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Selection of HR e-Recruitment Solution

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**Portland State University
Maseeh College of Engineering and Computer Science**



Department of Engineering and Technology Management

**Individual Project Paper - Selection of HR e-Recruitment
Solution**

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ABSTRACT

This paper mainly discusses the decision making process of Recruitment Software Selection for mid-sized organizations while comparing and contrasting some heuristics and biases that are encountered during the decision making process. Based on the current IT landscape in the organization, four recruitment solutions have been shortlisted and a decision has to be made to recommend one software solution to the management team. HDM tool has been identified to evaluate the solutions with the help of experts who are ERP (Enterprise resource planning) Consultants with more than 8 years of industry experience. Also feedback has been collected from the HR Users of these tools to complement the results from HDM tool. As a result of this study, it is found that SuccessFactors recruitment solution suits the organization considering the current landscape. Also it has been observed that heuristics and biases also play a significant role in decision making. This study does not include a comprehensive list of criteria like integration with job boards and hiring agencies and back ground check companies. It would be interesting to consider them in the future study. Also a large and equal number of experts should be considered so that the results can represent the realistic scenario.

INTRODUCTION

In a company, talent acquisition is one of the most important processes of HR to a business. Hiring the right people in an organization has a considerable impact on business performance. Considering a company that is growing, there is a need to automate talent acquisition and improve the hiring process and candidate experience. To fulfill this need, a set of recruitment solutions that fit into the current IT landscape and support the hiring practices of the organization are evaluated and discussed later in the paper.

Problem: The paper considers a hypothetical company with over 1000 employees, that has been using a manual recruiting system and that is heavily dependent on vendors (recruiting agencies). The recruiters dump all the resumes received into a centralized folder and search for the resumes based on the key words that are entered into the system in the skills columns. There is no way to map these resumes to the requisitions. The same candidate could be considered for duplicate positions in this process. Also hiring managers maintain their positions in an excel sheet and sometimes there are multiple offers made and positions go on hold when the candidates are supposed to be offered jobs. This damages the reputation of the company. The management has no visibility on the open requisitions that are opened/filled/on hold and concerns about metrics published by the hiring manager and the recruitment team. Offers are to be manually prepared and the joining dates and offer acceptances and rejections are also tracked manually.

Significance: Currently SAP Payroll and FI systems are used in the organization and looking for recruitment solutions that fit into this landscape. There are multiple alternatives in the market place. Below are the solutions that will fit into the company's requirement and have the capability of scaling when the business operations are expanded globally.

- 1) SAP e-recruitment
- 2) SuccessFactors recruitment
- 3) Oracle Taleo
- 4) Workday
- 5) Avature
- 6) Ceridian systems

7) iCIMS

Based on scalability and integration with SAP as the main parameters, only the first four ERP system solutions have been shortlisted for the evaluation process. Now a decision has to be made to recommend a software solution to the management for implementation. Here is a brief description of the four options:

- 1) **SAP e-Recruitment:** SAP E-Recruiting or e-Recruitment is a product of SAP, which is headquartered in Germany, with revenues of €24.70 billion (2018) [1]. More than 183,000 companies in over 130 countries use SAP software applications [2]. SAP e-Recruiting is on-premise software.
- 2) **SuccessFactors recruitment:** SAP SuccessFactors is an American multinational company headquartered in South San Francisco, California, providing cloud-based Human Capital Management (HCM) software solutions using the Software as a service (SaaS) model. It was acquired by SuccessFactors in December 2011. Gartner [3] Positions SAP SuccessFactors Solutions as a Leader in the Magic Quadrant for Talent Management Suites for the sixth consecutive year.
- 3) **Oracle Taleo:** Oracle Taleo is the recruitment tool developed by Taleo, which was acquired by Oracle. Oracle Taleo is recognized as one of the top recruiting solutions in the market [4].
- 4) **Workday:** Workday, Inc. is an on-demand cloud-based Financial Management and Human Capital Management software vendor with revenue of US\$ 2.14 billion [5]. Workday Recruiting is ranked #4 in terms of market share [4].

Initially there were totally 13 parameters that were under consideration for the evaluation of recruitment tools which are presented in Appendix 1. Based on experts' advice, these parameters are reduced to 7 and are listed below.

1) Technical

In ERP systems deployment, hosting model and data integration ensures the data flows between the systems. Different software applications use different protocols to interact with the systems. Support is required from the solution provider to ensure smooth operations of the organization. Hence the following two parameters are considered for evaluation.

- a) Integration with SAP
- b) Support

2) Functional

From functionality perspective, there are many aspects that are considered. Of all those, **Candidate Management** is most important as this is where prospective employees start interacting with organization and a perception is formed in the minds of the candidates.

Requirement management: Hiring managers should be able to create requisitions. Then this requisition goes through the approval process (3 to 4 levels). Once the requisition is approved, recruiters should get a notification and the recruitment process begins. So the system should be able to handle this requirement seamlessly. Else there will be resistance from the users.

Reporting: Reporting is a very important aspect of recruitment. It is a critical function and is the face of the organization. So management would want to know how many requisitions

are being opened and closed on a monthly/quarterly basis. Reporting also aids to know the volume of resumes or candidates being submitted, interviewed, offered, rejected or joined. Based on the above analysis, the following three are considered as important parameters under functional criteria.

- a) Candidate Management
- b) Requirement management
- c) Reporting/Metrics

3) Cost

Usually cost is divided into implementation and maintenance costs. Implementation covers hardware and software expenses and yearly/monthly subscription fees, which are also called Maintenance Costs, if it is on-premise software. For cloud solutions it will be recurring software subscription costs.

- a) Implementation Costs
- b) Maintenance Costs

LITERATURE REVIEW

During the implementation of Enterprise Resource Planning (ERP) systems, most companies have experienced some problems, one of which is how to determine the best ERP software satisfying their needs and expectations. Because improperly selected ERP software may have an impact on the time required and the costs and market share of a company, selecting the best desirable ERP software has been the most critical problem for a long time. Selecting ERP software is a Multiple-Criteria Decision-Making (MCDM) problem. In the literature, many methods have been introduced to evaluate this kind of problem, one of which is the Analytic

Hierarchy Process (AHP), which has been widely used in MCDM selection problems [6]. In this paper, we use Hierarchical Decision Modeling (HDM) which is a variation of AHP used at PSU [7]. In the rational approach the analyst/decision maker, makes choices after identifying options, the values of their possible outcomes and the probability of the outcomes [8]. She/he practices the principle of multiframe superiority [9] by including individuals in the decision-making process who can represent each of the perspectives. When we make decisions, heuristics and biases that are listed below might affect the decision made. We shall analyze the role of the following in arriving at the final decision.

Situation analysis [10]: The holistic assessment of the dynamic, changing environment and the ongoing search for signals of problems and opportunities that impact the progress toward reaching goals.

Decision Myopia [11]: One of the most fundamental elements of human behavior is that people value what happens in the present much more than what will occur in the future. In other words people give more weight to the short-term outcomes in their decision making [12].

Diversity of the group [13]: Diversity in this context refers to the varying ways in which humans approach a decision problem. Diversity is not absolute but relative to the group members' intellectual capacities, personalities and communication styles

Anchoring [14] [15]: Refers to the notion that we sometimes allow an initial reference point to distort our estimates.

Selective exposure theory or confirmation bias [16]: As per the selective exposure theory, individuals tend to favor information which reinforces their pre-existing views while avoiding contradictory information.

Preference reversal [17]: Preference reversal is a common human reaction to temporal delay in decision outcomes. Humans can reverse preferences multiple times over the same decision with the passage of time.

Recency Effect [18]: The tendency to overweight readily available information, specifically recent data, when judging the probability of certain events occurring in the future.

Planning Fallacy [19]: Describes plans and forecasts that are unrealistically close to best-case scenarios.

Devils Advocacy [20]: A structured group decision making method wherein a team splits into 2 subgroups.

We try to compare and contrast these decision theories while selecting one of the recruitment solutions.

METHODOLOGY

Qualitative and quantitative research methodology is used as the method for this project which includes literature review and interviews from experts (ERP Consultants and HR Recruiters). As the company is currently using SAP system for other areas, we analyze which recruitment system better fits into this landscape and also provide better technical, functional capabilities and competitive cost.

In order to identify the best option of all the available options in the market, we have chosen two categories of experts to contact to help us make a decision on this.

- 1) ERP Consultants who implement the HR systems for companies.

- 2) HR Users who use the recruitment system. Then analyze the results from the HDM tool and compare the same with the feedback from the users and then make a recommendation for the recruitment solution from the four options shortlisted.

ERP Consultants who implement the HR systems for companies:

HDM Tool, developed at PSU, has been used to collect the responses from 12 ERP Consultants who know about the 4 recruitment solutions. They are the subject matter experts in this area and they also know about different competitor products as well. We sent them an email with the HDM link and the problem description and the details of the parameters for the decision making.

Details about HDM:

Initially, an HDM model (Appendix 2, Initial model) has been built with 13 nodes. Based on the expert advice, we reduced it to 7 nodes as shown below in Figure 1.

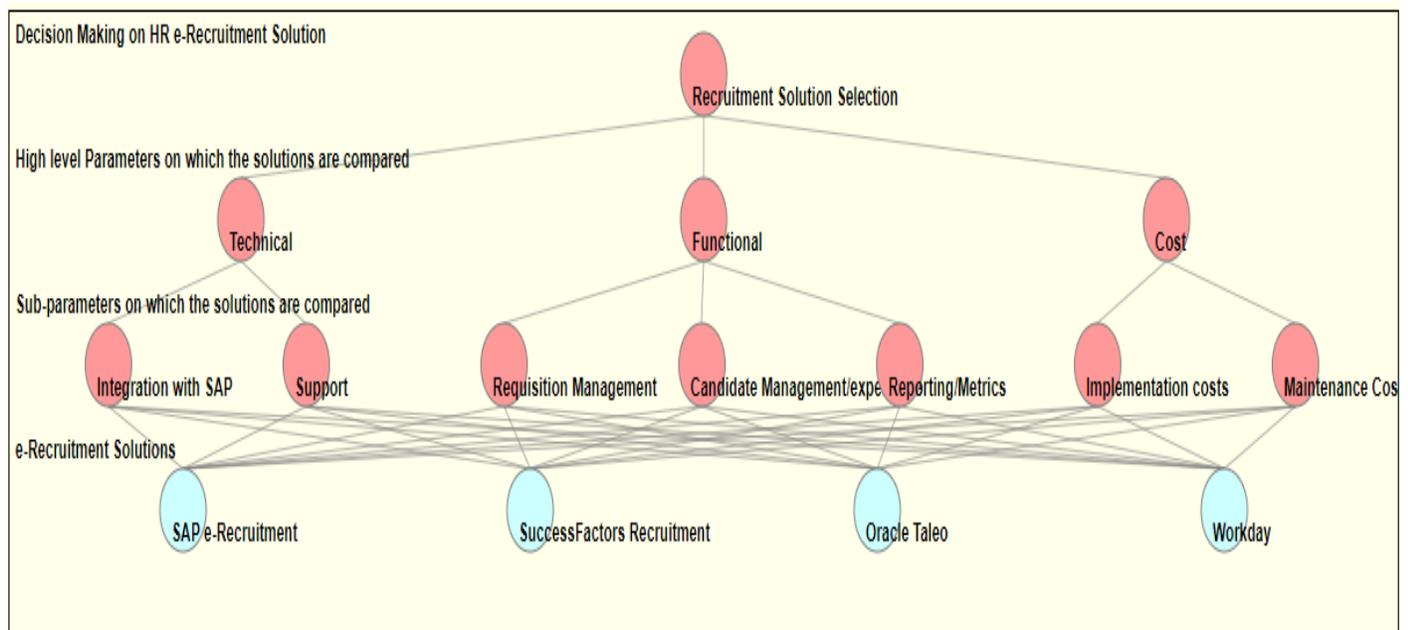


Fig 1: Validated HDM Model

At the top of the tree is the outcome which is “Recruitment Software Selection”. And the next level nodes (Perspectives or high level criteria) are the three high level parameters that are used to compare the solutions where experts compare and evaluate each of these three parameters in pairwise comparison. Then the sub-criteria level parameters are broken down into 7 further granular details. The lowest level nodes are the options of e-recruitment solutions (outcomes) provided by the software vendors. Here HDM[21] uses the Constant Sum Scale (divides a constant sum among choices) to allot 100 points between a pair of elements, which indicates the judgment of an ‘expert’ as the ratio of the contribution/importance of that element to its parent.

HR Users: There are some recruiters who have been exposed to more than one recruitment software systems. The users are functional knowledge experts and are generally not aware of the technical and cost details of the solution that they are using. An excel sheet (Appendix 3) has been prepared with the major requirement areas that are important for a company or recruiter perspective. Again this is validated by an expert who is VP - HR of an MNC.

DATA AND DATA SOURCES

Most of the experts are people I worked with during my assignments as an ERP consultant.

ERP Consultants: Inputs from 12 experts with consulting background have been collected. An email with the HDM link was sent with the instructions for how to fill the survey. Some people appreciated the tool saying that it is an innovative method to compare the options. Below is the list of the experts as shown in the below Figure 2.

Expert	Background
Expert 1	Information Technology Consultant, Indra, Kenya
Expert 2	HRIS Manager, South Africa
Expert 3	Lead ERP Consultant, EPI-USE India
Expert 4	Director - Client Engagement, NTT Data UK
Expert 5	Sr Consultant, Solutis UAE
Expert 6	Manager at PwC, Dallas
Expert 7	Solution Architect, NTT Data India
Expert 8	SAP Technical Lead, EPI-USE APJ
Expert 9	SAP HCM Consultant, South Africa
Expert 10	Principal Consultant and Student at PSU
Expert 11	Global Project Manager, Netherlands
Expert 12	Consultant at Wipro Limited, QATAR

Fig 2: Experts' credentials

HR Users:

An excel sheet (Appendix 3) has been prepared with the major requirement areas that are important from the perspective of the company/recruiter. An email was sent to the users to fill the excel sheet with the recruitment tools they have worked with. 5 HR users responded to the questionnaire and below are the credentials of the users in the below Figure 3.

Expert	Background
Expert 1	Recruiter at CA Technologies and DXC Technology
Expert 2	Senior Recruiter at DXC Technology and Oracle
Expert 3	Recruiter at SecureWorks
Expert 4	Talent Acquisition Manager at Citicorp Services India Pvt Ltd
Expert 5	Vice President Human Resources Operations at Nuance Communications

Fig 3: HR User Experts' credentials

ANALYSIS AND KEY FINDINGS

In this section, we discuss the key findings and the analysis performed before finally making the decision. From the results shown from the ERP Consulting experts (Fig 3) and the HR users (Fig 4), SuccessFactors recruitment is the clear winner. Inconsistency and disagreement are also

under the threshold limit of 0.1. Also from Fig 5, we can see that the F-test value is greater than the critical F-Value which means that the confidence level of this result is above 95%.

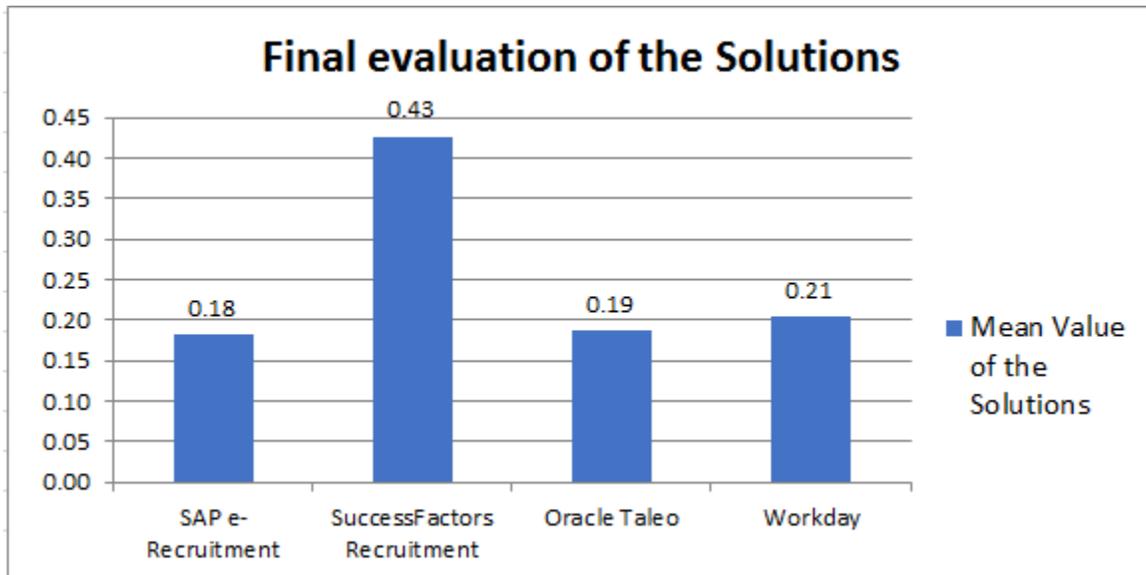


Fig 4: Final result from the evaluation of ERP Consulting experts

Recruitment Solution Selection	SAP e-Recruitment	SuccessFactors Recruitment	Oracle Taleo	Workday	Inconsistency
	0.28	0.28	0.24	0.2	0.07
	0.02	0.86	0.06	0.06	0.02
	0.19	0.41	0.17	0.23	0.05
	0.2	0.5	0.12	0.19	0.08
	0.19	0.31	0.27	0.22	0.01
	0.25	0.19	0.24	0.32	0.01
	0.19	0.24	0.31	0.26	0.06
	0.22	0.31	0.21	0.26	0
	0.24	0.39	0.2	0.17	0.03
	0.24	0.33	0.21	0.22	0.01
	0.08	0.54	0.13	0.25	0.04
	0.08	0.76	0.08	0.08	0.04
Mean	0.18	0.43	0.19	0.21	
Minimum	0.02	0.19	0.06	0.06	
Maximum	0.28	0.86	0.31	0.32	
Std. Deviation	0.08	0.2	0.07	0.07	
Disagreement					0.098

The statistical F-test for evaluating the null hypothesis ($H_0: \text{ric} = 0$) is obtained by dividing between-subjects variability with residual variability:

Source of Variation	Sum of Square	Deg. of freedom	Mean Square	F-test value
Between Subjects:	0.50	3	.168	8.36
Between Conditions:	0.00	11	0.000	
Residual:	0.66	33	0.020	
Total:	1.17	47		
Critical F-value with degrees of freedom 3 & 33 at 0.01 level:				4.44
Critical F-value with degrees of freedom 3 & 33 at 0.025 level:				3.54
Critical F-value with degrees of freedom 3 & 33 at 0.05 level:				2.89
Critical F-value with degrees of freedom 3 & 33 at 0.1 level:				2.26

Fig 5: HDM Results for the evaluation of recruitment software selection

Pareto Analysis [22] of Sub-Criteria:

This analysis helps to identify the top portion of causes that need to be addressed to resolve majority of the problems. While it is common to refer to Pareto as "80/20" rule, under the assumption that, in all situations, 20% of causes determine 80% of problems, this ratio is merely a convenient rule of thumb and is not nor should it be considered an immutable law of nature.

When we apply this analysis to our situation as shown in the below Figure 6, we see the Pareto analysis of sub-criteria with respect to the perspectives or high level parameters (Fig 7). From Expert ERP Consultants perspective, integration with SAP and costs played a big role in the decision making process. Also it supports the statement of some of the experts that I spoke with, that as many of the recruitment solutions now meet most of the functional requirements,

customers look for other parameters like integration and costs while selecting the ERP. But this may not be the right way to look at this problem as one of the criteria has 3 nodes and the remaining two nodes have two sub-parameters under each node. This would skew the results towards the nodes with only two sub-criteria.

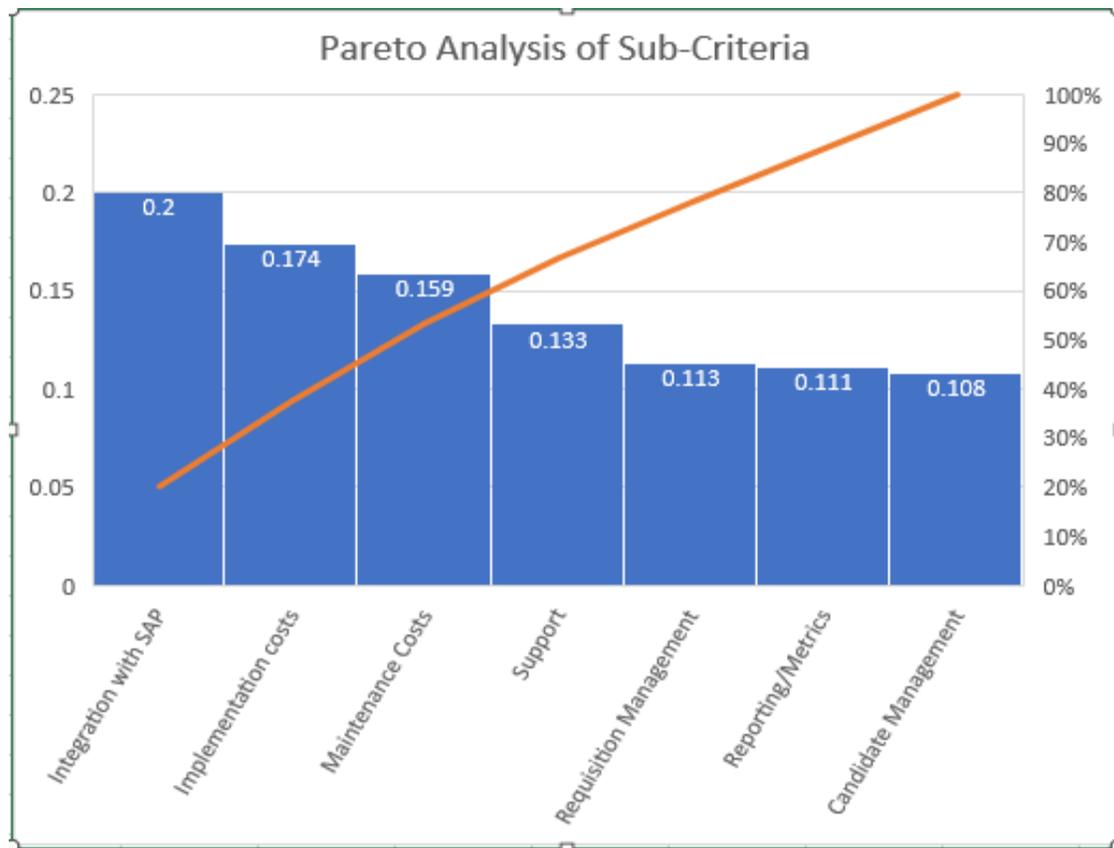


Fig 6: Pareto Analysis of Sub-Criteria

	Title	Rating from Experts for Criteria)	Ratings from experts from sub-criteria	Normalized weight (Sub-criteria to Decision)
Decision	Recruitment Solution Selection			
Criteria	Technical	0.26		
Sub Criteria	Integration with SAP		0.60	0.200
	Support		0.40	0.133
Criteria	Functional	0.47		
Sub Criteria	Requisition Management		0.34	0.113
	Candidate Management		0.33	0.108
	Reporting/Metrics		0.33	0.111
Criteria	Cost	0.27		
Sub Criteria	Implementation costs		0.52	0.174
	Maintenance Costs		0.48	0.159
	Total		3.00	

Fig 7: Normalized weights of sub-criteria

If we analyze the results further, it is noticed that the companies are moving towards cloud solutions as it is cheaper and maintenance is easier. The customer does not have to maintain the hardware that was usually the case with the ERP Systems as it cloud-based. This can be supported by the lowest rating [Fig 10] of SAP e-Recruitment tool. Also some experts noted that based on the node 'integration with SAP', their preference is SuccessFactors as the functionality is comparable with Workday or any other leading HR solutions. For SuccessFactors recruitment solution, integration with SAP would be very easy when compared to any other third party HR solutions. This can be attributed to Framing that we learnt in the class. By inserting this node, we could get the responses we want based on the exact requirement. This shows that when Framing is used properly, it can have a positive impact on the decision making process. Also Situation analysis of what is the current landscape of the IT systems in the organization and defining the criteria for shortlisting the recruitment solutions would save a lot of time by eliminating the solution that does not fit into the landscape.

Inconsistency and Disagreement or 1st level analysis:

In the first level of comparison, experts/ERP Consultants rated high for the functional aspect of the solution. This is consistent with the usability ratings from HR Users who rated SF Recruitment solution as the winner. There are two experts (9 and 12) whose ratings are inconsistent here as shown in the Fig 8. When these ratings were deleted, Functional aspect is the favorite and there is no change in the end result i.e., SuccessFactors recruitment solution still stands.

	Technical	Functional	Cost	Inconsistency
Expert 1	0.43	0.3	0.27	0
Expert 2	0.36	0.57	0.06	0
Expert 3	0.12	0.62	0.25	0.02
Expert 4	0.17	0.49	0.33	0.05
Expert 5	0.14	0.65	0.21	0.01
Expert 6	0.44	0.32	0.24	
Expert 7	0.33	0.38	0.29	0.02
Expert 8	0.22	0.37	0.41	
Expert 9	0.51	0.17	0.32	0.12
Expert 10	0.24	0.33	0.43	0.01
Expert 11	0.11	0.55	0.34	
Expert 12	0.02	0.85	0.14	0.12
Mean	0.26	0.47	0.27	0.03

Fig 8: Level 1: Inconsistencies

Level 2 analysis: As per the figure 9 it seems that integration with SAP acted as an anchor and experts rated this parameter high over support. Another factor is that once the recruitment solution is set up, not much support is required like Payroll where the changes are more predominant from statutory and payments perspective. So support was not rated as high as integration with SAP. Also another interesting point to be noted here is the Failure of Transitivity. When there are more than two parameters to compare and evaluate, there are inconsistencies. For example, under Functional criteria, there are three sub-criteria and three

experts have more than 20% inconsistencies. Even when these inconsistencies are removed from these three experts' inputs, the results still remain the same. Another point to be noted here is the scores for sub-parameters under Functional node are very closely aligned, which shows that all the three sub-parameters are important in the recruitment tool as this aspect is being touched upon by hiring managers, recruiters and the candidates.

	Technical			Functional				Cost		
	Integration with SAP	Support	Inconsistency	Requisition Management	Candidate Management/experience	Reporting/Metrics	Inconsistency	Implementation Cost	Maintenance Costs	Inconsistency
Expert 1	0.67	0.33		0.36	0.36	0.29	0.27	0.82	0.18	
Expert 2	0.63	0.37		0.36	0.39	0.26		0.35	0.65	
Expert 3	0.72	0.28		0.47	0.38	0.15	0.17	0.71	0.29	0.17
Expert 4	0.2	0.8		0.24	0.12	0.64	0.29	0.3	0.7	
Expert 5	0.81	0.19		0.44	0.34	0.23	0.02	0.4	0.6	
Expert 6	0.3	0.7		0.44	0.24	0.32	0.01	0.37	0.63	
Expert 7	0.5	0.5		0.33	0.29	0.38	0.02	0.5	0.5	
Expert 8	0.77	0.23		0.33	0.33	0.33		0.65	0.35	
Expert 9	0.74	0.26		0.33	0.33	0.33		0.83	0.17	
Expert 10	0.6	0.4		0.22	0.45	0.33		0.59	0.41	
Expert 11	0.8	0.2		0.31	0.33	0.36	0.2	0.35	0.65	
Expert 12	0.46	0.54		0.29	0.34	0.36		0.4	0.6	
Total	7.200	4.800		4.120	3.900	3.980	0.980	6.270	5.730	0.170
Mean	0.600	0.400		0.343	0.325	0.332	0.082	0.523	0.478	

Fig 9: Level 2 ratings of experts

Level 3 analysis-Sub Criteria:

Criteria/Solution	Workday	SuccessFactors Recruitment	SAP e-Recruitment	Oracle Taleo
Integration with SAP	0.20	0.39	0.23	0.19
Support	0.21	0.44	0.17	0.18
Requisition Management	0.18	0.46	0.19	0.17
Candidate Management/experience	0.19	0.46	0.17	0.18
Reporting/Metrics	0.20	0.40	0.18	0.22
Implementation costs	0.23	0.41	0.15	0.21
Maintenance Costs	0.22	0.47	0.16	0.16
Total	1.43	3.03	1.25	1.30
Mean of each parameter with respective to the solution				

Fig 10: Mean Values of Sub-Parameter with respective to the solution options

In level 3 of the HDM model, SuccessFactors Recruitment is rated high overall with clear distinction. There were inconsistencies here. This might be because there are too many parameters to be compared and so it gets difficult to compare. This might be a drawback in the HDM model where the pairwise comparison becomes too cumbersome as the level increases. Apart from that, the ratings of experts on SuccessFactors recruitment solution are consistent with that of HR Users ratings as shown in the Fig 12.

By speaking to some of the experts, below [Fig 11] are the cost details of each tool per year. Even though SuccessFactors is highly priced when compared to Workday, it is worth the money considering the SAP is already in use in the system currently. Therefore it is easy to integrate and the need to talk to multiple vendors is not there. Although SAP e-Recruitment is same as SuccessFactors when compared cost wise, it comes with hardware and maintenance expense as it is an on-premise software solution.

Costs	Oracle Taleo	SAP-eRecruitment	Success Factors	Workday
Hardware	Not Applicable	Applicable	Not Applicable	Not Applicable
Hosting/Maintenance Costs	\$42,948	\$38,571	\$38,571	\$28,571

Fig 11: Costing of the solutions per annum

Analysis of HR Users Feedback:

To get the opinion of diverse group of people, feedback was sought from the HR users of these recruitment solutions. From the analysis of the feedback from the HR Users (Fig 12 and 13), it is clearly shown that SuccessFactors is the preferred solution. Workday and Taleo were also close. This is consistent with one of the experts who is a Director - Client Engagement statement that all these four recruitment tools can handle all the requirements pretty much but integration with SAP inclined the decision towards SuccessFactors recruitment. This collecting feedback from HR users and making a decision based on that is a very straight forward process. But unlike HDM model, it is not possible to do pairwise comparison there by what if analysis. But with the combination of HDM results and HR Users feedback we can confidently decide the choice, which is SuccessFactors Recruitment in this case. One interesting perspective that can be observed here is that none of the HR users rated on the cost as these things are usually handled by IT Department and top level HR people are only involved. Another point is that one of the HR users worked on three recruitment solutions and looks like he wasn't affected by Availability or Recency Bias and he rated the previous tool that he worked higher than the current one he is using. At the same time his current colleague also filled the feedback for the tools he has worked with. Interestingly for one of the tools they worked, which is the same vis-a-vis Oracle Taleo, one rated overall 31 score while the other one rated 50. This shows that the ratings are subjective and sometimes it is better to have qualitative responses so that we can

understand the respondent perspective more accurately. ERP implementation is a huge investment and to get positive ROI usually takes time. As a decision maker, one should avoid Decision Myopia and try to focus on long term gains like scalability than immediate returns. Additionally, as seen from the rating of ERP Consultants, Oracle Taleo has a mean value of 0.19 [Fig 5] whereas the HR Users rated it as second best with overall score of 47.5. This could be because of the perception of ERP Consultants that it is difficult tool to set up and configure as compared to other solutions.

Requirement Areas	Averaged from the HR Users'feedback			
	Oracle Taleo	SAP	Success Factors	Workday
	Usability	Usability	Usability	Usability
Job Requisition	3.25	1.80	3.80	2.67
Inernal Referrals management	2.75	0.00	2.50	2.67
Source Candidates	2.93	1.80	3.63	2.00
Screen Candidates	2.93	2.50	3.63	3.00
Select Candidates	2.93	2.30	3.63	3.33
Hire Candidates	2.88	2.70	3.70	3.33
Onboard Candidates	2.70	3.00	3.47	3.00
Reporting	2.25	1.80	3.90	3.00
Vendor Management	2.25	2.00	3.23	2.67
Candidate Experience	3.10	1.40	3.23	2.67
Reject Candidate	3.25	2.80	3.77	2.67
General	3.00	1.60	3.90	2.67
Talent Warehouse	3.00	2.60	3.00	3.00
Contingent Requisitions	1.08	2.40	0.73	0.00
SAP Integration	1.25	2.60	0.60	0.00
Intergration with 3rd party job boards	2.75	0.00	3.00	3.00
Intergration with 3rd party job boards	2.75	0.00	3.00	3.00
Integration with 3rd party background cheking vendors	2.75	0.00	3.00	3.00
Support	2.20	2.40	0.67	1.00
Initial Cost	0.00	0.00	0.00	0.00
Maintenance Cost	0.00	0.00	0.00	0.00
Overall	47.225	33.7	53.4	44

Fig 12: HR Users ratings on the usability of Recruitment Solutions

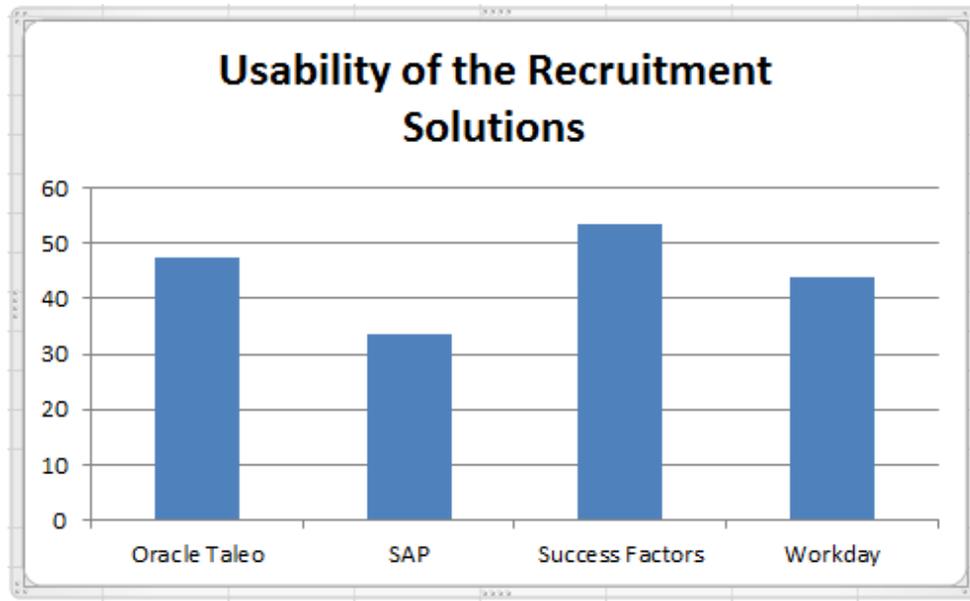


Fig 13: Mean of the ratings of HR users

In conclusion, based on the HDM tool analysis, HR Users feedback and Cost analysis, the recommended solution for the company is SuccessFactors Recruitment for the following reasons.

- 1) Future ease of integration with SAP
- 2) Increased financial backing of development due to ownership by SAP
- 3) User Experience combined with Requirement Fit
- 4) Road Map of Releases and scheduled functionality
- 5) Risk minimized by SAP purchase and incentive to produce results to increase Talent Platform

FUTURE RESEARCH

Even though the results recommend SuccessFactors as the recruitment solution, a more thorough analysis could be done in terms of implementation costs and internal costs besides hidden costs which are known in details when the contract is signed [23]. So it is better to invite

tenders from the solution/service providers and then complement the results of this study with the tender process. Also demo sessions should be arranged so that HR users can experience the tool and then collect their feedback immediately so that it can be used in the decision making process. In the evaluation sheet of HR users, another tab with the details of what functional requirements they would prefer to have in a recruitment tool could be added and then these recruitment solutions also could be rated.

For companies, the implementation of the ERP tool (recruitment software in this case) is as important as the selection. Most of the companies invite tenders or RFPs for ERP solution providers or implementation partners. This can also be studied and evaluated for the efficiency of this model. Also many a time, ERP implementations get delayed or fail [24] because of Planning Fallacy. So research should be done to check how decisions are made during the implementation phase of the ERP projects. Also the HDM tool can be used to check with the HR regarding the options they prefer in a recruitment tool and those details can be included in the tender document. Another point to be noted is that inputs should be taken from the experts who are at different levels in their respective organizations as the requirements or perspectives might differ at different levels in the organization.

One of the issues faced while working on this paper is identifying the experts who have worked or have an idea on the recruitment solutions that were being evaluated in this paper. Fortunately some of the people that I worked were gracious enough to respond and help me out with the details. From HDM tool perspective there is no way we can send individual nodes to the experts and then collect the feedback and compare automatically. Another issue is when we put more nodes, it was becoming cumbersome and time consuming to do all the pairwise

comparisons. Also when deleting the individual result of an expert it would be better if the tool asks for confirmation before deleting the result. This avoids accidental deletion of results to an extent.

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APPENDICES

Appendix 1:

Initial Parameters considered for the evaluation of recruitment tools:

1) Technical

- c) Integration with SAP
- d) On-premise
- e) Cloud
- f) Support
- g) Mobility

2) Functional

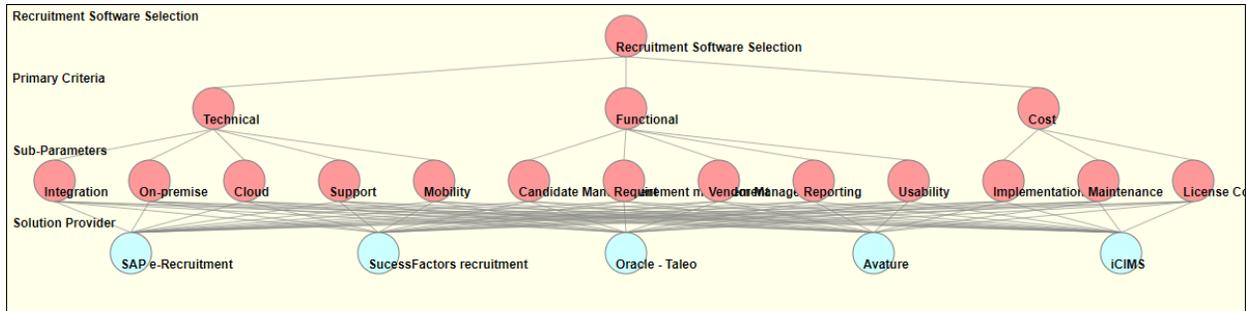
- d) Candidate Management
- e) Requirement management
- f) Vendor Management
- g) Reporting
- h) Usability

3) Cost

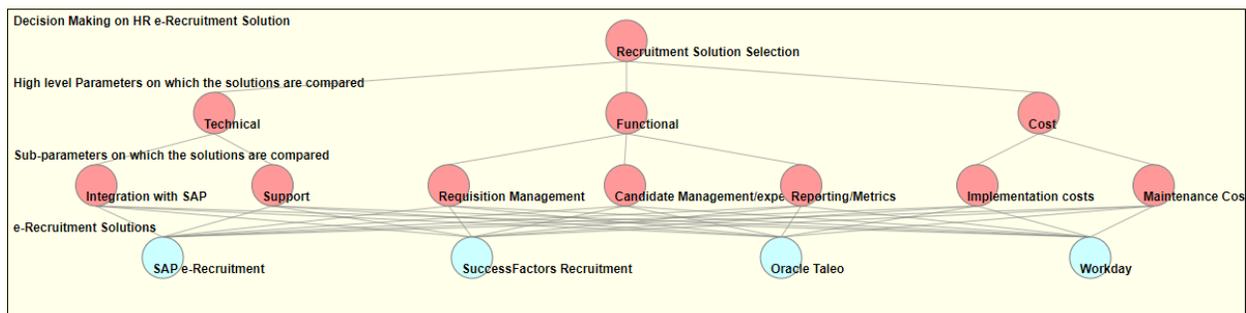
- c) Initial Cost (Implementation)
- d) Maintenance
- e) License cost

Appendix 2:

Initial Model 1:



Validated Model after consulting the expert:



Appendix 3:

Requirement Areas	Oracle Taleo	SAP	Success Factors	Workday					
	Usability	Usability	Usability	Usability					
Job Requisition									
Inernal Referrals management									
Source Candidates									
Screen Candidates									
Select Candidates									
Hire Candidates									
Onboard Candidates									
Reporting									
Vendor Management									
Candidate Experience									
Reject Candidate									
General									
Talent Warehouse									
Contingent Requisitions									
SAP Integration									
Intergration with 3rd party job boards									
Integration with 3rd party background cheking vendors									
Support									
Initial Cost									
Maintenance Cost									
Overall	0	0	0	0					

0 = Not Available; 1 = Poor; 2 = Average; 3 = Good; 4 = Excellent