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Review of Literature

Introduction

The previous chapter is devoted to the introduction of the study and includes Human Resource Management, recruitment and public sector undertakings. The present chapter is related to review of literature, research gap, scope and significance of the study. It also deals with objective of the study, research methodology, hypotheses of the study and limitations of the study have also been mentioned.

Planning is the first and most crucial function of management which tells where we should begin and how things will be well-organized in a system. Human beings are the most privileged animals of the creation because they need not start every new thing from the beginning. The past experience is always helpful to them. They learn from the past and make the plan for the future. In this context, a review is made of the existing relevant literature available on the topic.

Review of Literature

Reddy S (2004) studied training and development of employees through CD-ROMs. Most learners find their learning experience incomplete unless the course content is made available to them through multiple media. CD-ROMs offer a rich medium, complete with text, graphics, motions, and audio, which the learners can experience in privacy at their place and comfort. Apart from the learners and the trainers, organizations are able to realize business benefits by offering training and development. It can be effectively used for gaining knowledge, learning skill, and enhancing cognitive abilities.

As far as cost is concerned, it is just the cost of purchasing a CD-ROM, but the cost benefits with respect to its impact on the bottom line of training. The most significant advantage that CD-ROMs offer is that they are available in a packaged form off the shelf. Several training modules are available at very low prices. CD-ROM has carved its own niche in the training field. The abundant supply of pre-packaged training programmes, coupled with the option of developing and distributing customized training content via CD-ROMs, prepared by training consultants and vendors, make it possible for trainers to select from a variety of training solutions, from instructor led courses to learner led courses, courses packed with highly
interactive sessions and modules to relatively simple ones. CD-ROMs offers the following benefits for training and development: Enormous storage capacity. A single CD-ROM has the capacity to store large amounts of data- up to 1 gigabyte, although the most common size is 650-mega byte. Long shelf life means that if the disc is manufactured properly, it could last for more than a human lifetime.

There is ongoing research to develop CDs, which can last for more than a thousand years. Cheaper than instructor-led training: Delivering training through CD-ROMs cuts cost drastically. It not only cuts cost, but also saves a substantial amount of time. Easy to use: To operate a CD-ROM, all that a user needs is a multimedia PC with a soundcard. The user must also be acquainted with basic computer skills. Available off the shelf shows that the market is flooded with packaged training programs ranging from a number of topics from business skills to technical training. These CD-ROMs either accompany books or are available as stand-alone product in CD-ROM format. Several organizations, including training consultant, offer their training programs in different formats including CD-ROMs. Customized training solutions can also be prepared and distributed to employees via CD-ROMs.

Leggett and Frank (1997), in their study Comparative Analysis of Recruitment Variability in North Atlantic Flatfishes - Testing the Species Range Hypothesis” showed the analysis that recruitment variation in flatfishes should be most variable at the northern edge of the species range, least near the center of the range, and intermediate near the southern limit was tested using stock and recruitment data generated from sequential population analysis for several different flatfish stocks involving four species. The results were generally inconsistent with the hypothesis: the coefficient of variation (CV) of recruitment for plaice in the eastern Atlantic was independent of latitude, the CV of recruitment for sole exhibited a dome-shaped relationship with latitude with the highest CVs occurring at the mid-point of the range, and the CV of recruitment for the western Atlantic stocks exhibited a monotonic decrease with latitude. Analysis of both de-trended recruitment and pre-recruit survival time series over the species ranges of sole and revealed strong positive correlations among adjacent stocks and inverse correlations among stocks at the extremes of the range. Recruitment variation in the flatfish stocks examined appears to be dominated by density-independent factors, operating at a local scale, on the egg and larval stages.

Power, (1995), in his research paper entitled “The Testing and Selection of Recruitment Distributions for North Atlantic Fish Stocks “focused on the lognormal recruitment model has been widely applied as a description of the recruitment phenomenon. This paper applies randomization and goodness-of-fit tests to a hundred previously published North Atlantic fish stock recruitment data series as a means of establishing the suitability of the exponential, lognormal and Waybill distributions as descriptions of
recruitment data. Results of the testing procedure confirm that a variety of distribution models are often statistically adequate descriptions of the available recruitment data series. The We bull model best describes the largest number of data sets. The lognormal model best describes the remaining data sets and the exponential model is a poor description of the recruitment data. The results imply that recruitment should be viewed as a stock-specific attribute linked to life-history and environmental influences. Managers should be made aware of the errors resulting from the inappropriate use of the lognormal recruitment assumption and the possible implications it might have on the development and implementation of fisheries management and exploitation policies.

Milton, Rawlinson and Blaber (1996), in their study “Recruitment Patterns and Factors Affecting Recruitment of Five Species of Short–Lived Clupeids in the Tropical South Pacific” examined the temporal and spatial patterns of recruitment of the short-lived anchovies at one or more sites in the Solomon Islands, Papua New Guinea and Maldives. At all sites, all species were recruited throughout the year. There was no difference between months in the proportion of recruits in the fished population of any species at any site. Adult stock size was the most important factor that explained variation in recruitment two months later and accounted for between 30 and 85% of the variation in recruitment of each species at the two sites. Environmental factors such as zooplankton biomass, wind or monthly rainfall were not correlated with recruitment of any species at either site. At last analysis was that the lower variability in recruitment compared with temperate clupeids results from a combination of their multiple-spawning reproductive strategy, rapid growth and early recruitment. For these species, pre-recruit mortality appears to be relatively constant.

Green and Edmunds (2011), in their study “Spatio-Temporal Variability of Coral Recruitment on Shallow Reefs in St. John, US Virgin Islands” analyzed that coral recruitment was measured on a kilometer-wide scale over two years on shallow (5–6m depth) fringing reefs in St. John, US Virgin Islands, with the objective of determining the extent to which variation in recruitment was affected by biophysical coupling involving temperature and flow extent to which variation in recruitment was affected by biophysical coupling involving temperature and flow. Coral recruitment was measured using settlement tiles deployed at 10 sites along 10 km of shore. The tiles were first deployed in August 2006, and thereafter replaced every sixth months to sample from either August to January, or January to August over 2 years. One aspect of seawater temperature – the daily range – differed among sites and was greater at western compared to eastern sites, and while it was related inversely to recruitment over one of the sampling periods, it was equivocal as a physical process affecting recruitment. Instead, our results are consistent with biophysical coupling involving patch depletion and downstream filtering, where by
patches of coral larvae are delivered to the south shore of St. John and depleted of larvae through settlement as the water progresses westward.

**Rozelle and Landis (2002)** in their study “An Examination of the Relationship Between Use of the Internet as a Recruitment Source and Student Attitudes” showed that the purpose of the hypothesis was to investigate the extent to which applicant use of the Internet during recruitment was related to post-entry attitudes. Based on the extant organizational recruitment literature, a primary hypothesis was that Internet recruitment would be perceived as presenting less realistic information to applicants as compared to informal forms of recruitment. The data did not support the hypothesis. Finally, suggestions for future research involving theory building and Internet recruitment are offered.

**Challier, Pierce and Robin (2006)** in their study “Spatial and Temporal Variation in Age and Growth In Juvenile Loligo Forbes and Relationships with Recruitment in the English Channel and Scottish Waters”. Age determination indicated that recruits were older than previously thought (about 8 to 11 months). Back-calculated hatching dates were used to estimate growth variation during the pre-recruitment stage. Exponential growth models adequately described size-at-age data. Linear modeling demonstrated inter-annual and spatial significant differences in growth rates. Influence of the hatching month (within or between cohorts) on growth was detected. To improve understanding of recruitment variability, this studies the question: Does early growth vary in relation with addresses recruitment? Available recruitment estimates appeared to be related to annual growth rates; density dependence in squid growth is suggested forth English Channel population.

**Griffith and Wolf (2004)** in their study “Genetic Evidence for Pre-recruitment as the Mechanism of Transcription Activation by SoxS of Escherichia coli: the Dominance of DNA Binding Mutations of Sox’s” found that Sox’s Unbinding mutations are dominant to the wild-type allele, a result consistent with the pre-recruitment hypothesis, but opposite to that expected for an activator that functions by recruitment. Moreover, whereas positive control mutations of activators functioning by recruitment are usually dominant, a soxs positive control mutation was not. Lastly, with the Sox RS system as an example, we discuss the physiological requirement for stringent regulation of transcriptional activators that function by pre-recruitment.

**Breaugh (2008)**, in his study “Employee Recruitment: Current Knowledge and Important areas for Future Research” reviewed research on recruitment topics that have received considerable attention (e.g., recruitment methods, realistic job previews). Author also addresses topics (e.g., targeted recruitment, the site visit) that have received relatively little attention but that have the potential to be quite important. In
examining these topics, job applicant variables (e.g., self-insight), that should influence how an employer conducts the recruitment process but that have frequently been neglected, are discussed. Throughout the paper, important areas for future research are suggested.

Sengupta (2002) in his study “Delegating Recruitment under Asymmetric Information” analyzed that Recruitment is often delegated to senior employees. Delegation is then superior to direct (owner) recruitment and offering ‘tenure’ or guaranteed seniority to the senior employee is neither always desirable for the Owner nor necessary to ensure good recruitment. If there is information Asymmetry between the owner and the senior employee regarding additional aspects of firm operations, moral hazard may exist and tenure may be needed to ensure that the best candidate is selected. Offering tenure may then be desirable for the owner.

Vieira, Cardoso and and Portela (2003) in their study “Recruitment and Pay at the Establishment Level: Gender Segregation and the Wage Gap in Portugal” aims at quantifying the trend in worker segregation at the establishment level and its impact on wages in Portugal over a fifteen year period. It concentrates on the gender dimension. Results reveal a high degree of systematic gender segregation. A higher proportion of females in the establishment lowers females' wages while, on the contrary, it raises males' wages. Between mid-80s and late-90s, the contribution of the gender composition of the workforce within the establishment to the wage gap increased, though fluctuating within that period. The evidence gathered lends support to the taste-based model of employer behavior.

Brezisand Crouzet (2004) in their study “The Role of Higher Education Institutions: Recruitment of Elites and Economic Growth” aimed to examine the evolution of recruitment of elites and to investigate the nature of the links between recruitment of elites and economic growth. The main change that occurred in the way the Western world trained its elites is that meritocracy became the basis for their recruitment. Meritocratic recruitment actually leads to class stratification and auto-recruitment. It analyzes the consequences of stratification resulting from meritocratic selection for the development of a country and show that these consequences are dependent upon the type of technological changes occurring in the country.

DeVoretz (2006) in his study “A History of Canadian Recruitment of Highly Skilled Immigrants: Circa 1980-2001” showed the identification of the types of immigrants that Canada has recruited to foster modern Canadian economic development and assesses how effective Canada has been in recruiting and retaining these required immigrants in the 21st century. The paper presents evidence to support that between a “tap on-tap off” policies admitted skilled immigrants to Canada only if a labor vacancy was anticipated. After 1990 tests reveal that the previous year’s economic immigrant admissions determined the contemporary immigrant flows with a 10 month lag. This paper conclude that Canada’s traditional use
of immigrants as an “engine of growth” is very limited in the 21st century and suggest recruitment of foreign graduate students to revitalize the role of immigrants in Canadian development.

Purdy (2006) in his study “People as Resources: Recruitment and Reciprocity in the Freedom-Promoting Approach to Property” addresses three approaches. Firstly, setting out the freedom-promoting approach requires explaining its relationship to other approaches, particularly the ones concentrating on property’s economic advantages and its connection to personhood, which indisputably describe both deep human interests and important ways in which property regimes can advance them. Second, the freedom-promoting approach needs a working definition of freedom, a word that is easy to throw around and somewhat less easy to make tractable as an idea. Third, it needs an account of what property systems do that shows how promoting freedom is not just an attractive idea in general, but an apt account of the activity of these legal regimes in particular.

Fabel and Pascalau (2010) in their study “Recruitment of Seemingly Overeducated Personnel: Insider- Outsider Effects of Fair Employee Selection Practices” showed that fair employment policies constrain employee selection: specifically, applicants’ professional experience can substitute for formal education. However, reflecting firm-specific job requirements, this substitution rule applies less strictly to applicants from outside the firm. Setting low educational job requirements decreases the risk of disparate impact charges. Data show that successful outsider candidates exhibit higher levels of formal education than insiders. This gap in educational attainments between outsiders and insiders widens with lower advertised degree requirements. Data find strong insider-outsider effects on hiring decisions.

Happold in his study “Child Recruitment as a Crime under the Rome Statute of the International Criminal Court” has thrown light on the recruitment and use of child soldiers which has become a matter of increasing international concern. There appear to be two reasons for this: an increase in the use of child soldiers, and a change in our perceptions of what childhood is and when it ends. The result has been a rapid development in the international law concerning children’s participation in armed conflict. Rome Statute raises a number of questions about the contours of the crime of child recruitment. This chapter has concentrated on examining the specific crime of child recruitment; it has also argued that it should not be viewed in isolation. Certain instances of forcible recruitment and the manner in which child recruits are treated by their captors fall within the definition of the crime against humanity of enslavement, and it is more appropriate to charge them as such. Children suffer from other violations of their rights in armed conflicts, which the Court should also prosecute.

Bellmann and Brussig (2007) in their study “Recruitment and Job Applications of Older Jobseekers from the Establishments’ Perspective” analyses firms’ characteristics correlating with their recruitment behavior towards the elderly (age 50 and more) on the base of microeconomic data. In the
demographic change, a prolongation of individual employment and of beginning a new employment in later stages of the work life is of growing importance. Special consideration is given to the labor supply, which is here observed as the existence of an application from job seekers of age 50 and more, and which is a condition for recruiting of older employees. The results show that about 75% of the firms did not have an application of older job seekers. Of the remaining firms, which reported to have applications from older job seekers, about half of the firms recruited older job seekers, and the other half did not so. However, there are remarkable differences between firms which received applications from older job seekers and firms which are willing to recruit older job candidates.

Noruzi (2006) in his study “Human Resource Management and Customer Relationship Management (HRM and CRM)” emphasized that there is a close relationship between Human Resource Management and Customer Relationship Management (HRM & CRM) in every organization or in enterprise. The CRM and increasing it depends on employee's morals and efficiency. If there is a good HRM system, it can strongly improve our CRM. To be powerful in any business, satisfaction of our customers is of utmost importance. To satisfy customers, satisfaction of the employees is necessary because they are dependent on each other.

Mosca and Pastore (2008) in their study “Wage Effects of Recruitment Methods: The Case of the Italian Social Service Sector” emphasized on the use of a unique data set containing detailed micro-information on organizations, managers, workers and volunteers belonging to public, private for profit and private non profit institutions delivering social services in Italy. The analysis aims to estimate the determinants of wages across organizations at a sector level focusing on the role of hiring and job search methods, including informal networks. It find that, independent of the organization type, being hired through public competitions brings with it a substantial wage premium (ranging from 7 to 32%). The differences in hiring and in job search methods between state and private organizations explain from 50% to 100% of the conditional wage differentials across organization types. The interpretation of these findings is that nonprofit organizations prefer informal recruitment methods not for nepotistic reasons, but to better select the most motivated workers, those who share the nonprofit mission. The paper suggests that different recruitment methods are necessary to reduce the ex ante information asymmetries existing between employers and employees across different types of organizations.

Mahmud and Vargas (2008) in their study “Combatant Recruitment and the Outcome of War” proposed a simple model in which the power of each armed group depends on the number of combatants it is able to recruit. This is in turn a function of the relative distance between group leaderships and potential recruits. It emphasizes the moral Hazard problem of recruitment; fighting is costly and risky so combatants have the incentive to defect from their task. They can also desert altogether and join the enemy. This general framework allows a variety of interpretations of what type of proximity matters for building strong cohesive armies ranging from ethnic distance to geographic dispersion. Different
assumptions about the distribution of potential fighters along the relevant Dimension of conflict lead to different equilibrium.

Isaac and Ganiuza (2008) in their study “Recruitment, training and career concerns” examined the training and recruitment policies in a two-period model that nests Two forms of production, "routine" work where ability and effort are substitutes and "creative" work where they are complements. Alternative ways of improving average ability have opposite implications for agents’ career concerns. While teaching to the top or identifying star performers increases agents’ career concerns, teaching to the bottom has the opposite effect. The paper also makes more general comments relating to models of reputation.

Ho, Wu and Lee (2004) in their work “How Changes in Compensation Plans Affect Employee Performance, Recruitment and Retention-An Empirical Study of A Car Dealership” analyzed that changes in compensation from performance-sensitive to less performance-sensitive schemes hurt employee performance. This study involve performance data for 4,392 employees of a Taiwanese car dealership over 56 months. The consequences show that high-performance employees were affected by the compensation plan change more than low-performance employees. Consistent with the predictions of selection effects, the results indicate that the less performance-sensitive plan retained fewer high-performance salespersons and recruited more low-performance sales staff. It find that the more loss for an employee, the more Likely he/she would leave the dealership.

Ommeren and Russo (2009) in their work “Firm Recruitment Behavior: Sequential or Non-Sequential Search?” introduced a novel method to test the hypothesis, that firms search sequentially the relationship between the number of rejected job applicants and the number of employees hired. It use data compiled from filled vacancies for the Netherland. The result imply that when firms use advertising, private or public employment agencies, which together cover about 45 percent of filled vacancies, sequential search is rejected. For about 55 percent of filled vacancies, sequential search cannot be rejected. In line with theoretical considerations, when firms use search methods that rely on social networks, sequential search cannot be rejected.

Prufer and Walz (2011) in their work “Academic Faculty Governance and Recruitment Decisions” analyzed the implications of the governance structure in academic faculties for their recruitment decisions when competing for new researchers. The value to individual members through social interaction within the faculty depends on the average status of their fellow members. It shows that the best candidates join the best faculties but that they receive lower wages than some lesser ranking candidates. It also studies the allocation of surplus created by the entry of a new faculty member and show that faculties with symmetric status distributions maximize their joint surplus under majority voting.
Chen (2005) in his study “External Recruitment as an Incentive Device” shows that even from an incentive viewpoint; external recruitment has its positive role to play. Specifically, if promotion is based on relative performance, then negative activities in the form of sabotage are a valuable instrument to compete. This results in inefficiency of the workers’ efforts and performance of the firm. External recruitment, by reducing the marginal return of negative activity relative to that of productive activity, can restore the incentives of the workers to engage in productive activity and enhances the firm’s performance. It also shows that even when negative activities are not a concern, external recruitment can sometimes avoid the shirking equilibrium, or prevents collusion of the workers.

Minbaeva (2007) in his study “Human Resource Management Practices and knowledge Transfer in MNCs” introduced human resource management practices that help MNCs to overcome knowledge transfer barriers. Author says that Human resource management practices relevant for absorptive capacity of subsidiary employees form two groups cognitive Job analysis, recruitment, selection, international rotation, career management, training and performance appraisal and stimulate promotion, performance, based compensation, internal transfer, orientation programme, job designs and flexible working practices. The author has used correlation method and conceptual model. The result of the study argues that MNCs may consider applying different expatriation practices depending on whether the aim is to increase expatriates willingness or ability to transfer knowledge to the subsidiaries.

Nath (2010) in his study “Satisfaction of Human Resource Management Practices and performance in state level PSUs in India: A case study”. In this paper the objective of the author is to assess the level of overall satisfaction with HRM practices of APL as perceived by the human resource i.e. the internal customer of APL. It has been observed that though the satisfaction level of HRM practices is high in the organization, but the HRM performance is not up to the mark. In the study, data was collected from 640 respondents through Questionnaire. A hypothesis was framed and tested using T-test and ANNOVA test. The result of findings indicate that greater the gap between the expectation and experience in HR skill evaluation the lesser the overall satisfaction with HRM practices. Similarly, it has been also been observed that the greater the Gap between the expectations and experiences in HR post-performance scenario, the lesser the overall satisfaction with HRM Practices.

Verhoeven, Helen and Williams (2008) in their study “Advantage and Disadvantage of Internet Recruitment: A UK Study into Employer’s Perception” discussed the advantages and disadvantaged of Internet Recruitment and selection as identified in literature and considers those against the view of
employees in the United kingdom. In this study data was collected through questionnaire. The result provide clear evidence that the majority of advantages and disadvantages identified in literature are also experienced by UK employees and help to lay foundation for future research.

Richardson and Margaret (2000) in their study “Recruitment Strategies Managing/Effecting the Recruitment process” revealed some of the strategies that organization can and do employ to ensure the existence of the best possible pool of qualified applicants from which they can fill the vacancies as and when required. It will identify the advantages of each of the strategies, highlights the drawback of its use and offer suggestions for ensuring its utility. The result of the findings indicates that in all public services jurisdiction, new approaches to recruitment are being used. In many territories, the strategies are manual, but as automated methods become more pervasive, that mechanism that supports its use will assume greater popularity. Whatever the strategies selected for use, the objective is to recruit the most qualified, committed individuals into the organizations and ensure that the provision of Government Services to the public is timely and effective, that the goods are of consistent high quality and that the organization achieves the objectives for which they have been established.

Mazen, Sheriff and Kayaly (2003) in their study “Conceptual Design for a Strategic Human Resources Quality Management System” delivered a decision support tool aiding the decision making process concerning the strategic management of the department of human resource management. The goal of the strategic management in an organization is to assess, deploy and allocate resources providing the management with a competitive advantage. TQM is an overall organization strategy formulated at the top level and then diffused throughout the entire organization. It is primarily an organizational strategy works as a change program towards excellence. Increased human resource requirements, governmental regulations, and expanded computer and information technology capabilities justified the need of an information system within the need of a Human Resource Management Information System (HRMIS). The core of an HRMIS is a database system that contains all relevant human resource information facilitating accessing, maintaining and processing activities. The result of the finding indicates that business plan to help the company to achieve its business objectives. Firms are increasingly moving beyond manual HR systems today, by computerizing individual HR tasks, installing HR Information Systems, and using the internet and Intranet technology. In this context, information technology can support HR managers not only in achieving the traditional HR functions but also in applying the concepts of strategic planning.
Taylor and MC Graw (2006) in their study “Exploring Human Resource Management Practices in Nonprofits Sport Organisations” focused on the adoption of HRM practices by state sport organisations in New South Wales, Australia. The results indicate that despite pressures to become more strategic in their people management, only a minority of these sport organisations have formal HRM systems. They also found differences between the HRM practices used with paid employees and volunteers particularly in organisations with formal HR policies. Research and practical implications for HRM in sport organisations are discussed as well as future challenges. Strategies or policies on HR represent the organisation's stated intention about its HR programs, processes, and techniques. Formal HR is constituted by identifiable rules and regulations that define the employment relationship. HR practices consist of the Exploring Human Resource Management Practices actual programs, processes and techniques that are operational. HR formality is defined as the extent to which HR practices are systematised, documented and institutionalised through documented policies, rules and regulations. In this paper, they have presented data outlining human resource management systems and practices in state level representative sport organisations. Strategic human resource management sophistication has been captured using the concept of formalisation, underpinned by associated functions and practices. They argued that professionalization, increases in the number of paid staff, changes in government policy and funding criteria, and an increasingly strict compliance climate during the past decade have encouraged, and in certain cases necessitated, formalised.

Whitener (1997) introduced a study entitled “The Impact of Human Resource Activities on Employee Trust” focused on HR activities and trust has presumed that employees’ trust affects the success and effectiveness of HR activities. However, social exchange theory suggests an alternative and complementary notion-that HR activities affect the development of employee trust. Previous research and exchange-based theories, including organizational justice, leader-member exchange, spiral reinforcement, and perceptions of organizational support, suggest hypotheses that need to be investigated in order to understand the relationship between HR activities and trust better and to design HR activities to build trust and improve organizational effectiveness. Most of the research on the relationship between trust and performance management has studied rate trust-in-supervisor. The results consistently indicate that rates’ trust in their supervisors affects their responses to performance feedback and their attitudes toward the performance management system (e.g., Early 1986; Fulk et al. 1985; Scott 1980). As their trust in their supervisors increases, their perceptions of the success, accuracy, and fairness of the system also increase. The role of trust in employment has been examined primarily through research on psychological contracts and organizational level trust-trust in employer (Robinson & Rousseau 1994) or trust in organization (Pearce 1993). Rousseau and her colleagues (e.g., Robinson 1996; Robinson & Rousseau 1994; Robinson, Kraatz, & Rousseau 1994; Rousseau 1990) proposed that employees’ expectations develop incrementally in the employment relationship and become embedded in a psychological contract.
reflecting their beliefs about the nature of the reciprocal exchange agreement between themselves and their employer. They suggested that expectations become reinforced by perceived promises and take on more power-no longer expectations but perceived obligations. Some obligations are communicated in the form of explicit contracts outlined in personnel policies and procedures, wage or salary offers and structures, or offer letters. The result of findings indicates that the dynamic relationship between HR activities and trust needs to be investigated by considering an alternative and complementary approach to the prevailing notion-that HR activities also affect employees’ trust. Previous research on HR activities and trust provide a foundation for considering how HR activities and trust impact each other. Social exchange theories provide hypotheses explaining how classes of HR activities can increase employees’ trust in their supervisors, work groups, and organization. The effective design and implementation of HR activities to increase trust could have a significant impact as well on other important organizational outcomes, including turnover, productivity, and financial performance.

Zottoli, Michael and Wanous(2000) in their study “Recruitment Sources Research: Current Status and Future Directions” have thrown light on Effectiveness has primarily been assessed by examining turnover or job survival rates and job performance. As reported in most narrative reviews and all five quantitative reviews, referrals by current personnel, in-house job postings, and the rehiring of former employees are the most effective sources. Walk-ins have been slightly less effective, and the least effective sources are newspaper ads, school placement services, and employment agencies (government or private). Over these 50 years, six explanations for this pattern have been offered. They are summarized and evaluated here. The practical usefulness of recruiting from effective sources is estimated, based on the effect sizes from our met analysis. The result findings indicate that the Most of the studies failed to conduct proper tests of mediation. Even those that did do so often reached different conclusions. With the variety of measures used for realism and the number of different variables relied on to test the individual differences hypothesis, it is not surprising that there is little consistency. Overall, the realism hypothesis has received the most support, because some of the inside or informal sources seem to provide more realistic information than outside or formal sources. Only a few recent studies have conducted formal statistical tests for realistic information as a mediator of the relationship between recruiting sources and effectiveness. This is the strongest form of test that can be conducted. Unfortunately, these few studies testing for mediation have had mixed results.

Gunderson(2001) in his study “Economics of Personnel and Human Resource Management” focused on the economic paradigm as applied to personnel and human resource economics is illustrated through a variety of examples in the personnel area. These involve economic phenomenon (e.g., fixed hiring costs, asymmetric information, option values) highlighting their implications for personnel issues, as well as personnel phenomenon (e.g., deferred compensation, pensions, mandatory retirement)
highlighting their economic rationale. Other phenomena that otherwise seem difficult to explain or paradoxical are analysed including: superstar salaries; long-hours and overtime coexisting with unemployment and underemployment often within the same organisation; the reluctance of seemingly risk averse workers to accept small wage cuts to avoid the possibility of a layoff; the payment of fringe benefits that may not be valued by many employees; the “regular” hiring of temporary workers when permanent workers are available; egalitarian pay structures and fairness in compensation; the persistent reporting of vacancies on the part of firms but a reluctance to raise wages to fill those vacancies; the use of piece rates in some jobs and salary structures that are based on relative ranking of workers in other jobs; and tenure or “up-or-out” rules where people who are not promoted are required to leave rather than work for lower pay. In its current form, personnel economics tends to involve starting with a personnel practice explained. Then personnel economists go through their analytical toolkit, selecting the specific tools or concepts (e.g., agency theory, option values, asymmetric information, human capital, end-games, and repeated games) that are likely to be most insightful for the problem at hand. The tools tend to be restricted to those of economics although there are some efforts to integrate the tools of other disciplines.

Hansen and Lee(2002) in their study “Developing New Proficiencies for Human Resource and Industrial Relations Professionals” focused on the enhancing the effectiveness of human resource and industrial relations professionals requires. Developing during their education and training the proficiencies they must be able to demonstrate when they enter the labour market. These proficiencies reflect their ability to combine traditional content and acquired skills in creative ways that add value to their employers. Implementing a proficiencies approach requires identifying the needed proficiencies, assessing the effectiveness of master’s degree programs in producing these proficiencies, and identifying gaps to be filled. A qualify function deployment process is used to assess the leveraging power of content knowledge and acquired skills in developing these proficiencies. The findings elaborate a rationale for the second position. It does so by analysing how academic programs can think more productively about what they might do to enhance the knowledge and skill development of their students, using proficiencies as both a guide for that process and to assess the progress of students in developing these proficiencies. The analysis demonstrates that certain categories of knowledge do not receive sufficient emphasis. It reveals even more dramatically that skill development receives relatively little emphasis. In short, substantial gaps exist between what employers seek to find, and what students believe they should be getting from these programs, if they are to be adequately prepared for ever more challenging employment opportunities. Several steps need to be taken. One is to examine the impact of Human Resource or Industrial Relations (IR) programmes on the development of knowledge and skills. Such a study would inquire how proficiencies and the knowledge and skills needed to demonstrate them are promoted through both instruction entered and program-associated learning opportunities.
WayK. P. (2002) in their study “HR/IR Professionals’ Educational Needs and Master’s Program Curricula” focused that the HR knowledge is increasingly important relative to IR knowledge. Second, knowledge of business is important: it has been advocated that students should have a solid grasp of the fundamentals of the business, be educated concerning functions such as finance, accounting, and operations, and that HR courses should have a more strategic orientation. Third, HR competencies need to be developed. The aim of this paper is to examine whether and in what way there is a disjunction between the HR/IR knowledge, competencies, and business awareness demanded in IR/HR positions and the curricula of HR/IR programs at the Master level is. The issue is important. Both program administrators and students need to be aware of any demand-supply gap. Faced with limited resources, increased competition in the market for HR/IR education, programmes review and assessment, and pressures for relevance, program administrators are increasingly concerned to offer courses that are most valuable to students. The research method was to survey HR/IR professionals to elicit perceptions of the importance of various job duties, environmental business factors, competencies, and courses in their current positions, as well as descriptive information concerning their job title, the industry in which they worked, and the size of their organization and department. The justification for surveying incumbents (rather than only senior management, for example) was that the current jobholders arguably had the most accurate and current information. In the last the result of this section is to report, first, the perceptions of HR/IR professionals regarding their job duties, important business issues, relevant HR competencies, and important courses; and, second, the courses offered in Master’s programs in HR/IR. The paper also discusses the degree of fit between the demand and supply sides and the implications for administrators of Master’s programs and for current and prospective students.

Offstein et al. (2005) in their study “A Strategic Human Resource Perspective of Firm Competitive Behaviour” focuses on the human and social capital of a firm, particularly at the upper echelon and board of director levels, contribute to the firm’s awareness of the competitive environment and its motivation and ability to undertake numerous, complex, and forceful competitive actions. They suggest that the firm’s executive compensation systems moderate the effects of these intangible human assets on firm competitive behaviour. The author used a Strategic Human Resource Model (SHR). The findings indicate that in this Model, differences in one or more of the following strategic human assets, the relationships between those assets, and specific HRM practices and systems are likely to generate competitive consequences. Previous examination into the predictors of competitive behaviour has examined firm characteristics that are quite static and stable. For example, organizational age or organizational size remain relatively constant or change at predictable rates. Further, these characteristics are less prone to manipulation and managerial influence. Human and social capitals are less constrained in
this regard. In fact, firms can affect and improve upon their stores of both human and social capital. For instance, more rigorous selection or promotion criteria will ensure that those individuals with lower human capital are screened out at earlier stages. Such mechanisms as team training or the fostering of an organizational culture conducive for open dialogue may also influence social capital.

Barrett, Mayson and Susan (2006) in their study “Exploring the Intersection of HRM and Entrepreneurship Guest Editors’ Introduction to The Special Edition on HRM and Entrepreneurship” focuses on the entrepreneur only rarely works alone: sooner or later small entrepreneurial ventures require other human inputs. “Small and Medium Sized Enterprises have been treated as second class citizens by authors in the human resource management literature for too long”. On what Strategic Human Resource Management (SHRM) can offer to small growth oriented firm, is one of way of examining this issue. While SHRM research is more commonly associated with large, well-resourced firms, it is believe it has much to say for smaller firms, particularly those faced with the demands and challenges of firm have a growth in competitive markets. SHRM is concerned with understanding how human resources can contribute to a firm's performance and sustainability through the achievement of sustained competitive advantage. The result indicates that it can be taken and fruitfully applied to understand the importance in the entrepreneurship field of study. Furthermore there is a theme running through all the papers about how they conceptualize HRM in small or entrepreneurial firm.

Romero and Eugene (2008) in their study “Strategies for Improving the Validity and Utility of Research in Human Resource Management and Allied Disciplines “worked on the research that have internal validity; that is, there should be credible evidence of causal relations between variables. Second, it should have construct validity; that is, there should be a high degree of correspondence between the constructs referenced by a researcher and their empirical realizations. The relevant constructs in empirical studies are units (e.g., employees, work groups, organizations), treatments (e.g., manipulations, interventions), observations (e.g., questionnaire measures, performance ratings), and settings (e.g., actual organizations versus settings created for research purposes).The findings indicate that the information taken together, the information in this study enhance the validity of empirical studies in HRM and related fields. As a result, there should be improvements in both science and practice in these fields.

Narain (2005) in his study “Public Enterprises Management and Privatization ”revealed about public sector enterprises and tried to focus on the PEs have been a serious challenges in the context of liberalization. The reform to improve PE performance have been recognized, appreciated and identified through was discussed and flagged by many committees and export bodies the implementation is hardly in sight .PE cannot withstand the ruthless Darwinism of the market place unless they are unshackle of their environmental inhibitions ,restraints and fetters.
Rayudu (2001) in their study “Public Sector in India” tried to focus on the feature of Indian industry to have public enterprises to participate agro based industry which has occupied an important place. Sickness is more evident in public sector. Sickness is defined by different experts differently. But there has been a common understanding that it is a phenomena characterized by the units making continuous cash lasses.

Sinha and Chandan (2007) in their study “Public Sector Reforms in India” tried to focus on the term ‘Public Sector’ that denotes the realm in which the state operates in conjunction with other agencies to provide public goods and services. It is not to be mistaken for the narrow area of the operation of ‘public sector undertaking’ which in India is commonly referred to as the public sector.

Prasad (2009) in his study “Human Resource Management” has tried to place proper emphasis on the HR of the organization management of people in organization is as old as the existence of organization. He tried to place proper emphasis in the human resource in organization and present the most recent developments in the field he tries to relate now these developments which are relevant to Indian organization.

Gupta (2009) in his study “Human Resource Management” tried to develop student’s knowledge of the basic concepts and practice of human resource management. According to the author recruitment is a process of searching for prospective employees and simulating and encouraging them to apply for jobs in the organization.

Aswathappa (2010) in his study “Human Resource Management” tried to reflect the focus on HR professional to play the role of a strategic role. According to the author Recruitment is understood as the process of searching for and obtaining applicants for jobs from whom the right people can be selected.

Pattanayak (2005) in his study “Human Resource Management” tried to place the proper emphasis on the fact that problems in the organization are human related. As human beings are dynamic and complex, to manage the human resource in any sector is a challenging job. According to the the author recruitment is the process of searching for prospective employees and them to apply for the job in the organization.
Gupta and Shashi (2004) in their study “Human Resource Management” tried to develop proper emphasis on human resource management with human being in the organization and also tried to emphasis on the reality that no business in the organization can exist or grow without effective management of human resource. He also emphasized in taking up different aspects of the subject such as Nature, scope of human resource management, personnel management, human resource planning, job design, job analysis, recruitment, selection, placement and induction, promotion, transfers, training, executive development, career, planning and development. According to the author recruitment is concerned with developing suitable techniques for attracting more and more candidates.

Khanka (2009) in his book “Human Resource Management” focused on the liberalization, privatization and globalization has made business environment highly competitive and complex. These changes have led to change in human resource environment which in turn change human behavior in organization. The book makes a presumption to know all aspect of HRM logically dividing them into seven sections to enable the redress comprehend the key and vital issues of HRM in a dynamic environment. The book gives well knitted and balanced coverage of theory, contemporary issues, and practical examples drawn from the Indian business world. Employee empowerment, potential appraisal, succession planning, strategic HRM, HRM in changing environment, HR in virtual organization, international HRM and leadership in the new millennium are some of the emerging and contemporary issues discussed in book.

Prasad, Lallan and Banerjee (2003) in their study “Management of Human Resources” have stressed that manpower is a primary resource without which other resources like money, material etc. cannot be put to use. Even a fully automatic unit such as unmanned satellite requires manpower to execute it and plan further improvements/activities. That is why man learnt the use of manpower much before he learnt to use other resources.

Pattanayak (2005) in his study “Human Resource Management” has focused on chapters like HRM for Corporate Excellence, Knowledge Creation and Management and organizational development but has not mentioned HRD in Tourism Industry in India.

Research Gap

From the foregoing review of literature, it is clear that there are a number of research studies on the different aspects of recruitment practices with special reference to BHEL, Haridwar. It is nevertheless
found that there is a still dearth of research studies mainly focusing on the recruitment practices in BHEL in post liberalization and Globalization era. The present study conducted against this backdrop and no work has been performed in this field as yet.

The research gaps pointed out in the literature show that the researcher have looked thoroughly in the area of study and makes interpretation and suggestion on how the research may proceed or what could be done to fill those gaps.

**Scope of the Study**

Without focusing the pattern of management, organization philosophy highlights on achieving a surely where all citizens (employees) can lead a richer and fuller life. Every organization, therefore, strikes for greater productivity, elimination of wastes, lower costs and higher wages, so the industry needs a stable and energetic labor force that can boast of production by increased productivity. To achieve these objectives, a good recruitment and selection process is essential. Public sector helps in the rapid economic growth and industrialization of the country and creates the necessary infrastructure for economic development. Public sector earn return on investment and thus generate resources for development it is also help in promoting redistribution of income and wealth also create employment opportunities or help in balanced regional development. Public sectors assist the development of small scale and ancillary industries and also promote import substitution, save and earn foreign exchange for the economy.

Truly speaking, the BHEL is a power full engine of India’s economic growth. Its contribution to the total production of India’s Electronics is as high as 90 percent. This seeks to extend a solid support of building the strong industrial base in the country. Thus, it is discernible from the previous statement that the capital employed in BHEL is being utilized more efficiently than the rest of the PSUs. Besides, it is internal resources generated by all the PSUs is also found to be significantly high. Thus, in spite of the BHEL occupying a prominent place in India’s economy, inefficiencies crept into its working, which led to persistent downward trend in its performance. Even the mild reforms initiated. But the BHEL alone was not to be blamed for its poor performance. There were many Public sector undertakings which miserably failed in achieving their objectives. Owing to incessant recurring losses, majority of the Public Sector Undertakings had become economically or non viable units. The problems which they generally faced was identified as high cost of production, non competitive and unaccountable system of production, lack of clarity in commercial approach due to undefined and vague social objectives of Public Sector Undertakings, lack of autonomy due to red tapes and unnecessary political intervention in the working of Public Sector Undertakings.

**Significance of the Study**
The general purpose of recruitment is to provide a pool of potentially qualified job candidates. The purposes are to determine the present and future requirements of the organization in conjunction with its personnel-planning and job-analysis activities. Increase the pool of job candidates at minimum cost. Recruitment helps in increasing the success rate of the selection process by reducing the number of visibly, under qualified or overqualified job applicants. It also help in reducing the probability of the job applicants, once recruited and selected, will leave the organization only after a short period of time. It begins to identify and prepare potential job applicants who will be appropriate candidates. Inducts outsiders with a new perspective to lead the company, Infuse fresh blood at all levels of the organization, Develop an organizational culture that attracts competent people to the company. Search or head hunt or head pouch people whose skills fit the company’s values. It also devises methodologies for assessing psychological traits, suggestsssearching for talent globally and not just within the company, designing entry pay that competes on quality but not on quantum. Anticipate and find people for positions that do not exist yet. It increase organizational and individual effectiveness in the short term and long term and evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants. Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decide whether they wish to work for it.

A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal effort will result in mediocre ones. High-quality employees cannot be selected when better candidates do not know of job openings, are not interested in working for the company and do not apply. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant position.Recruitment determines the present and future requirement of the organization regarding planning and job analysis activities. Recruitment increases the pool of job candidates at minimum costs. It meets the organization’s legal and social obligations regarding the composition of its work force and finally identifies and prepares potential job applicants who will be appropriate candidates.

**Statement of the Problem**

The most painful paradox in human life is that which produces one of the essential tasks of law, and particularly the law of property defining the boundary between those respects in which people must approach one another as persons, and those in which they may lay claim to one another as resources. Researcher have shown the interaction of these two inextricable dimensions of human activity in legal doctrine, the framing debates of political and economic thought, and a novel theoretical account of interdependence and autonomy. Researcher has also argued on the quite disparate aspects of
Objectives of the Study

The present study is aimed at studying the pivotal role of the BHEL and its recruitment practices in particular and in socio-economic development of the country in general. The work seeks to examine the standards of recruitment practices countrywide by taking into account the benefits and costs of such projects to the national economy. The work may be considered as an important instrument towards the development of recruitment practices in the country as it is one of the modest attempts ever made in India with regard to promotion of various companies. This study has, therefore been ventured in response to a long felt need for a study and research into the role and future desirability of recruitment practices undertaken by the PSUs unit in the development of the country. The work traces the future challenges of the PSUs unit and future thrust area in connection with technology up gradation and optimization of resources for efficient employment of valuable personnel and special reference has been made on BHEL. In framing the design of this study, the following objectives were set up:

1. To review the conceptual framework of the term ‘Recruitment Practices’ in India and also to discuss its future prospects.

2. To study the Recruitment practices prevalent in the PSUs units in India.
3. To review the overall growth and development of the Public Sector Undertakings in India.

4. To study the Recruitment Practices in BHEL and NTPC in India.

5. To compare the perception of employees regarding various variables of Recruitment Practices in the selected PSUs units in India.

6. To identify the problems and issues and also to suggest remedial measures to improve the Recruitment Practices in the PSUs in India.

**Hypotheses of the Study**

In order to substantiate the above objectives the following 6 hypotheses have been formulated:

**Hypothesis (1)**

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Role of human resource department” between BHEL & NTPC Public Sector Undertaking.

$H_{01}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Role of human resource department” between BHEL & NTPC Public Sector Undertaking.

**Hypothesis (2)**

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Recruitment Policies” between BHEL & NTPC Public Sector Undertaking.

$H_{01}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Recruitment Policies” between BHEL & NTPC Public Sector Undertaking.

**Hypothesis (3)**

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Selection” between BHEL & NTPC Public Sector Undertaking.

$H_{01}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Selection” between BHEL & NTPC Public Sector Undertaking.
Hypothesis (4)

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Advertising” between BHEL & NTPC Public Sector Undertaking.

$H_{a1}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Advertising” between BHEL & NTPC Public Sector Undertaking.

Hypothesis (5)

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Short listing” between BHEL & NTPC Public Sector Undertaking.

$H_{a5}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Short listing” between BHEL & NTPC Public Sector Undertaking.

Hypothesis (6)

$H_0$: There is no significant difference in the perception of employees on the Recruitment Practices with dimension “Job Satisfaction” between BHEL & NTPC Public Sector Undertaking.

$H_{a1}$: There is significant difference in the perception of employees on the Recruitment Practices with dimension “Job Satisfaction” between BHEL & NTPC Public Sector Undertaking.

Research Methodology

It has been the endeavor of the authors to make an empirical study, by analyzing and critically examining the relevant statistics, collected from primary as well as secondary sources. Primary data have been collected by using structured questionnaire, personal interviews, discussions and observations.

Secondary sources include published and unpublished sources. Published sources are newspapers, reports etc. Unpublished sources viz., the records maintained by the Government, studies undertaken by research institutions, scholars, executives and economists have served the purpose. The BHEL has been selected as an operational area of the present study because it is one of the biggest organizations among corporate entities in India. Secondly; it is a major source of fulfilling to the needs of India’s growing population for employment, besides fetching reasonably good rate of return. Moreover, it is also expected that the impact of economic reforms
of 1991 would be more informative in the case of BHEL than that of any other PSUs because of its greater transparency in its policy programmed implementation and achievements as far as the recruitment practices are concerned. Since the BHEL gives a global outlook, there appears to be much greater scope for successful implementation of both employment opportunities and structural adjustments.

The analysis carried out in the present work is absolutely based on the data or information compiled primarily as well as secondary source only. The importance among these sources consists of mainly Annual Reports of BHEL, Memorandum and articles of association of BHEL Personnel Handbook and Delegated Powers, Public Enterprises Survey, Journals and Periodicals, References Books, Newspapers and other published literature available on the subjects. The methods used commonly for processing of data in the present case are both simple as well as sophisticated.

Further, a case study of BHEL, Haridwar have been made on the basis of the information provided by these organizations in order to make the study more concrete and valuable. A comparative study of two units nearly BHEL, NTPC, and special focus has been made on BHEL.

**Limitations**

Every research initiative has some limitations. This study also has its own share of limitations especially as it deals with abstract and multidimensional concepts like Job Recruitment Practices, which is quite elusive and difficult to measure. The following could be regarded as limitations of this research work.

The present study suffers from the two main limitations. First, the use of public sector is confining to PSUs only, which have been established as government Companies or statutory Corporations excluding those of the private units. The research study was conducted in one selected unit, from Haryana (BHEL) only and this sample might not portray an accurate representation of the public sector scenario on a national level.

Secondly, data was collected from a self-designed questionnaire and some of the respondents were very partial in giving response to it. Certain respondents might have given incorrect information due to shortage of time or ever account of disinterest. Sometimes, accurate responses might have been withheld if respondents wanted to present an ideal picture of their organization. In spite of these limitations, the study has great significance for the public sector undertakings as it provides valuable information on HR Practices in the existing Human Resource climate.
The study also highlights how appropriate HR Practices of an organization can have an impact on the, Role of human resource department, Recruitment Policies, Selection, Advertising, Job Satisfaction and Organizational Commitment of its managerial employees. This will have far reaching implications for organizations in terms of specific areas being identified for further development. The industrial organizations can accordingly pay more attention to those aspects of their HR Practices, which have been ignored earlier, but if implemented in letter and spirit both, can generate a healthier climate.

**Conclusion**

Contrary to the common belief that external recruitment trades off the need for the outside talent with incentives of inside workers, external recruitment can unconditionally improve the performance of a firm. This is because external recruitment, by reducing the marginal return of sabotage by more than that of productive activities, can force the workers to substitute the former for the latter.

As a result, the output of the firm increases. It goes on to show that, if sabotage is not a concern of the firm, then external recruitment can still be a valuable practice in recovering incentives. In some cases, the game of promotion tournament might be characterized by a Prisoner’s Dilemma, in which the equilibrium with high effort level is Pareto-dominated by a non-equilibrium outcome with low effort level for the players. In that case the workers will have incentives to collude and coordinate on the latter outcome, which gives them higher utility. The firm can break this collusion by introducing external competition. The reason for this is exactly the same after that without external competition, the workers ‘will pay no price when they both shirk. When there is external recruitment, they are giving free-rides to outsiders if they collude to shirk.

By investigating the incentive aspect of external recruitment, this paper adds to relatively scant literature regarding strategic approach to recruitment practice. As future research, it greatly enhances understanding of the tournament aspect of promotion if we can combine the incentive and the traditional adverse selection considerations of external recruitment in an integrated model.

In the end, as in any other realm of social activity, so in research those who fail to meet their legal obligations to others ought to be brought to account for their failures before the law. Better enforcement of existing professional and legal mechanisms, including the use of the recruitment practices where needed, will drive home the message that the integrity of the research process and the protection of human subjects are crucial societal values that are in need of better protection.

This Chapter deals with review of literature and the next chapter is all about the development of Public Sector Undertakings.
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