

yields. Techniques that permit job postings and intranets will likely produce more candidates for promotion and advancement than will succession plans.

Sufficient Quality

The degree to which the organization utilizes its own internal information on candidate qualifications and job performance to narrow the pool will determine the quality of the applicants. In assessing applicant characteristics, organizations that have internal recruiting systems have a huge advantage over organizations that use external recruiting systems, so the ability of each source to draw in qualified internal candidates should capitalize on the additional capacity to carefully observe candidates. Regular performance appraisals of all employees, coupled with the management systems to track KSAs, are a vital part of an effective internal recruiting system.

Cost

Internal recruitment methods have a completely different set of costs than external recruitment methods. In some ways, internal recruitment can be far less expensive than external recruitment because the organization's own internal communication systems can usually be utilized. It costs very little to send an e-mail to all qualified staff informing them of job opportunities or to post job advertisements on either a physical or an electronic bulletin board. However, more sophisticated systems such as a corporate intranet or comprehensive talent management systems, and more personnel resources to set up and maintain. Career development centers, very costly propositions, and only organizations with considerable internal planning needs will find them cost effective.

Impact on HR Outcomes

Very little research has been done on the effectiveness of various internal recruitment sources. Thus, it is imperative that organizational leaders consider how the internal recruiting systems are affecting turnover rates, job performance, and diversity. Despite the lack of research, it should be easier to monitor these outcomes directly, because it is easier to directly measure the applicant pool contacted through internal methods. From anecdotal observations, some preliminary conclusions can be drawn regarding the advantages of internal placement. There is some evidence that internal career opportunities can reduce turnover intentions. Internal recruitment methods may reduce the time it takes for employees to reach full performance once placed, because they will already be familiar with the organization and may know more about the job in question than would an external hire. Any costs of internal recruitment should be compared against the costs of external recruiting, and the replacement of the employee who takes an internal position should also be taken into account.