Recruiting Procedures and Eligibility Requirements in the IT Industry

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Abstract

This academic research investigation was done with the purpose of analyzing the role of internal and external recruiting and hiring practices in Karachi IT companies. This study intended to assist in understanding the prerequisites of both internal and external recruitment procedures. This study also looks at the limitations of using an external recruitment procedure rather than an internal one in IT enterprises in Karachi. During this study, the interpretive paradigm was used to answer research questions. In this context, IT companies in Lahore are focusing on staff sizes bigger than 100. The current study's sample size is based on ten IT companies. Individuals studied range in age from 21 to 40 years old, with income range from 25,000 to 200,000. The study's sample size is approximately 200 respondents. The questionnaire was used as a data collection tool in this study, and the regression approach was chosen as a method of data analysis and investigation. The findings of this study show that both internal and external recruitment models have significant results in understanding the function of degree of competency, level of experience, HR department structure, and cost of hiring in determining the selection of either strategy in talent acquisition. This study discovered that cost of hiring and level of experience play a significant and negative role in determining external hiring of employees for vacant positions in IT firms in Pakistan, whereas level of experience, cost of hiring, and level of competency play a significant and positive role in determining internal hiring of employees for vacant positions in IT firms in Pakistan.

Introduction

Every industry has some essentials to be fulfilled that have become traditions as the world moved on and there are certain activities that hold crucial value in the growth of every organization. Recruitment and selection being one of the most vital elements in the development of the organization remains top of the marked activities and is involved at some stage irrespective of the industry, region or sector. It is proved with the passage of time and studies conducted in this regard that every organization has a strong responsibility towards this aspect and must practice recruitment and selection but this also enrolls a debate that whether or not every organization values the process with same importance and how important the practice stands in the bottom line of the organization. The hiring error is one thing that is untraceable but with a strong recruitment and selection process, organizations can benefit a great deal (Anyim, 2012).

Recruitment and selection is not a new idea in the human resource planning process and has been part of the policy from decades but the notion has witnessed multiple and the idea of how it has to be done has evolved constantly. Multiple authors provided with their research in their respective periods guiding the human resource individuals to upgrade their arsenal with the new methods and philosophies of the process and every time utilize new ideas to empower their skill with better decisions. Also, multiple researchers provided valuable literature in every era to guide the organizations on how the process of recruitment and selection can be improved and made more appropriate to the needs of the organization. Initially as the process found space in the human resource policies, the purpose was just to fill the void on urgent basis and does not bother looking back through constant evaluation. However, the notion has changed dramatically and a lot of effort is being made with people still looking for the most perfect solution (N., 2012).

The purpose of this study is also to evaluate the idea of recruitment and selection method and its evolvement with time to understand the impact it lays on internal and external selection criteria. The study will focus on exploring literature and gathering data from the previous studies to explore the process to a valid extent. The process has shaped into an important aspect of any organization's policy making and what changes have occurred so far in the process that can restrict the criteria in terms of internal and external recruitment and which of these is considered more appropriate by the individuals 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 significance of this piece of research will be to improve both the organizations and this researcher's knowledge of the different approaches to recruitment and selection available to human resource managers in manufacturing organizations, and how certain forms may reduce staff turnover.

This research will also provide the organization with a full job analysis which they can use in the future when recruiting, along with a recommendation as to what form of recruitment and selection they should use in the future. Also depending on results, it may highlight other issues the organization may have which is causing staff turnover which is not applicable to the recruitment and selection practices. Furthermore, the ideas of how exit interviews, selecting the right mediums to attract talent, talent hunt competitions, management trainee programs, and university recruitment drives can help organizations in external recruitment and selection. Also, the internal recruitment process can be improved through referral system and enticing or adjoining an incentive with it.

Literature Review

From the various studies and researches in the last few decades, the human resource specialists have confirmed that vitality of functions like recruitment and selection in human resource management and have made it quite imperative that any business will have to take leverage from these functions. The reason these functions are extremely important for any organization is these functions allow a firm to attract talent and acquire the best among the rest to strengthen their human resource. Also, there is a strong cost associated with recruiting and selecting new talent that will result in negative if the choices made does not prove to be correct and this cost becomes difficult for business to afford as well. Therefore, to suffice the strategic objectives of the organization, recruitment and selection have to be strongly integrated in order to attract quality human resource (Izueke, 2009). Organizations need resources to succeed in short and long terms for which the strategic objectives are aligned with resourcing strategies in order to design a smooth and efficient recruitment and selection procedure that helps in identifying the best talent for the organization. Well, these two procedures are different and have different functions but are aligned as each of them complements each other quite well. Recruitment focuses on creating a strong pool of employees by designing strategies and attracting qualified and talented individuals. Recruitment ensures that as many people should apply in the organization which makes selection of the best candidates easier as many qualified individuals become part of the talent pool created through recruitment. However, the idea of selection works by exploring the voids in the organizations and select the best suitable people from the talent pool to fill those voids. It's in simple meaning choosing the right candidate for the right 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).

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 statues. 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).

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). The biggest advantage of external recruitment is that the company has no limited supply¬ of candidates and can choose employees all over the world. According to Duggan & Croy (2004) external recruitment in an organization can face challenges: External recruitment requires an employee to adapt to the new environment and if the new recruit is in management, the employees may tend to resist change that he or she tries to implement because these changes may work against the organizational culture. This method of recruitment can indicate that the management of the organization fails to train or

motivate their staff through promotion opportunities and career advancement. In addition, external recruitment can lead to a high rate of labor turn over when employees realize that there is no room for career advancement in the organization (Chiang, 2011).

Objectives of the Study

- The significance of this piece of research will be to improve both the organizations and this researcher's knowledge of the different approaches to recruitment and selection available to human resource managers in manufacturing organizations, and how certain forms may reduce staff turnover.
- How imperatively the organizations and recruiters are using recruitment drives and channels to attract new talent that also fills in the gap rightly.
- To assess that which companies are using internal referral system for internal recruitment more appositely to find the right people for the right job.

Hypothesis

H1: For external recruitment and selection, independent hiring agencies do not provide the proper balance.

H2: Internal recruitment and selection cannot be made better by introducing incentive based referral system.

H3: University recruitment drives are not fruitful in attracting the right talent for the right job.

Research Methodology

It is quite important to have a conceptual structure of the study or in other words the type of approach that will be followed during the course of research and this idea is known as research design. This research design or blueprint is important to have in the start to measure the variable, data collection and also in analyzing the data. The most important thing to develop the research design is to have clear objectives as it is directly linked with the research objectives that will later on help in answering the research question. It can be stated that the research design used is the cross-sectional study approach but the sample size chosen from the population is not that high but the idea of examine the relationship between the dependent and independent variables is the same. As the study is mainly focusing on quantitative data and has already been explained that the method or the approach used is the survey approach for which the instrument utilized in the research was questionnaire which has closed ended questions using likert and nominal scale and the data gathered was later on analyzed using the SPSS software.

The data was collected from some reliable IT firms of Karachi who had a employee base of more than 100. These IT firms were picked after thorough research as they have been in practice for at

least 7 years and have a strong human resource department. The quantitative data was collected using questionnaire and also from studies conducted in the past. Both primary and secondary sources were utilized for data collection.

Conceptual Framework

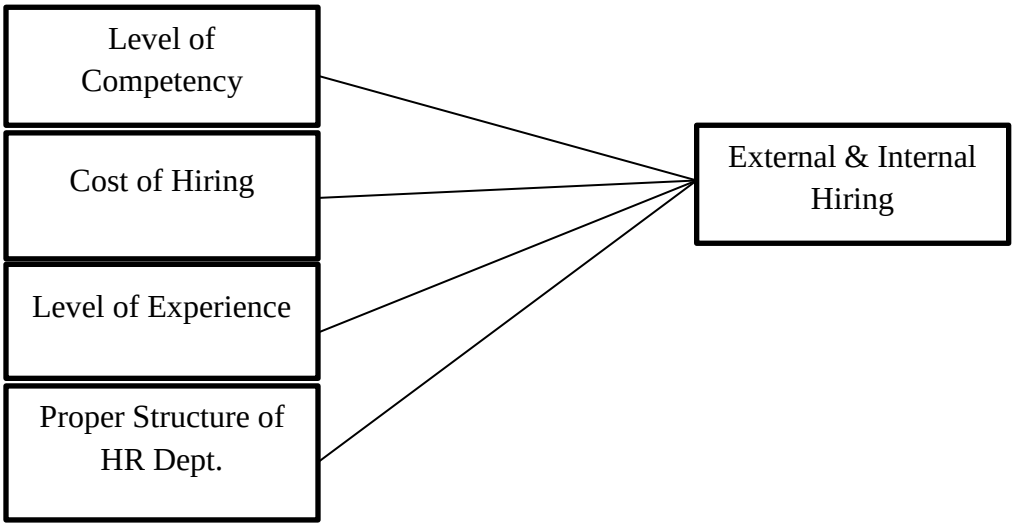

Table 1: Reliability Test – Cronbach's Alpha

Reliability Test – Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.785	31

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 0.785 hence can be further preceded with selected statistical technique.

Table 2: Regression Model 1 – ANOVA

Analysis of Variance

ANOVA [a]						
Model		Sum of Squares	d.f.	Mean Square	F	Sig.
1	Regression	592.138	4	148.035	27.800	.000[b]
	Residual	910.583	195	5.325		
	Total	1502.722	200			
a. Dependent Variable: External Hiring Index						

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	.628[a]	.394	.380	2.30761
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 IT firms in Pakistan around 39.4 percent that is evident form R square value 0.394

Table 4: Regression Model 1 – Coefficient Matrix

Coefficients [a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.047	.656		22.930	.000
	Level of Competency	-.045	.147	-.021	-.309	.757
	Cost of Hiring	-1.008	.169	-.388	-5.960	.000
	Level of Experience	-1.047	.195	-.393	-5.374	.000
	Proper Structure of HR Dept.	.051	.210	.018	.242	.809

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 IT firms 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 IT firms 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 IT firms. The coefficient value of cost of hiring is around 1.008 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 breading 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 variable has not found with significant role in determination of external recruitment options in case of IT firms 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	27.430	.000[b]
	Residual	218.947	195	1.280		
	Total	359.432	199			
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 27.43 that also support the acceptance of regression model.

Table 6: Regression Model 2 – Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625[a]	.391	.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 IT firms in Pakistan around 39.1 percent that is evident form R square value 0.391

Table 7: Regression Model 2 – Coefficient Matrix

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		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 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 IT firms 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 IT firms in Pakistan. The coefficient value of level of competency is 0.304 that means an increase in level of expertise and competency of HR department in IT 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.

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 IT firms in Pakistan	-.309	.757	Hypotheses Rejected
2	There is a significant impact of cost of hiring in determination of external recruitment options in IT firms in Pakistan	-5.960	.000	Hypotheses Accepted
3	There is a significant impact of level of experience in determination of external recruitment options in IT firms 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 IT firms in Pakistan	.242	.809	Hypotheses Rejected
5	There is a significant impact of level of competency in determination of internal recruitment options in IT firms in Pakistan	4.224	.000	Hypotheses Accepted
6	There is a significant impact of cost of hiring in determination of internal recruitment options in IT firms in Pakistan	3.731	.000	Hypotheses Accepted
7	There is a significant impact of level of experience in determination of internal recruitment options in IT firms 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 IT firms in Pakistan	1.470	.143	Hypotheses Rejected

Discussion & Conclusion

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 & Rozell, 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 (Armstrong, 2010).

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 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 & Rozell, 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 & Croy, 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 IT firms 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 (Armstrong, 2010). The coefficient value of level of competency is 0.304 that means an increase in level of expertise and competency of HR department in IT 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.

This research study has performed with an objective to understand the scope of internal and external selection and recruitment processes followed in IT industry in Pakistan focusing on case of IT firms 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 IT firms operating in Karachi city. This study followed with interpretive paradigm to answer research questions during this study. In this context IT firms in Karachi city are focused with employee size greater than 100 employees. The sample size of current study based on ten IT firms. 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 210 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 IT firms 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 IT firms 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 IT industry in Pakistan focusing on case of IT firms 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 IT firms operating in Karachi city. This study followed with interpretive paradigm to answer research questions during this study. In this context IT firms in Karachi city are focused with employee size greater than 100 employees. The sample size of current study based on ten IT firms. 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 210 respondents. This research study employed questionnaire as data collection instrument along with selection of regression technique as method of data analysis and investigation.

Implications

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 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 is strategic goals more efficiently.

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