



**THE EVOLUTION OF HR IN ORGANIZATIONS BY  
INVOLVING EXTERNAL CONSULTANTS**

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In the name of "Allah", the most beneficent and merciful who gave me the strength to complete my thesis.

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**Thank You!**

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## **ABSTRACT**

The purpose of this research is to find out the development of HR in companies after involving management/external/HR consultants to avoid higher cost, employees' demotivation, less productive employees and to improve processes, reducing turnovers & aligning strategies to the vision of the company.

This study reveals that there are many reasons for companies to take the services of external consultants for their internal issues. Mainly HR managers are highly involved in day to day operation, administrating work and personnel management. Most of the companies have traditional views about HR which are not fully evolved according to the changing world; they are still taking systemizing work from their employees under the name of HR department. Others have understood the value of HR but the leaders in the companies are not change catalyst and flexible modern thinkers that's why they did not allow their employees to grow to that stage where employees can identify the problems which can be internally resolved. Some of other leaders don't want their employees to take credit of any work under their supervision and that force employees to withdraw themselves in involving them in issues and last but not the least there are companies where employees think that they are only responsible for their work to be done, they do not want to add value in their work as they think it is useless to work more than asked. They feel like they are machines and they just have to follow the orders, this attitude is mainly seen in government organization.

To be more specific regarding the topic of the research I have explored the development of HR in recruitment capacity. How traditionally companies were working before hiring recruitment consultants and what they have changed in their procedures and practices by involving recruitment consultants.

Recruitment is the most important and cost affected function of HR which can be incredible at time when the decision of hiring taken appropriately or it could be worst by making wrong decisions or bad hiring. HR is answerable to the top management about the loss of resources spent in bad hiring.

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After the revolutionary changes in the industry and increasing demand of consultants, companies are competing on their employees rather than competing on brands, products or services which is called employer branding. In this century people have realized the importance of having valuable and talented work force, as this concept is driven by HR consultants who are not only focusing on the problems of the company but also the reason for which these problems are arising. And the point of view of the renowned consultant from the industry is:

*According to the consultant:*

“If companies can focus on small issues related to employees, companies can never have any disputes, problems or issues internally. The main reason why people are not respecting HR is because they did not brand themselves as specialized, talented and knowledgeable professionals. HR should make sure that their operations are aligned with the vision and mission of the company and ask others to follow the values of the organization and the top HR managers should generate strategies in alignment of their vision.

Now a days HR is doing all other administrative work and that’s why they are not focusing on making strategies, motivating employees, performance improvement, processes improvement, retaining talent and minimizing cost.”

**Imran Ali, Senior Consultant, MRI Worldwide**

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## TABLE OF CONTENTS

<b>CHAPTER:1 INTRODUCTION.....</b>	<b>05</b>
1.1 INTRODUCTION OF THE TOPIC & ITS EVOLUTION.....	06
1.2 STATEMENT OF THE PROBLEM.....	13
1.3 SIGNIFICANCE OF THE STUDY.....	13
1.4 SCOPE.....	13
1.5 DELIMITATIONS.....	14
<b>CHAPTER: 2 RESEACRH METHODOLY &amp; PROCEDURES.....</b>	<b>15</b>
2.1 RESEARCH DESIGN.....	16
2.2 RESPONDENT OF THE STUDY.....	16
2.3DATA OF INSTRUMENT.....	17
2.4 TREATMENT OF DATA.....	17
2.5 PRESENTATION ANALYSIS.....	17
<b>CHAPTER: 3 LITERATURE REVIEW &amp; STUDIES.....</b>	<b>18</b>
3.1 RELATED LITERATURE.....	19
3.2 LOCAL LITERATURE.....	23
3.3 FOREIGN LITERATURE.....	24
3.4 BRIEF SUMMARY OF THE LITERATURE ND ITS RELEVANE.....	24
3.5 AREAS FOR FURTHER STUDIES.....	24
<b>CHAPTER: 4 PRESENTATION ANALYSIS.....</b>	<b>25-50</b>
<b>CHAPTER: 5 SUMMARY OF FINDING, CONCLUSION &amp; RECOMMENDATIONS.....</b>	<b>50</b>
5.1 SUMMARY OF FINDINGS.....	52
5.2 CONCLUSION.....	56
5.3 RECOMMENDATIONS.....	57
<b>6 BIBLOGRAPHY AND REFERENCES.....</b>	<b>58-60</b>
<b>7 ANNEXURE.....</b>	<b>61-67</b>