

**PERCEPTION OF WOMEN'S EMPLOYEES ON RECRUITMENT AND SELECTION
PROCESS -A STUDY OF HOSPITALS IN PUNJAB**

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Abstract

One of the most significant elements of human resource management (HRM) is recruitment and selection (HRM). Human resource management (HRM) uses recruitment and selection to make sure the correct individual gets the right job in an organization. Any company enterprise's success depends on its capacity to identify and choose individuals with the necessary teamwork skills. A conduit for attracting highly qualified people with extensive expertise is provided by recruitment and selection in. Procedures for recruiting and selection may occasionally also be used to eliminate candidates. those who might not be qualified for a specific role or career.

Effective business execution and service delivery depend on a productive work team. HR management must make sure that individuals who are skilled, knowledgeable, and devoted are hired in the organisation if it is to create an effective team. Hence, the hiring and selecting procedure should be unbiased, consistent, and of the highest calibre. As people are the most prized and highly valued assets, corporate organisations have been focusing more on them during the past ten years. The purpose of the paper is to investigate how women perceive the recruiting and selection procedures in Punjab's health care industry. Organizations with the finest human capital accessibility get a competitive edge and transform into the true lifeblood of the industry. A combination of primary and secondary data was used in the study. Primary data was gathered through the use of questionnaires. The percentage approach was used to get the results. The study's conclusions show that private businesses employ the best hiring and selection practises, are content with their workplace environments, and adhere to moral hiring practises

Key Words: Employees, recruitment, selection, recruitment policy, organization climate, Healthcare, Hospitals

Introduction

The recent rise in importance placed on human resources is among the most important changes in the field of organisations. Humans are essential to enterprises because they bring different perspectives, values, and characteristics to the workplace. When skilfully handled, these human characteristics may be very valuable to the firm. In both developed and developing nations, corporate firms must priorities employee performance. The human resource of the corporate enterprise determines whether it will succeed or fail. It is essential for every organisation to find the proper person for the position and develop them into productive resources. The selecting procedures may influence how employees perceive their work; good hiring policies enable line managers to operate most productively to achieve the main goal. The primary goal of this study was to investigate health sector employees' perceptions of recruitment and selection procedures and to identify the gender discrimination during recruitment selection procedure

Every company must spend across the value chain to achieve great aggressive capacity in each of the businesses in its portfolio in a climate where aggressive challenges are quickly expanding. The development of exclusive business models that promote global trade appears to be every organization's goal nowadays. The hiring and selecting process is among the most crucial components of managing both new and established enterprises. The right team members can grow the company to new heights. The wrong ones can harm a company's ability to compete both within

its own industry and across the entire value chain it is a part of by missing sales opportunities, alienating consumers, and creating a hostile work environment. By drawing in effective and qualified personnel who can help the organisation achieve its goals, recruitment and selection play a crucial part in erecting the organization's competency. The process of hiring applicants who have the necessary skills to fill open positions and help an organization's future growth and performance in a positive way is known as recruitment.

Recruitment and selection

One of the core responsibilities of human resource management is recruitment and selection, which has a significant impact on the productivity and performance of an organisation. It is sometimes asserted that hiring decisions are made to bring in workers who can perform well and exhibit dedication, not only to replace leaving workers or increase the size of the workforce (Ballantyne, 2009). The terms "recruitment" and "selection" are sometimes used interchangeably, so it's important to comprehend them and consider how they relate to one another. Recruitment and selection have a clear distinction. Every organisation has a different hiring procedure. According to Cole (2002), the main goal of recruitment efforts is to encourage enough qualified candidates to apply for openings in an organisation. According to Cole (2002), when companies are able to find and hire qualified workers who can consequently fit into their roles and are competent, the company will be able to take advantage of opportunities, manage threats, and compete effectively with other companies who are constantly struggling to build and maintain their workforces. It is the procedure through which a company creates a collection of skilled, competent, and knowledgeable people who apply to work for the company. It is routine trend in Indian organisations to first design a recruitment policy before putting it into practise. Traditional hiring methods include walk-ins, ads, transfers, promotions, and employee referrals. With the advent of social media, the hiring process underwent a significant transformation in the modern economy. In order to find potential employees, several businesses use online recruiting techniques. Organizational management of human resources is crucial. Recruitment is a fundamental HR discipline that deals with how employees join firms. In many firms, HRs are in charge of recruiting. The recruitment process is influenced by a number of variables, including company culture, working conditions, amenities, pay, benefits, reputation for reliability, and location.

The process of selecting a qualified applicant from the pool of job applications is called selection. Following the conclusion of the recruitment procedure, the selection process begins. Selection is the unfavourable side of HR practises, whereas recruiting is the positive one. Several experts agree that ethical hiring and hiring practises are necessary for businesses to survive in a cutthroat economy. The hiring process starts with recruitment, followed by selection and placement (Rao, 2010). The goal of the employer is to select a candidate who is suitable for that specific position. On the other hand, selection refers to the procedure used by organisations to determine whoever will or will not be permitted to join the organisation.

In contrast, the main goal of selection activities is to find the candidates who are best qualified and convince them to accept a job with the organisation. It is difficult to overstate the significance of having effective and efficient recruitment and selection processes.

The second stage of the manpower planning process is selection. The process of selecting the best candidate based on their qualifications and the job's requirements is known as selection (Bhattacharyya, 2010). The selection procedure varies from industry to industry, is time-consuming for large businesses, and is wider for manufacturing organisations (Venkatesh, 2008). According to Dale Yoder, selection entails categorising all job candidates into two groups: those who are selected and those who are not (K.Aswathapa, 2007). While choosing a candidate, a number of criteria must be taken into account, including group discussions, employment history, referral history, interviews, medical exams, and more.

Review of Literature

The process of discovering and enticing qualified candidates for employment is known as recruiting. The recruitment process starts when new hires are needed and finishes when their applications have been received. As a result, there is a pool of candidates from which new hires are chosen. The ideal recruitment attempt, in the words of Robins, "will draw a sizable number of eligible applicants who will accept the position if it is provided. A successful recruiting strategy should draw in qualified candidates alone. It will be less expensive to process unqualified candidates thanks to these two goals. Finding possible applicants for current or future organisational openings is called recruiting. Instead, it could be seen as a connecting activity that brings people who are looking for work and those who have jobs to fill together.

R.M. Hodgetts states that "Selection is the process by which a company selects the applicants who most closely fulfil the requirements for the open position." We may therefore conclude that it is a procedure in which job applicants are separated into two groups: those who will receive job offers and those who won't.

Aruna S. (2015) according to the paper "Recruitment and Selection in Public Organizations In Nigeria: A Case Study of university of Nigeria, Nsukka." In order to manage funds, finances, men, and work and to maintain organisation, suitably qualified people should be recruited in both non-managerial and managerial functions.

According to a 2014 study by Tulauan, Mayra Madria titled "Perceived effectiveness of recruitment and selection process for uniformed personnel of the Philippine National Police," organisations tend to prioritise hard technical skills over soft behavioural skills, which can be used to evaluate how quickly employees can learn new skills and potential traits. According to the essay "The Recruitment and Selection Process of Pharmaceutical Firms in Bangladesh: A Case on GSK Bangladesh Limited," it is important to find people that can help the organisation achieve its strategic goals when hiring new employees.

According to the study by Opayemi and Oyesola (2013), some personal characteristics or socio-demographic factors have a bearing on how people perceive the relationship between the results of the selection process (interview and test) and job performance. According to the study, employees between the ages of 20 and 25 gave their assessment of the relationship between selection processes—including interviews and tests—and employee performance the highest mean score. Hence, if administered in a systematic manner, the recruitment/selection test and interview are reliable predictors of employee performance.

According to Stephen, Cowgill, Hoffman, and Housman's (2013) study of the effect of hiring through recommendation utilising book and detailed production efficiency and data collected from nine large firms in three industries, firms benefit from referrals most when they choose employees who are better suited for specific jobs within the organisation rather than selecting employees with higher overall quality. The study demonstrates that employee referrals improve surveillance and coaching and make the workplace more enjoyable since employees refer those who are similar to themselves, both in terms of features and conduct.

In his article, Mohamed Nurul Absar (2012) discusses the significance of hiring and selecting employees by taking into account both public and private manufacturing enterprises in Bangladesh (M.M.Absar, 2012).

Employees in India's public sector had much more formal position description than those in the private sector, according to research by Chatterjee published in 2007. He continued by saying that while recruitment from higher education institutions was a very common occurrence in the case of professional cadres, organisations in India heavily relied on the formal labour market in the case of recruitment 170 International Journal of Ethics in Social Sciences, Vol. 4, No. 1, June 2016. The most common recruitment channels in the Indian context were discovered to be placement agencies, the internet, and newspapers.

A survey on HR practises was conducted in 2007 by Ernst and Young and the Metropolitan Chamber of Commerce and Industry on behalf of more than 50 companies, mostly in the private sector, from the pharmaceutical and healthcare, FMCG, IT, telecom, manufacturing, finance, non-profit, textile/garment, and conglomerate sectors. The poll found that employment practises in Bangladesh were affected by the "Extended family" culture and that recognized contacts were preferred by companies. The survey also revealed that newspapers remained the most popular source for hiring.

Khan (2007) stated unequivocally that poor employee recruitment and selection, politicisation of promotion and posting, low pay, and inefficient training were the main reasons why Bangladesh's public and private sector organisations failed to carry out their responsibilities efficiently.

Tanova and Nadiri (2005) conducted an analysis of Turkey's hiring procedures. They noticed that small enterprises in Turkey were more probable to depend on employment agencies as traditional hiring resources to fill managerial positions, in contrast to the current literature and theoretical ideas.

A comparable study (Ahmed, Khan, and Uddin 2004) evaluated Square Pharmaceuticals Ltd.'s hiring and selection procedures (SPL). Both internal as well as external sources of recruitment were used by SPL. Newspaper advertisements were used to fill over 60% of SPL vacancies, which were primarily field level posts. The remaining roles were hired internally through employee recommendations and references from top management and well-regarded staff. The internet was not utilised for this. Different tests such as written test, communication skill test, interview, alcohol/drug test, medical check up, reference check, and skill test in selecting right people for the right posts are used by SPL.

Taher and Arefin (2000) investigated Bangladesh Open University's recruiting and selection procedure (BOU). They placed special emphasis on adequate Recruitment and Selection because they are among HRM's most crucial components and because doing so has a large financial cost. They concluded by advising BOU to create a full-fledged HR department with knowledgeable and experienced staff, create HR plans, and implement a computerised HR system in order to enhance the Recruitment and Selection process at BOU.

Objectives of the Study

1. To analyse the perception of the women employees about Recruitment and Selection procedure of health industry.
2. To examine the gender discrimination in recruitment and selection process in hospital.

Methodology

The study is conducted about the perception of the female employees regarding re recruitment and selection procedure of hospital in Punjab. The study used a survey research design of hospital in Punjab. 500 personnel at various levels from public and private hospitals are the study's target population. Primary sources provided the data needed for this quantitative and qualitative study. Secondary sources included a variety of pertinent periodicals, research done by multinational corporations, and publications. This study intends to determine how women employees perceive recruitment and selection practises in the healthcare industry based on gender disparity, educational attainment, background, language, and experience. The nature of this study is descriptive.

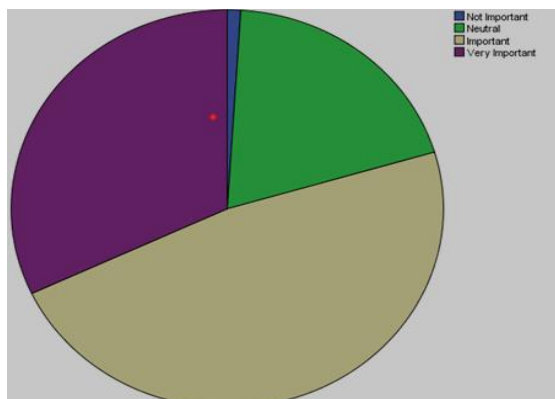
Academic records

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	16	3.2	3.2
	Neutral	62	12.4	15.6
	Important	103	20.6	36.2
	Very Important	319	63.8	100.0

Total	500	100.0	100.0
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Analysis: -

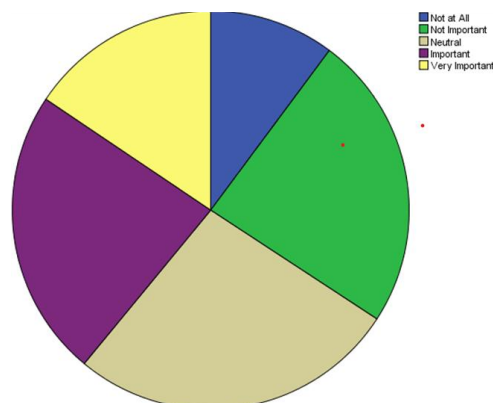
From the table we can identify that that during recruitment and selection academic records and qualifications are considered very important almost 63.8 % and 47.6 % employees are agreed that during recruitment and selection academic records and qualification are given great consideration. Diagram clearly shows that during recruitment and selection qualifications is considered very important almost 79.6 % employees are agreed that during recruitment qualification are given great consideration.



	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	70	14.0	14.0	14.0
Not Important	103	20.6	20.6	34.6
Neutral	169	33.8	33.8	68.4
Important	132	26.4	26.4	94.8
Very Important	26	5.2	5.2	100.0
Total	500	100.0	100.0	

It can be depicted from table that that experience is not given due weightage in the recruitment process. 33.8 % respondent are neutral and 26.4% respondent responded that experience is considered important while selection process 46.2% respondent said that family background is considered very important during recruitment and selection. This can be seen from the above table and diagram. Whereas 9.6 % respondent said that family background is not at all important.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	13	2.6	2.6	2.6
Dissatisfied	96	19.2	19.2	21.8
Valid Neutral	178	35.6	35.6	57.4
Satisfied	133	26.6	26.6	84.0
Highly Satisfied	80	16.0	16.0	100.0
Total	500	100.0	100.0	



	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	48	9.6	9.6	9.6
Not Important	45	9.0	9.0	18.6
Valid Neutral	102	20.4	20.4	39.0
Important	231	46.2	46.2	85.2
Very Important	74	14.8	14.8	100.0
Total	500	100.0	100.0	

Through language we can communicate with others. As per author language is also considered a good variable which put great impact on recruitment and selection process out of 500 respondent 117 i.e. 23.4 % people said that language is considered important whereas 26.8 respondent said the language is not barrier in selection process.

A psychological test is a crucial component of the screening process since it helps to understand the patient's hospital behaviour patterns. A proper psychological test is carried out during the recruitment and selection procedure, according to 133 out of 500 respondents.

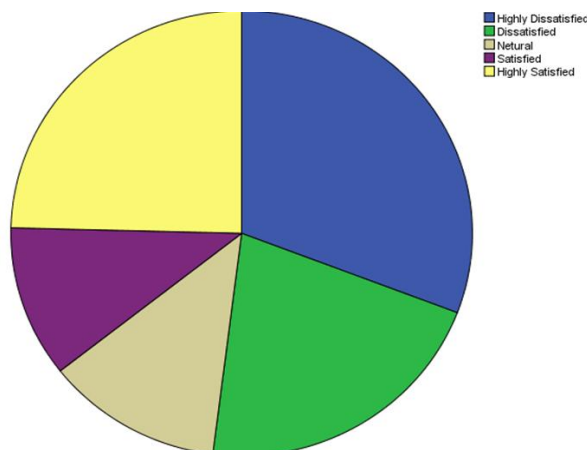
A candidate's hidden capacity to learn a particular job if given the necessary training is measured via aptitude tests, also termed as latent cognitive tasks and specific cognitive tests. When a new hire has little to no experience relevant to the job position, aptitude tests take on a special relevance. According to the aforementioned table, 35.8% of respondents believe that hospital aptitude testing is satisfactorily conducted, indicating that importance is placed on aptitude testing during recruitment and selection so that organisations can choose training programmes promptly in accordance with requirements.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	13	2.6	2.6	2.6
Dissatisfied	52	10.4	10.4	13.0
Valid Neutral	163	32.6	32.6	45.6
Satisfied	178	35.6	35.6	81.2
Highly Satisfied	94	18.8	18.8	100.0
Total	500	100.0	100.0	

Selection exams assess a candidate's abilities, knowledge, and personality more thoroughly than a resume review. These can aid hiring managers in making predictions about a candidate's performance in a particular position or at a company. Even before hiring, selection tests might show a candidate's aptitude for the position. As seen above, topic expertise is taken into consideration during recruiting and selection in hospitals as well. 18.8% of employees claimed they were very satisfied with the topic knowledge test administered in hospitals, and 35.6% of personnel agreed with this assessment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	9	1.8	1.8	1.8
Dissatisfied	21	4.2	4.2	6.0
Valid Neutral	83	16.6	16.6	22.6
Satisfied	287	57.4	57.4	80.0
Highly Satisfied	100	20.0	20.0	100.0
Total	500	100.0	100.0	

Group discussions are crucial because they enable the evaluator to determine whether a candidate is qualified for the position, whether they are a good team player, how well they communicate, whether they feel at ease speaking on the spot about any topic, and even how well they pronounce and enunciate words. Group discussions play a significant role in the recruitment and selection process in hospitals as well, and 57.4 respondents agree that they are successfully done in Punjab hospitals.

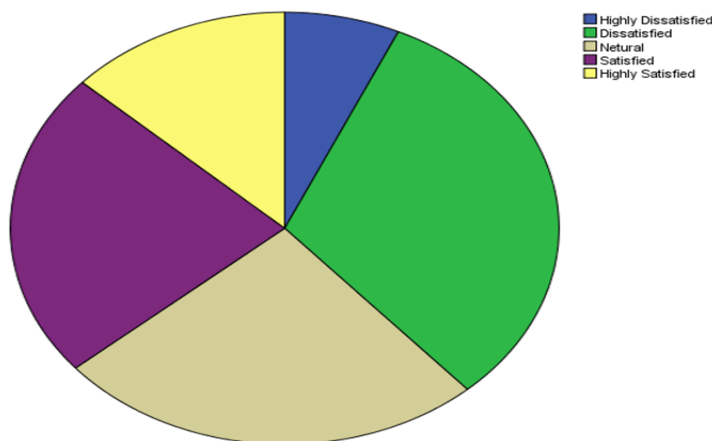


Overall interview

selection techniques is satisfactory and conducted smoothly without any biased. it is observed from the above table that 55% employees are satisfied with the interview selection techniques of hospitals.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	45	9.0	9.0	9.0
Dissatisfied	132	26.4	26.4	35.4
Netural	115	23.0	23.0	58.4
Satisfied	102	20.4	20.4	78.8
Highly Satisfied	106	21.2	21.2	100.0
Total	500	100.0	100.0	

From the above table and diagram it can concluded that gender equality and non-discrimination on the ground of sex in recruitment selection process is not satisfactory. Appox. 24.2 employees consider that gender discrimination is considered while recruitment and selection process. And 23.4 % employees are neutral about their response.



It can be observed from the Diagram that during job offer advertisement it contain the indirect discriminating elements. Out of 500 employees 158 are dissatisfied with job offer advertisement and 127 are neutral with their responses

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	28	5.6	5.6	5.6
Dissatisfied	116	23.2	23.2	28.8
Netural	168	33.6	33.6	62.4
Satisfied	82	16.4	16.4	78.8
Highly Satisfied	106	21.2	21.2	100.0
Total	500	100.0	100.0	

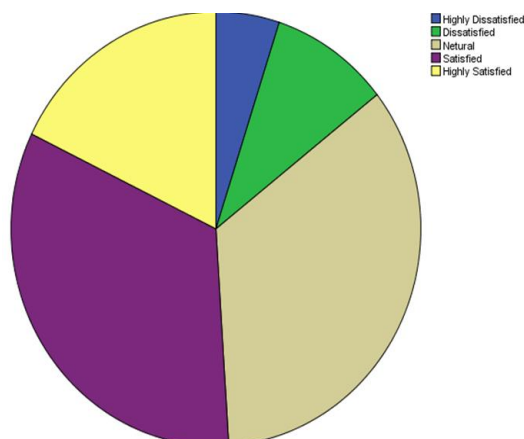
From the table it's clear that in selection team there too exist gender biasness as the ratio of male and female is not balanced in the interview team panel 116 respondent are highly dissatisfied with the selection team balance where as 21.2 % employees are satisfied with member representation in selection team.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	29	5.8	5.8	5.8
Dissatisfied	58	11.6	11.6	17.4
Valid Netural	160	32.0	32.0	49.4
Satisfied	128	25.6	25.6	75.0
Highly Satisfied	125	25.0	25.0	100.0
Total	500	100.0	100.0	

During the observation of another parameter to identify gender biasness it has been observed that principle of equality and non-discrimination on the ground of gender while appointing an employee on leadership position and as a decision-making authority is followed. there is no gender inequality at the time of appointment at higher position. 25.6 % employees agree with this and 32 % employees are neutral for the same. Only 5.8 % people are highly dissatisfied relating to appointment of higher position appointments.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	26	5.2	5.2	5.2
Dissatisfied	18	3.6	3.6	8.8
Valid Netural	104	20.8	20.8	29.6
Satisfied	191	38.2	38.2	67.8
Highly Satisfied	161	32.2	32.2	100.0
Total	500	100.0	100.0	

From the table it can easily concluded that the workers skills are equally recognised. there is no gender biasness or undifferentiation during selection process when it's a matter of judging their skills. that means selection process on the basis of skill is fair and non-discriminate. 191 and 161 employees are satisfied or highly satisfied with the thought that there is no biasness while it's a matter of reorganisation of skill of employees



It can be concluded from the above picture that during the employment process in Punjab hospital standardized interview panel is fixed. out of 500 employees 166 employees are agree with the same and 173 employees are netural about the interview panel. Only 25 employees are highly dissatisfied from the interview panel and rest of them agree that there is standardized interview panel during recruitment and selection process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	117	23.4	23.4	23.4
Dissatisfied	121	24.2	24.2	47.6
Netural	122	24.4	24.4	72.0
Satisfied	67	13.4	13.4	85.4
Highly Satisfied	73	14.6	14.6	100.0
Total	500	100.0	100.0	

Documented Promotion policy

When the author asked the question related to documented promotion policy then the employees of Punjab hospitals are not satisfied from the same. Out of 500 respondent 121 are dissatisfied and 117 are highly dissatisfied with the document promotion policy of hospital. only 73 employees are satisfied with promotion policy. According to author it's a serious cause which this sector should consider because if this sector look into internal sources of recruitment it can reduce great expenditure on recruitment and selection process and also provide source of motivation and increase efficiency of employees

	Freq uen cy	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	117	23.4	23.4	23.4
Dissatisfied	121	24.2	24.2	47.6
Netural	122	24.4	24.4	72.0
Satisfied	67	13.4	13.4	85.4
Highly Satisfied	73	14.6	14.6	100.0
Total	500	100.0	100.0	

When the author talks about appointment on the basis of merit skill and knowledge the employees of Punjab hospital are satisfied with it. 177 respondent states that they are satisfied with the appointment and 78 are highly satisfied with this process only 21 respondents are highly dissatisfied with appointment

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	24	4.8	4.8	4.8
Dissatisfied	28	5.6	5.6	10.4
Netural	78	15.6	15.6	26.0
Satisfied	200	40.0	40.0	66.0
Highly Satisfied	170	34.0	34.0	100.0
Total	500	100.0	100.0	

200 employees are highly satisfied with the whole process of recruitment and selection process of hospital industry in Punjab. They said no undue kind of pressure is created during the whole process and the respondent also state that they feel homely and comfortable during the recruitment and selection process.

Conclusion

The process of hiring and selecting employees has the potential to become a crucial component of leading and managing people on a regular basis in a business. As businesses increasingly view their personnel as a valuable asset, their contribution has grown more crucial. There is evidence that using genuine, dependable, and fair staff selection processes is becoming more popular. The research led the author to the conclusion that the recruiting and selection procedure as a whole is fair, legitimate, and takes into account the academic and professional background of employees. The selection process is fair as well. Throughout the interview and selection process, no form of excessive pressure is placed on the staff. Yet, the author believes that some qualified applicants are unable to apply in the healthcare sector because of gender inequality at the time of the advertisement. Yet, it is only present at the entrance level, or at the time of the advertisement; no such gender prejudice is present throughout the appointment. Although there are not an equal number of male and female members on the selection team, the procedure is nonetheless fair and accurate overall. According to a survey, the employees are dissatisfied with the industry's current documented promotion policy, thus it needs some change.

Overall, the perception of women employees regarding the whole process of recruitment and selection is true, fair and satisfactory

Recommendation

After reading the study, we make the following recommendations:

1. The hospital should adhere to gender parity and non-discrimination during the recruitment process to ensure that all qualified and worthy candidates get equal opportunity.
2. The management must make sure that the written promotion policy is equitable, gives employees opportunities for growth, and gives existing employees a chance to be promoted. It will lower the attrition rate, increase reliability, and lower the cost of employment and training.

3. To ensure that the employee is chosen in the most effective and efficient way possible, the members of the selection panel should be highly qualified, experienced individuals who do not prejudice based on gender.
4. Before hiring someone, the HR department should consult with the appropriate department heads since they may assess the candidate's technical expertise for the position and make recommendations for internal promotions. The efficiency and effectiveness of the employee will increase.

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