

The Relationship Between Internal Recruitment, External Recruitment, and Selection Methods in the Uae Hospitality Industry

Mohammed Albreiki, Mohammed Nusari, Amiya Bhaumik

Abstract: *Even before the advertisement of vacancies, organizations need to perform comprehensive job analyses. Job analyses are important as they enable the organization to get a clear idea of what is required for the job vacancy, how the required job adds to the organization's main goal and enables them to kick-start their recruitment process to attract candidates who are most suitable for the job vacancy, following the decision to fill vacancies through recruitment. This study employs structural equations modelling via SmartPLS to analyse the 364 valid questionnaires in order to assess the proposed model. The study focused in one of Dubai's main economic sectors which is the hospitality sector, the main objective of this study is to examine the influence of internal recruitment and external recruitment on selection. The study will describe the relations among the various constructs. Our work has improved our insight in human resource management practices. Results indicated that independent variables significantly predicted selection methods. The proposed model explained 25.7% of the variance in selection methods. Theoretical and practical implications are also provided.*

Index Terms: *Internal recruitment; IR: External recruitment; selection methods; UAE.*

I. INTRODUCTION

Employee management in the past decade have focused greatly on the need for the recruitment and selection of employees with high levels of commitment to organizational development (Morley & Heraty, 1998). Modern organizations are increasingly tapping into the use of multidisciplinary workgroups to gain competitive advantage (Brindusoiu, 2013; Gërkhani & Koster, 2015; Russell & Brannan, 2016). To put together such a workgroups and teams and direct them towards the achievement of synergistic output, where the combined efforts of the team is greater than the sum of individual employees' effort, requires good recruitment and selection processes from the very start (Morley & Heraty, 1998).

Kalyani & Sahoo (2011) argue that growth and sustained competitive advantage is directly integrated with human resource strategy, and the first human resource component to relate to in event of human resource strategy is recruitment

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and selection. This constitutes two main areas of internal and external sources as observed from the definitions (Abou-Moghli, 2015; MSG, 2018). Internal recruitment consists of transfers, promotions and re-employment of ex-employees, external recruitment includes employment at the factory level, advertisement, employment exchanges, employment agencies, educational institutions, recommendations and labour contractors (MSG, 2018).

II. LITERATURE REVIEW

A. Internal Recruitment (IR)

According to Lepistö & Ihantola (2018), internal recruitment simply means that the recruitment is carried out within the organization in concern. Due to the process being carried out within the organization, internal recruitment sources are typically readily available to the organization. To point out the specific sources of internal recruitment, Russell & Brannan (2016) mention that they mainly include Transfers, promotions and the re-employment of former employees.

While promotions are carried out via internal job postings, re-employment of former employees involves the invitation of former employees to be appointed by the organization to occupy certain vacancies. Even though it is the organizations that reach out to former employees in this case, there are cases where former employees also submit applications voluntarily (MSG, 2018). They proceed to suggest that internal recruitments provide benefits in areas of employee productivity and motivation. Furthermore, it is perceived to be time, money and effort conserving. The main downside associated with internal recruitment is that the organization is deprived of "fresh blood". Essentially, internal recruitment may not be able to satisfy all job requirements and there is the need to recruit externally. This led to proposal of the following hypothesis:

H1: Internal recruitment has a positive effect on selection methods.

B. External Recruitment (ER)

ER refers to personnel's recruitment from outside the organization. Due to the recruitment source being external to the organization, it requires substantial amounts of time, money and effort. As stated by MSG (2018) and Gërkhani & Koster (2015). The significance of



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advertisement as an external source in recruitment as a whole cannot be overemphasized. A key benefit of advertisements lies in its ability to cover a large variety of labour markets regardless of how scattered they are, the media used typically include newspapers and television advertisements.

According to Brindusoiu (2013), employment exchanges are usually ran by government agencies. They mention that such exchanges are mostly used by government agencies for personnel recruitment. They further mention that as a matter of fact, recruitment by most government agencies is compulsorily done by means of employment exchange. Consequently, the following hypotheses are proposed:

H2: External recruitment has a postive effect on selection methods.

C. Selection Methods (SM)

Selection has been defined as a rational expansion of the recruitment function and implies key measures instituted to distinguish between recruited candidates (Abou-Moghli, 2015). According to Jiarakorn, Suchiva, & Pasipol (2015) argued that selection helps distinguish between employee readiness, abilities and tendencies. Brindusoiu, (2013) define selection as the process job applications go through in order to enable the selection of the right candidate that meet the job specifications and requirements. According to Lepistö & Ihantola (2018), selection involves specific methods which include Application forms and CVs, online screening and shortlisting, interviews, psychometric testing, ability and aptitude tests, personality profiling, presentations, group exercises, assessment centres and references. These methods, as the sources of recruitment discussed in the previous section, may be combined in any human resource event. Abou-Moghli (2015) adds that the selection process naturally widens the recruitment process in order to attract the appropriate workforce. He proceeds to add that the selection process picks out the preferred candidates out of the bunch who are suitable for the job and have been attracted by the recruitment process. The significance of the selection process lies in the differences among people with regards to how ready and able they are.

III. RESEARCH METHODOLOGY

A. Proposed Conceptual Framework

Considering the recruitment and selection process marks one of the initial processes in the area of human resource strategy, which help establish the human resources required to drive organizational excellence. Separate indicators are therefore observed in the separate areas of recruitment and selection where recruitment is sub-divided into internal and external recruitment sources that predicts the selection methods (Brindusoiu, 2013).

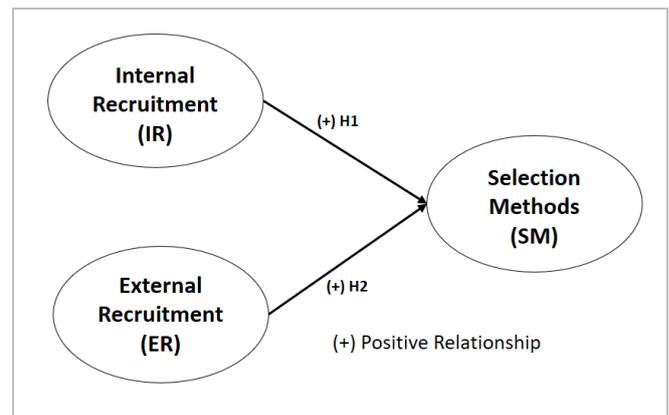


Figure 1: The proposed conceptual framework

B. Development of Instrument and Data collection

The creation of a tool for this research involved a questionnaire of 20 questions, and on the basis of the literature on human resource management, the research employed a multi-item Likert scale (Lee, Yoon, & Lee, 2009). The parameters were evaluated using a Likert scale recommended in the earlier studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). The information was gathered by delivering a self-managed questionnaire 'in-person' between September 2018 and October 2018 to organizations in the hospitality sector in Dubai in UAE. The number of the distributed questionnaires was 500, which 364 responses were considered suitable for the analysis. According to Tabachnick & Fidell (2012) and Krejcie & Morgan (1970), the sample size was seen as sufficient.

IV. DATA ANALYSIS AND RESULTS

PLS and SEM-VB method was employed to assess the research model by utilising the software SmartPLS 3.0 (Ringle, Wende, & Becker, 2015). A two-phase analytical technique (Anderson & Gerbing, 1988; Hair, Hult, Ringle, & Sarstedt, 2017) consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualised relationships) was employed after performing the descriptive assessment.

A. Descriptive analysis

Table 1 shows results for the mean and SD values. The respondents were asked to indicate their opinion in relation to internal recruitment, external recruitment, and selection methods based on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). External recruitment score the highest with mean 4.68 out of 7.0, with a standard deviation of 1.69

B. Measurement Model Assessment

Construct reliability as well as validity (comprising discriminant and convergent validity) were used to examine the measurement model. The particular alpha coefficients of Cronbach were tested to determine the



reliability of every core parameter in the measurement model (construct reliability). The quantities of all the unique alpha coefficients of Cronbach in this research ranged from 0.946 to 0.978, which went beyond the proposed value of 0.7 (Kannana & Tan, 2005; Nunnally & Bernstein, 1994). Moreover, for inspecting construct reliability, all the CR (composite reality) values ranged from 0.965 to 0.982, which went beyond 0.7 (Werts, Linn, & Jöreskog, 1974; Kline, 2010; Gefen, Straub, & Boudreau, 2000). Thus, as Table 1 shows, construct reliability has been fulfilled as Cronbach's CR and alpha were rather error-free for all the parameters.

Analysis of indicator reliability was conducted by utilising factor loadings. When the related indicators are very similar, this is reflected in the construct and signified by the construct's high loadings (Hair et al., 2017). As per Hair et al. (2010), the exceeding of values beyond 0.70 suggests substantial factor loadings. Table 1 displays that all items in this research had factor loadings greater than the suggested value except for items SM4 and SM8 which were eliminated from the scale due to low loadings.

AVE (average variance extracted) was employed in this study to analyse convergent validity, which represents the degree to which a measure is correlated positively with the same construct's other measures. All the AVE values ranged from 0.817 and 0.902, which went beyond the proposed value of 0.50 (Hair, Black, Babin, & Anderson, 2010). Thus, all constructs have complied with the convergent validity acceptably, as shown in Table 1.

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Fornell-Larcker was employed to analyse the measurement model's discriminant validity. Table 2 shows the outcomes for discriminant validity by employing the Fornell-Larcker condition. It was discovered that the AVEs' square root on the diagonals (displayed in bold) is bigger than the correlations among constructs (corresponding row as well as column values), suggesting a strong association between the concepts and their respective markers in comparison to the other concepts in the model (Fornell & Larcker, 1981; Chin, 1998).

Table 1: Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Internal Recruitment (IR)	IR1	0.929	4.66	1.77	0.946	0.965	0.902
	IR2	0.957					
	IR3	0.963					
External Recruitment (ER)	ER1	0.810	4.68	1.69	0.963	0.969	0.817
	ER2	0.899					
	ER3	0.923					
	ER4	0.913					
	ER5	0.911					
	ER6	0.941					
	ER7	0.926					
Selection Methods (SM)	SM1	0.906	4.38	1.84	0.978	0.982	0.869
	SM2	0.907					
	SM3	0.948					
	SM4	Deleted					
	SM5	0.939					
	SM6	0.938					
	SM7	0.940					
	SM8	Deleted					
	SM9	0.945					
	SM10	0.934					

Note: M=Mean; SD=Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

Table 2: Fornell-Larcker criterion

	ER	IR	SM
ER	0.904		
IR	0.434	0.950	
SM	0.458	0.394	0.932

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: IR: internal recruitment, EX: external recruitment, SM: selection methods

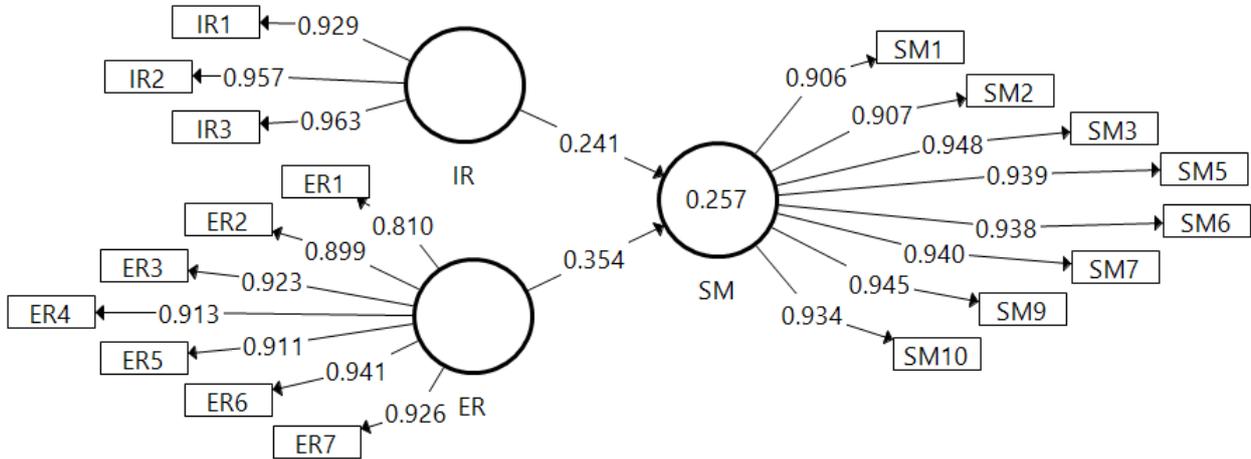
C. Measurement Model Assessment

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The structural model can be tested by computing beta (β), R^2 , and the corresponding t-values via a bootstrapping procedure with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017).

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Internal recruitment and external recruitment positively influence selection methods. Hence, H1 and H2 are accepted

with ($\beta = 0.241, t = 4.348, p < 0.001$) and ($\beta = 0.354, t = 6.774, p < 0.001$) respectively. Twenty-six percent of the variance in selection methods is explained by internal recruitment and external recruitment. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).



Key: IR: internal recruitment, EX: external recruitment, SM: selection methods
Figure 2: PLS algorithm results

Table 3: Structural path analysis result

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R^2
H1	IR→SM	0.241	0.055	4.348	0.000	Supported	0.26
H2	ER→SM	0.354	0.052	6.774	0.000	Supported	

Key: IR: internal recruitment, EX: external recruitment, SM: selection methods.

V. DISCUSSION

The current research aimed at addressing the impact of internal and external recruitment of an organization on selection method in Dubai hospitality sector. The study presented a proposed model based on which it aimed at enhancing the level of understanding on the role played by recruitment source in selecting potential employees in Dubai's hospitality sector.

The study found that internal recruitment positively affect selection method among businesses in Dubai hospitality sector in UAE, this is supported by previous studies (Gërkhani & Koster, 2015; Lepistö & Ihantola, 2018; Ren, Sun, Zhang, Chen, & Liu, 2015). It stated that the more organizations use transfers, promotions, and re-employment of previous employees as a sources of recruitment, the more the organization utilize methods such as CVs, online screening and shortlisting, interviews, psychometric, ability and aptitude, personality profiling, presentations, group exercise, assessment centres, and references for recruitment purposes.

Further the study also found that external recruitment positively affect selection method among businesses in Dubai hospitality sector in UAE, this is supported by previous studies (Brindusoiu, 2013; Jiarakorn et al., 2015; Russell & Brannan, 2016). It is explained by the fact that the more the

organization uses factorylevel employment, advertisement, employment exchanges, employment agencies, educational institutions, recommendations, and labour contractors as a source of recruitment. the more the organization utilize methods such as CVs, online screening and shortlisting, interviews, psychometric, ability and aptitude, personality profiling, presentations, group exercise, assessment centres, and references for recruitment purposes.

VI. IMPLICATIONS, LIMITATIONS AND FUTURE DIRECTIONS

The implication of this study is that it asserts organization to take into account the concentrating in the objectives, mission and plans of recruitment and selection processes in human resources department. The reason is that strategies of recruitment are derived from the mission and objectives of the organization, and thus the must be in line with higher-level strategies. This study shed the light on this prospect by highlighting the significance of recruitment and selection processes in UAE hospitality industry, UAE organizations and the Arab world in general.

It is worthy to say that best practice models comparison in the area of recruitment and selection processes is also crucial for UAE hospitality industry. Sessions of



orientation and training courses for the staff in management and employees of human resource generally and specifically the activities related to selection and recruitment (HR consultants HR analyst, and recruiters) is vital in order to obtain the complete knowledge and be an expert in the field of selection and recruitment.

As for limitation, since this study was taken from organizations in the UAE hospitality sector in Dubai, the findings may not be generalized to all UAE hospitality sector segment. With regard to future directions, Future research can focus on quantitative as well as qualitative approaches in order to gauge the organisational excellence.

APPENDIX

Appendix A

Instrument for variables

Variable	Measure	Source
Internal Recruitment (IR)	IR1: Transfers are used by my organization as a source of recruitment.	(MSG, 2018)
	IR2: Promotions are used by my organization as a source of recruitment.	
	IR3: Re-employment of ex-employees is used by my organization as a source of recruitment.	
External Recruitment (ER)	ER1: Factory Level employment is used by my organization as a source of recruitment.	(MSG, 2018)
	ER2: Advertisements are used by my organization as a source of recruitment.	
	ER3: Employment exchanges are used by my organization as a source of recruitment.	
Selection Methods (SM)	ER4: Employment agencies are used by my organization as a source of recruitment.	(MSG, 2018)
	ER5: Educational institutions are used by my organization as a source of recruitment.	
	ER6: Recommendations are used by my organization as a source of recruitment.	
	ER7: Labour contractors are used by my organization as a source of recruitment.	
	SM1: CVs are used by my organization as a method of recruitment.	
	SM2: Online screening and shortlisting are used by my organization as a method of recruitment.	
	SM3: Interviews are used by my organization as a method of recruitment.	
SM4: Psychometric testing is used by my organization as a method of recruitment.		
	SM5: Ability and aptitude tests are used by my organization as a method of recruitment.	
	SM6: Personality profiling is used by my organization as a method of recruitment.	
	SM7: Presentations are used by my organization as a method of recruitment.	
	SM8: Group exercises are used by my organization as a method of recruitment.	
	SM9: Assessment centres are used by my organization as a method of recruitment.	
	SM10: References are used by my organization as a method of recruitment.	

VII. CONCLUSION

The main intention of this research as to determine the impact of internal recruitment and external recruitment on service the method of selection in organizations in the hospitality sector in Dubai. The proposed model provides a better understanding of the general practices of recruitment in this vital sector of the economy. The results from the descriptive analysis showed that there is a positive direct impact of both of internal recruitment and external recruitment on selection method.

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