

Factors Affecting Recruitment And Selection Practice On Performance Of Civil Service Organization In Maldives

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Abstract: In modern days' recruitment and selection practices has become a challenge within the developing countries. Organizations struggle with staffing challenges due to the increase in competent applicants. Knowledge-based workplace highly demands for competent employees. Labor market is highly competitive regardless of the increasing number of college graduates. This labor market focuses on the factors affecting recruitment and selection practice on the performance of organizations and it becomes a challenge for the employer. Due to the fact, attracting qualified, skilled and experienced candidates are important and urgent than the olden days. On this note, HR strategical practice relatively brings changes to organizational growth and affects organizational performance. Eventually, excellent service delivery begins with top management performance of recruitment and selection practice. The aim of this study is to explore factors affecting recruitment and selection practice on Organizational performance. However, this study gives useful insight into critical literature, evidence and contributes to finding the gaps in recruitment and selection practice on the performance of civil service organizations especially in the Maldives context. Therefore, the 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 review emphasized that recruitment and selection practices are manipulated in the civil service sector. Stating that such abuses, corruptions, the problem of high nepotism on the selection practice fail to achieve organizational objectives with unqualified and less-skilled employees. For that reason, the organizations face major difficulties to deliver professional public service.

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

1 INTRODUCTION

Currently, every organization is striving to have effective recruitment and selection practices to retain well qualified, experienced, and skilled employees for a specific position, but then again in a competitive job market applicants are struggling to find a suitable job for their career (Santos et al., 2020). However, Human Capital is directly linked to continuous development, overall performance, and the success or failure of any organization (Omisoré & Okofu, 2014). Employee skills, work quality, commitment, and motivation contribute to organizational performance. Whereas, the employees without any essential skill or harsh attitude would not perform effectively (Gamage, 2014; Pahos & Galanaki, 2019). Similarly, hiring the wrong candidate or failing to hire a suitable candidate results in low performance of workplace failure. The service quality practices slowdown and become for hardship to measure the outcomes of civil service organizations (Omisoré & Okofu, 2014). An effective Human Resource Management (HRM) should discover Human Resource (HR) needs in the organization and then the recruitment would determine the potential candidates for actual or anticipated organizational vacancies.

Since Service delivery and quality of work depend on the organizational workforce for recruiting candidates it is important to conduct proper recruitment and selection practice. Eventually, to achieve organizational strategic goal, recruitment and selection practice ensure to hire the right number of employees into the organization (Eva, 2018). Despite, Selase (2018) indicated that a pool of proficient employees would gain a competitive benefit of maintaining the employee's commitments of their performance, and employees with the right skills would do a better job for an organization and would determine greater extension to their performance by achieving organizational objectives. A substantial amount of research indicates that an organization expects to have potential skills, from the applicants such as work experience, qualification, and interpersonal skills. Work experience and qualifications are dealing in measuring the competency concerning to an applicant's abilities. However, the concept of communication skills seems to be a generic term incorporating many different specific skills (Otoo, et al., 2018). Civil Servants are authoritative to deliver qualitative service to the community (Omisoré & Okofu, 2014). Similarly, adequate performance is significant for the organizational objective, such as the quality and fairness for the delivery of services (Luballo & Simon, 2017). In recent years, the organizational performance level has been decreased (Santos et al., 2020). Ali Shameem (2018) Maldives has conducted basic organizational research that indicated the poor performance of civil service organizations. On a sad note according to Ali Shameem (2018) survey report says 1/3 of the respondents have bad perception of civil service performance. The study by Santos et al. (2020) emphasizes that there is a huge impact in the Job Market of civil service sector across the globe. Ultimately, it believed that Recruitment and Selection could be the factor providing better service and it has a high influence on Organizational Performance. Based on given literature, it is proven that recruitment and selection practices are connecting to networking and political preference to some

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extent in public and private organizations (Omisore & Okofu, 2014). In today's competitive global community, it is essential to select qualified applicants for the continuous success of an organization. By the same token, Rahmany (2018) ascertained in Afghanistan's recruitment and selection practice effects on organizational performance. 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. 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. 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. Joy et al., (2015) stated it is essential to attract the right number of qualified applicants in recruitment and selection practice. Thus, selection plays an important role to choose the most suitable applicant (Okusanya & Oseji, 2012). The better the objective of the Recruitment and Selection criteria improves the organizational performance and efficiency (Okusanya & Oseji, 2012). However, this study highlights the factors affecting recruitment and selection practice on the performance of Civil Service Organizations in the Maldives context. The objective of this study is to provide better understanding reinforcement for further study.

2 LITERATURE REVIEW

2.1 Recruitment and Selection

In HRM, Recruitment and selection is a core function that affects most critically on organizational performance (Harky, 2018). As Job Analysis is the first step in recruitment and selection practice it is important to every organization as well as the applicants. If the organization does not require the job, then the recruitment and selection are not required. According to Santos et al. (2020) the purpose of recruitment and selection practice is selecting and placing the best people in meeting the need of workplace to develop and maintain the service quality. Therefore, the recruitment and selection practice is crucial and plays a vital role in the successful functioning, effectiveness, and performance of an organization (Harky, 2018). Staff performance increase when the organization adopts performance-oriented culture (Musah, et al., 2017). Particularly, if the organization has fair recruitment and selection practice without discriminating Merit-Based system in the organization (Pahos & Galanaki, 2019). In HRM, Recruitment, the Selection is first step, and employees' performance appraisal is the last step to identifying the successes or its failures of any organization (Oaya, Ogbu, & Remilekun, 2017). Therefore, it is important, to be honest, successful, and independent to pass all the recruitment and selection stages. (Okusanya & Oseji, 2012). However, the following subdivision reviews the relationships of recruitment and selection practice on performance and how theories and models practice currently with the empirical evidence (Alhassan, et al., 2014).

2.2 Performance, Skills, and Qualifications

Employee performance shows how well the staff performs in

their job and the success of any organization. The key factors of employee performance are integrity, reliability, and honesty to do their job responsibilities (Santos et al., 2020). The available study focuses on correlating the skill competence of employees with their contextual performance (Ofori & Aryeetey, 2011). It also tries to address the research gap to recruitment and selection practice on employability skills, knowledge, experience, and strategic policies and other political pressure and contextual performance of government employees (Usmani, 2020). The employability skill is diversified into various categories such as; basic academic skill, high thinking skill, personal qualities, and other various skill sets (Abas & Imam, 2016). when hiring a new staff most of the employers consider these skills as it plays a vital role in both employment and organizational success (Oaya et al., 2017). 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. In the case study of Rahmany (2018) Afghanistan's newly hired candidates of civil servants are not well qualified to understand their job duties. In recruitment and selection practice Civil Servants shortlists; applicants based on the relationship bribery, political influence, and nepotism. This gives a negative impact on the organizations which would ultimately lead to poor administrative performance. Similarly, that current recruitment and selection practice is not effective as it required in Ethiopia Region. The procedures are violated, and they have no proper monitoring and evaluation system. In general merit-based principles are not strictly considered to support the recruitment and selection which leads to the poor performance of the civil service sector (Ferede & Sidemo, 2018). In the Survey report of Ali Shameem (2018) 67.16% of the people believes, Civil Service organizations are not aware of the services that they provide. 53.19% of people believe that Civil Service works are biased and politically influenced in delivering the service. This report indicates that civil service organizations failed to achieve organizational objectives that have been designed to. Also, such violations and political interference of politicians; the civil service organizations are filled with unqualified individuals to provide professional service. 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 overall performance of an organization (Al-Jubari, 2014). Considering that HRM professionals and practitioners are essential to know that old age employee is a valuable asset. when retaining and attracting staff the mature employees can influence the organization positively (Hassan & Jubari, 2010). 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. 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).

2.3 Merit-Based Recruitment

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. And this can be run with the help of the Merit system. McCrudden (1998) come across five different concepts of Merit-system. The very first concept is known as fair-minded; no preferential treatment. The second concept is matter of fact; the model requires potential needs to achieve goals that generally valuable to society. The third concept is Merit related with Strick Job or importance; this requires a close fit between the tools and objectives to be achieved. The fourth concept is Merit as skills and procedures in particular to job-related outcomes. This also anticipated to select an extensive view concerning the job elements (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). 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 have 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). In the same way, the Maldivian Civil Service Act 5/2007 was established as an independent body which 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 academic qualification, skills, and experience based on Civil Service Regulation (Civil Service Commission Male', 2014).

2.4 Resource-Based View

The Resource-based view theory was formed in 1959. This theory is mainly focused to analyze the relationship between HRM practice and service delivery. Based on Resource-Based view theory it ensures to sustain competitive advantage by evaluating the workforce, whether the organization has the right amount of truly skilled staff in the right place (Barney, 2001). The major part of this theory upheld organizational weakness and strength that comes from the ability of employees working relationships and their quality of works. Boxall (1998) determines that the organizations those which recruits better applicants have the capacity to generate human capital advantages in the organization. Luballo and Simon (2017) mentioned that earlier days Remorse-Based view theory considered to study the relationship amongst recruitment, selection exercise and management performance practice to provide quality services in-country of government. But presently Resource-Based View theory is a suitable framework to emphasize recruitment and selection exercise and performance management as a main gadget to achieve organizational objectives.

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

Most of the literature shows that HR Manager critically influences recruitment and selection practice. The overqualified staffs are not satisfied with their job due to their over qualifications. However, unqualified and less skilled staff cannot perform well, due to the lack of competency knowledge, skills and abilities. (Van Dijk, Shantz, & Alfes, 2019). According to Armanu et.al., (2020) generally improper HR planning creates problems in recruitment and selection policies and practice. The focus of HR planning is to hire competent skilled and experienced staff at the right time to the correct amount. The employability skill is a requirement to enter at any level of job (Abas & Imam 2016). HR planning interprets organizational strategies into specific HRM policies and practices. Also, Recruitment and Selection fail when an organization has insufficient job analysis data, absent of key information and inappropriate selection strategies, etc. However, available evidence asserted the positive association of recruitment and selection practice on performance (Santos et al., 2020). The recruitment and selection strategy incorporate and evaluates through four individual indicators. These indicators are supplying qualified workforce on time, proper job Analysis and Job Descriptions, having effective selection practice, and the contribution of direct superior. Moreover, Ekwoaba et al., (2015) stated that knowledgeable recruitment and selection procedures would have positive impact to organizational performance. Usmani (2020) in his empirical study stated that HR practitioners need to understand the factors that necessary for recruitment and selection practice that would not violate the rights of potential candidates. The study indicates that it is important to select or hire candidates based on the knowledge, qualifications, relevant skills, and the confidence level of the applicants. The study asserted that recruitment and selection practice have positive correlation between organizational performances (Gamage, 2014). Darkoh (2014) emphasized that hiring lower-skilled employees and less selective organizations are more likely to experience significant impacts in delivering the service. When the organization hires mismatch employees, their turnover rate will be high which will result in poor performance. In this critical literature, it is observed that, to

sustain fair recruitment and selection system, 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) Hence, the correct Recruitment and Selection System with the potential and skilled employees would increase organizational performance (Eva, 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. If the recruitment and selection practice being manipulated by favoring someone, the hiring staff may not have the independence in performing his/her job. Therefore, the outcome of organizational performance may not be expected from the employee who has selected with manipulation, political influence, or the corruption that influences selection practice (Otoo, et al., 2018). In a view of that Anyango et al., (2018) not only organizational selection practice decide who is hired, but also proper selection criteria increase the possibility of choosing the right candidate. If the organization select 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 et al., 2017).

5 CONCLUSION

Most of the studies have proved the relation between recruitment and selection practice affects, and it impact organizational success. Therefore, based on this critical literature review study the issues of factors affecting recruitment and selection practice on performance were predictable to develop the conceptual framework of the study. The study analyzed that recruitment and selection practice plays an important and critical to organizational efficiency and delivering quality service. Therefore, it is important for HR practitioners to understand the objectives, policies, and practices used for recruitment and selection practice. As indicated if the organization adopts better recruitment and selection practice, it would positively affect to the organizational performance and service efficiency. According to the social exchange theory (AMO theory) it proves when a staff is treated fairly they perceive it as positive dealing with the employer, and they are more likely to repay the organization through their positive attitude towards their work performance (Al-Jubari, et al., 2019). Conversely, this study contributes significantly to develop the literature on factors affecting recruitment and selection practice on performance of civil service organizations. Based on the result of this study it is important to conduct quantitative research to discover the issues and to analyze the research gap of the Civil Service Organization in Maldives Context.

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