

Study on Challenges Faced by Human Resource Department During Recruitment

By

Kumari Shalinee

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



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This certificate is awarded to

Kumari Shaline.

In recognition of having successfully completed her

Internship in the department

Human Resource Department

and has successfully completed her Project on

"Challenges faced by HR during recruitment"

from 10th Feb to 10th June

Cloudnine Hospital, Bangalore.

She comes across as a committed, sincere & diligent person who has

a strong drive and zeal for learning.

We wish her all the best for future endeavors.

A handwritten signature in black ink, appearing to read 'Sofia Joseph'.

(Ms. Sofia Joseph)
General Manager – Human Resources

Acknowledgement

I extend my deepest gratitude to Miss Sofia Joseph (Head HR, Cloudnine Hospitals) for granting me the opportunity of training, providing all support required and giving her valuable time.

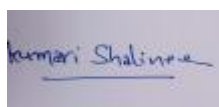
I convey my gratitude to Miss Monika Priyadarshani, Talent Acquisition Manager, Cloudnine Hospital for giving me the opportunity to work and carry out the study during the dissertation period. I express my sincere thanks to her for valuable guidance and suggestions as and when I was seeking them.

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Lastly, I would like to thank all the professionals at Cloudnine for generously sharing their knowledge and time which inspired me to do my best work during the dissertation period.

THE IIHMR UNIVERSITY, JAIPUR**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled “A study on Challenges faced by HR during recruitment” and submitted by Kumari Shalinee , Enrolment No 0763 under the supervision of Dr.Monika Chaudhary for award of MBA in Hospital and Health Management in Health and Hospitals of the University carried out during the period from 10/02/2020 to 21/05/2020 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

A small rectangular image showing a handwritten signature in blue ink. The signature appears to read 'Kumari Shalinee' and is written on a light-colored background.

Signature

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Abbreviations

HR- Human resource

HRD- Human resource department

HRM- Human resource management

SOP- Standard operating protocol

EVP- Employee value proposition

CHAPTER- 1

Introduction

Human resources department deals with entire workforce of the organization. Human capital forms the most important part of any organization. The Human resource department performs all the management activities related to employees like recruiting, onboarding, employee benefits, employment standards, employment terms and conditions and overall well-being of individuals working for the organization.

For majority of the organizations human resource department handles following functions:

- Managing employee recruitment, selection and promotion
- Managing employee benefits and wellness programs
- Handling employee development and employee training
- Organising orientation programs
- Provides guidance regarding disciplinary actions
- Serving as one point of contact for all employee related issues

Human resource department deals with human capital in many ways. It requires strategic as well as comprehensive approach to manage humans as well maintain a proper workplace environment. The major goal behind human resource management is that properly managed workforce can more effectively and efficiently contribute towards the organizational goals and objectives.

The major agenda of Human resources management has changed a lot over past few years. According to a Forbes article Human resources department focusses on following agendas:

- Define and align an organizational goal: The role is to set vision and mission of the organization and align employees towards it. Employees must understand the purpose of the organization and work towards achieving it.
- Acquire best talents: HR department efforts to recruit best talent for a specific job by creating and selling employee value proposition (EVP). It describes the value proposition of the organisation towards the employees and clearly what organization has to offer.
- Focus on Employee strengths: Every organization works towards directing the strength of its employees towards the job they are best suited for. Channelizing the proper employees strengths towards the work leads to success.
- Create organizational alignment: Organization needs to be aligned towards its basic purpose. The vision of the organization is highly evolving and ever changing hence now known as strategic intent of the organization.
- Setting standard operating protocols: SOPs should be laid to bring standardization into operations of the department. The definitive goal of the organization should be measured accurately and achieved through standard methods and processes.

A well-defined and strategic approach towards managing human resources have shown measurable and proven impact on organization and business objectives.

Recruitment is the most important role of HRD. Recruitment is the process of finding out and attracting potential people to take vacant responsibilities in the organization. It involves analysing the vacant position, the requirements of the position, getting applications, screening, shortlisting, and selecting the right candidate for the position.

The recruitment process must include major five basic practices that ensure the compliance and consistency of the entire process:

- Recruitment planning: It is the first major step of recruitment process. It involves identifying the vacancies, the requirements of the role, knowledge, skills, and attitudes involved in the position. A well-structured recruitment plan is required to attract right talent for the vacancies. The process involved in this step is known as Job analysis which is analysing and determining roles and responsibilities of a specific position. It helps in proper job description, job specification and job evaluation for the position.
- Strategy for Recruitment: In this step strategy is made to hire resources for the vacancies in the organization. The strategy making is a time taking process and involves setting teams, analysing strategy, collect available data, analyse the collected data and formulating the final strategy for recruitment.
- Search for the right person: It is the step in which sourcing of the suitable candidates is initiated. In this process candidates apply from various sources which are divided into internal and external sources. Internal resources exist within the organization like internal referrals, promotions, internal transfers and former employees. External sources include word of mouth, campus recruitments, recruitment agencies and professional contacts.
- Screening of Candidates: Screening of the candidates is the proper filtration of applications for the further selection process. This step ensures that unsuitable candidates are removed from the recruitment process. It involves reviewing resumes and cover letters , conducting interviews and finally hire the candidate suitable for the vacancy.
- Monitoring and evaluation: Monitoring and evaluation of any process plays a very important role in any process. As recruitment is a costly affair its needs to be carefully evaluated and monitored. This step ensures that recruitment is effective and efficient in the same time.

Businesses and organizations are run by processes and those are carried out by people. So hiring right people for the right work becomes a critical success factor for most of the organizations.

Challenges faced by human resource department during recruitment process has changed over the decades. Some basic challenges have remained while other challenges have evolved with time. Presently we see a candidate driven market where job seekers expectations needs to be paid attention to get the right people. Hiring managers are facing a lot of challenges in finding, engaging and retaining the right talent for the organization.

This study is directed towards understanding the various challenges faced by human resources department in the market and also in the healthcare industry. This understanding will give us insights on major challenges faced by recruiters and how they are dealing with these. The scope of this study also includes finding out suitable solutions for each of the challenges faced by recruiters.

Aim of the study

The study aims towards understanding the challenges faced by Human resources department during the recruitment process especially in the healthcare sector and finding suitable solutions to deal with these challenges.

Research Question

What are the challenges faced by the Human Resources Department during recruitment process?

Objectives of the review

- To enumerate and understand the challenges faced by the Human resources department during recruitment process.
- To understand the challenges faced by Human resources department in Healthcare sector during recruitment process.
- To identify and elaborate suitable solutions to deal with these challenges faced by recruiters.

Rationale for the review

Managing people has always been very tricky and the modern digital age has added more complexity to the human resource management process. Recruitment processes are very challenging in any Industry. Recruitment is a process of finding most suitable candidates for a particular post.

There is need to understand the challenges faced by Human resources department especially in healthcare sector so that proper strategies can be made to deal with these challenges and help recruiters to acquire and retain the talent required by the organizations.

Limitations of the study

The study was conducted to understand the challenges faced by the human resources department during recruitment. The scope of this study is limited to the research papers published and other available literature on the challenges faced by human resources department researched for the study, so extrapolation of results of this study is not possible because challenges faced by HRD vary with many factors like geographical factors, economic, political and societal factors. However attempts have been made in every step of the study to minimize errors in the study.

Literature Review

Authors (year)	Study	Salient features
Sophia Diana Rozario, Sitalakshmi Venkatraman, and Adil Abbas 2019	Challenges in Recruitment and Selection Process: An Empirical Study	The critical factors involved in the employee selection process is not well studied. Previous studies on the recruitment and selection process have been performed mainly to study The performance of the employees and the criteria attracting the right talent leading to employee retention and organizational efficiency.
K. Jayaraman, Imtiaz Mostafiz 2019	Challenges of Human Resource Leaders: A conceptualized research model	The role of Human Resource Leaders largely dealing with administrative matters in relating to personnel relations including payroll, recruitment, employee disputes, benefits, and workplace policies and procedures. Recruitment remains one of the biggest challenges whereby finding and retaining employees is arguably the most difficult task faced by Human Resource departments and recruiters. There is widespread of negative perception on Human Resource Management did not handle recruitment situations fairly.
Alice Z Zinyemba 2014	The Challenges of Recruitment and Selection of Employees in Zimbabwean	The study is important in that it identifies the challenges that manager's face in trying to recruit

	Companies	and select the right candidate. Suggestions on how the challenges of recruitment and selection of staff in Zimbabwe can be abated are provided in the study. The purpose of this paper is to present the findings from the study which was carried out in the first half of 2013.
Dr. Janes O. Samwel 2018	An Assessment of the Challenges Facing Recruitment, Selection and Retention Process in Small Industries in Mwanza Region.	The need for small industries in Mwanza region to maintain effective human resource practices such as recruitment, selection and retention is crucial for their prosperity and for their competitive advantages, especially in this global business competitive business environment.
A.Susairaj, A.Laura Jenifer 2018	A study on employee challenges during recruitment and selection process	Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition.
Merlyn Mascarenhas 2011	Issues in Recruitment and Selection	The importance and purpose of recruitment stresses the need to attract and encourage more and more candidates to apply in the organization. This creates a talent pool of candidates to enable the selection of best candidates for the

		organization. It includes determining present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
Ashish Gupta, Sujeet Kumar 2014	A Study On Recruitment & Selection Process With Reference	Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. Recruiting program should attract the qualified and not attract the unqualified.
Dursen Delen and Sudha Ram 2018	Research Challenges and opportunities in Human resource analytics	In this paper, the authors describe scope and background of HR analytics. They describe how world Managers are facing a more complex and globally competitive business world which needs new and innovative decision tools to help them solve these challenges.
Dr. Sneha Mankikar 2014	A Critical Study on Recruitment and Selection With Reference to HR Consulting Firms	Ascertain the Impact of Size of the Firm on Recruitment on Recruitment Policies Author studies the Impact of Labor Market on Recruitment and Selection in an HR Consulting

		Firm In this study, author emphasize on the Impact of Image and Goodwill of the Organization on Recruitment and Selection Process Studies the Impact of Cost of Recruitment on Recruitment Process.
Dr. V. Vijay Anand, Dr. M. Shanthanlakshmi, Dr. G. Uppili Srinivasan 2018	A study on effectiveness of recruitment process	This study is basically to understand the effectiveness of the recruitment and its process and organizational support for the better meant of the knowledge. The effectiveness of recruitment has become increasingly popular as a measure for identifying the process of recruitment in the organization and as a tool for developing recruitment process.
Roma Tripathi, Ankita Srivastava 2017	Recruitment and Selection Process in Healthcare Industry in India	They study the different sources of recruitment process in selected private hospitals. Authors studies the recruitment and selection procedure in private hospitals. They also determine the feasible area of development to make recruitment and selection procedures more effective and efficient.

Methodology

The study was conducted at Cloudnine Hospitals Corporate crib office at Bengaluru, Karnataka. The study is a Descriptive study by design. The study was conducted from 25th March, 2020 to 25th April, 2020. The entire study consisted of 4 weeks.

The study was conducted in three phases: Planning the review, conducting the review and organising the results.

Planning phase included searching for published papers, articles, snippets and blogs on challenges faced by Human resources department especially in healthcare and finding out solutions to face these challenges. Various literature search engines like PubMed, Google scholar, Scopus, Refseek and others were researched to find out research publications suitable for the study. Research was carried out by studying 10 published research papers on challenges faced by Human resource department.

Conducting the study included detailed research and understanding of the challenges faced by Human resources department and various solutions applied to deal with these challenges. Study was also done to understand the recruitment process in detail and finding out challenges faced in each step. Also research was done to understand the challenges specific to the healthcare sector.

The final stage of the study involved organising the results in the form of major challenges faced by the HRD in each step of the recruitment process and suggesting solutions to deal with these challenges.

Inclusion Criteria: All research papers related to topic of interest of the study having keywords like “Challenges”, “Recruitment”, “ Human resource department” were included into the study. Published research papers were included into the study. Research papers, articles and literature from 2015 onwards were included in the study.

Exclusion Criteria: The related research papers not having the earlier mentioned keywords were excluded from the study. Unpublished research papers were not considered for the study. Research papers, articles and literature published before 2015 were excluded from the study.

The study was carried out with all due permission and ethical clearance from respective authorities.

CHAPTER- 2

Results

The extensive research on challenges faced by Human resource department showed a number of challenges specific to recruitment process. Major challenges are enumerated below:

- Building a strong Employer brand:
Research shows that 75% of peoples would not take a job in a company having a bad reputation. All organizations are continuously trying to build a good reputation among job seekers to attract the best people.
- Lack of Qualified candidates:
Study by National federation of Independent Business showed that 67% of HRD professionals reported a shortage of qualified talents to fill their vacancies. Due to this lack of qualified candidates companies have to enter talent wars with other organizations to get the right candidate.
- Expanding candidate outreach:
As there is a lack of talent pool there is need to look for candidates beyond social networks and local communities. With diverse workforce having people from different regions and ethnicities is need of the hour, there is also a need to expand candidate outreach of the companies looking out for good talent.
- Tracking passive candidates:
Studies show that 70% of global workforce consists of passive talent who aren't looking or searching for jobs. Rest 30% workforce falls into the active pool which is searching for jobs. Companies put efforts to track and attract this passive pool of talent to fill their vacancies.
- Getting the right candidate:
According to a Glassdoor study, 76% of professional HRs report that getting the right person for the job is the biggest challenge they face. A lot of time is wasted in going through tons of applications, resumes and interviews for the candidates not suitable for their positions.
- Building a good talent pool for the organization:
All organizations hire from available talent pools while learning organizations put extra effort to build their own talent pools. This is done by partnerships with recruiting agencies, tie ups with colleges and universities, joining professional networks and social groups.
In today's world due to scarcity of qualified talent organizations face a lot of challenge in managing their talent pools and getting the right person hired.

- Enhancing candidate experience:
A lot of candidate experience studies show that 60% of candidates have had poor experiences. Organizations work on improving candidate experience to attract right talent and also to maintain their reputation and good will in the market.
- Maintaining diversity of workforce:
According to a study by LinkedIn , 78% of HR professionals reported that diversity is the most important trend that has affected their recruitment process. A Glassdoor study states that 67% of job seekers think that diverse workforce is an important factor when considering job offers. Diversity of workforce is of prime concern to organizations when planning for recruitment and searching for right candidates.
- Eliminating bias in recruitment process:
Bias is a common challenge faced by human resource professionals in recruitment process. Companies try to make transparent processes to eliminate human bias as much as possible. Standards are set by organizations which strictly needs to be followed for the recruitment process.
- Ensuring team collaboration for recruitment process:
Traditional hiring models are changing towards a more collaborative hiring model which involves different hiring managers, professionals, executives and marketing professionals. With more and more professionals joining in for the recruitment process from different parts of the world make effective team collaboration even more challenging.
- Streamlining and standardization of Recruitment process:
A large number of organizations struggle in streamlining, standardizing and automating their recruitment process. A number of organizations outsource their recruitment process but it sometimes leads to lack of quality control.
- Hastening the recruitment process:
A time motion study on recruitment process states that 70% of companies take 1 to 4 months make new hires. As reported by a LinkedIn , 57% of job seekers lose interest in the job if recruitment process is lengthy. Companies lose candidates due to delayed recruitment process and also have to bear operational costs of delayed recruitment process.
- Making Data driven Hiring decisions:
HR analytics and Hiring analytics is trending business initiative which helps to achieve the business goals. Organizations use data available about potential candidates to make data driven hiring decisions and take competitive advantage in the market.

- Data security and Confidentiality:
Recruitment process involves a lot of personal and sensitive as well as confidential information about candidates, so ensuring security of such data becomes an issue of prime concern. Companies are facing challenge of safeguarding their data from hacks, breaches and other invasions.
- Outdated Recruitment technologies:
In modern era hiring technologies have evolved a lot. Applicant tracking systems and recruitment software are becoming outdated. These often fall short of expectations for requirements of modern hiring requirements.
- Adapting to Modern Technologies:
Recruitment software and process has seen a lot of changes over past decades. Introduction of HR analytics and AI in recruitment has made processes very standard and consistent and faster than earlier. But organizations face a lot of challenges in adapting to new physical and digital infrastructure. There is a changing mindset regarding recruitment as processes are becoming more automated and decisions are becoming data driven, people face problem adapting to this mindset.
- Integration among different recruitment platforms:
Organizations carry out recruitment using multiple platforms as need of candidates cannot be fulfilled from single platform. There is a need of strong integration between different platforms which will make recruitment more effective and error proof. Companies face challenge in integrating data and hires from different platforms.

Study and research for challenges in recruitment especially in Healthcare sector yielded following challenges specific to healthcare recruitment:

- Race in Hiring of New graduates:
There is a race among healthcare providers for hiring fresh graduates of medical school. It has a lot of benefits to organization like, high enthusiasm, cost effectiveness and knowledge of latest interventions. But challenge in hiring fresh talent is maintaining job seekers attraction without offering high salaries.
- Experience Vs Education Dilemma:
There always have been confusion between education and experience in the medical field. Some organizations will hire fresh graduates with newly acquired skills and high enthusiasm and others will hire professionals having vast experience in the medical field. The unconscious bias in recruitment due to this dilemma lead to wrong recruitments. Such biases should be minimized during recruitment process and certain balance should be established between fresh and experienced hires.

- Retirement of talent:
A large number of healthcare workforce retires every day. Estimates show that 10000 healthcare experts retire every day worldwide. It has huge impact on healthcare industry as workforce reduces and all retired people will have increased healthcare needs in future. The growing number of retiring workforce coupled with lack of proper talent in healthcare make recruitment a big challenge.
- Location based challenges:
It is easier to get workforce in Metropolitan areas but difficulty increases in rural areas as professionals don't want to move in rural areas for work. Organizations try to improve quality of life benefits to job seekers to fill their positions in rural areas.
- Lengthy recruitment process:
Recruitment process can take few months to fill a position in medical institute. Until then existing workforce can be overworking and fulfilling the patient needs to a sub optimal level. Lengthy and frustrating recruitment process causes dissatisfaction among job seekers in healthcare.
- Workforce Diversity problem:
Like any other industry healthcare also needs a diverse workforce with well trained and equipped people. It is the industry where all decisions needs to be correct which starts with a correct hiring decision. Maintaining a diverse workforce in Healthcare poses a huge challenge for HR managers.

Overall research shows that there are a lot of challenges faced by HRD professionals in different industries as well as in Healthcare industry. Various strategic solutions have been implemented by different companies to deal with the various challenges.

Further results focus on best practices and innovative solutions to deal with these challenges in recruitment process.

After detailed research and understanding of the various challenges faced by HRD during recruitment following interventions can be taken to deal with these challenges:

- Employer Branding Strategy: Companies are facing challenges to build a good employer brand among the job seekers. Companies need to create and implement a good and effective employer branding strategy which includes building up a good career site , highlighting employee benefits , showcasing company culture. Employee testimonials and pictures are also useful in this case and description of interesting projects currently going in the organization also attracts job seekers to apply for a role in the organization.
- Employee referrals: There is lack of good talent in the market and competition to acquire the available candidates is fierce among organisations. In this scenario companies can use employee referrals as a good source of recruitment as good candidates trust their friends more than recruitment agencies and other recruiters approaching them. Employees are very important stakeholder in this case and can help organizations to gather and recruit good talent from market.
- Multichannel recruitment strategy: Due to lack of qualified candidates and strong competition among companies in market to acquire good talent, organizations need to develop Multichannel recruitment strategy. It includes presence in different recruiting partner channels, career sites and different social networks.
- Talent pool development: Talent pool must be proactively developed by the organization. The landing page must be well designed and organizations must connect to different social media groups and communities to create a comprehensive talent pool.
- Candidate Relation Management: Develop a candidate relation management system which focusses on enriching the candidate experience. To attract the right talent for the organization it is necessary to develop a proper tech supported CRM system. A lot of software is available for the same.
- Focus towards maintaining workforce diversity: Companies should focus towards maintaining workforce diversity by taking into consideration all kinds of candidates during recruitment. Employee resource groups play a major role in this. Recruiters must connect with different recruitment groups that ensure hiring of diverse workforce.
- Bias elimination strategy: Companies should develop strategies to eliminate bias in recruitment process. Companies must develop standardized recruitment process and specific criteria based on which selection of candidates will be carried out. There are well structured training programs for recruiting managers on avoiding bias during

recruitment. The recruitment panel should also be made of diverse people which further helps in bias elimination.

- Collaborative recruitment and Hiring model: A collaborative model for recruitment ensures consistency in hiring. Entire team must be debriefed about criteria and process of selection. There should be transparent and continuous internal communication among different teams. Teams must be well integrated by form and function to implement such a model.
- Data driven recruitment mindset: There is a need to develop data driven and evidence based action mindset. There should be proper system to track and measure the important recruitment metrics. Data leads to more informed and precise decisions backed by evidence that will lead to increased productivity and success.
- Ensure candidate data security: Organizations handle a lot of candidate data. All rules and regulations regarding data security and management must be followed by companies to handle such data.

CHAPTER- 3

Conclusion:

HR plays very important role in any organization. To get right people at right time HR manager plays vital role. HR manager motivates employees to increase work efficiency. They arrange/conduct different activities in organization for the entertainment of employees. HR manager plays pivotal role to achieve organization goal and objectives. There are different functional areas of human resource department like recruitment and staffing, training and development, employee relations, payroll etc.

Recruitment is most important vertical of HR, as to find right candidates for organization is very challenging task. This research is done to find out all the challenges faced by HR during recruitment. There are many challenges faced by HR manager during recruitment. According to research bad reputation of organization is one of the main reason of losing candidates. Second main reason is less qualified candidates. Since there are less qualified candidates there is strong competition between companies, to pool qualified candidates is also a big challenge for HR. Once the candidates are onboard to retain them is a challenge. There should be diversity in organization to maintain organization culture. To recruit candidates from different diversity is a tough task. Another challenge faced by HR is to give job opportunity to the right candidates not all candidates need job, according to research 75% candidates change job for higher salary. To avoid bias in recruitment due to reference is also a major challenge for HR.

Lots of strategies have been implemented for these challenges. New technologies have been introduced to fasten the recruitment process. To find out right candidates different portals should be used. Companies can also go for campus recruitment drives. One of the challenge is lack of experience among most of candidates but standardized recruitment criteria and process may be a solution for the same.

Modern era of jobs require modern methods of selection and recruitment to carry out various roles in different companies. Challenges for human resources department are ever evolving and changing, so strategies need to be developed to deal with these challenges. Systems are put on by humans, processes are carried out by humans and monitoring and evaluation of these processes are also carried out by humans. That's why Human resource will always be very important critical success factor for success of any organization.

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