

A Study on Effective Recruitment Process by a Recruitment Consultancy in India

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Article Received: 29 April 2018

Article Accepted: 24 July 2018

Article Published: 25 August 2018

ABSTRACT

The aim of the study is to find the average waiting time of the candidate who attends the selection process into the organization. The purpose of the study is to analyze how many rounds the candidates gone through for the specific job role and also to determine the hit rate of the specific job profile in the recruitment and selection process. It also helps to determine the effective process and result towards short listing the candidate through difference sources. This report analyses the level of satisfaction towards the recruitment process by the respondents.

Keywords: Recruitment, Satisfaction, Scrutinizing, Waiting time, Job role.

INTRODUCTION

Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for job (either permanent or temporary) within an organization. Job consultancies play a crucial role in providing man power to the companies. Different companies (clients) need different requirements, as per the requirements this consultancy work effectively and efficiently with the required skill towards the candidate. Depending upon the job structure the number of rounds has been conducted during the selection process.

REVIEW OF LITERATURE

• Noreen Heraty, Michael Morley, 1998

A Survey gives contemporary reasoning on enrolment and choice in associations. It is draws upon information from a 1992 and a 1995 study to investigate the idea of current enrolment and choice practices in Ireland with specific reference to administrative occupations. Arrangement choices on enrolment are analysed, enlistment strategies are looked into, and the impact of possession, size, unionization and division on the techniques picked is introduced. Determination strategies utilized are distinguished and the circumstances in which they are well on the way to be used are featured.

• Ronan McIvor, 2000

In the course of the last number of years, outsourcing has turned into an imperative issue for some associations. In any case, there is confirmation to recommend that associations are not accomplishing the coveted advantages from outsourcing. Outsourcing choices are seldom taken inside a completely key point of view with numerous organizations embracing a short-term viewpoint and being persuaded fundamentally by the look for short-term cost diminishments. The point is to outline that outsourcing ought to be done from a key viewpoint and incorporated into the general methodology of the association by proposing an outsourcing structure. The structure endeavours to conquer a portion of the issues related with outsourcing by coordinating

various key strands identified with outsourcing including an esteem chain viewpoint, center competency considering and supply base impacts into the decision-making procedure.

• **W. Roselius, B.H. Kleiner, 2000**

This paper states that for hiring candidate both the management and the talent management got highly involved in it. Offers advisers for enlisting workers - particularly the correct ones for the correct employments. This helps to take the process in a systematic manner and also give best suggestion to select the right candidate. Condenses that the most ideal approach to figure out what a man's past execution has been is to utilize performance-based questions and exact, job-related testing.

• **Alison M. Konrad, John Deckop, 2001**

HR experts understand that they have to refresh their innovative abilities and create frameworks for overseeing more virtual associations. Human asset (HR) is additionally attempting to end up to a greater degree a vital accomplice in firms. HR can possibly make upper hand for firms by effectively for being a business of decision with a superior work framework and a successful arrangement of motivating forces.

• **Ghada El – Kot, 2008**

The Human Resources department plays an effective role in recruitment and selection process for different requirements which has been needed by the various other departments into the company. The context for the interview system should be conveyed to the respective department by the recruiter.

• **Peter Cheese, 2008**

This article states the situation around the present market HR issues and the significance of talent management. Ability is presently the way to key achievement, however is then again getting harder to discover and less demanding to lose. In handling these issues, each association must manage a universe of progress and changeability. The paper penetrates down into how to insert and maintain ability control. It clarifies the significance of comprehension and estimating how ability adds to an association's execution and goes ahead to look at alternate capacities and procedures required to guarantee that talent isn't simply held, but at the same time is effectively duplicated.

• **Julia Christensen Hughes, Evelina Rog, 2008**

The motivation behind this article is to elucidate what is implied by ability administration and why it is essential (especially as for its effect on worker enrolment, maintenance and commitment), and to distinguish factors that are basic to its viable usage. Ability administration is an embraced and established responsibility to executing an incorporated, key and innovation empowered way to deal with human asset administration (HRM). This dedication stems to a limited extent from the broadly shared conviction that HR are the association's essential wellspring in top priority; a basic resource that is getting to be in progressively short

supply. The advantages of a successfully actualized ability administration technique incorporate enhanced worker enrolment and degrees of consistency, and upgraded representative commitment. These results have been related with enhanced operational and money related execution. The outer and inner drivers and restrictions for ability administration are many.

• **Peter Brown, 2010**

The motivation behind this article is to exhibit how a business can make a high performing workforce that gives a high superiority that is hard to reproduce. It looks to give a concise history of outsourcing to show that HR is neither excessively easy nor complex, making it impossible to outsource as a capacity. It intends to propose a presence of mind approach on the most proficient method to figure out which bits of the HR capacity could be better conveyed by third-party providers. Outsourcing can assume a vital part in helping HR offices convey these objectives.

• **Sim Siew-Chen, Gowrie Vinayan, 2016**

This paper is to give bits of knowledge into the lead of recruitment process outsourcing (RPO), in light of a genuine contextual investigation of one organization in Malaysia. The paper investigations the organization's procedure of enlistment outsourcing from start to finish, in three segments: RPO choice, RPO usage and RPO result. This report has been evaluated with the help of interviewing with the respective respondents into the organization.

• **Marjan Maali Tafti, Mahdi Mahmoudsalehi, Mojtaba Amiri, 2017**

The main intention of this paper is to figure out the obstacles and challenges in talent management in an automotive industries. This exploration is a sort of pioneer examine done by subjective approach. The strategy to information gathering was meeting and research test was 15 supervisors in car businesses. Information examination was done by the coding strategy, and ideas, minor and real settings were removed and in conclusion the theoretical structure was shaped.

In view of the discoveries of the examination, system of causes and difficulties in ability administration was ordered into four classes that are basic difficulties and boundaries, ecological difficulties and obstructions, social difficulties and Hindrances and in conclusion administrative difficulties and hindrances. Furthermore, the system of ability administration achievement factors were arranged into three principle segments that are basic achievement factors, natural achievement factors lastly administrative achievement factors.

OBJECTIVE OF THE STUDY

- To find the average time spend by a candidate during interview process.
- To analyses how many rounds gone through by the candidate during the interview.
- To determine the hit rate analysis for specific role in recruitment and selection process.

- To determine the impact of different sources.

SCOPE OF THE STUDY

- To suggest the effective scope for recruitment and selection process.
- To identify the level of satisfaction by each candidate in getting placed in a company through a consultant.
- To suggest some changes for the company in recruitment process to develop their business in this field.

LIMITATION OF THE STUDY

- This study was limited to the survey collected from 50 respondents only.
- The respondents are the candidates who directly walk-in to the company for the interview.
- This study analyses only about the recruitment process into the company.

RESEARCH METHODOLOGY

This chapter gives a detailed description about the methodology used for the present study. Keeping in mind the various objectives of the research this section of the thesis has been designed. The types of data collected, nature of samples, sample size, tools used for data analyses etc. have been explained. Here I have been collected a survey questionnaire which relates to my project with a sample of 50 candidates those who comes to attend the interview. This project has been made through taking a survey towards the candidates who comes to attend interview process for different job role into the consultancy. Here candidates are selected randomly by those who come for different profiles especially like IT, BPO's, marketing and Finance field. This random selection is to know whether the time taken to scrutinize the candidate in an effective manner for all the various requirements. Questionnaire will be administered to the respondents (50) and the data will be analyzed using SPSS tools.

PRIMARY DATA

It has been collected through distributing the questionnaire survey to the candidate (respondents) who directly walk-in to the company for interview. The purpose of the questionnaire is to analyze and interpret the result which is useful for my study.

SECONDARY DATA

It has been collected through social websites.

SAMPLE DESIGN

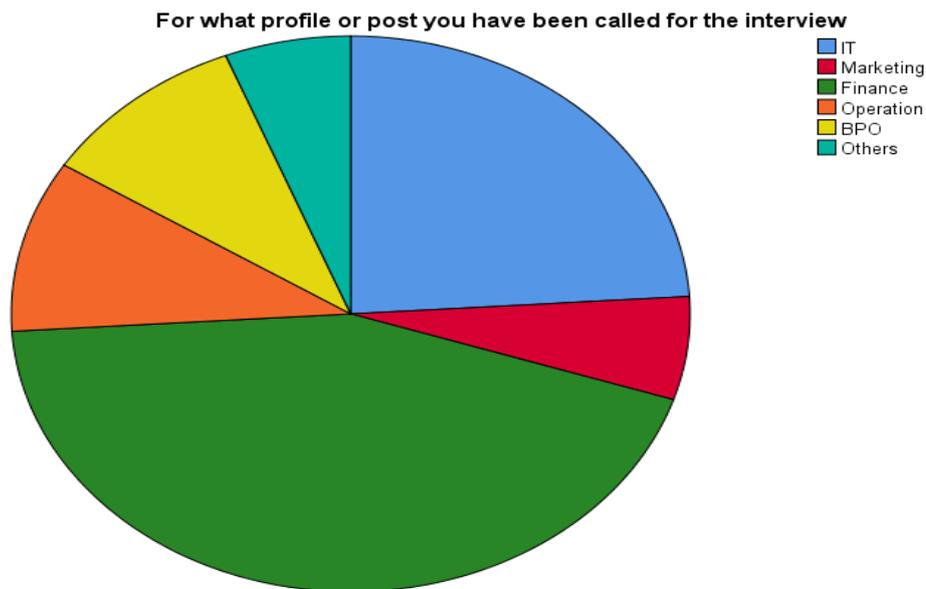
It is a cross-sectional study were the candidates are the respondents who walk-in to the interview into the company for different requirements like Marketing, Finance, BPO's, IT, Operations and others.

This report has been analyzed by taking a survey from 50 candidates only. This analysis was measured by necessary steps to avoid the confusion while collecting the data.

DATA ANALYSIS AND DISCUSSION

1. Percentage and Pie chart analysis

(1.1) Interview attended for Specific Job role by specific candidate

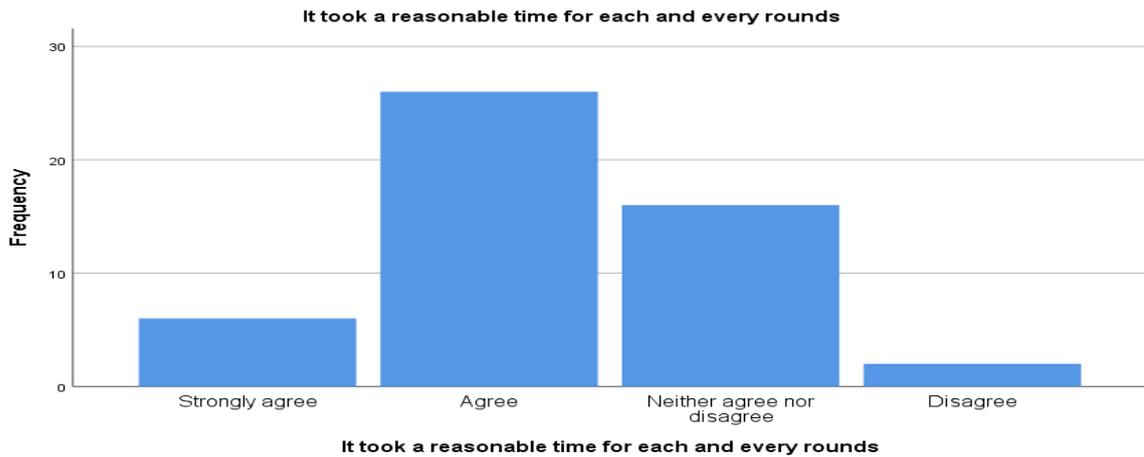


		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	IT	12	24.0	24.0	24.0
	Marketing	3	6.0	6.0	30.0
	Finance	22	44.0	44.0	74.0
	Operation	5	10.0	10.0	84.0
	BPO	5	10.0	10.0	94.0
	Others	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Inference: This data helps to find out the number of people came for the specific job role to the candidate. Out of 100 12% for IT, 3% for marketing, 22% for finance, 5% for operation, 5% for BPO and 3% for others like sales, receptionist, office staff, etc. With the help of the above information we can state that maximum candidate has been come for finance role.

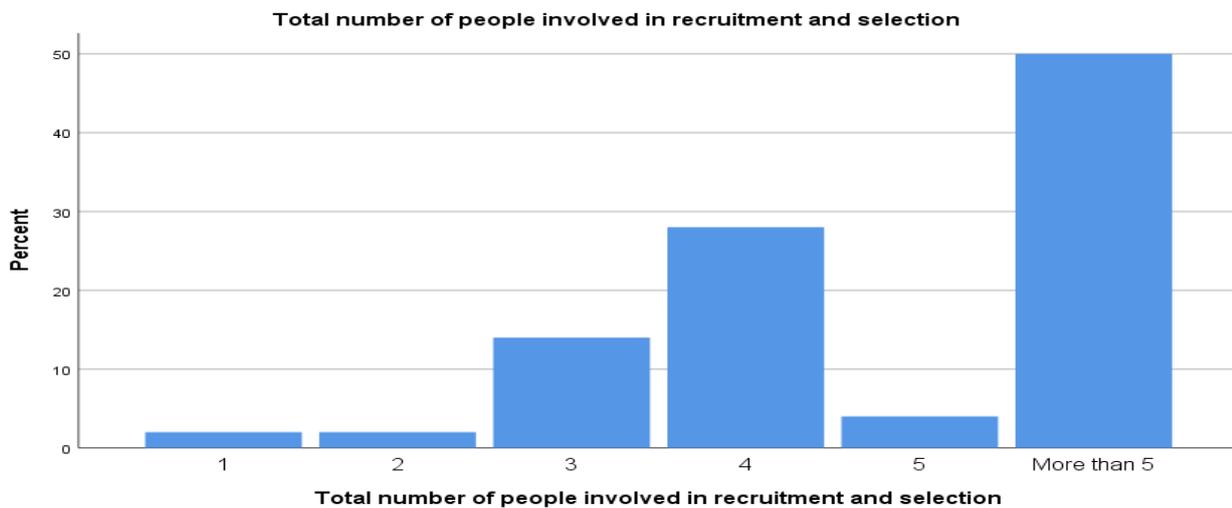
2. Bar Chart analysis

(2.1) Valuable time spends by the respondents



Inference: According to the above table and bar chart we can determine that 52% of the respondents are agree with the statement that the time taken or the gap between each rounds was reasonable. 12% of the respondents strongly agreed with the statement, 32% of the respondents neither agree with the statement nor disagree with it, they are neutral with it and only 2% of the respondents were disagree with the statement.

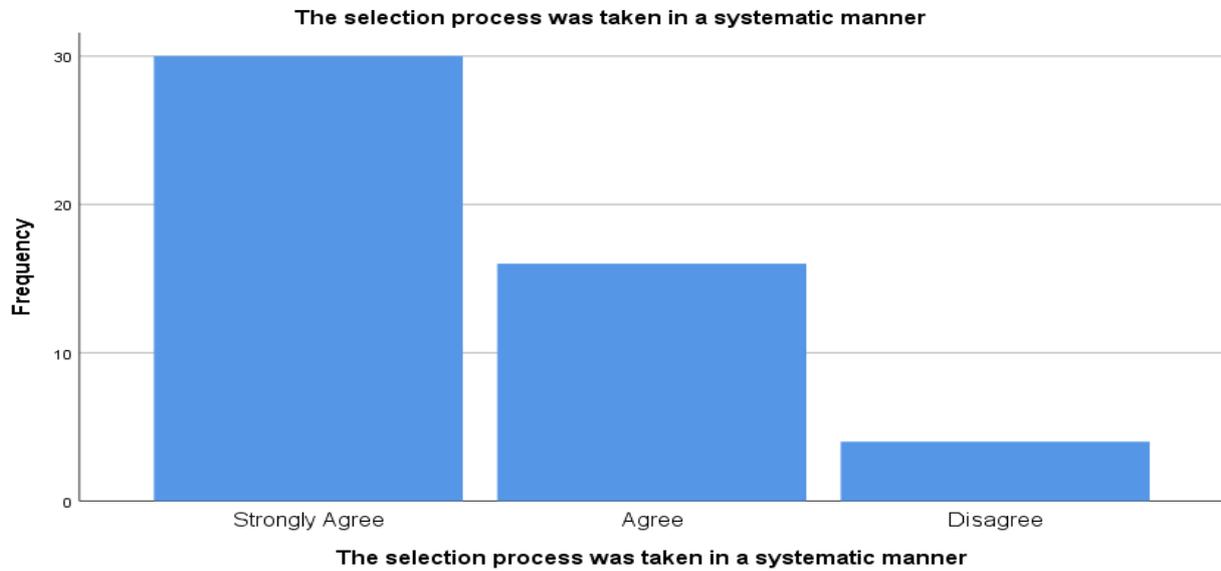
(2.2) Total number of people involved in recruitment process



(2.3) Number of rounds attended by the respondents



(2.4) Level of Satisfaction by the respondents



3. Percentage Analysis

(3.1) Gender

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	14	28.0	28.0	28.0
Valid Female	36	72.0	72.0	100.0
Total	50	100.0	100.0	

(3.2) Source for short listing the candidates

From which source you have been shortlisted

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Calls/Message	10	20.0	20.0	20.0
Valid Mails	14	28.0	28.0	48.0
Valid Drive	16	32.0	32.0	80.0
Valid Reference	6	12.0	12.0	92.0
Valid Others	4	8.0	8.0	100.0
Total	50	100.0	100.0	

4. Hit Rate Analysis

		Frequency (Respondents)	Percent	Valid Percent	Cumulative Percent	Selected candidates	Percentage
Valid	IT	12	24	24	24	7	58
	Marketing	3	6	6	30	3	100
	Finance	22	44	44	74	15	68
	Operation	5	10	10	84	3	60
	BPO	5	10	10	94	5	100
	Others	3	6	6	100	2	67
	Total	50	100	100			

Inference: The above table helps to find the hit rate of the specific job role, here in this table it states that out of 12 candidate 7 of them got selected for IT job role which has 58% of the candidate got selected for IT field. In marketing 3 candidate came for the interview and out of them all 3 got selected; here it shows 100% result in this specific job role. For finance specification a large number of people attended for the interview, above 22 people came for the interview and only 15 candidates got selected for the job and the hit rate of this job specification is 68%. For operation and BPO specialization 5 candidate attended the interview and from those 3 have got selected for operation and 5 have got selected for BPO. Here again for BPO it gives a 100% result in the hit rate analysis. For other specialization like office staffs and receptionist 3 of them attended the interview from those respondents 2 has got selected. Therefore it can be analysed that the hit rate has been estimated in a systematic manner and the rate of selection is reasonable.

5. Average time spend by the candidate during the interview process towards the number of rounds

No. of rounds		1	2	3	4	5	6	Total
				No. of respondents				
Time taken by each recruiter	5mins	1	1	1	1		1	5
	10mins			2	5		2	9
	15mins			4	7		3	14
	20mins				1	2	17	20
	30mins					2		2
	Total	1	1	7	14	4	23	

Inference: The above statement gives the detail information about the time spend by the candidates with each recruiter and overall time spend by the candidate with the recruiter and it has been compared with number of rounds has been taken by every candidates. By calculating the overall time spends by the candidate to complete the

interview process by comparing number of rounds, it shows the total time spend by all the candidates is 4010minutes, were its average time is 80mins i.e. 1 hour 20 minutes (4010/50). Therefore it states that the average time spend by each candidate is 1hour 20minutes with the recruiter in the interview process.

1. Anova one way

(6.1) Analysis between gender and specific job role

Null Hypothesis: There is no significant difference between the gender and specific job role.

Alternate Hypothesis: There is a difference between the gender and specific job role.

ANOVA					
For what profile or post you have been called for the interview					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.003	1	.003	.001	.973
Within Groups	102.817	48	2.142		
Total	102.820	49			

Inference: The significant value is greater than 0.05, hence null hypothesis are accepted. There is no difference between gender and specific job role.

(6.2) Analysis between gender and shortlisted candidates

Null Hypothesis: There is no significant difference between the gender and Shortlisted candidates.

Alternate Hypothesis: There is a difference between the gender and shortlisted candidates

ANOVA					
From which source you have been shortlisted					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.534	1	13.534	5.613	.022
Within Groups	115.746	48	2.411		
Total	129.280	49			

Inference: The significant value is lesser than 0.05, hence there is a difference between the gender and source for short listing the candidates. There is no female candidate has been shortlisted through calls and message, they are

shortlisted through mails, portals, placement drive and other sources. Only male candidate has been shortlisted through calls and message. Here we can accept the alternate hypothesis and ignore the null hypothesis.

(6.3) Analysis between age and specific job

Null Hypothesis: There is no significant difference between the age and the specific job role.

Alternate Hypothesis: There is a difference between the age and the specific job role.

ANOVA					
For what profile or post you have been called for the interview					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.335	1	.335	.157	.694
Within Groups	102.485	48	2.135		
Total	102.820	49			

Inference: Here in the above table the significance difference shows 0.694 which is greater than 0.05, Hence we can accept the null hypothesis. There is no significance difference between the age and the specific job role.

(6.4) Analysis between age and selected candidates.

Null Hypothesis: There is no significant difference between the gender and Shortlisted candidates.

Alternate Hypothesis: There is a difference between the gender and shortlisted candidates

ANOVA					
From which source you have been shortlisted					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.891	1	3.891	1.490	.228
Within Groups	125.389	48	2.612		
Total	129.280	49			

Inference: The significance difference is 0.22 which is greater than 0.05, therefore we can accept the null hypothesis and ignore the alternative hypothesis. There is no difference between the gender and the shortlisted candidates

2. Chi-square test

(7.1) Analysis amid overall time spends by the respondents for the specific job role in the interview process

			For what profile or post you have been called for the interview						Total
			IT	Marketing	Finance	Operation	BPO	Others	
Overall how much time has been taken for completing all the rounds	30 mins	Count	1	0	1	0	0	0	2
		% within Overall how much time has been taken for completing all the rounds	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
		% of Total	2.0%	0.0%	2.0%	0.0%	0.0%	0.0%	4.0%
	1 hours	Count	0	0	0	2	0	3	5
		% within Overall how much time has been taken for completing all the rounds	0.0%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%
		% of Total	0.0%	0.0%	0.0%	4.0%	0.0%	6.0%	10.0%
	2 hours	Count	2	0	2	1	1	0	6
		% within Overall how much time has been taken for completing all the rounds	33.3%	0.0%	33.3%	16.7%	16.7%	0.0%	100.0%
		% of Total	4.0%	0.0%	4.0%	2.0%	2.0%	0.0%	12.0%
	3 hours	Count	3	0	1	0	4	0	8
		% within Overall how much time has been taken for completing all the rounds	37.5%	0.0%	12.5%	0.0%	50.0%	0.0%	100.0%
		% of Total	6.0%	0.0%	2.0%	0.0%	8.0%	0.0%	16.0%
	4 hours	Count	4	3	2	2	0	0	11
		% within Overall how much time has been taken for completing all the rounds	36.4%	27.3%	18.2%	18.2%	0.0%	0.0%	100.0%
		% of Total	8.0%	6.0%	4.0%	4.0%	0.0%	0.0%	22.0%
	more than 4 hours	Count	2	0	16	0	0	0	18
		% within Overall how much time has been taken for completing all the rounds	11.1%	0.0%	88.9%	0.0%	0.0%	0.0%	100.0%
		% of Total	4.0%	0.0%	32.0%	0.0%	0.0%	0.0%	36.0%
Total	Count	12	3	22	5	5	3	50	
	% within Overall how much time has been taken for completing all the rounds	24.0%	6.0%	44.0%	10.0%	10.0%	6.0%	100.0%	
	% of Total	24.0%	6.0%	44.0%	10.0%	10.0%	6.0%	100.0%	

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	81.226 ^a	25	.000
Likelihood Ratio	67.054	25	.000
Linear-by-Linear Association	3.872	1	.049
N of Valid Cases	50		

a. 35 cells (97.2%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	1.275	.000
	Cramer's V	.570	.000
N of Valid Cases		50	

Inference: The above table gives the detail information about the overall time taken to complete the interview process towards the specific job role. Here it shows that the expected count is less than 5 were as the minimum expected count is 0.12 which indicates that it satisfies the chi-square test. Here the significance level is less than 0.05; hence we can accept the alternative hypothesis and reject the null hypothesis. Therefore it has been proved that there is a difference between the overall times taken to complete the interview process by the respondents for different job role.

FINDINGS AND SUGGESTIONS

According to the survey it states that 72% of the respondents are female candidates and the rest are male candidates. Here it also states that most of the respondents are coming under the age of 18-25 and the rest are 26-40. Form this statement we can find that most of the respondents who attended the interview are with less experience and fresh candidates.

The average time spend by the respondents will determine the average waiting time between each rounds and also gives the overall waiting time for completing all the process. Here the maximum of the respondent spend their time for more than 4 hours in the interview process; i.e. 36% of the respondents have waited for more than 4 hours in the interview process.

According to the survey out of 50 samples 18 candidates waited for more than more than 4 hours and 11 candidates waited for 4 hours, were it shows a minor difference between the two components. Hence it determines that the overall waiting time by the majority of the candidate is reasonable.

Depending upon the survey about 40% of the respondent, it took 20 minutes for the candidate with each interviewer during the interview process. The overall average time spend by the candidate with the recruiter to complete the process is a reasonable time, again 20 minutes is a valuable time taken by each recruiter to judge the candidate.

According to the calculation of average waiting time table towards number of rounds in interview process, it shows that each and every respondent spend their time with the interviewer in an average of 80mins i.e. 1hour 20minutes during the interview process, which shows that the time spend with the recruiter is fair and reasonable to scrutinize the eligible candidate to the specific role.

Considering the hit rate analysis it shows the effective process of the interview section conducted by the recruiter for different job profile. The hit rate analysis table shows the number of people attended the interview for different requirements of job. Here the samples collected from 6 specification job roles viz are IT, Marketing, Finance, Operation, BPO and others.

With the help of hit rate analysis table Marketing and BPO job specification shows 100% result in selecting the suitable candidates. Other job profile specification result shows an average estimation with a percentage of 68 out of 100.

From the collected sample majority of the candidates are came for placement drive, from 50 samples 16 respondents are came for drive, 14 respondents from mails, 10 respondent from message, 6 respondents from reference and 4 respondents from other sources.

According to the Anova one way calculation we can determine that there is no difference between the age and gender towards the selected candidates. It shows the difference only between the gender and the source for short listing the candidates. There is no female candidate has been shortlisted through message or calls, only male candidate has been shortlisted through such sources. Female candidate has been selected through other sources like placement drive, portals, mails and social media.

Chi-square test helps to analyze the difference between overall times spend by the respondents for the specific job role in the interview process. There are totally 6 specific job role and the candidates are came for different requirements. Depending upon the requirements the time will be taken for the interview process. Here for finance candidate it took more than 4 hours to complete the process were as for other job role like IT and marketing it took 2 hours and for BPO's candidates it took 3 hours.

SUGESSTION

- The time taken between each and every rounds in the interview process was fair and one can work more effective for the waiting time during the selection process to avoid the wastage of time.
- By considering the hit rate analysis one can find the effective result into the process, hence the company can follow the same process continuously to get a better result.
- According to the survey the majority of the candidate has been shortlisted through placement drive, message and emails, very few people shortlisted by other source like social media. Here we can suggest them to concentrate more on social medias were one can utilize the resources effectively.

CONCLUSION

Here we can conclude the report by following points,

- According to the collected data we can state that maximum of the candidate are female candidates and majority of the respondents agreed that the interview process has been done in a systematic way.
- The primary data helped to analyse the study and also helped to find out the better solution for future growth.
- The waiting time and the overall waiting time in average during the interview process is also reasonable, it shows each candidate spend their average time was fair and reasonable i.e. 80minutes which is 1hour 20minutes in average.
- The respondents who came for the interview are for different job role and have been shortlisted through different sources. According to the survey it states that majority of the respondents are shortlisted through placement drive. Here placement drive giving a better result to the company, therefore one can concentrate more on placement drive by which they will be chances to have a growth into the company.
- Different job role need different number of rounds like aptitude, technical rounds, stress interview, etc. Majority of the people have faced 5 rounds during the interview process which shows that their securitizing the candidate in a systematic manner.
- This report also determines that maximum number of people feels face to face interview is very easy to handle during the interview process.
- Hit rate analysis shows that marketing field and BPO field has 100 percent result in the interview process were others are in average of 60% - 70%.

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