

Mitigating Risky Hiring Practices: Hr Perspectives from the Delivery Service Industry

¹Mrs. Chithra N, ²Dr. Gururaj B Urs, ³Dr Kiran Kumar Thoti, ⁴Dr. Aravinda Reddy M.N

¹Assistant Professor, SRM Institute of Science and Technology, Chennai, Email: chithran@srmist.edu.in, ORCID: 0009-0009-1487-823X

²Professor, M.S. Ramaiah Institute of Management, Bangalore, Email: gururaj@msrim.org

³Associate Professor, M.S. Ramaiah Institute of Management, Bangalore, Email: kiran.kt@msrim.org, ORCID: 0000-0002-6678-9425

⁴Associate Professor, M.S. Ramaiah Institute of Management, Bangalore, Email: aravindar@msrim.org

ABSTRACT

Ensuring that individuals employed fulfil the organization's requirements or qualities is a fundamental aspect of human resource management. Along with boosting morale and productivity, new hires should be able to bring in more money for the company. This, however, can only come to fruition if the HR department thoroughly reviews the hiring procedure prior to any interviews taking place. The organization is inviting danger with any move that disregards this detail. Among these is the failure to properly investigate a candidate's criminal history. The candidate's potential recidivism from a prior conviction is a source of concern. In such a scenario, the business is likely to incur substantial losses because of consumer litigation. This is since the company was seen as careless when it came to employing staff, namely on the lack of thorough background checks. This article was published on 24th June 2023 in the article of Malaysia Gazettee (sprout your mind) on the title as human resource efficiency overcomes risky hiring negligence (URL link: <https://malaysiagazette.com/2023/06/24/kecekapan-sumber-manusia-atasi-kecuaian-pengambilan-pekerja-berisiko/>), seeks to dissect the degree to which an employer is culpable for an employee's crime, given that the employer may have conducted a thorough investigation and may even have a propensity to provide a second chance to an employee with a criminal record. The article was discussing various possible solutions to overcome from human resources efficiency in operating the business in Skynet worldwide express located in Malaysia.

Keywords: Human Resource Management, Risk Management, Recruitment, Hiring, Turnover, Employee Engagement

1.0 Introduction of company

Skynet Worldwide Express first launched its US-based services in 1972. Our ability to understand our customers' varied demands and respond to changes in the market has helped us expand into the biggest independently run express network in the world, providing flexible and reliable door-to-door service. We are confident in our ability to remain ahead of the competition as a one-stop shop because of our flexible business approach, which allows us to provide our clients with dependable door-to-door delivery worldwide. Consistently meeting the current and future demands of the market via the development of efficient, flexible, and reliable solutions is how our team stays successful and even expands. Skynet Worldwide Express Network is unlike any other worldwide courier cooperative since it is both independently owned and operated on a local level. Locally owned courier firms that operate as licensees of Skynet make up this group. Businesses throughout the globe may take advantage of Skynet Worldwide Express's reliable, fast, and secure express delivery services to almost every country and territory thanks to its global network. Thanks to our extensive network of offices throughout the globe, we can provide you with competitive travel times, online tracking, and proof of delivery. Plus, our robust and intuitive web-based system is the bedrock of our quick, effective, and dependable worldwide express services. Smart dispatch systems, computerized billing, online tracking, and proof of delivery are all part of this system. Skynet is well-positioned to lead the worldwide courier and cargo business with daily flights to and from major cities and our regional hubs. For all your overseas shipments, go no farther than Skynet Worldwide Express. They provide the industry's fastest delivery times at the most inexpensive costs.

2.0 Identification of Symptoms

From the company we find that the company have his own cluster and hard to identify mistakes done by each staff. The first group we meet was a **new employee who absorbed into Skynet company** (Liang et al., 2024). what new employees in Skynet company should do to stimulate morale of work, raise productivity and generate organizational profits. This kind

of expectation may take place only if the human resource management of the Skynet company effectively scrutinize hiring process right from the very beginning that is before they are confronted by an interviewing process. **Employers were found to be negligent in hiring and background checks were not done thoroughly** (Molina-Azorin et al., 2021). This can lead to various risks and problems for Skynet companies. A careless hiring process can result in mistakes and negative impacts on the organization. therefore, employers need to be careful to make decisions and choose employees who are skilled in the fields required by Skynet companies such as direct delivery of goods, entering goods data and so on. This will make it easier for employers to absorb skilled workers in the company through a good interview process. Skynet companies need to be careful in hiring **employees with past criminal records**, especially for employers like Skynet that may involve high responsibilities and high access to information and advanced technology used in the company. Hiring an employee with a past criminal record without conducting a thorough assessment can lead to several risks to the company such as information theft and company data security. this will bring a risk to the company causing huge losses in terms of reputation and finances (Habtu & Mezgobo, 2024). **The right of ex-offenders to get justice** in employment is an important principle and should be observed by the Skynet company. Employers must consider employees with past criminal records. This will give ex-offenders the opportunity to recover and lead a productive life is an important aspect of a fair employment system and benefit society. Employers should provide opportunities for individuals to describe positive changes in their lives and willingness to contribute to the organization. Skynet's **human resource managers who use the perception of friendliness and competence** in weighing the decision to hire an ex-offender is a responsible and progressive action (Farmanesh et al., 2023). This emphasizes the principles of justice, rehabilitation, and giving a second chance to individuals who may have suffered past mistakes. by considering holistic factors in the assessment, including performance, eligibility, and positive changes in the ex-offender's life. The act of **Skynet's human resources manager acting on behalf of the employer to ensure that ex-offenders are fully convinced is a wise and responsible move**. In aligning the interests of employers by providing opportunities to ex-offenders. ex-offenders are also given the right to work in the company if they do not repeat the act. Individual honesty in managing this company is very important because there is personal data of customers who use Skynet services, especially in entering customer data and delivering goods to customers' homes (Järström et al., 2024). In addition, **the employees themselves realize that hiding their identity such as having previously committed a criminal offense** is an act that violates the company's employment procedures. the company can act if there are employees who commit major mistakes in managing the company's goods. Employee negligence is also acted because it will result in losses to the company. The delivery of goods must follow the procedures set by the company so that there are no problems with customers who use Skynet services.

3.0 Problem Statements

Problems in employee background checks- The problem of employee background checks is an issue that requires serious attention, and negligence in this aspect can bring risks to the Skynet company. Background checks are critical in ensuring a candidate's reliability, suitability, and ability to work (Cheng et al., 2024). In addition, the company must ensure that the information provided is true to avoid fraud against recruited candidates, ethical violations, or non-compliance with the company's laws will result in failure to emphasize this aspect which may lead to the recruitment of inappropriate employees. this can also increase conflict in the workplace and damage the company's reputation. to overcome this problem Skynet company managers, need to review the selection method used in the hiring process (Tran, 2023). This can involve working with industry experts or human resources experts to ensure that the tests and methods used reflect the actual needs of the job and the organization. Problem Responsibility of the employer who chooses the wrong employee and the discipline of the manager. Employers who choose the wrong employees and discipline managers can have a serious impact on the effectiveness and stability of the organization. Mistakes in the selection of employees can cause a decrease in productivity to manage the Skynet goods delivery company, a lack of adherence to work ethics, and can bring down the good name of the Skynet company (Anlesinya & Susomrith, 2023). On the other hand, a lack of managerial discipline can damage the organizational culture. This is because, employees lack respect for the decision given by the manager. In turn, being able to reduce employee trust will result in a bad signal to other team members. To overcome this problem, the company needs to take appropriate action such as the company needs to have clear guidelines and disciplinary procedures. That is by making continuous performance monitoring of the work done in entering the data of the sender of goods as well as the process of sending goods, constructive feedback sessions, and mechanisms to deal with conflict issues at work (Abdussamad et al., 2022). Skynet companies also need to provide leadership training also needs to be strengthened to ensure that managers understand their roles and responsibilities towards the work team.

Problems in determining Reality and challenges in selecting new employees who use the company's SOP. Employers' failure to use appropriate testing tools (online) and selection methods can result in negligence in employee selection that can lead to low employee performance, and organizational incompatibility due to not being able to physically interview and commit new employees to the Skynet freight forwarding company decreased. To overcome this problem, the company should take the approach of training managers and staff involved in the selection process to increase their awareness of the problems encountered and selection errors that may arise (Murillo-Ramos et al., 2023). In addition, companies should establish open communication channels with prospective employees and provide constructive feedback that helps understand the needs and expectations of potential employees.

4.0 Problem analysis

One of the most important professional tasks that we need do as a business entity is to solve problems. Solving problems involves identifying the issue, understanding the cause, evaluating the symptoms and finding a solution. Understanding the importance of issue analysis can help us develop workable solutions to workplace problems and external business problems (Järlström et al., 2023). The implementation of accurate problem analysis will determine our efficiency in overcoming the problems that arise. This is what will distinguish between a good business entity or not. Problem analysis is a systematic approach to understanding and solving problems. It involves breaking down complex issues into smaller and more manageable parts. By analysing each component, we can identify the root causes and potential solutions in every problem that arises (Vraňaková et al., 2021). This process helps us gain a deeper understanding of the problem and make informed decisions. Problem analysis is also a valuable skill that can be applied in various situations especially in the business field. Skynet business has established some very effective approaches to problem solving, this is very important to outperform other competitors such as Pos Laju, Ninja Van and many more in the courier market. Each competitor also faces the same problem that requires an organized and immediate solution. So, this is what will show which company will be the user's choice in the service provided.

Among the problems faced by the Skynet Express Malaysia company:

1. **Problems in employee background checks-** Employees have a bad background, it has the potential to affect the company in several ways. Among the adverse effects that will happen to the company is the company's reputation decreases, employee morale and overall productivity in the business decreases. Clients and customers may lose trust in the company if they learn about the bad background of certain employees. It can also create a negative work environment if other employees feel uncomfortable or unsafe. In addition, employees with bad backgrounds may be more prone to unethical behaviour, which can harm the integrity of the company. It is important for companies to have the right screening process in place to mitigate this risk. So, a very suitable approach to solve this problem is by **benchmarking** against other excellent businesses. The Skynet company to some extent makes the Pos Laju company a benchmark or example company in solving this employee problem. Pos Laju Company has established employee criteria and past screening of each employee before accepting them as permanent employees. With that, an **accurate challenge framing** approach can be played with Identify and define core challenges accurately, shaping the strategy development process.
2. **Problem Responsibility of the employer who chooses the wrong employee and the discipline of the manager** - The responsibility of choosing the right employee falls on the employer. It is important for employers to have a robust hiring process, including thorough background checks, interviews and reference checks. By taking these steps diligently, employers can minimize the risk of selecting the wrong candidate. In addition, the manager plays an important role in maintaining discipline in the team. They should set clear expectations, provide regular feedback and address any performance or behaviour issues appropriately. A strong management approach can help create a positive and disciplined work environment. This problem has been faced by the Skynet company in their operation as a courier company that really expects good employees. Managers need to implement a proactive adaptation approach by identifying anticipate potential bottlenecks and areas for improvement and foster proactive adaptability. Skynet companies should emphasize the use of required employees before selecting employees to be permanent employees. Skynet companies need to refer to ratio analysis in producing good hiring decisions. This is because ratio analysis is an analysis tool by analysts, experts, internal financial planners, the analysis department, and other stakeholders. It has various kinds of ratios, which can help in commenting on.

3. Problems in determining reality and challenges in selecting new employees who use the company's SOP

It is difficult to determine the reality of a candidate's skills and experience during the hiring process. Sometimes, applicants may claim to be familiar with the company's Standard Operating Procedures (SOP), but their actual knowledge and understanding may be limited. To address this, Skynet companies can **incorporate assessments or practical tests** related to SOPs during the selection process. This can help assess the candidate's ability to apply SOPs in real-life scenarios. Additionally, conducting a thorough reference check and verifying past work experience can provide further insight into a candidate's familiarity with SOPs. It is important to have a comprehensive assessment process to ensure that new hires are truly capable of adhering to company SOPs. Indirectly the Skynet company needs to implement a **holistic view** which is to obtain a comprehensive understanding of internal capabilities, external landscape and potential opportunities and threats.

5.0 Identification of Alternatives

This is a matter that refers to the process of exploring different options or courses of action to address a particular challenge or problem. It involves considering various possibilities and evaluating their potential benefits and drawbacks. When identifying alternatives, it's important to conduct thorough research, gather relevant information, and analyze the potential outcomes of each option. This helps in making informed decisions and selecting the alternative that best aligns with the organization's goals and objectives. By exploring alternatives, businesses can adapt to changing circumstances, mitigate risks, and seize opportunities for growth and improvement. Among the problems faced by the Skynet Express company:

1. Problems in employee background checks

1. Structured Panel Interview:
Conduct interviews with a panel of interviewers representing different departments. This allows for a more focused assessment of the actual purpose of hiring and this will bring a diverse perspective to hiring decisions.
2. Reference Checking with a Focus:
Enhance the reference checking process by specifically investigating the candidate's performance in areas important to the job. This ensures that the employees to be selected have a good past which will avoid problematic employees being selected.
3. Use the Assessment Center:
Conduct an assessment center where candidates engage in a set of job-related activities and tasks. This provides a holistic view of their skills, behaviors and problem-solving abilities in a real work environment.

2. Problem Responsibility of the employer who chooses the wrong employee and the discipline of the manager

1. Training for hiring managers: Top managers should be trained hiring managers to be the interview panel that is implemented for hiring new employees. This training should cover aspects such as conducting effective interviews, interpreting assessment results and assessing the candidate's suitability for the position offered. Human resource management does experience frequent changes in every corner caused by various factors such as technological developments, ever-changing consumer demands and the results of innovation.
2. Combination of approaches: Develop a multi-faceted hiring process that enhances elements from alternatives that are appropriate for the organization within the company. For example, use technical assessments, cultural fit interviews and structured panel interviews in sequence. It helps them evaluate skills, experience and cultural fit.
3. Continuous improvement: Create a feedback loop in the hiring process. Collect feedback regularly from hiring managers and candidates to identify the effectiveness of interviewing methods conducted on candidates. In this way, upper management can identify things that need to be improved if there are deficiencies during the interview.

3. Problems in determining reality and challenges in selecting new employees who use the company's SOP

- Technical skills assessment tools: Skynet Express Malaysia must implement a specific tool or test that assesses the candidate's technical skills related to the required job. This ensures a more objective assessment of their true capabilities. This tool or test is very helpful to the company in following the set SOP without any negligence.

- **Simulated work tasks:** Introduce practical tasks related to the job during the interview process. This allows candidates to demonstrate their skills in real-world scenarios. With this, the evaluation process can be carried out more accurately. This screening can identify a candidate's qualifications to hold the position offered.
- **Skill based training program:** Develop and offer short-term skill-based training programs for capable and high-potential candidates within the organization. Because maybe the candidate lacks certain technical skills. These options help bridge the skills gap and ensure a pool of candidates with the required competencies.

6.0 Evaluation of Alternatives

Structured Panel Interview

Pros:

- **Different opinions:** A structured interview that involves interviewers from different departments coming together to give different opinions about the candidate's suitability for the role. This helps make informed and educated hiring decisions.
- **Focused assessment:** Panel interviews make it possible to assess the candidate's abilities, qualifications and cultural fit in a more focused and convincing way because the recruitment method matches the real needs of the organization.

Cons :

- **Potential sources of bias:** Since different jurors weigh candidates differently, regardless of format, juror interviews are, overall, biased. Studies can be biased as a result.
- **Significant amount of time and resources:** Structured panel interviews require coordination across multiple departments, and this can take a lot of time and resources that cannot be accommodated by each position, especially in the different circumstances that go through hiring when time is critical.

Reference Checking with a Focus

Pros:

- **In-depth understanding:** This approach provides a deeper understanding of the candidate's past performance in areas critical to the position. Focusing on specific abilities increases the chances of finding any warning signs in the applicant's past.
- **Risk Reduction:** The screening process acts as a preventative measure to stop pre-problem hiring, helping to reduce risk. It does this by carefully evaluating a candidate's performance in important job-related areas.

Cons:

- **Limited Information:** Since references can be selective in what is revealed, limited images can be based solely on that. It cannot provide a complete understanding of the candidate's overall knowledge and any limitations.
- **Dependence on the presence of the judge:** The effectiveness of this technique depends on the willingness and ability of the reference to provide complete information. Sometimes referrals may be restricted by organizational guidelines or privacy concerns.

Use the Assessment Center

Pros:

- **Comprehensive assessment:** Using a simulated work environment, the Assessment Center provides a comprehensive picture of a candidate's behaviour, aptitude and problem solving. This allows them to explore their suitability for the position in more detail.
- **Real-World Application:** As they participate in project-related tasks and activities, candidates demonstrate their skills hands-on. This approach ensures that assessments are based on real situations and makes hiring decisions more accurate.

Cons:

- **Resource consumption:** Labs require a significant amount of time, manpower and resources to run. This may not be possible in every business environment, especially for companies that need to fill positions quickly.
- **Unity Challenge:** It is difficult to ensure consistency in the planning and implementation of laboratory activities. Reliability of results may be compromised by methodological variability.

7.0 Recommended Course of Action

7.1 Problems in employee background checks

Skynet has developed a strategy that uses the latest algorithms to implement an automated background check system to reduce inefficiencies in employee background checks. This solution will automate the certification process for potential employees, significantly increasing productivity. With the use of minimal manual processes, the risk of human error can be reduced, resulting in a more accurate and efficient screening process. Skynet's technology leadership commitment is matched with the incorporation of the latest AI algorithms, providing a quick and comprehensive analysis of historical candidates, thus increasing HR effectiveness. By **incorporating blockchain technology**, Skynet can improve the security and reliability of its employee background checks. This decentralized approach to storage and authentication of credentials protects the integrity of information and reduces the possibility of false data. As a tamper-resistant platform, blockchain is a trusted store of business credentials. Skynet is adopting this technology which will not only improve the accuracy of background checks but is also in line with its larger mission to reduce the risks associated with irresponsible hiring practices by using new and safer solutions so that it also meets. To strengthen and speed up the background check process, Skynet should consider entering into formal agreements with trusted monitoring companies such as **establishing strategic partnerships with verification services**. This partnership will allow Skynet to provide greater classified information and experience in the industry has played a role in ensuring greater depth. background checks on recruits. Skynet maintains operational efficiency by outsourcing parts of its business processes and external resources that can increase the breadth and accuracy of its assessment process. This approach demonstrates a collaborative and practical approach that aligns with Skynet's goals. Skynet can use an **AI-powered continuous monitoring system** to aggressively address threats related to employee behavior. Unlike relying solely on pre-employment background checks, this approach includes continuous checks on employee compliance with legal and ethical standards when Artificial Intelligence (AI) monitoring systems provide continuous awareness, early detection of potential threats strengthening the ability to hold safe and effective. employee.

7.2 Problem Responsibility of the employer who chooses the wrong employee and the discipline of the manager

The introduction of pre-employment checks is an important way to address Skynet's concerns about employees taking poor executive discipline. Skynet can significantly reduce an applicant's chance of being selected by incorporating comprehensive screening tests, talent assessments and background checks into the hiring process. Taking a proactive stance shares the burden of early selection and reduces the need for later management intervention. Leveraging Skynet's technological expertise in the use of large amounts of data, the solution aligns with the business's commitment to accuracy and efficiency in HR management. The integration of behavioural and psychological assessments into the employment process is essential to reduce the risks associated with passive recruitment. Using this approach provides Skynet with important information about how potential employees fit into the organization's ethical and cultural values. Skynet can use its analytics expertise to research and better understand the findings of this study. This calculated process reduces the possibility of careless hiring and provides a more sophisticated perspective about the selected personnel and the company culture, creating a fit that lies in the selected personnel between them and the company culture is effective. To address employee discipline issues, Skynet can create ongoing training programs for its managers. This course will focus on improving their ability to make smart hiring decisions, recognize any warning signs in applicants, and make necessary corrections by driving learning modules along with complementing Skynet's dynamic capabilities for continuous improvement, this solution promotes a culture that responsible and improve performance capabilities. Effective and disciplined employees come from managers who have the necessary information and abilities to effectively address the challenges of managing employees. **Using performance indicators linked** to recruitment strategies is part of a data-driven strategy to manage passive recruitment. Measurable metrics that assess the effectiveness and sustainability of installations over time can be implemented through SkyNet. This approach creates transparency about the impact of hiring decisions on organizational outcomes and holds managers accountable for their actions. This solution, which supports Skynet's focus on accuracy and productivity, ensures employee selection is based on visibility and drives an approach to talent acquisition and management within a project structure.

7.3 Problems in determining Reality and challenges in selecting new employees who use the company's SOP

Skynet can use **simulated job analysis** to help with the challenge of creating reality and selecting new people who follow the company's Standard Operating Procedures (SOP). Using simulations based on the company's standard operating

procedures, this test gives applicants the opportunity to demonstrate their understanding and use of business processes. Using its technological capabilities, Skynet can perform dynamic simulations that honestly capture the challenges that employees can face. By using a controlled process to screen applicants, Skynet ensures a comprehensive assessment of applicants that adhere to Corporate Standard Operating Procedures (SOPs), which in turn facilitates effective hiring of their work processes. Skynet can use **behavior-based interviewing techniques** to get more in-depth information about how applicants adhere to SOPs (Koudagani Mamatha & Kiran Kumar Thoti, 2023). Skynet can use scenario-based questions that emphasize their previous experience with SOPs to assess the applicant's ability to make decisions and solve problems according to standard operating procedures (SOPs). which. This approach uses Skynet's analytics capabilities to leverage and analyze candidate responses to provide a comprehensive picture of their SOPs and practical application of knowledge. Using this approach guarantees that Skynet will select applicants who have a history of handling situations within the corporate structure. Skynet can **create a mentor program** to help new hires quickly understand and use the company's Standard Operating Procedures (SOP). Professional orientation of new hires facilitates information sharing and real-world considerations (Thoti et al., 2019). Skynet's collaboration capabilities can be used to create an empowering learning environment where guidelines ensure SOPs are not just a collection of rules but are carefully embedded professional ideas. This approach ensures that new hires will start their careers with a solid foundation to follow the business plan and expedite the orientation process. **SOP communication needs to be improved** to ensure that applicant expectations in recruitment are in line with professional standards. Skynet can use its communication skills to provide clear and accurate information about SOP expectations to ensure potential contractors are fully aware of business requirements. In addition to eliminating misunderstandings, clear communication increases the chances that Skynet will attract and hire candidates who match its standard operating model. By encouraging transparency and openness from the beginning of the hiring process, this strategy improves the hiring process (Uthamaputran et al., 2022).

8.0 IMPLEMENTATION PLAN

By implementing an effective implementation plan, Skynet Express Malaysia can successfully integrate a good recruitment process. As a result, a strong organization can be formed with the quality of the employees. Mistakes in hiring can be completely avoided which can have a negative impact on the business.

1. **Training for hiring managers:** Responsibility: Create training courses on new HR guidelines Timeline: Training sessions to be conducted over a two-week period
2. **Adjusting structure panel Interview:** Responsibility: Conduct key changes on an ongoing basis to evaluate the effectiveness of the new hire process and adjust as needed. Timeline: Initial review after the first three months of implementation
3. **Combining approaches:** Responsibility: Implement a hiring strategy that combines enhanced hiring criteria, behavioural interviews, and employee referral programs. Timeline: Initial evaluation phase during the first two months
4. **Continuous improvement:** Responsibility: Foster a culture of continuous improvement in the hiring process Timeline: Implementation is ongoing, especially in the early stages of deployment

9.0 CONCLUSION

In conclusion, the strategic overhaul of Skynet Express Malaysia's recruitment process represents a proactive approach in various aspects to address the challenge of making the wrong hires. Through a set of proposed alternatives, strategic skills assessment to culture-oriented interviews will offer an effective and comprehensive solution to hiring issues. The implementation plan emphasizes the importance of training, clear communication, feedback mechanisms, and continuous monitoring has reflected a commitment to adaptability and improvement in efforts to address problem employees in the organization (Liang et al., 2024). As Skynet Express Malaysia embarks on this improvement journey, the integration of these initiatives not only positions the company to make better quality hiring decisions but also fosters a culture of systematic skill in carrying out a matter. This is critical to long-term organizational success in a dynamic business landscape.

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