Effectiveness of Recruitment and Selection practices in Maldives Civil Service Sector: An Empirical Analysis

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Abstract- Human Resource Management (HRM) is a significant source that adds value to the organization. However, Recruitment and Selections (RS) are the key aspects that could impact any organizational effectiveness. Most importantly, it gives a competitive advantage in innovation and continuous efficiency. If the recruitment and selections are well managed, then human traits are considered to organizational efficiency and their wellbeing. The main objective of this empirical study is to examine the effectiveness of existing recruitment and selection practices and the impacts on overall organizational outcomes. The stratified probability sample method was used in the study and respondents were drawn from the civil service sector. Statistical data collected through a google doc questionnaire distributed to 418 respondents of Maldivian Civil Servants. The study concluded that the Recruitment and Selection practice has a significantly positive effect on Organizational Performance. Currently, the job market is highly competitive, and the study recommended conducting a written exam (Cognitive ability test) not only senior management but also junior level officers to recruit a potential candidate. Also, the study highlighted to have specific marking criteria for Experienced - Based and Future-Oriented Situational Interview. However, the study identified critical gaps of factor effects to Recruitment and selection practice on organizational Performance Especially, in the Maldivian context.

Key Terms: Recruitment and Selection, Civil Service Sector, Organizational Efficiency, Effectiveness, Performance

I. INTRODUCTION

Human resource management (HRM) is a crucial function to increase any organizational performance. HRM functions; training and development, employee participation, appraisal, rewards, security, and staffing have been linked to organizational performance and outcomes (Nikolaos Pahos&EleannaGalanaki, 2019). Similarly, under-achievement of recruitment and selection practice would result in workplace failure. Considered to that matter service quality of the Civil Service Sector is slow and complicated to measure results (Catano, 2009When hiring the wrong candidate or failing to anticipate a suitable candidate is costly and could lead to the problem. Therefore, Human Resource planning is crucial to any organization, and it is vital to have a proper staffing plan (Joy et. al., 2015). Murage (2018) asserted that when unethical discrimination take place in an organization the qualified employees are denied to hire suitable jobs. Also, he emphasized that the effectiveness of the recruitment and selection system influence to bottom line of any organizational outcomes.

The delivery of service quality begins with recruitment, selection practice, training, and development with the managerial performance (Onchari, Iravo& Elijah, 2014; Wright, 2003). The efficiency of recruitment and selection, Service quality, performance management, and retaining the employees would be challenging to measure in Civil Service Sector. When staffing decisions are made based on unethical, favoritism, discrimination resulted select an incompetent employee who does not have the right knowledge, skill, and abilities that add value to the organization (Luballo& Simon, 2017). Therefore, this could affect individual performance as well as the entire organization. According to making people count report, (2019), HR professional believes that public organizations are analytically weak. This report also stated that an

organization needs people with analytical skills. So, the researcher needs to identify the relationship between recruitment and selection practice on performance.

Though, Maldives did limited research based on the subject 'effectiveness of recruitment and selection practice on the performance of the Civil Service sector'. The researcher is interested to do research on the effectiveness of recruitment & selection practice on performance. To fill the research, gap the study investigated the significance of selected human resource management practices as predictors of quality Civil Service delivered by the County Government in the Maldives. The study attempt to improve and understand the influence of staffing processes that impacts employee performance. This study also identified the utmost strategic policies, technical hitches of sustaining effective recruitment and selection practices that could reflect organizational performance.

II.   LITERATURE REVIEW

2.1 Theoretical background of recruitment and selection practice

Human resource management is the most important function and strategic element of any organizational success or failure (Adisa et. at., 2017). Attracting passive candidates, choosing the right caliber, and keeping most potential staff in the workplace gives competitive advantages. If the organization fails to have an effective recruitment and selection practice could lead to high turnover and more absenteeism (Sarrico et. at., 2012). When the HR team hires the right people to the organization they can work towards organizational objectives and aboveall able to deliver efficient service (Kanyemba et. at., 2015). Past literature evidenced that in the civil service sector HRM practice linked to service delivery and organizational outcomes. Civil servants are the people who provision to provide better and quality service to the public (Luballo et. at., 2017.

To understand the effectiveness of recruitment and selection practice in the Maldives civil service sector it is necessary to understand the theoretical framework of organizational performance. The study framework is considered to address the current recruitment and selection practice on the performance model of the Maldives civil service sector. Also, the study examines the relationships between recruitment and selection practice on performance. Based on the literature the study developed a hypothesis H1. The hypothesis identifies the relationships between independent and dependent variables as a direct effect (Luballo& Simon, 2017.
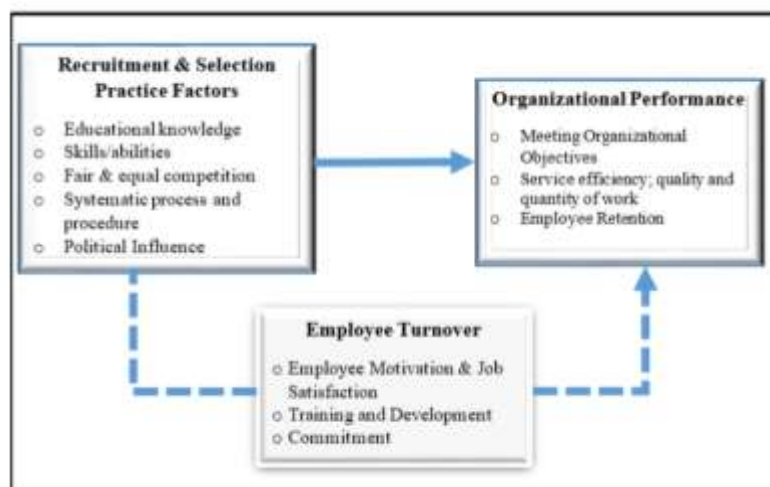

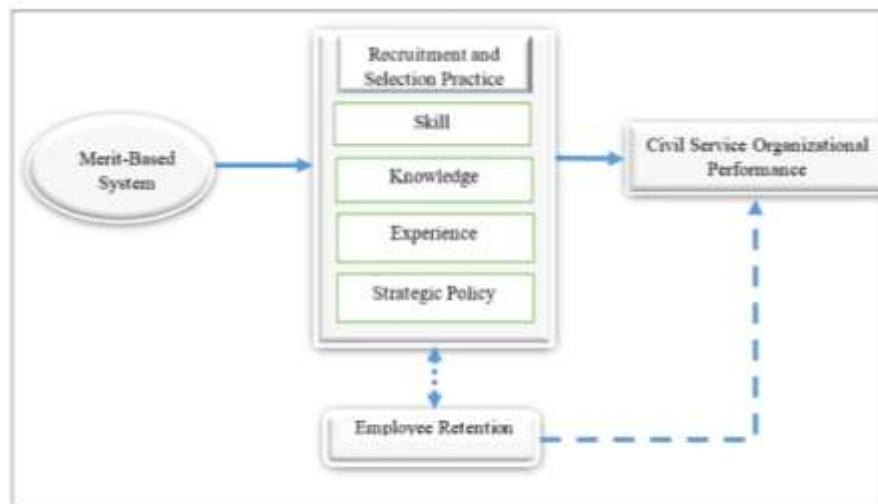*Figure 1: The Adopted Recruitment and Selection Practice Theoretical Framework*

Source:*(Luballo & Simon, 2017; Muna, S. M. Ferdous, & Azam; Albattat, 2020; Nikolaos Pahos & Eleanna Galanaki, 2019; Rahmany, 2018)*

For the study hypotheses statement is stated as follow:

H₁: Recruitment and Selection Practice has significantly positive effect on Organizational Performance.

2.2 Current Recruitment and Selection Practice Framework

The adopted framework (career base system) drawn from the critical literature review in generally published articles, and other past literature; Merit-Based system, and the hiring system of Maldives Civil Service regulation (Luballo& Simon, 2017; Muna, S. M. Ferdous, &Azam; Albattat, 2020; Nikolaos Pahos&EleannaGalanaki, 2019; Rahmany, 2018). However, Civil Service regulation (2014); 2014/R-311, was established on 1st Dec 2014. Maldives Civil Service regulation 2008 compiled under Article 18 (f) of Act No. 5/2007. The Maldives follows the Merit-Based Recruitment and selection system where appointees are selected based on educational qualifications, abilities, and experience based on Civil Service Regulation (Civil Service Commission Male', 2014). Merit System ensures to recruit qualified and potential applicants for a particular position (Setyowati, 2016).

Figure 2: The Framework of Maldives Civil Service Recruitment and Selection practice (Career-Base System)

Source:*(Civil Service Commission Male', 2014; Moon & Hwang, 2013; Muna et al., 2020; Setyowati, 2016)*

III.   RESEARCH METHODOLOGY

This empirical study investigated practical correlations by using the deductive research approach of the quantitative method. The study used a probability sampling method of the Stratified Probability technique. The random sampling method was used to gather data from the population of interest. Research Instrumental questionnaire used to collect the Primary data and adopted a structured questionnaire designed for a cross-sectional survey (Sekaran&Bougie, 2016).

The questionnaire items were measured using the Likert Scale technique. The measurement tool of scaling ranges was between 1-5, Strongly Disagree to Strongly Agree. An electronic Google doc questionnaire link is distributed through an online method via Social platforms (Gmail, WhatsApp, Viber, Messenger, etc). A questionnaire was distributed to Civil Servants throughout the Maldives. The sample population of the study was 418 respondents and collected data was validated for the study analysis. The study was analyzed and presented by descriptive and inferential statistical data. The illustrated data presented using, tables with their percentages. When analyzing the data Statistical Package for Social Survey (SPSS version 23) software was used to test the reliability of the questionnaire. Skewness and Kurtosis, Multivariate assumptions, and Several procedures used to clean and screen the data. The scale reliability consistency validity was measured by using Cronbach's value of 0.7.

IV. RESULTS AND DISCUSSIONS

This section illustrates the demographic factor and Inferential Statistical data analysis of the study. Table 1 provides general information based on the Gender, Age group of the respondents, their Marital Status, Current Organization, their level of education, and their working experience as descriptive statistical data. In table 2 illustrates inferential statistics of recruitment and selection practice on performance.

4.1 Descriptive Statistics of Recruitment and Selection practice on Performance

Table 1: Pilot study; Gender, Age, Marital Status, Education and Income Level

Variable		Freq	Percentage
Gender	Female	214	51.2
	Male	204	48.8
Age	18 - 24	44	10.5
	25 - 34	214	51.2
	35 - 44	115	27.5
	45 - 54	39	9.3
Marital Status	Married	301	72.0
	Single	117	28.0
Organization / Institute	Atoll Council	37	8.9
	Institutional Department	92	22.0
	Island Council	46	11.0
	Ministry	243	58.1
	PhD	5	1.2
Education Level	Master Degree MBA	100	23.9
	Bachelor's Degree	143	34.2
	Diploma	111	26.6
	A' Level	29	6.9
	O' Level	30	7.2
Job Rank	Professional Level	73	17.5
	Middle Management Service	110	26.3
	Senior Civil Service Level	110	26.3
	Support Officer	104	24.9
	Support Service	18	4.3
Years of Experience	1 - 2	98	23.4
	3 - 5	84	20.1
	6 - 9	86	20.6
	10 - 15	76	18.2
	over 15	74	17.7

The empirical study resulted from 418 respondents. Table 1 discovers 51.2% of employees were female while 48.8% of them were male. The table shows that the highest respondents age group was between 25 – 34 years. 51.2% of the respondents were age between 25 – 34 years. As indicated in the research 27.5% of the respondents were aged group between 35 to 44. Evidenced from the table 72% of respondents were married while 28% of the respondents were Single. From the study, the majority of 58.1% of respondents work at ministries. Another 22% of respondents work at Institutional Departments. A minority of the respondents 8.9% were from Atoll Council and the remaining 11% of respondents' worked at Island councils. The results obtained from the study indicate the majority of the respondent's 34.2% holds Bachelor's Degree and 23.9% of the civil servant respondents were Master Degree (MBA) holders. 26.6% of the respondents have

completed their Diploma. However, less percentage of the respondents 6.9% have done their A 'level and 7.2% of respondents just completed their O' Level. The table quite revealed that a minority of the respondents hold a Ph.D. which was only 1.2%. The study resulted that both Middle Management Service and Senior Civil Service Level respondents had the same percentage of 26.3%. Besides, 24.9% of the respondents worked as Support Officer in the Civil Service organization. For the study, 17.5% of Professional Level staff responded. However, very few percentages 4.3% of the Support Service employees responded to the survey. The study collected data from many different departments and sections of the civil service organization. The data indicated that most of the responses have received from the Administration department where 19.9% of the respondents. However, 12% of respondents were from the Human Resource department. Most of the 33.7% of the responses were from other categories.

4.2 Inferential Statistics of Recruitment and Selection practice on Performance
4.2.1 Reliability Statistic Summary

Table 2: Statistic Summary of Item Scale Reliability and EFA Analysis

Reliability Statistics					
Variable Component	Dimension		No of Items	KMO Value	Cronbach's Alpha
OP	Organizational Performance	1	5	0.859	0.870
RSP	Recruitment Selection Practice	1	5	0.802	0.798
	Overall	2	10	0.868	0.799

Table 2 reveals the Reliability Analysis or the Cronbach Alpha and KMOs values of the constructs. However, Exploratory Factor Analysis (EFA) factor loadings the construct latent variables of KMO value, Cronbach's Alpha was significant and reliable in measuring the response. As shown in the reliability measures of Cronbach's Alpha value 0.799 overall 10 items of the questionnaire were acceptable(Julaina, Zainudin, Asyraf, &Mohamad, 2020). According to Niqab (2015) when the value of Cronbach's alpha is greater than 0.6, the instrument is highly reliable. The KOM value of the study was 0.868, which is greater than 0.7. Since all the items' KMO values are greater than 0.7 it indicated factor analysis of principal component analysis was useful (Grande, 2015).Therefore, overall the study data set was suitable to conduct factor analysis (Grande, 2015).

Table 3: The Rotated Component Matrix for recruitment and selection practice on performance

Item Code	Item Statement	Component 1	Component 2
RSP8	HR team has sufficient knowledge of HR practice and organizational service	.764	
RSP9	Selection process do initial screening and then conduct interview	.749	
RSP11	Organization conducts appropriate interview to select the suitable candidate	.643	
RSP7	Human Resource Management team decisions are fair in recruitment and selection practice	.630	
RSP1	This Organization evaluates all job vacancies to ensure it is still required to meet organizational needs	.594	
OP8	The speed of project operations and service delivery is efficient		.820
OP7	The overall quality of service provide by employee are excellent		.789

			.767
OP9	This Organization deal with customer complaints faster than our expectation		.767
OP5	This Organization achieve its goals & objectives on expect time		.742
OP6	This Organization employees have skill, experience of the job to deliver superior quality service		.693

Table 3 presented EFA factor loads of 10 items. Factors extracted in the EFA procedure of two constructs that were significantly greater than 0.5. Each component consists of more than three items. Both constructs were highly correlated, and Cronbach's Alfa relatively met with the threshold value of 0.5 (S. M. Ferdous, 2020).

4.3 Impacts of Recruitment and Selection practice on Performance

Table 4: Respondents view of Recruitment and Selection Practice

Item	Agree	Neutral	Disagree	Strongly Disagree
This Organization evaluates all job vacancies to ensure it is still required to meet organizational needs	36.6	40	18.2	5.3
The recruitment and selection practice affects to performance of employees	54.3	38.5	6.2	1.0
Morale of the existing employees can be lowered due to poor recruitment and selection process	52.2	35.6	11	1.2
Human Resource Management team decisions are fair in recruitment and selection practice	32.1	42.1	21.1	4.8
HR team has sufficient knowledge of HR practice and organizational service	33	44.5	18.2	4.3
Selection process do include written exam as part of the selection process	28	39	25.6	7.4

Table 4 revealed that most of the respondents of civil servants at 54.3% agreed while 18.25 disagree and the other 40% were neutral with the statement of recruitment and selection practice affects employee performance. Also, 52.2% believed that existing employee self-esteem was lowered due to poor recruitment and selection practice, while 35.6% of them were neutral with this statement. However, 33% of the respondents asserted that the HR team has sufficient knowledge of HR practice and organizational service, while 18.2% disagreed with the statement. The study findings revealed that the selection process organization does not conduct written exams, and it's not mandatory to conduct the practical exam in selection practice.

Table 5: Respondents view of Organizational Performance

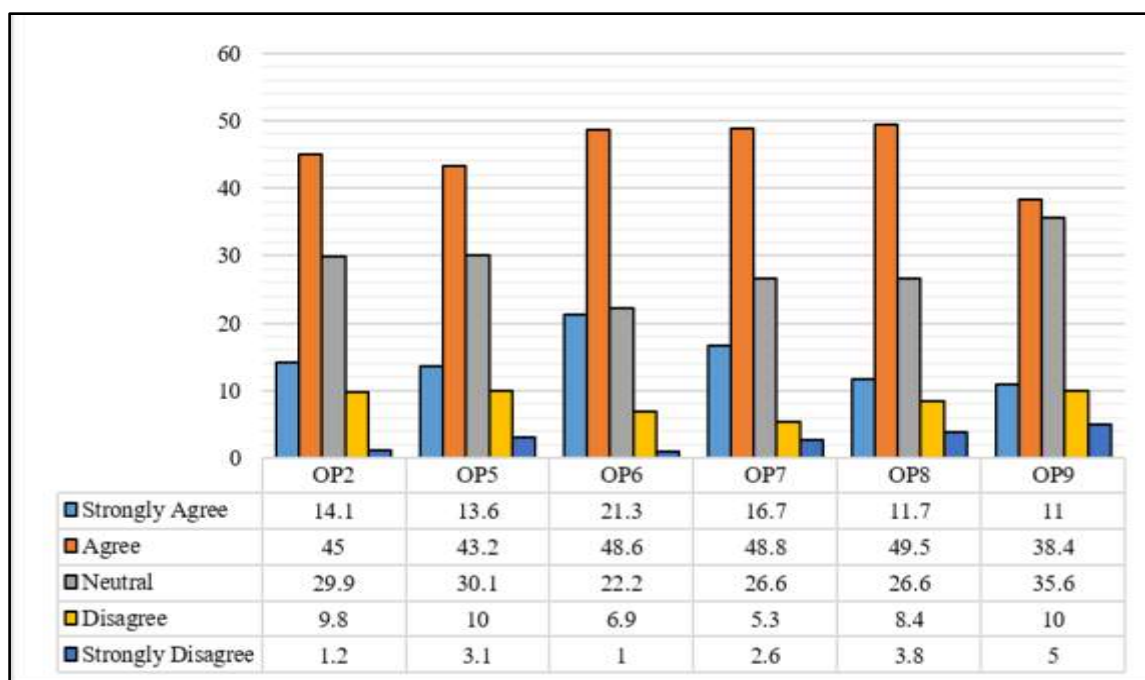| Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Service efficiency of employees is much lower than expected	14.1	45	29.9	9.8	1.2
This Organization achieve its goals & objectives on expect time	13.6	43.1	30.1	10	3.1
This Organization employees have skill, experience of the job to deliver superior quality service	21.3	48.6	22.2	6.9	1.0

The overall quality of service provide by employee are excellent	16.7	48.8	26.6	5.3	2.6
The speed of project operations and service delivery is efficient	11.7	49.5	26.6	8.4	3.8
This Organization deal with customer complaints faster than our expectation	11	38.3	35.6	10	5

Table 5 reveals that most of the respondents of the civil servants, 45% agreed that the Service efficiency of employees is much lower than expected, and 14.1% were strongly agreed, while only 9.8% disagreed and other 29.9% were neutral with the statement. Research findings revealed that 38.3% of the civil service organization dealt with their customers complain faster than the expected hour while 10% disagreed and another 5% were strongly disagreed.

The Results of Hypothesis Testing and Research Objectives:

H_1: Recruitment and Selection Practice has significantly positive effect on Organizational Performance.

The study provides a comprehensive assessment of Hypothesis; (H_1) has the relationship between Recruitment and Selection Practice and Organizational Performance. The study examined ($\beta = 0.381$, $t = 8.015$, p 0.001) significantly different from zero at the 0.001 level two-tailed using CFA (confirmatory factor analysis) procedure. The results of investigation indicated that there was a significantly positive relationship between Recruitment and Selection Practice and Organizational Performance at 35% of the confidence level.

	OP2	OP5	OP6	OP7	OP8	OP9
■ Strongly Agree	14.1	13.6	21.3	16.7	11.7	11
■ Agree	45	43.2	48.6	48.8	49.5	38.4
■ Neutral	29.9	30.1	22.2	26.6	26.6	35.6
■ Disagree	9.8	10	6.9	5.3	8.4	10
■ Strongly Disagree	1.2	3.1	1	2.6	3.8	5

▪   The study revealed that most of the civil service employees, 70.4% responded candidates are selected based on Merit-basis; qualification, knowledge, skills, and ability.
▪   The study asserted that 92.8% of the respondents agreed to recruitment and selection practice affects employee performance.
▪   The results demonstrate; 67% of civil servants on the HR team do not have sufficient knowledge of HR practice and Organizational Service.
▪   The study discovered; 56.7% of respondents believed that their organization achieves organizational goals and objectives on expected time, but 59.1% of service efficiency was much lower than organizational expectation.

V. DISCUSSION AND CONCLUSION

The current study would give a notable contribution to the efficiency of recruitment and selection practice on the performance of the civil service sector. Also, the study discovered significantly related gaps that need to understand in future research. The objective of the study is to examine the existing recruitment and selection practices, and the impacts of organizational performance. The study asserted that effective recruitment and selection practice leads to the efficiency of service delivery. To improve the Maldivian Civil Service Sector service, it's crucial to have proper (recruitment and selection) strategic plan based on organizational need analysis. The study also revealed that in the staffing process HRM team's decisions were not fair. Likewise, the respondents believed that the HR team does not have sufficient knowledge of HR practice and organizational service. Hence, the study commended making the right decisions in staffing practice to select the potential applicants. In the selection process, it is vital to follow all the steps which include; the interview and practice exam to hire the best candidate. The study alleged to the current recruitment and selection criteria, and the strategic policies have to review for the nature and extent of the organization.

However, the study indicated that Civil Service employees were selected, based on Merit-Basis (Skill, knowledge, and Experience) by following strategic policies. Though Civil Service Sector has a merit basis selection system, still the service quality appears insufficient. Therefore, this study finding raises an intriguing question regarding the nature and extent of the organizational administrative actions, the ethical dilemma of recruitment and selection penal, and their integrity and proficiency to carry out recruitment and selection practices of respective organizations. Therefore, the study highlighted to have specific marking criteria for Experienced - Based and Future-Oriented Situational Interview. However, the interview panel could give fair marks, and there would be no room for halo effect, stereotype, and prototype judgment. Accordingly, to hire the potential candidates, study highly recommended to conduct a written exam (cognitive ability test) in the selection process to make the best choice not only the middle management or senior management level but also junior level officers. Thus, the effectiveness of recruitment and selection practice emerging research areas for future study. The study has alleged several questions by the nature and extent of the organizational administrative actions, Ethical dilemma of recruitment and selection penal, and their integrity and proficiency to carry out recruitment and selection practice and strategic policy implementation practice in the respective organizations are a significant issue and critical area for future research. The study also recommended; the gap identified in the study is significant to examine broader aspects includes; former employees, rather than focusing on current employees of civil servants.

VI. ACKNOWLEDGMENT

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