

## **Impact of Internal Recruitment on Job Performance (Special Reference to Operational Employees in Apparel Industry in Western Province - Sri Lanka)**

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Internal Recruitment is a method that an organization encourage potential employees to apply for existing or future job openings within the current workforce, hence, it has the ability to motivate employees and enhance their outcomes. Apparel industry is one of the major industries in Sri Lanka in terms of revenue for the country and the operational level employees are the key workforce within the apparel industry and their performance is very important for organizational performance. With the empirical gap which identified by reviewing literatures, it is necessary to identify whether the internal recruitment impacts on operational employees' job performance. The primary objective of the research is identified whether Internal Recruitment impacts on the Job Performance of operational level employees. The secondary objectives are to identify the current internal recruitment methods mostly used by the apparel industry, identifying the relationship between internal recruitment methods and job performance and identifying the issues and barriers faced by the apparel industry when recruiting internally. This study used mixed approach and a structured questionnaire was used to collect data over a convenient sample of 108 respondents who were operational employees in the apparel industry. Further, structured interview was conducted in order to gather qualitative data with human resources professionals to achieve third research objective. Descriptive statistics, correlation coefficient and regression analysis were used to analyze the quantitative data and thematic analysis was used to analyze qualitative data. According to the findings, internal recruitment significantly and positively impacts on operational employees' job performance and job promotion and supervisor/employee referral has positive and significant relationship with operational employees' job performance and job transfer has negative and insignificant relationship. Further, job promotion is the currently most used internal recruitment method in apparel industry and the influence of interviewers' perspectives, lack of performance management and legal issues are the main barriers which are the industry face when using internal recruitment policies. Therefore, the practitioners are encouraged to follow effective internal recruitment methods like job promotion and supervisor/employee referral to increase operational employees' job performance.

**Keywords:** Apparel Industry; Internal Recruitment; Job Performance; Operational Level Employees