

How to Cite:

Makushkin, S. A. (2021). Methods for recruiting and interviewing corporate staff. *Linguistics and Culture Review*, 5(S2), 805-816.

<https://doi.org/10.37028/lingcure.v5nS2.1422>

Methods for Recruiting and Interviewing Corporate Staff

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Abstract---The relevance of this paper is conditioned by the fact that the Russian practice of sourcing and recruitment of personnel in recent years increasingly tends to the professional level of recruitment, absorbing Western practice and in many ways being guided by it. Also, modern personnel selection methods are increasingly used. The study covers in detail the stages of personnel selection in Russia. The main criteria characterizing the preferences of employers of different organizations in the field of recruiting and hiring personnel are indicated. The main purpose of the study is to investigate the most effective methods of selecting and interviewing potential personnel. In this study, several different methods were used: analysis of existing methods, generalization of them for distribution into stages, and so on. The study identified 5 stages of interviewing for the selection of qualified candidates. Different interviewing methods were compared. Modern methods for selection are considered and their main advantages are revealed. Thus, it can be stated that the specifics of hiring personnel today differs from the preceding methods. Still, the size of the company and its nature of business are of great importance. In modern organizations, it is important to use new methods and be able to choose them correctly for different hiring needs. The materials of the paper are of practical value for heads of various organizations and HR managers.

Keywords---corporate personnel, human resource management, human resource, recruitment.

Introduction

The company has several business plans that must be completed every year. Business planning consists of steps that must be implemented quickly and precisely. The planning process requires both human and capital resources. Implementation of the planning process requires appropriate human resources in accordance with the needs of the organisation. The business plan can be

implemented if it is supported by human resources with superior capabilities and competence. Thus, the success of an organisation can be achieved through superior human resources (Bril et al., 2018; Bril et al., 2020; Gökalp et al., 2020). Each organisation has a vision and mission to achieve certain goals. (Kang et al., 2005), explain that vision is the company's dream, the expected future, while the mission is the stage that the company must complete in order to achieve the company's dream. This vision and mission will be articulated in the form of strategic planning (Sun et al., 2012; Pouransari et al., 2016). Strategic planning will be carried out in more detail and the resources required during the implementation phase will be formulated. One of the required resources are human resources, in which the organisation seeks the competence and ability to perform planning to achieve business goals. The vision and mission guide the planning process so that human resources understand the organisation's expectations and achieve business goals.

In the process of obtaining outstanding human resources, it is necessary to create a mechanism or system for hiring the best candidates. Human resource management organises a mechanism or system by which a company can hire the desired candidate to achieve business success. The process of matching candidates to the needs of the organisation is called recruitment. Recruiting is the process of gathering relevant information about the job tasks and the human characteristics required to get the job done to help managers determine the qualifications and types of skills required in the hiring process. The concept of recruitment can also be considered as the process of creating a pool of qualified candidates to perform the work of the organisation. Recruitment is an early process in which an organisation must be able to articulate human resource requirements, including qualifications and competency (Acikgoz, 2019; Segalla et al., 2001).

The competence of human resources must match the needs of the company. Human resource competence should be clearly articulated as a company should be able to hire the best people to achieve business goals. The company must complete the initial process of formulating a work plan, qualifications, responsibilities and workflow. Job analysis is an organised process in which companies can articulate the nature of the work that employees must perform. The process of this company as a business organisation should define the work and the process that will be performed by the employees. After defining the type of work and the process, the company must determine the qualifications necessary to perform the job with the best performance (Fisher et al., 1993). In the case of a middle manager or supervisor, job requirements can be even more difficult to define. However, making the right choice is important for company's success. The main purpose of the study was to investigate the most effective methods of recruiting and interviewing potential personnel.

Materials and Methods

Several methods were used in this study. The first is analysis. It is a way of cognising an object by studying its parts and properties. Synthesis is a way of cognising an object by combining parts and properties that have been identified as a result of analysis into a whole. Analysis and synthesis are not isolated from

each other, but coexist, complementing each other. Speaking of analysis and synthesis, it is false to think that first there is pure analysis and then pure synthesis begins. Already at the beginning of the analysis, the researcher has some general idea about the object under study, so that analysis begins in combination with synthesis. Then, having studied several parts of the whole, the researcher already begins to make the first generalisations, starting to synthesise the first data of the analysis (Harris & Ogbonna, 2001; Burke & Ng, 2006). To begin with, the authors analysed existing approaches to recruiting personnel. For this, theoretical and practical literature was studied. The analysis and synthesis took into account the peculiarities of hiring personnel in medium and large organisations in Russia. The stages of recruiting were highlighted and the main ones were considered.

Comparison is a method of cognition by establishing the similarity and/or difference between objects. Similarity is what the compared objects have in common, and the difference is how one compared object differs from another. Generalisation is a cognition method based on defining common essential features of objects. Using these methods, the authors studied in more detail the effectiveness of different methods of approach to hiring personnel, determined the effectiveness of various recruitment technologies. The interaction of recruitment specialists in Russia and other countries was also investigated and compared.

Consideration of the main stage of hiring employees begins with the job interview and recruitment practices. The standard staffing practice for candidates consists of completing a candidate questionnaire along with a short screening interview. The application form will be most useful when checking reviews and managing personnel record if a person is hired. Screening interviews only serve to weed out the clearly unqualified candidates. Testing for employment is highly controversial. The most successful tests are usually skill-related, such as typing tests, while personality or ability tests are of questionable value. The job interview is an important part of the hiring process and requires careful planning. The main goal is to match the candidate's skills and abilities with the requirements that were included in the job profile and determine how well that person meets the requirements. The interview should run from the most important to the least important. The candidate must provide as many examples as possible of how well he or she fulfils the basic requirement. The CV is usually inappropriate for this assessment and may withhold relevant information. Only through careful research during the interview it is possible to obtain the required information. When recruiting, all sources must be used to create the largest pool of qualified candidates.

An organised approach to defining management requirements is known as management review. The information identified in the management analysis includes:

- Functional responsibilities. Operational functions are primary. In addition, the planning, monitoring, coordination, and public relations functions expected to be performed by the new leader should be specified. His role, responsibilities, and extent of accountability for the performance of each of

these activities must be defined as clearly as possible (Basakov, 2009; Volodko, 2009; Endovitsky & Durakova, 2018; Fedotova et al., 2018).

- Supervision responsibilities. All of the positions (employees) reporting to this manager and the characteristics of the people holding those positions must be identified so that a specific technological background or orientation can be specified as part of the job requirements, if necessary. It is necessary to distinguish the line and staff positions.
- Leadership style. While every leader is ultimately responsible for the work of their subordinates, certain leadership styles are more appropriate than others in certain situations. A very demanding study manager will cause a decrease in the morale and productivity of highly qualified professionals with advanced degrees, whereas the same manager in a highly structured task environment such as manufacturing tends to do better than a manager with broader involvement.
- Managerial relations. The success of each manager will depend on other managers in the company, as it is impossible to perform duties in a vacuum. Each of the relationships and the specific nature of those relationships must be defined as clearly as possible. A position that has many interdependencies, such as a hospital administrator, requires a manager who communicates clearly and gets along well with people. In addition to defining some of the personal characteristics necessary for a manager, the nature of duties and responsibilities must be defined also (Barmuta & Grishchenko, 2020).
- Public relations. Each of the community areas in which the manager is expected to represent the company must be determined. These may include key client development, affiliation with community organisations, press relations, or government affairs. If applicable, the manager's role, the purpose or intent of the activity, and any specific tasks must be stated.

Results

The interview should be carefully planned and aimed at obtaining objective information about how well the candidate meets the hiring specifications. The interview should be conducted in a manner that avoids interruptions and the atmosphere should be business-like but conducive to casual conversation. It must be borne in mind – this is an interview, not an interrogation, and the candidate should speak the most. The behaviour and style of the interviewer will portray the company to the candidate and will have an important impact on whether the candidate is interested in the company. It is highly recommended to accurately describe the company and position to the candidate. The better information a candidate has, the less likely a good employee will quit due to discovering that he or she was misinformed about the position or company, and the more likely the right person will be hired. Before concluding the interview, it is necessary to review the notes to ensure that the information received from the candidate is correct, check with the candidate for any questionable information. Include a decision lead time and check the links. Human resources representative should respond to the candidate's need for a quick reply, but without giving in to obsessive considerations (Sykes & Block, 1989; Dowling, 1986). Sufficient time should be allowed to answer all of the candidate's questions, leaving an opportunity for the candidate to ask additional questions in the next day or two.

Once the list is narrowed down to about five candidates, the next step is checking out the links. Almost always these reviews provide positive information about the candidate. Links from the last two tasks will be more informative than personal links. Previous employers should be contacted by phone, not by e-mail. This is the way to clarify the questionable areas. The question must be focused on the required skills and abilities that may have been demonstrated in a previous job. After reviewing all the recommendations, the final selection is made by comparing each of the remaining candidates with the hiring requirements and choosing the one that suits them best. The selected best candidate signs a contract and is offered a job. There is usually some flexibility in wage negotiations, especially at the management level. However, the agreed salary should not exceed the salary in similar positions. If the salary is too high, other employees will be unhappy, and if it is too low, the new employee will become unhappy. Payroll information is usually made public, even with maximum security. Once a proposal is accepted, it is good public relations policy to notify other candidates as politely and promptly as possible (Allui & Sahni, 2016; Chen & Huang, 2009).

The interview itself should have five stages: planning, making contact, asking questions, completion and analysis. The first step is planning the interview. It is necessary to carefully study the application and resume of the candidate and note all points that are dubious or show the strengths and weaknesses of the candidate. The second stage is to establish contact with the candidate. The purpose of this stage is to create a favourable impression of the company, to give the candidate an opportunity to relax and behave appropriately. The candidate experiences more or less tension and excitement that will prevent both parties from achieving their goals. Therefore, the first few minutes should be spent on the adaptation of the visitor to the new conditions. After the candidate has looked around and prepared to listen, the human resource manager can ask him one or more small neutral questions:

- What is your name?
- How was your journey?
- Where do you live?
- How do you like today's weather?
- How are you today?

If the visitor continues to be nervous (turned pale, trembling voice or hands, makes nervous movements), the interviewer can use additional stress relief techniques:

- ask the person to move the chair, close the door tighter, draw the curtains, lay out the documents brought (muscle tension associated with such actions will be replaced by relaxation and calming);
- share personal difficulties (remember a similar situation);
- compliment the candidate (avoid criticism);
- emphasise own good nature and simplicity (many managers try to pretend to be simpletons in order to lull the candidate's vigilance and induce him to maximum sincerity).

As in any other situation, at the stage of establishing contact, several general questions or phrases are appropriate; offering a cup of coffee or tea is a mutual representation. Naturally, the environment should be comfortable and inviting. If the interview is conducted in a room with unwanted noises, constantly present strangers, or where there are many distractions, then it is quite difficult to establish contact with the candidate. This stage usually does not take much time and includes a short (from 5 to 20 minutes depending on the importance and complexity of the position) story about the company, about the business and its specifics, about the vacant job, the reason for its appearance and the primary tasks. At this stage, the HR manager achieves several important goals at once: shows respect for the candidate, has a chance to interest him in work in the company, showing him the positive (and truthful) aspects of the company's activities, and organises communication on the "same language", since the candidate is already aware, what are the specifics of the business and the features of this company (Breugh, 2008; Stone & Dulebohn, 2013).

The third stage (the stage of questions) is the actual interview in its traditional meaning, that is, offering the candidate a number of questions, situational tasks, etc. How long this stage should take depends on the methods used, the complexity of the vacant job and the company's approach. On average, an interview takes from half an hour to an hour, but in some cases, it can last one and a half to two hours. With longer interviews, the effectiveness of information perception decreases, since the attention of the participants is diffused, and in a few hours the candidate simply gets tired. There are several things to keep in mind at this most important stage of the interview:

- the methods should be varied, each assumption should be checked 3-4 times using different methods. For example, to assess the main motivators of a candidate both projective questions, with several different options, and situational questions (CASE) can be used;
- it makes sense to alternate the topics of the questions, as this allows to minimise the likelihood of getting socially desirable answers. It is worth alternating between CASE and questions that test special skills and knowledge, with questions that allow to assess motivators and behaviour patterns;
- questions must be asked at a fast pace, the interviewer sets the pace;
- the recording process should be organised in such a way that the candidate does not see what exactly is being recorded, and that the interviewer has time to write down while the candidate speaks, and therefore there is no pause between questions;
- it is inappropriate to ask a lot of so-called biographical questions.
- it is not necessary to completely plan the interview scenario in advance: in most cases it makes sense to vary the topics and types of questions, based on the answers and behaviour of the candidate.

The fourth stage – the end of the interview – presupposes the opportunity to negotiate an algorithm for continuing the interaction. At the same time, the interviewer should take the initiative and stipulate whether there will be more meetings, their approximate dates and the purpose of the meetings. If this refers to the final interview, then it is worth discussing the time and procedure for

receiving an answer. It often happens that a candidate is promised a call in any case, but does not receive a call in case of a negative result: it is quite clear that with a large competition and the number of candidates, it is difficult to give an answer to everyone. In this situation, the most suitable wording is: "We will call in case of a positive decision, but you can contact me in a certain way (via phone or e-mail) and clarify the status". If it is assumed that the intermediate stage (between two interviews or between the final interview and the final decision) may take a long time, it must be specified, since otherwise the candidate may mistake long silence for a refusal (Mohamed & Rosman, 2021; Fedorchenko et al., 2021). At the end of the interview, there should be time to answer the candidate's questions and agree on further actions. It is necessary to pay special attention to the questions asked by the candidate. It is good if the candidate asks the following questions:

- Who is the vacant position subordinate to?
- What are the main responsibilities?
- Why did the predecessor leave?
- What are the career opportunities?
- Is learning encouraged? etc.

The fifth stage is the analysis of the conducted interview. Reviewing notes taken during interviews, completing the interview form and summing up the interview. There are several modern selection methods that can simplify the steps outlined above. Here are some of them:

- Online tests. Since the tests will be posted on the official website of the company, the number of applicants will increase, but nevertheless this will not prevent the reduction of the time for filling job vacancies. This technology requires only the analysis of the data obtained based on the test results and their entry into the candidate assessment form.
- Trade test. Since this technology is aimed at identifying the professional skills and qualities in a candidate, it takes the longest time in the selection (about 30-50 minutes per candidate), it will be more effective if several applicants for the position take part in such a selection at once. This technology allows to determine with high accuracy the style and nature of work of the future specialist, his proficiency and skills.
- Guided interviews. Since this type of interview contains a number of open-ended questions, suggesting a detailed answer of the candidate, and not the curt "yes" or "no", it will take a lot of time to reveal a certain topic (20-30 minutes). This method makes it possible to identify competent candidates for the position, as it is based on a competency profile. It describes the general scheme to conduct interviews in a qualified manner and obtain the most complete and reliable information.
- All of these methods require an investment of labor, time and money. Calculating their effectiveness can help to select the right ones based on the capabilities of the hiring organisation (Figure 1).

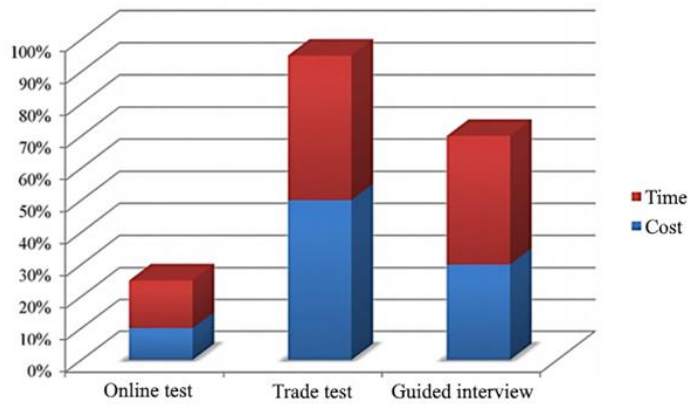


Figure 1. The cost of modern methods of selection and recruitment

When it comes to effectiveness of modern methods, then the trade test is the best technology for personnel selection, but as mentioned above, the combination of these methods increases the efficiency of the selection and recruitment system. For example, if assessing a person's motives and abilities only through conversation, then this can lead to errors in the selection of candidates, therefore, it is proposed to take tests, where candidates will unconsciously reveal their true motives and abilities (Figure 2).

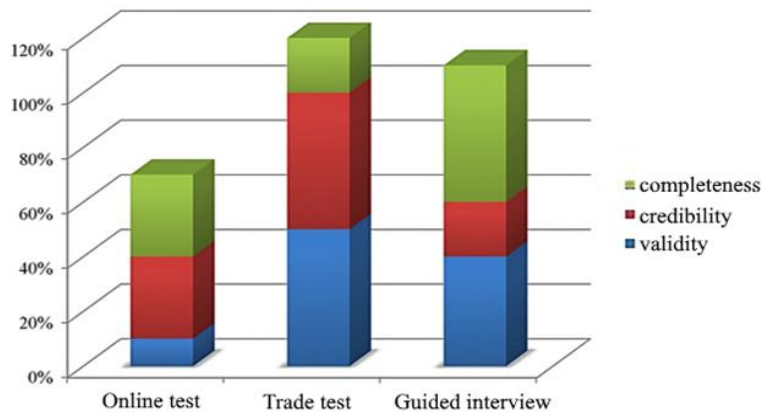


Figure 2. The quality of modern methods of selection and recruitment

As for the validity of methods, that is, compliance with the requirements of the position, each technology has a high indicator, except for tests, since they assess the general socio-psychological and intellectual abilities of a person. Thus, for a qualitative assessment of candidates and filling out the full competency profile, all three selection methods are required.

Discussion

Given the complexity of the comparisons of digital tools identified in the systematic map (digital and/or non-digital tools were often compared to other combinations of one or more digital and/or non-digital tools), additional research is required to clarify which tools work best individually and which in combination, for specific populations and health conditions. The question is whether a core set of digital tools can be identified that: optimises both recruitment and retention; useful in various health conditions; compatible with other tools that are used for the general management and conduct of randomised controlled trials (for example, for online screening of participants, online randomisation, communication and dissemination of information between researchers and participants, and for monitoring, validating and tracking data).

Since the findings have not been summarised, the author will not recommend any specific tools for immediate recruitment or retention. However, the map is a resource that researchers may find useful when considering the available tools, what tools have been tested in specific populations, and some potential limitations of the tools and comparisons that might need to be considered. The concerned parties may also find the map useful when considering prioritising populations, health topics, types of digital tools, and results to focus on research, given that it is unlikely that research is undertaken to cover all populations and health conditions in detail. The map is easily updated and can be expanded if it is necessary to meet the needs of researchers and CTUs. As further developed, the map could also support guidance (e.g. a checklist) to help trial researchers and CTUs select digital tools that are appropriate for the question under study ([Kryshtanovych et al., 2019](#)).

One of the best tactics for reducing the number of problem employees is to follow the guidelines previously suggested for recruiting, interviewing, and selecting. However, there will be difficulties or problems with the employee in any case. It is necessary to balance firmness and fairness, and compassion against performance. Every issue is not an isolated event affecting only one person, but a chain of unpleasant events that can seriously affect the morale and performance of an entire department if not handled properly. If employees are unionised, they are likely to be subject to an agreed complaint procedure that will restrict management activity. It is advisable to periodically review the effectiveness of the process and discuss improvements. Temporary assistance services can be an effective way to deal with short-term staff overload, provided that temporary assistance is carefully planned and monitored.

Performance is the sum of ability and motivation ([Lebedev et al., 2018](#)). The job needs to be done. It will be faster and better if employees are motivated. Complaint procedures and disciplinary actions are required to resolve legitimate employee complaints and ensure adherence to a code of conduct. Even if the company is unionised, there is a need to develop a disciplinary process and policy. Disciplinary action may or may not give rise to complaints that will be covered by the contract. The following guidelines will be helpful in designing such a disciplinary process:

- Establish a minimum number of rules. For example, do not set a dress code unless it is important for safety. Excessive rules cause disobedience and disrespect for all rules. Good supervisory practice will eliminate the need to formalise all desired behaviour in the rules.
- Clearly state the rules and the intention to enforce them.
- Establish fair but appropriate penalties for breaking the rules and for repeatedly breaking the same rules. Some of the common penalties, in ascending order of severity, are verbal reprimands, letter of reprimand, disfranchisement, fines, suspension, etc.
- Do not take any action in the state of tantrum, this may interfere with the judgement. Take time to find out what really happened and the reason behind it.
- When meeting with a co-worker, try to highlight his or her positive contribution, while not condoning breaking the rules. Try to have the employee develop an action plan to avoid future violations.
- Make sure the supervisors follow the rules and regulations at all times; repeated forgiveness will undermine the perceived importance of the rules, and they may lose its legal validity if brought to trial (Tarasova, 2018).

The criteria for hiring personnel in Russia are education, experience, knowledge of foreign languages, business qualities, personal qualities, age, marital status. In Russian organisations, age, experience, business and personal qualities of the applicant are of great importance. For Russian companies, knowledge of foreign languages and marital status are less important. Consider the specifics of recruiting personnel in the United States of America. The choice of sources for the selection and hiring of personnel in the organisation is established by their economic feasibility. The process structuring of recruiting and hiring personnel should meet its goals and objectives, labour legislation, the interests of both parties, and also justify the costs associated with its implementation.

Conclusion

A key challenge in conducting research is to ensure that relevant outcomes are measured, but it can be seen that a wide range of recruitment and retention outcomes are relevant. Each method may not be practical for a separate study to evaluate all of them. The methods of attracting and communicating with potential employees during interviews can differ depending on the size of the organization and the specifics of its activity; speed, coverage, and cost of hiring; and the efficiency and accuracy of recruiting tools. For example, a tool that provides high recruiting coverage will be of little value if it does not accurately meet trial selection criteria or is considered cumbersome or too expensive for day-to-day use. Where possible, studies evaluating digital tools should therefore measure cost, accuracy, and efficiency along with hiring or retention rates, and should capture key indicators of the process, including attitudes and satisfaction of end users of digital tools.

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