

Recruitment And Selection Practices In The Maldivian Civil Service Organization

Muna, Fathmath; S. M. Ferdous, Azam; Albattat, Ahmad

Abstract: In Human Resource Management, the first step is Recruitment and Selection and employees' performance appraisal is the last step to identify the successes or failures of any organization. Excellent service delivery begins with top management performance of recruitment and selection practice. HR strategical practice relatively brings changes to organizational performance. Therefore, it is vital, to be honest, successful, and independent to pass all the recruitment and selection stages. Most of the studies have proved the relationship between recruitment and selection that has high impacts on organizational performance. The purpose of this study is to discover the recruitment and selection practice of the civil service sector in the Maldives. The study analyses past literature and the secondary data gathered from different sources like; official publications of respective authorities, websites, Journals, and Books. Particularly, the critical literature review investigated the significance of recruitment and selection practices, as predictors of quality in the Civil Services delivered by the Government in the Maldives. The research study gives useful insight, evidence, and contributes to finding an uncover critical area to fill up the literature gap of recruitment and selection practice. As per the conclusion, the study shall conduct quantitative research to discover a further issue and analyze the research gap; how recruitment and selection practice impacts organizational performance in the context of the Civil Service Organization in the Maldives.

Index Terms: Civil Service, Civil Servants, Employee, Human Resource Management, HR Strategies, Merit System, Organizational Performance, Recruitment and Selection, Staffing, Turnover

1. INTRODUCTION

Human Resource Management (HRM) is a collective of policies, practices, and systems of employee behavior and their performance (Noe et. at., 2007). HRM practice is essential to every organizational well-being as it gives a contribution to organizational achievement. Noe et. at., (2007) stated that no organization could achieve its objectives without this element. It plays an important role in ensuring to provide better and quality service required by society (Oluoch & Mbugua, 2018). Recruitment & Selection is a component of HRM practice and a significant work as it controls most of all other jobs and functions of the human resources (HR). Basically, HRM needed an effective recruitment and selection approach that required to be practiced in a strategic and systematic basis (Harky, 2018). These days' recruitment and selection have become a challenge for the HRM to support the organization by recruiting the best employees for a required position in given timeline. The significance of globalization, diversity workforce, changing ability requirements, continuous improvement of an organization, contingent workforce, decentralized system, and involvement of employees are the concern of public service organizations. Generally, the public service system is known as a Civil Service System which is developed to support the central Public Administration model (Setyowati, 2016). Thus, Civil Service reform improves the government bureaucracy. In the context of Civil Service reform recruitment and selection practice has become a significant component to implement public Administration reform (Setyowati, 2016).

Effective Recruitment and Selection is critical in meeting the capacity and is a challenge to deliver quality service to the public (Setyowati, 2016). Civil Service organizations in the Maldives struggle with staffing challenges due to the increase of incompetent applicants regardless of the increasing number of fresh graduates. The HR section of the organization finds it alarming that despite the hard work of recruitment and selection. The new hiring candidates just tend to leave the jobs easily (Voluntary Turnover) or new appointees occasionally fail to meet performance requirement where (Involuntary Turnover) begin. These Involuntary Turnovers may violate policies and may not be suitable for the organization (Noe et al., 2007). Although the organization put their effort to persuade onboard staff during the orientation, training, and development programs in probation period the organizations' effortless works become useless. Yet, inappropriate selection methods such as invalid selection tests and system, lack of integration recruitment strategies, lack of HR expert, specialist, and dedication of HR team are important barriers (Parvin Eva, 2018). The problem of nepotism inappropriate recruitment and selection practice becomes a barrier to provide professional excellent public service to the citizen Santos et. at., (2020). On the other hand, it is vital to have proper planning. Formulating the tasks are required to improve and to Focus on equal opportunity to select the best candidate in recruitment and selection practice. However, effective recruitment and selection have a significant influence on organizational performance to deliver the service. Oluoch and Mbugua (2018) asserted that if the organization has the right number of potential candidates it creates the right culture for organizational growth in terms of achieving organizational objectives. Therefore, recruitment and selection practice should give importance to hire right candidates to the vacant positions. The qualified employees will provide efficient service to their customers and can meet their expectations (Oluoch & Mbugua, 2018). In today's competitive global community, it is essential to have better recruitment and selection system to have a positive impact on the organization (Anyango et.at., 2018). Recruitment is a set of activities used to attract more potential candidates at the right time in the right place.

- Muna, Fathmath. Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia, PH+9607917826. E-mail: munafathmath@gmail.com
- S. M. Ferdous, Azam. Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia, PH+60166831785. E-mail: drferdous@msu.edu.my
- Albattat, Ahmad. Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia, PH+60195954499. E-mail: ahmad_rasmi@msu.edu.my

Recruitment activity aims to select the best candidates that meet the need of work to develop and to maintain an adequate quality of an organization. According to Santos et. al., (2020) recruitment is an opportunity to ensure whether potential candidates are available that meets the need of civil service organizations. To carry out this function, the government of Maldives implies employment laws and regulations to manage the HRM of civil servants in the government of Maldives (Maldives Act, 5/2007). To have good governance and concerning equal rights for civil servants increasing the capacity of better recruitment and selection practice followed by the Maldivian Civil Service Act 5/2007, the Civil Service Regulation No. 2014/R-311. However, Maldives Civil Service regulation is compiled under Article 18 (f) of Act No. 5/2007 concerning career progress and promotion of Civil Servants (Civil Service Commission Male', 2014). This regulation was implemented on 1st Dec 2014. As specified in Article 108 (a) of the Maldives Civil Service Act (5/2007), Merit is the basic principle applied in seeking, selection and recruitment of persons for permanent positions of the Civil Service. According to Civil Service Commission Male' (2014) the pledge of the regulation is expected to encourage, and manage the government resource, and are accountable for the Civil Servants in delivering service more responsively. The Selection process carried out to identify a competitive candidate and choose the best candidate by collecting, measuring, and evaluating from the potential pool of applicants in terms of qualified organizational job requirements (Santos et al., 2020). The weak selection practice could impact the Civil Servants service delivery. The staffing process of recruitment and selection practice is a challenge and continuous process to strengthen the government organization (Santos et al., 2020). Recruitment and selection ensure whether the government organization provides professional service to the community. The staffing system is part of the administration of the country where the district organization determined to achieve goals. The quality of life of citizens, social Structure, equality, and innovative dynamic economy also play a critical role in Civil Servants (Setyowati, 2016). Therefore, Civil Service organizations are essential to have adequate potential, well-trained employees with a decent wage and work environment. The study aims to identify and analyze recruitment and selection practices in the Maldivian Civil Service organization and practically to know how recruitment and selection carried out. The object of this study is to deliver a better understanding of the recruitment and selection practice in the Maldives context. Therefore, this research study will help to uncover critical areas to fill up the current gap of literature and study the significance of recruitment and selection practice as a predictor of service delivered by the country government of Maldives.

2 LITERATURE REVIEW

2.1 Recruitment and Selection Practice

The general purpose of Recruitment and Selection is the process of finding and attracting suitable qualities of candidates for the vacant position of an organization. The quality of Human Resource depends on the quality of applicants attracted as in the recruitment process if the organization receive potential applicants to make a good choice (Okusanya & Oseji, 2012). Selection is the process of

choosing the best suited candidate, from the pool of applicants that recruits to fill the relevant job vacancy. Selection use one or more methods to evaluate an applicant's aptness to make the correct selection decision (Anyango et al., 2018). Selection is the systematic procedure of choosing a potential individual to fill up a vacant position. Selection is an extremely important aspect to consider for the public sector (Civil Service) for many reasons. Civil Service organizations need to ensure effective recruitment and selection practices to deliver mandatory service efficiently to the community (Oaya, Ogbu, & Remilekun, 2017). A good recruitment program will be able to give positive influence to increase employee commitment, productivity, and work quality (Sutanto, 2016). Recruitment and selection of employees is fundamental HRM activity. If recruitment and selection are managed well it can have a significant impact on organizational performance as well as bring a positive image to the organization (Musah et. al., 2017). However, Maldives has done limited research on the subject of, "recruitment and selection practice on Maldivians Civils Service Organization". Following the description, the study focused on the Civil Service sector of Maldives.

Effective Recruitment and Selection is critical to meet the organizational aspects and it is a challenge to hire potential candidates to deliver quality service to the community. The public believes that inappropriate decisions in Recruitment and Selection are likely to result in poor performance (Sutanto, 2016). Regardless of inappropriate Recruitment and Selection decisions, the capacity of the Civil Service organization reflects its commitment to objective and transparent practices. Moreover, effective recruitment and selection are possible if there is a dedicated and competent HR team. In today's competitive work environment HRM is needed in public service Organization (Civil Service) and competition is high compare to olden days (Otoo, Assuming, & Agyei, 2018). The Civil Service organization has high competition in recruitment and selection practice. therefore, the organization encourages to obtain highly qualified and competent employees. When the recruitment and selection practice is influenced by the elected ministers and other political appointees this would have an impact on the employees. This is a concern when their service term ends and a new party preferred to fill important positions regardless of their quality and capability. Then semi-professional independent employees become spectators and do not have the authority to carry their job duties (Oluoch & Mbugua, 2018). This phenomenon emerges, the society believes that the work performance of Ministries and other government authorities (civil servants) are not sufficient and the organizational performance resulted poorly because the recruitment and selection practice seems to be politicized and confront various issues (Rahmany, 2018). Practically it's been observed that organization are being manipulated of favoritism and has lack of professionalism when hiring candidates based on skills, knowledge, experience or records in ethnic consciousness of leadership in the recruitment process. Bureaucratic communication and organizational management have poor human resource planning. This causes a major problem for the policy insecurity administrative performance (Alhassan, et al., 2014). Taking into consideration the above concerns, the recruitment and selection practice is followed by the Maldivian Civil Service Act 5/2007. All the Ministries, Atoll Council, Island Council, and other institutional Department of existing government have policies and procedures to hire new staff (Maldives Act, 5/2007). Currently, recruitment and

selection practice, the government of Maldives follows Civil Service Regulation No. 2014/R-311, before proceeding the recruitment and selection practice the organization needs to get authorization and shall submit to the Ministry of Finance for the acceptance of new hires (Civil Service Commission Male', 2014). When the permission granted by the Ministry of Finance vacant employment is placed in the Gazette and organizational website, and other social media platforms. The announcement formulated and shall be filled with particular information; Designation, classification, serial number, and guidelines and policies in a given timeline. As per the regulation organizational structure endorsed by the Civil Service Commission (CSC) and also most of the senior Civil Service position commenced by CSC (Civil Service Commission Male', 2014). The Ministries shall have the discretion to delegate authority to other respective authorities and departments. However, when hiring new candidates Merit is the basic principle that every organization shall be applied in recruitment and selection practice. (Civil Service Commission Male', 2014) stipulate that the Human Resource Development Committee (HRMD) shall be carried out to make any decision concerning Selection and dismissal.

2.2 Civil Service Organization

Public Sector is a big umbrella, and Public Service organization generally entails government, other publicly funded organizations, enterprises and other independent bodies that deliver public programs, and service. Therefore, it is important to identify the specific criteria that help to define the boundaries which are going to cover in this study. According to Dube and Danescu (2011) there are three levels of public sector organizations called; National (an independent state), Regional (province or state within the national state), and Local (A municipal level such as city and regional level). At any of that level public sector consists of three types of organizations that are; core government, Agencies, and public enterprises. However, the core government consists of a governing body. Core government includes; All the Ministries, Departments, integral part of central authorities, and Atoll Councils. Civil Servants defined as bureaucrat hired by the government to work for the public sector. They are the professional workers of the government who paid by taxpayers (Dube & Danescu, 2011). Therefore, the civil service is a part of administrative changes and promoting a better more effective, and more accountable government. The strong bureaucracy and civil service system play a vital role in Asian Countries (Moon & Hwang, 2013). The civil service system manages and functions to a legal framework and it defines the scope, roles, and responsibilities of the civil service organization. Different countries have well-established legal framework for civil service system. The law stipulates central personal administrative standards for government positions, rules, position classifications, examinations and appointments so on. Considering to civil service model, it is a system of management in public employment, and recruitment of civil servants.

2.3 Recruitment and Selection Strategy, and Retention

The literature determines five key HRM practices, including; training and development, recruitment and selection, compensation and reward, Performance Management, and employee participation (AlDamoe et.al., 2017). Interestingly, these practices are part of the HRM practices that are used to

examine the organizational climate on recruitment and selection practice on the Maldivian civil service organization. Chances of getting the right employees for the vacant position not only depend on appropriate selection methods but also the usage of proper criteria is important for selection. To conduct a successful selection, HR managers need to recognize purposes, strategies, and practices of better recruitment and selection process (Usmani, 2020). Better recruitment and selection strategies result to improve organizational outcomes. The organization are more effective to recruit candidates, they are more likely to employ and retain satisfied employees (Van et. at., 2019). Besides, the effective selection system can influence bottom lines of business outcomes, in terms of Service delivery, and financial performance, (Akuamoah & Amedagbui 2016). There is a positive influence on employment retention and professional performance (Susilo, 2013). Once a well-trained employee voluntarily leaves the organization it creates a vacuum, whereby the organization suffer key competencies, knowledge, and business relationships. Better employees will always have more external employment offers compared to average employee. Hence over qualified/better employees are more likely to quit their job. High rates of voluntary turnover of such employees are often dangerous or disruptive to the organization's performance (Fahim, 2018). Based on previous research, in the fifth hypothesis: Mainly the efficiency of recruitment and selection processes are evaluated on turnover rate of an organization, employee motivation, Retention and work performance. (Sutanto & Kurniawan, 2016). HR practice like recruitment and selection generally predict the voluntary turnover rate of employees and their critical challenge of the organization's performance (Noe et al., 2007). However, effective HR activities like recruitment and selection practice can minimize the employee turnover rate and organization successfully by keeping skilled employees in the organization which will lead to better performance (Pahos & Galanaki, 2019). Certainly, public Service (Civil Service) organizations are growing pressure for great efficiency. HRM practice gave the authority to provide services. Public employees (civil servants) need to be accountable for how they manage public funds. Therefore, Recruitment and Selection practice aimed to strengthen employee's skills and opportunities in the organization (Marwa & Fahim, 2018).

2.4 Theoretical Framework of Recruitment and Selection Practice

This is the framework drawn from past literature of theories, and models. This is modified/adopted and combined the theoretical framework of recruitment and selection practice on organizational performance. This modified theoretical framework consists of three variables; Recruitment & Selection practice factors are independent variables (IV), Organizational Performance Dependent Variable (DV), and Moderating Variable (MV) Employee Turnover Moderates on organizational performance. Based on the framework has these combined factors have positive relationships on recruitment and selection practice on performance. However, knowledge, skill, procedure, and other strategies are the key factors that affect to have correct and better recruitment selection practice. Organizational performance measured with the dimensions of service efficiency, quality of work, employee retention, and meeting in organizational objectives. Moderating Variable measure with the dimensions of

employee motivation & job satisfaction, training & development, and commitments. The factors are drawn from Marti- Base Model, Resource-Based Model & HR Value Chain Model (Pauwe & Richardson, 1997) which supported from different empirical studies in the literature (Luballo & Simon, 2017; Pahos & Galanaki, 2019). However, the political factor did not prove from the given models, but still some of the empirical have publicized this factor. Therefore, further study will test the hypothesis and relationships of the variables (Rahmany, 2018).

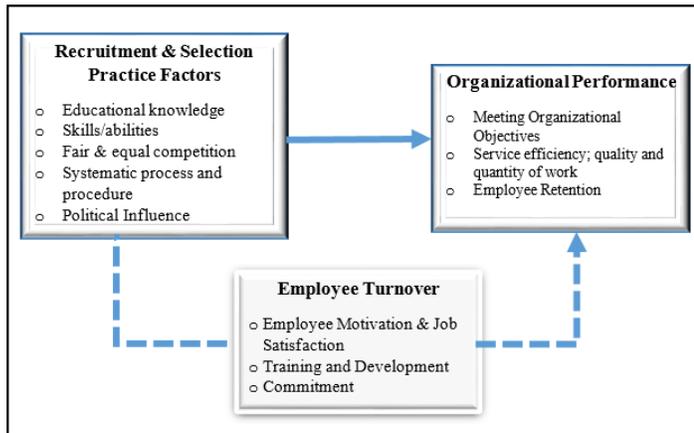


Figure 2: The Adopted Recruitment and Selection Practice Theoretical Framework
Source: (Luballo & Simon, 2017; Pahos & Galanaki, 2019; Rahmany, 2018)

2.5 Merit-Based Recruitment System

Merit is known as a single characteristic. The characteristic of the entire society is called Meritocracy (McNamee and Miller, 2009). Consequently, the Meritocracy system is a social system where an individual's Proportion is identified based on procedures and skills. This system can run with the help of the Merit system (Setyowati, 2016). This system requires a person to be evaluated based on the ability to demonstrate knowledge, skills, and abilities (KSA). When the government agencies open for job vacancies, each position list out the requirements such as specific background, education, knowledge, skills, and abilities (Moon & Hwang, 2013). Based on the literature the US Merit system was reformed in the year 1880. This system created two new Federal Agencies which is personal management (OPM) and Merit Systems Protection Board (MSPB) (Moon & Hwang, 2013). Similarly, in 2005, China introduced the scope of civil service with the establishment of the civil service law (Moon & Hwang, 2013). Australia has started the key legal framework of public service Act 147 (1999) and New Zealand does the same for the crown Entities Act (2004) (Moon & Hwang, 2013). In 2006, Korea implemented a senior civil service system; traditional hierarchical and seniority-based system which was later transformed into performance and competency-based system (Moon & Hwang, 2013). However, Maldives Civil Service regulation 2008 compiled under Article 18 (f) of Act No. 5/2007. In the same way, the Maldivian Civil Service Act 5/2007 was established as an independent body that defines legal status, objectives, and responsibilities of public service. Civil Service regulation (2014), 2014/R-311 was established on 1st Dec 2014. Since then, Maldives follow the Merit-Based Recruitment and selection system where, the appointees are selected based on educational qualification, abilities, and experience based on Civil Service Regulation (Civil Service

Commission Male', 2014). Merit System helps to create completion and have fair recruitment and selection practices. Also, the system ensures to recruit qualified and potential applicants for a particular position (Setyowati, 2016).

2.6 Maldives Civil Service Recruitment and Selection Practice Framework

Maldives Civil Service Recruitment and Selection framework (career base system) are drawn from the critical literature review. The framework adopted based on the past literature; Merit-Based system, and the hiring system of Maldives Civil Service regulation (Civil Service Commission Male', 2014; Moon & Hwang, 2013; Setyowati, 2016). This is the current recruitment and selection practice model (Civil Service Career Base System) of the Civil Service Organization in the Maldives.

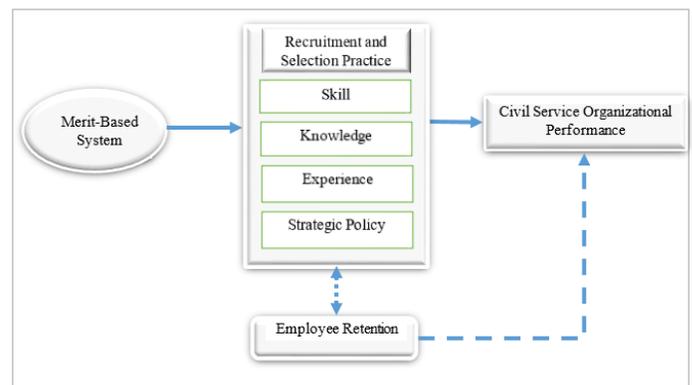


Figure 1: The Framework of Maldives Civil Service Recruitment and Selection practice (Career-Base System)
Source: (Civil Service Commission Male', 2014; Moon & Hwang, 2013; Setyowati, 2016)

3 METHODOLOGY

This study reviewed past literature and the secondary data collected from different sources like official publications of respective authorities, websites, Journals, and Books. This critical literature is focused to identify recruitment and selection practices on the performance of civil service organizations in terms to expand their scope in this context. Articles were selected based on the most relevant topic area and sources of data were collected to strengthen the evidence of this study. Hence this study literature reviewed to determine good design for a qualitative survey as an area of knowledge (Beatty, 2005). However, this theoretical framework would give clear justification for factors affecting recruitment and selection practice and their nature of the performance of service organizations. The main objective of this groundwork is to understand the nature of the study, factors affecting recruitment and selection practice on the performance of Civil Service Organizations in Maldives Context. Patently, to strengthen this study quantitative research will be conducted to discover those issues, whereas further analysis will answer the research objectives and fill the study gap.

4 FINDINGS

Over the year's civil service organization in the Maldives, have taken place an important change. Since 2014, the developments have profound effects on recruitment and selection practice. Most importantly it increased the quality of Job and maintained or improved the standards of recruitment and selection practice (Civil Service Commission Male', 2014).

Ekwoaba et al., (2015) emphasize that organizational weakness or the strength comes from the recruitment and selection practice, for instance, the strategic policies facilitate to get better-qualified employees which would lead to organizational performance. Abas & Imam (2016) noted that Organizational development and growth depends on the ability of recruitment and selection practice. As has been noted many different countries' recruitment selection impacts economic development and other political preference. Therefore, in this competitive global community, it is essential to select qualified candidates for the continuous success of an organization. According to Armanu et.al., (2020) improper HR planning creates problems in recruitment and selection policies and practice. HR planning interprets organizational strategies into specific HRM policies and practices. Generally, Recruitment and Selection fail when an organization has insufficient job analysis data, absent of key information and inappropriate selection strategies, etc. The employability skill is a requirement to enter at any level of job (Abas & Imam, 2016). According to Tella & Ibinaiye (2019) the employees' skills and abilities not only lead to individual performance, but it will also affect overall organizational performance; efficiency, and effectiveness in delivering the service. Joy et al., (2015) stated in recruitment and selection practice it is essential to attract the right number of qualified candidates. Thus, selection plays an important role to choose the most suitable applicant (Okusanya & Oseji, 2012). In a view of that Anyango et al., (2018) not only organizational selection practice decides who is hired, but also proper selection criteria increase the possibility of choosing the right candidate. Luballo & Simo (2017) asserted that when staffing decisions are made based on corrupt, favoritism, discrimination that results to a selection of unqualified employee who does not have the right knowledge, skill, and abilities will not add value to the organization. Most of the literature shows that HR Manager critically influences recruitment and selection practice (Van Dijk, Shantz, & Alfes, 2019). Rahmany (2018) asserted that recruitment and selection practice the civil servant shortlists based on the relationship bribery, political influence, and nepotism shall give a negative impact on the organizations which would ultimately lead to poor administrative performance. Conversely, Sarah et.al., (2018) stated this disclosure negative characteristic leads to undue frustration and eventual turnover that Recruitment and Selection practice extensively affect organizational performance. Besides Pahos et al., (2019) states recruitment and selection practice should consider eliminating stereotypes regarding older and younger employees. Because age also has a positive impression on employee performance. When the organization hires mismatch employees, their turnover rate will be high which will result in poor performance. According to Matolo et.al., (2019) the Proper recruitment and selection have enhanced low turnover for staff which affirmed analytically examined to have better performance. Usmani (2020) in his empirical study stated that HR practitioners need to understand the factors necessary for recruitment and selection practice that would not violate the rights of potential candidates. When retaining and attracting staff the mature employees can influence the organization positively (Hassan & Jubari, 2010). F Darkoh (2014) emphasized that hiring lower-skilled employees and less selective organizations are more likely to experience significant impacts in delivering the service. Also, it is important to have the correct HRM structure and to have a

skilled, motivated, well-trained, and enthusiastic workforce in an organization. (Rahmany, 2018). Respectively, fair recruitment and selection practice would create more opportunities to get the right staff to the right job. To ensure organizational effectiveness, proper recruitment and selection strategy would help to allocate the right amount of qualified staff for suitable positions. In this literature it is observed that to sustain fair recruitment and selection system, it is important to follow Merit-based principles strictly (Ferede & Sidemo, 2018). Gamage (2014) stated that it is essential to know the objectives, policies, and practices used for selection. Recruitment and selection practice adhered to the rules, regulations, and code of conduct that ensures to keep fair and justice treatment to all the applicants (Rahmany, 2018). If the organization selects the right candidates with proper staffing criteria, the staffs perform well and organizational efficiency would increase (Anyango et al., 2018). On top of this, if the organization has the right skilled, qualified, and experienced staff the organization would perform better in delivering its service. It can be associated to minimize organizational turnover rate, low achievement, and dissatisfied customers and it mutually benefits both employee relation and high commitments (Akuamoah, Kofi, Yao, & Kafui, 2017). The quality of life of citizens, social Structure, equality, and innovative dynamic economy also play a critical role in civil servants. Therefore, civil service organizations are essential to have an adequate number of potential and well-trained employees with a decent wage in a good working environment (Keune, 2020).

5 CONCLUSION

The study analyzed that recruitment and selection practice plays an important role in an organization and critical to organizational efficiency and service delivery. Therefore, it is important for HR practitioners to understand the objectives, strategic policies, and stick to the guidelines that used for recruitment and selection practice. As indicated if the organization adopts better recruitment and selection practices, it would positively affect the organizational performance and service efficiency. If the organization has mainly fair recruitment and selection practice without discriminating against the Merit-Base system in the organization, staff performance increase. Moreover, it is important to adopt a performance-oriented culture. Most of the studies have proved the relationship between recruitment and selection practice affects, and it impacts organizational success. Therefore, based on the critical literature review Maldivian Civil service organization recruitment and selection practice were predictable to develop the conceptual framework of the study. Notably, the critical literature review investigates the significance of recruitment and selection practices, as predictors of quality in the Civil Service delivered by the Government in the Maldives. This research study will help to uncover critical areas to fill up the literature gap of recruitment and selection practice in the context of Maldives. In conclusion, the study shall conduct quantitative research to discover a further issue and analyze the research gap; how recruitment and selection practice impacts organizational performance in the context of the Civil Service Organization.

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