



RECRUITMENT PROCESS FOLLOWED BY THE SELECTED ORGANIZATIONS

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ABSTRACT

Since 1991, the business environment in India has been dynamic and continuously changing. Business organizations have been growing at very rapid pace and globalizing. Consequently, organizations are now looking for globally competitive workforce. Strategic recruitment is of vital importance in recruitment planning now a day. It found the usefulness of Generation approach in identifying the differences between the old generation and the young new Generation and the different needs and attitudes of both the generations. This gives an idea that the old recruitment practices might not be enough in today's competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then it found that Internet recruiting is still more useful for computer related business sector. It would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization. These changing expectations and requirements have compelled the Indian industrial management to introduce changes in every sphere of human resource activity, including recruitment and selection.

KEY WORDS: *Recruitment, Internet, Generation, Interview, Strategic recruitment*

INTRODUCTION

Recruitment is an activity which refers to the discovery and development of workers and employees in the enterprise at the time they are required. It involves locating, maintaining and contacting the sources of man power. The recruitment has been defined by many eminent authors as under:

In the words of Flippo, "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organisation."

According to Dale Yoder, "Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

In short recruitment is the process of searching for prospective employees and stimulating them for jobs in the organisation, Thus, the recruitment of employees involves the identification of the sources of personnel, evaluation of different sources available, selection of a particular source and stimulating the prospective candidates to apply for the job so that right candidates may be obtained for right job.

RECRUITMENT PROCESS:

The recruitment and selection is the major function of the human resource department. Recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. In an ideal recruitment program, individuals

responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualification and interests, what inducements to use or to avoid for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success and how to evaluate their work. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time

Review of Literature

Edwin B. Flippo, (1979) "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization".

Montgomery (1996) said Recruitment is about matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Barber (1998) defines Employee recruitment as "practices and activities carried on by an organization for the purpose of identifying and attracting potential employees". Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization's culture.

Jovanovich (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them.

Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests

Sunderland & Canwell, (2008) The principal disadvantages of internal recruitment have limited choice of talent available in the organization as it evades the arrival of fresh candidates. There may be far better external candidates who have more experience and better qualifications

Parry & Wilson (2009) stated that "recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees".

Statement of The Problem

The Educational institutions are establishing with a high quality education like IIT, NIT, and other reputed Engineering colleges in Technical education. IIM, B-schools in management education. This attracts the multinational and national organizations for the campus recruitment in various positions. So, it is worth investigating the campus recruitment is fulfilling the desired personnel in their organizations and they are capable to meet the requirements. This research is aimed to find out the performance of the employees who are recruited through campus Recruitment

Scope of the Study

The study will be conducted to find out the Recruitment process followed for campus recruitment which is following many corporate sectors in India. Due to this reason, the present study has been designed to look forward towards process of recruitment.

Objectives of the Study

1. To study the process of recruitment various companies following
2. To analyze the methods of recruitment process for Campus selection
3. To find out the effectiveness of the recruitment process at campus

Research Methodology

Study is conducted in select companies for the data collection and to find out the methods Questionnaire is distributed for the information

Data analysis and Interpretation

Do you have any formal policy for the recruitment and selection of employees

Have any formal policy for the recruitment and selection of employees	Frequency	Percent
Yes	95	95
No	5	5
Total	100	100.0

It is observed from the above table about formal policy for the recruitment and selection process, 95 percent says 'Yes' and 5.0 percent says 'No'

When vacancies occur, are existing employees considered

existing employees considered	Frequency	Percent
Yes	17	17.0
No	83	83.0
Total	100	100.0

The above table shows the occurrence of vacancies management approach the employees for filling of vacancy 17.0 Percent says 'Yes' and 83.0 Percent says No. It means management is not taking the opinion of existing employee's opinion in filling the vacancies

job vacancies made open to the public?

vacancies made open to the public	Frequency	Percent
Yes	94	94
No	6	6
Total	100	100.0

The table reveals the vacancies available in the organization is open to the public, 94.0 Percent says Yes and 6.0 percent No. It clearly indicates the vacancies are declared open to public it means they are not preferring internal recruitment method

Custom Tables

Method of recruitment	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Internet recruitment	82	82.0%	8	8.0%	3	3%	4	4%	3	3.0%	100	100.0%
Newspaper advert	7	7.0%	25	25.0%	16	16.0%	22	22.0%	30	30.0%	100	100.0%
Professional association(s)	7	7.0%	19	19.0%	12	12.0%	25	25.0%	37	37.0%	100	100.0%
Employee referrals	7	8.0%	12	12.0%	11	11%	31	31.0%	38	38.0%	100	100.0%
Job fair	7	7.0%	19	19.0%	11	11.0%	25	25.0%	38	38.0%	100	100.0%
Talent hunting	5	5.0%	6	6.0%	5	5.0%	39	39.0%	46	46.0%	100	100.0%
Recruitment from college campus	9	9.0%	13	13.0%	11	11.0%	31	31.0%	36	36.0%	100	100.0%

The above table reveals the employees opinion on Internet recruitment 82.% strongly Disagree, 8.% disagree, 3.0% Neutral, 4.0% agree, and 3.0% strongly agree. Through newspaper 7.0% strongly disagree, 25.0% disagree, 16.0% Neutral, 22.0% agree, and 30.0% strongly agree. Professional associates 7.0% strongly disagree, 19.0% disagree, 12.0% Neutral, 26.0% agree, and 37.0% strongly agree. Employee’s referral 8.0% strongly disagrees 13.0% disagree, 11.0% Neutral, 31.0% agree, and 38.0% strongly agree. Job fair 7.0% strongly disagrees, 19.0% disagree, 11.0% Neutral, 25.0% agree, and 38.0% strongly agree. Talent hunting 5.0% strongly disagree, 6.0% disagree, 5.0% Neutral, 39.0% agree, and 46.0% strongly agree. Recruitment through college campus 9.0% strongly disagrees, 13.0% disagree, 11.0% Neutral, 31.0% agree, and 36.0% strongly agree.

Statistics

Recruitment Methods	N	Mean	Std. Deviation	Minimum	Maximum
	Valid				
Internet recruitment	100	1.36	.916	1	5
Newspaper advert	100	3.45	1.323	1	5
Professional association(s)	100	3.66	1.329	1	5
Employee referrals	100	3.77	1.297	1	5
Job fair	100	3.69	1.326	1	5
Talent hunting	100	4.15	1.073	1	5

Recruitment from college campus	100	3.73	1.316	1	5
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The above table reveals the Internet recruitment Mean value is 1.36 and Standard deviation 0.916, Newspaper advertisement Mean value is 3.45 and Standard deviation 1.323, professional association Mean value is 3.66 and Standard deviation 1.329, Employees referrals Mean value is 3.77 and Standard deviation 1.297, Job fair Mean value is 3.69 and Standard deviation 1.326, talent hunting Mean value is 4.15 and Standard deviation 1.073, Recruitment through college campus Mean value is 3.73 and Standard deviation 1.316. The Talent hunting has highest Mean value followed by Recruitment from college campus and Internet recruitment has lowest mean value

Are you interested to select candidates from the college campus?

	Frequency	Percent
Yes	92	92.0
No	8	8.0
Total	100	100.0

The table reveals about the interested to select candidates from the college campus, 92.2 percent says yes and 7.8 percent says 'No'. It reveals most of them are interested to select their employees from the campus.

Place considering for selecting candidates

Place considering for selecting candidates	Frequency	Percent
Universities	4	4.5
Reputed Institutions	13	13.2
IITs	26	26.0
B-Schools	14	13.2
IIMs	43	43.2
Total	100	100.0

The above table opines the place or colleges considering for selection of suitable employees, 43.5 percent Universities, 13.2 percent reputed Institutions, 26.0 Percent IITs< 13.2 Percent B-Schools and 43.2 Percent from IIMs .

Process of selection implementing to select candidates

Process of selection	Frequency	Percent
Written test	8	8
GD	25	25.0

Personal interview	14	14.0
Seminar	20	20
All methods	32	32.0
Total	100	100.0

It is observed from the process or methods using for selection of employees, 7.5 percent through written test, 25.3 Percent Group Discussions, 13.7 percent Personal interview, 19.8 percent Seminar, and 332.7 percent are selecting through implementing all methods

Category of the candidates consider for the selection (percentage in degree)

Percentage in course	Frequency	Percent
60%	2	2
70%	10	10.0
75%	17	17.0
80%	34	34.0
90%	38	38.0
Total	100	100.0

The above table reveals the what percentage (secured in degree) candidates are consider for selection process, 2.2 percent 60% marks, 10.0 percent 70%, 17.0 percent 75% 34.0 percent 80 Percent and 37.5 Percent 90% secured candidates are consider for selection process

CHI-SQUARE

Do you have any formal policy for the recruitment and selection of employees?

Age	Do you have any formal policy for the recruitment and selection of employees?					
	Yes		No		Total	
	N	%	N	%	N	%
25-35	11	93.0%	2	7.0%	13	100.0%
36-45	43	94.0%	3	6.0%	46	100.0%
46-55	34	96.0%	2	4.0%	36	100.0%
Above 55 years	3	97.0%	2	3.0%	5	100.0%
Total	91	91.0%	9	9.0%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.904	3	.593

To study the relationship between the age and formal policy for the recruitment and selection of employees is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “formal policy for the recruitment and selection of employees” the relationships is independent of the Age.

It is found that the chi-square test value 1.904 is less than the table value of 7.815 for three degrees of freedom at 0.05 level of significance (P = 0.593 is more than 0.05). Hence, it is inferred that the significance attached by the formal policy for the recruitment and selection of employees while less relationships, and is independent on the Age

Are you interested to select candidates from the college campus?

Age	Are you interested to select candidates from the college campus					
	Yes		No		Total	
	N	%	N	%	N	%
25-35	12	95.0%	1	5.5%	13	100.0%
36-45	46	92.0%	4	8.4%	46	100.0%
46-55	36	91.0%	3	8.8%	36	100.0%
Above 55 years	5	97.0%	1	2.6%	5	100.0%
Total	91	92.0%	9	7.8%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.394	3	.495

To study the relationship between the age and interested to select employees through college campus is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “interested to select employees through college campus” the relationships is independent of the Age.

It is found that the chi-square test value 2.394 is less than the table value of 7.815 for three degrees of freedom at 0.05 level of significance (P = 0.495 is more than 0.05). Hence, it is inferred that the significance attached by the interested to select employees through college campus while less relationships, and is independent on the Age

Which criteria you are implementing to select candidates from campus

Age	Which criteria you are implementing to select candidates from campus											
	Universities		Reputed Institutions		IITs		B-Schools		IIMs		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
25-35	1	1.4%	2	20.5%	6	23.3%	1	6.8%	6	47.9%	13	100.0%
36-45	1	5.1%	5	14.3%	7	28.2%	4	15.0%	18	37.4%	46	100.0%
46-55	1	4.6%	1	9.3%	5	24.5%	4	12.5%	18	49.1%	36	100.0%

Above 55 years	2	5.3%	5	13.2%	7	23.7%	4	15.8%	2	42.1%	5	100.0%
Total	5	4.5%	13	13.2%	26	26.0%	13	13.2%	43	43.2%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.112	12	.186

It is observed from the above table that 1.4 percent of the 25-35 yrs age respondents say Universities, 20.5 percent Reputed Institutions, 23.3 percent IITs, 6.8 percent B-Schools and 47.9 percent IIMs. 5.1 percent 36-45 yrs says Universities, 14.3 percent Reputed Institutions, 28.2 percent IITs, 15.0 percent B-Schools and 37.4 percent IIMs. 4.6 percent of 46-55 yrs says Universities, 9.3 percent Reputed Institutions, 24.5 percent IITs, 12.5 percent B-Schools and 49.1 percent IIMs. 5.3 percent of above 55 yrs says Universities, 13.2 percent Reputed Institutions, 23.7 percent IITs, 15.8 percent B-Schools and 42.1 percent IIMs.

To study the relationship between the age and criteria implementing to select candidates through campus is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “criteria implementing to select candidates through campus” the relationships is independent of the Age.

It is found that the chi-square test value 16.112 is less than the table value of 21.026 for twelve degrees of freedom at 0.05 level of significance (P = 0.186 is more than 0.05). Hence, it is inferred that the significance attached by criteria implementing to select candidates through campus while less relationships, and is independent on the

Process of selection implementing to select candidates

Age	Process of selection implementing to select candidates											
	Written test		GD		Personal interview		Seminar		All methods		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
25-35	3	11.0%	7	26.0%	2	11.0%	4	23.3%	8	28.8%	13	100%
36-45	1	6.6%	7	25.6%	4	12.8%	4	21.6%	9	33.3%	46	100%
46-55	2	7.4%	5	24.5%	5	16.7%	3	15.7%	9	35.6%	36	100%
Above 55 years	2	7.9%	6	26.3%	3	7.9%	9	23.7%	7	34.2%	5	100%
Total	8	7.5%	25	25.3%	14	13.7%	20	19.8%	33	33.7%	100	100%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.218	12	.768

The above table shows 11.0 percent of the 25-35 yrs age respondents say they conduct written test, 26.0 percent GD, 11.0 percent Personal interview, 23.3 percent Seminar and 28.8 percent All methods. 6.6 percent 36-45 yrs says they conduct written test, 25.6 percent GD, 12.8 percent Personal interview, 21.6 percent Seminar and 33.3 percent All methods, 7.4 percent of 46-55 yrs says they conduct written test, 24.5 percent GD, 16.7 percent Personal interview, 15.7 percent Seminar and 35.6 percent All methods. 7.9 percent of above 55 yrs says they conduct written test, 26.3 percent GD, 7.9 percent Personal interview, 23.7 percent Seminar and 34.2 percent all methods.

To study the relationship between the age and process implementing to select candidates through campus is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “process implementing to select candidates through campus” the relationships is independent of the Age.

It is found that the chi-square test value 8.218 is less than the table value of 21.026 for twelve degrees of freedom at 0.05 level of significance (P = 0.768 is more than 0.05). Hence, it is inferred that the significance attached by criteria process implementing to select candidates through campus while less relationships, and is independent on the age.

Standard used to select candidates

Age	Standard used to select candidates											
	Low standard		Medium		High		Professional		All		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
25-35	1	1.4%	4	12.3%	5	20.5%	8	23.3%	13	42.5%	13	100.0%
36-45	2	4.4%	1	7.0%	3	13.2%	9	35.2%	13	40.3%	46	100.0%
46-55	1	3.2%	1	6.5%	2	13.4%	9	36.1%	13	40.7%	36	100.0%
Above 55 years	0	0.0%	1	5.3%	5	23.7%	7	21.1%	2	50.0%	5	100.0%
Total	4	3.3%	7	7.3%	15	14.8%	33	33.2%	41	41.3%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.940	12	.194

To study the relationship between the age and Standard used to select candidates is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “Standard used to select candidates” the relationships is independent of the Age.

It is found that the chi-square test value 15.940 is less than the table value of 21.026 for twelve degrees of freedom at 0.05 level of significance ($P = 0.194$ is more than 0.05). Hence, it is inferred that the significance attached by Standard used to select candidates while less relationships, and is independent on the Age.

Which criteria you are implementing to select candidates

Gender	Criteria implementing to select candidates											
	Universities		Reputed Institutions		IITs		B-Schools		IIMs		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Male	4	5.0%	10	12.4%	23	26.3%	9	12.8%	37	43.6%	86	100.0%
Female	1	1.3%	3	18.7%	3	24.0%	4	16.0%	6	40.0%	14	100.0%
Total	5	4.5%	13	13.2%	26	26.0%	13	13.2%	43	43.0%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.733	4	.316

It is observed from the above table that 5.0 percent of Male respondents say Universities, 12.4 percent Reputed Institutions, 26.3 percent IITs, 12.8 percent B-Schools and 43.6 percent IIMs. 1.3 percent Female respondents say Universities, 18.7 percent Reputed Institutions, 24.0 percent IITs, 16.0 percent B-Schools and 40.0 percent IIMs.

To study the relationship between the Gender and criteria implementing to select candidates through campus is significance on Employees. Chi-square analysis is done.

Hypothesis

The significance attached by the employees, “criteria implementing to select candidates through campus” the relationships is independent of the Gender.

It is found that the chi-square test value 4.733 is less than the table value of 9.488 for four degrees of freedom at 0.05 level of significance ($P = 0.316$ is more than 0.05). Hence, it is inferred that the significance attached by criteria implementing to select candidates through campus while less relationships, and is independent on the Gender.

Findings and Conclusion

1. It is observed from the above table about formal policy for the recruitment and selection process, 95 percent says ‘Yes’ and 5.0 percent says ‘No’
2. It reveals the occurrence of vacancies management approach the employees for filling of vacancy 17.0 Percent says ‘Yes’ and 83.0 Percent says No. It means management is not taking the opinion of existing employee’s opinion in filling the vacancies
3. The vacancies available in the organization is open to the public, 94.0 Percent says Yes and 6.0 percent No. It clearly indicates the vacancies are declared open to public it means they are not preferring internal recruitment method

4. The employees opinion on Internet recruitment 82.% strongly Disagree, 8.% disagree, 3.0% Neutral, 4.0% agree, and 3.0% strongly agree. Through newspaper 7.0% strongly disagree, 25.0% disagree, 16.0% Neutral, 22.0% agree, and 30.0% strongly agree. Professional associates 7.0% strongly disagree, 19.0% disagree, 12.0% Neutral, 26.0% agree, and 37.0% strongly agree. Employee's referral 8.0% strongly disagrees 13.0% disagree, 11.0% Neutral, 31.0% agree, and 38.0% strongly agree. Job fair 7.0% strongly disagrees, 19.0% disagree, 11.0% Neutral, 25.0% agree, and 38.0% strongly agree. Talent hunting 5.0% strongly disagree, 6.0% disagree, 5.0% Neutral, 39.0% agree, and 46.0% strongly agree. Recruitment through college campus 9.0% strongly disagrees, 13.0% disagree, 11.0% Neutral, 31.0% agree, and 36.0% strongly agree.
5. the Internet recruitment Mean value is 1.36 and Standard deviation 0.916, Newspaper advertisement Mean value is 3.45 and Standard deviation 1.323, professional association Mean value is 3.66 and Standard deviation 1.329, Employees referrals Mean value is 3.77 and Standard deviation 1.297, Job fair Mean value is 3.69 and Standard deviation 1.326, talent hunting Mean value is 4.15 and Standard deviation 1.073, Recruitment through college campus Mean value is 3.73 and Standard deviation 1.316. The Talent hunting has highest Mean value followed by Recruitment from college campus and Internet recruitment has lowest mean value
6. Reveals about the interested to select candidates from the college campus, 92.2 percent says yes and 7.8 percent says 'No'. It reveals most of them are interested to select their employees from the campus.
7. It opines the place or colleges considering for selection of suitable employees, 43.5 percent Universities, 13.2 percent reputed Institutions, 26.0 Percent IITs < 13.2 Percent B-Schools and 43.2 Percent from IIMs
8. It is observed from the process or methods using for selection of employees, 7.5 percent through written test, 25.3 Percent Group Discussions, 13.7 percent Personal interview, 19.8 percent Seminar, and 332.7 percent are selecting through implementing all methods
9. It is inferred that the significance attached by the formal policy for the recruitment and selection of employees while less relationships, and is independent on the Age
10. the significance attached by the interested to select employees through college campus while less relationships, and is independent on the Age
11. It shows the significance attached by criteria implementing to select candidates through campus while less relationships, and is independent on the
12. The significance attached by criteria process implementing to select candidates through campus while less relationships, and is independent on the age.
13. It is found that the chi-square test value 4.733 is less than the table value of 9.488 for four degrees of freedom at 0.05 level of significance ($P = 0.316$ is more than 0.05). Hence, it is inferred that the significance attached by criteria implementing to select candidates through campus while less relationships, and is independent on the Gender.

Conclusion

The conclusions of the study emerge on the base of data analysis, interactions with opinion of other people and researcher observations in the recruitment and performance appraisal in the organization. It has been evaluated in relation to the recruitment process and methods of

performance appraisal. The various factors are considered for eliciting true opinions of respondents.

Suggestions

1. The companies must follow the aggressive recruitment policy in selection process
2. Majority of the companies are following the selective campus drive, it may affect the students who are more intelligence then these loosing the opportunity in this process
3. If the recruitment methods keep on rotation basis for lower grade institutes will help the students to show their capabilities in the process
4. Pool campus placement helps to interact more number of students

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