



A STUDY ON CHALLENGES OF RECRUITERS ON SOURCING THE RIGHT CANDIDATE WITH SPECIAL REFERENCE TO SKILLS HR

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ABSTRACT

In the job market scenario, Productivity, Innovation and Efficiency are the foremost active factors for the expansion of an organization. To realize these factors organizations should specialize in the human resource department. There are various challenges that the Human Resource Department of an organization face and thus the challenges concerning Human Resource Recruiters are given wider attention as an organization cannot sustain or survive if it overlooks the challenges faced due to the rapid advancement within the company needs and skills. As a result, HR managers will have to be compelled to get before the match by understanding these major future demographic, technological and societal shifts, then preparing themselves accordingly. Varying demographic changes across the developed and developing world will place greater pressure on both the govt. and private sector to initiate and implement creative solutions to show, integrate and retain a rapidly changing and diverse working population. In this paper we affect various HR Recruiter challenges on sourcing and steps to prevail over these challenges.

KEYWORDS: Attention, Challenges, Demographic, Recruiters.

I. INTRODUCTION

Sourcing may be a talent acquisition discipline that is concentrated on the identification, assessment and engagement of worker candidates through proactive recruiting techniques. Professionals specializing in sourcing are celebrated primarily as Sources; however conjointly web Recruiters, Recruiting Researchers or Talent Scouts. the particular act of sourcing for candidates is performed by either a recruiter (be it an interior company recruiter or agency recruiter) or an ardent recruiter simply targeted on the sourcing perform. The definition of sourcing has to be clearly outlined by what it's, the maximum amount as what it's not. Candidate sourcing activity generally ends once the name, job title, job perform and get in touch with data for the potential candidate is set by the candidate source. To additional develop an inventory of names that were sourced some firms have a person then reach dead set the names on the list to initiate a dialogue with them with the intention of pre-screening the candidate against the duty necessities and gauging the interest level in

hearing concerning new job opportunities. This activity is termed "candidate profiling" or "candidate pre-screening". The term candidate sourcing mustn't be confused with candidate analysis. The actual act of sourcing for candidates is performed by either a recruiter (be it an interior company recruiter or agency recruiter) or an ardent recruiter simply targeted on the sourcing perform. The definition of sourcing has to be clearly outlined by what it's, the maximum amount as what it's not. Candidate sourcing activity generally ends once the name, job title, job perform and get in touch with data for the potential candidate is set by the candidate source. To additional develop an inventory of names that were sourced some firms have a person then reach dead set the names on the list to initiate a dialogue with them with the intention of pre-screening the candidate against the duty necessities and gauging the interest level in hearing concerning new job opportunities. This activity is termed "candidate profiling" or "candidate pre-screening". The term candidate sourcing mustn't be confused with candidate analysis.



Figure.1 Recruiting Vs Hiring Manager Challenges

Source: Talentnow

Talent management encompasses all activities required to recruit, retain and develop talent, as well as establishing the right structure and processes to ensure that professionals can perform optimally. Key propositions include strategic workforce planning – the science to anticipate on present and future human capital needs by matching business goals with HR data – recruitment & retention, workforce effectiveness and performance management. Through the rise of data and new technologies, HR analytics has grown into a full-fledged service area within HR consulting. HR analytics focuses on applying analytic processes to the human capital spectrum, with the key objective of adding insights and value to HR activities.

The learning & development service line, also referred to as training & development, is concerned with activities aimed at improving the

performance of individuals and groups. The scope ranges from organisational and competency development across leadership, departments and functions to support the training and education needs of individuals. Learning & development also includes the soft side of development, such as coaching and mentoring, as well as the technological side of training, such as the development and implementation of learning management systems. Lastly, HR technology is the field that specialises in all systems and tools used in the HR department, including large ERP modules by SAP, Oracle or Microsoft, and more niche solutions per functional domain.

II. REVIEW OF LITERATURE

(1) Dr. V. Vijay Anand et al (2018) published an article in the International Journal of Pure and



Applied Mathematics entitled that “A STUDY ON EFFECTIVENESS OF RECRUITMENT ORGANIZATIONAL SUPPORT IN ITES”. This study is basically to understand the effectiveness of the recruitment and its process and organizational support for the better meant of the knowledge. The effectiveness of recruitment has become increasingly popular as a measure for identifying the process of recruitment in the organization and as a tool for developing recruitment process. The researchers have applied some of the statistical tools like Percentage Analysis, Regression, and Correlation.

(2) Daniel F. Mahony et al (2006) published an article in the Journal of Sport Management entitled that “Recruiting and Retaining Sport Management Faculty: Factors Affecting Job Choice”. This study is describing the growth of sport management has led to concerns about the quantity and quality of candidates for faculty positions. In addition to trying to recruit recent doctoral graduates, many programs focus on recruiting established faculty members. This study examines factors affecting the willingness of sport management faculty to accept new positions, and the likelihood of leaving their current positions.

(3) Asrat Dagne Kelkay(2018) published an article in the American Journal of Educational Science entitled that “Practice and Challenges of Recruitment and Selection of Teachers in Private Primary School of Bahir Dar City, Ethiopia”. This study was to examine the practice and Challenges of recruitment and selection of teachers in private primary school of Bahir dar city. Objective of the study was to investigate the implementation of recruitment and selection of teachers in private primary schools. Design of the study was descriptive survey method. A total of 8 private primary schools were selected on the basis of comprehensive sampling method.

(4) Abobk rklefa N Alhigig, Dr. Reena Mehta(2018) published an article in the IOSR Journal of Business and Management (IOSR-JBM) entitled that “Biggest Challenges Facing Hr Departments”. This paper explains the Biggest Challenges Facing HR Departments, As HR works to move to a more strategic role, addressing these issues has become a continual and time consuming process. in global politics and the continued business risks mean that global HR directors will be facing some difficult challenges in the coming few years.

(5) Sophia Diana Rozario, Sitalakshmi Venkatraman and Adil Abbas(2019) published an article in the Molecular Diversity Preservation International and Multidisciplinary Digital Publishing Institute entitled that “Challenges in Recruitment and Selection Process: An Empirical Study”. This study is basically to understand today’s knowledge economy very

much depends on the value created by the human resource of an organisation. The purpose of this research is to conduct an empirical study to identify the critical aspects of the employee selection process that can influence the decision based on different perspectives of the participants such as, hiring members, successful applicants as well as unsuccessful applicants.

(6) Lauren Rockliffe, Amanda J. Chorley, Laura A. V. Marlow & Alice S. Forster(2018) published an article in the International Journal of Qualitative Studies on Health entitled that “It’s hard to reach the “hard-to-reach”: the challenges of recruiting people who do not access preventative healthcare services into interview studies. Our most successful recruitment methods included recruiting through community groups with whom they had previously established relationships, recruiting through schools and re-contacting participants who previously completed a related survey. they conclude that successful recruitment is dependent on study awareness and engagement. they urge others to be transparent in reporting recruitment methods in order to benefit the qualitative research community and suggest that details are published as supplementary material alongside qualitative articles in future.

(7) Navdeep Kumar, Pankaj Garg(2010) published an article in the ASIAN JOURNAL OF MANAGEMENT RESEARCH entitled that “Impact of Online Recruitment On Recruitment Performance”. This paper analyses competitive organizations of the future have to attract and retain the best and outstanding employees to remain competitive in the market. The Internet allows organizations to reach a large number of candidates easily and efficiently. Although the World Wide Web is becoming the hot new recruiting tool, traditional methods, such as newspaper advertising, are not yet obsolete.

(8) Archean Ruben et al (2019) published an article in the British Medical Journal entitled that “Effectiveness of different recruitment strategies in an RCT of a surgical device: experience from the End barrier trial”. In this study, the recruiting participants into clinical trials is notoriously difficult and poses the greatest challenge when planning any investigative study. Although recruitment from primary care proved extremely successful at one study site, this largely failed at another site prompting the implementation of multimodal recruitment strategies including a successful media campaign to ensure sufficient participants were enrolled and the study was adequately powered. From this experience, we propose where appropriate the early engagement



and investment in media campaigns to enhance recruitment into clinical trials.

(9) Cynthia D. Fisher(1989) published an article in the SAGE Journal entitled that “Current and Recurrent Challenges in HRM”. This article reviews recent research progress and identifies future research needs relevant to two somewhat different constituencies in HRM: the HR executive, and the operating level HR manager. Issues primarily of concern to the former include attuning HR policies to the organization's strategy, managing human resources in an international context, dealing with mergers and acquisitions, and downsizing. Researchers have just begun to explore these critical problems, and much remains to be done. Daily issues of more concern to operating level HR practitioners include selection, training, compensation, and performance appraisal. These topics have been much more thoroughly researched, though existing knowledge is not being applied as well as it could be.

(10) Sugandha Agarwal, Khalid Mohammed Saif Al Qouyatahi(2017) published an article in the International Research Journal of Business Studies entitled that “HRM Challenges in the Age of Globalisation”. In this study, it reviews the globalization has caused blurred international boundaries. This paper is an attempt in understanding and analysing the challenges existing and affecting the functioning of HRM while a company operates on global platform. The major encounters and worries of HR team, and the responses that HR managers need to make to such challenges with their increasing responsibilities in the globalized environment, have also been discussed in this paper. Effective leadership, managing diverse workforce, role of technology in HR functions like recruitment and selection, legal and political aspects, skill management, global mind-set are some of the jostling issues encountered by human resource function in the retro of globalization.

III. RESEARCH METHODOLOGY

This study used a relational research design to analyse the challenges faced by the recruiters. Research into recruiter challenges is largely dependent on the day to day work in Recruitment process. Perceptions are generally acquired through subjective self-reports or opinion and the recruiter's own work experience. A design based on surveys is therefore appropriate. Relational surveys empirically examine the relationships between two or more variables, constructs, and/or factors. Descriptive surveys are primarily used to provide personal and demographic information. Correlation studies are used to: measure relationships; check consistency of those relationships; and to make predictions. This allows the researcher to test hypotheses by

confirming or refuting their predictions which is consistent with Grounded Theory and the formation of theoretical frameworks. It follows that predictive validity is most often achieved by statistical methods such as correlation and regression.

DESCRIPTIVE RESEARCH DESIGN

It involves survey and fact-findings enquires of different kinds. The major purpose of descriptive research is the description of the state of affairs, as it exists at present. The main characteristics of this method are that the researcher has no control over variable; he can only report what has happened or what is happening. The method of research utilized in descriptive research are survey of all kinds, it is concerned with the research studies with a focus on the portrayal of the characteristics of a group or individual or a situation.

DATA SOURCES

Data refers to information or facts. It includes numerical figures, Non-numerical figures and descriptive facts and qualitative and quantitative information. The task of data collection begins after a research problem has been defined and research plan has been decided. After identifying and defining the research problem, the researcher's task is to look the type and sources of data which may yield the desired results. Data sources are of two types through which data is collected.

Data sources are classified as

- Primary Data
- Secondary Data

PRIMARY DATA

It comprises of the data which was collected through the questionnaires filled by the respondents.

SECONDARY DATA

It comprises of the data which was collected through books, journals, articles, magazines and websites.

SAMPLE

POPULATION

The Population of the study is the present employees of Skills HR.

SAMPLE SELECTION

Given that Skills HR is a specialised Human Resource Consultant company with a population (n = 120) all employees were approached to participate. Electronic survey links were sent to the entire population and 92% response rate was achieved where all of the respondents completed all of the surveys.



PROCEDURES

The researcher requested permission from the Chief Executive Officer of the organisation to circulate surveys among the employees. In addition, permission was granted to access human resource management records and employer/employee correspondence where legal, relevant and appropriate to the study. The researcher is an employee of the organisation with free access to the employees which facilitated the ease of data gathering and clarification where necessary. Most of the group are in possession of post graduate degrees and a number have a Masters level qualification which further facilitated the process as the group all have a deep understanding and appreciation for the process. It is interesting to note that all employees wanted to participate and most had no desire to remain anonymous inviting the researcher to discuss any aspect of their responses with them. Surveys are a popular, economical and convenient way to collect standardised data which facilitate easy comparisons.

MEASURING INSTRUMENT

This study aims to determine the relationship between Recruiter understanding about the client need, approach of recruiter towards the critical requirement, Employee Engagement, Job Satisfaction. The following instruments were used in surveys to measure the variables:

- Recruiter Understanding on client requirement.

- Change in industrial demand.
- Skills Relevancy of candidate.

GATHERING OF DATA

The online surveys were created in Google Forms. Google Forms is part of the Google Apps suite and facilitates the creation, distribution, and collation of survey data electronically. The surveys were distributed from the facility in Google Forms by way of a link in an email. The anonymous survey responses are automatically collected and stored on Google Drive where the information is made available in a tabular format (Microsoft Excel).

STATISTICAL TOOLS USED

To Analyse and interpret collected data the following statistical tools were used.

1. Frequencies
2. One way Anova
3. Correlation between three variables

IV. DATA ANALYSIS AND INTERPRETATION

TABLE SHOWING THE RATINGS GIVEN BY THE HR RECRUITERS

- Based on the 5 major dimensions, the ratings collected from HR Recruiters.
- The collected rating data are arranged properly, analysed systematically and interpreted precisely.

| S.NO | SURVEY QUESTIONS | RATINGS GIVEN BY THE RECRUITERS IN RANK WISE | | | | |
|------|---|--|----|----|----|-----|
| | | SA | A | N | DA | SDA |
| 1) | Industry changes and Advancements are creating impacts on sourcing methodology. | 71 | 5 | 3 | 12 | 3 |
| 2) | Passive Recruitment and Candidate engagement is difficult. | 72 | 9 | 5 | 6 | 2 |
| 3) | Understanding client needs is very much essential. | 20 | 27 | 32 | 5 | 10 |
| 4) | Follow-up candidates are very tedious work. | 48 | 18 | 10 | 15 | 3 |
| 5) | Transparent to candidate is very important | 42 | 19 | 18 | 6 | 9 |

CHART REPRESENTATION THE SURVEY No: 1

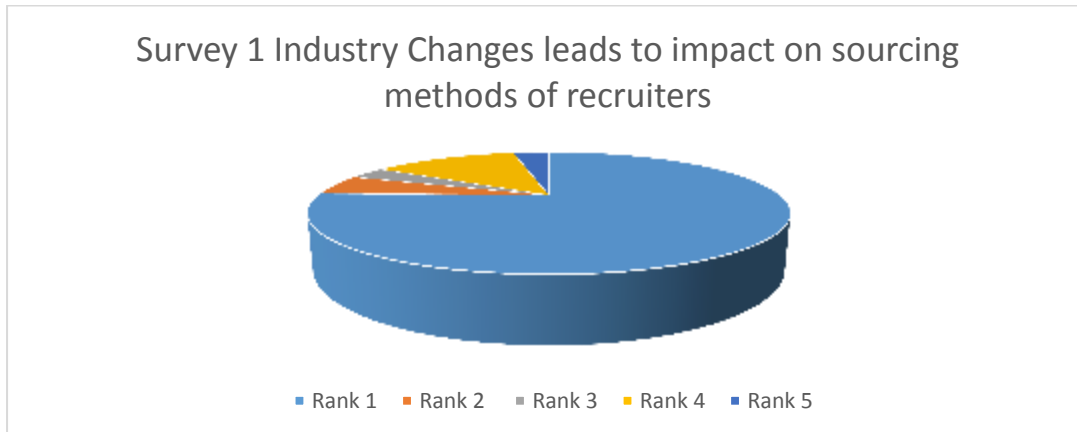
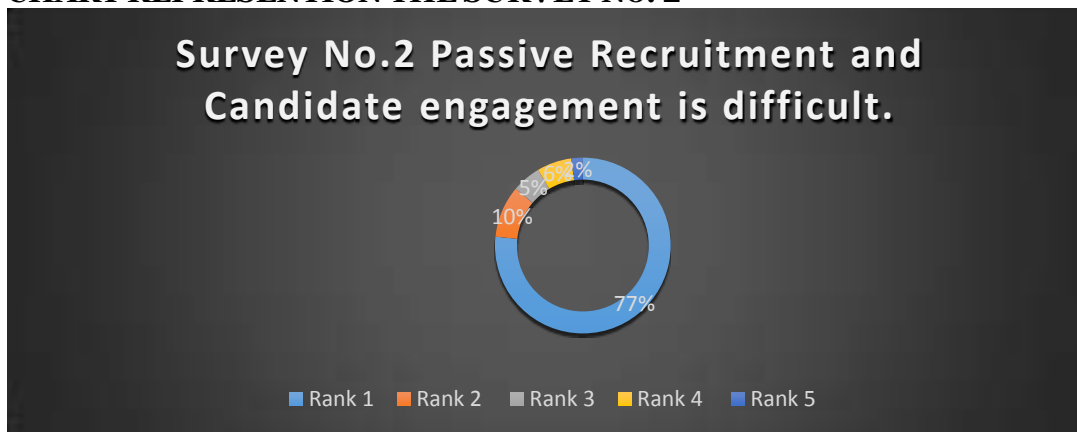


CHART REPRESENTATION THE SURVEY No: 2



RANK CORRELATION ANALYSIS FOR SURVEY 4 AND SURVEY 5:

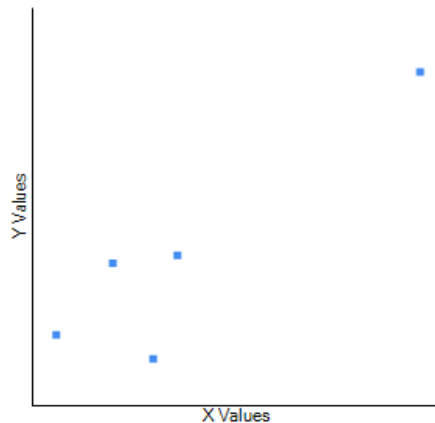
| | | | | | | |
|---|---|----|----|----|----|---|
| Follow-up candidates are very tedious work. | X | 48 | 18 | 10 | 15 | 3 |
| TRANSPARENT TO CANDIDATE IS VERY IMPORTANT | Y | 42 | 19 | 18 | 6 | 9 |

PEARSON CORRELATION COEFFICIENT

The value of R is: 0.9088



SCATTER PLOT CHART USING RANK CORRELATION



INFERENCE:

- The value of R is 0.9088.
- The P-Value is < .00001. The result is significant at $p < .05$.
- This is a strong positive correlation, which means that high X “Follow-up candidates

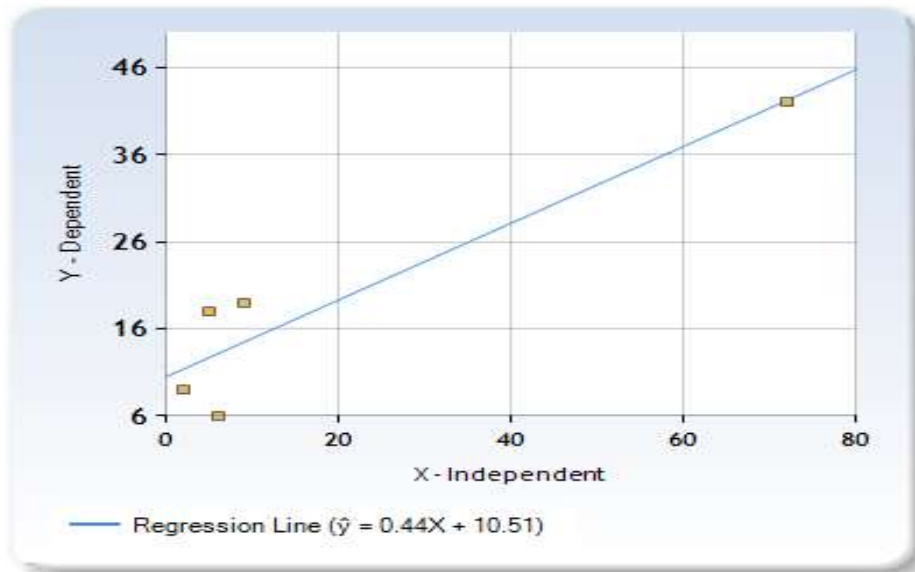
are very tedious work” variable scores go with high Y “TRANSPARENT TO CANDIDATE IS VERY IMPORTANT” variable scores (and vice versa).

REGRESSION ANALYSIS BETWEEN SURVEY 2 AND SURVEY 5

| | | | | | | |
|--|---|----|----|----|---|---|
| Passive Recruitment and Candidate engagement is difficult. | X | 72 | 9 | 5 | 6 | 2 |
| TRANSPARENT TO CANDIDATE IS VERY IMPORTANT | Y | 42 | 19 | 18 | 6 | 9 |

$$\hat{y} = 0.44117X + 10.50601$$

LINE CHART USING REGRESSION ANALYSIS



INFERENCE

- The Regression Equation = $\hat{y} = bX + a$ is $\hat{y} = 0.44117X + 10.50601$
- This is a strong positive relation, the regression coefficients are independent of change of origin, but not scale.

CHI- SQUARE TEST

- The Chi-Square test of independence is used to determine if there is a significant relationship between two nominal (categorical) variables.
- The frequency of each category for one nominal variable is compared across the categories of the second nominal variable.

TABLE SHOWING THE TEST STATISTICS:

| | Updating Knowledge through Experience | Updating through specific Forum | Marginal Row Totals |
|------------------------|---------------------------------------|---------------------------------|---------------------|
| Trainee Recruiter | 15 (20) [1.25] | 85 (80) [0.31] | 100 |
| Experienced Recruiter | 25 (20) [1.25] | 75 (80) [0.31] | 100 |
| Marginal Column Totals | 40 | 160 | 200 (Grand Total) |

- Trainee Recruiters nearly 15.9 % are updating their knowledge through experience of day to day work.
- Experienced Recruiters nearly 29.41 % are updating their knowledge through experience of day to day work.
- Nearly 90.42% trainee recruiter data reveals that they are updating the knowledge through specific forum.
- Experienced Recruiters nearly 79.78 % are updating their knowledge through experience of day to day work.

- ✓ The chi-square statistic is 3.125. The p-value is .0771.
- ✓ Not significant at $p < .05$.
- ✓ The chi-square statistic with Yates correction is 2.5312.
- ✓ The p-value is .111612. Not significant at $p < .05$.



**ONE WAY ANOVA
TABLE SHOWING THE RATING GIVEN BY THE RECRUITERS**

| SURVEY QUESTIONS | RATINGS GIVEN BY THE RECRUITERS | | |
|--|---------------------------------|----|----|
| | 1 | 2 | 3 |
| Policies are most essential | 63 | 19 | 12 |
| Social Media Network is more important | 75 | 16 | 3 |
| Good Perception on candidate is more important | 49 | 23 | 22 |

Result Details

| Result Details | | | | |
|--------------------|--------|----|----------|--------------------|
| Source | SS | df | MS | |
| Between-treatments | 2638.8 | 2 | 1319.4 | <i>F</i> = 2.71221 |
| Within-treatments | 5837.6 | 12 | 486.4667 | |
| Total | 8476.4 | 14 | | |

- The f-ratio value is 2.71221.
- The p-value is .106693.
- The result is not significant at $p < .05$.

**FINDINGS, SUGGESTION AND CONCLUSION
FINDINGS**

The Overriding purpose of this study was to analyse the relative challenges faced by the human resource recruiter in the Human Resource Consulting Industry. To accomplish this goal, it was necessary to reach some prerequisite goals. Determining what was the current recruitment levels being used by the recruiters to their clients and the client perceptions about the same assumed a high degree of importance during the review of literature conducted for this dissertation. Related to that effort it became necessary to reach an understanding about the nature of Recruitment practices and policies followed in the Human Resource Consulting Industry. To adopt for the possibility that better and frequent change in the style of skills sourcing and it improves the understanding level of recruiters in Human Resource Consulting Industry. It can improve the prospects for all the 3 levels such as Recruiter, Client and Candidate, it is very important to

develop a model of analysing on processes with a potential of encompassing the totality of human resource sourcing, recruitment process and technology interaction. After achieving these fundamental steps, the research was able to go forward. This Chapter comprehends the conclusions and recommendations that resulted from the study.

The Study was conducted in Skills HR. It is a HR Consulting Firm located at Nungambakkam in Chennai. The HR Consulting area chosen as this field has been historically active in the personnel management and has population dynamics and characteristics which enabled the HR Recruitment Industry is developing over the last 5 to 10 years. The study was conducted from November 2019 to March 2020 for a period of 5 months. Both Qualitative and quantitative methods were adopted to complete the study. The respondent chosen were the Recruiters I.e. Trainee and Experienced Recruiters.



On analysing challenges, we have two important participants in the study The HR Recruiters and candidates have been included due to their predominant role in the entire process. Those Recruiters who were performing their sourcing activities in the online platform are the key respondents across this projects were selected as sample. The Purpose for the same has been explained in limitations of the study in Chapter 4. There were a total 94 Recruiters working in Skills HR. Responses from 73.52% of the Survey Lists.

The responses were gathered from 52 Male Recruiters and 42 Female Recruiters. The SPSS (Software Package for social sciences) was used to derive the results. The Tests and Statistical Methods applied were Pearson Correlation, Linear Regression, Chi- Square Test of Independence of attributes and One- Way ANOVA. The Statistical Findings are detailed in Chapter 3 which tabulates the results of the hypothesis and form the main findings of this research work.

The study has quantitative and quantitative approach and the results and responses of the survey are considered to draw the recommendations. Each of the research questions has been identified as a parameter and the observations are recorded to draw conclusions. However, a detailed observation along with the statistical results is already presented in Chapter 3 which details with Data Analysis and Findings of the survey and interpretation of statistical results. The main Conclusions are detailed as,

RECOMMENDATIONS

Attracting the right candidates: Recruiters ever tried to discover the right candidate in a pool full of unqualified talent, they know that your options are limited. They choose the best person you can find at the time—not the best fit for the job. But it's not always about the amount of candidates who apply the simplest thanks to hire the proper people is usually from a smaller pipeline of more qualified talent.

Engaging qualified candidates: Good candidates are often contacted regularly by recruiters, making it harder for your own email to stand out. In addition, candidates with hard-to-find skills are often considering several job offers at an equivalent time. Recruiters need to put extra effort into persuading passive candidates to choose your company over your competitors.

Hiring fast: Hiring teams want to hire as fast as possible, because vacant positions cost money and

delay operations. Yet, counting on your industry, making a hire can take several months putting pressure on recruiters and frustrating hiring teams. A long time to hire may be a by-product of a shortage of qualified candidates. The hiring process could also be too long or hiring teams might struggle to succeed in a consensus, leading to the simplest candidates finding jobs elsewhere.

Using data-driven recruitment: Companies can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions. But collecting and processing data are often a hassle. Spreadsheets are a method to trace hiring data but they require manual work, are susceptible to human error—and they're not compliant. This makes it hard to track data and trends accurately. Hiring teams need ways to compile and organize data in an efficient and streamlined way.

Building a strong employer brand: A good employer brand helps you attract and engage better candidates. Organizations that invest in employer branding are 3 times more likely to form a top quality hire. Yet, it's a posh process that has anything from ensuring a positive candidate experience to promoting your culture on social media. It's a continuous, collective effort that requires you to step out of your usual duties and secure buy-in from your co-workers.

Ensuring a good candidate experience: Candidate experience isn't only important for employer branding, but it's also a factor when your best candidates are evaluating your job offers. The way you treat candidates during the hiring process mirrors the way of treating them after hiring. If they had a bad experience, they are less likely to accept. Conversely, positive candidate experiences can enhance your employer brand and encourage good candidates to use and accept your job offers.

CONCLUSIONS

Build a talent pool- Talent pipelines are groups of candidates you've already engaged who can fill future positions in your company. This can assist you reduce time to rent and recruiting costs, because you'll have already got qualified, pre-screened candidates in line when a task opens. Look into past hiring processes for candidates who advanced to the ultimate stages or source new candidates. Past candidates are obviously qualified, while new ones will assist you build a more comprehensive and diverse candidate database. Engage past and passive candidates. Your pipelines are stronger if candidates know



you're considering them and if you're staying in touch. Let them determine how often you'll communicate with them, either via in-person meetings or by sending them useful content and knowledge. Instruct interviewers on how to prepare for interviews. Giving them a checklist will be helpful. Encourage them to require Harvard's Implicit Association Test to spot their hidden biases. Educating them on how biases work is additionally an honest idea. Arrange mock interviews. This will be especially useful for inexperienced interviewers. Disseminate recruiting resources. Ask each hiring team member whether they'd have an interest in receiving interesting articles or videos with hiring advice. Set expectations of the quantity they'll get to read, for instance, send a piece of writing once a month. Using social media to post your jobs or promote your company. Showcasing your culture, benefits and employee stories in your careers site to encourage more applicants. Attending job fairs and host recruiting events whenever possible. Using tools like People Search to source candidates supported location, skills and other job-related criteria. Invest in an Application Tracking System (ATS)-An ATS can streamline your hiring process by making it possible for your hiring team to collaborate and keep all candidate data in one place.

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