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Internal vs. External Recruitment: The Impact of Operational and Financial Factors

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Abstract

This academic research investigation is done with an objective to investigate the role of internal and external recruitment or selection process in Logistics companies operating in Karachi city. This study has aimed to support to understand pre-requisite of both recruitment processes i.e. internal and external recruitment. This research also studied the reasons for preference to external recruitment process instead of internal in Logistics companies operating in Karachi city. This study followed the interpretive paradigm to answer research questions. In this context Logistics companies in Karachi city are focused with a size greater than 50 employees. The respondent sample size of current study is 176 professionals from ten Logistics companies. The individual focused during study are in age bracket of 21 to 40 years with income ranging from Pak Rs, 25,000 to 200,000. This research study employed questionnaire as data collection instrument and used regression technique as method of data analysis and investigation. The results of this study revealed that both internal and external recruitment models have significant results to understand the role of level of competency, level of experience, structure of HR department and cost of hiring in determination of selection of either technique in talent acquisition. It has found through this study that cost of hiring and level of experience has found significant and negative role in determination of external hiring of employees for vacant position in Logistics companies in Pakistan while level of experience, cost of hiring and level of competency are found with significant and positive role in determination of internal hiring of employees for vacant position in Logistics companies in Pakistan.

Keywords: Internal Recruitment, External Recruitment, HR Policies, Level of Competency

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Introduction

Every industry needs to do certain things that have become customary as the world has changed, and every organisation needs to do certain things that are important to its growth. Recruitment and selection are one of the most important parts of an organization's growth. It stays at the top of the list of activities and is involved at some point in every industry,

Sector time and studies have shown that every organisation has a strong responsibility in this area and must use recruitment and selection. However, this raises the question of whether or not every organisation gives the process the same amount of importance and how important it is to the organization's bottom line. One thing that can't be found is a hiring mistake, but companies can gain a lot from having a good recruitment and selection process. (Anyim, 2012).

Recruitment and selection is not a new concept in the human resource planning process; it has been a component of policy for decades. However, the concept has seen many changes, and the idea of how it should be done has changed as well. Various authors contributed their research in different periods, encouraging human resource professionals to upgrade their armament with new ways and philosophies of the process and to use new concepts to boost their talent with better decisions at all times. In addition, various researchers offered significant literature in every century to assist organizations' on how to enhance and make the recruitment and selection process more relevant to the organization's goals. The goal of the procedure, when it first gained a place in human resource policies, was to fill a hole on an urgent basis rather than to look back through ongoing evaluation. But people's views have changed a lot, and they are still putting in a lot of effort to find the best solution. (N., 2012).

The objective of this paper is to evaluate the concept of recruiting and selection methods and their evolution over time in order to understand the impact they have on internal and external selection criteria. The studies concentrate on reviewing the literature and obtaining data from prior studies in order to fully investigate the process. The process has evolved into an important component of any organization's policymaking, and what changes have occurred thus far in the process that can limit the criteria in terms of internal and external recruitment, and which of these is deemed more appropriate by those working in this domain (Ezeali, 2010).

The study will be relying on multiple methods that have been adopted recently in the past few decades and now hold essential value in the process for example using classic trios for checking or using work samples for assessment and selection and even the creation of assessment centers in different industries. Also, the study will explore that which method play crucial role in internal recruitment and what are the areas that recruiters focus upon while external recruitment. Besides, the study will focus on understanding how exit interviews are being used by the recruiters to improve the process and the different advantages it has to offer to the organization in improving their business (Gamage, 2014). The bottom line of any organization will face extremely negative impact if wrong people are hired because it will result in extremely poor employee morale, will result in low productivity and also result in lost opportunities. Therefore, it is becoming very important for recruiters to use the right and the most appropriate practices as far as recruitment and selection is concerned either internal or external. Also, the recruiters also have to focus on practices that are highly applicable to their respective industry and suites their organization because failing to do so will result in un-competitiveness of the organization. Studies have proved by time



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and time that the success of any organization depends upon its ability to attract the right talent, acquire the right talent and placing them rightly and at the right time. The study focuses on exploring the subject in more detail using authentic literature (István, 2010).

Literature Review

Human resource professionals have verified the importance of functions like recruiting and selection in human resource management through many studies and research over the last few decades, making it crucial that any organization harness these processes. These tasks are critical for any organization because they enable it to attract talent and acquire the best among the rest in order to strengthen its human resources. Furthermore, there is a significant cost connected with recruiting and selecting new people that will be negative if the decisions made do not prove to be correct, and this cost is tough for businesses to bear. So, if an organization wants to meet its strategic goals, it needs to make sure that its recruiting and selection processes are closely linked (Izueke, 2009). Organizations require resources to succeed in the short and long term, and resourcing strategies must be connected with strategic objectives in order to develop a smooth and efficient recruitment and selection process that aids in the identification of the finest talent for the firm. These two techniques are different and serve separate purposes, but they are aligned because each one complements the other nicely. By devising methods and enticing qualified and talented individuals, recruitment aims to build a robust pool of employees. Recruiting guarantees that as many people as possible apply to work for the company, making the selection of the best applicants easier because a large number of qualified people join the talent pool generated by recruitment. The concept of selection, on the other hand, operates by identifying deficiencies in organizations' and selecting the best candidates from the talent pool to fill those voids. In simple terms, it means selecting the best candidate for the job (Kepha, 2014).

To find the best solution, one can use them all but every recruiting channel has certain limitations that only work well for certain companies and are more effective in certain situations only. To identify that which channel or recruitment metrics is best suited for the organization, real-time recruitment metrics should be collected by the recruiters as it will help in gathering data that will make the solution more viable. Seeking inspirations is good but that does not work in every case as each organization has a different recruiting experience which makes it quite realistic to not to compare with others. The best way is to analyze the previous recruiting efforts using the metrics to figure out the best channels that will work best for the organization in different situations (Sinha, 2013). With the experience and analysis, the organization will be able to land in the most appropriate recruitment solution and now is the time to start using the channel to see its real-time effectiveness. The idea to explore the effectiveness of the multiple methods available for recruitment and selection of employees and setting the right criteria in this regard is being under consideration of researches for over six decades now. However, hiring does not mean the end of the recruitment and selection process but the ongoing trainings and other regular intervals based assessment of employees is also part of the recruitment and selection process. Recruitment and selection has primarily been assessed upon the idea of job survival, turnover rate, and job performance of the employees (Syed, 2012). Also, it might call for some issues like personal referrals, in-house job postings and rehiring former employees. All these issues appear to have a certain contribution in value addition within the organization but also disturb the overall performance of the organization. It may help in filling the talent pool but also contain the issue of hiring personnel referrals which may create biasness and does not help in placing the right people for the right job (Vyas, 2011). For every organization, recruitment and selection hold integral value and treated as a very serious business because the quality of workforce defines the



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efficiency of the organization and translate its success. Recruitment and selection is also the first introduction of the organization to the employee. The environmental dynamics of an organization and the resources available to the organization play a vital role in making the choice of a perfect recruitment strategy for any organization. The survival and success of the recruitment depends upon five major questions that researchers have gathered in recent times (Casari, 2007).

- Whom to recruit?
- Where to recruit?
- What recruitment sources to use?
- When to recruit?
- What message to communicate?

Effectiveness of the success of the recruitment strategy of any organization is dependent upon its implementation of the strategy and also its employment policies. It's very important to create a symphony that creates a melodious tune because the application of the policies in accordance to the way they have been designed is important and should be managed appropriately. Studies have already discussed that the core objective of the human resource management approach is to help businesses attain the corporate objectives and execute the plans in a way that it materializes the strategic plan to its core. The HRM approach of any organization is deeply influenced by the labor market and the strength of the organization within it (Cleave, 2013).

The internal recruitment plan of any organization refers to the decision of the organization to seek employees from within the organization and let the employee from within the organization get consideration for a vacant post. However, this strategy is applicable to only those employees who are already on the payroll of the organization. This seems to be a viable option and is an important source as it provides the employees with growth opportunities and personal development (Falk, 2013). Also, the organization will be at the better place of development by providing the chance of growth to the existing employees and utilizing the existing employee base. Some authors and researchers have strongly proposed that the initial consideration should always be provided to the existing employees and even in some organizations, mostly local authorities allow existing employees to step on the same footing as external candidates to use the opportunity equally. There are multiple aspects of the organization using internal consideration as the option. The first one is the promotion which gives an upgrade to the employee in terms of job role, responsibilities, remuneration, facilities and statutes. Any employee already on the payroll of the organization receiving this upgrade will be more willing to contribute more towards the growth of the organization. This is one important aspect that most of the organizations have followed this phenomenon on quite regular basis and have always used promotions as a chance to increase employee motivation (Krawczyk, 2011).

You can utilize all of them to find the ideal solution, but each has its own set of constraints that only work for particular firms and are more successful in specific scenarios. Real-time recruitment metrics should be collected by recruiters to determine which channel or recruitment metrics is most suited for the organization, as this will aid in obtaining data that will make the solution more viable. While looking for inspiration is a fantastic idea, it does not always work because each firm has a unique recruitment process, making it difficult to compare yourself to others. The easiest technique to figure out the best channels that will work best for the organization in different situations is to review previous recruiting efforts utilizing metrics (Slonim, 2013). Most of the prominent sources of external recruitment involves advertisements, employment consultants and agencies, educational institutes and e-recruitment to name the few. Each of these methods has its own perks and benefits that each

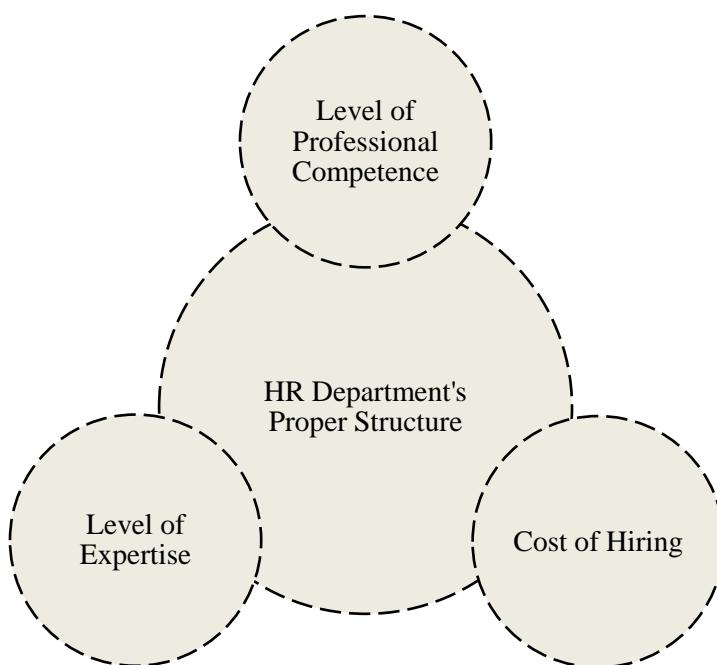


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organization can reap as per their need. Advertisement is one of the oldest methods used by the organizations for external recruitment and using multiple mediums, firms advertise the vacant positions in order to create a sufficient talent pool of applicants and researches have proved that ads trigger response quite rapidly and instantly. Though, it can be a costly affair but helps in gathering data in abundance and majorly quality applications. However, recruiters must have to take the follow ups and need to ensure that discriminatory words are being avoided (Braugh J. A., 2012).

Typically, advertisements attract a large number of candidates, making it difficult for recruiters to examine all of these applications, as evaluating external candidates is more difficult than evaluating internal ones. According to a variety of studies, advertisements are typically successful in attracting a large number of prospects and generating their great interest in the job. In addition to attracting and retaining interest, they provide sufficient and valuable information. Additionally, advertisements stimulate action. Online recruiting portals are currently the most favoured approach across the globe in practically every country and are utilised by every firm. They contribute greatly to attracting a solid talent pool. This makes it easy not only for candidates to apply for a specific position, but also for recruiters to attract and screen candidates, track their applications, and offer employment or reject applications based on this information. (Braugh J. A., 2013). Human Resource consultancy firms also play a crucial role in generating leads that are competent enough to fulfill the desired job role. It is usually a new and upgraded approach that helps a great deal in recruiting the most suitable candidates for specialized positions. A precise information and requirements from the employer guides these recruiting private agencies which eventually decreases the burden from the employer and initial screening process is finalized by these agencies. Therefore, these agencies help employer a great deal in burden sharing and also guide them through with only finalized options to choose from. However, there is a certain cost associated with this type of method as these agencies and consultants usually charge a decent amount of money from the employer for the services they provide (Brymer, 2014). On the other hand, the understanding of external recruiter will be different as they don't really understand the culture and ethics of the organization. Therefore, while selecting the final candidate there must be a difference in opinion while selecting the final candidates. It has to be a different attitude towards the process. Furthermore, the human resource individuals target educational institutes also known as campus recruitment in order to explore the young fresh talent and enroll them in different training programs to build them and guide them towards growth. This is important prospect to seek as the companies get the chance to build loyalty from start and eventually grow at a drastic pace (Carter, 2014).



Conceptual Framework

Objectives of the Study

- The significance of the research will be to improve both the businesses' and this researcher's understanding of the various ways of recruiting and selecting employees in organizations', as well as how some forms may reduce employee turnover.
- How important it is for organizations' and recruiters to use recruiting drives and channels to attract fresh talent that fills the gap correctly.
- To find out which companies use internal referral systems to find the right people for the right jobs.

Hypothesis

- Independent recruiting agencies do not offer the right mix for external recruitment and selection processes.
- Internal recruitment and selection cannot be made better by introducing an incentive based referral system.
- Universities can't find the right people for the right jobs through recruitment drives.
- The internal recruitment and selection process cannot be improved by announcing internal management trainee programs.

Research Methodology

This study design or layout is important to have at the beginning of the assignment in order to measure the variable, gather data, and analyse the results. The most significant aspect of developing a study design is having defined objectives, as they are directly linked to the research objectives, which will later help in answering the research question. Although the research methodology is a cross-sectional study, the sample size chosen from the population is not large, but the goal of examining the relationship between the dependent and independent variables remains the same. Since the study is mostly about quantitative data, it has already been said that the method or approach used is the survey method. The instrument used in the research was a questionnaire with closed-ended questions on a likert and nominal scale, and the data was then analysed using SPSS software.



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Reliability and Validity

The reliability of the data that was collected and calculated using the reliability test option in this application will create a coefficient known as the Cronbach's alpha which represents validity of the gathered data. For validity MLR (Multiple Linear Regression) is the statistical model that will be implemented to this research to test the hypothesis assumed in this research. This model will be executed through computer software for statistical calculations known as SPSS.

Table 1: Reliability Test – Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.715	25

It is necessary to test reliability of primary collected response prior to be applied with selected statistical. The benchmark value for reliability test is 0.6. If the value of test is equal to or above this benchmark value than reliability is accepted and further applied with other statistical technique otherwise reliability has improved with further collection of responses. The result of reliability test for primary collected responses during current study reveals that collected data has met the requirement of reliability with Cronbach's Alpha value of 0.71-5 hence can be further preceded with selected statistical technique.

Table 2: Regression Model 1 – ANOVA

ANOVA^a					
Model	Sum of Squares	d.f.	Mean Square	F	Sig.
1	Regression	4	148.035	27.800	.000 ^b
	Residual	171	5.325		
	Total	175			
<i>a. Dependent Variable: External Hiring Index</i>					
<i>b. Predictors: (Constant), Proper Structure of HR Dept., Cost of Hiring, Level of Competency, Level of Experience</i>					

The ANOVA table for regression model 1, as mentioned below, reveals that overall model is accepted at 5 percent level of significance with significance value of 0.000. Furthermore, the value of F statistic is also high, greater than 4, with the value of 27.80 that also support the acceptance of regression model.

Table 3: Regression Model 1 – Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.384	.370	2.3234
<i>a. Predictors: (Constant), Proper Structure of HR Dept., Cost of Hiring, Level of Competency, Level of Experience</i>				

The model summary results also reveals that selected independent variables i.e. proper structure of HR department, cost of hiring, level of competency and level of experience has found significant role in determine of external hiring options in Logistics companies in Pakistan around 38.4 percent that is evident form R square value 0.384



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Table 4: Regression Model 1 – Coefficient Matrix

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	14.047	.656		21.930	.000
	Level of Competency	-.045	.147	-.021	-.309	.757
	Cost of Hiring	-1.208	.169	-.388	-5.760	.000
	Level of Experience	-1.047	.195	-.393	-5.244	.000
	Proper Structure of HR Dept.	.051	.210	.018	.232	.869

a. Dependent Variable: External Hiring Index

The coefficient matrix for regression table also reveals that cost of hiring and level of experience has found significant role in determination of external hiring of employees for vacant position in Logistics companies in Pakistan at 5 percent level of significance with significance value of 0.000 and 0.000 respectively. In contrast, there is significant impact of proper structure of HR department and level of competency in determination of external hiring of employees for vacant position in Logistics companies in Pakistan at even 10 percent level of significance.

It has also found from coefficient matrix table that cost of hiring and level of experience results negative interpretation of employment of external hiring options for selection of vacant position in Logistics companies. The coefficient value of cost of hiring is around 1.208 that means a unit an increase in cost of hiring result in selection of external options to recruit selected talent instead of going with internally holding human potential. It results in successful breeding with external talent to enrich human capital resource of the firm. Similarly, an enrichment of experience at HR level also went up with learning or trial and error process hence reflect requirement of external options to recruit required talent instead of sticking with internal options due to asymmetry of information while other two variables are not found with significant role in determination of external recruitment options in case of Logistics companies selected during current study.

Table 5: Regression Model 2 – ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.484	4	35.121	25.480 .000 ^b
	Residual	218.947	171	1.280	
	Total	359.432	175		

a. Dependent Variable: Internal Hiring Index
b. Predictors: (Constant), Proper Structure of HR Dept., Cost of Hiring, Level of Competency, Level of Experience

The ANOVA table for regression model 2, as mentioned below, reveals that overall model is accepted at 5 percent level of significance with significance value of 0.000. Furthermore, the value of F statistic is also high, greater than 4, with the value of 25.48 that also support the acceptance of regression model.

Table 6: Regression Model 2 – Model Summary



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Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.381	.377	1.13155
a. Predictors: (Constant), Proper Structure of HR Dept., Cost of Hiring, Level of Competency, Level of Experience				

The model summary results also reveals that selected independent variables i.e. proper structure of HR department, cost of hiring, level of competency and level of experience has found significant role in determine of external hiring options in Logistics companies in Pakistan around 38.1 percent that is evident form R square value 0.381.

The coefficient matrix for regression table also reveals that level of competency, cost of hiring and level of experience have found positive role in determination of internal hiring from existing human resource factors with significance value of 0.000, 0.000 and 0.003 respectively. In contrast, it has found that there is no significant role of structure of HR department in determination of internal hiring options at even 10 percent level of significance for vacant position in Logistics companies in Pakistan. The coefficient matrix reveals that level of competency, cost of hiring and level of experience determines positively internal hiring options in use of Logistics companies in Pakistan.

Table 7: Regression Model 2 – Coefficient Matrix

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.261	.322		13.241	.000
	Level of Competency	.304	.072	.284	4.224	.000
	Cost of Hiring	.309	.083	.244	3.731	.000
	Level of Experience	.289	.096	.221	3.021	.003
	Proper Structure of HR Dept.	.151	.103	.109	1.470	.143
a. Dependent Variable: Internal Hiring Index						

The coefficient value of level of competency is 0.304 that means an increase in level of expertise and competency of HR department in logistics firm results in better assessment withholding potential and selection among those for vacant space in progression. Furthermore, cost of hiring is also an alarming option to firms hence an increase in cost of hiring also results in selection of required position employing internal resources without going to external options that usually results in an increase in cost to firm.

Table 8 : Hypotheses Assessment Summary

S. No.	Description	T Value	Sig. Value	Comments
1	There is a significant impact of level of competency in determination of external recruitment options in Logistics companies in Pakistan	-.309	.757	Hypotheses Rejected
2	There is a significant impact of cost of hiring in determination of external recruitment options in Logistics companies in Pakistan	-5.960	.000	Hypotheses Accepted

3	There is a significant impact of level of experience in determination of external recruitment options in Logistics companies in Pakistan	-5.374	.000	Hypotheses Accepted
4	There is a significant impact of proper structure of HR department in determination of external recruitment options in Logistics companies in Pakistan	.242	.809	Hypotheses Rejected
5	There is a significant impact of level of competency in determination of internal recruitment options in Logistics companies in Pakistan	4.224	.000	Hypotheses Accepted
6	There is a significant impact of cost of hiring in determination of internal recruitment options in Logistics companies in Pakistan	3.731	.000	Hypotheses Accepted
7	There is a significant impact of level of experience in determination of internal recruitment options in Logistics companies in Pakistan	3.021	.003	Hypotheses Accepted
8	There is a significant impact of proper structure of HR department in determination of internal recruitment options in Logistics companies in Pakistan	1.470	.143	Hypotheses Rejected

Discussion

This research study revealed that regression model for both internal and external recruitment are significant at 5 percent level of significance hence support the evidence in favor of selection of this study that is aimed to be investigated. This study clearly explained in light of selected variables to understand the relationship of both internal and external recruitment with level of experience, cost of hiring, structure of HR department and level of competency of HR unit in this overall process. It has explained through a study that recruitment and selection process in an institution or organization is a comprehensive process and required complete attention with assessment of different job position and their pre-requisite requirement hence it has found that firm's without required set of skills usually go with external hiring option to recruit required talents. This is specially in case of small and medium size firms while in case of large firms scenario is different they are will with well-equipped options to internally utilize their resource to perform this action (Terpstra, D. E. Rozell, E. J, 1993)

The results for regression model that used external hiring option as dependent variable and independent variables including level of competency, level of experience, structure of HR department and cost of hiring. It has found from this regression model that there is a significant impact of cost of hiring and level of experience in determination of external hiring option at 5 percent level of significance. These variable has found negatively determine external hiring option. It has further revealed through this study that influence of level of experience is more evident in comparison to cost of hiring. It has also explained through a study that there are multiple criteria to assess the requirement of external or internal hiring options for selection of required talent in an organization (Harini, 2020). It has also found that firms with well-established and sophisticated recruitment process team with extensive level of experience usually favor to go with internal resource for recommendation for selection of talent for a vacant position. In addition, human professionals has found with necessary information and pre-requisite to assess potential candidates to fill the position



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without confronted with asymmetry of information. Another study also revealed that cost of hiring has also found significant correlation in selection of external or internal options for required set of skills and talent to fill the position (Beardwell & Holden, 2001).

It has found that an increase in cost of hiring usually reflect external options less trust worth as compare to internal options. Individual selection from internal referrals, promotions and internal recruitment have found significant contribution in lowering the turnover ratio as compare to external options hence in case of costly external hiring options usually internal resource are employed to accomplish this process. This study also revealed that level of experience of human resource staff and cost of hiring negatively determine employment of external hiring option for selection of required talent. This has further supported with relevant studies that experience of human resource professionals has found with gain of useful information in selection and recruitment process (Blume, Balswin & Dreher, 2010).

It has found with supportive role to smoothen recruitment and selection process. It has further explained through study that cost of hiring has significant correlation with external selection process. The negative correlation of cost of hiring to opt with external hiring option has based on the findings that an increase in cost of hiring result in reduction in intention of selection of external options to recruit selected talent and go with internally holding human potential. It means that an increase in cost of hiring results in less intention for firm to select external hiring option for recruitment of required talent because it put a burden on firm's operations. It also increases the cost to firm in case of low retention rate (Terpstra, D. E. Rozell, E. J, 1993). It has also found through this study that level of experience has also negative correlation with external hiring process. It has explained as an increase in level of experience results in reduction an intention to go with external hiring options. This means that experience make it easy for firm to internally ensure the selection for required talent from employment of internal options. Another study has also revealed that there is significant number of evidences in case of external hiring options to determine challenges with external recruitment process. External recruitment option has usually found with commission fee hence results in sharing information of potential candidates without proper initial screening hence results in an increase in turnover rate therefore put the responsibility on internal options to make the selection of required talents (Duggan, 2004).

This study also revealed that there is a significant impact of level of competency, cost of hiring and level of experience in determinate of internal hiring process in Logistics companies in Pakistan positively. It has explained through other research studies that there is significant contribution of competency scale of human resource department, hiring cost of required resources and endowment of experience in internal hiring process. These factors collectively determine the scope of internal recruitment process for selection of required skills (Harini, 2020). The coefficient value of level of competency is 0.304 that means an increase in level of expertise and competency of HR department in Logistics firm results in better assessment withholding potential and selection among those for vacant space in progression. Furthermore, cost of hiring is also an alarming option to firms hence an increase in cost of hiring also results in selection of required position employing internal resources without going to external options that usually results in an increase in cost to firm.

Conclusion

This research study has performed with an objective to understand the scope of internal and external selection and recruitment processes followed in logistics industry in Pakistan focusing on case of Logistics companies operating in Karachi city to understand the prerequisite of selection of internal and external recruitment selection process to understand the scope in controlling staff turnover ratio. This study also study the restriction to external



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recruitment process instead of internal in Logistics companies operating in Karachi city. This study followed with interpretive paradigm to answer research questions during this study. In this context Logistics companies in Karachi city are focused with employee size greater than 50 employees. The sample size of current study based on ten Logistics companies. The individual focused during study are in age bracket of 21 to 40 years with income ranging from 25 thousand to 200 thousand rupees. The sample size of study is around 176 respondents. This research study employed questionnaire as data collection instrument along with selection of regression technique as method of data analysis and investigation.

The results of this study reveals that revealed that both internal and external recruitment model has significant results to understand the role of level of competency, level of experience, structure of HR department and cost of hiring in determination of selection of either technique in talent acquisition. It has found through this study that cost of hiring and level of experience has found significant and negative role in determination of external hiring of employees for vacant position in Logistics companies in Pakistan while level of experience, cost of hiring and level of competency in have found significant and positive role in determination of external hiring of employees for vacant position in Logistics companies in Pakistan.

Recommendations

This study clearly explained the role of selected HR related factors in determination of selection of recruitment method i.e. internal recruitment or external recruitment process. The set of policy recommendations designed based on current research study are as follow:

- It is required to assess performance of selected candidate through internal and external selection process to understand their performance and their term of relationship with the organizations that reflect the comparative advantage of each selection process to firm.
- It is also needed to firm to determine marginal cost of newly selected talent and marginal benefit as selected from each medium i.e. external or internal selection or recruitment mode to understand its cost burden to firm.
- It is also needed to employee human resource experience and market knowledge to improve internal recruitment process and reduce reliance on external options or reduce the dependability.

Summary

This research study has performed with an objective to understand the scope of internal and external selection and recruitment processes followed in logistics industry in Pakistan focusing on case of Logistics companies operating in Karachi city to understand the pre-requisite of selection of internal and external recruitment selection process to understand the scope in controlling staff turnover ratio. This study also study the restriction to external recruitment process instead of internal in Logistics companies operating in Karachi city. This study followed with interpretive paradigm to answer research questions during this study. In this context Logistics companies in Karachi city are focused with employee size greater than 50 employees. The sample size of current study based on ten Logistics companies. The individual focused during study are in age bracket of 21 to 40 years with income ranging from 25 thousand to 200 thousand rupees. The sample size of study is around 176 respondents. This research study employed questionnaire as data collection instrument along with selection of regression technique as method of data analysis and investigation. After analyzing and reading his research organizations will have a holistic and in-depth view about how certain organization factors tend to affect internal and external recruitment and which



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approach to use according as per situations. Furthermore the thesis will surely provide organizations with a more effective manpower hiring approach that shall increase surely enable the organization to reach its strategic goals more efficiently.



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