

A SYSTEMATIC REVIEW OF LITERATURE ON RECRUITMENT AND SELECTION PROCESS

Kanagavalli G.¹, Dr.Seethalakshmi R.², Dr.Sowdamini T.³

¹Assistant Professor/Research Scholar, Department of Commerce, Cauvery College for Women, Tiruchirappalli, Tamil Nadu, India.

²Assistant Professor, Department of Commerce, Cauvery College for Women, Tiruchirappalli, Tamil Nadu, India.

³Assistant Professor, GITAM Institute of Management, Visakhapatnam, Andhra Pradesh, India

¹kanagavalli277@gmail.com, ²seethavenkat09@gmail.com, ³minivedala@gmail.com

Article History: Received on 02nd January, Revised on 15th February, Published on 05th March 2019

Abstract

Purpose of the study: The main purpose of this study is to provide a new, macro-level model of strategic staffing to bridge the gap in the knowledge regarding how practices within recruitment and selection systems can work to provide a competitive advantage among various sectors. This study identifies the various methods of recruitment and selection process through a systematic review of literature, which would be the right fit for attracting and selecting employees in an organization.

Design/methodology/approach: Content analysis method is adopted to review the literature and subcategories were formed to analyze the research. Literature was collected from 40 articles of a reputed journal from 2010 to 2018.

Main findings: The review of literature revealed that the recruitment and selection process is carried out in organizations by adopting latest technologies like online portals, outsourcing, job fair, campus interviews, and mobile recruitment applications. The representation of this practice is to find the best candidate for an organization. Besides adopting the latest technology, consideration of the expatriate factor would lead to an effective way of recruitment practices in finding out the right candidate for the right job and thus create a healthier work environment. The expatriate factors have not been considered well in the Indian context, but have been given importance in the global context in the process of recruitment and selection.

Social Implications: Highlighting the significance of various recruitment practices results in the selection of the right person in the right job, which enhances a healthier working environment in organizations, in turn rendering high quality products and services to the society.

Originality of the study: Prior research has studied various factors that influence internal recruitment, external recruitment, and selection process. This study is an attempt to analyze the expatriate factors and other factors through the content analysis method.

Keywords: *Recruitment and Selection, Literature Review, Content Analysis, Strategic Staffing, Competitive Advantage.*

INTRODUCTION

Human Resource Management is a strategic process of coordinating, planning, organizing, directing, and controlling the organization system. In order to achieve the goals of an organization, a team or group of employees must be developed to pave the way for the recruitment and selection process. It should be handled in a structured manner to select the right candidate for suitable positions. Recruitment and selection is the process of getting human resources into the organizations' departments, sections, and jobs (McKenna & Beach 2008). Venkatesh and Jyothi (2009) use what might be an even more useful definition of recruitment that is about the art of discovering and procuring potential applicants for the actual and anticipated vacancies in organizations. Different strategies are adopted for selecting a candidate between the countries. Scrutinizing the Indian context, the exogenous factors, such as recruiting policy, human resource planning, size of the organization, cost involved in recruitment, growth and expansion of an organization, etc. influences the recruitment strategy. On the other hand, recruiters focus on job analysis, environmental analysis, and personality traits of the prospective candidate in the global context. By adding an extension to the process, they make an analysis of expatriate factors, such as family stress, culture, inflexibility, emotional immaturity, physical breakdown, responsibility overload, etc. These factors have not been given any prime importance and are neglected in the Indian context. Thus, in order to bridge this research gap, the researcher has done a detailed study of recruitment and selection through a systematic literature review.

Purpose of the study

The main purpose of this study is to do a systematic literature review analyzed by content analysis on "Recruitment and Selection".

METHODOLOGY

Data Collection: In order to accomplish the goals of this study, 40 peer reviewed papers on Recruitment and Selection for the past nine years were collected from various sources for analyzing the study. The data were collected from various websites and libraries, Emerald (www.emeraldinsight.com), JSTOR (www.jstor.org), and Researchgate (www.researchgate.net).

Analyzing the collected data: The analysis of this study was elaborate in several stages with adequate sample and collected data. The content analysis table shows the year, journal name, author name, title, objective, country and findings.

Table 1: Text accordingly to the themes of reviewed paper

Year	Journal	Author and Title	Objective	Country
a) Internal Recruitment				
2010	Journal of Policy Analysis and Management.	Don Boyd, Hump Lankford, Susanna Loeb, Matthew Ronfeldt and JimWyckoff The Role of Teacher Quality in Retention and Hiring: Using Applications to Transfer to Uncover Preferences of Teachers and Schools	To measure teachers' effectiveness and contribution towards students' achievements. To examine the school hiring authority.	New York
2010	Social Forces	Eunmi Mun Sex Typing of Jobs in Hiring: Evidence from Japan	The researcher analyzed employers' pre-hire decisions based on the wage level and on-the-job training that accompany the sex typing of job	Japan
2013	Journal of Labor Economics	Jed DeVaro and Hodaka Morita Internal Promotion and External Recruitment: A Theoretical and Empirical Analysis	To analyze the shape of a firm's organizational hierarchy to influence the internal versus external hiring decision.	Chicago
b) External Recruitment				
2010	Journal of Business and Psychology	Alan M. Saks and Krista L. Uggerslev Sequential and Combined Effects of Recruitment Information on Applicant Reactions	To investigate the sequential effects of recruitment information on the applicants' reactions on campus fair, recruitment interview, and site visit.	Dubai
2010	Modern Asian Studies	Samita Sen Commercial recruiting and Informal Intermediation: debate over the sardari system in Assam tea plantations	To examine the role of jobbers in the recruitment system of the Assam tea plantations and the state in an attempt to loosen the stranglehold of professional contractors.	India
2010	Journal of Business and Psychology.	María Fernanda García, Richard A. Posthuma and Manuel Quiñones How Benefit Information and Demographics Influence Employee	To enumerate the impact of benefit information in recruitment advertisements on job pursuit intention.	USA

Year	Journal	Author and Title	Objective	Country
		Recruiting in Mexico		
2011	Management Science	Jasjit Singh and Ajay Agrawal Recruiting for Ideas: How Firms Exploit the Prior Inventions of New Hires	To examine the link between recruiting inventors and using their prior ideas	Canada
2011	Labor History	Linda Colley The Passing of Youth: How removal of traditional youth recruitment policies contributed to the ageing of Public Service workforces	To enumerate aging public workforces is not a recent phenomenon, but occurred whenever there was a change in the traditional youth recruitment policies.	Australia
2011	Administrative Science Quarterly.	Matthew Bidwell Paying more to get less: The effects of External Hiring versus Internal Mobility	To analyze the differences between internal mobility and external hiring routes that affect subsequent outcomes in jobs.	New York
2011	Journal of Business and Psychology	Tracy M. Kantrowitz, Craig R. Dawson and Michael S. Fetzer Computer Adaptive Testing (CAT): A faster, smarter, and more secure approach to Pre-Employment testing	To describe the use of CAT in organizations and highlight examples of how CAT has been applied to the measurement of cognitive ability, knowledge, and personality traits.	USA
2011	European Journal of East Asian Studies	Vladimir Hlasny Discriminatory Practices at South Korean Firms Quantitative Analysis Based on Job Application Forms	To use a unique dataset of companies' application forms, and probability models to investigate the prevalence and economic determinants of such profiling.	Korea
2012	State and Local Government Review	Paul T. Knudson Regional Industrial Recruitment in Upstate New York	To analyze the regional level economic development of organizations, which can help mediate local political fragmentation that can potentially undermine jurisdictional economic development	New York
2012	Indian Journal of Industrial Relations	Mir Mohammed and Nurul Absar Recruitment and Selection Practices in Manufacturing Firms in Bangladesh	To understand exploring the differences and similarities between the public and private sector manufacturing firms of Bangladesh with respect to recruitment and selection practices, sources of recruitment, and selection devices.	Bangladesh
2012	The Annals of the American Academy of Political and Social	Lauren a. Rivera Diversity within Reach: Recruitment versus Hiring in Elite Firms	To examine diversity recruitment and diversity practices in elite law firms, investment banks, and	USA

Year	Journal	Author and Title	Objective	Country
	Science.		management consulting firms.	
2012	Erdkunde	Silja K. Bruland, Grete Rusten and Silja Kristiansen Bruland Sourcing strategies, channels and geographies in the International recruitment of a highly skilled work-force	To investigate recruitment channels used by companies for recruiting highly skilled internationals to the Sunnhordland region in Norway.	Norway
2013	Indiana Journal of Global Legal Studies.	Helen D. Arnold The affordable care act and International recruitment and migration of nursing professionals	To analyze that articles increased coverage created by the Affordable Care Act will increase the demand for nurses, thus requiring greater recruitment and migration of nursing professionals from abroad.	USA
2013	Journal of Peace Research	Thomas Hegghammer The recruiter's dilemma: Signaling and rebel recruitment tactics	To examine rebel recruitment from the perspective of the recruiter.	Saudi Arabia
2014	Social Indicators Research	Lieselotte Blommaert, Marcel Coenders and Frank van Tubergen Ethnic Discrimination in Recruitment and Decision Makers' Features: Evidence from Laboratory Experiment and Survey Data using a Student Sample	To understand individual factors related to people's likely discrimination against ethnic minorities.	Netherland
2014	Revue française de sociologie, (English Edition)	Sylvie Monchatre and Peter Hamilton Coming to Terms with Diversity: Recruitment between Market Forces and Employee Mobilization	To examine that recruitment cannot be reduced to a commodity exchange based on “competence conventions”, but also fit into the rationales of differential mobilization of social groups.	France
2014	Journal of International Business Studies	Vesa Peltokorpi and Eero Vaara Knowledge transfer in multinational corporations: Productive and counterproductive effects of language-sensitive recruitment	To understand that language-sensitive recruitment is related to competence, networks, identity, and power in MNCs	Japan
2015	Research Gate	Subhash C. Kundu Neha Gahlawat Recruitment and Selection Techniques used in Corporate Sector: A Comparative Study of Indian and Multinational Companies	To examine the variations in the adoption of recruitment practices and techniques among Indian and multinational companies	India

Year	Journal	Author and Title	Objective	Country
2015	Journal of Public Affairs Education	Leonard Bright and Cole Blease Graham Jr. Why Does Interest in Government Careers Decline Among Public Affairs Graduate Students?	To investigate the characteristics of degree program, individual background, professional community, and personal community that could explain the downward trends.	Texas
2016	Political Research Quarterly	Melody E. Valdini and Christopher Shortell Women's Representation in the Highest Court: A Comparative Analysis of the Appointment of Female Justices	To examine the presence of women justices in the highest constitutional courts. Such a presence of women varies significantly across countries.	USA
2016	Journal of Entrepreneurship and Organization Management	Chungyalpa and Karishma T Best Practices and Emerging Trends in Recruitment and Selection	To examine the recruitment and selection process and the latest trends concerning recruitment and selection.	India
2018	Journal of Human Resource Management and Organizational Behavior	Dr. Dilip Aher and Dr. Ghanshyam D. Giri A Study of Recruitment and Selection Process with special reference to Manufacturing Industries in Pimpri-Chinchwad Midc	To examine the recruitment and selection process adopted by production units in Maharashtra Industrial Development Corporation (MIDC) area in parts of Pune City, i.e., Pimpri-Chinchwad.	India
2018	International Journal of Contemporary Research and Review	Yashar Fadhil Mohammed Harky The Significance of Recruitment and Selection on Organizational Performance: The Case of Private owned Organizations in Erbil, North of Iraq	To measure the level of effectiveness and efficiency of the recruitment and selection process and organizational performance.	Iraq
b). 1.E- Recruitment				
2010	Public Performance and Management	Shamima Ahmed and Allison Adams Web Recruiting In Government Organizations: A Case Study of the Northern Kentucky/Greater Cincinnati Metropolitan Region.	To identify a list of web recruiting best practices To conduct in-depth interviews with a sample of municipalities to understand the challenges of using web recruiting.	USA
2011	Public Contract Law Journal	Katherine Calogero Become a fan of Government procurement on Facebook: How The Federal government's acquisition workforce can use Social Networking websites to recruit new employees	To examine the developing trends and social networking websites, which are the new frontiers of job posting locations and a perfect place for a struggling, aging workforce to find potential young hires	USA

Year	Journal	Author and Title	Objective	Country
2012	German Journal of Research in Human Resource Management	Anna B. Holm E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management	To investigate the effects of e-recruitment on the design of the recruitment process	German
2012	The Public Opinion Quarterly	Annette Scherpenzeel and Vera Toepoel Recruiting A Probability Sample for an Online Panel: Effects Of Contact mode, Incentives, And Information	To determine the optimal recruitment strategy for a new online household panel.	Netherland
2014	Social Forces	Lieselotte Blommaert, Marcel Coenders and Frank van Tubergen Discrimination of Arabic-Named Applicants in the Netherlands: An Internet-Based Field Experiment Examining Different Phases in Online Recruitment Procedures	To examine the ethnic minority of job applicants discriminated against in-recruitment procedures via online resume database.	Netherland
2015	American Journal of Information Science and Computer Engineering	Yas A. Alsultanny* , Mona F. Alotaibi Evaluating the Factors Affecting on Intension to Use of E-Recruitment	The aim of this paper is to evaluate the factors that affect the attitude and intention to use e-recruitment.	Bahrain
b).2.Recruitment Processing Outsourcing				
2010	The British Journal of Social Work	Shereen Hussein, Jill Manthorpe and Martin Stevens People in places: A qualitative exploration of recruitment Agencies' perspectives on the employment of International social workers in the UK	To understand the elders' abuse, protection of older people, advocacy and people with learning disabilities, and students' progression in higher education	London
2015	Strategic Outsourcing: An international Journal	Hasan Gilani An exploratory study on the impact of recruitment process outsourcing on employer branding of an organization	To examine the linkages and interconnection between the concepts of RPO and its contribution towards the employer branding process.	UK
2017	International Journal of Academic Research and Social Science	Dr. Vipin Nadda Zaman Rafiq, Dr. Pankaj Tyagi Effectiveness and challenges of Recruitment process outsourcing (RPO) in the Indian Hotel Sector	To analyze the deals with distinct issues related to RPO and various perspectives of utilizing RPO	India
c) Selection				
2011	Journal of Business and Psychology	Cornelius J. König, Eva Jöri and Patrizia Knüsel The Amazing Diversity of Thought: A Qualitative	To understand the characteristics about human resource practitioners and their selection procedure	Switzerland

Year	Journal	Author and Title	Objective	Country
2012	Journal of Accounting	Study on How Human Resource Practitioners Perceive Selection Procedures Dennis Campbell Employee Selection as a Control System	To investigate empirically using personnel and lending data from a financial services organization that implemented a highly decentralized business.	Chicago

FINDINGS AND DISCUSSION

The present study generates insights on recruitment and selection, which is a set of actions undertaken by organizations to identify the candidates with the necessary skills and knowledge to be placed in a right job. The findings of these factors suggest the similarities and variations in the recruitment and selection methods. In both Indian and global contexts, the recruitment and selection processes are vastly influenced by certain exogenous and external factors like gender differentiation, family stress, inflexibility in adopting internal environmental changes, emotional immaturity, physical breakdown, responsibility overload, competition, social changes, legal changes, economic changes, and the adoption of new technology in organizations, which constantly affect the recruitment and selection process. Mun (2010), DeVaro and Morita (2013), Hussein, Manthorpe and Stevens (2010), and several authors surveyed the reasons behind the factors influencing the recruitment and selection process. They found gender differentiation which indicates the need of high training program for female members compared to male members. It also includes the cost factor that measures the initial remuneration difference in this process. Phatak et al. (2005), Calogero (2011), Bidwell (2011), Blommaert, Coenders and van Tubergen (2014), Peltokorpi and Vaara (2014), Kundu and Gahlawat (2015), and other authors suggested that expatriate factors and technology upgradation internally influence the organizational behavior and the psychological traits of potential candidates can also be modulated. It is also found out that a particular behavior in an individual is not fixed and can be changed according to environmental changes. In the Indian context, recruiters focused only on the aptitude test, written test, and face-to-face interviews and focused less on headhunting and failed to analyze expatriate traits, which led to a reduced importance of potential candidates. On the other hand, the expatriate method is used to find the right person through job analysis, environmental analysis, and personality traits of the prospective candidate in the global context. Hence, concentrating on expatriate traits of candidates results in finding out the right person for the right job.

CONCLUSION

The past researches highlighted on newly developed technologies, such as online recruitment, mobile recruitment applications, and outsourcing recruitment. Adapting this new technology provides quick, effective, and efficient ways to find the best candidate. Besides, there also some drawbacks to select the right candidate for an organization, as most of the organizations do not consider the expatriate factor, which includes cross-cultural adaptation, personal qualities, experience, skills, family situations, and attention from organizations for the implementation of other foreign assignments. The expatriate factor has an impact on the demographic and psychological factors. It has been proved by several researches that the recruitment and selection process is influenced by the expatriate process. Hence, the adoption of a suitable methodology for the recruitment practices would result in finding out the right candidate for the right job.

Future scope of the work

Researchers can concentrate on the analysis of the repatriate factors in future.

REFERENCES

- Anna B, Holm. (2012). E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. *Electronic Human Resource Management: Transformation of HRM*, Vol.26, Issues: 3, pp. 241-259.
- Annette scherpenzeel., and Vera Toepoel. (2012). Recruiting a probability sample for an online panel: Effects of contact mode, incentives, and information, *The Public Opinion Quarterly*, Vol. 76, No. 3, pp. 470-490
- Chungyalpa., & Wand Karishma,T. (2016), Best Practices and Emerging Trends in Recruitment and Selection. *Journal of Entrepreneurship and organization Management*, Vol . 5. Issue: 2

- Cornelius, J. König, Eva Jöri., and PatriziaKnüsel. (2011), The Amazing Diversity of Thought: A Qualitative Study on How Human Resource Practitioners Perceive Selection Procedures. *Journal of Business and Psychology*, Vol. 26, No. 4. pp. 437-452
- Dennis Campbell..(2012) .Employee Selection as a Control System. *Journal of Accounting Research*, Vol. 50, No. 4. pp. 931-966
- Don Boyd., Hump Lankford., Susanna Loeb., Matthew Ronfeldt., and JimWyckoff. (2010). The Role of Teacher Quality in Retention and Hiring: Using Applications to Transfer to Uncover Preferences of Teachers and Schools. *Journal of Policy Analysis and Management*, Vol. 30, No. 1. pp. 88-110
- Dr. DilipAher., and Dr. Ghanshyam D, Giri. (2018). A study of Recruitment and Selection process with Special reference to manufacturing industries in Pimpri- chinchwadmidc. *Elk Asia pacific journal of human resource management and organizational behavior*, Volume 4, Issue 1
- Eunmi Mun. (2010). Sex Typing of Jobs in Hiring: Evidence from Japan. *Oxford University Press*, Vol. 88, Issues: 5, pp. 1999-2026
- Helen D, Arnold, (2013). The Affordable Care Act and International Recruitment and Migration of Nursing Professionals .*Indiana Journal of Global Legal Studies*, Vol. 20, No. 2 .pp. 1373-1391
- Jasjit Singh., and Ajay Agrawal. (2011). Recruiting for Ideas: How Firms Exploit the Prior Inventions of New Hires. *Management Science*, Vol. 57, No. 1, pp. 129-150
- Jed DeVaro., and Hodaka Morita. (2013).Internal Promotion and External Recruitment: a Theoretical and Empirical Analysis. *Journal of Labor Economics*, Vol. 31, No. 2. pp. 227-269
- Katherine Calogero. (2011). Become A fan of Government Procurement on Facebook: How The Federal government's acquisition workforce can use social networking websites to recruit New Employees. *Public Contract Law Journal*, Vol. 40, No. 3. pp. 807-828
- Lauren a, River. (2012), Diversity within Reach: Recruitment versus Hiring in Elite Firms. *The Annals of the American Academy of Political and Social Science*, Vol. 639, pp. 71-90
- Leonard Bright., and Cole Blease Graham ,Jr.(2015).Why Does Interest in Government Careers Decline Among Public Affairs Graduate Students? .*Journal of Public Affairs Education*, Vol. 21, No. 4. pp. 575-594
- Lieselotte Blommaert., Marcel Coenders., and Frank van Tubergen. (2014), Discrimination of Arabic-Named Applicants in the Netherlands: An Internet-Based Field Experiment Examining Different Phases in Online Recruitment Procedures. *Social Forces*, Vol. 92, No. 3 ,pp. 957-982
- Linda Colley.(2011).The Passing of Youth: How Removal of Traditional Youth Recruitment Policies Contributed to the Ageing of Public Service Workforces. *Labour History*, No. 101.pp. 177-193
- María Fernanda García, Richard, A. Posthuma and Manuel Quiñones. (2010). How Benefit Information and Demographics Influence Employee Recruiting in Mexico. *Journal of Business and Psychology*, Vol. 25, No. 3 ,pp. 523-531
- Matthew Bidwell. (2011). Paying More to Get Less: The Effects of External Hiring versus Internal Mobility. *Administrative Science Quarterly*, Vol. 56, No. 3. pp. 369-407
- Melody E, Valdini., and Christopher Shortell. (2016).Women's Representation in the Highest Court: A Comparative Analysis of the Appointment of Female Justices. *Political Research Quarterly*, Vol. 69, No. 4. pp. 865-876
- Mir Mohammed Nurul Absar.(2012). Recruitment & Selection Practices in Manufacturing Firms in Bangladesh. *Indian Journal of Industrial Relations*, Vol. 47, No. 3 .pp. 436-449
- Paul T, Knudson. (2012). Regional Industrial Recruitment in Upstate New York. *State & Local Government Review*, Vol. 44, No. 1.pp. 21-32
- Samita Sen. (2010). Commercial recruiting and Informal Intermediation: debate over the sardari system in Assam tea plantations, 1860–1900.*Modern Asian Studies*, Vol. 44, No. 1, pp. 3-28
- Shamima Ahmed and Allison Adams. (June 2010). Web Recruiting in Government Organizations: A Case Study of the Northern Kentucky/Greater Cincinnati Metropolitan Region. *Public Performance & Management Review*, Vol. 33, No. 4. pp. 653-670



- Shereen Hussein., Jill Manthorpe., and Martin Stevens. (2010). People in Places: A Qualitative Exploration of Recruitment Agencies' Perspectives on the Employment of International Social Workers in the UK. *The British Journal of Social Work*, Vol. 40, No. 3, pp. 1000-1016
- Silja K, Bruland., Grete Rusten., and Silja Kristiansen Bruland. (2012). Sourcing strategies, channels and geographies in the International Recruitment of a highly skilled work-force. *Erdkunde*, Bd. 66, H. 1 .pp. 1-11
- Subhash C, Kundu., and Neha Gahlawat. (2015). Recruitment and Selection Techniques used in Corporate Sector: A Comparative Study of Indian and Multinational Companies. *Journal of Organization & Human Behavior*, Volume 4, Issue 4
- Sylvie Monchatre., and Peter Hamilton.(2014). Coming to Terms with Diversity: Recruitment between Market Forces and Employee Mobilization. *Revue française de sociologie (English Edition)*, Vol. 55, No. 1.pp. 33-60
- Thomas Hegghammer.(2013).The recruiter's dilemma: Signaling and rebel recruitment tactics. *Journal of Peace Research*, Vol. 50, No. 1.pp. 3-16
- Tracy M, Kantrowitz., Craig R, Dawson., and Michael S. Fetzer.(2011). Computer Adaptive Testing (CAT): A Faster, Smarter, and More Secure Approach to Pre-Employment Testing .*Journal of Business and Psychology*, Vol. 26, No. 2. pp. 227-232
- VesaPeltokorpi., and EeroVaara.(2014). Knowledge transfer in multinational corporations: Productive and counterproductive effects of language-sensitive recruitment. *Journal of International Business Studies*, Vol. 45, No. 5. Special Issue: TheMultifaceted Role of Language in International Business: Unpacking the Forms, Functionsand Features of a Critical Challenge to MNC Theory and Performance,pp. 600-622
- Vipin Nadda., and Pankaj Tyagi. (2017). Effectiveness and Challenges of Recruitment process outsourcing (RPO) in the Indian Hotel Sector. *Tourism and Hospitality Management*, Volume 12, pp.223 - 234
- Vladimir Hlasny. (2011).Discriminatory Practices at South Korean Firms Quantitative Analysis Based on Job Application Forms .*European Journal of East Asian Studies*, Vol. 10, No. 1 .pp. 85-113
- Yas A, Alsultanny., Mona F, Alotaibi.(2015). Evaluating the Factors Affecting on Intension to Use of E-Recruitment.. *American Journal of Information Science and Computer Engineering* Vol. 1, No. 5, 2015, pp. 324-331. <http://www.aiscience.org/journal/ajisce>
- Yashar Fadhil Mohammed Harky. (2018). The Significance of Recruitment and Selection on Organizational Performance: The Case of Private owned Organizations in Erbil, North of Iraq. *International Journal of Contemporary Research and Review*, Volume 09,Issue 02