

**Strategic Recruitment and Selection Practices as a Basis for Effective Strategic Human Resource Management (SHRM): A Study in a Manufacturing Company, Koshi Province, Nepal**

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**ABSTRACT**

**Background:** Strategic human resource management (SHRM) is an important element that requires strategic recruitment and selection that affect organizational performance, employee engagement, and competitiveness in the long term. When properly matched with the organizational objectives, these practices can make the employees have the skills and potential to push the strategic objectives.

**Methods:** A descriptive study (cross-sectional) was done in a population of 50 employees of a manufacturing company in the Province of Koshi, Nepal. A 5-point Likert scale questionnaire was used to collect data, which were analyzed with SPSS which included descriptive statistics and Chi-square test to determine the relationship between variables.

**Results:** The research has shown that recruitment and selection practices are overall well-executed, skill based, and open, which facilitated an alignment with organizational strategy. There was a

remarkable gender disparity in the perception of the hiring decisions that lead to the achievement of strategic goals.

Conclusion: Strategic recruiting and selection increases the capacity of the workforce, helps to make the operations effective and allows them to meet the long-term organizational objectives. Observing the differences in perception will also enhance inclusiveness and performance.

Novelty: The present research can be viewed as the pilot of a more extensive future study since the strategic recruitment and selection methods among the manufacturing industry employees in Nepal were empirically demonstrated and the implementation of the SHRM principles in the emerging organizational environment was noted.

Keyword: Human, Management, Recruitment, Selection, Strategic

## **INTRODUCTION**

Human resource management (HRM) has been transformed by the traditional administrative functions to the strategic functions which contribute directly to the organizational success (Nastase et al., 2025). Human capital has been identified as a key source of competitive advantage in modern organizations since the skills, knowledge and behaviour of employees play an important role in determining the performance of the organization. Strategic Human Resource Management (SHRM) is much concerned with aligning the human resource practice with the organizational objectives, making sure that the employees play a significant role in the short and long-term goals (Alfawaire & Atan, 2021). Recruitment and selection practices among HR functions form the basis of SHRM because they define the quality and ability of the workforce and their engagement. The practices, besides filling posts, also influence the capacity of the organization in meeting strategic goals and maintaining a competitive edge.

The process of recruitment is to attract the potentials of those candidates whose qualification, experiences, and values can meet the needs of the organization. Strategic approach to recruitment is based on the future human resource needs of the organization and preemptively tap sources of talent that will satisfy future needs of the organization (Shvetsova, 2025). Selection, in turn, is a process of finding candidates who do not only have the necessary skills but also have the possibility to develop and be flexible. When strategic alignment exists in recruitment and selection practices, organizations are able to develop an innovative, flexible and dependable workforce (Mahat & Aithal, 2022). Such practices hence transcend administrative practices and turn to important strategic instruments of long term organizational success.

Strategic recruitment and selection is especially crucial in the manufacturing industry where the fast pace of technological changes, skills deficiency and growing competition introduce the industry with special problems. Companies in the manufacturing sector need to have their human resources with the requisite technical skills and capability to add to the needs of long-term strategic

objectives (Parajuli et al., 2022). On top of that, equitable and open hiring procedures develop trust among employees, increase job satisfaction, and commitment to the organization. While there is little empirical study on the application of strategic recruitment and selection practices by manufacturing organizations in accordance with the concept of SHRM in the context of Nepal (Shrestha & Prajapati, 2024). The knowledge of these practices can be important to the organization in enhancing quality of workforce, efficiency of operations and competitiveness in the developing economy situation.

A number of ways can measure strategic recruitment and selection practices. Companies are forward-looking when they schedule their recruitment in accordance with future objectives. Recruiting workers who have the expertise needed in the development of the organization will make human capital facilitate the strategic goals (Schulze & Dada, 2025). Just and transparent in hiring and selection procedures ensure credibility of the organization and inclusiveness. In addition, selection of candidates who are able to lead to the long-term success is a priority that enhances the sustainability of the organization. Lastly, hiring based on strategic goals and objectives will assist the organization in realizing its vision as well as having a strong and dedicated workforce (Potočnik et al., 2021). All these dimensions are used to determine the success of the recruitment and selection strategies as the part of SHRM.

Besides the performance of the organization, employee perceptions and experiences are also affected by recruitment and selection strategies. When employees are sure that the process of hiring is fair, transparent and strategically significant, they are more likely to feel motivated and engaged. On the same note, companies that strategically align recruitment to strategic goals are in a better position to retain employees, minimize turnover and improve productivity. It is also true that gender and demographic considerations can also influence the perception of employees on the recruitment and selection practice, which demonstrates the necessity of inclusive and equitable HR practices (Mohamed Elsayy & Ahmed Elbadawe, 2022). An analysis of these factors gives insight into the possible gaps and areas of weaknesses in the human resource strategies of the organizations.

Recruitment and selection are strategically important not only in filling the vacancies but also in defining organizational culture and in ensuring the long-term success. Organizations can develop a workforce that is able to adjust to change, be innovative, and even perform by choosing employees based on their skills, behaviors, and values, which support strategic objectives (Shah et al., 2024). Effective recruitment and selection practices in the manufacturing organizations where efficiency in operations, technical skill and teamwork are paramount directly impact on the productivity, competitiveness and profitability. By ensuring that it is aligned to the principles of SHRM, organizations get to utilize human capital as a strategic resource contributing to both employee and organizational performance.

This paper has identified the importance of strategic recruitment and selection practices in assisting SHRM in a manufacturing environment. Through the analysis on how recruitment and selection

are in line with the strategic objectives, organizations are able to find strengths, overcome any gaps and adopt HR practices that help in improving the quality of workforce and organizational performances. The results help to comprehend the strategic importance of human resource management in developing economies such as Nepal where the overall competitiveness and growth can directly depend on successful recruitment and selection of the potential employee. In general, the importance of human capital management to organizational success is shown through recruitment and selection, which are strategic instruments that define the current and future of the organization.

Lastly, strategic recruitment and selection are also vital elements of SHRM, and they form the basis of the development of a skilled and dedicated workforce. With such practices aligned to the organizational goals, manufacturing organizations may guarantee that staff members have the required abilities, help in long-term goals, and take an active part in the position they do. The knowledge of the practice implementation and perception allows HR practitioners and organizational leaders to gain valuable insights to support the need to focus on strategic human resource management as a means of ensuring sustainable competitive advantage.

## **LITERATURE REVIEW**

Recruitment and selection have been universally recognized to form part of Strategic Human Resource Management (SHRM) given that they have direct influence on organizational performance, employee engagement and competitiveness in the long term. Recruitment will help organizations to get qualified candidates who have the required skills and potential, whereas selection will help the organizations to get those who can be of use in the achievement of strategic objectives.

According to a study conducted by Rekha et al. (2026), organizations are turning to green recruitment and selection to hire staff that have pro-environmental values and who exhibit environmentally friendly behaviors. This strategy focuses on ensuring that a company employs environmentally friendly methods during the hiring process as well as choosing employees whose beliefs are in line with sustainable practices within the organizations. The chapter emphasizes that green recruitment leads to the sustainability-focused culture, the environment-consciousness of employees, and maintaining the organizational activities and practices at the level of the United Nations Sustainable Development Goals (SDGs). Through integrating environmentally conscious procedures in the recruitment and selection process, organizations are able to attain long-term prosperity besides encouraging operational perfection and sustainability goals. This approach builds upon the conventional strategic recruitment model by implying that not only are recruitment and selection vital in terms of organizational performance; they can also influence the organizational culture and societal impact and thus has a wider strategic contribution of the HR practices to the bottom-line business performance.

Lasker and Bin Muhammad Sabri, (2025) conducted a study on the connection between strategic recruitment and selection practices and business performance in F2B establishments in SS2, Kelana Jaya, Malaysia. The research focused on the internal and external recruitment and selection techniques and their effect on the organizational performance. The data were collected as structured questionnaires among 175 employers with the help of a quantitative methodology, and analyzed with the help of the IBM SPSS Statistics version 27. The relationships were evaluated by using descriptive statistics, Pearson correlation, and multiple regression techniques. The results found that internal and external recruitment/selection process was highly correlated with the performance of the organization. Of the two, internal recruitment and selection were found to be a good predictor of business performance with standardized beta value of 0.421 and a significance level of 0.001. This means that organizations enjoy the opportunities of growing and marketing talent internally, as this enhances efficiency in operations, knowledge-base and employee morale. Simultaneously, the availability of well-developed external recruitment points would guarantee the constant flow of new competencies and novel visions, which would make the organization flexible in the constantly changing conditions.

Bahri, Murfat, and Rakhimov (2025) studied how strategic recruitment policy innovation can improve talent attraction and retention in the contemporary organizations that are encountering rapid digital, demographic, and competitive changes. Based on a mixed-method study (survey of 328 HR professionals and interviews with 22 recruitment managers) the researchers identified that innovative practices like employer branding, personalized onboarding, competency-based selection, and digital recruitment analytics can substantially enhance the recruitment performance and employee retention. Employer branding and digital platforms were identified to be the most effective predictors of attracting talent, whereas personalized onboarding and alignment with organizational values were identified as having a positive effect on retention. The analysis points out that the combination of technology, human-centered design, and strategic workforce planning in the recruitment policies enhances the sustainability of talent in the long run, as well as the effectiveness of the overall organization.

Also, Makhamara, (2016) conducted a study to determine how strategic recruitment and selection affects employee performance in the health sector in Kenya. A descriptive cross-sectional survey design was adopted to collect the data used in this study and the data gathered included 146 employees at various levels of management in the public hospitals and both the questionnaires and interviews were used to collect the information. The research concluded that strategic recruitment and selection were key factors in affecting the performance of employees as the research showed that effective planning of hiring and selection process can create a highly efficient and effective workforce in achieving organizational objectives. The authors suggested that health institutions should adopt and educate workers on strategic practices in recruitment and selection of employees to improve performance but they recommended that additional research on both public and private hospitals should be conducted to generalize the results. The study presents the importance of

strategic recruitment and selection in employee performance and organizational performance maintenance in service industries.

Nascimento, Marcon, and Antunes Neto (2024) conducted a bibliographic review of the strategic recruitment process and its influence on the performance of organizational goals. Contrary to conventional recruitment where vacancies are principally filled, strategic recruitment coordinates the hiring activities to the long term objectives of the organisation, where suitable talents can be availed at any given time to facilitate long term growth. As noted in the review, clear recruitment strategies are the best in terms of maximizing the talent that is selected, boosting productivity, enhancing innovation, and improving overall competitiveness in an organization. It also stresses that it is necessary to adjust the practices in recruitment to various organizational settings and incorporate the new technologies without neglecting the human interaction. This paper concludes by saying that strategic recruitment plays a key role in matching employee skills with organizational goals and proposes the need to further research on sector-specific uses and technological integrations in the recruitment process.

### Research Gap

Strategic recruitment and selection are the key aspects of Strategic Human Resource Management (SHRM) which make sure that the organization is able to recruit and retain talent with the goal of achieving long term objectives and organizational strategy. Research shows that proper recruitment and selection can enhance the performance of an organization, the engagement of employees, and their competitiveness by enhancing talent acquisition, internal growth, and operational efficiency (Lasker and Bin Muhammad Sabri, 2025; Nascimento, Marcon, and Antunes Neto, 2024). The performance of recruitment strategies is further improved by new innovative methods such as competency-based selection and employer branding, analytics of digital recruitment and green hiring practices, which also facilitate organizational sustainability and adaptability (Bahri, Murfat, and Rakhimov, 2025; Rekha et al., 2026). An example of service and health sectors also evidences that strategic recruitment and selection directly affect employee performance and organizational goal accomplishment (Makhamara, 2016). Nonetheless, little research has been done in Nepal, especially among manufacturing organizations, on the implementation of strategic recruitment and selection practices, how the employees perceive them, and how they are related to the organizational results. This paper aims at addressing this gap by exploring strategic recruitment and selection practices in one of Nepalese manufacturing companies, which will contribute to not only the practice but also the future research.

### METHODOLOGY

The research design that was adopted in this study is a cross-sectional research design having descriptive approach in evaluating recruitment and selection strategies in a manufacturing firm based in Koshi Province in Nepal. The cross-sectional time horizon enabled the collection of data

at a single time to record the existing perceptions of the employees of the strategic human resource management practices.

The respondents that took part in the study were 50 in total and they represented different positions of the organization such as workers, supervisors, officers and managers. The sample consisted of employees working in various manufacturing facilities of the company; there was diversity in terms of age and education and job description of the respondents. The respondents were free to participate at all times, and during the questionnaire, they were informed of the goal of the study. The structured questionnaire was used as the method of data collection and utilized a five-point Likert scale according to which the respondents were asked to assess the statements concerning the recruitment and selection practices (the answers were based on the never-always scale). The mailed questionnaires were sent directly to the employees directly at their working stations to enhance high response rate.

The resulting data were coded and analyzed in SPSS 20 software which made it easier to perform both the descriptive (percentages, frequencies) and inferential statistics including the Chi-square tests to identify correlations between the categorical variables including gender and answers to the questions on recruitment and selection. This methodological tool has given a clear picture of the existing practices and perception of the recruitment and selection strategies as well as the identification of the areas that the organization can improve upon.

This is because the sample of 50 respondents was chosen as the study is a pilot study to the larger scale studies that will be conducted in the future.

## RESULTS

This section show demographic information and description through various analysis.

Table: 1 Demographic Information

Characteristic	Category	Percentage
Gender	Male	82%
	Female	18%
Age	18–25 Yrs	6%
	26–35 Yrs	36%
	36–45 Yrs	36%
	46–55 Yrs	16%
	56–65 Yrs	6%
Education	Primary	8%
	Secondary	22%
	Higher Secondary	42%
	Bachelor	26%
	Master & Above	2%
Position	Worker	20%
	Supervisor	48%
	Officer	30%
	Manager	2%

The demographic characteristics of the respondents are that most of them were male (82%), and females were 18% of the sample. Most respondents were aged 2635 years and 3645 years with each age category representing 36 per cent of the sample, 4656 years old (16 per cent), 1825 years old (6 per cent), and 5665 years old (6 per cent). In terms of educational qualification, the highest number was made up of holders of a higher secondary education (42%), then those who had a bachelors education (26%), the secondary (22%), the primary (8%) and only a small number of 2% holders had a master’s degree or higher. Regarding position of work, close to fifty percent of the respondents were supervisors (48%), then the officers (30%), workers (20%), and managers (2%). Generally, the sample represents a labour force that is largely male, middle-aged, of average education, and of supervisors and officers.

Table 2: Recruitment is planned for future organizational goals (SRS1).

<b>Response</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Sometime	4	2	6
Often	16	4	20
Always	21	3	24
Total	41	9	50
Chi-Square Test ( $\chi^2$ )	Value	df	p-value
Pearson Chi-Square ( $\chi^2$ Pearson)	1.502	2	0.472
Likelihood Ratio (LR $\chi^2$ )	1.400	2	0.497
Linear-by-Linear Association (LBL $\chi^2$ )	1.416	1	0.234
N of Valid Cases (N)	50		

The outcomes of SRS1, which identifies the existence of planning of recruitment in regards to future organizational objectives, reveal that a majority of the respondents indicated increased rates of this strategy. Out of 50 respondents, 24 (48%) claimed to do it always, 20 (40%) claimed to do it often, and 6 (12) claimed to do it sometime. On the gender analysis, 21 males and 3 females responded as always, 16 males and 4 females as often, and 4 males and 2 females as sometime. According to the Chi-square test results, the responses to SRS1 did not show any statistically significant correlation with gender. And the Pearson Chi-square =1.502 and p=0.472 which is more than 0.05 significance level. In the same way, the results of the likelihood ratio (1.400, p = 0.497) and the linear-by-linear association (1.416, p = 0.234) are also non-significant. This indicates that male and female respondents have similar views regarding the perception of recruitment planning on future organizational objectives where there is no major difference in the way they portray as a result of gender.

Table 3: The organization hires with the skills needed for strategic growth (SRS2)

<b>Response</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Sometime	3	0	3
Often	17	6	23

Always	21	3	24
Total	41	9	50
$\chi^2$	Value	df	p-value
$\chi^2$ Pearson	2.169	2	0.338
LR $\chi^2$	2.652	2	0.266
LBL $\chi^2$	0.222	1	0.637
N	50		

The outcome of the SRS2 which determines the ability of the organization to recruit employees who possess skills required to facilitate strategic growth shows that most of the respondents cited increased frequencies. Among 50 respondents, 24 (48%) chose to always, 23 (46) chose to often and 3 (6) chose to sometimes. Regarding the comparison of genders, 21 males and 3 females answered Always, 17 males and 6 females answered Often and 3 males answered Sometimes and no females did.

The spirits of the Chi-square test indicate that there is no statistically significant difference between gender and responses of SRS2. The Pearson Chi-square value is 2.169 and p-value of 0.338 and this is more than the value of 0.05 that is the value of significance. Equally, the likelihood ratio (2.652, p = 0.266) and the linear-by-linear association (0.222, p = 0.637) are not significant as well. This means that male and female respondents are in agreement to a great extent that the organization employs them on skills that are required in strategic growth and that gender is not a great factor in these perceptions.

Table 4: The recruitment is fair and transparent (SRS3)

Response	Male	Female	Total
Sometime	5	2	7
Often	15	5	20
Always	21	2	23
Total	41	9	50
$\chi^2$	Value	df	p-value
$\chi^2$ Pearson	2.543	2	0.280
LR $\chi^2$	2.680	2	0.262
LBL $\chi^2$	2.213	1	0.137
N	50		

The outcome of the SRS3 which focuses on the perception of recruitment as fair and transparent indicates that majority of respondents expressed good perceptions. Of the 50 people who were asked, 23 (46%) chose always and 20 (40%) chose often with 7 (14) choosing sometime. Genderwise, 21 males and 2 females replied that it was always so, 15 males and 5 females replied that it was often the case, and 5 males and 2 females replied that it happened sometimes.

Findings of Chi-square test show that there is no statistically significant relationship between the gender and the answers of SRS3. The Pearson Chi-square is 2.543 having a p-value of 0.280 that is below the 0.05 level of significance. The non-significant results can also be seen in the likelihood ratio (2.680,  $p = 0.262$ ), in the linear-by-linear association (2.213,  $p = 0.137$ ). This indicates that the perceptions of both male and female respondents tend to be the same that the recruitment process is fair and transparent and there are no significant differences, depending on gender.

Table 5: The selection activities candidates who can support long-term success (SRS4)

Response	Male	Female	Total
Rarely	3	0	3
Sometime	1	2	3
Often	13	1	14
Always	24	6	30
Total	41	9	50
$\chi^2$	Value	df	p-value
$\chi^2$ Pearson	6.672	3	0.083
LR $\chi^2$	6.091	3	0.107
LBL $\chi^2$	0.009	1	0.925
N	50		

Findings of SRS4, which evaluates the need to select candidates who help the organization succeed in the long-term, indicate that most of the respondents indicated high frequencies. Among 50 respondents, 30 (60) chose the option of Always, 14 (28) chose the option of Often, 3 (6) chose the option of Sometime and 3 (6) of rarely. Gender wise, 24 males and 6 females were always, 13 males and 1 female were often, 1 male and 2 females were sometimes and 3 males were rarely.

Results of the Chi-square test show that SRS4 is not significantly related to gender and answer to each topic at the 0.05 level. Pearson Chi-square is equal to 6.672 and the p-value is 0.083, and the likelihood ratio (6.091,  $p = 0.107$ ) and linear-by-linear association (0.009,  $p = 0.925$ ) are also not significant. This indicates that there is an overall consensus among both the male and female respondents that the selection activities are focused on the candidates who can contribute towards the success of the organization in the long run and gender has no real influence on this.

Table 6: Hiring decisions ensure employees can contribute to strategic objectives (SRS5)

Response	Male	Female	Total
Sometime	0	1	1
Often	15	6	21
Always	26	2	28
Total	41	9	50

$\chi^2$	Value	df	p-value
$\chi^2$ Pearson	8.382	2	0.015
LR $\chi^2$	7.602	2	0.022
LBL $\chi^2$	6.860	1	0.009
N	50		

The SRS5 which measures whether the hiring decisions are made in a manner that employees are able to contribute to the strategic goals indicates that the majority of respondents indicated high frequencies. Among 50 respondents, 28 (56%) of them chose a response of Always, 21 (42%) chose a response of Often, and 1 (2) chose a response of Sometime. Gender wise 26 males and 2 females said that they “Always do it to the extent that 15 males and 6 females said that they did it Often and 1 female said that she did it sometimes.

The Chi-square test outcomes show statistically significant correlation between gender and the responses in the case of SRS5. The Pearson Chi-square value = 8.382 and p-value = 0.015, likelihood ratio = 7.602 (p = 0.022), and even linear-by-linear association = 6.860 (p = 0.009) are all less than the level of significance = 0.05. This indicates that male and female respondents are different in their responses on the issue of whether hiring decisions were made in line with the strategic objectives, with the males more likely to respond that the strategic decision was always taken than the female counterparts. This result shows that there could be a gender disparity in strategic alignment as a criterion in recruitment.

## DISCUSSION

The research results of this paper bring valuable knowledge on the strategic recruitment and selection in a manufacturing firm in Koshi Province, Nepal. The analysis demonstrates that the recruitment is highly premeditated with regard to the future organizational objectives (SRS1) and the organizations are oriented on the recruitment of the candidates who may possess the necessary skills to be developed strategically (SRS2). Male and female respondents had similar perceptions about the practices and Chi-square tests revealed that there are no significant gender-based differences and hence it is probable that strategic recruitment planning is being used throughout the workforce.

The perceptions of fairness and transparency in recruitment (SRS3) were also mostly favorable, which implies that the employees are aware of the attempts to ensure fair and transparent hiring. In equal measure, selection practices that focus on the selection of candidates that may help build the long-term success of the organization (SRS4) were highly agreed, which is an indication that the company is geared towards sustainability and readiness to the future. The results are consistent with the rest of the literature, where it is noted that strategic recruitment and selection positively affect employee engagement and organizational objectives, as well as operational efficiency (Lasker and Bin Muhammad Sabri, 2025; Nascimento et al., 2024).

Interestingly, SRS5 that looked at whether the decision to hire employees helps them contribute to the strategic goals showed that there was a statistically significant gender difference. The male respondents had more tendencies of responding with always than the female, which indicated a difference in perception towards assessment of strategic fit of decisions made in recruitment. This can show that organizations need to be more articulate in their recruitment explanations and be inclusive in the hiring HR processes.

In general, the findings suggest that the recruitment and selection of the organization is mostly corresponding to the SHRM principles, focusing on planning, hiring based on skills, fairness, and contribution in the long-term. The difference in gender that is evident in SRS5, however, points to the possible areas of improvement in perception management and organizational communication. These results highlight the strategic value of recruitment and selection as the basis of workforce effectiveness, organizational performance, and long-term sustainability, which is in line with the focus of the previous researches on the internal talent development, competency alignment, and strategic HRM (Bahri et al., 2025; Rekha et al., 2026; Makhamara, 2016).

## CONCLUSION

Strategy recruitment and selection are major elements of organization success because they facilitate the match of human capital and long term objectives. This work demonstrates the significance of implementing efficient, competency-based, and open hiring procedures that facilitate labor efficiency and business development. Although (as a rule) there are no differences in practices, care about differences in perceptions may also enhance inclusivity and involvement. Through strategic recruitment and selection as part of the broader human resource management, organizations are able to develop a competent, motivated and future-oriented workforce that make them more competitive in the business, efficient in operations as well as capable to achieve sustainable goals in the dynamic business environments.

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