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Challenges and Best Practices in Recruiting Expatriates

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Abstract

Amid the growing globalization of the workforce, organizations increasingly depend on expatriates to meet international business needs. As a result, recruitment agencies specializing in expatriate recruitment and placement have emerged to meet this demand. However, recruiting expatriates presents unique challenges including candidate duplicity, interview scheduling inefficiencies, inconsistent job descriptions, and limited agency control despite high accountability. Through a qualitative research approach involving 14 HR professionals and recruitment consultants, the study reveals key issues and identifies effective strategies to enhance recruitment practices. The findings highlight the importance of structured job analysis, competency-based interviews, clear communication, and leveraging technology such as Applicant Tracking Systems (ATS). Recommendations focus on agility, data-driven decision-making, improved collaboration, and proactive talent pipeline development. The study contributes valuable insights to international human resource management and offers practical guidelines for recruitment agencies seeking to optimize expatriate placements in a dynamic global labor market.

Keywords; Recruitment, Recruitment Agencies, Expatriates, Recruitment Challenges, Recruitment Best Practices.

INTRODUCTION

International borders are becoming less of an issue for businesses, since most large multinational corporations now conduct a considerable amount of their operations in nations other than their home country (Ashamalla, 1998). Many businesses now expand their operations overseas quite immediately after being founded, thanks to the combination of the liberalised economic climate of the 21st century, the loosening of limitations on the migration of workers in certain regions, and the ever-increasing capabilities of modern technology (Brewster, Sparrow, Vernon, & Houldsworth, 2011). The increase in worker expatriation has been attributed to the globalization of the economy, the internationalization of business, and the worldwide movement of people and assets, providing international human resource management (IHRM) with new challenges (Martins & Diaconescu, 2014) and hence recruitment agencies as well. This increasing globalization of business has led to a growing demand for expatriate assignments, where employees are sent to work in foreign countries for extended periods. Despite the ongoing consequences of the 2007 financial crisis, organizations have reported more foreign assignments and stronger growth prospects in recent years, which has led to a rise in international mobility volumes, asserted by Brookfield GRS (2013) as cited in Martins & Diaconescu (2014). Companies continue to organize overseas employment mostly through long-term assignments according to Brookfield GRS (2012), cited in Martins & Diaconescu (2014). The challenge for global corporations is how to choose the best candidates. The recruitment and/or selection of expatriates, including the criteria utilized in such a decision, constituted a significant portion of the early work on long-term assignments (Suutari & Brewster, 2001). As a result, recruitment agencies specializing in expatriate recruitment and placement have emerged to meet this demand. However, recruiting expatriates poses unique challenges that require specialized knowledge and expertise.

LITERATURE REVIEW

Recruitment

According to Chand (2015), the process of finding potential employees and encouraging them to apply for positions within the company is known as recruitment, and it is the process of connecting job seekers and employers. Additionally, as cited in Paudel, Tehrani, & Sherm (2024), recruitment explains the process of reviewing the job criteria, job titles, and the evolving needs of the business, as well as the steps involved in locating applicants, establishing deadlines, completing job offers, and determining the necessity of making plans for future requirements according to Marie Ryan and Derous (2018) and Chungyalpa et al. (2016).

Recruitment Agency

Recruitment agencies are described as a business that is compensated by other companies to find the best candidate for their organization (Saranya, 2017). Busy companies frequently contract out their hiring needs to specific recruiting agencies that handle tasks like reference checks, interviews, and shortlisting using the information the employer has given them.

Expatriate

According to Collins, Scullion, and Morley (2007), expatriates are those who are now employed or have previously worked in a country other than their home country as cited in Martins & Diaconescu (2014). This definition encompasses both self-initiated and company-assigned expats (Suutari & Brewster, 2000). As cited in Andresen, Bergdolt, & Margenfeld (2012), "Assigned Expatriates" (AE) are workers who are sent overseas by their employer and typically receive advantageous expatriate contracts; "Self-initiated Expatriates" (SIE) are people who go abroad for work with little to no organizational sponsorship and frequently have less advantageous local work contracts (Biemann & Andresen, 2010; Peltokorpi & Froese, 2009; Suutari & Brewster, 2000).

Recruitment Challenges

Due globalization of the workforce, businesses that enter new markets frequently struggle to find the skills they need to run their operations efficiently. This gap is filled by expat recruitment firms, who find and hire qualified workers who are open to moving or relocating abroad. However, according CareerAtlas, (2025), these recruitment agencies frequently find themselves entangled in a web of challenges that call for agility and flexibility in the ever-changing world

of recruitment. CareerAtlas, (2025) identified top five challenges faced by recruitment agencies as follows:

1. Change, the Only Constant

Change is a constant in this setting because of the changing needs of clients and unanticipated events. The American Staffing Association reports that 30% of job requirements change following the original request from a client. Recruitment agencies face challenges like:

- **Client financing Shifts:** If a client abruptly stops providing financing, a post may be put on hold, making applicants who have already been sourced obsolete. Surprising funding cuts have left sourced applicants in limbo in 22% of organizations.
- **Candidate Mindset Shift:** Even if they are prepared to join, candidates may decide to alter their thoughts at any time. After accepting an offer, a startling 40% of candidates decide to change their minds.
- **Interview No-Shows:** Candidates may miss scheduled interviews due to unforeseen circumstances, last-minute shifts in perspective, hesitancy about the role, etc. For instance, an applicant failed to show up for the interview due to a last-minute production issue. According to recruiters, unanticipated circumstances account for 15% of candidates' absences on average.
- **Extended Notice Periods:** Even after accepting the job offer, your candidate might occasionally be asked to complete an unexpected extended notice term.

This is frequently ascribed to participation in important tasks or information exchanges. Furthermore, a longer term would be needed if time off was taken earlier in the notice period.

2. Candidate Duplicity

When the problem of candidate duplicity arises, efforts made to source candidates may be in vain. Time and resources are lost when there is no reliable method for spotting duplicate candidates. Even after a candidate has joined successfully, agencies may lose out on credit if the client does not have an effective Applicant Tracking System (ATS). Surprisingly, more than 65% of recruiters acknowledge that they have dealt with duplicate candidates, wasting a lot of time and money.

3. Interview Chaos

The lack of a structured feedback system and delayed interviewer feedback make it difficult for agencies to schedule final client interview rounds and secure technical panels. The interviewers' assessment and the skill sets expected in JD differ, and 49% of businesses report having trouble finding immediate panel availability, according to the Society for Human Resource Management (SHRM).

4. Huge Data

The recruitment sector faces a distinct set of issues due to the huge amount of data it collects:

- **Data Management:** Careful data management is necessary when managing a large number of details at various processing stages.
- **Format Consistency:** The procedure becomes more complicated when the same data is kept in multiple formats for different stakeholders.
- **Tracker Overload:** To prevent confusion, a streamlined strategy is required to manage several trackers for early joiners, interview comments, scheduling, and providing release follow-ups.
- For 55% of agencies, keeping consistency in data formats is difficult.

5. Minimum control, Maximum Accountability

Although they have little influence over important elements like skill combinations, pay benchmarks, resume integrity, changing job descriptions, and even interview schedules, recruitment agencies operate as client-driven businesses that have a direct impact on success.

Recruitment agencies have difficulties when their success depends on variables outside of their direct control since they are held responsible for meeting specific Key Performance Indicators (KPIs) including:

- **Control of Skill Combinations:** Client job descriptions (JDs) sometimes do not account for adequate skill combinations and wage benchmarks, which makes it difficult to discover suitable profiles within budgetary limits. Although they have little control on JDs, agencies are responsible for supplying pertinent profiles, which could lead to problems like high rejection rates.
- **Resume Integrity:** A startling 46% of resumes contain false information, and since agencies have

no control over resume creation, it can be difficult to verify material on resumes. Job descriptions (JDs) that are always changing also present sourcing difficulties and needless time waste.

- **Availability of Panels and Candidates:** Limited control over interview panel and applicant availability contributes to an ineffective interview process for candidates who make the short list. Eighty two percent (82%) of recruiters find it difficult to find candidates.

Best Practices in Recruitment

Recruitment agencies can use a number of best practices to increase the efficacy of the hiring process. First and foremost, it is crucial to draft a precise and comprehensive job description so that prospective candidates are aware of the duties and expectations of the position (Judijanto, Towpek, & Syahrin, 2025). An effective description eliminates unfit candidates right away by outlining the necessary training, credentials, and experience. The possibilities for acquiring top talent can also be increased by using a variety of recruitment channels, such as employment portals, social media, and professional networks, to connect with candidates with a range of backgrounds and skill sets (Nikula & West, 2023). Secondly, employing competency-based evaluations during the hiring process, guarantees that potential hires fit the organization's culture and values in addition to meeting the technical criteria (Judijanto, Towpek, & Syahrin, 2025). Psychometric testing, skills tests, and behavioral interviews are a few examples of these evaluations. Furthermore, including a variety of stakeholders in the interview process can yield a more thorough understanding of the applicant. Last but not least, as cited in Judijanto, Towpek, & Syahrin, (2025), open communication and giving applicants feedback at every stage of the process improves the candidate experience and helps the company establish a reputation as a compassionate and professional workplace (Ashwill, 2023). A more detailed best practices in the recruitment cycle according to Chungyalpa & Karishma (2016) are given below.

1. Job Analysis

Every job requirement needs to be up-to-date (job analysis). The task criteria must be satisfied by the specifications. Make sure formal qualifications (academic, trade, etc.) are necessary for the position while evaluating them. Job analysis needs to produce a clear person specification. The foundation for evaluation and decision-making is a person specification. It lays out the abilities,

dispositions, and fundamental skills that allow an individual to carry out that work effectively and in line with the organization's ideals.

2. Preliminary interview

Candidates are shortlisted based on their necessary qualifications first, then their preferred qualifications. Keep a record of every decision. Give a justification for every choice you make. The selection criterion for candidates must align with the job requirements. Skills, experiences, and qualifications (knowledge) necessary for job performance should be the main focus of the selection criterion. Distinguish between desirable and necessary criteria.

3. Employment Tests

Tests must be in line with the fundamental job criteria. There must be no indirect prejudice or bias in the tests. Consider more than simply experience, education, and hard talents. One of the most crucial elements in determining a person's performance at work may be their attitude.

4. Interview

Never assume someone's capacity to perform a job based just on their physical attributes. Verify whether any special arrangements are required, such as physical access or interpreters. Give the interviewee enough time to react. Make certain that every question has been developed and tested beforehand. Make thorough notes on every inquiry and response. Avoid asking intrusive or pointless questions.

5. Advertising

Job descriptions ought to be brief, precise, and easy to understand. The "main purpose, duties, and expected achievements of the job" should be outlined. It must be devoid of jargon and written in simple terms. Job descriptions need to be current and well matched with service requirements.

6. Training

Every person who takes part in the hiring and selecting process needs to be educated, trained, and familiar with the R&S procedure.

Ways to Improve Recruitment and Placement Services

CareerAtlas (2025) had identified three (3) key practical approaches to minimize the impact of the challenges faced by recruitment agencies thereby resulting to an improvement

in their recruitment and placement services including the following below.

1. **Embrace Agility and Flexibility:** Make recruiting process flexible; use lessons from data to realign predictions appropriately; and prepare for the unexpected.
2. **Leverage Data as a Strategic Asset:** Set up a solid system for managing data, such an effective applicant tracking system (ATS); Use data to direct the next stages of the hiring process.
3. **Master the Job Description (JD):** Make intelligent suggestions to the JD based on industry data and consumer expectations; stay updated on industry trends to better understand needs.

Problem Statement

The majority of IHRM research to date has concentrated on managing expatriates from multinational enterprises (MNEs) with headquarters in developed nations who work in subsidiaries in other developed nations (Briscoe, 2014). As a result, a large portion of IHRM research has focused on the role and management of expatriates. Briscoe (2014) further asserts that, there is little information to help assess the challenges related to the recruitment, selection, training, management, and repatriation of expatriates allocated to subsidiaries or joint ventures. This suggests that, aside from the conventional difficulties, there is even less information available to accurately evaluate the challenges that recruitment agencies face when recruiting expatriates. One of the primary issues identified in the research on international human resource management is the recruitment and selection of expatriates (Suutari & Brewster, 2001). Companies continue to organize overseas employment mostly through long-term assignments (Brookfield GRS, 2012). The challenge for global corporations is how to choose the best candidates. The recruitment and/or selection of expatriates, including the criteria utilized in such a decision, constituted a significant portion of the early work on long-term assignments (Suutari & Brewster, 2001). As a result, recruitment agencies specializing in expatriate recruitment and placement have emerged to meet this demand. However, recruiting expatriates poses unique challenges that require specialized knowledge and expertise. This study aims to explore the challenges and best practices in recruiting expatriates at Shivashree, a recruitment and placement institution.

Objectives

This thesis aims to explore the challenges and best practices in recruiting expatriates, based on the author's experience as

an HR intern in a recruitment agency specializing in expatriate recruitment and placement. The specific objectives are the following;

1. To investigate the challenges faced by recruitment agencies in recruiting expatriates
2. To examine the best practices in recruiting expatriates.
3. To explore how recruitment agencies can improve their expatriate recruitment and placement services.

Research Questions

1. What are the challenges faced by recruitment agencies in recruiting expatriates?
2. What are the best practices in recruiting expatriates?
3. How can recruitment agencies improve their expatriate recruitment and placement services?

METHODOLOGY

This study employed a qualitative research design with a descriptive approach. The qualitative method was selected to gain in-depth understanding of the recruitment processes, challenges, and strategies used by recruitment agencies in placing expatriates. A descriptive approach allowed for the identification, analysis, and presentation of key themes and practices through data collected from relevant participants. The target population for this study included HR professionals and recruitment consultants working in recruitment agencies. A purposive sampling technique was used to select participants who have direct involvement and experience with expatriate recruitment. Prior research has suggested that in order to achieve data saturation, qualitative studies should have a minimum sample size of 12 (Clarke & Braun, 2013; Fugard & Potts, 2014; Guest, Bunce, & Johnson, 2006) as cited by Vasileiou et al., (2018). Therefore, a sample size of 14 was considered adequate for this study, given the depth and richness of data expected from each participant. Data was collected primarily through a google form of structured interviews and questionnaires and supplemented by secondary data from academic journals, recruitment reports, and industry publications. This method allowed flexibility for participants to express their views while also enabling for a balance between gathering specific information related to recruitment challenges and best practices. Interviews were transcribed verbatim and coded manually to identify patterns and emerging themes using thematic analysis. SPSS was used to visualize the results presented. The themes were then grouped into categories such as recruitment challenges, agency practices,

candidate behavior, and technological issues. This analysis method ensured that meaningful insights were derived and aligned with the objectives of the study.

RESULTS AND DISCUSSIONS

Section A: Challenges Faced by Recruiting Agencies in Recruitment

1. Constant Change and Uncertainty

Recruitment is heavily influenced by job market volatility, changing job descriptions, funding uncertainties, and shifting candidate decisions as mentioned by some respondents. Table 1 and Figure 1 below indicates that a significant majority of respondents agree (35.7%) or strongly agree (42.9%) that change is a constant factor in recruitment, requiring continuous adaptation. As CareerAtlas (2025) noted, 40% of candidates withdraw even after accepting offers, while 30% of job requirements change post-initial request. These shifts demand that recruitment agencies be highly adaptable and responsive.

Table 1: Constant Change and Uncertainty

Change is a constant in the recruitment cycle because of the changing needs of clients and unanticipated events					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	21.4	21.4	21.4
	Agree	5	35.7	35.7	57.1
	Strongly agree	6	42.9	42.9	100.0
	Total	14	100.0	100.0	

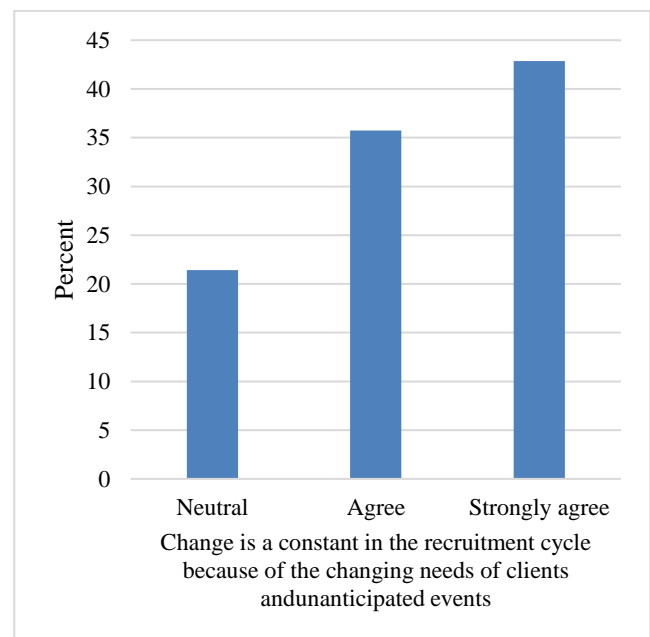


Figure 1 Change is a constant

2. Candidate-Related Issues

Frequent interview no-shows, extended notice periods, and candidate duplicity as some respondents noted, further complicate the recruitment process. As reflected in Table 2 and Figure 2 below, 35.7% agreed and 14.3% strongly agreed that candidates' duplicity renders sourcing efforts ineffective. Candidate duplicity, in particular, affects over 65% of recruiters, leading to wasted resources and lost credibility (CareerAtlas, 2025). These issues point to the need for more rigorous tracking and screening systems.

Table 2 Candidate-Related Issues

When the problem of candidate duplicity arises, efforts made to source candidates may be in vain.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	14.3	14.3	14.3
	Neutral	5	35.7	35.7	50.0
	Agree	5	35.7	35.7	85.7
	Strongly agree	2	14.3	14.3	100.0
	Total	14	100.0	100.0	

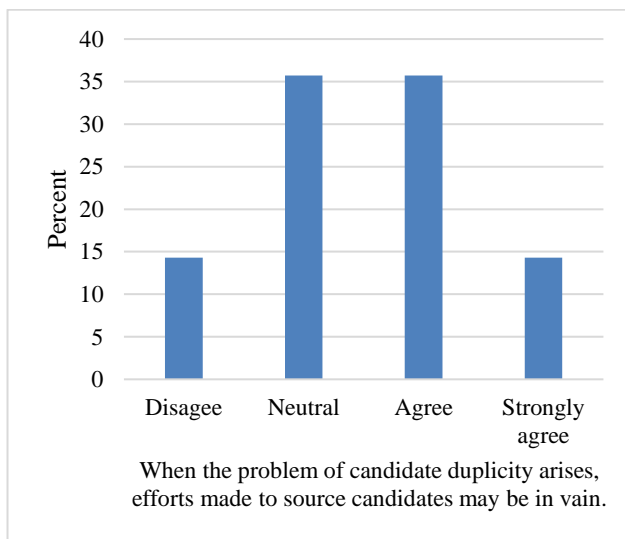


Figure 2: Candidate-Related Issues

3. Systemic and Logistical Constraints

The lack of structured interview feedback, data overload, and limited control over KPIs are major setbacks. Agencies struggle with interview panel availability and inconsistent job descriptions, making it difficult to ensure a smooth recruitment pipeline. As shown in Table 3 and Figure 3 below, 42.9% agreed and 50% strongly agreed that interview chaos hinder final interview planning. CareerAtlas (2025) noted, 49% of businesses report having trouble finding immediate panel availability. Moreover, data stored in

inconsistent formats across different stakeholders complicates coordination.

Table 3: Interview Chaos

The lack of a structured feedback system and delayed interviewer feedback make it difficult for agencies to schedule final client interview rounds and secure technical panels.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	7.1	7.1	7.1
	Agree	6	42.9	42.9	50.0
	Strongly agree	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

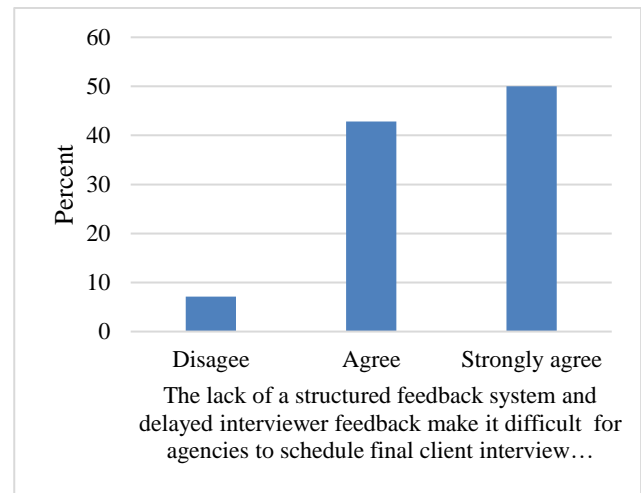


Figure 3: Interview Chaos

4. Accountability without Control

Recruitment agencies are held accountable for delivering results (like quality hires and interview readiness) despite having limited influence over critical aspects like pay benchmarks, resume accuracy, and candidate honesty. Table 4 and Figure 4 below show that 50% of the respondents strongly agreed and 35.7% agreed that this imbalance complicates their work. This disproportionate accountability undermines agency efficiency and satisfaction.

Table 4: Maximum accountability, Minimum control

Recruitment agencies have difficulties when their success depends on variables outside of their direct control since they are held responsible for meeting specific Key Performance Indicators (KPIs).					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	14.3	14.3	14.3
	Agree	5	35.7	35.7	50.0
	Strongly agree	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

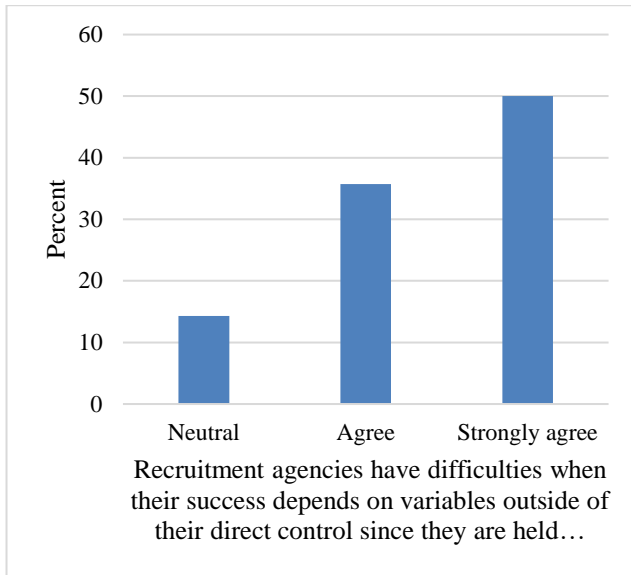


Figure 4: Maximum accountability, Minimum control

Section B: Best Practices that must be used by Recruitment Agencies in Recruitment

Despite the challenges, the findings supported by the literature outlines several best practices that recruitment agencies can adopt to improve service delivery and outcomes.

1. Structured Job Analysis and Role Clarity

Clear and updated job analysis ensures alignment between job requirements and candidate qualifications. Table 5 and Figure 5 below indicate that 64.3% of respondents strongly agreed on the importance of accurate and current job analysis.

A well-defined person specification serves as a basis for objective evaluation and ensures a fair, non-discriminatory recruitment process (Chungyalpa & Karishma, 2016).

Table 5: Job Analysis

Every job requirement needs to be up-to-date					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Agree	4	28.6	28.6	35.7
	Strongly agree	9	64.3	64.3	100.0
	Total	14	100.0	100.0	

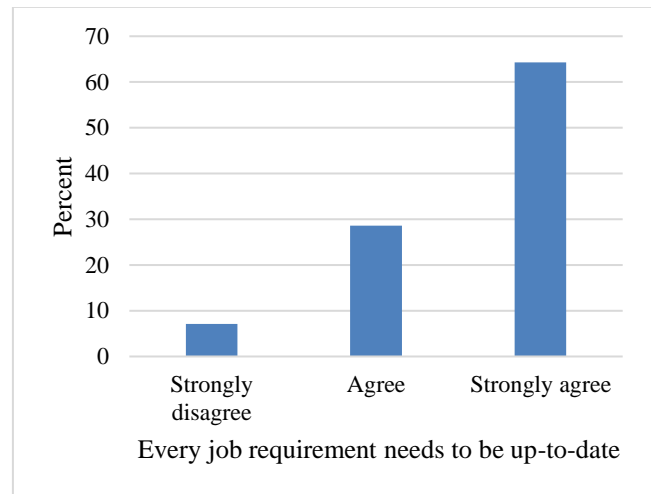


Figure 5: Job Analysis

2. Comprehensive Screening and Interview Processes

Best practices emphasize the importance of competency-based evaluations, transparent interview procedures, and preliminary interviews to differentiate essential from desirable criteria. This aids in filtering candidates who are both technically qualified and culturally aligned. Table 6 and Figure 6 reveals that 50% strongly agreed that, the selection criterion for candidates must align with the job requirements. As per Table 7 and Figure 7, 57.1% strongly agreed on the importance of fair and aligned employment testing. Table 8 and Figure 8 show 64.3% strongly agreed with the importance of merit-based assessments. Table 9 and Figure 9 highlights that 71.4% strongly agreed with this principle that, job descriptions ought to be brief, precise, and easy to understand when advertising. According to Table 10 and Figure 10, 85.7% of respondents strongly agreed that training of hiring team is essential.

Table 6: Preliminary Interview

The selection criterion for candidates must align with the job requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Neutral	2	14.3	14.3	21.4
	Agree	4	28.6	28.6	50.0
	Strongly agree	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

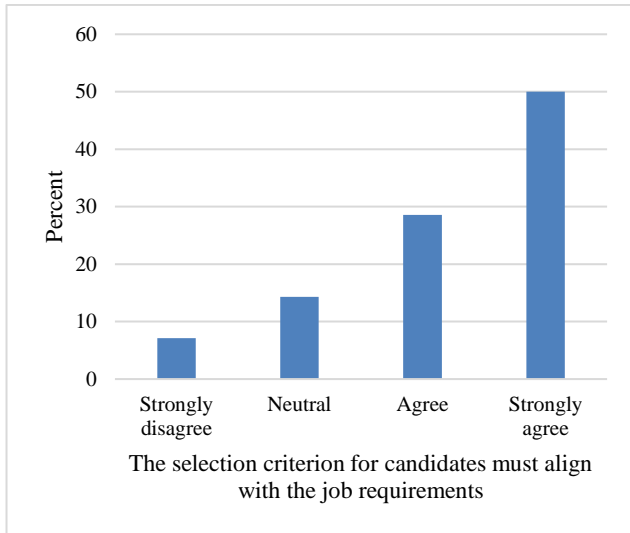


Figure 6 Preliminary Interview

Table 7: Employment Test

Employment tests must be in line with the fundamental job criteria and there must be no indirect prejudice or bias in the tests.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Neutral	3	21.4	21.4	28.6
	Agree	2	14.3	14.3	42.9
	Strongly agree	8	57.1	57.1	100.0
	Total	14	100.0	100.0	

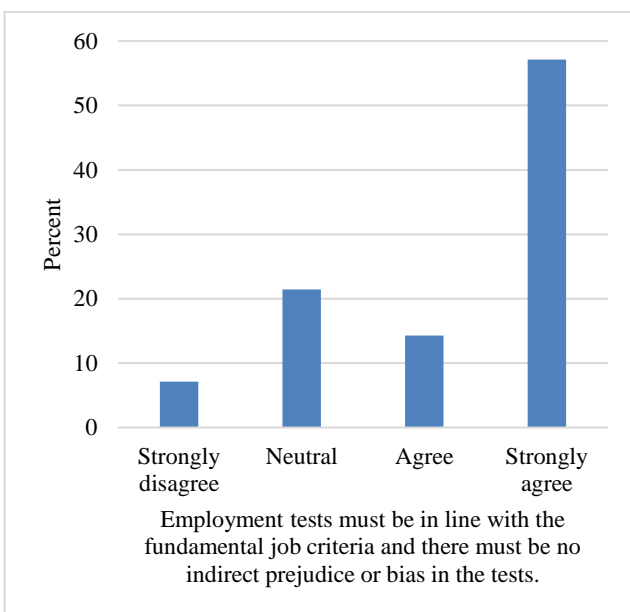


Figure 7: Employment Test

Table 8: Interview

Never assume someone's capacity to perform a job based just on their physical attributes					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Disagree	1	7.1	7.1	14.3
	Agree	3	21.4	21.4	35.7
	Strongly agree	9	64.3	64.3	100.0
	Total	14	100.0	100.0	

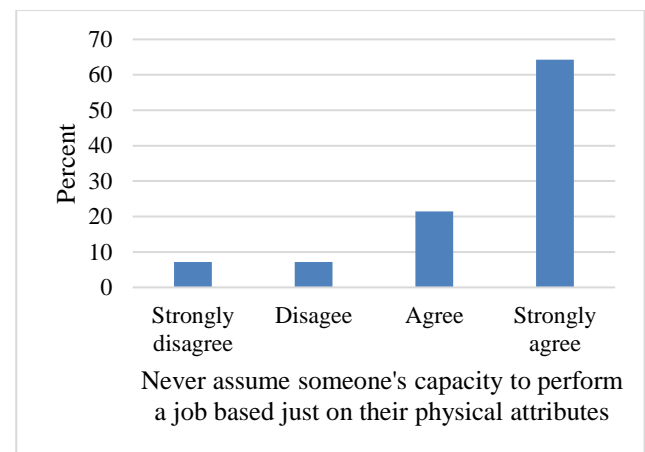


Figure 8: Interview

Table 9: Advertising

In advertising, Job descriptions ought to be brief, precise, and easy to understand.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Agree	3	21.4	21.4	28.6
	Strongly agree	10	71.4	71.4	100.0
	Total	14	100.0	100.0	

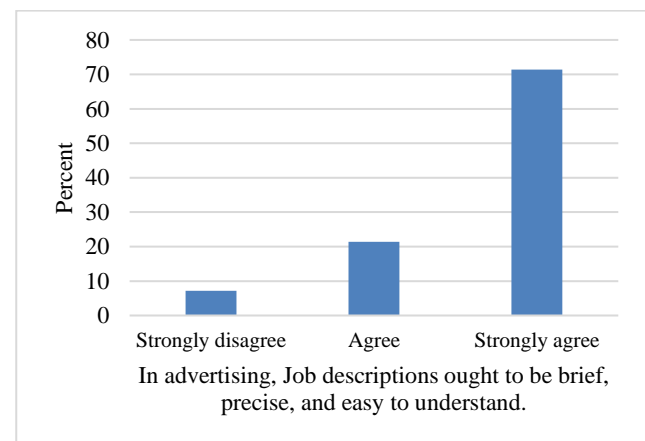


Figure 9: Advertising

Table 10: Training

Every person who takes part in the hiring and selecting process needs to be educated, trained, and familiar with the Recruitment and Selection procedure.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Agree	1	7.1	7.1	14.3
	Strongly agree	12	85.7	85.7	100.0
	Total	14	100.0	100.0	

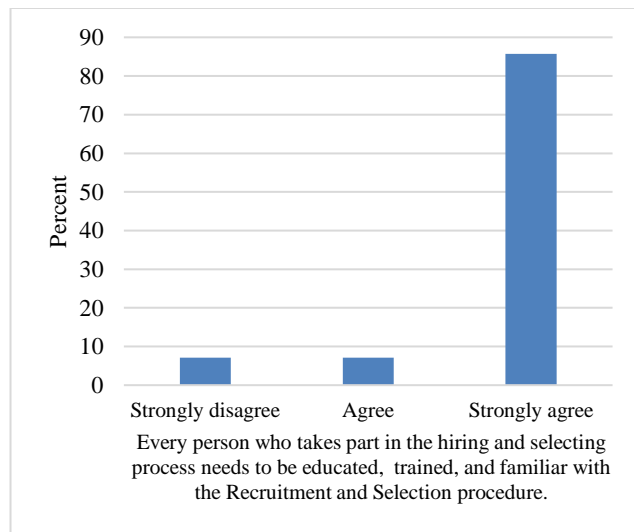


Figure 10: Training

Section C: Ways to Improve Recruitment and Placement Services

Agility and Flexibility: As seen in Table 11 and Figure 11 above, 57.1% agreed and 28.6% strongly agreed that agility is crucial for success. Developing contingency plans, maintaining real-time industry insights, and being able to adjust recruitment strategies rapidly in response to changes are key to overcoming the unpredictability of expatriate recruitment.

Table 11: Embrace Agility and Flexibility

Embrace Agility and Flexibility, ensuring the recruitment process is adaptable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Disagree	1	7.1	7.1	14.3
	Agree	8	57.1	57.1	71.4
	Strongly agree	4	28.6	28.6	100.0
	Total	14	100.0	100.0	

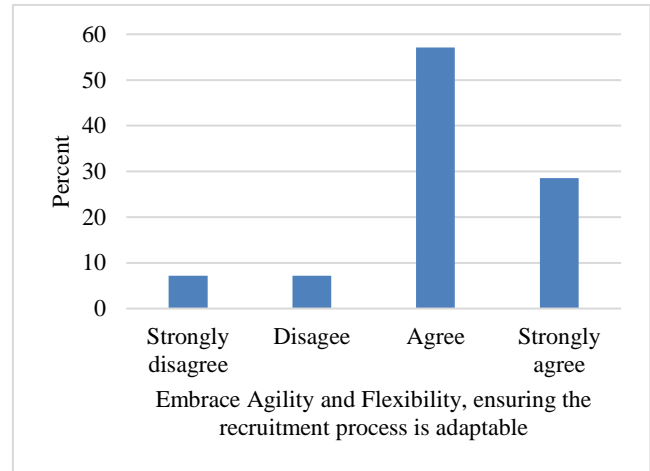


Figure 11: Embrace Agility and Flexibility

Leveraging Technology and Data: Table 12 shows that a combined 71.4% of respondents agreed or strongly agreed with this strategy. Adopting a robust Applicant Tracking System (ATS) and ensuring data consistency help minimize errors, improve efficiency, and track candidate progress in real-time. Judijanto et al. (2025) highlight the importance of using data as a strategic asset to inform decision-making and forecasting.

Table 12: Leverage Data as a Strategic Asset

Leverage Data as a Strategic Asset					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	7.1	7.1	7.1
	Neutral	3	21.4	21.4	28.6
	Agree	5	35.7	35.7	64.3
	Strongly agree	5	35.7	35.7	100.0
	Total	14	100.0	100.0	

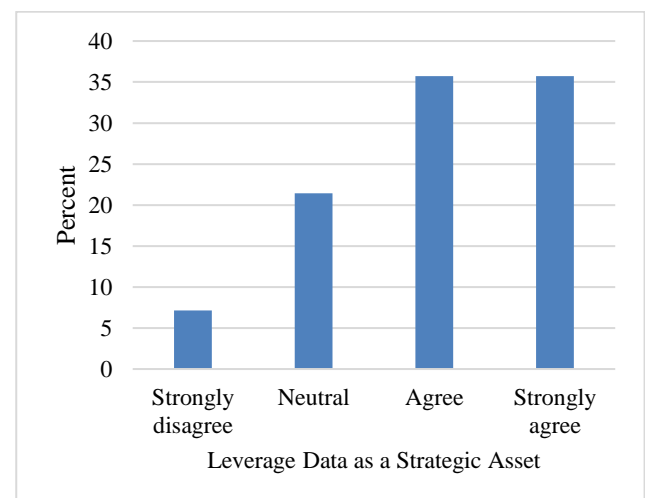


Figure 12: Leverage Data as a Strategic Asset

CONCLUSION

Recruitment of expatriates is a complex, dynamic, and highly strategic process that requires careful coordination between agencies, candidates, and employers. The study concludes that while recruitment agencies play a critical role in bridging the talent gap across borders, they operate in a space fraught with unpredictability and limited control over key variables. Successful recruitment of expatriates depends on agility, transparency, thorough screening processes, and strong stakeholder engagement.

Based on the findings and discussions, the following recommendations are made for recruitment agencies, HR professionals, and companies involved in expatriate hiring:

1. **Invest in Technology:** Implement a robust Applicant Tracking System (ATS) to manage data effectively, reduce duplication, and streamline communication. Use analytics to identify patterns in candidate behavior and forecast recruitment challenges.
2. **Improve Job Analysis and Descriptions:** Regularly update job descriptions based on market trends and evolving organizational needs. Clearly distinguish between essential and desirable criteria to improve candidate-job fit.
3. **Enhance Candidate Engagement:** Maintain open and consistent communication throughout the hiring process. Provide candidates with timely feedback and support during onboarding and relocation.
4. **Strengthen Stakeholder Collaboration:** Engage all relevant stakeholders, including clients, hiring managers, and interview panels, early in the process to minimize delays and miscommunication. Offer training for clients and interviewers on international hiring challenges and cross-cultural competence.
5. **Build a Talent Pipeline:** Develop relationships with both active and passive candidates, especially for roles with recurring needs. Establish partnerships with global talent networks and platforms to broaden the candidate pool.
6. **Prepare for Change:** Create contingency plans for sudden changes in job requirements, funding, or candidate availability. Train recruitment staff to be adaptable, culturally sensitive, and informed about global mobility trends.

By implementing these recommendations, recruitment agencies can improve the quality and efficiency of expatriate

placements while building long-term trust with both clients and candidates.

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