

*Review*

Internal and External Recruitment Process in Support of Sustainable Business Development

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Received: 6 February 2025; Accepted: 8 May 2025

Abstract: Recruitment has become a defining element of sustainable human resource management. Rather than serving as a routine administrative task, it now plays a central role in shaping organisational resilience, ethical integrity and long-term competitiveness. How organisations attract, select and retain employees reflects their capacity to adapt, remain socially responsible and align with evolving expectations in the labour market. Internal and external recruitment strategies, when guided by sustainability values, support not only workforce continuity but also fairness, inclusion and transparency in employment practices. This article examines the strategic role of recruitment in sustainability-oriented management through a qualitative, literature-based analysis focused on contemporary organisational practices. Attention is given to the alignment between recruitment models and broader sustainability principles, including social equity, ethical governance and long-term workforce development. Findings indicate that recruitment grounded in ethical and forward-looking principles contributes to greater cohesion among employees, lower turnover rates and stronger organisational identity. It also reinforces employer reputation and legitimacy in increasingly values-driven business environments. Strategically coordinated and ethically implemented recruitment practices are therefore recognised as essential tools for building stable, future-oriented organisations that are both operationally resilient and socially accountable.

Keywords: *Human resources; ethical recruitment; employment strategies; organisational resilience; sustainability-oriented management; innovative organisational practices.*

1. Introduction

Human resources have become a key pillar of long-term organisational sustainability and competitiveness. Shifts in working arrangements, the erosion of traditional employment models and the rise of flexible forms of engagement have necessitated a strategic rethinking of recruitment. No longer merely an administrative function, recruitment increasingly serves as a mechanism for shaping resilient, equitable and inclusive workplaces that reflect evolving expectations in the labour market [1]. Sustainable human resource management has emerged in response to the growing demand for responsible business conduct that integrates economic performance with social and environmental objectives [2].

Contemporary models move beyond short-term, numbers-driven solutions, favouring long-term investment in employee development, adaptability and stable integration into organisational processes [3]. Internal and external recruitment strategies are key to shaping growth: the former supports knowledge retention and engagement, while the latter brings diversity and fresh capabilities [4]. Their effectiveness increasingly relies on digital tools, such as information systems and social media, which streamline selection and support sustainable employment practices

[5,6]. Digital transformation thus improves operational efficiency and aligns recruitment with organisational values.

Growing expectations for ethical and transparent employment highlight the strategic importance of sustainable recruitment as a reflection of organisational values and identity [7]. Given the complexity of the labour market, recruitment is viewed as a key function contributing to resilience, long-term stability and social responsibility. This study investigates how strategically aligning internal and external recruitment with sustainability principles fosters resilient, socially responsible and future-oriented business development.

2. Sustainable human resource management and recruitment

Contemporary approaches to employment increasingly emphasise sustainability and the strategic role of human resources (HR), prompting a shift towards value-driven and long-term principles in employee management. Recruitment is no longer seen as a purely operational task but as a strategic tool for aligning workforce competencies with organisational values and objectives. Rather than addressing short-term staffing needs, modern recruitment focuses on quality, inclusion and the resilience of work communities. This evolution calls for the integration of sustainability across all HR functions, with recruitment serving as a foundation for organisational culture, responsible leadership and social cohesion.

2.1. The concept of sustainable human resource management

Sustainable human resource management (SHRM) has evolved as a response to increasing demands for responsible business practices that integrate economic, social and environmental objectives into long-term organisational development. Unlike traditional models focused on short-term efficiency and numerical flexibility, SHRM promotes functional adaptability, continuous investment in employee development and the creation of inclusive, stable and fair working environments [2,3].

Closely aligned with this approach is the concept of common-good HRM, which frames human resource management as a key contributor to the Sustainable Development Goals (SDGs) and to the promotion of socially responsible values within organisational culture. It calls for the integration of sustainability principles across all HR functions, including recruitment, selection, career development, performance management and reward systems, while positioning HR as a strategic driver of social and environmental transformation [8]. Qualitative research suggests that HR managers increasingly recognise their expanded role, viewing themselves not only as operational enablers but also as architects of corporate sustainability, social innovation and ethical leadership. A study conducted among HR professionals in Italy revealed that SHRM is most commonly understood through its social dimension, with particular emphasis on employee wellbeing, responsibility and the development of partnership-based approaches to sustainable growth [9].

The key objectives of SHRM include preserving employment, reducing turnover, enhancing organisational resilience, promoting fairness and improving overall working conditions. Within this framework, recruitment is no longer seen as a technical process of simply filling vacancies but as a central mechanism for shaping organisational culture and aligning employee values with those of the organisation. This approach strengthens internal cohesion and reinforces legitimacy and reputation within the broader social context. SHRM is closely linked to organisational strategy, supporting both competitiveness and the fulfilment of stakeholder expectations, including those of employees, communities and investors, in a way that remains viable over the long term. Numerous studies confirm that strategic HRM contributes significantly to resilience by increasing flexibility, adaptability and the organisation's capacity to navigate uncertainty and disruption. SHRM should not be viewed as a set of isolated initiatives but as a coherent and integrated system of values, decisions and practices that shape organisational identity. Recruitment plays a crucial role as the initial step in developing structures aligned with sustainability principles. The way new employees are attracted, selected and integrated directly affects organisational values and the ability to respond effectively to both market and societal demands. Sustainable recruitment practices therefore provide

a strong foundation for long-term stability, innovation and alignment between business goals and broader social expectations.

2.2. Sustainable human resource management and organisational resilience

Sustainable human resource management entails strategies that meet immediate organisational needs while also fostering long-term resilience. Within this approach, recruitment is no longer seen as a routine administrative task but as a strategic mechanism for adapting to change, preserving institutional knowledge and ensuring alignment between employee values and organisational goals [11]. Resilience depends on the organisation's ability to attract, develop and retain competent personnel, with effective selection and development practices influencing team stability, motivation and job satisfaction. Studies highlight that clearly structured career paths, trust-based relationships and ongoing support are central to talent retention and organisational cohesion [12]. In a rapidly changing environment, resilience increasingly relies on learning, innovation and adaptive HR practices. Digital technologies such as artificial intelligence and data analytics enhance recruitment processes, particularly in small and medium-sized enterprises with limited resources [13]. These tools not only improve efficiency but also support more accurate alignment between candidate profiles and long-term organisational aims, strengthening both resilience and staff retention.

Organisational resilience stems not only from technological capability but from the ability to transform individual knowledge and experience into collective competence. Continuous learning, grounded in knowledge sharing, collaboration and strategic knowledge management, is increasingly recognised as a key driver of competitiveness in dynamic environments [14]. As a result, recruitment strategies are gaining attention not only for their responsiveness to labour market shifts but for their role in attracting adaptable, innovative employees committed to lifelong learning. Such strategies are essential for strengthening agility, adaptability and organisational stability amid constant change [15]. Organisations that adopt this approach are better equipped to anticipate risks, make timely decisions and optimise resource use.

While career advancement is often assumed to enhance employee satisfaction, productivity and resilience, recent research reveals a more complex reality. Promotion can have both positive and negative effects on stress, job satisfaction and perceptions of career prospects, depending on gender and organisational context. These findings highlight the need for institutional support during transitions and a strategic approach to career development to maintain sustainability and avoid adverse outcomes [16]. Research on the international promotion of small and medium-sized enterprises further demonstrates the wider applicability of strategic approaches in recruitment. Well-designed strategies based on effective communication and capacity development directly support organisational resilience and long-term positioning in the market [17]. These results emphasise the importance of value alignment in recruitment and the critical role it plays in building resilient and adaptable organisations.

Together, these insights call for a deeper understanding of recruitment not merely as an operational function but as a strategic lever in building sustainable and resilient organisations. In response to contemporary challenges, recruitment increasingly serves a central role in shaping organisational structures aligned with shared values, long-term objectives and adaptive capacity. This evolving perspective positions recruitment as a core element of sustainability-oriented management and underscores the need to view it not just as an HR process, but as a strategic foundation for future-ready, value-driven organisations.

2.3. The role of recruitment in sustainable business

Human resource planning forms the foundation of any sustainable employment system, enabling organisations to determine the number, type and competencies of employees needed within a specific time frame. As a process preceding recruitment, it holds strategic importance for long-term sustainability and organisational development. When implemented effectively, it allows recruitment to function not merely as an administrative task but as a strategic tool for achieving organisational objectives related to efficiency, competence and value alignment. Recruitment,

understood as the process of identifying and attracting qualified candidates, reflects an organisation's commitment to building a skilled, adaptable and sustainability-oriented workforce. Its effectiveness depends on clearly defined organisational needs, while success is measured by the quality of selected candidates and their contribution to long-term goals [18]. In contemporary practice, recruitment increasingly relies on digital technologies that enhance reach and precision. Social media platforms such as LinkedIn, Facebook and X (formerly Twitter) have proven particularly effective, especially for small and medium-sized enterprises that report higher engagement through blogs, virtual job fairs and referrals [5]. Moreover, the integration of artificial intelligence and data analytics enables more accurate candidate profiling, offering deeper insight into individual competencies, values and professional preferences [19,20]. However, candidates' perceptions of these tools may vary depending on digital literacy, academic background and prior work experience, all of which influence both the effectiveness and inclusiveness of digital recruitment strategies [21,22].

Traditional methods such as job analysis, the development of detailed job descriptions, position valuation within the organisational structure and the creation of marketing-oriented job advertisements that emphasise employer strengths continue to make a valuable contribution to effective recruitment. When integrated with applicant tracking systems, these techniques allow organisations to strategically distribute job postings across various platforms and to align the selection process with organisational values as well as with legal standards related to equal employment opportunities [23,24]. Moreover, multi-criteria decision-making methods are increasingly employed during candidate selection, supporting more objective and structured evaluations based on clearly defined and role-specific criteria. Techniques such as SWARA (Step-wise Weight Assessment Ratio Analysis) and WASPAS (Weighted Aggregated Sum Product Assessment) have demonstrated their effectiveness in ranking candidates across multiple factors relevant to specific job requirements [25]. In this respect, job analysis should no longer be seen as a static or purely administrative task but as an embedded element of strategic human resource planning, grounded in accurate, current and technologically supported sources of information [26].

Aligning recruitment with organisational values and sustainable development principles is key to fostering internal cohesion and long-term competitiveness. Transparent criteria, ethical standards, and inclusive practices build candidate trust and enhance the organisation's adaptability to external change. A recruitment process that identifies individuals whose competencies and values align with the organisation's strategic goals promotes deeper cultural integration and supports sustainable growth. Recruitment is central to sustainable human resource management, not only filling positions but also shaping organisational structures, preserving knowledge, and improving long-term adaptability. This approach highlights the importance of strategically guided recruitment in fostering organisational resilience and sustaining adaptability in a complex business environment.

2.4. Recruitment strategies as a foundation of organisational resilience

Organisational resilience in today's business environment depends on the ability to recognise changes, respond quickly, and maintain stability in the face of uncertainty. In this context, recruitment strategies must be viewed not only as tools for filling vacancies but also as integral components of sustainable growth, organisational agility, and long-term competitiveness. Well-designed recruitment strategies, informed by needs analysis, clear selection criteria, and proactive capacity planning, enable organisations to build a talent pool that is not only competent but also aligned with the organisation's mission and values [27]. This alignment strengthens the organisation's ability to retain employees during times of crisis, preserve critical knowledge, and mitigate the risks of disruption.

Recruitment as a driver of organisational resilience goes beyond securing competent candidates; it involves implementing inclusive, ethically grounded employment practices that foster employee trust and deepen their commitment to the organisation. Transparent selection processes, clear communication of development opportunities, and fostering strong interpersonal relationships

contribute to team stability and reduced turnover, especially in the public sector [28]. Within the broader framework of sustainable employment, green recruitment plays a crucial role by integrating ecological values into all stages of the hiring process. Research in Green Human Resource Management (GHRM) shows that this approach, which includes promoting sustainability in job advertisements, selecting candidates based on their environmental values, and aligning recruitment practices with long-term environmental goals, can significantly enhance both sustainability and competitiveness [29]. These recruitment practices not only help preserve employee potential but also foster an organisational culture focused on socially responsible and environmentally conscious business practices.

Within this context, it is important to recognise the variety of recruitment strategies that organisations can employ based on their needs. These strategies include traditional internal hiring, posting positions on corporate portals, using recruitment agencies, attending job fairs, leveraging social media, and forming partnerships with educational institutions. While internal recruitment tends to lower costs and increase employee motivation, it can limit the introduction of new ideas. On the other hand, external recruitment brings innovation and fresh perspectives but requires additional effort to ensure alignment with organisational values and candidate preferences. Increasingly, organisations utilise digital platforms, branding, and referrals to attract top talent [30]. Today, these recruitment models are further enhanced by the adoption of specific techniques tailored to strategic goals, resource limitations, and target demographics. Common methods include hiring through specialised agencies, engaging external consultants for temporary staffing, organising career fairs, and leveraging social media (LinkedIn, Facebook, X), as well as forming direct partnerships with educational institutions and local communities. In some cases, organisations may outsource entire recruitment functions or employ campaign-driven marketing approaches [31]. These models are now enriched by sustainable practices, integrating economic, social, and environmental factors into every phase of recruitment and selection. Research shows that implementing responsible practices, such as transparent job advertisements, valuing social and environmental competencies, avoiding discriminatory criteria, and involving local communities, not only attracts candidates who share the organisation's values but also strengthens the psychological contract and fosters long-term employee commitment [32].

Human resource management, as an integral part of an organisation's sustainable strategy, must be viewed alongside the management of knowledge, competencies, and employees' innovative potential. Research in the information technology sector highlights that human capital and continuous investment in employee development are key drivers of organisational competitiveness and long-term success. Both internal and external recruitment strategies serve not only as the first step in filling vacancies but also as mechanisms to ensure stability, knowledge retention, and resilience in dynamic business environments [33]. Furthermore, recruitment strategies that incorporate organisational learning principles help retain and enhance knowledge within the organisation. The identification, transfer, and accumulation of knowledge through selection and onboarding processes allow the transformation of individual competencies into collective resources, which form the foundation of organisational competitiveness [11,14].

Ongoing evaluation and adaptation of recruitment practices to changes in market, technological, and social dynamics are essential for organisations committed to long-term sustainability. By incorporating diverse recruitment channels, forming strong community partnerships, and adopting inclusive policies, organisations not only expand their candidate pool but also significantly bolster their resilience to future challenges.

3. Application of recruitment strategies in modern business

Recruitment is increasingly viewed as a strategic tool for organisational growth rather than a purely operational task. Organisations focused on sustainability aim to develop employment models that address immediate staffing needs while fostering long-term stability, resilience, and social responsibility. This requires a blend of traditional recruitment methods and contemporary digital tools, along with a value-driven approach to candidate selection. As such, recruitment becomes not

just an administrative function but the foundation for shaping organisational culture and aligning business objectives with the interests of key stakeholders, including employees, communities, and society at large [32].

A key trend in recruitment is the digital transformation of the hiring process. Tools such as Applicant Tracking Systems (ATS), artificial intelligence for application analysis, SEO optimisation for career pages, and automated communication tools allow for more precise targeting, faster selection, and reduced bias. Additionally, digital platforms like social media, email, and specialised job boards enhance reach and foster two-way interaction with candidates, highlighting the employer brand's values. Personalisation, transparency, and ethical standards are thus embedded in everyday hiring practices, in line with the principles of sustainable development and Sustainable Human Resource Management (SHRM) strategies [26].

Tesla, a multinational company, fully exemplifies this practice. To attract top-tier talent, Tesla effectively harnesses digital technologies to create comprehensive and integrated recruitment strategies. By optimising its website for SEO, engaging in content marketing, and maintaining a strong presence on social media platforms such as LinkedIn, X, Facebook, and Instagram, the company positions itself as a globally attractive employer focused on innovation, sustainability, and social responsibility [5,34]. Career opportunities are promoted through personalised web platforms and mobile apps, providing candidates with easy access to valuable information and direct interaction with the brand, while giving Tesla insights into candidates' professional preferences, motivations, and potential fit. Tesla also uses automated selection systems, including algorithms to rank candidates based on competencies, experience, and values alignment, as well as chatbots to assist throughout the entire application process. The use of conversational AI and digital questionnaires enables the analysis of soft skills and cultural fit without the need for early physical interaction. This approach not only enhances the efficiency and transparency of the recruitment process, but also significantly reduces the risk of discrimination, fosters greater inclusivity, and improves overall candidate experience—particularly important in the context of global operations and market expansion [19-20,35-36].

The application of these strategies confirms that sustainable recruitment is not solely dependent on budget size or market share, but primarily on the alignment between organisational values, digital capabilities, and the long-term strategic vision for development. Tesla, as an organisation positioning itself as a technological leader, clearly recognises that the future of recruitment lies in flexible, digitally-supported, and values-driven practices, which are essential for ensuring long-term competitiveness and business stability. With changing expectations among the active workforce, particularly Generation Z, there is an increasing need to adjust recruitment strategies to match the new preferences of candidates. Research indicates that young people place a high value on benefits related to leisure time, flexible work arrangements, and personal development, while traditional benefits, such as meal vouchers or company-issued devices, are seen as less significant. These findings highlight the critical need for employers to align their offerings with the values of the new generation in order to ensure the sustainability of employment, as well as the long-term motivation, satisfaction, and engagement of employees [37].

As such, companies must embrace these shifts and continuously adapt their recruitment practices to meet the evolving demands of both the workforce and the market. Only through this alignment can organisations cultivate a resilient and innovative workforce that is prepared for future challenges.

4. Conclusion

The role of recruitment in modern business has evolved from a purely administrative function into a strategic tool that plays a critical role in the development of responsible, adaptable, and high-performing organisations. Today, recruitment is not merely an isolated technical process but a key mechanism for shaping organisational structures that align with value-driven, economic, and social goals. Internal recruitment helps preserve institutional knowledge, boosts employee motivation, and promotes team stability, while external recruitment brings fresh competencies, drives innovation, and enhances cultural diversity. By integrating both approaches, organisations can respond more flexibly and proactively to changes in the market and societal environment, ensuring organisational resilience, long-term relevance, and sustained competitive advantage in support of sustainable business development..

In addition to value-driven priorities, recruitment increasingly leverages modern digital tools and methodologies that significantly enhance the efficiency, fairness, and inclusivity of the process. Automated selection platforms, artificial intelligence, SEO optimisation, and social media not only speed up and refine the candidate search but also clearly underline the organisation's commitment to ethical, environmental, and social standards. This approach not only builds long-term sustainable employment relationships but also extends corporate responsibility to the wider community and environment. The true power of recruitment as a lever for sustainable business transformation lies in the seamless integration of advanced digital capabilities, social values, and strategic vision, ensuring that the organisation remains adaptable, competitive, and socially responsible in a rapidly evolving business landscape.

Conflicts of Interest: The authors declares no conflict of interest.

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