



Recruitment and Selection Methods Used in Private Sector: With Special Reference to Aurangabad District

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Abstract

The present research study is concerned with the recruitment and selection process in private organizations of Aurangabad district. Recruitment and selection is the main function of human resource management. The study overviews the challenges and issues of HRM, a global scenario of recruitment, current trends in recruitment and selection, etc. The profile of the Aurangabad industrial sector is of major significance while studying the recruitment and selection process. The review of literature has overviewed all elements of the recruitment and selection process. The study has been covered the analysis of different aspects of the recruitment and selection process like sources of recruitment, methods of recruitment, selection tests/methods, etc. Many organizations are using old recruitment sources like employee references, advertisements, contractors, etc. but they are not using audio-video calls, job portals, video conferencing, etc. to recruit the candidates. E-Recruitment source is not continuously used in the private sector due to fewer infrastructures. Talented employees can search through dynamic methods of interview and selection tests. Jobs are available but it attracts skillful and experienced employees. Opinions of HR managers vary from organization to organization and it has been studied for finding facts by using statistical tools and techniques.

Keywords: Recruitment sources, selection methods, selection criteria, interviews, e-recruitment, selection barriers, skills, experience, knowledge

Introduction

In a competitive global world and increasing flexibility of the business, the recruitment and selection of employees in the organizations are gaining more and more significance. The world has become a global market and there is huge competition in the market. If organizations have to face this competition successfully, they have to produce a quality product to attract the maximum customers. The production of quality products is possible only if the organizations recruit a skillful labor force. Organizations need to give more importance to human resources in both means and the end of the productivity. When human resources are properly recruited, trained, and motivated, it can compensate for inadequacies and overcome any formidable obstacles. It is to be developed through a structured plan. Recruitment forms the first stage in the process, which continues with selection and ends with the placement of the candidate. It follows the Human Resource planning function. Recruitment makes it possible to acquire the number and type of people necessary to ensure the continued operation of a business organization.ⁱ

The selection process plays a vital role in the entire human resource issues in respect of recruitment and selection of employees. Care has to be taken in selecting the candidate as this decision affects not only the career of the individual but also the future of the organization. The main purpose of the selection process is to select the most suitable candidate who would meet the requirement of the job. The most suitable person is selected after the elimination of the unsuitable applicants through successive stages of the selection process. Employees are the most important aspect in any business and management and should make every effort to get the appropriate employees. If an organization wants to stay competitive it must recruit and retain an efficient team of employees.ⁱⁱ

Definitions of Recruitment:

- According to **Edwin Flippo** "Recruitment is the process of searching for employment and stimulating them to apply for the job in an organization."



- According to **DeCenzo and Robbins** “Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies or from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking jobs.”

Process of Recruitment:

The first step involved in the recruitment process is planning vacant positions in an organization. The job analysis is to analyze the posts or positions in the organization. The second step involves the strategy development to recruit the employee in an organization. In this regard is to devise a suitable strategy for recruiting the candidates. The strategic considerations may include issues like whether to prepare the candidates themselves or hire them from outside, which type of method of recruitment to be used, which source of recruitment to be practice to be followed while recruiting the candidates in organizations.ⁱⁱⁱ The third step involves searching the candidates through the direct and indirect sources of recruitment. The organization has to use an appropriate source of recruitment that finds the candidates easy. Screening is the fourth step of the recruitment process to screen the applications received in response to the invitation. Applications are screened against the qualifications, knowledge, skills, abilities, interests, and experience mentioned in the job specification. The shortlist is prepared based on the eligibility of candidates. The fifth and last step is evaluation and control of the recruitment process in an organization.

Definitions of Selection:

- “According to **DeCenzo and Robbins**, “Selection activities follow a standard pattern, beginning with an initial Screening interview and concluding with final employment decision.”
- “Employee Selection is the process of putting right men on the right time to the right job.”
- According to **Heinz Wehrich and Harold Koontz** “Selection is a process of choosing from the candidates, from within the organization or from outside, the most suitable person for the current position or the future positions.”

Selection Criteria:

The selection criteria can give assurance of clear understanding and maturity among the members of the recruitment and selection panel which is critical to bring the success of selection.^{iv} The selection criteria include the following points:

- The selection criteria carry out job analysis role of the organization who wants to be recruited and how that job role to be developed by an employee.
- Identifying the role of a senior employee or other staff members who are familiar with the job role, involving them in the selection process. Criteria should identify those characteristics which lead to superior performance to the selection of candidate.
- Criteria should consider past pool and good performance made in a previous company, measure these factor which leads to success or failure. Different perspectives are to be identified to succeed in the selection process.
- Finally, the criteria have to review (from experienced and senior employees) to ensure the accuracy relevantly and that nothing fundamental has been missed.

Definition of Medium Scale Enterprise

Medium Scale Enterprise defines the investment of an organization in fixed assets more than Rs. 5 crores but does not exceed Rs. 10 Crore

The above definitions are given in MSME Act 2006. The definition of manufacturing enterprise is based on the above-stated figures invested in plant and machinery. The service enterprise is based on investment in equipment and it has less restriction of investment compare with a manufacturing enterprise. Service enterprise requires less equipment.

Large Enterprises

The large enterprise required 100 million or 10 crores investment in fixed assets in India. The large-scale industries contributed huge revenues and thousands of jobs for Indians. The large-scale industries are generic. Following are some examples of large scale industry:

- Automobile Manufacturing Industry
- Textile, Iron and Steel Industry
- Telecom and IT industry

Mega Enterprise

Where the investment more than Rs. 250 crore or up to Rs. 500 crore or generating employment of more than 1000 employees in Maharashtra called a mega-scale project. Where the investment is above Rs. 500 crore or up to Rs. 1000 crore called a super mega-scale project. Where the investment is more than Rs. 1000 crore called an ultra mega-scale project. This is defined by the package scheme of incentives 2007 policy. As per the MSME report of 2014-15, there are 18 mega projects in the public and private sector of Aurangabad Industry.

Literature Review

Taylor (2008) believes that unstructured interviews are not as effective or easily used. Every candidate is being asked different questions and thus comparison can be difficult and getting tough to assess the potential of a candidate. It may be difficult to know the perfectness of a candidate to fit for the job. The use of hypothetical questions can help to improve the reliability of the interview as candidates' characteristics will be easier to see as they talk about doing a certain aspect of the job. **Manisha A.**



Kotgire (2009) found that only 5% of IT employees are selected through e-recruitment source which is working in various industries in Aurangabad. More than 31% of companies recruited through a direct advertisement process. The College campus interview process is used only 15%. **Rashmi T. K. (2010)** in the process of recruitment and selection the HR manager should be well educated and well trained. The job role and person specification are to be well in an organization. This is a difficult task whatever is stated in the market it should not be underestimated or should not be done hurriedly. **Ayesh Tabassum (2011)** has been studied existing recruitment methods and sources of recruitment. It is in the public sector banks in Bangladesh which required a large number of qualified, high potential, talented and committed staff to achieve the goal of banks. Banks appointed the candidates through external sources.

The **HR Planet** magazine (2012) noticed that the average global English proficiency skill of employees was 4.15% in the year 2011. The employees must have good communication skills and the ability to work under stress. The **Autumn HRM Magazine (2013)** revived the succession planning of creating a sustainable talent pipeline. An organization can provide many avenues for the employees to learn and develop. **Lynch** said that they implemented a high potential program to identify future leaders. The employee can take the advantage of learning together with a program, technical assignments programs, and rotational assignments, etc. These programs enhance critical skills and job performance, and career growth. **Achal Agrawal, President Asia Pacific, Kimberly Clerk Corporation** stressed that “A successful approach is when mobile ex-pats are entrusted to develop and groom talent wherever they go and inculcate the company values and culture, which make it easier for local talents to adapt faster and contribute more effectively.” The Boeing Leadership Centre arranges best practices to employees across the world to gain high skill and send back to the home country. Boeing has been investing tremendous resources to develop the skills and qualities like the future leaders model determine the behavior of expected leaders. In HR Magazine, **HR Guide to Recruitment the article of Cliff Davis (2014)** noticed his top five strategies for talent retention in an organization. The first strategy is to attract employees through employer brand. The organization's approach is to control what the brand is. It is important to clear about who we are and who we are not that should be communicated. The organization can develop its brand for the retention of talent. The second strategy is to use a valid and reliable selection process. The organization needs to put together a system for interviews and training on how to hire talent.

Dr. Sneha Mankikar (2014), selection of suitable employee is much beneficial but if the decision goes wrong it can be dangerous to the organization. It is a difficult activity of the HR department. Organizations must be conscious about the recruitment and selection process and its importance; it's getting changed in techniques and methods when the organization may have changed. **Monster Employment Index India Year (2014-15)** reveals that online recruitment is becoming the best source of recruitment. In India, it's growing fast but use rapidly in the USA and UK. The month of June 2015 registered the highest increase in online recruitment in India. **Dr. Gajanan D. Choudhari (2016)** searched direct recruitment method has subsequently used in the small and medium scale industries in Aurangabad. It shows 16.20% recruitment is done based on old employee recommendations. Very few employees recruited in SMI by using a source of advertisement and campus interview and its effect that the organizations not getting well educated and skilled candidate. **Ashish Arya (2017)** explained that very few applicant who can meet the standard prescribed in the job description. The task is to assess the candidate's potential to meet the prescribed performance criteria, a requirement of a combination of methods of selection or not to be depending on a single method of recruitment. The recent news in **Recruiters Today – The career and employment Magazine (2018)**, In Bristol city, universities, institutions, colleges, and agencies are taking certain initiatives to lead the recruitment process. Recruiter.com Certification Program (RCP) has designed an online portal to teach anyone anywhere that how to become a recruiter. This portal is giving new packages. **Cary Huckaby and Kim Lafavor (2020)** highlighted today's climate of managing operations in assuring business sustainability during the covid-19 pandemic. A good business leader is search for the right methods of recruitment and approaches to govern our tangible assets and assurance of return on investment. **Tammy Henry (2020)** stressed screening of current employees. It is good while a pre-employment screening process helps decrease the possibility of recruiting unqualified, dishonest, or dangerous applicants, implementing a screening process for current employees further guards against the risk to the company and the workplace. **Dennis W. Koerner and Cindy Ogden (2021)** focused on key retention strategies that include hiring, training, and inspiring employees in a manner that is consistent with the organization and employees. Keeping employees starts with hiring the right employees.

Statement of Research Problem

Unless the organization has the best available employees, it will not be able to grow and flourish in the market. The difficult job is to hire the right candidate at right time at the right place. In the recruitment, process the organization has a problem hiring a talented, experienced, and skilled employee. In the recruitment process, selecting an appropriate method and sources (ex. employee referral, job consultancy, campus recruitment, advertising, etc.) to hire the employee is gaining more importance. How organizations use different sources of recruitment to recruit the candidate in an organization? The organization has to select a suitable method or sources of recruitment and this is not an easy job. The selected methods and source of recruitment must be beneficial to the organization otherwise organization can fail to choose the candidate and will not give a positive result in the selection process. The performance or quality of the candidate is measured through interview methods and selection tests. If an organization fails to follow the appropriate interviews and selection tests, it may face different barriers such as validity, reliability, perception, etc.

Significance of the Study

The present research works determine the significance of different recruitment sources (ex. employee referral, job consultancy, campus recruitment, advertising, etc.) and assist which one is better to choose the candidates. The study analyzes the methods of recruitment either direct or indirect method is suitable to organizations for the recruitment of employees. The selection process is rather difficult than recruitment. There are some selection tests likeability, aptitude, written, medical, physical, psychometric, etc. The study measures the importance and necessity of each test to select the appropriate candidate in the organization. The interview is one essential part of selection therefore the study tries to focus on which interview method to be adopted to measure the best performance of candidates.

Objectives of the Study

1. To study the different tests/methods used in the selection process.
2. To find out the sources of recruitment used in the recruitment and selection process.
3. To evaluate procedures to choose the most suitable candidates to meet the requirements of the job.

Research Methodology

a) Sampling Type

The present research is used a simple random sampling technique. The primary data is collected from 50 HR Managers at random through a structured questionnaire.

b) Research Method

The present research follows the descriptive research method. A detailed description is made of the recruitment and selection process in private companies in Aurangabad district. In this research, personal interviews, observations, and questionnaires are commonly used to obtain the primary data. The collected data is analyzed through statistical tools and techniques. Facts finding and interpretation have been done through primary and secondary sources of information.

VI Data Processing and Analysis

The collected data is systematically analyzed with the help of statistical tools such as percentage, average, correlation, and regression. The data is presented in the form of tables, charts, graphs, and diagrams.

a. Sample Design:

The sample is selected from 102 private companies working at Mega Scale, Large Scale, and Medium-scale in Aurangabad District. There are 50 HR Manager were selected at random and required data is collected from them by using a structured Questionnaire.

Table 1: Sample Units and Respondents

Sr. No.	Type of Company	Total Companies in Region	Total Private Companies in Region	Companies Selected at Random
1	Mega Scale Companies	18	11	5
2	Large Scale Companies	173	79	39
3	Medium Scale Companies	16	12	6
Total		207	102	50

Source: MSME Office (District Industries Centre), Aurangabad

b. Data Collection:

1. Primary Data:

There is a set of questionnaires for HR managers for the collection of primary data. Additional significant information was collected through personal interaction, observation, discussion with HR managers. Telephonic calls were also made to collect the data.

2. Secondary Data:

The secondary data is an essential component in this research which is collected through annual reports from the office of DIPS (District Industries Profiles), DIC (District Industries Centre), and MIDC (Maharashtra Industrial Development Corporation). For discussions and theoretical aspects of the study, data is collected from published sources, newspapers, journals, magazines, periodicals, research papers, and Ph. D thesis etc. These sources are extensively used.

Scope and Limitations of the Study

Recruitment and selection of candidates are gaining importance. The success and image of an organization depend on the recruited staff of the organization. Instead of old sources of recruitment, the company is trying to find new sources. Companies are looking for skill, talent, knowledge, and experienced candidate. Companies conduct different tests to select the right candidate likeability, aptitude, written, medical, physical, psychometric, etc. Companies conduct interviews such as formal, structured, panel, and stress interviews to measure the performance of candidates. Companies have policies and procedures for the recruitment and selection process. Companies adopt a suitable and appropriate method of recruitment according to the environment of location and situation of the labor market.

1) The geographical scope of the study is limited to Aurangabad district in the state of Maharashtra. The industrial area is located at Waluj, Bidkin, Shendra, Chitegoan, and a few of the Talukas of Aurangabad district. In Aurangabad district, there are eight Talukas like Gangapur, Vaijapur, Kannad, Sillod, Soygoan, Paithan, and Phulambri.

2) The study is limited to Aurangabad district only due to time, money, and physical limitation of resources; however, a study of Maharashtra state in the whole of India would have been more realistic and meaningful.

Data Analysis and Interpretation

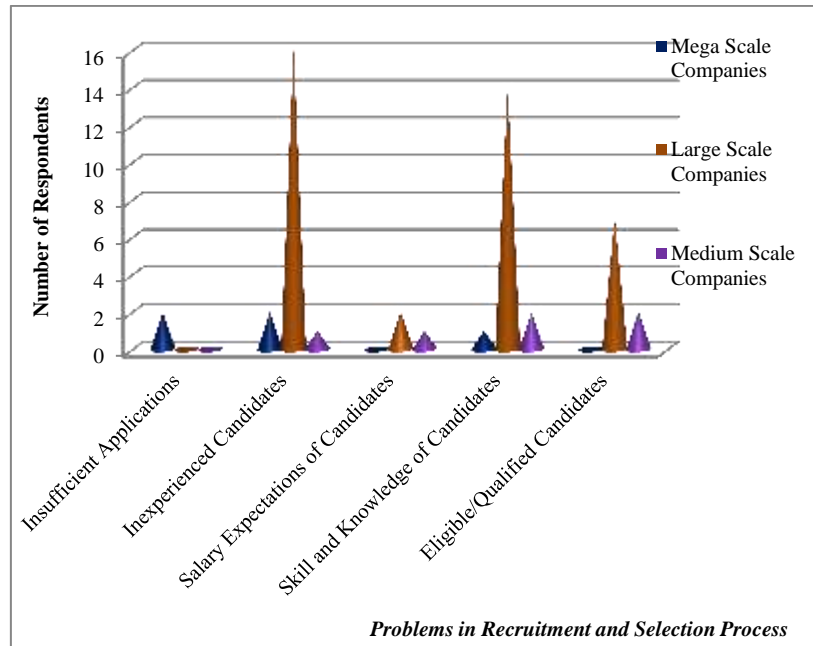
Table 2: Organizations Facing the Problems to Select the Candidates

Problems	Mega Scale Companies	Large Scale Companies	Medium Scale Companies	Total
Insufficient Applications	02	00	00	02
	40.00%	0.00%	0.00%	4.00%
Inexperienced Candidates	02	16	01	19
	40.00%	41.03%	16.67%	38.00%
Salary Expectations of Candidates	00	02	01	03
	0.00%	5.13%	16.67%	6.00%
Skill and Knowledge of Candidates	01	014	02	17
	20.00%	35.89%	33.33%	34.00%
Eligible/Qualified Candidates	00	07	02	09
	0.00%	17.95%	33.33%	18.00%
Total	05	39	06	50
	100.00%	100.00%	100.00%	100.00%

Source: Primary Data

The above table shows that the majority of respondents 16 which constitute 41.03% of large-scale companies expressed that inexperienced candidates are the main problem while doing the process of recruitment and selection. Only 2 respondents constitute 33.33% of medium scale companies have a problem that they are not getting eligible/qualified candidates. 14 large-scale organizations believe that they are facing a problem of skill and knowledgeable candidates. Entirely 19 respondents from 50 which constitute 38.00% have a problem of inexperienced candidates in the recruitment and selection process.

Chart 1: Organizations Facing the Problems to Select the Candidates



From the above graph, it is clear that there are two major problems in recruiting people like inexperienced and skill, knowledge of candidates faced by organizations. Insufficient applications and qualifications of candidates are faced by few organizations.

Table 3: Recruitment Sources Used in Organization

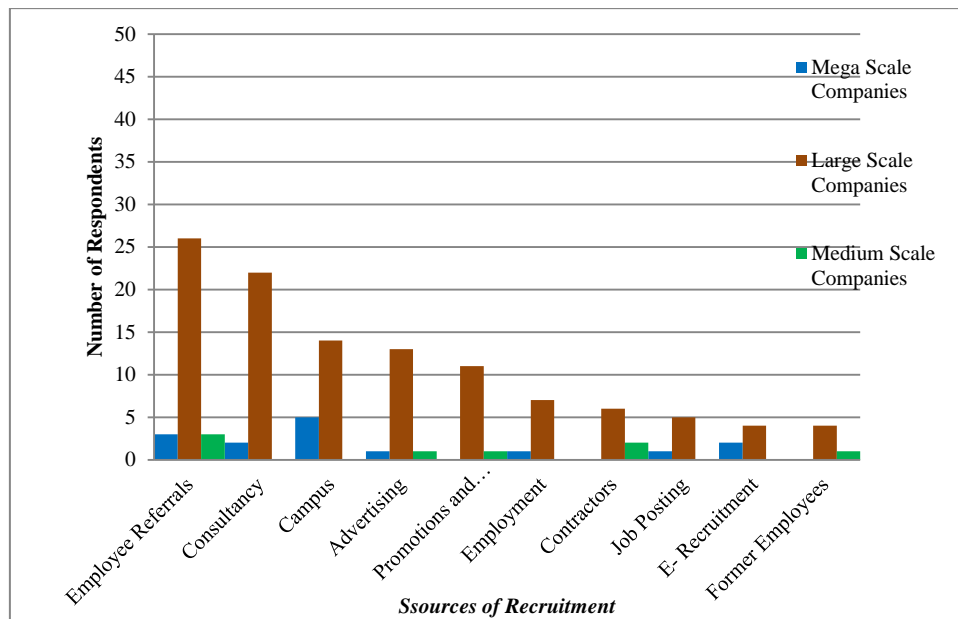
Recruitment Sources	Mega Scale Companies	Large Scale Companies	Medium Scale Companies	Total
Employee Referrals	03	26	03	32
	20.00%	23.22%	37.50%	23.70%
Consultancy	02	22	00	24
	13.33%	19.64%	0.00%	17.78%
Campus	05	14	00	19
	33.33%	12.50%	0.00%	14.07%
Advertising	01	13	01	15
	6.67%	11.61%	12.50%	11.11%
Promotions and Transfer	00	11	01	12
	0.00%	9.82%	12.50%	8.90%
Employment	01	07	00	08
	6.67%	6.25%	0.00%	5.93%
Contractors	00	06	02	08
	0.00%	5.36%	25.00%	5.93%
Job Posting	01	05	00	06
	6.67%	4.46%	0.00%	4.44%
E- Recruitment	02	04	00	06
	13.33%	3.57%	0.00%	4.44%
Former Employees	00	04	01	05
	0.00%	3.57%	12.50%	3.70%
Total	15	112	08	135
	100.00%	100.00%	100.00%	100.00%

Source: Primary Data

The above table displays that the majority of organizations 26 which constitute 23.22% used employee referrals source in respect of mega-scale companies. There is no use of campus recruitment source 0(0.00%) in medium-scale companies. Maximum respondents 22 of large scale companies which constitute 19.64% have utilized job consultancy source to recruit the candidates. Overall in 50 companies, there are 32 HR respondents which constitute 23.70% followed employee referrals source

whereas 24 and 19 respondents which constitute 17.78%, and 14.08% followed job consultancy and campus recruitment sources subsequently to search the candidates.

Chart 2: Recruitment Sources Used in Organization



From the above chart, it is revealed that employee referrals source is the major source of recruitment. Somewhere instead of employee referrals source organizations used job consultancy source, campus recruitment, and advertising consequently. Apart from these sources sometimes organization simultaneously utilizes other sources like contractors, former employees, promotions, advertisement e-recruitment, etc to search candidates.

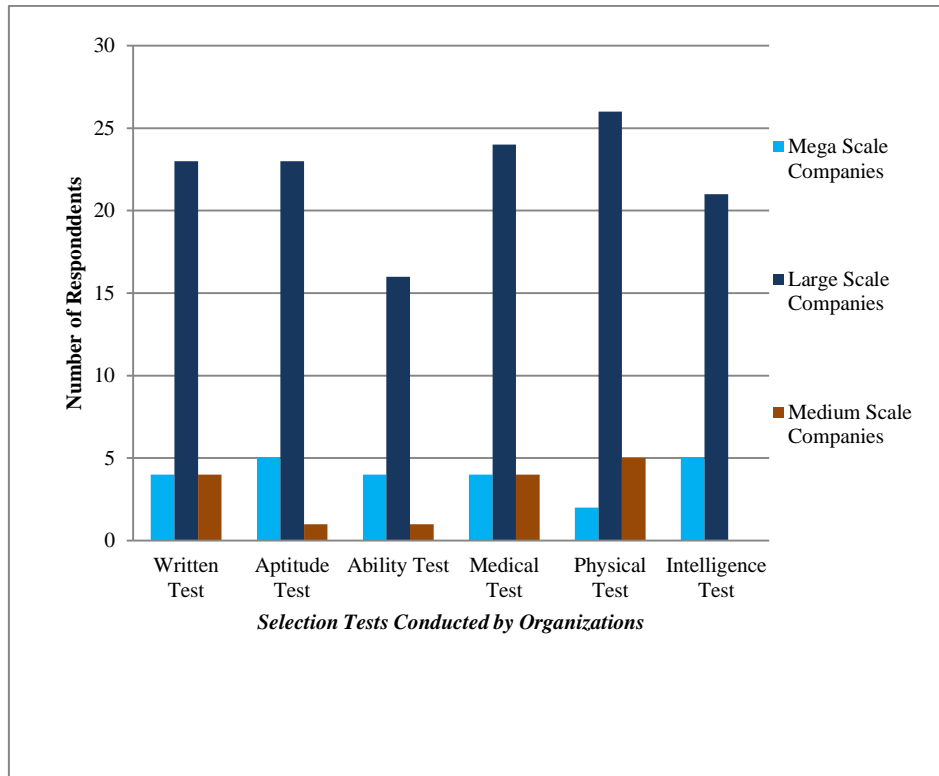
Table 4: Selection Tests Conducted by Organization

Selection Tests	Mega Scale Companies	Large Scale Companies	Medium Scale Companies	Total
Written Test	04	23	04	31
Aptitude Test	05	23	01	29
Ability Test	04	16	01	21
Medical Test	04	24	04	32
Physical Test	02	26	05	33
Intelligence Test	05	21	00	26
Total	24	133	15	172
Percentage	100.00%	100.00%	100.00%	100.00%

Source: Primary Data

The above table depicts that there is a maximum of 33 and 32 respondents of these three companies opined that they conducted physical and medical tests respectively to select the candidates. There are 29 organizations have taken aptitude test. Minimum 26 organizations preferred to take intelligence tests to select the candidates in their organizations.

Chart 3: Selection Tests Conducted by Organization



From the above details, it is found that physical, medical, and written tests are conducted by every organization but remaining tests like ability, intelligence, and aptitude have not been conducted by every organization.

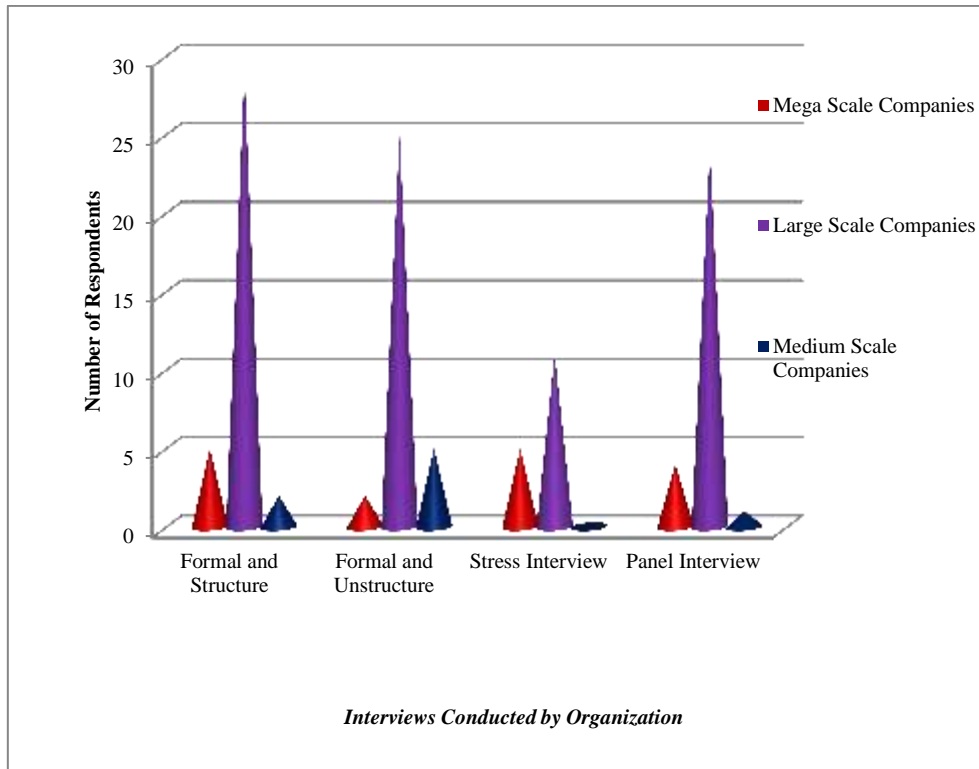
Table 5: Interviews Conducted by Organization

Type of Interviews	Mega Scale Companies	Large Scale Companies	Medium Scale Companies	Total
Formal and Structure	05	29	02	36
Formal and Unstructure	02	25	05	32
Stress Interview	05	11	00	16
Panel Interview	04	24	01	29
Total	16	89	08	113

Source: Primary Data

The above table depicts that there are 36 HR managers think that their organizations conduct formal and structure interview. 32 HR managers expressed that the organizations conduct a formal and unstructured interview. A fewer number of organizations conduct stress interview opinion by 16 HR managers. There are 29 HR managers believe that their organizations conduct panel interview to select the candidates.

Chart 4: Interviews Conducted by Organization



It is seen in the above graph formal and structured interview is conducted in all organizations. The stress interview is conducted in a fewer number of organizations.

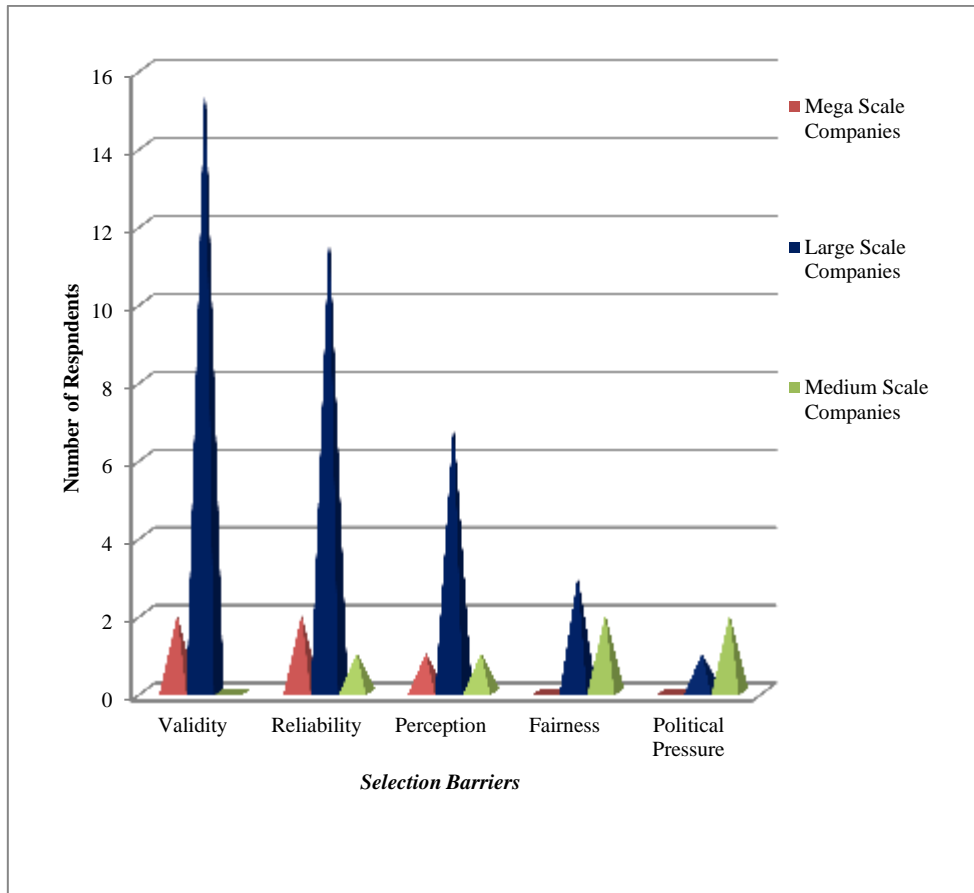
Table 6: Selection Barriers in Organization

Selection Barriers	Mega Scale Companies	Large Scale Companies	Medium Scale Companies	Total
Validity	02	16	00	18
	40.00%	41.03%	0.00%	36.00%
Reliability	02	12	01	15
	40.00%	30.77%	16.67%	30.00%
Perception	01	07	01	09
	20.00%	17.95%	16.67%	18.00%
Fairness	00	03	02	05
	0.00%	7.69%	33.33%	10.00%
Political Pressure	00	01	02	03
	0.00%	2.56%	33.33%	6.00%
Total	05	39	06	50
	100.00%	100.00%	100.00%	100.00%

Source: Primary Data

The above table represents that the maximum of 18 respondents constitute 41.03% of large scale expressed that the companies are facing the validity barrier in the selection process. There 15 respondents of these three companies which constitute 30.00% have faced reliability barriers in the recruitment and selection process. There are 9 respondents which constitute 18.00% of the total respondents who faced perception barriers consequently.

Chart 5: Selection Barriers in Organizations



From the above details, it is revealed that maximum organizations faced validity and reliability barriers. Political and fairness barriers are faced by fewer organizations.

Results and Findings:

1. During the study, it is found that the maximum HR managers said that they use employee referrals source (23.70%) to recruit the employees. The job consultancy source is used at 17.78 %. Campus interview 14.07% this is the leading and becoming a popular source of recruitment in Aurangabad industry. Very less use of e-recruitment source i.e. 4.44% Organization may change the use of recruitment source to change in environment or change in the situation. Simultaneously organizations can use different sources of recruitment.
2. The study revealed that the HR Managers clear most of the organizations i.e. 33 and 32 conducted physical and medical tests to select the employees. Ability test is preferred by mega-scale and large scale companies. Intelligence tests are taken by lesser companies i.e. 26. Companies need to conduct more types of tests to the effective selection of candidates.
3. It is found that a maximum of 36 companies conducted a formal and structured interview to select the employees. A panel interview is taken with 26 organizations. The stress interview is mostly conducted by mega-scale companies and large-scale companies respectively but not taken by medium-scale companies. It is required to conduct appropriate interview techniques according to the job profile to select the right candidate.
4. The study reveals that a maximum of 19 organizations is facing the problem to select the employees in their organization is of inexperienced employees. 17 organizations are facing the problem to select the employee in their organization is the knowledge and skills of employees. It is found that some candidates are not eligible or some of them have more salary expectations from the organization.
5. The study finds that validity is the main barrier and it is faced by a maximum of 18 organizations i.e. 36.00% while conducting the selection tests. A second major barrier is the reliability faced by 15 organizations which consist of 30.00%. It is seen that the fairness barrier is faced by fewer organizations



Conclusion

The study concludes that the recruitment and selection process in private organizations is fair and without any political pressure. It is clear that opportunities are available but skillful candidates are not available to meet the requirements of the job. Some organizations appoint candidates directly through an interview without conducting selection tests such as ability test, aptitude test, medical test, etc., and its impact to face the barriers in selection. The selection methods used in organizations are proper but it is seen in some organizations the applied methods are not effective; rather methods or techniques should be modified. Maximum organizations depend on employee referrals source and it is good up to their recruitment but organizations need to use multiple sources to hire the candidate. Organizations prefer and have given balance justification towards skills, knowledge, education, and experience of employees to recruit the candidates. It is rightly said that the recruitment and selection process plays a key role in the development and prosperity of an organization.

Future Scope and Directions

The study determined the process of recruitment and selection in mega, large, and medium scale industry and it is limited to Aurangabad district. The study mainly concentrates on traditional sources of recruitment or traditional tests of selection. The recruitment and selection process is a vast subject hence it is very difficult to comprise all its factors in one study. Due to certain limitations of this study and factors covered in the present study, there is a wide scope for future research as follows:

- Modern and strategic recruitment and selection practices towards industrial development
- A detailed and separate study of every recruitment and selection function
- Comparative study of recruitment policies and practices in public and private sector companies
- Comparative study of selection barriers in public and private sector companies
- Research to be conducted on job acceptance criteria and on which sources produce top candidates

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