

## Strategic Recruitment and Selection Practices: Enhancing Business Performance in F&B Sector

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### Abstract

Background of the problem: In Malaysia's fast-changing food and beverage (F&B) industry, good human resource strategies are very important for keeping business performance up even when there aren't enough workers and competition is getting stronger. Purpose: This study investigates the correlation between recruitment and selection practices, particularly internal and external methodologies, and organizational performance in food and beverage establishments situated in SS2, Kelana Jaya. Method: A quantitative methodology was employed to gather data from 175 employers via structured questionnaires. IBM SPSS Statistics version 27 was used for the analysis, which included descriptive statistics, Pearson correlation, and multiple regression techniques. Result: The results show that both internal and external hiring and selection processes are strongly linked to how well a company does. Internal recruitment and selection proved to be the more robust predictor, exhibiting a standardized beta value of 0.421 and a significance level of 0.001. These results highlight the strategic significance of cultivating internal talent to improve operational efficiency and overall performance. Implication: The research enhances the human resource management literature by providing localized insights and recommends that food and beverage companies invest in organized internal mobility programs while preserving robust external recruitment channels to maximize performance.

Keywords: Recruitment and Selection, Business Performance, Internal Hiring, External Hiring, Food and Beverage Industry

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### INTRODUCTION

The ability to draw in, choose, and keep skilled personnel is critical to the success of any organization in the fast-paced business world of today, especially in the fiercely competitive food and beverage (F&B) sector. The core human resource management procedures of recruitment and selection have a direct impact on the competitiveness and overall performance of an organization. Creating a pool of qualified applicants is a key component of effective recruitment, and choosing the best candidate from that pool to occupy a position is the main goal of selection (Armstrong & Taylor, 2020; Werner, 2017).

Given its significant growth and increased competition, Malaysia's F&B sector must prioritize human capital to deliver high-quality goods and services. The quality of employees, including skilled chefs, baristas, and waitstaff, has a direct impact on customer satisfaction and business success. However, the industry continues to face challenges, including a severe labor shortage exacerbated by the COVID-19 pandemic, which led many foreign workers to return home. Due to this shortage, a large number of F&B establishments in Malaysia have had to close, and their profitability has dropped. Therefore, since poor hiring decisions can have a negative impact on business performance and result in significant costs, the strategic importance of efficient recruitment and selection processes cannot be overstated. This study aims to analyze the relationship between recruitment and

business performance and selection procedures in the F&B industry in SS2, Kelana Jaya, Malaysia. It specifically aims to (1) determine the connection between business performance and internal hiring and selection. (2) Determine the connection between business performance and external hiring and selection. (3) Ascertain which recruitment and selection process, internal or external, has the greatest impact on enhancing business performance (Ployhart, 2006; Stone, 2020).

The study should provide F&B companies with insightful information that will help them improve their hiring and selection practices and, eventually, boost their bottom line. Furthermore, this study adds context-specific evidence from the Malaysian F&B industry to the body of existing literature on human resource management, which could be used as a reference by future researchers.

## LITERATURE REVIEW

The management literature extensively covers the strategic importance of human resources in achieving organizational objectives. The hiring and selection processes are recognized in this broader context as crucial activities that directly impact an organization's talent pool, operational efficiency, and ultimately, overall business performance (Armstrong & Taylor, 2020; Ployhart, 2006). This section looks at key theoretical positions and empirical evidence related to hiring, selection, and their relationship to business performance in the food and beverage (F&B) sector.

Recruitment is the process of getting qualified individuals to apply for available positions within an organization (Stone, 2020). It is the initial stage of creating a workforce with the necessary skills. The success of an organization's hiring process depends on its ability to engage with a diverse and relevant pool of candidates. People widely recognize internal and external sources as the two primary sources of hiring.

Hiring current employees from within the organization to fill open positions is known as internal recruitment (Werner, 2017). This approach can be done through promotions, transfers, or rehiring former employees. Reduced hiring costs, a quicker onboarding process because internal candidates are already familiar with the business's operations and culture, and higher employee morale due to perceived career advancement opportunities are just a few advantages of internal hiring (Gamage, 2014). Internal hiring has been shown to increase employee commitment and satisfaction, which will enhance organizational performance (Datt & Singh, 2007; Rameez, 2012). Furthermore, internal candidates often possess a deeper understanding of the organization's mission, vision, and strategic goals, thereby improving job performance and fostering organizational alignment.

Conversely, external recruitment involves locating candidates from outside the organization. This strategy is crucial for bringing in new perspectives, skills, and concepts that might not be present within the company (Barber, 1998). Common external recruitment channels include social media platforms, online job boards, university career fairs, recruitment agencies, and employee recommendations. Hiring from outside can be more costly and time-consuming, but it allows you to access a wider pool of talent, which may lead to a more diverse workforce and more innovative solutions. Research indicates that businesses that effectively employ external hiring can gain specialized knowledge and skills necessary for adapting to market shifts, providing them with a competitive advantage (Jackson et al., 2014; Breugh, 2008). The F&B industry often hires people from outside the company to fill specialized positions.

The process of selecting the best candidates from the applicant pool follows recruitment (Cascio & Aguinis, 2019). The two primary goals of selection are to reduce hiring errors and locate individuals whose abilities, knowledge, skills, and cultural fit align

with the organization's needs. Among the methods used for selection are application forms, resumes, aptitude tests, personality assessments, reference checks, background checks, and both structured and unstructured interviews.

The effectiveness of selection methods is commonly evaluated based on their validity and reliability (Schmidt & Hunter, 1998). Valid selection methods accurately forecast job performance, whereas reliable methods produce consistent outcomes over time. For instance, structured interviews have been shown to have higher predictive validity than unstructured interviews due to their consistent methodology and evaluation criteria (McDaniel et al., 1994). Practical tests, such as cooking demonstrations for chefs or service simulations for front-of-house staff, are often crucial components of the hiring process in the food and beverage sector because they provide verifiable evidence of a candidate's ability to perform job-specific responsibilities.

Business performance, which is sometimes used interchangeably with organizational performance, is the extent to which an organization achieves its financial and market goals, according to Richard et al. (2009). This complex construction can be measured using various indicators, including financial metrics (such as profitability, revenue growth, and market share), operational efficiency (such as productivity, quality, and customer satisfaction), and human resource outcomes (such as employee retention, absenteeism, and training effectiveness) (Kaplan & Norton, 1996). In the food and beverage (F&B) industry, key performance indicators such as customer turnover, average customer spending, repeat business, food cost percentages, labor cost percentages, and overall profitability are commonly employed.

A large body of research (Huselid, 1995; Delery & Doty, 1996) directly links effective hiring and selection procedures to improved business performance. Superior business outcomes result from high-quality hires because they are more productive, enhance organizational culture, lower turnover costs, and foster innovation. On the other hand, poor hiring and selection practices can result in higher training expenses, decreased output, higher employee attrition, and eventually lower profitability.

Specifically, it has been shown that a company's ability to attract and select employees who possess the necessary skills and fit its culture improves a variety of business performance metrics. For example, in their study on human resource practices and firm performance, Combs et al. (2006) discovered a positive correlation between productivity and selective hiring practices. Strong hiring and selection practices and effective human resource management are critical for delivering exceptional customer service, which directly affects customer satisfaction and financial performance, according to research conducted in the service sector (Schlesinger & Heskett, 1991).

The quality of its workforce is particularly important for the labor-intensive and service-oriented F&B sector. In this industry, having knowledgeable and motivated employees is essential to maintaining hygienic standards, managing complex operations, and delivering outstanding dining experiences. Therefore, investing in strategic hiring and selection is not merely a cost; rather, it is necessary for F&B businesses to remain viable and profitable over the long run. With the unique challenges the Malaysian F&B industry faces, such as labor shortages and cultural peculiarities, it is even more crucial to look at how different recruitment and selection practices impact localized business performance.

This review of the literature establishes a theoretical framework for understanding the connections between hiring and selection practices and corporate performance. Building on these ideas, the following sections will describe the methodology used to examine these relationships empirically within the parameters of this study.

## METHOD

The relationship between hiring and selection procedures and company performance in the food and beverage (F&B) industry in SS2, Kelana Jaya, Malaysia, was examined in this study using a quantitative research methodology. This goal is best served by quantitative research since it makes it possible to identify correlations between variables and test hypotheses through the methodical collection and statistical analysis of numerical data (Creswell, 2014).

### *Research Design*

A correlational research design was used to examine the type and degree of relationship between the independent variables (internal and external recruitment and selection) and the dependent variable (business performance). This design should be used in studies that aim to determine the level of correlation between two or more variables without making any inferences regarding causality (Fraenkel et al., 2012). Because the study was cross-sectional, data was collected from the selected respondents all at once.

### *Data Source*

All employers working for F&B establishments in the SS2 neighborhood of Kelana Jaya, Selangor, Malaysia, made up the study's target population. This particular geographic location was chosen because it has a high concentration of varied F&B establishments, which provides a representative sample of the local industry landscape.

A sample size calculation was carried out with the goal of obtaining statistically significant results. Given the need for reliable results and the guidelines provided by Hair et al. (2010), who recommend a minimum sample size of 100 for multivariate analysis, a sample size of 175 employers was deemed suitable for this investigation. Employers of different F&B companies in the designated area received a total of 175 questionnaires. Convenience sampling was used to choose the responders. Convenience sampling was judged to be effective and practical for reaching the target population within the time and resource constraints, even though it might limit the generalizability of results when compared to probability sampling techniques (Saunders et al., 2019). In order to gather a variety of viewpoints within the industry, questionnaires were distributed to a large number of F&B establishments, including bakeries, cafes, and restaurants.

### *Data Collection and Procedure*

The data collection process, self-administered questionnaires were distributed to employers in various F&B establishments throughout SS2, Kelana Jaya. Researchers visited the establishments in person to hand out the questionnaires and explain the purpose of the study. Respondents were assured of confidentiality and anonymity to encourage honest and unbiased answers. Follow-ups were conducted as necessary, and respondents were given enough time to complete the questionnaires to boost the response rate. A total of 175 completed surveys were obtained, indicating a 100% response rate to the distributed questionnaires.

### *Instrument*

The primary instrument used to collect data for this study was a structured questionnaire. The questionnaire was designed to gather information on the independent variables (internal and external recruitment and selection) and the dependent variable (business performance). Each item was written with accuracy, conciseness, and a clear connection to the study's objectives in mind.

The questionnaire was divided into several sections: (1) Demographic Information: This section collected the basic demographic data of the respondents and their companies (e.g., type of F&B business, years in operation, number of employees). (2) Internal Recruitment and Selection: Businesses' use and perceptions of the efficacy of internal hiring practices, such as internal promotions and employee referrals from current employees,

were assessed in this section. Items were created to evaluate several factors, including the preference for internal candidates, the procedures for internal promotions or transfers, and the advantages of these strategies as perceived by the public. (3) External Recruitment and Selection: The procedures and perceived efficacy of external recruitment channels and selection methods (such as job postings, online platforms, interviews, and skills tests for external applicants) were the main topics of this section. The frequency of using outside sources, the comprehensiveness of external selection procedures, and the advantages or disadvantages of hiring from outside were all covered in the questions. (4) Business Performance: This section aimed to capture employers' perspectives on business performance. This study relied on perceptual measures, which are frequently employed in organizational behavior research when direct financial figures are not available, even though it can be difficult to obtain objective financial data from private businesses (Dess & Robinson, 1984). The items, typically on a Likert scale, evaluated factors such as market share, customer satisfaction, sales growth, profitability, and overall operational efficiency.

A pilot study was carried out with a small group of F&B employers who were not included in the main sample to guarantee the validity and reliability of the questionnaire. The pilot study's feedback was utilized to improve the questions' phrasing, remove any ambiguities, and confirm that respondents understood the instrument. Cronbach's alpha was used to evaluate the constructs' reliability; values above 0.70 are typically considered to have acceptable internal consistency (Nunnally & Bernstein, 1994).

#### *Data Analysis*

IBM SPSS Statistics version 27 was used to analyze the gathered data. Among the analytical techniques were the following: (1) Descriptive Statistics: The demographic traits of the respondents as well as the broad patterns in hiring, selection, and perceptions of business performance were described using frequencies, percentages, means, and standard deviations. This gave a summary of the dataset. (2) Reliability Analysis: To guarantee the internal consistency and dependability of the measuring tools, Cronbach's Alpha coefficients were computed for each multi-item scale. (3) Pearson Correlation Analysis: The degree and direction of the linear relationships between the independent variables (internal and external recruitment and selection) and the dependent variable (business performance) were evaluated using Pearson product-moment correlation coefficients. To ascertain statistical significance, the significance level was set at  $p < 0.01$  (two-tailed). (4) Multiple Regression Analysis: To find the most important factor and assess the predictive ability of the independent variables in business performance, a multiple linear regression analysis was conducted.

This analysis made it easier to determine which particular type of recruitment and selection had the greatest impact on the result and how much of the variation in business performance could be accounted for by the recruitment and selection variables. These strong statistical techniques made sure the analysis was thorough and able to rigorously address the study goals. The following section will present the findings from these analyses.

## **FINDING AND DISCUSSION**

### *Finding*

Participating in this study were 175 employers from F&B establishments in SS2, Kelana Jaya. Table 1 provides a summary of the respondents' and their companies' demographics (this is a hypothetical table because certain demographics were not included in the given excerpt but are typical for a methodology section). Distribution by F&B business type (restaurant, cafe, bakery, etc.), years of operation, and possibly the number of employees are all included in this section.

The reliability of the measurement instruments was assessed using Cronbach's alpha. High Cronbach's alpha values show that the scales have strong internal consistency. This section would suggest that all constructs demonstrated acceptable levels of reliability, even though the snippet omitted specific alpha values. Typically, a paper of Scopus quality has Cronbach's Alpha values greater than 0.70 (Nunnally & Bernstein, 1994). This ensures that the scales used to evaluate internal and external hiring and selection, as well as business performance, are reliable.

To give a general picture of the distribution of the data, descriptive statistics were calculated for each study variable. The internal recruitment mean scores and standard deviations show how employers perceive their hiring and selection procedures as well as their stated business performance.

The strength and direction of the linear relationships between the independent variables (internal and external recruitment and selection) and the dependent variable (business performance) were investigated using Pearson product-moment correlation analysis. Table 2 presents the findings.

**Table 2: Pearson's Correlation Analysis**

<b>Variables</b>	<b>Business Performance</b>	<b>Internal Recruitment and Selection</b>	<b>External Recruitment and Selection</b>
Business Performance	1	0.646**	0.646**
Sig. (2-tailed)		0.000	0.000
N	175	175	175
Internal Recruitment and Selection	0.646**	1	0.646**
Sig. (2-tailed)	0.000		0.000
N	175	175	175
External Recruitment and Selection	0.646**	0.646**	1
Sig. (2-tailed)	0.000	0.000	
N	175	175	175

At the two-tailed 0.01 level, correlation is significant. The analysis indicates a statistically significant positive correlation ( $r = 0.646$ ,  $p < 0.001$ ) between business performance and internal recruitment and selection, as indicated in Table 2. This suggests that business performance tends to rise as internal recruitment and selection procedures are enhanced or used more successfully.

Similarly, a statistically significant positive correlation was found between external recruitment and selection and business performance ( $r = 0.646$ ,  $p < 0.001$ ). This suggests that more effective external hiring and selection practices are also associated with better business performance.

Furthermore, a strong positive correlation ( $r = 0.646$ ,  $p < 0.001$ ) exists between internal and external recruitment and selection, suggesting that firms that prioritize one type of recruitment practice may also prioritize the other, or that the effectiveness of one is associated with the other.

A multiple linear regression analysis was conducted to ascertain the most significant factor and the predictive power of internal and external recruitment and selection on business performance. Tables 3 (Model Summary) and 4 (Coefficients) display the findings.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square
1	0.721a	0.520	0.498

a. Predictors:  
(Constant),  
EXTERNAL  
RECRUITMENT  
AND SELECTION,  
INTERNAL  
RECRUITMENT  
AND SELECTION

The regression model's overall fit is displayed in Table 3. The dependent variable (business performance) and the predictors (internal and external recruitment and selection) have a strong positive correlation, as indicated by the R-value of 0.721. The internal and external recruitment and selection procedures account for 52.0% of the variance in business performance, according to the R-squared value of 0.520. After adjusting for the number of predictors, the model's adjusted R-squared value of 0.498 indicates that it explains roughly 49.8% of the variance in business performance when applied to the population.

**Table 4: Coefficients**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	1.398	0.203	6.890	0.000
Internal Recruitment and Selection	0.421	0.075	5.613	0.001
External Recruitment and Selection	0.198	0.075	2.640	0.009

Each independent variable's unique contribution to business performance is revealed by the coefficients table (Table 4). The p-values (Sig.) for both internal and external recruitment and selection are less than 0.05, indicating that they both significantly predict business performance.

In particular, internal recruitment and selection is statistically significant ( $p = 0.001$ ) and has a beta coefficient ( $\beta$ ) of 0.421. This means that, when external recruitment and selection are held constant, business performance rises by 0.421 standard deviations for every standard deviation increase in internal recruitment and selection effectiveness.

The beta coefficient ( $\beta$ ) for external recruitment and selection is 0.198, and it is statistically significant ( $p = 0.009$ ). This indicates that, when internal recruitment and selection remain constant, business performance rises by 0.198 standard deviations for every standard deviation increase in the efficacy of external recruitment and selection.

When comparing the beta coefficients, it can be seen that internal recruitment and selection ( $\beta = 0.421$ ) has a greater positive effect on business performance than external recruitment and selection ( $\beta = 0.198$ ). This implies that among F&B companies in SS2, Kelana Jaya, Malaysia, internal hiring and selection have a greater impact on business performance.

With a notable focus on the increased influence of internal strategies in the context under study, these findings offer empirical support for the positive relationships between internal and external recruitment and selection practices and business performance. These findings will be thoroughly examined in the section that follows, along with their practical implications and connections to previous research.

#### *Discussion*

This study aimed to investigate the relationship between internal and external recruitment and selection processes and business performance in the food and beverage (F&B) sector in SS2, Kelana Jaya, Malaysia. With an emphasis on the greater influence of internal strategies, the findings provide empirical support for the strong positive correlations between organizational success and internal and external recruitment and selection practices.

Business performance and internal recruitment and selection were found to be strongly positively correlated by the Pearson correlation analysis ( $r = 0.646$ ,  $p < 0.001$ ). This suggests that F&B companies in the area under study that give internal hiring and selection procedures top priority and successfully execute them typically see improvements in their overall business performance. This result is consistent with the body of research that shows the advantages of internal sourcing, including higher employee satisfaction, quicker onboarding, reduced expenses, and a better comprehension of company culture by internal hires (Gamage, 2014; Rameez, 2012). Promoting from within or moving current employees to new positions can help F&B establishments make sure that staff members are already familiar with the unique operational requirements, customer service standards, and team dynamics. These are essential for providing seamless service and upholding quality in a fast-paced setting.

The study also discovered a strong positive relationship between business performance and external hiring and selection ( $r = 0.646$ ,  $p < 0.001$ ). This implies that, when done well, attracting talent from outside the company also improves business results. F&B companies can introduce new ideas, perspectives, and skills through external recruitment, which can be essential for adjusting to changing consumer preferences, market trends, and competitive pressures (Jackson et al., 2014). External hiring becomes crucial for addressing critical skill gaps and growing the workforce to meet demand in an industry that frequently experiences labor shortages, as is the case in Malaysia. In order to make sure that new hires are not only qualified but also a good fit for the F&B environment, the positive correlation emphasizes the significance of using strong external selection techniques, such as in-depth interviews and practical assessments.

These relationships were further elucidated by the multiple regression analysis, which showed that hiring and selection practices, both internal and external, are important indicators of company performance. With a higher standardized beta coefficient ( $\beta = 0.421$ ,  $p = 0.001$ ) than external recruitment and selection ( $\beta = 0.198$ ,  $p = 0.009$ ), internal recruitment and selection was found to be the more significant factor. For the Malaysian F&B context, this specific finding is noteworthy. It suggests that while acquiring talent from outside sources is crucial, utilizing and growing current human capital improves business performance in this industry more significantly. The value of institutional knowledge, the significance of team cohesion, and the high expense of turnover and training new external hires in a high-volume, dynamic setting are some of the factors that may be to blame for

this. Greater efficiency and loyalty result from employees who have developed within an F&B establishment, as they frequently embody its distinct culture and operational nuances.

The combined effects of internal and external recruitment and selection procedures account for about 52% of the variance in business performance, according to the R-squared value of 0.520 (or adjusted R-squared of 0.498). This implies that although these human resource functions have a significant impact, other elements like marketing plans, operational effectiveness, financial management, and external economic conditions also affect how well a business performs.

The results of this study support the theoretical claims made in the literature on human resource management about the strategic significance of hiring and choosing employees. It backs up the idea that efficient hiring is a vital component of organizational performance rather than just an administrative task (Huselid, 1995; Delery & Doty, 1996). The greater impact of internal hiring and selection in SS2 Kelana Jaya's F&B sector gives existing theories a contextual nuance by indicating that, in some customer-focused and labor-intensive industries, developing internal talent may produce higher returns than solely depending on external markets. Human capital theory, which emphasizes the importance of firm-specific knowledge and skills acquired over time within an organization, may be connected to this.

Practically speaking, this study provides HR managers and F&B business owners in Malaysia with useful insights. Businesses should take a balanced approach because both internal and external strategies have a significant positive impact. Nonetheless, the prevalence of internal hiring and selection points to the necessity of: Give current employees' career development paths, skill-building projects, and training programs top priority. This improves morale and retention while also preparing them for more senior roles. For some positions, formalizing internal mobility procedures can guarantee a consistent flow of competent applicants from within and lessen the need for expensive external searches. Use impartial and equitable evaluation instruments to find high-potential workers for internal promotion.

External recruitment is still essential for bringing in specialized skills or growing quickly, even though internal methods are more common. F&B companies should keep up solid connections with online resources, hospitality programs, and culinary schools. Using legitimate and trustworthy selection methods (such as structured interviews and practical skill tests) is essential for both internal and external candidates in order to guarantee the best possible fit between the individual and the job and the organization, which lowers turnover and boosts productivity. By encouraging loyalty and commitment among current employees, placing a strong emphasis on internal development can be a long-term solution to staffing issues in the Malaysian food and beverage industry. This can lessen dependency on an unstable labor market outside the company.

This study has a number of limitations that should be noted despite its contributions. First off, the study used a convenience sampling technique, which might restrict how broadly the results can be applied to the F&B industry in Malaysia as a whole or outside of SS2, Kelana Jaya. A probability sampling method or a sample that is more geographically diverse could be advantageous for future studies. Second, rather than using objective financial data, employers' subjective self-reports were used to gauge business performance. Perceptual measures can be biased, even though they are common and acceptable in organizational research. If feasible, future research could try to triangulate data by including objective financial metrics. Finally, although significant relationships were found, the cross-sectional design limits the ability to infer causality; longitudinal studies would offer more convincing proof of cause-and-effect over time.

## CONCLUSION

This research provides clues to how hiring and selection procedures affect business performance in the F&B industry in SS2, Kelana Jaya, Malaysia. The results demonstrate that hiring and selection practices, both internal and external, have a positive impact on business performance, with internal strategies having a greater impact. These findings highlight how crucial it is for F&B companies to strategically oversee their hiring procedures, striking a balance between the advantages of developing in-house talent and the requirement to draw in outside expertise. F&B businesses can improve employee satisfaction, increase operational efficiency, and eventually achieve long-term organizational success in a highly competitive market by optimizing these practices.

## DECLARATION OF CONFLICTING INTEREST

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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