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Chapter

EXPLORING THE RECRUITMENT PROCESS AND SOURCES: INTERNAL AND EXTERNAL APPROACHES

Khushbu Kausar*

*Assistant Professor, Glocal School of Business and
Commerce, Glocal University, Saharanpur, U.P*

**Correspondence to: khushbu@theglobaluniversity.in*

Dr. Indresh Pachauri

*Assistant Professor, Glocal School of Business &
Commerce, Glocal University, Saharanpur, U.P.*

Email id: indresh@theglobaluniversity.in

DOI: <https://doi.org/10.52458/9789388996969.nsp2023.eb.ch-10>

Ch.Id:-GU/NSP/EB/ESTDCI/2023/Ch-10

ABSTRACT

To achieve an edge over rivals and a strategic advantage, recruitment is a crucial HR function. It is crucial to the human resource management of the workforce. Finding recruitment sources – internal or external – is essential. Both are frequently employed by businesses to draw in qualified candidates. Use of both sources must be balanced for success and longevity. While stable organisations can rely on internal recruitment, intensely competitive contexts prioritise external sources.

Keywords: *Human resources, organization, recruitment, internal recruitment, external recruitment*

10.1 INTRODUCTION

Finding and hiring the best candidate, whether they come from within the organisation or from outside and managing their integration into the business are all parts of recruitment. The HR division is in charge of choosing the ideal candidate who most closely matches the organization's requirements for a particular role. (Abdullah & Othman, 2019). The first step in giving the company a competitive edge and strategic advantage is recruitment, which is the main responsibility of the HR department. Finding and obtaining competent and eligible people to fill unfilled positions is a part of it (Anwar and Abdullah, 2021). The recruitment process is a systematic technique that includes everything from finding candidates to holding interviews and necessitates a significant investment of time and resources. The term "job analysis" describes the techniques and procedures used to understand job roles. Internal and external sources are the two main sources used in recruitment (Gardi et al. 2020).

10.2 LITERATURE REVIEW

In order to fill job openings, organisations must discover and secure the most qualified people, either from their own talent pool or by looking outside the organisation (Anwar and Surarchith, 2015). A sequence of steps made by an organisation to attract job applicants with the essential abilities to help the organisation achieve its objectives and goals is referred to as recruitment (Othman et al. 2019). The hiring process entails assessing the job requirements, luring candidates to the position, screening and choosing candidates, contracting, and integrating the new hire into the organisation. (Khan and Abdullah, 2019). Additionally, the HR division is in charge of identifying the most suitable or qualified applicant for the position that the organisation requires (Othman et al. 2019). Organisations should be able to determine through the assessment and job analysis and design stages whether a person currently employed by

the organisation would be able to meet the requirements of the new position or if a person from outside the organisation would be more suitable (Anwar, 2017).

10.3 PROCESS OF RECRUITMENT

The main responsibility of the HR division is recruitment, which is the first step in giving the company a competitive edge and a strategic advantage. Starting with applicant sourcing and ending with conducting and monitoring interviews, the recruitment process entails a systematic series of procedures and requires a significant amount of time and resources (Anwar, 2016). According to Abdulla et al. (2017), The establishment of a job description and job specification is usually the first step in the traditional hiring process. While the job specification highlights the skills and expertise a candidate must have in order to perform the post successfully, the job description describes the tasks and obligations associated with the position. (Anwar and Balcioglu, 2016).

- **Preparing:** The recruiter contacts the hiring manager once the position has received internal approval. At this step, thorough research must be done on the open post. The recruiter wants to get information about the necessary abilities, duties, and job roles during this conversation. They then make use of this data to create a clear and thorough job description, which serves as the foundation for the job advertising.
- **Sourcing:** Beginning the sourcing process comes next after the job description has been completed. Instead of depending exclusively on individuals who apply for the position, this entails actively seeking out and connecting with possible candidates who meet the required qualities. To aggressively seek for qualified individuals is the key goal. Recruiters frequently use different job portals to look for and find relevant resumes. It's important to keep in mind, though, that not every role may require sourcing. There might not be a need to actively source additional candidates when there is a huge amount of incoming applications.
- **Screening:** There are many ways to conduct candidate screening. Normally, resume screening comes first. The following step is a phone screening if the applicant's résumé meets the requirements of the position. Inquiries concerning the candidate's availability, present work position and duties, current salary, salary expectations, notice period, and other pertinent questions may be made at this point. The organisation can continue with the candidate's profile if it seems like a good fit.

- **Selecting:** This process entails duties including distributing assignments, conducting psychometric testing, scheduling interviews, engaging fully in the interview process, and keeping the hiring manager updated at all times. Additionally, it entails keeping a cordial relationship with the applicant and promptly updating them on interview remarks.
- **Hiring:** The final interaction with the candidate during this phase covers subjects like pay negotiations and the confirmed joining date. The offer letter is made once the joining date has been decided upon. Additionally, in some circumstances, doing background checks may also be part of this procedure.
- **On boarding:** The process does not end when the candidate accepts the offer letter; instead, it moves into the pre-boarding phase. This stage occurs between the acceptance of the offer letter and the start date. It is critical to get in touch with the prospect on a frequent basis during this time to keep them interested. Failure to do so may result in them accepting an offer from another organisation. The pre-boarding phase also includes sharing the new hire's email address and other pertinent information with the team. The on boarding process begins when the candidate starts their first day.

10.4 METHODS OF RECRUITMENT

According to Anwar and Qadir (2017), in the recruitment process there are a several types of methods but which are narrow to two main methods which are:

Internal Recruitment: Internal hiring reduces costs while boosting morale and satisfaction among employees. Prior to looking for outside talent, it emphasises giving time to present employees or supporting them in obtaining advancements (Abdullah & Rahman, 2015). Nothing may demoralise a diligent worker more than seeing a newcomer take over a job they legitimately earned or desired (Demir et al., 2020). A smoother transition is made possible by promotions from within the company, which require less training (Abdullah, 2019). Human resource planning favours internal hiring because it can quickly and efficiently fill open positions on schedule and help managers make educated hiring selections over other options (Ali and Anwar, 2021). Methods including job bidding, job postings, and employee references are frequently used in internal recruitment (Ali, 2021).

Sources of internal recruiting refer to filling positions with existing employees by offering them better jobs (in terms of working conditions) or promotions up the organisational food chain (more qualifications, more responsibility, higher pay, etc.).

Promotion and Transfer: To fill job openings within an organisation, techniques like promotion and transfer are frequently utilised as internal recruitment approaches. While internal promotions are economical and productive, they may lead to disputes when co-workers feel the promoted employee is not a good match for the new position. Transferring employees without a promotion is another internal recruitment strategy. With the help of this strategy, staff members can develop crucial experience and skills that will put them in a good position for future promotions and give them a deeper grasp of the structure and workings of the company.

Job Rotation: Job rotation is the temporary switching of employees between jobs, whether for a short or long time. It acts as a way of introducing personnel to various organisational functional areas. The higher expense of adjusting to the new function is one disadvantage of this technique, especially when the rotation is short.

Employee Skills: The inventory of employee skills is based on a list of the employees' identified abilities and skills. These lists are in the human resources database and are used for applications relating to employee motivation.

References Employees: Employee references are an inexpensive and trustworthy source of information if people trust them with expressing their opinions.

Former Unsuccessful Candidates: Former applicants who failed to get hired in the past and whose information is maintained in a database can make excellent internal resources for hiring. Because you already know a few facts about potential candidates, the hiring process can be completed quickly.

Former Employees: Former workers who have retired could indicate a desire to return to work or suggest others for unfilled positions. The advantage of taking into account suggestions from retired employees or rehiring former employees is that they are familiar with the aptitudes, talents, personality traits, values, attitudes, and historical performance of people who have previously worked for the company.

10.5 EXTERNAL RECRUITMENT

External sources of recruiting are generally understood to be qualified applicants who come from outside the company, including both entry-level positions and skilled roles (Khan and Abdullah, 2019). This might entail hiring people from places like outsourcing companies (Anwar and Abdullah, 2021). External hiring brings benefits, such as bringing in new talent with innovative ideas and new abilities. The potential for longer learning curves as new hires adjust to their responsibilities is one of its drawbacks, though (Anwar and Abdullah, 2021). Because external candidates might not

have the same expectations regarding wage rises as internal employees do, some businesses prefer to hire from outside the company (Prabhu et al., 2020). When an employee is employed for a different function through internal recruitment, there may be problems with compensation negotiations because they may anticipate a pay rise (Ali, 2020). New external hires, however, might not have the same expectations regarding pay. Labour market conditions, regulatory considerations, and business image are three important elements in foreign recruitment, according to Ganeshkumar et al. (2019) and (Andavar et al., 2020). When organisations feel that their internal pool of candidates is unable to provide a suitable match for a particular job vacancy, they turn to external recruitment sources. Particularly for businesses that are growing quickly or those that require highly qualified and qualified individuals, the external recruitment process needs to be well planned and structured.

These outside sources for hiring may consist of:

- **Recruitment and Placement Agency:** Public or commercial, recruitment and placement agencies are well-established organisations that offer people looking for work a wide range of services. These include employment placement, consulting, and evaluation testing. State-level public organisations have up-to-date databases that provide data on job openings and possible candidates on a nationwide level. Private agencies, on the other hand, typically serve two different populations: those looking for managerial positions and those looking for temporary, non-specialized jobs over the summer.
- **Mass Media:** Newspapers and various other forms of mass media are highly effective channels for announcing job vacancies. Recruitment notices in these mediums should include essential information such as candidate experience requirements, details about the position, information about the organization, and contact information for inquiries.
- **Staff for Lease:** In recent years, the idea of "staff leasing" has become a popular recruitment strategy. An organisation signs a contract with a labour leasing business in this scenario. Workers are employed under this contract for a predetermined period of time. These workers re-join the workforce of the labour leasing company when the contract term is through. The labour leasing corporation normally pays for the costs of hiring, training, and paying taxes to the government.
- **Unions and Professional Associations:** Particularly in sectors like transportation and construction, unions and professional organisations can be useful suppliers of

labour. Unions frequently keep a pool of potential employees who can be sent to firms depending on their particular requirements and requests. In order to match qualified employees with job opportunities in their particular industry, these organisations are essential.

- **Special Events:** Special occasions like "Open Day" allow candidates to visit the company and learn more about the environment in which there are open opportunities.

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