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EFFECTIVENESS OF ONLINE RECRUITMENT AND SELECTION PROCESS- INSTITUTE OF BANKING PERSONNEL SELECTION (IBPS)

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Abstract: Recruitment and selection is the important function of HRM. Proper recruitment and selection provide a strong basic structure/ foundation to an organisation. Its basic objective is to attract and appoint a person with proper and adequate skills and qualification at the appropriate/ best fitted job. Modern era is techno savvy. Online recruitment and selection process help the organisation to attract and manage the competent workforce. The main objective of this article is to understand the meaning and process of online recruitment and selection process. Many online recruitment agencies are also emerging as a popular and reliable source of recruitment. Some of them are discussed in the article. Special focus is given on the online recruitment and selection process adopted by IBPS. Use of information technology in recruitment and selection process provides benefits to both the recruiter and the job seekers in many ways.

Keywords: Recruitment, selection, IBPS, online recruitment and selection.

INTRODUCTION

1.1 HRM People working in the organisation, regardless of levels, are termed as Human Resource. In other words Human Resource is the pool of skills, talent, knowledge, experience etc. an organisation inherited in their employees. Jucius Michael calls human resource, as 'human factors', which refer to "a whole consisting of inter- related, interdependent and inter- acting, physiological, psychological, sociological and ethical components."

In an organisation human resource is the most important asset because HR manages all the resources of the organisation. An effective and efficient human resource in an organisation leads to the effective utilization of the financial and physical resources. Humans are different from each other in terms of their characteristics which includes knowledge, behaviour, aptitude, skills related to the job, beliefs etc. So, managing human resource is a big and difficult task and it needs a separate department to manage. Human resource management is that process through which the human resource of the organisation is developed and managed by various activities such as recruitment, selection, training, development, performance appraisal etc.

According to French Wendell,

"Human Resource Management is the recruitment, selection, development, utilization of and accommodation to human resource by the organisation."

Human Resource Management is a Reincarnation of Personnel Management or in other words
HRM= Personnel Management+ better human relations & developing of HR.

According to Edwin B. Flippo,

"Personnel Management is the planning, organising, directing, and controlling of the procurement, development, compensation, integration and maintenance and separation of personnel to the end that individual, organisational and societal objective are accomplished."

There are various activities in human resource management such as recruitment, selection, placement, training, compensating etc. Although each and every activity is very important but in this article the focus is on effectiveness online

recruitment and selection process

1.2 Recruitment:

Meaning: Recruitment is the process of searching and identifying the sources for prospective employee and stimulates them to apply for the job in the organisation. It is the step before selection, as organisation select from those who are recruited.

Prior to recruitment there are two important steps. These are as follows:

Need for job vacancy:

In this particular step Human Resource Planning is conducted. Human resource planning is the process through which an organisation can HRP consists of various steps which are as follows:

- Determining the objective of Human resource planning
- Preparation of skill inventory
- Demand forecasting
- Supply forecasting
- Gap analysis
- Action plan for redeployment and redundancy
- Employment plan
- Training and development program

Preparing of job analysis:

Job analysis is a process of identifying the nature of the job i.e. skill, techniques, working condition and tools required to perform the job. Job analysis consists of two parts job description and job specification. Difference in both is that job description includes detail about job such as job title, concern department, working condition, tools and technique required etc. whereas job specification provides the details of the skills required by an employee to perform the job in terms of educational qualification, experience etc. Job analysis helps to identify the nature of the job and what types of skill is required to perform the job, so that the organisation searches for the right kind of person for the job.

Sources of recruitment:

Searching for the prospective employee for the job vacancy is very difficult as they are widely scattered. There are two sources of recruitment first is internal sources i.e. searching for the prospective employee within the organisation. Second, is the external source of recruitment i.e. searching for the prospective employee from outside the organisation. Some of them are mentioned as under:

INTERNAL SOURCES

- Transfers
- Promotion
- Re-employment of ex-employees

External sources

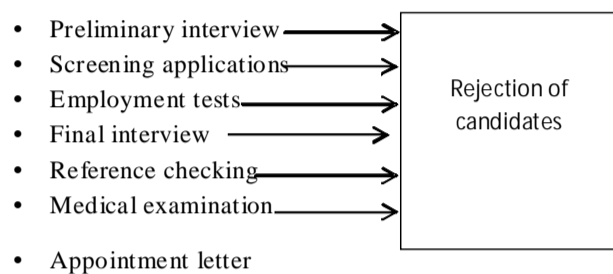
- Factory gate
- Advertisement
- Employment exchange
- Employment agencies
- Educational institute
- Recommendation
- Labour contractor

1.3 Selection

Meaning: Selection is the process of choosing the right person for the right job among those who are recruited. It is the negative process whereas recruitment is the positive process. In recruitment the main focus is to attract more and more no. of

candidates towards the organisation whereas in case of selection process, candidates are rejected at each step. Recruitment and selection together completes the process of hiring of personnel. Recruitment is the first half of hiring process whereas selection is the second half of the process.

Steps in selection process:



2.ONLINE RECRUITMENT AND SELECTION PROCESS

2.1 Meaning: Online recruitment and selection process is simply a process which includes all those steps which are in offline recruitment and selection process but the only difference in both is that in case of online recruitment and selection process, all the steps are completed through the use of electronic resources, in particular the internet. It includes not only the use of computers but also the use of mobile phones and other electronic devices for delivering the relevant information to the candidates. Information technology is used from the first stage of recruitment i.e. advertisement for the post in the organisation till the last stage of selection process i.e. issue of appointment letter.

“A survey conducted by the Employment Management Association, U.S.A, the cost- per- hire of print Ads was estimated at \$3295 and online Ads, a mere \$377. There are over 16 million resumes floating online.”

2.2 Online Recruitment Process: Many big and small companies use online recruitment process. Recruiters advertise the job on World Wide Web. Job seekers send their resume according to the job profile through e- mails. Recruiters select the interesting candidates for further selection process for respective jobs and inform them through e- mails. There is another way also, where the job seekers post their resume on www and different companies seeking candidates for their jobs can search prospective candidates from there. Following are different online recruitment methods:

- Resume Bank portals: Companies post the position with the job description and job specification on the job portal. They can also search for the prospective candidates resume posted on the site as per their job opening in the organisation.
- Creating a complete online recruitment/application section in the company's own Website: This method is very common and followed by almost all the organisations whether public or private. Companies provide a link on their website, generally, under the heading recruitment/career. Here they place the new job opening in the organisation or here interesting applicants can submit their resume in the database of the company which is further utilize by the company, as and when they have job requirements.
- Resume Scanners: Resume scanner is one major benefit provided by the job portals to the organisations. It helps the job seekers to screen and filter the resumes through pre- defined criteria's and requirements.

2.3 Online selection process: Once the organisation completes the recruitment process, the next step is to choose among those who are recruited. In most of the steps in selection process is completed through use of electronic resources and internet, except in some cases, selection test is conducted offline but now a days online recruitment exam are used by many organisations and, also, excluding personal interview which is mostly conducted offline especially in India. The first step in online selection process is to fill the application. An applicant tracking system(ATS)guide the applicants to input their personal information and work experience in designated fields. The system then matches their personal details and the job description with keywords and identifies prospective applicants for the job who meet the basic requirement for each job. Recruiters can also use applicant tracking technology to identify candidates, schedule interviews and extract equal employment opportunity (EEO) data for reporting purposes

2.4 Following are the common steps involved in the online recruitment and selection process:

- Opening the recruitment link on the organisation's website: First the applicants need to open the appropriate link where job advertisement is given, it may be on the company's website or on the job portal from where the applicants can open the page of detailed instruction of job description of the job. This helps the applicants to understand the nature of the job and whether they are eligible for the post or not.
- Filling the online application form as per the instruction given by the organisation: The second and very important step is to fill the applicants form as per the instruction given in the advertisement. The information to be filled in the application

from is general information about the applicant which includes the name, address, gender, education qualification, marital status, experience, post applied for, references, email ID, mobile no. etc. Attach the soft copy of relevant documents needed as per the job description and job specification. Upload your photograph and signature. Press submit option after finalizing all the details. For application fee one can submit it online as well as offline depending on the instruction given by the organisation. Save your ID and password given on successful submission of form which is provided by the recruiter for further reference. At this stage candidates need to fill the information very carefully because once the information is filled online and submitted it can't be edited later on.

· Candidate gets the acknowledgment mails and messages by the organisation: When the application form is submitted the applicants get the acknowledgement for submission of application form on their email- ID or get a SMS alert on their mobile phone.

Screening of the application forms: The next step is screening of application form against the job requirement. On-line systems are now available which can filter applications automatically.

On-line selection facility screens the application against set criteria through key word searches. Sometime it may provide scores after screening the application forms. Online- screening requires that the application form is filled on-line and it is very useful and quick way when there is large no. of applications. This method may not be fully relied because key words used in search can overlook the application which could potentially match the job specification. To overcome this problem, the organisation, generally, develop long application forms which mostly cover all detailed information about the candidate and which help to screen through word search.

While using online screening method the organisation should be aware of the implications of the Data Protection Act. The Employment Practices Data Protection Code recommends that, if an automated shortlisting system is used as the sole basis for making a decision, applicants should be informed. At this stage the employer incur cost of software and training which should be balanced against other potential benefits in online recruitment and selection process.

Issue of admit card online: After screening is completed the organisation issue the admit card online, either on the Email ID of the applicants or applicants can download from the organisation's website. At the time of the recruitment test candidates need to take the printout of the admit card and bring that at the time of the exam. It reduces the cost of offline mailing and also reduces the risk of being lost.

Conducting employment exam (can be offline or online): Recruitment/ employment test can be both offline and online. In government sector mostly offline mode of employment test is adopted whereas many of the private companies adopt the online test method. For example "From the year 2014, Graduate Aptitude Test in Engineering, popularly known as GATE, will become completely online. Over the last few years, the exam has been gradually incorporating online mode in some of its streams. Out of 21 papers in GATE, 15 papers were conducted in online mode for GATE 2013. GATE 2012 and GATE 2011 had 6 and 4 online papers respectively, while there was no online component till GATE 2010." In Online examination the candidates are given multiple choice questions which they have to answer only by choosing one alternative from the given choices. Questions are generally asked from the aptitude/ reasoning, general knowledge, quantitative aptitude, English etc. It saves a lot of time and money of both applicants and recruiter. Answers are also evaluated quickly in online method.

Personal interview (can be online or offline): Those applicants who cleared the exam are called for personal interview which is generally 10 times of the job vacancies. Personal interview refers to the face to face interaction between the interviewer and the applicant. It gives the first impression about the candidate's personality, his/her thinking, presence of mind, temperament etc. Generally personal interview is conducted in the physical presence of the applicant and the interviewer but interview can be conducted with the help of internet and various electronic devices such as webcam or in other words through online mode. It is very useful in situations where it is difficult for the applicant to reach to the interviewer's place (as in the case of wartime) or due to geographical constraints. Online interview is very cost effective and saves the travelling time but it has some limitations also such as lack of proper vision while online or applicants may not be aware about the net etiquettes and may behave inappropriately. But despite of some limitation online interview is very effective and is being adopted by many companies.

Reference checking (online/offline): After clearing interview next step is reference checking. At the time of filling up of the form, mostly recruiter asks for two to three references. They are the people whom the organisation contact and verify the information given by the applicants and also gaining additional information about the applicant. Generally the references are the past employer, college professors etc. But it may not be ensured that the information given by the reference is true and is not unbiased. Also contacting references is a lot of time consuming process. The new trend in reference checking is online reference check software. Chequedreference is an advanced employee reference check tool that automates pre-employment reference checking. It is combining with leading behavioural science developed at the State University of New York at Albany, making screening and hiring process predictive for better candidate selection. The references are contacted online.

Medical examination: After reference checking next step is the medical examination. Employer appoints their own doctors or they can recommend the applicant to some recognised hospitals where full body check-up is carried out. It includes check-up

of blood pressure, height & weight, pulse rate, eye examination etc. The basic objective of medical examination is to ensure that whether the new employee is suffering from any communicable disease or not and is he/she is in healthy state to work in the organisation or not.

Appointment letter(offline/online):This is the last step of online recruitment and selection process. Once the candidate qualifies the medical examination the organisation finalizes the selection of the candidate and issues him/ her appointment letter. They inform the new employee through e-mail or by sms. Organisation issue soft as well as hard copy of the appointment letter to the new recruit.

2.5 Some Online recruitment agencies and job portals: India is growing very fast in technology and we can experience the technological development in recruitment process also. Now days there are many online recruitment agencies on India which provide recruitment services to their clients (companies) and also to the job seekers. Some of them are listed below:

Info edge India Ltd. (Naukari. Com)

Company has it network across India over different cities. It provides recruitment classifieds and related services to the job seekers and corporate customers, (employers and recruitment consultants) on their website www.naukri.com. The company provide a platform where job seekers prepare and post their resume. Their resumes then listed on the website from where the corporate clients can search their database. For the corporate clients also, the company advertise their job, provides tools to search in the database of resumes and provide job application screening program. "As of march 31, 2013 naukri.com had a database of about 33 million registered job seekers and an average of about 12,000 resumes was added daily while about 1, 16,000 resumes were modified daily during the FY 2012-13. During FY 2012-13, 48,000 corporate customers (including hiring consultants/ firms) paid for services like database access, advertising/listing on the site amongst others."

ABC consultants: the company was founded in 1969 by Dr Bish Agrawal, in the pioneer of organised recruitment services in India. The company has many clients which includes multinationals and leading Indian businesses. Company's focuses on middle and senior management talent needs. In past 44yrs. Company has helped to shape the careers of over 1, 45,000 professionals.

The company has network includes offices spread across 8 major Indian cities and international presence in Dubai.

2.IBPS- Institute of Banking Personnel Selection

3.1The institute was setup in 1975, after the nationalization of banks, as Personnel Selection Service (PSS), a unit of National Institute of Bank Management (NIBM). The objective was to develop an unbiased and efficient system for recruitment, promotion and placement services for banking industry initially which is now extended to non- banking sector also. In 1984 this unit became an independent entity- Institute of Banking Personnel Selection (IBPS) at the behest of Reserve Bank of India (RBI) and Public Sector Banks. The first chairman of its Governing Board was Dr. Manmohan Singh, the then governor of RBI. The mission of IBPS is to enhance human resource development through personnel assessment.

The main aim of the institute is to promote professionalism in Talent Acquisition through selection of competent and effective cadres of personnel from clerical to the executive post, promotion and placement of personnel at various positions within the organisation, carrying out research in the area of human resource management, psychometrics, measurement and evaluation of competencies and conducting seminars, workshops and training programmes in the areas related to its activities. The institute has acquired the distinction of a Premier National Level Institute and fore- runner in the field of personnel selection by enhancing its consulting expertise over the years. They use objective Type Cognitive Ability tests for mass level examinations.

3.2 Online recruitment and selection process:

Objective Type testing methodology for employment testing is used by IBPS. It has the experience of testing employees for over two and a half decades at entry, middle and senior levels as well as assessing the general and specialist cadres which ensures that the organisation is efficient in selecting personnel relevant to the job profile.

Comparative analysis of no. of clientsorganisations and no. of projects over the 5 years by IBPS

Year	2006-07	2007-08	2008-09	2009-10	2010-11
No. of client organisations	76	91	82	99	107
No. of projects	188	215	193	224	292

As seen from the table the number of client organisation and no. of projects over the 5 years undertaken by IBPS have been steadily increasing. No. of clients has increased from 76 to 107 whereas no. of the projects undertaken by IBPS increased

from 188 to 292. Most of the public sector banks are registered under IBPS except SBI and its subsidiaries.

The list of the clients is virtually endless, which is broadly classified into:

Public Sector Banks
Private and Foreign Banks
Regional Rural Banks
Central and Other Financial Institutions
Co-operative Banks
Insurance Companies
Other Public/ Private Sector Undertakings
Academic Institutes

IBPS has introduced advanced process of online applying and receiving applications for the jobs. Since, 2006 IBPS is accepting online applications and the applicants are intimated through emails or SMS. They prepare their application in bilingual format, upload images and signature of the applicants along with their full bio data which can be modified as per client needs. The online mode of recruitment is also successful in rural area. 90% of the applications are received through this mode. In year 2008-09 IBPS has nearly 40,000 online application registrations which increased nearly three times and reached at about 1,10,000 online application registration in year 2009-10.

Online selection process: IBPS provides following services to its clients:

Understanding Customer Requirements
Advertisement Preparation
Media Management (Advertising)
Complete Pre Exam Processing including

Application Form Design
Call Letter Design
Candidate Shortlisting
Mailing of Call Letter

Venue Selection
Conduct Examinations
Post Examination Result Processing
Conduct Interviews and group discussion
Final Short Listing of Candidates

IBPS has replaced its traditionally testing method and introduced online testing for recruitment and selection. It has expertise in this method especially in financial sector and has the capacity to conduct the online exam for over 5000 candidates across the country in a single session. Its services include issuing admit cards online to the candidates, emails and SMS alerts, online score cards etc.

After the examination, candidate's answer sheets are evaluated with the help of their in-house computerized scoring system (OMR scanners). IBPS is one of the world's largest institutes which can handle a massive number of answer sheets each year with the help of computer based scanning system. It has the capacity to scan more than 200 thousand answer sheets a day. The institute's testing and evaluation is based on the Classical Test Theory (CCT), but is moving towards Item Response Theory (IRT).

IBPS also conducts interview skill training programmes to train interviewers in the art and science of conducting interview. Its team of experts in respective areas are located in all metropolitan cities and state capitals of India. In the past two years, it has assessed more than 50,000 candidates through the process of interviews in more than 20 locations across the nation.

Assessment: Assessment centre programmes are conducted by the institute for different categories of clients. These programmes help the personal development of employees by identifying the gap between desired level and observed level. It also helps in the placement of the employees at the right job by comparing the job profile with the employees profile and identifies the training needs of the individual employees. Main focus is on Technical, managerial and interpersonal competencies. Utmost care is taken while conveying the result of the assessment to individual employee with regards to his/her strength and weakness and guides them for their personal development.

Following are the steps in the assessment programmes:

Identify critical competencies and decide expected level on each of the critical competencies.
Devise suitable exercise/ tools to reliably assess the competencies.
Conduct the process and assess competencies using multiple tools and observers.
Profiling the individual indicating competency gaps.
Counselling for improvement and strength identification.

The Assessment tools commonly used are:

Simulation Exercises
Committee Exercises
Management Games
Presentations
Personal Interviews
Role Plays
Problem Solving Exercises in team situation

1. Effectiveness of online recruitment and selection process:

Cost effective: Online recruitment process save the cost of recruitment and selection to a great extent. Use of information technology at each step of recruitment and selection process helps the organisation to have a low cost advantage and can be pass it to their employees in the form of handsome salary. Organisation generally incurred cost in terms of software and training.

Quick and time saving: Online recruitment and selection process is very quick and it saves a lot of time of both the recruiter and the job seekers. Services such as Online admit cards, online interview, online reference checking, online exam etc. reduces the distance between the recruiter and the job seeker and information is easily & quickly exchanged in a very less time.

Helps to automate the recruitment process: It automates the recruitment process with the of use different software at each step of the process, starting from filling of application form to issue of appointment letter. Once appropriate data is feed in the software it automatically scrutinize each and every application form. To some extent it provides the efficiency and reliability in recruitment and selection process which may not be obtain without the use of information technology.

Provide a link between the recruiter and the job seeker: Various job portals and information links on organisation's website provides a link between the job seekers and the recruiters. It facilitates both of them in terms of cost and time saving. Organisation gets a pool of the skilled and qualified people from which they can select the best person for their job position. Job applicants also get information about various job positions in different sectors and job portals help them to make their resumes and provide their resumes to different employers.

Attract the competent employee toward the organisation: Most of the job applicants search for the job on www, it helps them to search for different job in different reputed companies. Online advertisement helps to attract those applicants also who otherwise may not come to know about the job vacancy or may not be interested the company. Thus, online sources of recruitment play a vital role in attracting competent employees towards the organisation.

Online recruitment gave a detailed job description and job specification: As employers can use as much space as they want in online sources of recruitment, they can give detailed job description and specification of the job. This helps the job applicants to identity those job for which their personal job profile matches. Further, it also clarifies all the aspects to the applicants about the job such as its nature, working conditions, designation etc.

It helps the organisation to maintain the database of the applicants: The most important benefit of online recruitment and selection process is that it provides a database of the resumes of the applicants to the organisation. This database is used by the organisation in filling the job vacancies in future which save them from repeating the whole process again and hence saves time.

3. CONCLUSION:

Online recruitment and selection process simplify the process of recruitment. It not only helps to appoint the right person at the right place but also help to maintain the database of the job seekers. It is a platform where the job seekers and recruiters communicate and approach each other.

In India online recruitment is on peek. Various online recruitment agencies have spread their network all over India

and are helping many unemployed people to acquire a satisfactory job. Job portals are one of the popular online sources of recruitment. As concluded that many government organisations especially in banking sector i.e. IBPS has adopted a common online process in which public sector Banks, private sector banksetc. are the members. It is also beneficial to the recruiter as it is very cost effective, provide transparency, provide a database of resumes of prospective employees as and when required and last but not the least save a lot of time which is very crucial in modern era. We are experiencing many new online techniques of recruitment which replaced the traditional recruitment and selection process to a great extent and many other techniques and services can be introduced to further improve the online recruitment and selection process.

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