioned earlier the total resume bank is now more than 20,000. Nevertheless, in case of emergencies i.e. clients immediately required to replace any member of their organization and we are not withholding such a resume which would cater the need of the client we would respectfully ask for some time to find the appropriate personnel. This is because it is not important to fill the position by providing them any inexperienced engineer for a technical job which would not only damage our reputation, but would cause severe damage to the organization and the female candidate's career as well.

Pro-Active Approach

In addition, another important strategy which is extensively used by Glowork involves a pro- active approach to finding the right candidates. This is done through their online portal which tends to analyze and manage the employees data in accordance with the experience which the candidate has, the education, age and field of interest as well. This tends to create the data in such form that whenever the request for a candidate is received matching resumes are easily identified and suggested to the client.

Creating the prerequisite archetypal

In Glowork view, any candidate who is willing to work hard and promote healthy environment, and plays well as a team in an organization tends to be successful when it comes to having particular job competencies. If the candidate lacks knowledge, skill or ability for any certain criteria there are programs that helps them to develop the prerequisite standards for competency in them before actually going in the mainstream workforce

Potential talents

In addition, to identify whether the female candidates opting for particular jobs would demonstrate and act well when performing in the teams, Glowork tends to take a simple test in which cases are presented and their reactions are asked which allows them to ensure whether or not she would be able to perform well in the

organization or not. moreover Glowork train and develop the candidates thus if the competencies are not found in the candidate they can be developed by extensive training

Integrating the competencies

When it comes to their internal business strategies for growth and success they tend to ensure that they are recruiting such personnel whose competencies are well integrated with their existing employees and hence they even encourage employee referrals for their internal recruitment as well. In addition they also opt for ensuring collaboration with government and other civil society organizations to ensure that they are able to sustain their image and maintain the efficiency and credibility across the industry. Nevertheless they tend to deploy following two strategies as well;

Diversification

Glowork not only promotes hiring of female personnel through dedicating their entire business to serve their purpose, but even within their organization the upper level management and almost 75% of the employees are female staff. Hence, they opted for diversification and allow potential female candidates to trust us with their resumes and tends to follow what has been suggested to them, in terms of acquiring education and vocational trainings.

Retention

Another important aspect of Glowork employees is this that they tend to ensure that they retain their existing employees and hence even recruits internally those candidates who provide them with the competencies to ensure maximum team work.

Retaining the competitive Work force

When employees are retained and it is ensured that they are effectively performing in their teams organization tends to generate significant amount of growth and productivity as the labor force which is the true asset of any organization becomes the competitive workforce.

Competitive Advantage

When an organization withholds a competitive workforce they tend to generate maximum customer satisfaction which eventually provides organization with such advantage across the industry which cannot be copied by them in a timely manner. Hence they tend to ensure that they lead the entire industry.

Conclusion and Recommendations

The success of the Glowork is an example and an aspiration for a number of people who have unique business ideas but they do not make an attempt to materialize their ideas only because of the fear of rejection and failure. The company came up with the idea of online recruitment that focused on getting the female working women in the country, recruited in the corporate world as per the skills of the employee. This may have seemed a feasible business model if anyone in the west had come up with this idea, but considering the business to be carried out in the geographical region of Kingdom of Saudi Arabia; this seemed like a very risky idea (Watson, 2012). However, the leadership of the founders of the company and the efficiency of the strategic staff of the company the Glowork manage to achieve the success.

The efforts that the Glowork will put in the business operations will take the company to a next level. These are some recommendations for Glowork

1. Large number of candidates should be hired while utilizing the E-recruitment systems. The system of E-staffing must be linked with company's overall mission, objectives and strategies. Accurate and genuine flow of information is also vital. (Jean M. Phillips, Stan M. Gully)
2. Do not depend on only one system as a basis of recruiting (Jean M. Phillips, Stan M. Gully)

3. Company must collect applicant's response related to methods of recruitment utilized, and their usefulness (Jean M. Phillips, Stan M. Gully)
4. To entice a diversified group of candidates, consideration should be taken to guarantee that staffing frameworks are socially touchy, and potentially incorporate extraordinary elements like language etc (Jean M. Phillips, Stan M. Gully)
5. E-staffing frameworks ought to be guided by security assurance arrangements like confined information access, and accumulation of occupation related information amid the screening procedure. (Jean M. Phillips, Stan M. Gully)

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