

Recruitment & Selection: An Evidence Based Approach

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Without the invaluable expertise, guidance, and encouragement of numerous individuals, the successful conclusion of this study would not have been feasible. I am profoundly appreciative of it.

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Abstract

This thesis analyses recruiting and selection processes in the Maltese public service, emphasising their efficacy, equity, and congruence with organisational performance goals. The research employs a mixed-methods approach, integrating quantitative survey data, qualitative interview insights, and an extensive literature analysis to provide a thorough assessment of existing practices.

The results indicate substantial deficiencies in critical domains, such as the precision of job descriptions, the restricted use of novel selection techniques, and perceptions of bias in recruitment procedures. Quantitative research underscores the prevalence of formal interviews as the principal selection instrument, but qualitative data accentuates the need for customised approaches, including psychometric evaluations and practical assessments, to meet job-specific demands. The comparison of secondary data with major entities like Google and Deloitte demonstrates that evidence-based processes, including the use of AI and structured interviews, may improve fairness, reduce bias, and more accurately predict job success. The use of Human Capital and Motivational Fit theories underscores the essential need of matching applicant competencies, motivations, and organisational ideals to enhance employee happiness and performance.

This study enhances the current knowledge base by proposing concrete suggestions for the Maltese public service, including the refinement of job descriptions, the utilisation of digital recruiting tools, and the implementation of thorough selection processes. By focussing on these aspects, the public service may augment its capacity to recruit and retain premier talent, diminish turnover, and boost overall organisational efficacy. The results provide a framework for updating recruiting methods in public administration, affecting both policy-makers and HR professionals.

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Ethics Clearance

During the course of this research, meticulous attention was given to ethical concerns in order to safeguard the well-being and rights of all participants. The study has received ethics approval from the Faculty Research Ethics Committee (FREC), which confirms that it adheres to existing ethical rules and standards. This accreditation highlights the dedication to upholding the utmost levels of honesty and regard for the rights of participants, including obtaining their informed permission, ensuring confidentiality, and minimising risks.

The study was conducted under the guidance of Dr. Stephanie Fabri.

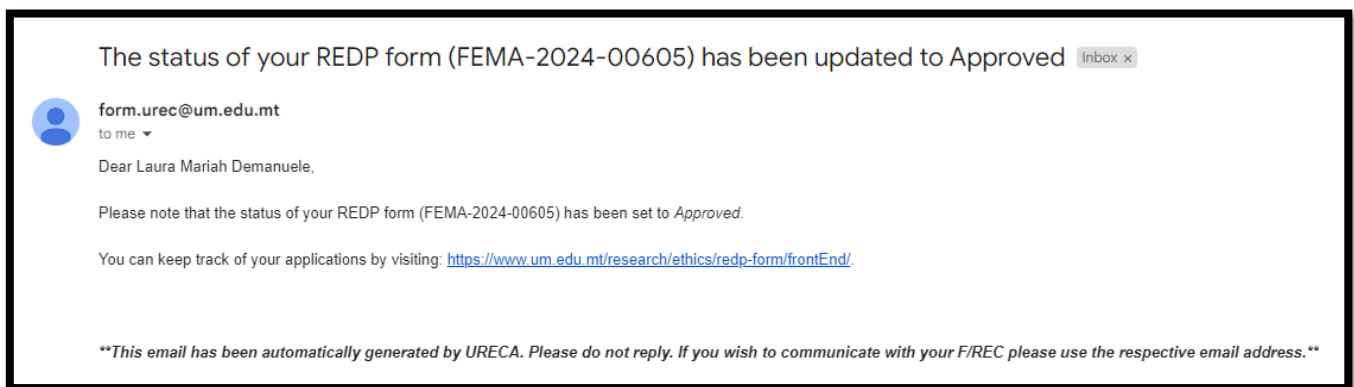


Figure 1 - URECA Approval

List of Abbreviations

1. FREC – Faculty Research Ethics Committee
2. HRM – Human Resources Management
3. EBM – Evidence Based Management
4. EBP – Evidence Based Practice/s.
5. HR – Human Resources
6. AI – Artificial Intelligence
7. EEO - Equal Employment Opportunity
8. “EEO” - Ethical Employment Opportunity
9. EIRA Employment and Industrial Relations Act
10. NCPE - National Commission for the Promotion of Equality
11. PAA - Public Administration Act
12. RJP - Realistic Job Previews
13. PSC- Public Service Commission
14. STAR - Situation, Task, Action, and Result
15. SPSS - Statistical Package for the Social Sciences
16. P&SD – People and Standards Divisions
17. PMD – People and Management Division
18. PS- Permanent Secretary
19. DG- Director General

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Chapter 1: Introduction

Introduction

The recruiting and selection procedures in the Maltese Public Service are pivotal in influencing organisational performance and efficiency. Due to the public sector's focus on impartiality, fairness, and competence, effective recruiting methods are crucial for sustaining high performance and promoting an inclusive workforce. This study examines deficiencies in current recruiting techniques, emphasising their effects on organisational success, staff retention, and productivity, while striving to reduce prejudice in hiring procedures. This study analyses recruitment and selection practices through two main theoretical frameworks: Motivational Fit Theory, which investigates the congruence between individual motivations and job roles, and Human Capital Theory, which underscores the significance of employee skills and expertise as vital assets for organisational success.

This study aims to evaluate the efficacy of existing recruiting procedures in the Maltese Public Service, particularly investigating evidence-based tactics that enhance fairness and objectivity. The research goals include the analysis of the impact of recruiting methods on organisational performance and bias reduction, with the evaluation of conformity with known recruitment theory models. Data gathering via questionnaires and interviews with public service managers seeks to provide a thorough overview of the elements influencing effective recruiting processes within the Maltese Public Service. This study aims to analyse recruiting tactics and their effects on organisational results, providing insights to enhance public sector hiring procedures for a more productive, diverse, and motivated workforce.

This research comprises a comprehensive literature review on recruitment tactics and theories, a methodology section outlining data collecting and analytic methods, and a discussion of results accompanied by suggestions for improvement. This study enhances the compre-

hension of successful recruiting tactics that promote performance, mitigate prejudice, and correspond with both Motivational Fit and Human Capital theories within a public service framework.

Chapter 2: Literature Review

Literature Review

Purpose of the literature review

This literature evaluation aims to explore the researcher's career trajectory within the domain of Human Resources recruitment and selection. Throughout the years, the researcher encountered several strengths, flaws, opportunities, and other factors in the area but sought a more thorough examination of the job. The primary objective is to use the researcher's findings to create a comprehensive literature review that delineates existing knowledge while emphasising the limits and deficiencies in previously published studies.

A significant objective of this research is to provide novel insights in this domain and ascertain the changes throughout the years, identify major patterns and trends, and recognise what has been converted or updated over time. This study also aims to provide and contribute novel and innovative concepts from many viewpoints.

This literature evaluation, although centred on recruitment and selection, will focus on particular factors to refine the analysis to essential areas and formulate the necessary hypotheses for the research. The study will consider the following two variables:

1. Minimise Bias
2. Organisational Performance

The researchers' questions are "How are these aspects being addressed now, and what measures are being used to mitigate prejudice, enhance transparency, and effectively choose the ideal candidate to foster harmony throughout the organisation, particularly the ministries?"

The literature review will emphasise all the aforementioned material and examine the use of the four evidence-based pillars to ascertain their existence in the present research. The four pillars consist of:

1. **Scientific Research:** - Do Human Resources Managers pursue and assess research prior to making any hiring decisions? To further indicate, are managers incorporating research into their decision-making process?
2. **Organisational data:** - Managers should analyse and research already established company data. This can help determine from past decisions what can be changed and improved as to avoid making past mistakes.
3. **Professional Expertise:** - In the event of a new recruiting choice, the most reliable source for feedback is the workers inside the particular department requiring the new hire, since they may provide insights that managers or personnel outside the area may overlook. Incorporating such specialists into the decision-making process may assist the organisation in identifying the most suitable candidate for the department, since thorough study has been conducted, hence mitigating bias and significantly improving organisational performance.
4. **Stakeholder views:** - This pillar involves mostly people whom are connected to the company on an external level but whom still want the company to improve and succeed. This provides viewpoints that people from inside the company might not come across.

Methodology for selecting the reviewed literature.

All studies that will be referenced in this study will be peer reviewed studies/articles and journals. Studies that are not peer reviewed, are very old studies that cannot be quoted for this study due to relevance and or lack in specificity will be excluded from this study. To further illustrate in regard to “old publications”, the researcher in the literature review will include some old peer reviewed studies as the researcher wants to make certain comparisons between the current publications and old publications to point out the trends and key patters. Publications that lack relevance and quality will not be quoted as it affects the overall quality of this research. As stated, the inclusion criteria will include the quality of the study (matters

such as data collections tools that were used for that study, methodology and other aspects will also be considered), historical relevance and application to previous studies. The data from these studies will help the researcher shape the picture to the people of what are the patterns, trends, gaps and inconsistencies in the field. All selected studies will at the end be properly referenced and will include proper in-text citation.

Overview

The literature study aims to examine the similarities and improvements in recruitment and selection methods across time, particularly with the mitigation of biases and the impact of decision-making processes on organisational success. This review analysed many elements, including:

1. Recruiters
2. Recruitment Channels
3. Employment Announcements
4. Precise Job Descriptions
5. Digital Technology, among other subjects...

The first focus of the literature evaluation will be on historical sources, including works from before 1980 to the present, in order to comprehend the evolution throughout time. In the 1980s, this decision-making process mostly relied on the recruiters' assessment and the impact of employment advertisements (Alderfer & McCord, 1970), (Becker G. S., 1962), (Ilgen & Seely, 1974) & (Schmitt & Coyle, 1976). During that period, contemporary technology was absent, and employment adverts were disseminated via other means. Consequently, recruiting was heavily reliant on restricted advertising that may not effectively reach the appropriate target demographic. Furthermore, there was typically no team or background research to inform the final decision, placing the entire burden on the recruiter to make the ultimate choice.

Contemporary recruiting and selection increasingly rely on employee and stakeholder suggestions as well as technical advancements. This creates a whole new narrative, as the job posts are effectively reaching the appropriate target demographic via the advantageous use of technology (Trevor Yu & Cable, 2014). Incorporating workers and stakeholders into the decision-making process and considering their views enhances their motivation, since it fosters a sense of value and significance inside the organisation.

Modern human resource management emphasises a scientific methodology in staffing, prioritising competency-based abilities above personality qualities. In the modern setting, managers prioritise research that aids in the swift identification of potential candidates to enhance organisational performance and attain additional advantages such as streamlined employee training and economic efficiency (Derous & Fruyt, 2016). This study emphasises how organisations like Deloitte, Google, Unilever, and Amazon used evidence-based methodologies to identify their ideal candidates. These examples were underlined to illustrate how contemporary prominent organisations prioritise the establishment of a harmonious working environment by employing individuals who are well-suited for the roles. Upon conducting this study, the researcher was able to analyse specific parallels and contrasts between the strategies used by these firms.

This study emphasises the ideas that the researcher has prioritised and used to design the interview and questionnaire questions. The researcher has chosen to concentrate on the Human Capital Theory and the Motivational Fit Theory, since they are the most relevant and illustrative for this study (Becker S. G., 1994) (Becker G. S., 1962).

The Human Capital Theory in this research examines how recruiters prioritise skills, knowledge, and expertise above other attributes, such as personality. Utilising this theory to inform the final choice mitigates prejudice, as the study suggests, and enhances organisational

performance when skills, knowledge, and expertise correspond with job needs (Becker S. G., 1994). To clarify, the employment requirements include that candidates must possess five years of management experience and a degree; those without either qualification will be eliminated in a fair manner, as the position necessitates. If several individuals meet the requirements, using a selection process that use questions to ascertain the most qualified individual would effectively reduce prejudices (Becker G. S., 1962).

The motivational fit hypothesis posits that the alignment of an individual's objectives with those of the business enhances performance and fosters harmonious relationships between employees and management (Schmidt & Hunter, 1998).

The primary data collection would include key elements such as evidence-based procedures, various recruiting and selection factors, and relevant theories, addressed via both quantitative methods (questionnaires) and qualitative methods (one-on-one interviews). Upon the completion of both primary data collecting techniques, a triangulation analysis will be conducted, whereby the findings from the secondary data will be compared with the results from both primary data sources. In addition, the various primary data gathering methods will be analysed and compared to identify their differences and similarities.

Definitions

Recruitment Process

Recruitment is the foundation of human resources; it involves the entire process of initiating recruitment processes, including the definition of organisational requirements and job specifications, the development of strategies to attract the appropriate candidates, and beyond. It mandates that supervisors in the field ascertain the company's needs and convert them into specific job requirements. In order to prevent allegations of discrimination, it is crucial for

organisations to identify a population of applicants whose qualifications, expertise, experience, and knowledge align with the specific requirements of the job opening.

Justification for the Definition

1. **Goals Alignment:** The term is entirely consistent with the concepts of this research. The human capital and motivational fit theory facilitate the identification of the optimal match for the organisation to achieve a strategic plan that accommodates the company's requirements, thereby aligning the objectives of both parties: the organisation and the candidate.
2. **Detailed Process:** This involved the creation of a well-defined and plainly sequenced outline of the recruitment process, which commenced with the identification of the company's need to hire new personnel and concluded with the publication of the job vacancy announcement. This process also encompassed additional research conducted within the organisation, including revised job descriptions, economic viability, financial probability, and other pertinent factors. The recruitment process will be significantly enhanced by a comprehensive approach that takes into account all critical stages.
3. **Employing Evidence-Based Methods:** This method is highly advantageous, as the final decision will be substantiated by the implementation of the four pillars, thereby preventing the accusation that the recruiting team merely relied on intuition or conjecture. This is evidence of a structured process that is designed to identify the most suitable option for the company by utilising research, internal data, expert opinions, and stakeholder perspectives.

4. **Candidate compatibility:** - This factor is essential, as it will help to prevent any future conflicts or disputes among employees. The team's cohesiveness will be contingent upon the identification and validation of the current culture, as well as the emphasis on the necessity of ideal harmony within the organisation through the pursuit of shared objectives with the recruit.

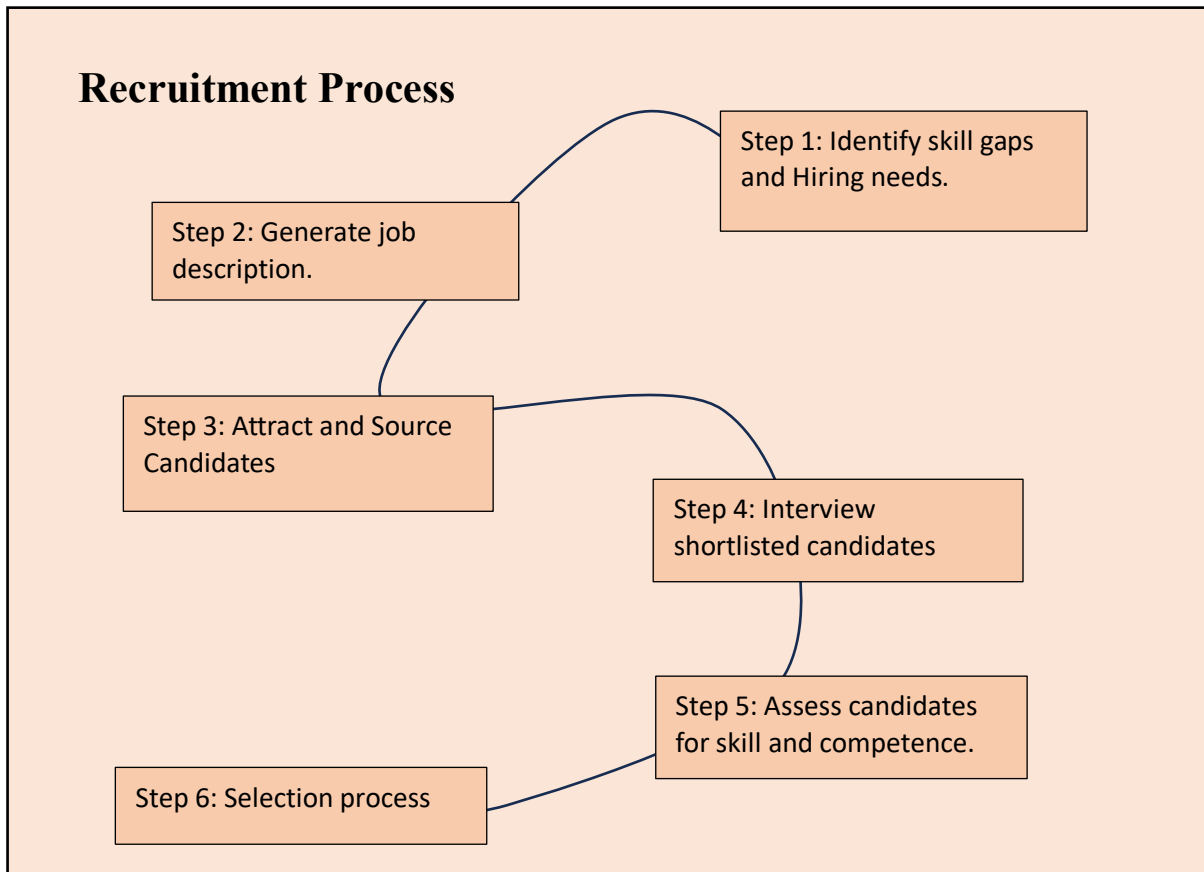


Figure 2 - Recruitment process.

The definition chosen exemplifies the researcher's ideal of the optimal recruiting process: strategic in nature, with an exhaustive and up-to-date detailed scheme, evidence-based methods, and, most importantly, fairness. It promotes harmony and consistency in the recruitment process. The ultimate objective should be the unification of objectives and the continued growth of an organization's performance rate. It is crucial to note that not all firms, including those that are the subject of primary data collection, may adhere to the definition provided above. They are free to implement any recruitment process they deem appropriate;

however, their initial objective of securing the most qualified candidate for the organisation may not be realised.

Transition from Recruitment to Selection

The recruiting team promptly transitions to the selection process after the recruitment process has been completed. The ability to seamlessly transition from one point to another is ultimately determined by the transparency of the process, which necessitates a significant number of peripheral observers (Iddekinge & Ployhart, 2008). This, in turn, leads to opacity, which raises concerns for those who meet the criteria for selection. If the recruitment process adhered to the uniformity guidelines previously mentioned, the selection process should be no different (Derous & Fruyt, 2016). This will involve adhering to the criteria and qualifications outlined in the job advertisement, which will result in a physical examination, whether it be an interview or a test. In the subsequent section, the selection procedure will be further elucidated.

Selection Process

The selection process may be succinctly described as the identification of the best appropriate applicant for the specified position. It is essential to adhere to all predetermined criteria outlined in the job description throughout the recruiting process to ensure total transparency. It is of paramount importance that the frequently referenced theories are observed, as hiring an individual who does not align with the team dynamics and whose selection is based on personality, while lacking the requisite expertise for the position, would constitute a significant misallocation of resources, thereby increasing the likelihood of necessitating a restart of the process. The most significant element of this description is that it incorporates the previously conceived notions of recruiters about the ideal candidate for the company.

The following criteria are some guidelines that the selection process should abide by:-

1. The final decision should promote the optimization in organisational performance.

2. There is no prejudice in the decision-making process since it adheres to the required standards.
3. Ensure the recruit aligns with the organization's long-term objectives.
4. Introduce innovative concepts and new perspectives to the organization.
5. Verify compatibility between the job requirements and the organizational culture.

Justification for the Definition

1. **Systematic Approach:** - This would imply a uniform criterion and would be fair in all respects. It stresses a more unbiased and knowledgeable decision-making process. It indicates less prejudice and error.
2. **Pre-established Standards:** - This helps in two different ways. The apparent advantage of this is that the advertisement of the eligibility criteria reduces the amount of applicants who are unqualified, and secondly, it acts as a yardstick against which the final decision can be defended if there are any complaints. Another advantage of established criteria is that it makes the job of shortlisting easier as it gives the recruiters and selection boards something to refer to.
3. **Skills and Qualifications:** - This aspect can be closely related to the relevance in respect to the mentioned theories above. The need to conduct necessary research on the level of skills and qualities within a certain job allows the organization to effectively find an optimal candidate while saving precious resources.
4. **Cultural fit:-** Once there are a large number of candidates available with the required skillset and qualification, the next step for filtering will be a cultural fit. The candidate needs to share the same goals as that of the rest of the team dynamics. The new joining need to be on the same page as the organisational values, purpose and work environment in general.
5. **Contribution towards Organisational Objectives:** - This is somehow interlinked

with the previous point of cultural fit. The focus on the cultural relevance of internal affairs even at the recruitment stage will eventually enhance the attainment of broader organizational objectives and, thus, improve performance.

The following figure exemplifies an optimal systematic and impartial selection procedure that aligns with the organization's objectives and requirements.

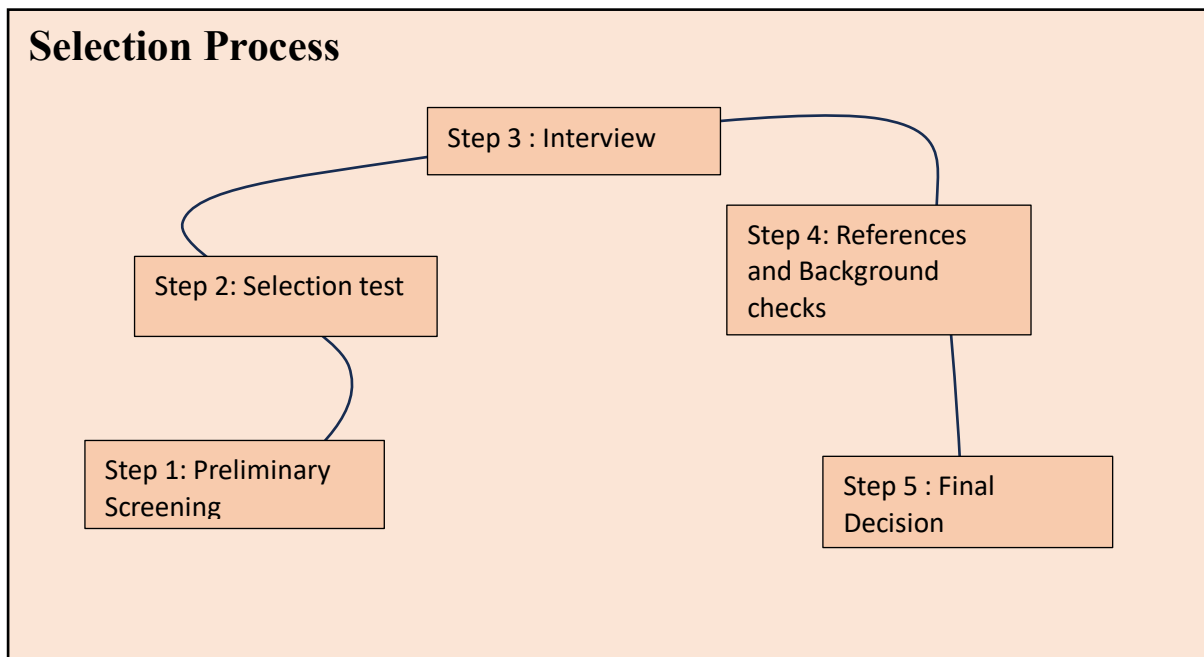


Figure 3 -Selection Process

Selection Methods and Techniques

When it comes to deciding what is the best selection method and techniques it is up to the recruiter / selection board. The researcher would like to add that in their opinion it would depend on the job positing at hand as for example a job positing for a manager would be suited for an interview but in cases for example an IT engineer an interview would not showcase the applicant's full potential, a psychometric test would be more suited for the task. (Campion, Palmer, & Campion, 1997) once stated that the utilization of selection methods is crucial to identify and recruit individuals with the requisite skills and expertise, who also fit will with the organisational culture. These methods in question are the following (Schmidt & Hunter, 1998):

1. Screening procedure
2. Assessment techniques
3. Technology in Selection
4. Validity and Reliability in Selection Methods

Screening Procedure

The screen procedure is in other simplified words the vetting of all the applications received for the job posting. Analysing every single application received to list down their skills, qualifications, expertise, knowledge additional advantages and see if they align with the job requirements. If they do the applicant moves on to the assessment portion of the selection process. If the requirements are not met and the applicant is seen to not make a fit in the organization, then they will be eliminated from the selection process (Schmidt & Hunter, 1998).

Assessment techniques

These assessment techniques are some of which can be used in the selection process to find the best candidate for the post. As previously stated, not all company use these techniques, some are more prone for the traditional and some are more intrinsic and do the necessary research.

1. **Interviews:** - These are by far the most common and easy assessment technique used by the majority of the organisations. This process invites the shortlisted applicants one by one or in a group setting with the recruiter or board as to assess the said skills and qualifications they mentioned and assess their abilities and behaviour cues in certain workplace scenarios (Campion, Palmer, & Campion, 1997) & (Alderfer & McCord, 1970).

2. **Psychometric tests:** - A psychometric test is normally an exam build of multiple-choice questions where it helps the recruiter/board test the applicants numerical reasoning, verbal reasoning, indicative reasoning, diagrammatic reasoning, logical reasoning and error check (Schmidt & Hunter, 1998). These tests are not so popular as interviews as they are more time consuming, but it is for sure a more evidence-based approach method due to the background research, internal research and employee to stakeholder opinions as to the develop the psychometric test questions.
3. **Assessment Centres:** - Assessment centres are a more complex and time-consuming selection method. These centres are a series of tests that can go from 2 hrs to 2 days. The recruiter and or board use some of the following (or all) exercises in the assessment centres to help with the final decision, which are the following: -
 - a. Sales and Negotiation (Role play)
 - b. Business stimulation
 - c. Group Discussion
 - d. Written exams
 - e. Presentations

This selection tool is very effective but is almost never used due to the time-consuming affects and if the vacancy that is posted needs to be urgently filled this method is most probably the last thing to be chosen (Schmitt & Coyle, 1976).

Technology in Selection

In this area, considerable growth has been observed in the usage of technology and AI. There are several applications for predictive analytics that help streamline the process and give way to final decisions with numerical and informational criteria (Ryan & Tippins, 2004). These technologies enable fast screening and evaluation of applicants to allow a more objective, data-driven methodology. An online email system and online application platforms have facilitated

the process of screening, making it much faster with fewer chances of misplaced applications (Ryan & Tippins, 2004).

Validity and Reliability of Selection Tools

1. **Validity:** Refers to how accurately a selection tool measures the attribute it intends to assess. Content validity ensures that selection procedures measure work-related information, while criterion-related validity predicts job performance based on candidates' scores (Iddekinge & Ployhart, 2008).
2. **Reliability:** Refers to the consistency and precision of selection tools when used repeatedly (Sackett & Lievens, 2007).

To conclude an efficient selection procedure, incorporate various methodologies and strategies to thoroughly assess candidates, allowing organizations to make well-informed recruiting decisions aligned with job requirements and organizational culture.

Historical Overview of Recruitment and Selection Practices

Evolution of Recruitment and Selection methods

The field of recruitment research has a longstanding history of more than four decades. Initial studies primarily examined organisational factors and the process by which employers choose candidates from a group of job seekers (Alderfer & McCord, 1970). Insufficient consideration was paid to the impact of the organisational recruiting and selection process on job preferences (Trevor Yu & Cable, 2014). Only a limited number of research have investigated the factors that influence job seekers' decision-making process while choosing a job (Derous & Fruyt, 2016). These studies have mostly focused on job and organisational characteristics, while neglecting variables related to the recruiting process. Guion's work, "The Handbook of Industrial and Organisational Psychology," (Trevor Yu & Cable, 2014) emphasised the im-

portance and profitability of employee recruiting compared to staff selection, specifically highlighting the shortness of the recruitment portion. Over time, other features have emerged, including diversity recruiting, talent raiding, and internet recruiting.

Recruitment & Selection (Pre – 1980)

Before 1980, most of the research primarily examined the responses of job applicants towards recruiters, employment interviews, or both (Trevor Yu & Cable, 2014). Overall, multiple sources (Alderfer & McCord, 1970), (Schmitt & Coyle, 1976) & (Ilgen & Seely, 1974), indicated that recruiters likely had a significant role in decision-making. Upon analysing the supplied data, it becomes apparent that throughout this period, the adherence to the four evidence-based pillars was lacking. It is evident that the sole significance was attributed exclusively to the recruiter and their viewpoint. Based on the available information, it appears that the recruiter was not primarily concerned with the candidate's history or qualifications (Ilgen & Seely, 1974). Instead, their focus was on the candidate's ability to work and their availability for immediate replacement or else to find someone who is quick at learning as to be able to manage the new expansion of the increased workload (Alderfer & McCord, 1970). The traits of the recruiter were strongly correlated with the likelihood that candidates would accept a job offer, as indicated by the applicants themselves (Ilgen & Seely, 1974) (Nhatphaphat, Wangthong, & Suksanchananun, 2023). Interviews would base their decision mostly upon seeing the individual, if the individual provided an excited energy to work, was available immediately and was a quick learner, it was unnecessary to look at previous experience they will base their sole decision from the first meeting (Trevor Yu & Cable, 2014).

Regarding the characteristics of recruiters, it was found that the perceived personality and knowledge of the recruiter were more significant than their demographics, such as age, ethnicity, or gender (Trevor Yu & Cable, 2014). Another first discovery indicated the potential

significance of promptly contacting candidates and conducting additional follow-ups, even after they have accepted a job offer but have not yet commenced employment. A prominent limitation before to 1950 was the occurrence of newly appointed individuals entering the workforce and expressing a sense of being misled about the true conditions and expectations of their workplace (Alderfer & McCord, 1970) (Trevor Yu & Cable, 2014). These recruiting and selection processes may result in increased turnover rates, as individuals may perceive themselves as unfit for the position and choose to quit within the initial months (Ilgen & Seely, 1974). Hence, doing post-selection follow-up and thorough analysis is crucial to avoid resource wastage and the need to initiate a new search for candidates (Alderfer & McCord, 1970).

There were several positive and negatives in that era as one may see from the below table:-

Advantages	Limitations
Quick to find new recruits.	The recruit chosen may not have been the right choice (due to not a very through selection decision) (Nhatphaphat, Wangthong, & Suksanchananun, 2023)
Quick decision for selection	Waste of resources (Due to high employee turnover) (Upadhyay & Khandelwal, 2018)
Only thing that is needed is recruiters' opinion	Possible Destruction in the workforce (if the new recruit is not matched with the current workplace culture)
Normally not a lot was expected from recruits just a good attitude to work.	

Table 1 - Advantages & Limitations

Recruitment & Selection (The 1980s)

Compared to the previous decade, in the 1980s there was a leap in recruitment research. Whereas various recruitment strategies were indeed investigated, the majority of studies focused on one of three topical themes, namely:

1. **The Recruiters:** - During the 1980s, the research mainly centred on the effects produced by the recruiters upon the perception and also the decision-making done by the job candidates. Many aspects were focused upon for this very purpose that included demographics, personality characteristics as well as job-related experience. The Methods of Research associated with one of these three dependent variables chiefly proved to be radically different in nature (Harn & Thornton, 1985). For instance, recruiters were studied mainly through applicant questionnaire which were filled out immediately after the initial interviews, while recruitment sources studies tended to conduct post analysis of employee tenure from company personnel files (Harn & Thornton, 1985). The findings showed that qualities of recruiters had a moderate impact on perceptions, even though this impact became insignificant with time. The most important attribute was the recruiter's influence. While methods had proliferated in quantity and improved in quality, some methodological limitations did persist. The effects of recruiter's behaviour that occurred initially did not substantially influence important recruiting outcomes like job choice itself.
2. **Recruitment sources:** - A study of the effects of using alternative methods of obtaining applicants, such as employee referrals and employment agencies, experienced a steep increase in the 1980s. Research in this area was spurred by earlier findings that employee referrals are often superior to other sources in generating workers who remain with the organization longer. Previous research has suggested that a relationship exists between the extent to which an employee is involved and asked for his or her input as

part of the recruitment process and higher reduced turnover rates, better employee attitudes, better performance of the company and better attendance (Harn & Thornton, 1985). However, there is at present no affirmative evidence from hypothesis testing to confirm a significant relationship (Trevor Yu & Cable, 2014).

- 3. Published Job Display:** - Realistic job previews were the largest area of recruiting study during the 1980s. Employers commonly seek to present their organisation in the best possible light to prospective applicants. Due to this, applicants often have inflated expectations for the jobs to which they apply. The researchers, therefore, hypothesized that "such exaggerated expectations may have negative post-employment outcomes such as lower employee satisfaction and higher quit rates." For such to occur, two concepts were developed to try and explain the issue. These are the self-selection and early adjustment concepts. The self-selection hypotheses suggest that when given a more realistic information, poor fits for an organization will withdraw themselves from applying to the organization. In contrast, early adjustment hypotheses focus on how explicit job descriptions influence the performance of candidates on their jobs after hiring. Many causes were investigated for this association, including the fact that better predictions of work-related problems, a tendency to make stronger commitments to people giving more accurate information, and a lower likelihood of becoming dissatisfied due to a correspondence between job experience with expectations. Overall, while recruiting researchers in the 1990s began to pay more concentration on the organizational level of analysis (Harn & Thornton, 1985), studies largely failed to show relationships between organizational recruitment practices and organizational outcomes (Trevor Yu & Cable, 2014).

Recruitment & Selection (Current Years)

Human resource management has passed through several unique periods, each characterized by certain goals and aims. The staffing and selection process has proved to be among the most important that a business undergoes. These stands based on identifying people with the required knowledge, skills, and abilities within the setting, as indicated by (Upadhyay & Khandelwal, 2018). Human resources are one of the major elements on which organizational success depends, together with competitive and strategic advantages.

Organizations look for people showing the competencies, capabilities, skills, motivation, utilization, and knowledge resources that impact the outcome of corporate desired outputs such as growth and sustainability (Nhatphaphat, Wangthong, & Suksanchananun, 2023) & (Trevor Yu & Cable, 2014). The recruitment and selection strategy of an organization and or company are examined in developing the strategic recruitment planning. This involves designing a recruitment system both internally and externally, developing a selection system, and identifying appropriate means of selection that are accurate, reliable, not too costly, and easy to use.

Human resource management shifted the competency-based recruitment and selection process from personal attributes, integrating digital platforms into the activities. This integration has hit the recruitment and selection process with a big band, and currently it is the only way for the organizations to stay competitive in the turbulent times in human resources.

Organizations seek, in modern life, to attract the best persons as an added value to their teams and building blocks towards sustaining an advantage over the competitors. Such talent would be chased by socially responsible innovative and digital businesses; hence, increasing the visibility of the firm to the public. Increased status within organisations also contributes to improved performance, hence attracting attention and collaboration from educational

institutions to undertake research projects, internship, business model contests, and social initiatives. Organizations will need to attract this new generation; therefore, they will need to change the way they recruit and select individuals in order for them to be more appropriate for motives, expectations, and ways of communicating typical of this generation.

Other integration strategies are related to human resource management: payoffs, job assessment, job design, and communication channels. The new generation should have direct and clear expectations from job design with respect to work-life balance, flexible work arrangements, dress codes, open communication, welcome for diverse thinking, and unlimited learning opportunities. (Nhatphaphat, Wangthong, & Suksanchananun, 2023). As a job coach also allows the generation to speak their minds, drive innovation, and give timely feedback to their subordinates. Publicizing a job vacancy or advertisement is a significant modern human resource practice (Upadhyay & Khandelwal, 2018).

By creating strategies while collaborating with organisations in different sectors, the companies can create opportunities for recruitment and retention more ingeniously. According to the study of Lady Bee, 2019, work is very critical in the present generation as it communicates organisational culture to the public for attracting the right type of candidates for vacancy announcements. Therefore, the use of digital technologies in recruitment and employee selection has become necessary. e-Recruitment and social networks would allow the organization to be visible for a large pool of candidates.

The use of chatbots in large organizations with numerous job vacancies eases the burden of information provision and inquiries from applicants (Nhatphaphat, Wangthong, & Suksanchananun, 2023). Data management systems enable the output of accurate and accurate data; these types of data are important for making conclusive decisions. These tools offer analytics and strategic plans toward future recruitment and selection processes. In summary,

digital technologies have adopted a more updated recruitment and selection process is necessary to retain the sought-after talent pool in the current day and age.

Real life Examples through Evidence Based Practices

There are several companies that have gone through the process of evolution in their recruitment and selection process but who have also adopted Evidence-based management practices. Companies that have published researched and which have used EBM are the following: -

1. Google
2. Deloitte
3. Unilever
4. Amazon

Google

Evidence-based techniques, such as structured interviews and work sample assessments, employed in the recruitment and selection process at Google, can reduce biases and better predict future work performance. Fairness and objectivity are ensured through structured inter-views as they evaluate relevant talents, such as problem-solving abilities. Work sample exams are critical for assessing certain critical skills and competencies for the position. Google pulls in a range of data from the candidate selection process: candidate responses, interview performance, and historical data regarding previous hires. The company collates this information to determine which aspects of the recruiting process are most predictive of future performance.

Such biases and a lack of diversity in their recruitment processes are solved by Google's data-driven approach. The structured methodologies utilize objective data, thereby diminishing the impact of unconscious bias brought about by subjective decision-making. Furthermore, if

some groups consistently receive poorer scores, inquiries are made to pinpoint problems and correct them at the root level. Google has integrated advanced analytics and AI into the recruitment process, screening applicants' resumes based on past records of good performers and using predictive analytics to forecast applicants' future job performance in specific job titles.

Deloitte

Deloitte uses behaviour panel interviews as a tool in predicting the potential job performance through past behaviour study of the applicant (Lievens & Chapman, 2010). These interviews involve questions, where the candidate is asked to describe specific situations that best demonstrate how they applied certain skills and competencies related to the job opening. This method is predicated on the premise that historical behaviour accurately predicts future performance. The applicants' responses would be assessed by the interviewer using the STAR technique, which stands for Situation, Task, Action, and Result. This method offers a standardized and uniform assessment of the application, according to (Lievens & Chapman, 2010).

SJT is a psychological test that assesses the desirable alternatives that the applicant would select when considering various situations. Situational Judgement Test Deloitte considers through the applicant's performance in terms of their suitability to job scenarios. The test is defined by its mode of administering the responding applicants with some kind of situation and asking the applicant to choose from amongst a set of courses of actions from possible option scale. The Situational Judgement Tests are laboriously designed based on the job analysis and validation studies, to confirm their exact potential in predicting performance in the workplace. The tests shall assess candidates' ability to solve problems, make effective decisions, and maintain a healthy relationship with people in the workplace.

Unilever

Unilever designed gamification in its recruitment process through its online strategy. Candidates play games on the Web that gauge cognitive, emotional, and social traits; the design of these games is informed by psychological research, and the result for each candidate is a data-driven profile in detail. These gamified exams are far more engaging, and with them, Unilever attracted a far more diverse range of candidates, yet it could still ensure the scientific rigor of evaluations, thus being able to predict job performance more accurately.

Unilever has started using AI to analyse video interviews. The candidates respond to pre-set questions, and the AI program evaluates many factors of speech patterns, body language, and facial expressions of the candidate. This AI-based research removes human judgment biases and presents a very objective analysis for every candidate (Chamorro-Premuzic, Winsborough, Sherman, & Hogan, 2016). Subsequently, the assessment process will be rendered impartial and appropriate by artificial intelligence, thereby supporting Unilever's endeavour to broaden its diversity and incorporate individuals from all backgrounds. In accordance with (Chamorro-Premuzic, Winsborough, Sherman, & Hogan, 2016), this is the case.

Amazon

The main purpose of Amazon's behavioural interviews is based on its core principles of leadership (Levashina, Hartwell, Morgenson, & Campion, 2014). It requests candidates to give examples of past behaviour in relation to these principles, for instance, "Customer Obsession" and "Deliver Results." This makes use of the underpinning idea of past behaviour serving as the best predictor of future behaviour. The interviewers follow a structured process to ensure standardization and fairness when evaluating candidates (Taylor & Small, 2002).

Predictive analytics at Amazon can be used to fine-tune the company's hiring process. Amazon analyses a wide range of information from previous hiring cycles to find patterns and signals that correlate with better performance and long-term success at the company. By taking data-based decisions, Amazon can hire more informed and regularly improve its selection process.

Similarities

In fact, Deloitte, Unilever, Amazon, and Google appear to be practicing similar methods of recruitment and selection. Their use of evidence-based approaches shows their commitment in that respect. In fact, structured interviews, behavioural assessments, state-of-the-art technology and AI, emphasis on predictive validity, attempts at reducing biases, organization-wide guiding principles, thorough candidate evaluation, and continuous improvement using data analytics are all part of the practice list of Deloitte, Unilever, Amazon, and Google (Iddekinge & Ployhart, 2008). Structured interviews ensure fairness and consistency in applicant evaluation, while a behavioural assessment determines how a person will perform in a job based on his or her past behaviour.

Unilever and Amazon make heavy use of technology and AI in their recruitment process. They make use of online gamification, as well as AI analysis of video interviews in order to create a data-driven profile of potential candidates. Amazon makes use of predictive analytics to identify patterns in large data sets while Google relies on data-based decision-making to enhance their recruitment process.

Predictive validity is therefore highlighted by all four companies as they adopt valid methods to forecast job performance equitably. They even reduce bias on various fronts through the adoption of structured interviews, standard grading, and data-based procedures thus (Schmidt & Hunter, 1998).

Amazon uses its leadership principles during hiring whereas Google checks whether their candidates will work well within their innovative and team-oriented culture based on work sample tests and structured interviews (Campion, Palmer, & Campion, 1997).

These companies screen candidates very closely, where many of the candidate's competencies and eligibility to the position are gauged closely. From here, through data analysis, best practices can be identified, and necessary adjustments made to achieve further improvement in those areas.

Deloitte, Unilever, Amazon, and Google are similar to one another regarding recruitment and selection processes by commitment to evidence-based practices and strategic methods of recruiting and selecting talent. The companies assure, by the use of such methods, enhancement in regard to the ability of making informed decisions about recruitment while increasing overall performance and competitive advantage.

Differences

1. Deloitte focuses on behavioural interviews and situational judgment tests, giving much importance to a structured approach to explore past actions and hypothetical situations.
2. Unilever is unique for their innovative uses of digital tools, from gamification to AI video interview analysis, to create an engaging yet empirically robust assessment process.
3. Amazon uses a mix of traditional behavioural interviews along with strong predictive analytics to pick up vital signals of success. In addition, they include their leadership principles as part of the selection process also (Taylor & Small, 2002)
4. Google is also famous for using the rigors of structured interviews and work sample assessments and in-depth data analysis to refine and fine tune its hiring practices on a continuous basis (Campion, Palmer, & Campion, 1997).

In fact, Deloitte, Unilever, Amazon, and Google adopt this process of evidence-based recruiting and selection. However, the businesses used different methodologies and applied unique concepts particularly to their individual organisational culture and goals. For instance, Deloitte and Amazon focus on formal interviews and behavioural-based assessments. On the other hand, Unilever uses digital methods that are leading-edge. Google applies long statistical data analysis with work sample testing. These differences also outline the various ways in which different companies employ to uplift their recruiting and selection processes, which ultimately develop into the success of attracting and retaining highly qualified people.

Theoretical Frameworks and Models

HR departments are at hand of many theoretical frameworks and models. These frameworks and models can be interpreted as model guides as to be able to predict how affect the recruitment and selection processes are. The table below will represent some of the main key theories and models known specifically for recruitment and selection:

Name of Theory /Key Model	Inventor
1. Human Capital Theory	Gary S. Becker
2. Person-Environment Fit Theory	Amy Kristof -Brown, Robert D. Zimmerman, and Erin C. Johnson
3. Resource-Based View	Jay Barney
4. Attraction-Selection-Attrition Framework	Benjamin Schneider
5. Signalling Theory	Michael Spence
6. Social Exchange Theory	Peter M. Blau
7. Equity Theory	John Stacey Adams
8. Competency-Based Models	Michael A. Campion, Alexis A. Fink, Brian J.

	Ruggeberg, Linda Carr, Gina M. Phillips, and Ronald B. Odman
9. Behavioural Consistency Model	Tim Janz
10. Motivational Fit Theory	Amy Kristof Brown

Table 2 - Recruitment & Selection Theories /Models

Gary S. Becker's Human Capital Theory

A broad concept, human capital describes the abilities, knowledge, skills, and physical health that enhance an individual's productivity through better performance at work. It is because human capital increases workers' productivity just like physical capital and like technology instruments boosts production. As (Becker G. S., 1962) says, the theory of human capital is highly usable for companies. It identifies the skills as well as characteristics of all candidates for the purpose of determining the overall useful rate that a company can realize through the selection of a candidate. Employers will invest more resources in candidates that are highly qualified with a need to further their training and education for the purpose of improving the general reputation of the company among members of the public. The major gain for Employers and Individuals would be shared in the following:

Individuals: Investment in human capital, i.e., education and skills building may result in better career options and increased lifetime earnings. According to the study, individuals would work towards maximizing their lifelong earnings by investing in education and thereby gathering skills at the initial stages of their respective working careers (Becker S. G., 1994).

Employers: Providing resources for personnel training and development can result in high returns to the employers. An organisation can be more effective, innovative, and competitive due to skilled staff. Due to this reason, several organisations offer training

programs, tuition reimbursement, and professional development opportunities are provided by an organisation (Becker S. G., 1994).

Employers utilize recruitment and selection methods to uncover and attract workers in possession of large volumes of human capital. Selection entails examination of a candidate's educational background, work experience as well as abilities or skills through interview techniques, resume screening as well as through skill assessment tests. Formal education and training are often regarded as a signal of human capital (Becker G. S., 1962). On-the-job training and work experience are also considered important components of human capital and persons with appropriate work experience are preferred over others. Organizations may develop the human capital of the employees by investing in them.

Critics say that Human Capital Theory puts more emphasis on formal education, and thus reduces the worth of informal learning and experience-based knowledge. And this inequality in access to education can further cause poverty and inequality (Becker S. G., 1994). Measuring the value of human capital is just as challenging because it is intangible and hard to quantify. Human capital cannot do without such ingredients as leadership, interpersonal skills, and creativity, yet they are sometimes ignored. It is for this reason that such issues should be addressed to promote better development of human capital. This theory states that those with low schooling and no previous experience has major difficulties finding jobs which in turn reduces the number of opportunities available to the workers. They are known to be hard working as it seems this is a result of their desire to be successful in whichever field they end up in (Becker G. S., 1962). They have a high need for knowledge acquisition and personal growth. They are also inherently creative. However, they are never given the chance by the employers, putting this theory into consideration, because they have no qualifications or experience whatsoever.

Amy Kristof Brown's Motivational Fit Theory

The Motivational Fit Theory states that internal and external variables that motivate individuals affect performance and work satisfaction. It advocates that individuals need to choose occupations that match their motivational preferences. Such motivational preferences include autonomy and creativity amongst many others. The congruence between the organization's ethos and principles with that of an individual's motivational preferences has also been taken into account. The result of correspondence between one's motivational needs and those of a job is increased levels of job satisfaction, commitment towards the organisation along with job performance. It is important that employers consider the in-depth infrastructure of the organization when hiring new employees. Find out what motivates the current employees to stay with the company, find out what can be added, and see whether they are a mutual interest among other employees, too. This theory, when not taken for granted, leads to a more contented working atmosphere, reduced attrition of employees, and increased rapid and tranquil production of work.

These recruiting and selection methods can thus implement the concept through techniques like behavioural interviews, culture fit, and work previews. Employers can also create innovative recruiting strategies that attract candidates whose motivations are closely aligned with the special incentives and opportunities offered by an organization and a job.

Effective onboarding processes can further enhance both onboarding and retention by reinforcing the congruence between individual objectives and work rewards. Salary advancement and employment progression are among the most prevalent motivational factors in employees (Carless, 2005). Similarly, ongoing alignment initiatives may also enhance staff retention and engagement.

Yet, over time, it has encountered numerous challenges and shortcomings including subjective perception judgments, fluctuating motivation dynamics, and missing focus on other causes that actually shift work satisfaction and performance (Kristof, 2006). Lastly, Motivational Fit Theory provides an overview on how organisations could maximize job satisfaction, commitment, and performance by matching organisational values and work characteristics with motivational preferences of people (Carless, 2005).

In this study, the researcher bases the investigation on two theories that are Motivational Fit Theory and Human Capital Theory. The Motivational Fit Theory emphasizes the need for matching incentives of an individual with the job and culture of the organization to ensure increased job satisfaction and performance that better meet today's contemporary dynamics at work. It allows a more holistic evaluation of applicants beyond their qualifications and capabilities with intrinsic and extrinsic motivators. The Human Capital Theory considers man to be an investment; hence, organizations must investigate the long-term benefits of employee education, training, and development (Becker S. G., 1994). It underlines that a major part of skills, knowledge, and expertise is indispensable to economic performance and thus allows a means of appraisal of the economic value of the skills and knowledge of employees in quantifiable terms. This involves the rationale for the research that minimized any chances of biased selections and hence found for the company the best candidate who may help enhance organizational performance in terms of various variables. By incorporating these ideas, a well-rounded recruitment and selection process is developed to ensure the delivery of skilled and competent workers, along with the motivation and focus needed to work toward meeting organizational goals.

This integration tends to increase the accuracy in sustaining the predictability of applicants' tenure and performance in a job opening, as cited by (Carless, 2005). If strategically implemented, these concepts can lead to a competitive advantage for organisations in the

making of a stable, creative, and productive group. Therefore, different selection instruments and assessment techniques could be developed based on the evaluation of human capital and motivational fit components. Knowledge from these concepts can be utilized in designing training and development programs which target specifically enhance work satisfaction and skills. Such dual focus, therefore, enables workforce strategic planning to occur by which employees are retained and expansion of the organisation continues unabated. The theories give the useful perspectives that ensure competent and motivated individuals are selected, which further enhance more organisational successful performances. These theories will be incorporated into the data collection, as they will form part of both questionnaires and interview questions, thus allowing for their full application.

Legal and Ethical Considerations

The processes of recruitment and selection have to be influenced by a number of legal and ethical issues to ensure, equity, objective, and respect for the law and norms of society. Compliance and clarification to two factors which are very important for organizations in avoiding legal liabilities as well as ensuring an appropriate and levelled up recruitment.

Equal Work Opportunity Act has been created to reassure and help each and every individual in regards to their right and opportunity to work, free of all and any form of discrimination. Employment and Industrial Relations Act, which is acronym for EIRA, is the department which enforces laws in regard to peoples working rights. It talks about the basic rights and obligations in a job situation as well as creates a blanket approach for fairness and equality in the work environment.

Consequently, the EIRA provides protection to employees from employment discrimination based on any of the following categories: sex, marital status, gender identity, sexual orientation, age, disability, religion or belief, race or ethnic origin, and union

membership among other (Krieger, 2004). This includes recruitment, terms and conditions of employment, internal promotion, employee training/development and automizing cessation of employment.

There is a core principle of the Gender Equality for Men and Women Act, namely the abolition of any discrimination on the grounds of sex or family responsibilities, religion, orientation etc. To comply with Maltese EEO principles and regulations, organisations should implement the following effective policies: establish clear policies and procedures, provide adequate training and education, adopt inclusive recruitment strategies, ensure reasonable accommodations, conduct monitoring and reporting, and engage in genuine collaboration with the NCPE.

Ethical Concerns in Recruitment and Selection

Principles and standards of "EEO" or Ethical Employment Opportunity have become integral to the recruiting and selection process. Employers must guarantee that the hiring process is transparent, equitable, and truthful. The primary ethical issues include the idea of truthfulness, confidentiality, non-discrimination, the dignity of applicants, and conflicts of interest. To meet these criteria, organisations must implement explicit policies and procedures, conduct regular training sessions, utilise standardised practices, employ diverse hiring panels, perform routine audits and assessments, create job descriptions that encompass all types of individuals, ensure accessibility for applicants with disabilities, offer constructive feedback, and incorporate equal opportunity messages in job advertisements and on company websites.

The proposed solutions will assist organisations in comprehending and enhancing their capabilities to address these difficulties while mitigating prejudice, therefore facilitating a more comprehensive approach to applicant selection. Regular audits and reviews might facilitate the identification of vulnerabilities requiring repair and ensure adherence to established best

practices consistently. It involves creating inclusive job descriptions, accommodating disabilities, maintaining open and honest communication, and including Equal Opportunity Statements in job advertisements and company websites. These activities will enhance the applicant's experience while upholding ethical standards.

Best Practices for Compliance

In the recruitment and selection process specifically when it comes to legal and ethical standards it would be beneficial to implement the following recommended methods:

1. **Explicitly delineate policies and procedures:** - Establish rigorous recruiting and selection protocols based on the tenets of Equal Employment Opportunity law and ethical standards. Ensure that these rules are well written and effectively conveyed to recruiting managers and HR personnel (Hoque & Noon, 2004).
2. **Training and Education:** - It would be beneficial to constantly promote, and host training programs related to these topics (legal obligations/ ethical standards etc..) as to promote knowledge to the hiring managers and HR personal to implement the best practices when it comes to recruitment and selection. For example, the public service already implements and create awareness with the constant training and development programs.
3. **Standardized Processes:** - Implement standardized recruiting and selection protocols to guarantee consistency and fairness. This includes the use of organised interviews, established assessment methodologies, and explicit evaluation criteria.
4. Utilise **varied hiring panels** to mitigate prejudice and provide a broader viewpoint in selecting processes. The use of varied panels may provide application assessments equitable and representative.
5. **Routine Audits and Evaluations:** Routine audits and evaluations of recruitment and selection processes must be conducted to verify compliance with legal standards and

ethical practices. This may identify shortcomings for improvement and assist in upholding standards using the most suitable methods.

6. Formulate **inclusive job descriptions** devoid of biased language: - Provide a succinct overview of the primary duties associated with the role and the necessary qualifications, excluding any restrictive criteria that may exclude certain candidates.
7. **Disability Inclusion:** - Ensure recruiting is accessible to applicants with impairments. For example, the public service commission offer all applicants who have a disability card to fill out a reasonable accommodation form for any means that they require during the interview process or during the selection process noted by (Zwan & Beer, 2021).
8. **Feedback and Communication:** - Feedback to all people who apply should be given for both good applicant and applicants who were not successful. This helps as it reduces complaints or allegations of unfair treatment during the whole process.

Recruitment & Selection in the Public Service

The Maltese public sector is managed in terms of its recruitment and selection by means of particular legislation and rules, ensuring that this process is appropriate, effective, transparent, and free from bias, with merit as the driving principle. The processes are uniquely tailored to attract and sustain a capable and various workforce for satisfactory service delivery to the public (Taylor & Collins, 2000). The following is a comprehensive examination of the management of Maltese public sector organizations regarding the recruitment and selection process.

Legal Framework and Principles

The central framework of legislation regulating employment within the public service in Malta is the Public Administration Act. The text provides the fundamental principles of

public administration, besides setting up a framework for the procedure to be followed in identifying and attracting persons to fill certain posts within the public service. In the meritocratic system, candidates are being rewarded on a solely merit basis that is to say, the fittest people get selected for the job. The recruitment process must not be hidden and ambiguous; it should rather be made in a manner so that all steps and requirements would be mentioned and known. The process can ensure that all categories of individuals can be employed on an equal footing, and partiality for special groups does not occur.

Employment and Industrial Relations Act (EIRA)

It applies the PAA through which it can involve people in the employment process, such as recruitment and selection, without violating the wider employment legislation on non-discrimination and equal opportunities. This set of regulations prohibits any injustices committed towards an individual's group categories such as racial, gender, age, religion, and even physical status. This serves to minimize disparities within the different procedures followed in the public service when it comes to recruitment.

Recruitment Procedure

The recruiting process in the Maltese public sector is often made up of the following stages:

1. **Job Analysis and Description:** - Before embarking on the process of recruiting, a comprehensive job analysis is performed to highlight with clarity the duties, necessary credentials, and competences associated with the position. A job description containing all the relevant information ensues. It is at this stage associated with Human Capital Theory, in which the technical skills and qualifications needed for the job are clearly defined, and Motivational Fit Theory, which specifies motivational attributes matching those called for by the organizational culture. There are instances where there are some downfalls as for example Managerial positions have their job descriptions updated in a

generic way as to attract more people to apply but sometimes this can be controversial since there is not a job description to each specific manager position in the public service.

2. **Job Advertisement:** - The number of vacancies requires an official announcement on the website of the PSC, government websites, and public notification. The idea here is to reach a wide audience in hopes of getting a diverse pool of applicants. This strategy reflects on Human Capital Theory, whereby skilled people within a large group can be captured. The Motivational Fit Theory is also encompassing as helps it ensures the advertisement appeals to the motivations of the candidates for the job and organizational culture.
3. **Application Process:** - The application process is done on official forms, which can be made available online. The application process contains all supporting evidence, including educational credentials, job experience records, and any other relevant qualifications.

Selection Process

Selection must be done through due process and in such a way as to be fair and open to all candidates in respect of their qualifications, experience, and competence.

1. **Screening and Shortlisting:** - Applications are screened carefully in order to check whether the applicants fit with the minimum eligibility criteria. Shortlisted candidates are those who come closest to the job requirements. This now aligns both with Human Capital Theory, which checks for technical competencies and qualifications, and Motivational Fit Theory, which checks for key motivators which align with the Ministry's overall goals.

2. **Testing and Evaluation:** - Applicants can be made to undergo various forms of testing, which can comprise the following: (Taylor & Small, 2002):
 - a. Written tests are carried out to evaluate the candidate's knowledge and skills about work knowledge and skills. (Human Capital Theory). These are more performed in higher up positions.
 - b. Practical tests can be carried out for areas that involve specialized technical work. (Human Capital Theory). These are more performed in higher up positions.
 - c. Psychometric tests are employed in judging cognitive abilities as well as personality attributes. (Motivational Fit Theory). These are more adopted in higher up positions.
3. **Company Interviews:-** Standardized interviews are conducted by a selection board comprising officials from the PSC and other governmental ministries. This maintains fairness and uniformity. In addition, the boards comprise one public officer and two retired officers who specialize in the field to reduce bias conclusions. The board cannot be made up of men or all women; in order to prevent petitions from applicants, both genders must be represented. In this step, Human Capital Theory will be incorporated by taking into consideration the technical knowledge of the candidate and Motivational Fit Theory since there will be an assessment of just how well a candidates' motivation will fit with the Ministry`s values.
4. **Grading and Hierarchical Assessment:-** A screening to evaluate the performance of the candidates is applied. In other terms it is called a merit list, which is prepared as to list applicants according to their scores. This ranking practice harmonizes principles of both theories since the merit order will be processed based on technical capability and motivational fit.

5. **Selection and Appointment:** - Candidates on the priority list are picked for the position, and a formal employment offer is sent to them. Appointments must be scheduled in line with the current number of vacancies. The candidates are contacted based on their ranking priority. All results published possess an expiry date ranging from one to two years. If another vacancy occurs within that period, candidates will be contacted for the job offer, once all applicants from the original results have been notified. subsequently, the ministry is permitted to issue the same call to ensure no one from the merit list is overlooked.

Legal and Ethical Considerations within the Public Service

Recruitment in the Maltese public sector should be subjected to the EEO principles of no discrimination on racial, gender, age, religious, disability, and other grounds of protected attributes. Additionally, the process of recruiting and selection should observe the principles of transparency and accountability through detailed recording and justification of all decisions taken. Applicants will have full right to protest decisions through petitioning the PSC if they feel that the whole procedure was biased.

Selection based on merit is thus a prerequisite since it allows the selection of candidates according to their abilities, credentials, and performance during the selection process. The strict adherence to merit principles stated will help the theory of Human Capital and Motivational Fit, respectively, in ensuring that candidates are selected on the basis of a combination of their skills and motivational alignment to the organization.

Optimum ways of securing compliance with regulations and standards make clear and unmistakable rules and procedures: Establish appropriate recruitment and selection procedures in line with the Laws of Malta.

1. Such policies must be fully documented and communicated properly to all concerned.

2. Provide periodic training to all employees involved in the recruitment and selection process in order to maintain their level of knowledge regarding legal requirements, ethical considerations, and best practice methodologies. In this way, the evaluators will be aware of the Human Capital Theory and Motivational Fit theory and how they should be implemented in practice.
3. Utilize standardized and systematic methods of selection to ensure fairness and consistency: it ensures that criteria non-discriminatory in nature are used for filtering out applicants lacking qualifications for the job on offer, interviewing candidates, and making decisions.
4. The composition of the selection panels should hold a variety of individuals with diverse backgrounds and experiences to minimize predisposition towards biased biases, ensuring that a wider perspective shall be given to reviewing candidates. This would help in considering a balanced application of Human Capital and Motivational Fit theories.
5. Conduct routine audits and reviews to confirm that recruiting and selection methods are performed within legal and ethical guidelines. Implement improvements based on audit findings and applicant/stakeholder feedback.

The Influence of Recruitment and Selection in Organisational Performance

Success and performance of any organisation depend upon proper implementation of recruitment and selection functions. Such procedures ensure that the right people are chosen for the right jobs, hence improving productivity, raising employee satisfaction, and overall organisational success. The following represents a critical analysis of how effective recruitment and selection practices can be linked with performance outcomes and the manner in which these contribute towards organizational performance (Schmidt & Hunter, 1998) & (Breaugh, James A., 2008). In sum, the integration of Motivational Fit Theory and Human Capital Theory

into their recruiting and selection procedures helps organisations to attract the best talent and enhance productivity and efficiency, diminish turnover intent, and enhance employee morale and engagement along with innovation and growth. This holistic approach ensures that an organisation recruits not just the right competencies and qualification but the motivated and attuned people matched with its culture and values, hence ensuring long-term success for the organisation.

The Role of Effective Recruitment and Selection in Organisational Success

1. **Attracting High Quality Talent:** With the application of effective recruitment strategies, organisations are guaranteed to attract a diverse population of high-quality candidates (Breaugh, James A., 2008). An organisation may attract those with the required talents and experience and cultural fit through the use of comprehensive job descriptions, targeted advertising, as well as outreach programs (Taylor & Collins, 2000).
2. **Increasing Efficiency and Productivity:** Since very rigorous processes ensure that the selection of appropriate candidates happens in making sure that the competencies required for employees' positions, such congruence between the requirements of a specific job and the individual capabilities of employees results in increased productivity and operational efficiency since employees are able to carry out their responsibilities effectively right from the beginning without wasting much time getting familiar with things (Taylor & Collins, 2000).
3. **Less Turnover Ratio:** The chances of recruiting appropriate personnel for the organisation are maximum when a search and selection process is comprehensive and ideal in nature. Individuals are most likely to have better job satisfaction and lower turnover ratios because they are willing to continue with an organization that meets their career expectations and requirement of skill usage.

4. **Improvement in Employee Morale and Engagement:** When an effective recruitment and selection process is carried out and the employees are involved in the overall process the culture and the values of the overall working environment are being compromised. Employees and new recruits' morale and performance are enhanced when they are taking due care of and involved in the company's needs.
5. **Innovation and Growth:** Strategies for the mobilization of innovative manpower include diversification of recruitment sources as several sources may attract applicants who vary in their background and experiences, (Schmidt & Hunter, 1998). Diversity drives innovation and hence a diverse team that brings different perspectives and ideas will drive an organization in its development and competitiveness in the market.

Linking Performance Results to Recruitment/Selection Methods

Competency-Based Hiring the primary objective of the recruitment and selection based on competency is to identify applicants who possess the precise competence, knowledge, and skills required for the job vacancy posting. As indicated by researchers, hiring based on competency can achieve improved job performance and reduced training costs because the employees already have the necessary competencies (Breugh, James A., 2008).

Utilising structured interviews and standardised assessments ensures applicants are rated on an even and objective basis. Published research has stated that structured interviews are far better than unstructured style, as they actually predict who will perform well and be more successful on the job. Structured interviews applicants are more prepared and study well on what they wish to say were unstructured and casual interviews are taken more lightly.

As Schmidt and Hunter note, the presence of psychometric tests in a selection process offers valuable insights into the suitability of the candidate. Psychometric testing has been related to better job performance and employee retention because such testing helps identify

those individuals who are more probable to perform well in the position and fit the culture of the organization.

Giving candidates RJs at the time of recruitment allows setting very clear expectations about the job and work environment. RJs help minimize attrition and maximize job satisfaction since those who accept the job are likely to have a good understanding of what the job entails. Employee referral programs can therefore lead to more efficient recruitment by leveraging the networks of the existing staff for the sourcing of the most suitable candidates. In most cases, referred candidates tend to perform better on the job and also stay longer because they understand the ethos and what is expected of them.

Their effective induction and thus laying a platform for success can only be assured when the onboarding and training programmes are found to be well implemented (Taylor & Collins, 2000). New entrants are given all necessary supports and facilities to deliver with their assigned roles, for which improved employee performance, engagement, and retention are reported by organisations with a good induction process (Schmidt & Hunter, 1998).

Conclusion of the Findings

Recruitment and selection are the foundations on which an organization's success depends, the discipline of human resource management has undergone various changes with time. It involves strategic recruitment planning by analysing the organization and business strategy, making a recruitment system from internal and external sources, developing the selection system, and choosing appropriate, accurate, reliable, cost-effective, and convenient instruments for conducting the selection process.

The evolution of human resource management has shifted the focus from personal attributes to competency-based approaches and integrated digital technologies in recruitment

and selection. The transition has radically impacted the process of recruitment and selection and brought about essential changes that have become imperative for organizations to survive and prosper in the ever-changing realm of human resources.

Hence, the motivational drivers, expectations, and communication channels of the next generation should be adopted by the organizations in the sphere of recruitment and selection. In addition, incorporating HR strategies in areas like remuneration, work valuation, job design, and communication channels relatively facilitates an improvement in recruitment and retention. The design of jobs should focus on Work-Life Balance, modern office environment, transparent communication, openness to different points of view, unlimited learning opportunities, casual dress, and flexible working hours. E-recruitment and social networks have become vital in terms of recruitment and selection, since they attracted a big number of applicants and visibility. Systems of data management and chatbots will help in valid and reliable data generation that is needed for efficient formulation of decisions. Companies such as Amazon, Deloitte, Unilever, and Google use practices based on evidence that eliminate biases and make correct predictions on the future performance of work. Selection and recruiting mechanisms are therefore put in place to identify and recruit people with significant human capital, including an assessment of their educational qualifications, professional background, and professional skills. However, according to the critics, the aforementioned theories have a too strong focus on formal education and underestimate other important factors such as creativity, social capabilities, and leadership, together with undervaluing the informal learning and experience knowledge.

Recruitment and selection in Malta shall, therefore, be guided by the rule of law and in observance of prevailing laws and standards, free from bias and discrimination. Equal employment opportunities are observed in Malta, with appropriate regulations, one of which is

the Employment and Industrial Relations Act or EIRA, strictly prohibits various job discriminations.

Equality for Men and Women Act will provide equality between men and women and remove partialities based on familial obligations or sex. Persons with Disability - Employment Act is an act that requires employers to reasonably accommodate and adapt jobs to accommodate persons with disabilities to ensure equal opportunities in employment. The Equal Treatment in Employment Regulations have their basis in the directives of the Europe-an Union on non-discrimination and equal treatment. They do, however, go a step further to include new factors defining non-discrimination: racial or ethnic origin, age, religion or belief, and sexual orientation. The ethics surrounding recruitment and selection require this process to be open, fair, and transparent. To this end, organizations have to take a number of steps to ensure clarity and consistency of policies and procedures. These are through regular audits and testing, standard procedures, panels of diverse membership, job descriptions guaranteeing fairness, accessibility for candidates with a disability, feedback that is constructive, equal opportunity advertisements of the job, and corporate website information.

Organizations should have policies and procedures that are specific, well-defined, and communicated, supported by training and education. They should also engage in consistent hiring and selection processes, use diverse hiring committees, and conduct periodic audits/assessments. To stay in line with all the policies and procedures is composing non-discriminatory job descriptions and making sure to accommodate all people.

Recruitment and selection within the Maltese Public Service are guided by law and regulations that should ensure a transparent, and an overall merit-based process for appointments. The legal framework in Malta for public service employment is dominated by the Public Administration Act, which provides a guarantee for meritocracy, transparency, and

equal opportunity. The EIRA works alongside the PAA to ensure that all activities related to employment, such as recruitment and selection, adhere to greater employment legislation, especially in areas concerning equal opportunity and non-discrimination.

Recruitment in the Maltese public sector is therefore characterized by the following aspects: job analysis and description, job advertisement, application, selection process, and evaluation and testing. In other words, the selection process aims to provide a non-discriminatory assessment of applicants regarding their qualifications, experience, and capabilities.

Recruitment in the Maltese Public Service is guided by the Principles of Equal Employment Opportunities, which ensure that no applicant is discriminated against because of race, sex, age, religion, disability, or any other prohibited ground. Those candidates who feel that they have been mistreated unfairly during the recruitment and selection process may contact the PSC and make an official petition so that the right and wrong doings in favor of transparency and accountability between both parties could be clarified.

The efficiency of recruitment and selection processes determines an organisation's success since the best people will be selected for the best positions. This leads to enhanced productivity, satisfaction of the employees, and overall organisational success. Such a practice may be attributed to a number of significant facts, including, among others, the following: encouraging innovation and development; lessening turnover rates; enhancement in employee morale and engagement; the increase in productivity and efficiency; and attraction of high-quality talent.

It tends to look for those individuals who already have acquired the necessary bundle of skills, knowledge, and abilities so that any job performed would be sufficiently carried out and has a policy of minimizing training costs. These psychometric tests tend to give enormous

insight into the cognitive ability of the candidate, his personality traits, and his suitability for the job. Structured interviews and standardized assessments ensure treatment is fair and just.

Realistic job previews within the recruitment process help minimize attrition and maximize job satisfaction by managing expectations over the job and work environment. Recruitment effectiveness also increases with the use of employee referral programmes as they help identify suitable candidates through current contacts.

It is generally said that effective induction and training programmes, which give new recruits the necessary help to do their jobs, are instrumental in ensuring that assimilation is successful. Overall, an organization's performance is said to be shaped by effective recruitment and selection practices because they attract better quality people, improve productivity, develop satisfied employees, and encourage innovation.

Chapter 3: Methodology

Introduction

Purpose

The methodology section delineates how the study design, data collection, and analysis closely align with the research objectives, so assuring transparency and repeatability of the research process. The methodology elucidates and justifies the selected methodologies, matching them with the study's aims and theoretical framework. This encompasses a comprehensive account of the design, equipment, data collection techniques, and analytical methodologies, allowing replication by other researchers and so substantiating the validity and dependability of the findings.

The primary objective is to guarantee impartiality and equity, including the different techniques used to mitigate prejudice and maintain ethical integrity and apart from that be able to produce the desired analysis tactics to indicate any gaps that cannot be seen if the researcher only uses one type of technique example questionnaires. This approach ensures transparency and ethical integrity by supply details to participants, methodologies, and analytical procedures to maintain rigour. This research evaluates the efficacy of recruiting and selection methods in government institutions, using insights from management-level public officials to determine what can be improved. The objective is to identify opportunities for improvement in recruiting methods that may eventually decrease turnover, terminations, and discontent.

Hypotheses on the influence of recruiting methods on organisational performance and the mitigation of bias are formulated and evaluated using questionnaires and interviews. Furthermore, participants during the interview process are encouraged to provide proposals to improve existing recruiting and selection procedures. The researcher only focused recommendations on the interviewed participants as to leave the questionnaire with closed ended questions

only as it will be more efficient and simpler to analyse. This method not only rectifies deficiencies in the existing system but also guarantees that data collection and analysis are meticulously matched with the study goals.

The following are a depiction of the research hypothesis: -

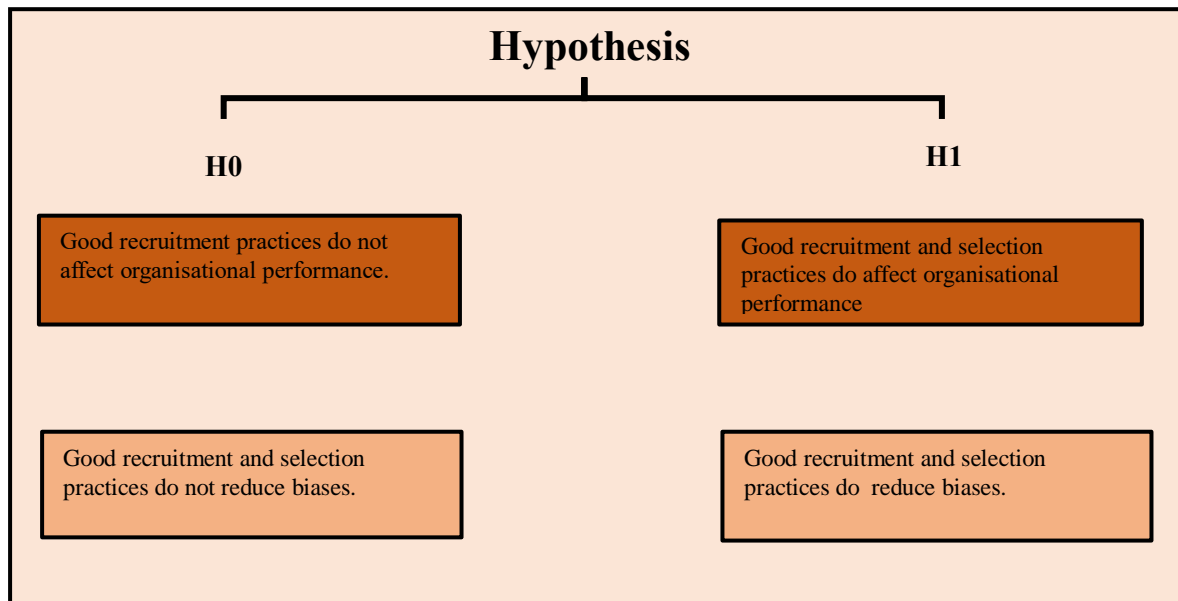


Figure 4 -Research Hypothesis

Research Design & Strategy

This study employs a mixed methods design, combining a quantitative approach through questionnaires and a qualitative approach via one-on-one interviews, both targeting managers in the Maltese public service from scale 12 (Assistant Manager) to scale 5 (Senior Manager). This design allows for triangulation analysis by cross-referencing insights from three sources: the quantitative questionnaire data, the qualitative interview responses, and secondary research. Triangulation here serves to enhance validity by comparing similar themes across different sources, providing a richer, multi-dimensional view of recruitment practices, biases, and organizational impact.

To further explain with the following points/diagram and example:

1. Key similarities/ differences between secondary data and questionnaire responses
2. Key similarities / differences between secondary data and interview responses
3. Key similarities/ differences between both primary data collection methods

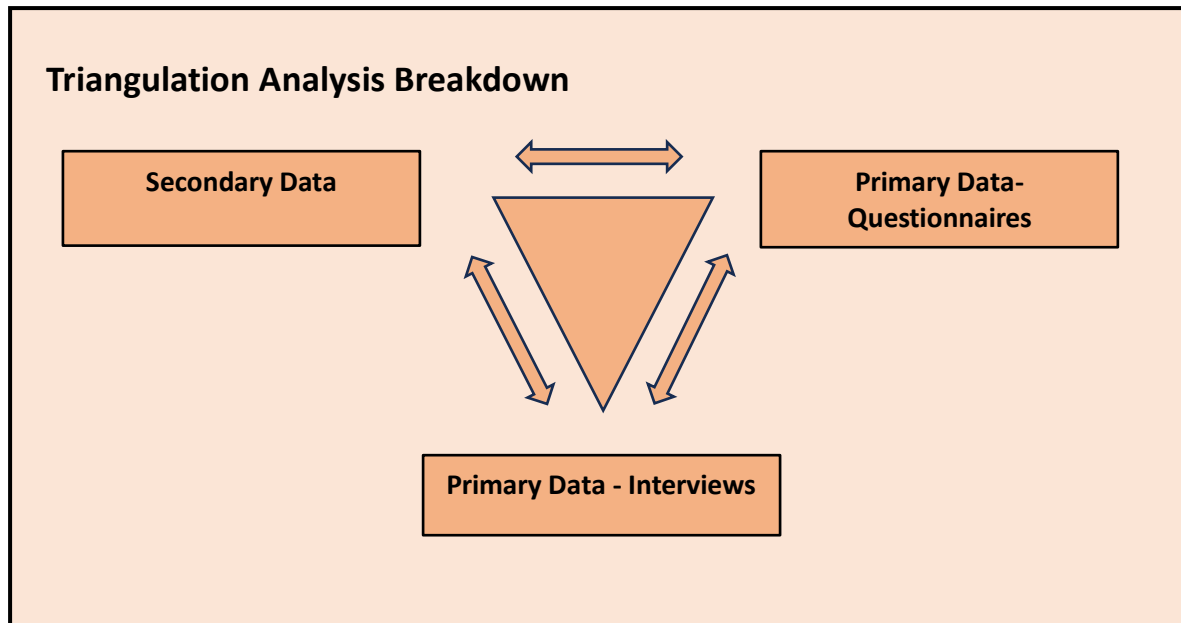


Figure 5: Analysis Breakdown

For example, one research question focuses on whether effective recruitment practices improve organizational performance. Triangulation would compare quantitative data on managers' satisfaction levels with recruitment practices against qualitative insights from interviews, which may provide context on why specific practices are seen as effective or ineffective. Then, by linking these insights with secondary research, the study can validate observed trends and examine if these recruitment practices align with known best practices or pose unique challenges within the public sector.

In addition, where the questionnaire's closed-ended questions may lack detailed context, interviews allow for deeper exploration of factors influencing these recruitment experiences, such as specific bias-reduction strategies. This complementarity ensures that findings are not only statistically representative but also contextually enriched, supporting a robust evaluation of the recruitment and selection process.

Philosophical Approach

The study's philosophical grounding in pragmatism is well-suited for exploring recruitment practices in the Maltese Public Service because pragmatism allows for practical, results-oriented inquiry, especially within complex real-world settings. Unlike purely positivist or interpretivist approaches, pragmatism accommodates both objective measurements (from quantitative questionnaires) and subjective perspectives (from qualitative interviews), offering a more comprehensive view of recruitment and selection. Questionnaires provide quantifiable data, aligning with a positivist perspective to assess measurable trends in recruitment practices. In contrast, interviews allow for interpretivist insights, revealing deeper nuances in participants' experiences and perceptions of recruitment effectiveness and bias.

Pragmatism supports this mixed-methods approach by emphasizing practical application and outcome-oriented analysis, which is essential when formulating recommendations to improve recruitment processes. This philosophical stance enables the study to bridge both empirical evidence and participant narratives, creating actionable insights that directly address the practical needs of the Maltese Public Service.

Sampling

As previously articulated by the researcher, the study is designed for the public service, indicating that all participants involved in the questionnaire or interviews must be public officers. It will be ensured that all candidates participating in the interviews represent diverse departments to capture a wide array of perspectives. Limiting candidates solely to those from the recruitment departments will render the research unvaried and inadequate, as insights that external perspectives from other departments provided may be overlooked in the analysis.

For the qualitative portion, the random sampling method was chosen to facilitate inclusivity across different departments and to allow for a wider range of unfiltered responses. Although purposive sampling is often used in qualitative studies, random sampling allows this research to avoid pre-selecting participants based on anticipated perspectives, thus reducing potential researcher bias in the selection process. Random sampling here will help capture the broader experiences of managers across departments, adding robustness to the study by ensuring responses reflect a wider range of viewpoints within the public service. By selecting interview participants on a first-come, first-served basis (*the initial 20 participants will be granted the opportunity to engage in the research.*) across departments, the study aims to maintain a fair and transparent recruitment process, which may itself serve as a reflection of the research's goal to reduce bias in organizational recruitment practices. All applicants must sign a permission form indicating their voluntary participation in this study and their agreement to the parameters outlined below:

1. The responses you furnish will solely serve the aims of this research endeavour.
2. You have the liberty to disengage from the interview at any moment.
3. At no point during the interview will your name be referenced, and a fictitious name will be utilised in the research documentation.

Conversely, the questionnaire will be distributed to all managerial levels within the public service, encompassing Assistant Managers from Scale 12 to Senior Managers at Scale 5. According to the sample size calculator, considering the entire population (*which from first hand research shows that it is between 3,500 and 5,200*) within those grades and establishing a confidence level of 95% with a margin of error of 5%, the requisite number of responses to collect is approximately calculated to be within 347 and 358 responses. The researcher opted to encompass the entire population from the managerial grades due to the following reasoning, "My

experience in the recruitment department has revealed that the most frequently published positions are predominantly managerial and technical roles.” The managerial positions are highly sought after due to internal promotions, and with multiple departments available for application, it is probable that candidates seeking new managerial appointments or promotions possess recent experience in the application process. This implies they have reviewed the job description, submitted applications, and navigated the selection process, among other related activities. Providing the questionnaire for an example to teachers and clerks would not yield the same insights, as they do not undergo the procedure as frequently.

To ensure participant anonymity, neither the questionnaire nor the interview will ask for demographic details that could reveal individual identities. This approach safeguards the privacy of participants and supports the ethical integrity of the research by allowing respondents to provide honest feedback without concern for identification.

Methods of Data Collection

Questionnaires: – The researcher employed Google Forms to facilitate real-time tracking of responses. The questionnaires consist of closed-ended questions to ensure that candidates remain encouraged to participate in the study. To ensure the validity and reliability of the research, the researcher incorporated questions that, if inconsistent with one another, would indicate that the applicant did not adequately engage with the questions, resulting in their responses being excluded from the analysis. To provide an example, the second and eight questions are as follows:-

- a. Question 2: Do you think job descriptions effectively articulate the expectations for candidates?
- b. Question 8: How effective do you believe your current recruitment and selection practices are in achieving organizational goals?

Both answers must be either positive or negative, since they operate under comparable assumptions. An applicant cannot assert that job descriptions are effective and succinct while also providing a negative response to the last question, since this would indicate that the ministry is failing to identify the appropriate individual for the position.

The questionnaire will be constructed using Google Forms, as this will facilitate the research in formulating the analysis through the utilisation of graphs and charts. Even though google forms will be used to collect the data, the researcher will also utilize the Statistical Package for the Social Sciences also know as SPSS to have a more reliable and precise analysis. Given the substantial number of responses required by the researcher, adhering to the established timeframe is crucial. The researcher, upon submitting the questionnaire to all applicants, will initiate a one-week timer. If responses continue to arrive significantly during the last two days, the deadline will be extended. Conversely, if responses cease in the final two days, the researcher will conclude data collection after one week to commence analysis.

Interviews: - The interviews will be conducted through face-to-face meetings at any ministry or via Teams, depending on the candidates' preferences. The questions are designed as open-ended enquiries that build upon the questionnaire; however, in the interview format, the applicants have the opportunity to articulate their thoughts more freely and engage in a broader discussion. In instances where the applicants struggled to articulate their opinions, the researcher presented two alternatives: either assisting the applicant by providing further clarification on their statements or offering the option to bypass the particular question altogether.

The two primary data collection methods, having received approval from the thesis supervisor, involved distributing questionnaires to 20 individuals as a pretest. This process was done as to gather feedback regarding the clarity of the questions and to ascertain whether any modifications are necessary to enhance the overall quality of the instrument. Concerning the qualitative approach, two interviews were conducted to assess the researcher's proficiency in

executing the interview and to identify any potential gaps in the process that could be addressed. Additionally, the pretest candidates were consulted for any recommendations regarding aspects the researcher might consider including, amending, or eliminating.

Data Analysis

In regards to the data collection as previously said by the researcher used google forms to be able to collect all the data, this programme allows the responses to be read in real time and to constantly update the analysis sheet by creating and formulating pie charts, bars and more. The analysis will take form in three different ways: -

1. **Descriptive statistics:** - Where the questions were formulated as multiple choice or checkboxes, the trends and patterns will be seen through various modes.
2. **Numerical Analysis:** - In questions where frequency counters are used responses are formulated into different charts for better understanding.
3. **Visualization Analysis:** - All questions can be representative through graphs and charts.

To enhance clarity and transparency in the data analysis methodology, the role of SPSS (Statistical Package for the Social Sciences) will be emphasized in validating the initial questionnaire results obtained from Google Forms. Once questionnaire responses are collected, they will be exported from Google Forms as an Excel file. This file will be imported into SPSS, where the data will undergo coding for each variable to ensure accurate statistical analysis. SPSS will allow for more sophisticated analysis than Google Forms, including correlation testing, reliability testing, and trends and pattern identification across responses, thus supporting the robustness and reliability of initial findings. By comparing Google Forms outputs to SPSS analyses, the researcher can identify any inconsistencies or validate initial trends, ultimately strengthening the study's rigor.

Regarding question similarity, selected questions have been designed to cross-check participant consistency. During the pretest stage, similar questions were used as “trick questions” to detect inattentive or biased responses, ensuring participant engagement and reliability. Through this approach, inconsistencies or random responses can be identified, contributing to data integrity and refining the data set by excluding potentially unreliable responses.

For qualitative data, interviews will be recorded and transcribed. This transcription allows for coding—where patterns, common themes, and deviations are identified across responses. This process leverages thematic analysis, creating coded responses that enable easy identification of similarities and differences in perspectives on recruitment practices.

The following is what is expected from the researchers point of view in regards to patterns, trends, etc.. :-

1. **Hypothesis 1** - (*Good recruitment practices do not affect organisational performance*) may indicate little consensus on recruitment's effect on performance, indicating that recruitment is seen as procedural rather than strategic.
2. **Hypothesis 2** - (*Good recruitment practices do affect organisational success*) may be substantiated by trends indicating favourable correlations between recruitment quality and performance metrics, such as enhanced productivity and decreased turnover.
3. **Hypothesis 3** - (*Good recruitment and selection practices do not reduce biases*) may uncover evidence in domains where prejudices endure despite systematic recruiting procedures, suggesting that further structural modifications are necessary.
4. **Hypothesis 4** - (*Good recruitment and selection practices do reduce biases*) would be substantiated by replies demonstrating standardised and equitable hiring methods, underscoring recruitment's function in reducing prejudice.

Finally, the Motivational Fit Theory and Human Capital Theory serve as foundational frameworks guiding data analysis, aligning with the study's objectives. The Motivational Fit Theory, relevant to job satisfaction and cultural alignment, provides a basis for evaluating recruitment motivation-related questions. The Human Capital Theory emphasizes the role of skills, education, and experience, guiding recruitment questions centered on qualifications and organizational impact. Both theories provide a framework for interpreting trends and responses, helping to link findings directly to hypotheses regarding recruitment effectiveness, organizational performance, and bias reduction within the Maltese Public Service. This alignment with theoretical frameworks aids in grounding conclusions in established theory, enhancing the study's credibility and practical relevance.

Ethical Considerations

To provide full transparency with all applicants, certain factors were evaluated to safeguard the anonymity of the individuals concerned. Regarding the quantitative aspect, candidates were informed of all ethical considerations prior to participation, including that no demographic questions would be posed, that applicants could withdraw from the survey at any time without data being recorded before submission, and that there was no personal or professional risk associated with completing the questionnaire. Secrecy was emphasised throughout the whole procedure; even in the email containing the link, all elements of secrecy are enumerated for their protection.

The researcher used a qualitative technique by emailing several departments, inviting interested candidates to reach out for participation. The first 20 respondents to a permission form received a return communication reiterating the same confidentiality provisions. Throughout each interview, participants were informed of the ethical considerations and prom-

ised that their names would not be used, either during the interview or in the final documentation. The researcher also assured candidates that this study received FREC clearance to proceed with the study and collect interviews and questionnaires.

Limitations of the Methodology

The research methodology, utilising questionnaires, and interviews, may exhibit limitations such as: -

1. **Sampling bias** (*potentially unrepresentative of the entire population*). The researcher, to get the requisite number of replies, contacted the People and Standards division to disseminate the questionnaires to all previously indicated managerial grades. The rationale is that the P&SD maintains a designated list that include all Ministries, departments, divisions, and other entities, ensuring that none are overlooked. The study indicated that this method would provide superior results compared to users sending them out individually, since it would likely result in fewer answers and potential violations of ethical norms. This remains insufficiently fool-proof, since the study may still fail to engage the target population, while it represents the optimal approach to achieve that goal. Participation in the interviews was conducted on a first-come, first-served basis for those who responded to the sent email. The researcher refrained from sending personal emails to avoid biasing the results of the interview questions.
2. **Response bias** (*participants may provide answers they believe the researcher desires rather than their true opinions*). Response bias may occur when people respond according to anticipated expectations. To mitigate this, the questionnaire may use neutral language and guarantee participants that their comments are anonymous and only for research purposes, therefore diminishing the inclination to respond in a socially acceptable manner. Incorporating questions that indirectly assess the

same construct—termed “response validity checks”—can aid in validating the consistency and authenticity of replies, providing insights into possible biases.

3. **Restricted depth in responses** (*questionnaires may inadequately capture applicants' perspectives*). To mitigate limited depth in responses the research adopted to also do a qualitative study to have applicants speak as freely as they want and open up as much as they want. In regard to the questionnaires, the researcher incorporated the option “other” in some questions where applicants who wish to add a comment can do so in those instances.
4. **Subjectivity in qualitative data analysis** (*given that interviews are conducted on a limited scale, they may lack comprehensive representation*). To address subjectivity in qualitative data analysis, using a secondary coder or utilising inter-rater reliability methods helps mitigate bias during evaluation. In regard to this study the researcher employed the use of a quantitative study where SPSS is used as reassurance that the diagrams and charts in google forms are correct and representative.
5. **Technical Limitations** (*Not having tested your tools beforehand*). Technical limitations associated with Google Forms may be addressed by doing pre-tests on the questionnaire and resolving difficulties before data collecting. To enhance participant completion rates, issuing regular reminders and elucidating the study's focus—highlighting its relevance to all management experiences rather than only HR roles—may bolster response rates and engagement.

Implementing these mitigating techniques would enhance the study's trustworthiness, ensuring that the results accurately represent the intricacies of recruiting processes within the Maltese Public Service. Doing these techniques reassures the researchers mind that the full process is being done diligently and with full ethical standards at hand.

Conclusion

To conclude the methodology portion, this research strives to provide a thorough explanation of the study design, data collecting methods, instruments, and procedures used for data gathering and analysis. Its objective is to guarantee repeatability and transparency by providing comprehensive information on participants, procedures, and analytical methods.

The study seeks to examine the viewpoints of public management officials on the existing recruitment and selection procedures in governmental organisations. The aim is to provide outcomes pertinent to the public service to improve the current process, hence mitigating turnover rates, terminations, and employee discontent. The factors will be articulated in a hypothesis structure and evaluated by surveys and interviews, with the hypothesis being:

1. H1: - Good recruitment and selection practices affect organisational performance.
2. H0: - Good recruitment practices do not affect organisational performance.
3. H1: - Good recruitment and selection practices reduce biases.
4. H0: - Good recruitment and selection practices do not reduce biases.

This research uses a mixed methods approach, using both qualitative and quantitative techniques. This provides a triangulation analysis between primary data sets and current secondary studies. The study's conceptual foundation is rooted in pragmatism, integrating positivist and interpretivist methodologies via questionnaires and interviews. The research is intended for public service, guaranteeing that all participants are public officials from all ministries.

The sample will use a qualitative methodology by random sampling, with the questionnaire sent to all management tiers within the public sector. Demographic enquiries will be excluded from the principal data gathering procedures, hence safeguarding the confidentiality and integrity of the research.

The study approach employs questionnaires and interviews to collect data on applicant motives and job specifications. The surveys are designed using Google Forms, allowing real-time

response monitoring and include closed-ended questions to ensure validity and reliability. Interviews will be done via in-person meetings or Teams, enabling candidates to express their ideas more freely. Two pretests were administered to evaluate the researcher's competency in conducting interviews and to identify any deficiencies in the procedure.

The study will include three distinct methodologies: descriptive statistics, numerical analysis, and visual analysis. Descriptive statistics will reveal trends and patterns, numerical analysis will enhance comprehension, and visual analysis will facilitate depiction via graphs and charts.

The Motivational Fit Theory and Human Capital Theory were crucial to the study enquiries, with the former concentrating on applicant motivations and job prerequisites, while the latter underscores the significance of skills, education, and experience in recruitment. Ethical measures were implemented to safeguard the anonymity of all applicants.

Nevertheless, the study approach may have shortcomings like sample bias, response bias, insufficient depth in replies, and subjectivity in qualitative data interpretation. Samples may not adequately represent the wider managerial demography in the Maltese public sector, and responses may be swayed by social desirability, resulting in possible inaccuracies.

Chapter 4: Data Analysis & Discussion

Introduction

The objective of this analysis is to examine the perspectives of public service managers on the current recruitment and selection practices, with a particular emphasis on their perceived effectiveness, impartiality, and impact on organisational performance. The study aims to identify patterns and trends that are consistent with the research hypotheses by employing a mixed-methods approach that integrates quantitative data from questionnaires with qualitative insights from interviews. In particular, the analysis will investigate the extent to which recruitment practices contribute to the reduction of bias, the influence of selection methods on organisational outcomes, and the extent to which evidence-based practices guide decision-making in the public service context. This multifaceted approach enables the triangulation of data, which is instrumental in identifying critical areas of alignment and divergence between theoretical expectations and real-world experiences. The analysis offers a comprehensive perspective on recruitment dynamics in the Maltese public sector by synthesising these insights, thereby providing valuable findings to support evidence-based improvements in hiring processes.

Quantitative Data Analysis

As outlined in the methodology, the calculated number of responses ranged from 347 to 358, and within the one-week timeframe, the research successfully obtained 359 responses before closing the questionnaire. Upon reviewing the individual responses, the researcher identified eleven submissions that lacked coherence. The trick questions, which were intended to yield the same answer, received entirely different grades. This discrepancy indicated that the three individuals had not fully engaged with the questionnaire, leading to their exclusion from the analysis. A total of 348 responses were received within the one-week deadline. This document will serve as a briefing for each question, illustrating the final graph obtained from Google Forms:

Recruitment Questions

Question 1:

The researcher collected insights from applicants regarding the most effective platforms for promoting government jobs, with the goal of gaining a deeper understanding of their preferences and attitudes. In the absence of demographic data, like age, it becomes difficult to associate responses with population segments, necessitating a broad perspective. Preliminary results suggest that **social media** was perceived as a "**highly effective**" instrument for engaging potential candidates, garnering a notable response of **183 endorsements**. Furthermore, **online websites** also received high ratings, with **197 participants** considering them "**effective**." In contrast, the **Government Gazette**, which has traditionally served as the primary source for ministry job postings, received the lowest effectiveness rating among the platforms evaluated. When entering this data into SPSS the following frequency table was presented:

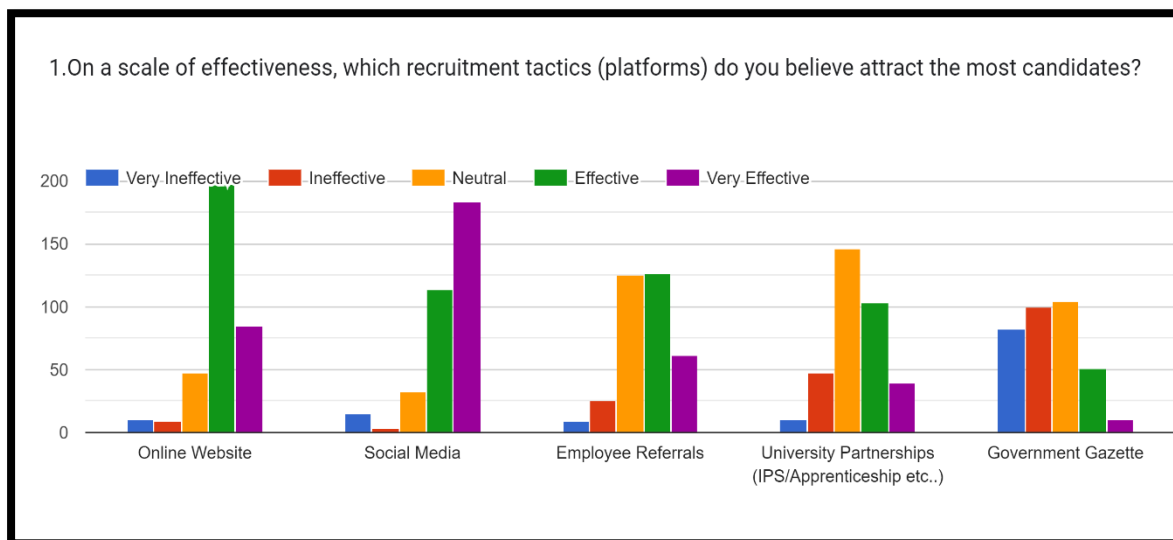


Figure 6 - Recruitment Section Question 1

To briefly interpret the below numbers, the P-Value of 0.002 indicates that there is a statistical significance associated between recruitment tactics and their perceived effectiveness.

- 1. Chi Square Statistic – 85.34**
- 2. P-Value – 0.002**

The findings indicate a necessity to reassess the existing government advertising approach to guarantee it is successfully connecting with the intended audience and aligning with contemporary outreach preferences.

Question 2:

The inquiry, "Do you believe job descriptions accurately convey the expectations for candidates?" functioned as a "trick question" to assist the investigator in assessing applicants' attentiveness and authentic involvement with the study. The unexpected finding is that most respondents chose "**maybe**," reflecting a lack of clarity regarding the accuracy of job descriptions in conveying job expectations. This response stands out for a number of compelling reasons.

Initially, job descriptions play a crucial role in the recruitment process, acting as the main instrument for attracting candidates and establishing clear standards for role expectations. The uncertainty expressed by a considerable portion of applicants regarding the effectiveness of job descriptions highlights critical issues in their ability to guide candidates and facilitate the selection of appropriate hires. This ambiguity may suggest that job descriptions are overly general, insufficiently detailed, or do not effectively delineate the responsibilities and skills required.

This response highlights possible discrepancies between recruitment materials and the actual requirements of the positions, which may result in inconsistencies in recruitment results. When job descriptions fail to clearly communicate expectations, candidates might apply without fully grasping the role's requirements, potentially impacting job satisfaction and retention rates. This finding suggests that there may be a gap for applicants between the written descriptions and the actual work requirements or daily responsibilities, underscoring an important area for enhancement.

Test Statistic	Value
Chi – Square Value	2.57
Degrees of Freedom (df)	2
P-Value	0.278

Table 3 - Chi Square Test for question 2

A p-value over 0.05 indicates an absence of a meaningful difference in the distribution of answers. Respondents are divided in their views on the efficacy of job descriptions in conveying expectations.

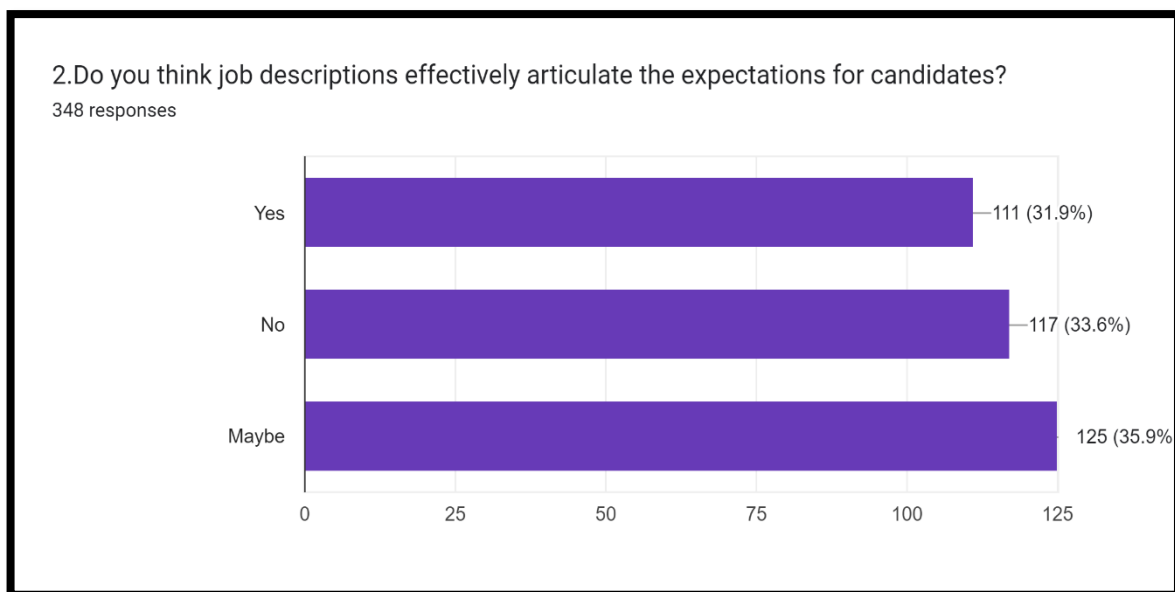


Figure 7 - Recruitment Section Question 2

There is a very tight relationship between the number of replies from candidates who were confident in their answers and stated "yes" or "no." The number of responses that are extremely close together is **33.6% - No (117 responses)** and **31.9% Yes (111 responses)**. To clarify, it would seem that 117 individuals believe that the job they are now working in does not correspond with their job description or that from what is being currently advertised for government posting does not correspond with what the positing actually requires, in contrast to the 111 individuals who believe that the job description does not accurately depict the job.

Question 3:

According to the findings, job descriptions inside an organisation are believed to be slightly misaligned with the real abilities and responsibilities that are required for any given post. With regard to job descriptions, the majority of respondents **40.5% (141 respondents)** of them are of the opinion that they are not completely sure but in their opinion the job descriptions are somewhat not fully aligned. Although a sizeable minority of people **28.7% (101 respondents)** consider the alignment to be poor, and the remaining proportion of people **30.5% (106 respondents)** believe that job descriptions are a complete match or almost a complete match for the skills and responsibilities that are anticipated in the function. Some respondents believe that job descriptions are true to a certain extent, but they are not perfect.

This indicates that there is a gap between job descriptions and real needs, which may have implications for recruiting and alignment with how roles are expected to be performed. performing follow-up interviews or focus groups to get a better understanding of the particular gaps identified by workers and their influence on job performance and satisfaction are some of the potential measures that might be taken. Other potential actions include evaluating and updating job descriptions, including existing employees in modifying descriptions, and performing follow-up interviews.

The below are the SPSS result as descriptive statistics, where the researcher calculated the standard deviation and mean of the findings of this question: - *(The data indicates an opportunity to more effectively connect job descriptions with requisite skills and duties to improve clarity and employee satisfaction.)*

1. **Mean Rating:** 3.00 (indicating a neutral assessment of the alignment between job descriptions and requisite skills and duties).
2. **Standard Deviation:** Moderate variety in replies, indicating a degree of disagreement among participants.

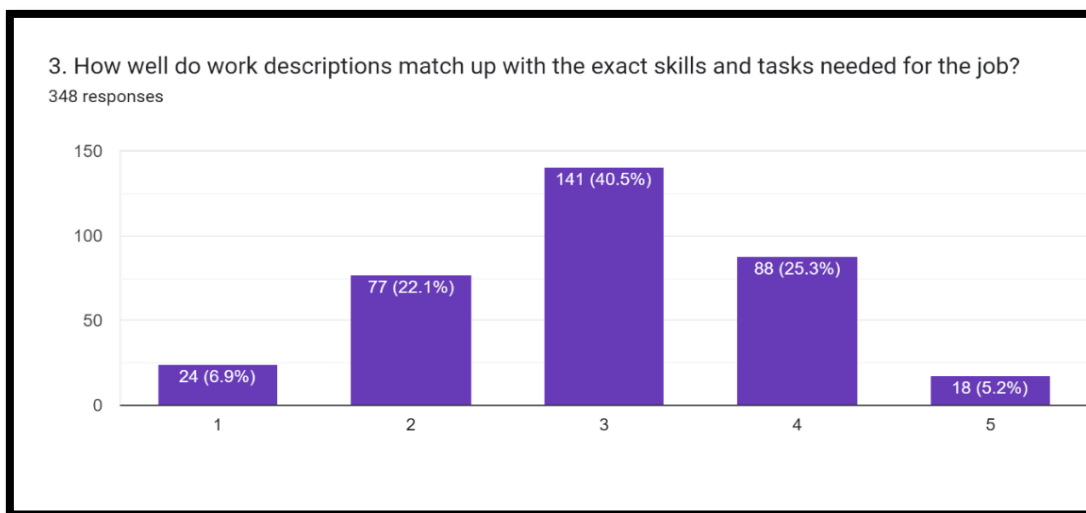


Figure 8- Recruitment Section Question 3

Question 4:

The majority of respondents, **64.4% (224 individuals)**, gave a positive response of "Yes", suggesting support for implementing varied recruitment strategies tailored to specific job postings. This approach implies that adjustments to assessment methods, updated criteria, and thorough research and background checks are necessary to align the recruitment process with the specific requirements of each role.

For example, posting a job advertisement for an electrician in the government gazette with excessive qualifications and a complex job description and then invited for an interview,

it would likely be ineffective as it is not a practical assessment. A more effective approach would be to publish the job information in both the government gazette and on online platforms, clearly listing essential eligibility requirements and licenses, along with an updated job description. Additionally, candidates could benefit more from being invited to complete a psychometric test, consisting of a multiple-choice examination designed to assess their responses to workplace scenarios and working techniques. While interviews remain a useful tool, pairing a practical examination to evaluate candidates' hands-on abilities would provide a more accurate assessment for roles requiring specific skills.

Response	Frequency	Percentage (%)
Yes	224	64.4%
No	26	7.4%
Maybe	98	28.2%
Total	348	100%

Table 4 - Frequency Table for Question 4

The best formulation through SPSS to determine any significant relationship is the chi-square test. When inputting the data through the system the output was as follows:

1. **Chi-Square Value** – 215.79
2. **Degrees of Freedom (df)** - 2
3. **P-Value** <0.001

A p-value below 0.05 suggests a statistically significant preference in the responses observed. The findings indicate a strong consensus among respondents, with 64.4% affirming that diverse recruitment strategies contribute to innovation and enhance employee performance.

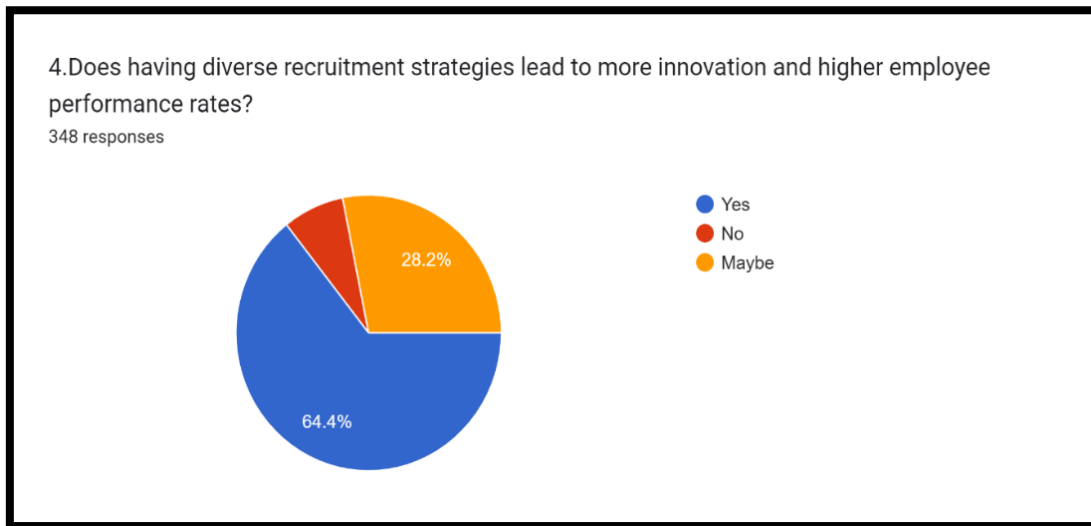


Figure 9- Recruitment Section Question 4

Question 5:

The responses indicate varying degrees of confidence among participants concerning the impartiality of hiring practices within their ministries. Presented below are several essential points:

The majority of respondents, **35.3% (123 respondents)**, indicated a "**Neutral**" response. This neutrality suggests that numerous respondents may lack confidence in the effectiveness of existing practices or perceive a deficiency in evidence to reach a definitive conclusion. This response may reflect scepticism or a lack of transparency in the process, as individuals frequently adopt a neutral position when they experience uncertainty or disconnection from decision-making processes.

Positive Agreement: By aggregating the “Agree” and “Strongly Agree” responses, it is observed that **37.2% (129 respondents – 30.2% Agree & 6.9% Strongly Agree)** of respondents indicated a favourable perception of the hiring process as fair and unbiased. This proportion suggests that more than one-third of respondents perceive their ministry's hiring practices as effective in minimising bias and promoting equality, indicating a degree of satisfaction with existing measures for fair hiring.

A notable proportion of participants, **27.5% (96 respondents - 19.5% "Disagree" and 8% "Strongly Disagree")**, express disagreement or strong disagreement with the statement. This group indicates a significant perception of potential bias in hiring practices, which may stem from personal experience or a broader scepticism towards the system.

Chi Square test through SPSS Analysis

1. **Chi Square Statistic** – 61.40
2. **P-Value** – 1.47e-12 (essentially 0, Highly Significant)
3. **Degrees of Freedom** -

The p-value is very low (far below 0.05), indicating a statistically significant disparity between the observed and predicted frequencies. This indicates that respondents do not uniformly express their agreement on whether the hiring process mitigates prejudice. Neutral and Agree answers occur with more frequency than would be anticipated by random chance.

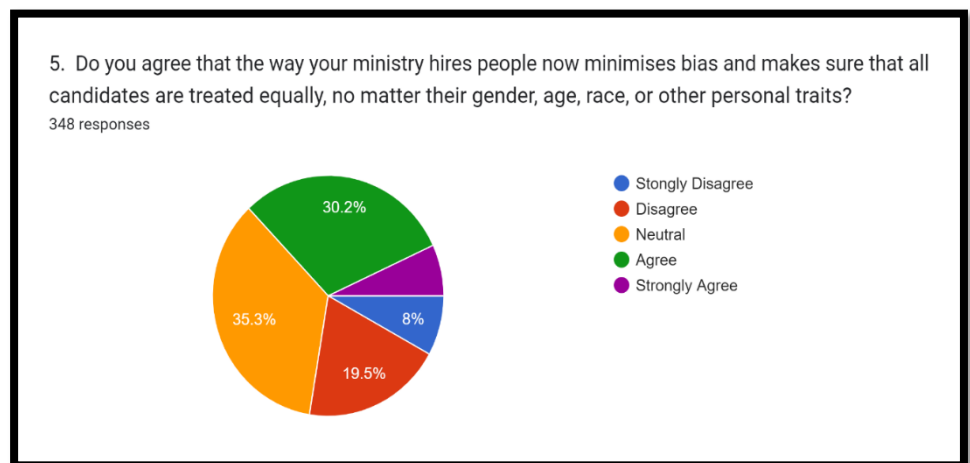


Figure 10 - Recruitment Section Question 5

As a conclusion to the data analysis concerning the recruiting questions, it is clear that a significant number of the participants had conflicting sentiments about the process as a whole, with the bulk of them leaning closer towards neutral replies. Candidates who were succinct in their responses were proportionally divided, which indicates that a significant number of public officers have opinions that vary from one another about the way the public service navigates the recruiting segment.

Selection Questions

Question 1:

This question was to determine more the differences between ministries and to see what the most used selection approaches are. The responses came as follows: -

Structured Interviews (Formal): - **316 Responses (90.8%)** - The usage of structured interviews by 316 respondents (90.8% of the total) is a strong indication that this technique is the usual or favoured strategy in the majority of ministries. Structured interviews are an approach that shows an emphasis on uniformity, fairness, and avoiding prejudice. This is because structured interviews often feature a consistent set of questions that are asked to all applicants throughout the interview process.

Unstructured Interviews (Informal): - **94 Responses (27%)** The usage of unstructured interviews was reported by 94 respondents, which is 27 percent of the total. The fact that the proportion is rather high suggests that a sizeable number of ministries also make use of interview forms that are more adaptable and open-ended. It's possible that this is for positions that involve more subjective judgement or inventiveness, and formal forms can be too constraining for such kinds of jobs.

Assessment Centres: - **90 Responses (25.9%)** Assessment centres, which include a variety of methods such as group exercises, role plays, and simulations, are used by 90 of the

responding individuals, which accounts for 25.9% of the total. The fact that this is the case suggests that a significant amount of dependence is placed on thorough assessment methodologies, most likely for jobs that need a more in-depth knowledge of the applicants' talents, particularly for management or high-powered positions.

Psychometric Tests: - 52 Responses (14.9%) The usage of psychometric tests, which are meant to evaluate cognitive ability, personality characteristics, and other psychological aspects, is used by 52 of the respondents, which accounts for 14.9% of the total. An increasing interest in approaches that have been scientifically verified to predict work success is shown by the modest usage of psychometric testing. This interest is particularly focused on understanding personality compatibility and cognitive skills.

Work Samples: - 16 Responses (4.6%) - A total of sixteen respondents, or 4.6%, acknowledged making use of work samples. On the basis of real work responsibilities, applicants are evaluated using this method, which indicates that the emphasis is placed on practical, hands-on evaluations. It is possible that it is especially pertinent for technical professions, where performance on actual tasks is of the utmost importance.

Other: - 10 Responses (0.003%) A few of the respondents, each of whom contributed one, for a total of 0.3%, cited various approaches that were either less formal or more distinctive, such as: With regard to written competitive examinations, this indicates that conventional methods of examination are almost completely out of date. Comments such as "Nepotism" and "some are more equal than others" as well as other informal statements indicate to possible criticisms or perceived weaknesses in the selection process. These comments hint to issues over fairness or openness in some ministries. Political preferences and personal favours were also quoted in this section stating the interfaces of unfair selection choices.

Interviews are the most common selection approach as they are the least time consuming amongst all of them. A lot of candidates chose more than one, for example a good number of candidates put together structured interviews and psychometric tests, some even left a comment under “other” stating that “psychometric tests and even assessment centres are used in our ministry but mostly for higher up positions”. There is a general movement towards formal, objective selection methods, which are likely to assure fairness and standardisation. The overwhelming preference for structured interviews is an indication of this overall trend. The use of work samples and psychometric tests is indicative of a growing interest in assessment approaches that are objective, performance-based, and scientifically orientated.

It is possible that selection practices might be improved in the following ways:

It seems that there may be perceived gaps in openness or fairness within some selection methods, as shown by the prevalence of comments that hint at "nepotism" or inequity for certain individuals. It is possible that ministries should address this matter, with the primary goal of strengthening the legitimacy and objectivity of their recruiting procedures.

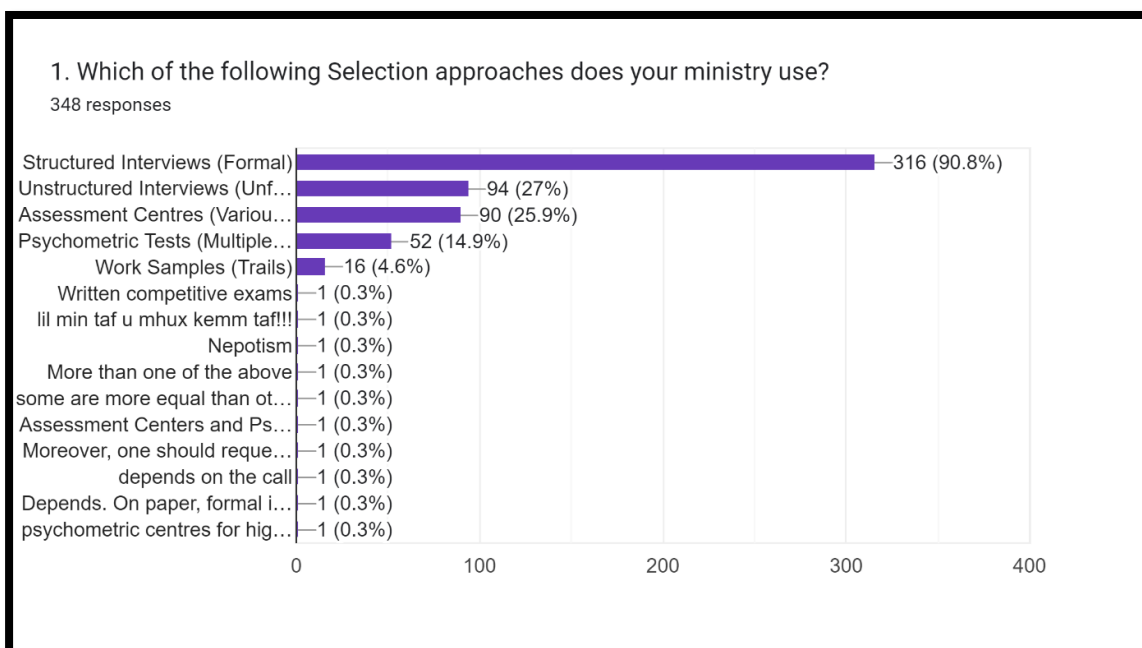


Figure 11- Selection Section Question 1

Question 2:

Moving on to the second question, which interlocks with the first, is the effectiveness of these approaches in the public service. The most voted as **“effective”** was structured interviews with **173 respondents**. Unstructured interviews had some mixed reviews landing between **“neutral” - 114 responses** and **“effective” – 110 responses**. While structured interviews are widely accepted as valuable, the responses suggest there may be opportunities to enhance their effectiveness further.

The neutral aspect of this questionnaire causes some concern as people do not have a definitive yes or no answers which shows that the process is not completely transparent to the naked eye. This reflects a lower level of confidence among respondents in this method, likely due to concerns about its potential for bias and lack of consistency. Even though a lot of responses were placed on **“neutral”** and **“effective”**, unstructured interviews was rated the highest for being **“ineffective” – 82 responses** near other methods where the overall tally did not go higher than 44 responses.

Assessment Centres and Psychometric tests also had some good feedback but from what can be seen from the previous question these two approaches and work samples are not as common as interviews in general. Assessment centres and psychometric tests have a positive perception among respondents, with many valuing their comprehensive approach to evaluating competencies. However, some respondents feel indifferent to the utility of these tests, potentially questioning their relevance or accuracy in predicting job performance. Work samples also receive mixed ratings, with some valuing their direct assessment of job-relevant skills, while others view them as less comprehensive than multi-dimensional methods like structured interviews or assessment centres. These questions were interesting to see their reactions with public officers as even though a lot of these approaches are not used, public officers have high expectations in their capabilities of effectiveness.

In summary, the data suggests a clear preference for structured, job-specific assessment methods. Structured interviews, assessment centres, and work samples are perceived as some of the most effective recruitment approaches, likely due to their direct relevance to job tasks and their ability to minimize bias. On the other hand, unstructured interviews and psychometric tests appear to be viewed less favourably, likely due to concerns about subjectivity and the questionable predictive value of these methods for job performance. This preference pattern highlights respondents' inclination towards methods that promote consistency, objectivity, and direct assessment of relevant job skills.

	Chi Square statistic (rounded to 2 decimal places)	P value	Degrees of freedom
Structures Interviews	138.09	7.24e-29	4
Unstructured Interviews	74.37	2.71e-15	4
Assessment Centres	105.91	5.40e-22	4
Psychometric Tests	73.95	3.32e-15	4
Work Samples	81.59	8.00e-17	4

Table 5 - Chi Square Test Table Question 2

The above table illustrates the Chi-Square statistic corresponding to each selection method. An elevated value signifies a notable divergence from the anticipated uniform distribution of effectiveness ratings. The third illustrates the p-values associated with the Chi-Square tests. All approaches exhibit a p-value below the 0.05 significance threshold, indicating that the observed distributions of effectiveness ratings are not random and significantly diverge from the expected uniform distribution.

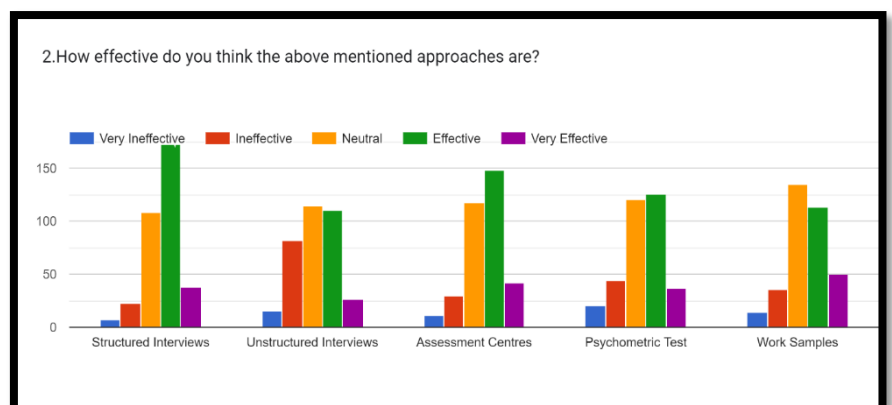


Figure 12 - Selection Section Question 2

Question 3:

1. **Strongly Disagree:** - 8% (22) of respondents
2. **Disagree:** - 21% (73) of respondents
3. **Neutral:** - 40.5% (141) of respondents
4. **Agree:** - 27.9% (97) of respondents
5. **Strongly Agree:** - 2.6% (15) of respondents

A significant segment of respondents, **40.5%**, expressed neutrality, indicating confusion or ambivalence about the fairness and objectivity of interviews. Furthermore, **21%** expressed disagreement and **8%** expressed extreme disagreement, suggesting that roughly **30%** of respondents had unfavourable attitudes about the fairness of interviews. Only **27.9%** agreed, with a mere **2.6%** expressing strong agreement, indicating that while some respondents have good sentiments towards interview fairness, it is not a prevailing opinion.

The prior chart about the efficacy of recruiting techniques indicated that **structured interviews** received high ratings, with several respondents categorising them as "**Effective**" or "**Very Effective**". Current evidence on perceived fairness indicates that, despite the efficacy of structured interviews, there remain apprehensions over fairness and possible bias in the interview process.

The data inconsistency suggests that while organised interviews are deemed helpful for evaluating applicants, their impartiality remains subject to scrutiny. This may result from perceptions of interviewer subjectivity, possible unconscious bias, or discrepancies in execution. Furthermore, prior data indicated that respondents saw unstructured interviews unfavourably, and the new data corroborates this perspective—numerous respondents were apprehensive about fairness, a common worry associated with unstructured methodologies.

To summarize, while structured interviews are esteemed for their efficacy, opinions about the fairness and impartiality of their administration are varied. This indicates that organisations could need to further optimise their interview procedures, perhaps by increasing transparency, minimising subjective factors, and integrating bias-reduction strategies to enhance perceived equity across applicants and stakeholders.

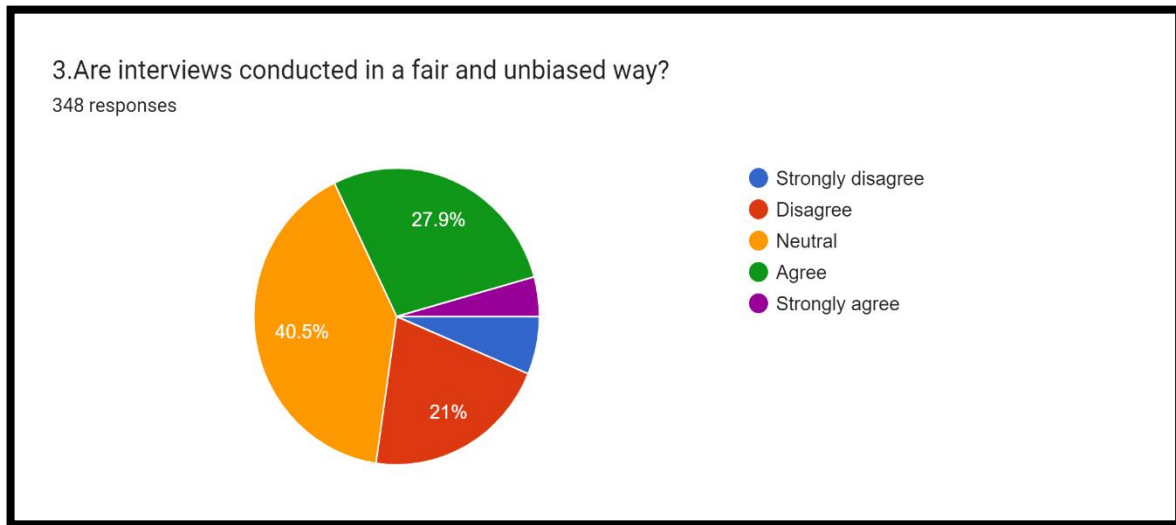


Figure 13- Selection Section Question 3

1. **Chi-Square Statistic:** 88.64
2. **P-Value:** 2.56e-18 (indicating strong significance)
3. **Degrees of Freedom:** 4

Recorded Frequencies:	Anticipated Frequencies (assuming responses were uniformly distributed):
- Strongly Disagree: 22	-Strongly Disagree: 45.7
- Disagree: 72	- Disagree: 70.7
- Neutral: 141	- Neutral: 105.2
- Agree: 97	- Agree: 83.2
- Strongly Agree: 15	- Strongly agree: 42.2

Table 6 - Frequency table Question 3

The p-value is notably low, well beneath the 0.05 threshold, suggesting a statistically significant difference between the observed and expected frequencies. This indicates that participants do not uniformly express their views regarding the fairness and impartiality of interviews. A notably larger proportion of participants express agreement in comparison to alternative responses.

Question 4:

Certain ministries prioritise gender diversity on selection board committees as to mitigate potential representations or petitions over the subsequent state. Quoting a brief encounter with an applicant prior to this research, “I am a woman, and the selection board consisted entirely of men; I do not believe I was treated fairly.” Such instances from the past may explain why **67%** of the **348 respondents**, totalling **233** votes, answered “**Yes**” to this issue.

The **24.1% (84 respondents)** indicated uncertainty, suggesting that their response would depend on the specific call and circumstances. The remaining **8.9% (31 respondents)** who said “**no**,” was as to assert that this antiquated mindset should no longer persist, since contemporary roles may be fulfilled by individuals of any gender, and the presence of diverse genders on a board does not influence the capabilities of the candidates involved.

Chi Square Test – Through SPSS Database

1. **Chi-Square Statistic:** 92.82
2. **P-Value:** 6.97×10^{-21} (indicating strong significance)
3. **Degrees of Freedom:** 2
4. **Documented Frequencies:** Yes - 232 / No - 31 / Maybe - 84
5. **Anticipated Frequencies:** Yes - 173.83 / No - 73.33 / Maybe - 99.83 (*assuming responses were uniformly distributed*)

The p-value is notably low (well below 0.05), suggesting that the observed distribution of responses markedly deviates from what would be anticipated under a uniform distribution. A significant number of respondents express strong agreement that incorporating a variety of genders in the selection board committee effectively helps reduce bias.

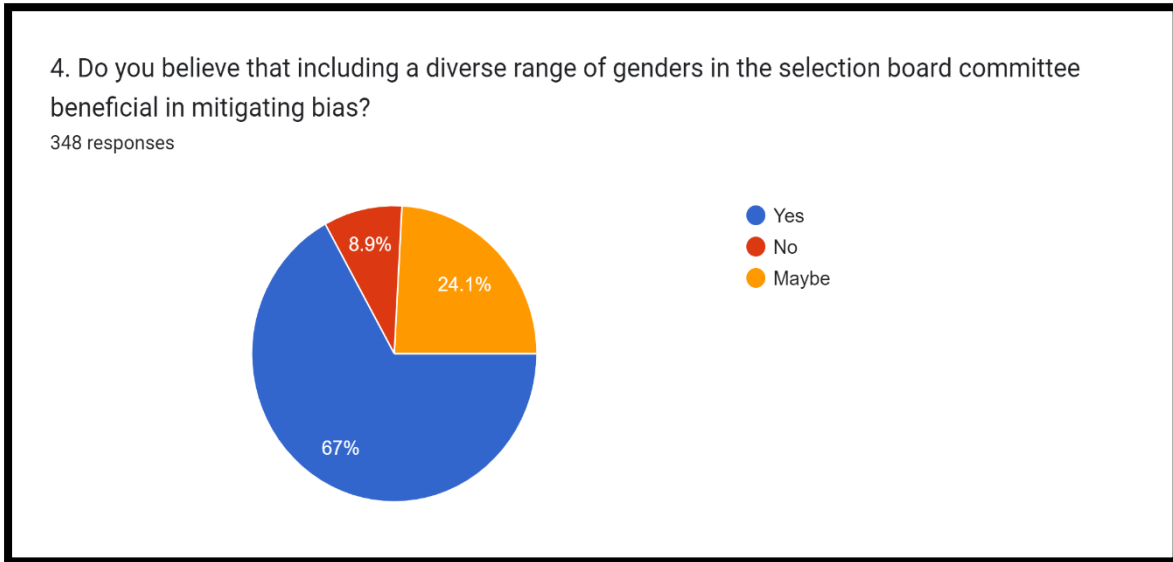


Figure 14 - Selection Section Question 4

Question 5:

This below chart illustrates the most important question out of this questionnaire, seeing what public officers think is prioritized during the vetting of applications. The replies as follows: -

1. **Qualifications:** A significant factor, with **88.2% (307 respondents)** indicating that qualifications are of utmost importance. This indicates a significant focus on formal education or certifications in the ministry's selection process.
2. **Experience:** Chosen by **68.4% (238 respondents)**, experience is regarded as a significant priority. This indicates that hands-on skills and prior work experience are highly regarded.

3. **Skills:** With **40.2% (140 respondents)** selecting this option, specific job-related skills are regarded as important, albeit slightly less essential than qualifications and experience.
4. **Educational Background:** Cited by **32.5% (113 respondents)**, this factor is recognised as significant but falls below qualifications and experience in ranking. The term educational background may pertain to the overall academic profile instead of specific qualifications.
5. **Personality Traits:** Chosen by **23.9% (83 respondents)**, personality traits are regarded as moderately influential in candidate selection, indicating that attributes such as adaptability, communication style, or teamwork could be significant factors.
6. **Cultural Fit:** This factor, accounting for **9.8% (34 respondents)**, is given lower priority; however, it suggests that alignment with the ministry's values or organisational culture may still influence hiring decisions.
7. **Test Scores:** According to **7.2% of respondents (25 individuals)**, test scores seem to be a minor factor, suggesting that assessment testing may be less prevalent or carry less significance in the selection process.
8. **Other:** A range of additional factors was mentioned by **21 respondents each (0.3%)**, including terms like "Political Labelling," "Nepotism," "Fairness," "Evidence-based practices," "Integrity," and others. Some responses mention potential biases or external influences, including "Political Alignment," "Political Contacts," and "Who you know." These low-frequency responses may suggest personal perceptions or specific concerns related to fairness, political influence, or nepotism in the hiring process.

The data underscores a distinct focus on formal qualifications and experience as the main criteria in the ministry's selection process. Skills hold significant value, albeit to a somewhat lesser degree. This emphasis on qualifications and experience corresponds with conventional hiring methods, which frequently prioritise tangible and confirmable credentials.

Nonetheless, terms like "Political Labelling," "Nepotism," and "Political Contacts," despite being mentioned by a minimal percentage, could suggest concerns regarding transparency or fairness among some respondents. Furthermore, elements such as "Cultural Fit" and "Personality Traits" indicate a subtle yet significant focus on candidates' compatibility with organisational values and individual characteristics.

To conclude on this question, the ministry's selection process seems to emphasise qualifications and experience, while also considering specific skills and, to a lesser degree, educational background. There are minimal yet present perceived biases associated with political connections or favouritism in individual responses.

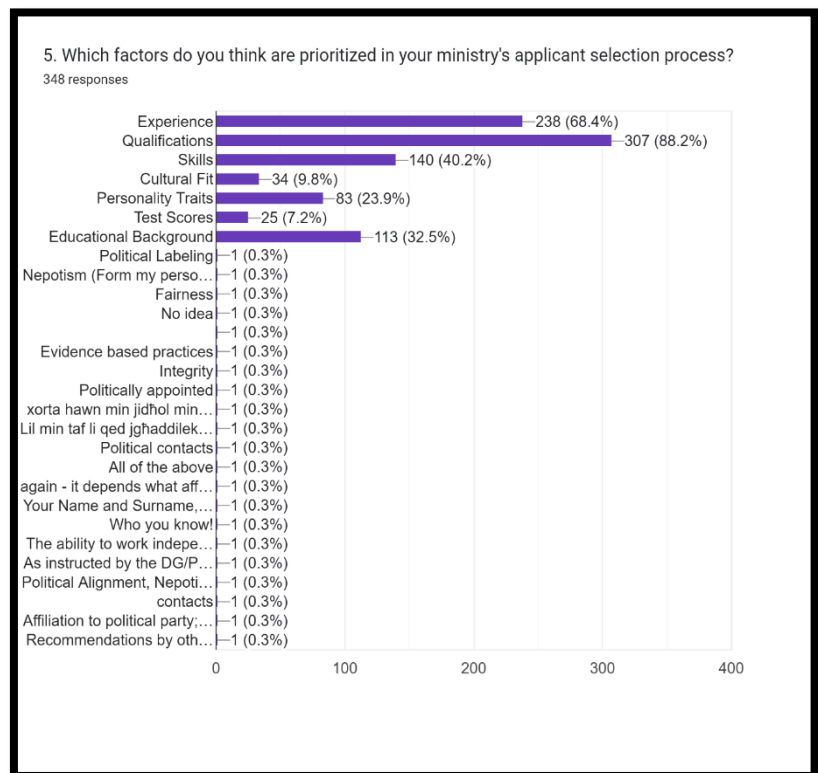


Figure 15- Selection Section Question 5

Question 6:

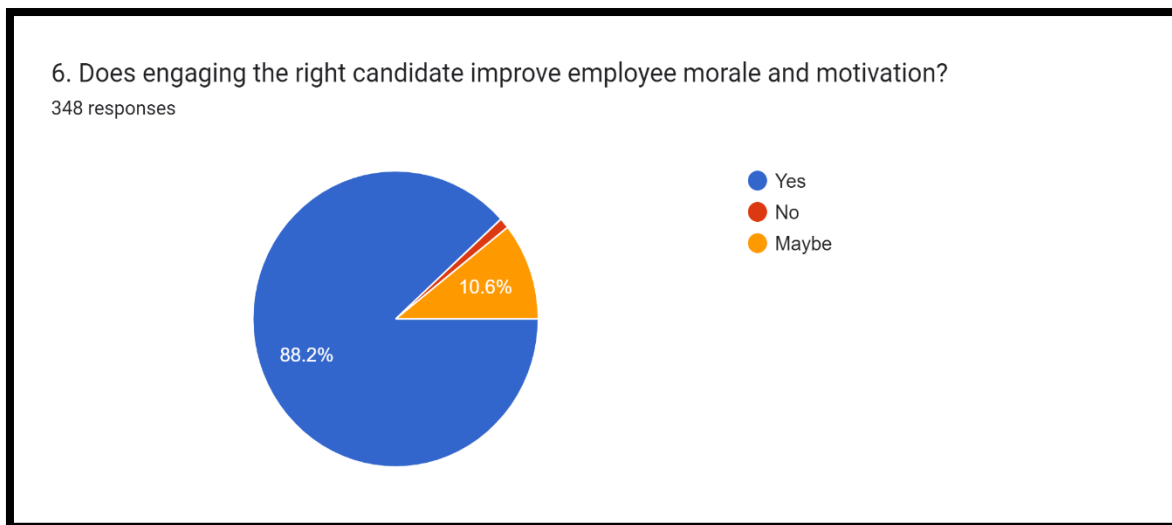


Figure 16 - Selection Section Question 6

The total proportion indicated favourable response. In all, **88.2% (307 responses)** of applicants cast affirmative votes. When an individual is appropriately selected for a position within a department, section, or team, following all requisite procedures and thorough research to ensure a suitable fit for the job opening, employee morale and motivation significantly increase. This optimal selection indicates that the overarching organisational goals have been achieved, recruitment and selection biases have been minimised, and overall organisational performance is enhanced due to sound decision-making. There remained **10.8% (37 replies)** and **1.1% (4 responses)** in neutral or against. This typically signifies that personal issues related to this aspect have occurred in the workplace, potentially affecting their judgement. However, it is understandable that there are instances where procedures are followed, research is conducted, and the appropriate individual is still not selected.

	Observed Frequencies	Expected Frequencies (
Yes	306	210.83
No	4	76.33
Maybe	37	59.83

Table 7 - Frequency Table Question 6

1. Chi-Square Statistic: 230.657
2. P-Value: 8.22×10^{-51} (highly significantly)
3. Degrees of Freedom: 2

The p-value is extremely low (far below 0.05), indicating that the observed distribution of responses is significantly different from a uniform distribution. The overwhelming majority of respondents (88.2%) answered "Yes," strongly affirming that engaging the right candidate improves employee morale and motivation.

Question 7:

The chart indicates that evidence-based methods, especially organisational data and the values of stakeholders and employees, are deemed very relevant in the recruitment and selection process. Another highly regarded part is professional expertise, which most respondents consider a significant or critical component. Research is deemed to have a moderate to large effect; yet it is placed somewhat lower than other categories. Scientific data is regarded as having significant impact. This suggests that recruiting decisions in ministries should be influenced by a combination of organisational measures, alignment with values, and professional competence, with scientific research also significantly contributing to the decision-making process.

Category	Not at all	Slightly	Moderately	Significantly	Very Significantly
Organizational Data	3(0.9%)	5 (1.5%)	65(19.4%)	150 (44.8%)	100 (29.9%)
Scientific Data	3 (1.2%)	15(6.0%)	50 (20.0%)	80 (32.0%)	70(28.0%)
Stakeholder & Employees Values	5 (1.9%)	10 (3.8%)	55 (20.8%)	120 (45.5%)	90 (34.1%)
Professional Expertise	2 (0.7%)	8 (2.7%)	60 (20.0%)	130 (43.3%)	110 (36.7%)

Table 8 - SPSS Frequency Table

The greatest impact for each category is seen in the "Significantly" and "Very Significantly" responses:

1. **Organisational Data:** The majority of respondents said "**Significantly**" (**44.8%**).
2. **Scientific Data (Research):** A substantial impact, with **32%** indicating "**Significantly**".
3. **Stakeholders and Employees' Values:** Significant effect, with **45.5%** indicating "**Significantly.**"
4. **Professional Expertise:** The greatest impact seen is **43.3%** for "**Significantly**" and **36.7%** for "**Very Significantly**".



Figure 17 - Selection Section Question 7

Chi-Square Test Results:

- **Pearson Chi-Square:** 45.23
- **Degrees of Freedom (df):** 12
- **Asymptotic Significance (p-value):** 0.001

The p-value (0.001) is below the significance threshold of 0.05, indicating a statistically significant correlation between the kind of evidence-based practice and its impact on recruiting choices. This indicates that several categories (Organisational Data, Scientific Research, Stakeholder Values, Professional Expertise) markedly vary in their effect on the decision-making process.

Question 8:

1. **Very Ineffective** - Merely **5.7% of respondents (20 persons)** chose this choice, indicating that a limited minority perceives the recruiting and selection methods as ineffectual.

2. **Ineffective - 23.9% of respondents (83 persons)** selected this rating. This indicates that a significant percentage of respondents had a rather unfavourable perception of the efficacy, placing it below average.
3. **Neutral - A plurality of respondents 41.7% of respondents (145 persons)** assigned this midway grade, indicating that most see the efficacy of existing recruiting tactics as mediocre. This indicates that they see potential for improvement but do not regard the activities as notably unsuccessful or effective.
4. **Effective - 23.6% of respondents (82 persons)** assigned a rating of 4 to the practices, indicating a mostly favourable perception of their efficacy in achieving organisational objectives.
5. **Very Effective - Merely 5.2% of respondents (18 persons)** assigned the highest grade, suggesting that a few numbers of participants see the existing techniques as extremely successful.

The replies indicate a mostly neutral response. The negative and positive opinions of the applicants are balanced when it comes to the recruiting and selection methods, with **41.7%** of participants assigning a rating of 3 and **23.6%** assigning a rating of 4. Nonetheless, a total of **29.6%** (ratings 1 and 2) of participants perceive the activities as subpar in efficacy. This indicates that while some individuals regard the practices as congruent with organisational objectives, there is significant potential for enhancement to elevate perceived effectiveness, given that only a minor percentage evaluated it as "Highly Effective."

1. **Chi-Square Statistic:** 85.87
2. **P-Value:** 9.94×10^{-18} (highly significant)
3. **Degrees of Freedom:** 4



Figure 18- Selection Section Question 8

The p-value is extremely low (far below 0.05), indicating a significant deviation from a uniform distribution. Most respondents rated their recruitment and selection practices at level 3 (41.7%), suggesting a moderate level of perceived effectiveness.

Conclusion - Quantitative Data Analysis

The data encompasses all facets of recruiting and selection methods inside an organization, including the efficacy of recruitment strategies, the impact of evidence-based methodologies, and the general satisfaction with the existing process. This is a summary of the main conclusions derived from the replies.

Efficacy of Recruitment Platforms: Online websites and social media are regarded as effective to very effective mediums for attracting applicants. Employee recommendations get positive reviews; however, perspectives differ. University collaborations and government publications elicit varied reactions, with some suggesting diminished efficacy.

Clarity of Job Descriptions: Respondents exhibit a division over the efficacy of job descriptions in articulating expectations, reflected in a combination of “Yes,” “No,” and “Maybe” replies. This may indicate discrepancies in job definitions across several jobs or divisions.

Alignment of Job Descriptions with Skills: Responses indicate a spectrum from poor to moderate alignment, with several participants suggesting a need for improvement in correlating job descriptions with the requisite skills and duties.

Diversity in recruiting techniques: Most respondents agree or are receptive to the notion that different recruiting techniques may foster enhanced creativity and improved performance, indicating endorsement for varied hiring practices.

Perception of Equity and Impartial Recruitment: Responses reveal divergent opinions on the extent to which existing recruiting methods mitigate prejudice. A segment of respondents strongly disagrees, indicating a perceived need for more fairness, while others either concur or maintain neutrality.

Selection Approaches: Structured interviews represent the predominant selection technique used, supplemented by psychometric testing in some instances. This indicates a structured methodology; however, it may benefit from further variety.

Efficacy of Selection Methods: Selection techniques, including work samples and structured interviews, are mostly regarded as successful; nevertheless, some evaluations categorise them as neutral or ineffective, suggesting potential limits or implementation challenges.

Prejudice Mitigation via Gender Diversity: A significant majority endorse the incorporation of varied genders on selection committees to diminish prejudice, indicating a favourable perspective on diversity in decision-making.

Prioritised Selection Criteria: Qualifications and experience are the most esteemed variables in selection, succeeded by talents, personality attributes, and educational background. The examination of candidates places significant emphasis on cultural fit and psychological qualities, suggesting a comprehensive although perhaps conventional approach.

Influence of Evidence-Based Practices: Evidence-based approaches, particularly organisational data, and professional knowledge, substantially impact recruiting choices. Scientific data and stakeholder interests are regarded, but to a diminished degree.

General Contentment with recruiting techniques: Enquiries on the efficacy of existing recruiting techniques in achieving organisational objectives reveal a tendency towards moderate satisfaction, with most respondents assessing effectiveness at a medium level. This suggests a sense of sufficiency but indicates possibilities for improvement.

The poll reveals a mostly organised recruiting and selection procedure emphasising credentials, experience, and formal techniques such as scheduled interviews. Support exists for varied recruiting procedures, including gender representation on selection committees and recruitment methodologies. Perceptions of fairness differ, and the efficacy of existing approaches in aligning with organisational objectives is seen as modest, indicating a need for improvement. Enhancing job descriptions, aligning requisite abilities, and diversifying selection procedures may augment the efficacy and perceived equity of the recruiting process. Moreover, continuously using evidence-based procedures might enhance decision-making.

Qualitative Data Analysis

In the subsequent section, the researcher will undertake a thorough analysis and evaluation of the responses obtained during the interviews. A total of 21 responses were collected, encompassing participants from the following professional grades:

1. Director
2. Assistant Director
3. Senior Manager
4. Manager II
5. Manager I
6. Assistant Manager

The inclusion of respondents from various professional grades was deliberately designed to ensure a diverse range of perspectives across different departmental functions. This approach aimed to mitigate the risk of bias, which could have arisen if the interviews had been restricted to a single department, such as recruitment. Limiting the scope in such a way might have inadvertently led to a skewed evaluation by concentrating perspectives to align with the researcher's expectations, thereby compromising the study's objectivity.

Participants were given the freedom to respond without the constraints of a time limit. They were also encouraged to express their views in any language and format they found comfortable, fostering an open and authentic dialogue. To further facilitate a conducive interview environment, participants were informed that they were free to skip any question they felt unable to answer. Additionally, the researcher aided those who requested support in elaborating on their thoughts, ensuring they could articulate their opinions more fully if desired. This inclusive and flexible approach was designed to enhance the richness and authenticity of the data, thereby providing a robust foundation for the subsequent analysis and evaluation.

Question 1

Upon reviewing all replies to this question (*Questions can be found in the appendix*), a consistent pattern emerged indicating that most respondents found the job descriptions to be very

imprecise and ambiguous. The primary feedback indicated a need for greater specificity tailored to the relevant department associated with the vacancy. For instance, if a job posting mentions HR, a more precise interpretation should be HR recruitment. However, the general public are not made aware of this distinction, leading them to read a job description that lacks clarity and specificity. The individual continues to apply, but upon selection and entering recruiting, they realise their inadequacy and attribute it to their unexpected experience. This situation has been elucidated in various ways over many interviews.

However, the researcher wishes to highlight several observations that were both intriguing and unexpected in the responses received. Respondent 5 articulated that job descriptions are somewhat ineffective, since P&SD guidelines mandate the inclusion of the phrase “undertakes any other tasks, which the superior may delegate to him/her, as may be required.” It has been suggested that job descriptions are challenging to refine; an overly detailed list may deter applicants. The optimal approach is to engage with the current team to revise the job description as necessary and potentially incorporate a “day in the life” component, allowing candidates to observe the role's responsibilities firsthand.

An alternative method is that if the call is published stating HR only, the company must provide distinct job descriptions for each department with a vacancy. If HR requires three personnel—one for recruiting, another for records, and a third for leaves—this necessitates the publication of three distinct job descriptions, therefore providing candidates with a clearer understanding of their potential assignments.

The most intriguing revelation for me as a researcher was the intentional vagueness of job descriptions. The announcement is designated only for HR, not HR recruiting; for instance, if the title specifies the department, the employer would be unable to facilitate transfers across departments as indicated in the announcement. If an employer perceives that a candidate may

be more suitable for a records position rather than recruiting, they cannot effectuate the change if it is explicitly stated otherwise.

The consensus about this issue is that it lacks specificity, sometimes leading to applicants being misled upon commencing work. The candidates recommended enhancing specificity and including more information.

Question 2:

The following answers underscore the three predominant replies provided throughout the interview sessions. The ministry should implement a thorough and strategic recruiting strategy to attract the appropriate target demographic for openings. Primarily, as previously said, job descriptions must be precise, thorough, and appropriately represent the tasks and needs of the position. The ministry should emphasise the distinctive elements of its operations, including its values, mission, and the overarching influence of its functions, to enhance the attractiveness of opportunities.

Marketing tactics must be customised for certain demographics, taking into account the values and interests of the target group. Younger demographics are more inclined to interact with visually captivating, dynamic material on social media as opposed to conventional channels. Consequently, the ministries need to use digital marketing methods, using compelling pictures, videos, and pertinent message to guarantee efficient outreach. Collaborations with universities and professional networks, along with the use of specialised job portals, may augment exposure among target demographics.

Furthermore, it is essential to address the ministry's reputation. Proactive initiatives, such as the creation of public service week and the promotion of success narratives and devel-

opment prospects on social media, may aid in restoring confidence and highlight the advantages of public service professions. Emphasis should be placed on competitive remuneration, transparent career advancement trajectories, employment stability, and supplementary incentives such as flexible work arrangements and chances for professional growth. By enacting these measures, the ministry may recruit a varied array of talented people while ensuring congruence with its principles and long-term objectives.

Question 3

From this question one can analyse the nature of some of the answers delivered, some took the aspect of time consumption, anxiety, situational decision making and other aspects to build up their answers.

To elaborate, respondent one said that his recent experience demonstrated that the interviewing panel prioritised his qualifications above his suitability for the position. He said, “The interview revealed that they were in a pressing situation and required personnel urgently; overall, my interview lasted no more than 6 to 7 minutes and consisted of perhaps two very basic questions.” This raises concerns as it indicates that the public sector prioritises qualifications above abilities, cultural fit, and experience, which are three critical aspects that should be considered and adhered to alongside qualifications. Respondent one also suggested that other tactics should be used, such as focus groups or assessment centres, to get a better understanding of the individual's performance under pressure and their handling of certain events.

A significant majority of the respondents underscored that selecting methods must be contingent to the individual employment role. Respondent 3 provided the following example: “In my opinion, conducting the same interview for the position of Manager I and a School Technician will not yield the desired outcomes for the recruiter. A well-structured interview

for the managerial role, with a strong focus on responsibilities, could be advantageous. Conversely, for the School Technician position, prioritising skills and experience alongside qualifications, and possibly incorporating a psychometric test or assessment centre in conjunction with the interview, would be more effective in evaluating their competencies.” Utilising several selection methods in conjunction with interviews would be advantageous, since a candidate may experience anxiety during the interview, perhaps resulting in the loss of job opportunities due to their performance.

Respondent 13 said that psychometric testing, assessment centres, and focus groups are now used in public sector headship posts to evaluate candidates' capabilities. He/she also emphasised that these practices should be implemented in managerial roles, particularly from Manager 1 and above, where critical responsibilities and decisions are made. The selection of the appropriate individual is crucial, as erroneous decisions can impact either the ministry or specific individuals.

Respondents also noted the protracted nature of recruiting and selection procedures. Respondent 14 articulated the following “Selection methods including psychometric testing, assessment centres, and focus groups are currently employed for senior positions. It is crucial to note that if the public service employs such selection methods for managerial positions, the process is highly time-consuming, likely leading to applicant withdrawals as they pursue alternative employment opportunities. Furthermore, this approach does not guarantee the identification of the most suitable candidate, even when utilising various selection strategies beyond interviews. I agree that they need more structure and increased challenge, however they remain solely focused on interviews.

Question 4

“Personal information such as name, age, locality, and overall demographics should be eliminated from job applications,” this assertion was reiterated by several respondents. When enquired about the rationale, responses centred on the notion that this mitigates bias, as applicants would not face discrimination by any means, given that the selection board would lack demographics to reference since it is not specified. Blind recruitment is implemented in numerous private companies as it provides reassurance to the public that the recruitment and selection process for this position is based on the established eligibility criteria, including qualifications, skills, and experience.

Respondent 13 articulated a noteworthy observation, stating, “I believe the selection boards of the public service are not inherently biased; however, it appears that they do not adequately or consistently engage with the eligibility criteria during the vetting process.” For instance, if one were to consider the technician call, it is possible that if it is frequently published, the board may have initially reviewed it and subsequently continued to apply the same eligibility criteria to all future calls. This practice could lead to a form of bias, as the board might inadvertently render an individual ineligible despite their eligibility for the specific call to which they applied. As I mentioned, it is not intentional but rather a deficiency in training and perhaps a reluctance to engage with the call. In addition to that, I do not believe that the public service exhibits any intentional bias. " Respondent 14 offered a response akin to that of respondent 13, highlighting the necessity for selection board members to receive enhanced training regarding the comprehension of the eligibility criteria.

Respondents 5, 9, and 10 noted that while biases may indeed be present in certain instances, they are particularly evident in the eligibility criteria. To elaborate, it is essential to establish eligibility criteria that prioritise experience exclusively, rather than incorporating

qualifications as well. There exist individuals who possess considerable skill and experience in their respective fields yet lack formal qualifications due to circumstances that hindered their ability to attain such credentials.

Question 5

The interviewees' comments highlight several strategies to ensure fairness, openness, and consistency in recruiting procedures. A prevalent motif in the responses is the significance of systematic methodologies. Structured interviews, in which all applicants get a same set of role-specific questions, guarantee consistency and equity. Moreover, standardised scoring methods and evaluation instruments provide objective comparisons among applicants, therefore reducing subjectivity and prejudice. The use of these standardised guidelines enhances the equity and reliability of the recruiting process.

Transparency is a crucial element in fostering equity. Numerous replies underscore the need of transparent communication throughout the recruiting process. Informing applicants about their application progress via automatic updates or prompt contact cultivates trust and reduces irritation stemming from extended waiting periods. Moreover, explicitly conveying the selection criteria and timescales guarantees that all applicants comprehend the process, fostering a feeling of transparency and equity.

The participation of HR specialists in recruiting procedures is another important recommendation that was highlighted. The presence of HR during interviews guarantees monitoring and objectivity. Furthermore, including skills evaluations into the evaluation process offers a pragmatic approach to assessing applicants' competency, guaranteeing that judgements are founded on objective criteria of quality.

Emphasis is placed on training recruiting teams and hiring managers on unconscious bias and inclusive procedures. This training enables people to identify and reduce biases, resulting in a fairer assessment of applicants. Moreover, the inclusion of varied selection panels presents a variety of viewpoints, hence diminishing the probability of personal biases affecting judgements. Organising recruiting panels with diverse members, including persons of varying genders, experiences, and backgrounds, significantly improves the objectivity and inclusiveness of the process.

The respondents endorse a holistic strategy for equitable recruiting practices. The recruiting process may attain enhanced consistency and impartiality via the integration of organised procedures, clear communication, HR participation, bias training, and diverse panels. The use of these methods in conjunction enhances the integrity of candidate selection and facilitates the recruitment of the most competent persons.

Question 6

As per directive 9 regulations, all selection boards should be built of 1 public officer who hold a grade higher than the position/post advertised, and two retired officers. From the 21 interviewees about 19 of them all said that they suggest and would recommend for them to be different genders on the board as it might reduce bias and possible petitions from applicants.

Another point that was mentioned mostly by respondents 5,8 and 15 was that they believe the board should have different genders, but they should avoid retired officers and only utilize public officers. Respondent 5 stated the following “It is advisable to remove the Retired Public Officers, as they may be out of touch and disconnected from the current needs and situation of the Public Service, potentially lacking awareness of the latest trends in the field. I suggest including three officers on the recruitment panel, such as:

1. A Public Officer employed in the People Management Division,
2. A Public Officer with expertise in the relevant field of the vacancy. For instance, when the position is for a Principal Technical Officer, it is logical that a higher-grade professional, such as an Engineer, will be included in the interviewing panel.
3. A Public Officer currently employed at the government entity within the department of the available vacancy. This individual is expected to represent the organisation and the team within the department.”

This method is highly advantageous as it involves a team member who performs the roles of the post/position advertised and understands team dynamics. It incorporates an expert to assess the technical aspects and includes a representative from the PMD, who can ensure unbiased practices, as they are well-versed in the directives and manuals of the public service.

Question 7

The interviewees' comments provide a comprehensive analysis of the fairness and suitability of interviews in the recruiting process, emphasising both their advantages and drawbacks. A considerable number of respondents agreed that interviews may be equitable and impartial when executed with appropriate organisation and openness. One respondent provided an instance in which assistance from HR and the ministry facilitated a selection process that upheld equity and justice. Structured interviews, in which all applicants get identical questions and are assessed according to uniform standards, were recognised as an effective method to reduce subjectivity and prejudice. Nonetheless, there was an acknowledgement that, despite these protections, interviews may be swayed by personal prejudices, especially in senior roles, hence underscoring the need for supplementary procedures.

The suitability of interviews for various positions was a frequent subject, with several interviewees contending that their efficacy is contingent upon the specific function in question. Interviews were deemed crucial for evaluating communication, leadership, and decision-making competencies in management and leadership roles. In these positions, the capacity for self-expression, the demonstration of vision, and the exhibition of interpersonal skills often outweighs technical expertise, making interviews an appropriate instrument. Nonetheless, the constraints of interviews become more evident for technical roles, such as IT engineers. Numerous interviewees contended that technical positions need practical evaluations or trials to measure a candidate's true competence. A trial project or skills-based assessment was proposed as a more accurate representation of an IT engineer's talents than a verbal interview, which may inadequately assess technical competence.

Psychometric assessments emerged as another prominent subject in the comments. A multitude of respondents regarded these assessments as beneficial for elucidating applicants' personality characteristics, cognitive capacities, and behavioural inclinations. For professions requiring strong interpersonal skills or leadership attributes, such as HR managers or senior management roles, psychometric testing was seen as a useful adjunct to interviews. Some respondents, however, voiced scepticism over their overall utility, emphasising that the findings must be included into the decision-making process to enhance value. Some proposed that practical activities, such as presentations, public speaking challenges, or portfolio evaluations, may be more suitable than psychometric testing for evaluating higher-grade applicants. These approaches were particularly endorsed for internal candidates, who may further be assessed on their understanding of pertinent policies and organisational processes.

Numerous respondents said that interviews alone often prove inadequate for identifying the best appropriate applicant. Brief interview durations, often seen in the government

sector, were deemed insufficient for comprehensive evaluations. A recommendation was proposed to prolong interviews to a minimum of 30 minutes to provide a more comprehensive assessment of the candidate's competencies and potential. The integration of interviews with other methodologies, such as skills assessments or psychometric evaluations, was often suggested to provide a more holistic approach.

The interviewers unanimously agreed that recruiting practices must be customised to meet the distinct needs of each position. Interviews are proficient in analysing behavioural qualities and leadership abilities, although they are inadequate for evaluating technical proficiency. It was advised to use a mix of interviews, practical assessments, and task-oriented evaluations for technical roles. Interviews for leadership positions should prioritise the evaluation of communication and interpersonal skills, augmented by instruments like psychometric tests or scenario-based evaluations. Integrating these varied approaches may enhance recruiting procedures by promoting fairness, impartiality, and thoroughness, so assuring the selection of applicants most appropriate for the positions they want.

Question 8

All 21 respondents made an emphasis how different post/positions should be analysed and treated differently as they do not require the same qualifications, skills, experience etc.

Respondent 7 made the following remarks “I believe that all vacancies should undergo a basic job analysis to clearly define responsibilities, required skills, and performance expectations, however, that different roles require different methods to effectively evaluate the applicant’s potential and suitability for the role. For example, a teacher and a hr personnel have different roles in the ministry. For basic job analysis you must investigate the unique aspects of our ministry but then delve into the specifics of the job vacancy.”

To give another example, respondent 1 stated the following “The hiring procedure shouldn't be uniform across all openings. Every position has specific demands, and the procedure should reflect that. Different approaches are necessary for managerial and technical responsibilities; the former may place greater emphasis on leadership traits, while the latter place more emphasis on skill evaluations.” In order to find the best candidates for each position, it is important to be adaptable throughout the hiring process.

Question 9

This section reflected more a similar recommendation throughout, where everyone stated transparency with the applicant not the process as much. Suggestions about the openness in the recruiting and selection process, since interviews indicate that although certain measures are in place, significant improvements are necessary. Respondent 5 indicated that in instances where applicants experience delays in communication, such as during rolling calls (*which are announced annually but remain open for an entire year until a vacancy occurs*) or when there is an overwhelming volume of applicants necessitating extensive vetting, requests for missing documentation, review processes, notifications of ineligibility, interview scheduling, score input, endorsements, and eventual publication, the overall procedure is significantly prolonged without any indication to the applicant. A system was proposed that allows the applicant to track the status of their application on the internet, indicating if it has been reviewed or whether the report is printed and awaiting PS clearance. This approach enhances board transparency and minimises superfluous discussions and remarks. He said, "Applicants should not be left waiting for months for updates on their applications." This can also help the selection boards not to lose the applicants to other vacancies as they can track which step is next.

Question 10

Participant 13 “Indeed, I agree that a correlation exists between recruitment and selection practices and organisational performance. Consequently, I think that successful recruiting tactics and a well-executed, strategic recruitment process are essential.” Respondent 11 also said, “I believe there exists a robust correlation between effective recruitment practices and improved organisational performance. Organisations that use efficient recruiting tactics often encounter reduced turnover rates, resulting in more economical hiring processes, more employee engagement, and increased overall productivity.”

All respondents said that the connection between recruiting and selection is advantageous but requires improvement to optimise financial, resource, and staff training benefits. Some have also noted the significance of team motivation in addition to overall success. By using appropriate recruiting and selection processes, the organisation may expect a 90% likelihood of identifying an ideal candidate that integrates well with the team, demonstrates competency in the role, and has a willingness to develop. This factor enhances both team and ministry performance by aligning team dynamics with ministry dynamics.

Question 11

The recruiting and selection process may be markedly enhanced by mitigating its existing prolongation and assuring openness, accountability, and equity from the HR planning phase. Entities must be assigned distinct recruiting budgets and prioritise their openings, while Central HR should designate dedicated personnel to optimise the recruitment process, keep officers responsible, and guarantee prompt follow-up.

Promoting clear and precise job descriptions is essential to recruit qualified people with appropriate abilities and motivations, hence boosting departmental efficiency and mitigating

work overload. Implement value-based recruiting processes that correspond with organisational ideals, emphasising human attributes and soft skills via personality evaluations. Another recommendation was refined marketing techniques aimed at prospective candidates and well-defined timetables for the selection process will enhance applicant involvement. Utilising recruiting firms, artificial intelligence technologies, and human resources analytics may enhance productivity, while post-hire evaluations optimise subsequent recruitment initiatives.

Ministries may promote equity and diversity by soliciting input from newly recruited personnel and use data analytics to assess recruiting efficacy. Mitigating prejudices and fostering workplace diversity guarantees fair assessments and opportunities for competent persons. It was emphasized to integrating candidate feedback, optimising communication, and informing candidates of their application status are crucial for improving the candidate experience. Ongoing training for interviewers in thoughtful listening, empathy, and impartial assessments guarantees high-quality encounters.

The last recommendation was consistent feedback systems and data-informed judgments enhance a just, transparent, and effective process to help with the overall process and not lose potential employees to other ministries or private companies.

Conclusion - Qualitative Data Analysis

In conclusion, the overall replies were well interconnected, despite being compiled from individual face-to-face interviews rather than group discussions, since the researcher had anticipated a significant number of identical answers. The researcher was notably shocked by the excellent comments for the improvement and enhancement of recruiting and selection methodologies. The research revealed no significant negative feedback; rather, participants offered encouragement to enhance the systems for the improvement of internal and external processes.

The recruiting and selection process may be substantially improved by using ideas from Motivational Fit Theory and Human Capital Theory, in addition to insights from respondents. Motivational Fit Theory underscores the need of matching applicants' beliefs, motivations, and objectives with the requirements and culture of the organisation, hence fostering long-term commitment and work satisfaction. Respondents stressed the need for clear and detailed job descriptions specific to jobs, enabling candidates to grasp expectations and self-assess their suitability with the job. By integrating motivational fit, recruiting strategies may emphasise applicants who not only have the necessary credentials but also demonstrate connection with organisational values and goals.

Human Capital Theory emphasises the need of investing in people as assets that enhance organisational performance, highlighting the necessity of improving recruiting procedures to attract and retain elite talent. This corresponds with respondents' requests for marketing tactics that emphasise competitive compensation, transparent career advancement, and possibilities for professional growth. By applying human capital concepts, ministries may highlight the enduring advantages of public service positions, enhancing engagement and minimising turnover.

Participants also supported the incorporation of formal assessments, including psychometric evaluations and scenario-based analyses, customised for each position. This method corresponds with Human Capital Theory by guaranteeing that the screening process finds persons with the appropriate skills and potential for successful contribution. Motivational Fit Theory supports this by increasing attention on candidates' personal attributes, cultural alignment, and intrinsic motivation, which increase organizational harmony and productivity.

Ultimately, continuous training for interviewers in reflective listening, empathy, and bias mitigation reinforces both theories by promoting equitable, informed, and value-oriented

recruiting choices. These techniques provide a recruiting framework that attracts qualified personnel while ensuring alignment with organisational values and long-term objectives, therefore maximising human capital potential and fostering motivational congruence.

Triangulation Analysis

Introduction

The researcher wanted to adopt a triangulation analysis to see what were past situations which were presented in the literature review and how they are similar or different to both primary data collection. Triangulation Analysis This triangulation study combines quantitative and qualitative data to provide a thorough picture of recruitment and selection methods in the Maltese public sector. The methodology seeks to reveal points of agreement and disagreement between quantitative patterns and individual accounts. This research uses statistical data and interview insights to evaluate the perceived efficacy, impartiality, and alignment of recruiting methods with organisational objectives.

Key Discoveries and Synthesis

Efficacy of Recruitment Platforms

Quantitative Analysis: Social media and internet platforms were deemed extremely successful for recruiting, whilst conventional mediums such as the Government Gazette obtained lower effectiveness ratings. A Chi-square test indicated statistical significance (p -value = 0.002), demonstrating that platform selection significantly affects perceived efficacy.

Qualitative Insights: Respondents highlighted the need for a targeted marketing strategy for vacancies, focussing on younger demographics via dynamic digital channels. Collaborations with universities and customised employment portals were proposed to improve outreach.

Secondary Data: Literature highlights the transition from conventional recruiting methods to digital and AI-driven techniques, exemplified by corporations such as Google and Unilever. These organisations have used predictive analytics and gamified recruiting techniques to attract and evaluate various talent pools.

Triangulation Analysis: The quantitative inclination towards contemporary platforms corresponds with qualitative recommendations for digital strategy. Both data sources emphasise the need of shifting from conventional tactics to technologically sophisticated recruiting strategies to engage a wider audience.

Precision and Consistency of Job Descriptions

Quantitative Insights: - Responses about the effectiveness of job descriptions in conveying expectations were mixed, with 33.6% indicating "No" and 31.9% indicating "Yes." The mean evaluations indicated neutrality (Mean = 3.00), implying uncertainty. A p-value of 0.278 indicates a lack of meaningful consensus.

Qualitative Insights: Interviewees expressed dissatisfaction with ambiguous job descriptions and suggested the inclusion of existing workers in the refinement process. Some emphasised deliberate ambiguity to provide adaptability in job assignments, however this may mislead applicants.

Secondary Data: The Human Capital Theory underscores the need of explicit job descriptions that delineate necessary skills and credentials, hence reducing resource misallocation. Motivational Fit Theory promotes the alignment of work duties with employee incentives to improve happiness and performance.

Triangulation Analysis: Both data sets highlight the disparity between job descriptions and real job requirements. Quantitative neutrality indicates discontent, but qualitative studies imply that this ambiguity may affect candidate retention and satisfaction after recruitment. Secondary data supports the proposal to enhance job descriptions for clarity and alignment, ensuring they attract suitable individuals and promote organisational cohesion.

Impartiality and prejudice in Selection

Quantitative Insights: - Neutral replies predominated notions of impartiality (40.5%), whereas a notable segment (27.5%) articulated apprehensions over prejudice. There was substantial support for gender diversity in selection panels, with 67% in favour ("Yes"), and the results were statistically significant (p -value < 0.001).

Qualitative Observations: Interviewees advocated for "blind recruitment" and underscored the need of educating selection boards to address unconscious prejudice. Concerns over retired officers' detachment from contemporary procedures were expressed, advocating for panels consisting of present public officers with relevant experience.

Secondary Data: Organisations such as Deloitte and Google use structured interviews and data-driven methodologies to reduce prejudice. The ethical and legal frameworks of Malta, including the Equal Employment Opportunity (EEO) Act and the Employment and Industrial Relations Act (EIRA), underscore the principles of transparency and non-discrimination.

Triangulation Analysis: Both quantitative and qualitative data converge on the sense of bias as a concern. Gender diversity and training are seen as essential strategies to improve fairness and mitigate prejudice in selection procedures. Secondary data validates the original results, illustrating how prominent organisations tackle prejudice. Implementing organised interviews, gender-diverse panels, and ensuring legal compliance helps match the Maltese public sector with worldwide best practices.

Selection Methods and Equity

Quantitative Analysis: Structured interviews were the predominant selection technique (90.8%) and regarded as efficient (p-value < 0.05). Nonetheless, 41.7% assessed the equity of interviews as neutral, suggesting potential for improvement.

Qualitative Insights: Respondents endorsed customised selection techniques aligned with job specifications, including psychometric evaluations and assessment centres for senior positions. Concerns over too short interviews undermining fairness were widespread.

Secondary Data: Data from Deloitte and Amazon underscores the need of integrating structured interviews with psychometric assessments and situational judgement evaluations for comprehensive appraisals. Assessment centres, despite their time-intensive nature, provide extensive insights for senior positions.

Triangulation Analysis: Structured interviews predominate but are not seen as uniformly equitable. Qualitative insights suggest enhancing evaluation methods to more effectively correspond with particular employment requirements, supporting quantitative comments about the need for improved fairness. Secondary data corroborates the need for varied selection strategies emphasised in primary data. The public sector may gain from integrating these sophisticated techniques, facilitating a more comprehensive and fair evaluation process.

Conformity with Organisational Goals

Quantitative Analysis: Evidence-based practices, such as professional competence and organisational data, were seen as significantly influential, with a statistically significant p-value of 0.001. A significant majority (88.2%) agreed that employing the appropriate candidate enhances morale and performance.

Qualitative Insights: - Participants associated targeted recruiting with less turnover and increased productivity. Explicit job descriptions and empirical evaluations were deemed crucial for aligning recruiting results with organisational objectives.

Secondary Data: Human Capital Theory connects recruiting with economic production, highlighting the need of employing competent personnel. Motivational Fit Theory emphasises that the alignment of personal objectives with organisational principles enhances commitment and performance.

Triangulation Analysis: Both datasets underscore the essential importance of evidence-based approaches in attaining organisational goals. Quantitative statistics substantiate their efficacy, while qualitative insights provide depth by elucidating the effects of these strategies on morale and retention. Secondary data provides theoretical confirmation and international examples (e.g., Amazon's data-driven methodologies) to reinforce this connection.

Practical Application of Theoretical Frameworks

Human Capital Theory

1. Underscores the need of investing in skills and education to improve productivity
2. Clearly shown in suggestions for explicit job descriptions and competency-oriented recruitment in both main and secondary data.

Motivational Fit Theory

1. Emphasises the alignment of human incentives with organisational objectives.
2. Highlighted in primary data's focus on cultural alignment and secondary data's revelations on tailored recruiting techniques.

Conclusion

The triangulation study demonstrates a well-documented interaction between secondary data, quantitative trends and qualitative narratives in recruiting and selection methods. Quantitative statistics provide statistical confirmation for issues such as platform efficacy, structured interviews, and the influence of evidence-based practices. Qualitative insights provide contextual richness, emphasising aspects such as deliberate ambiguity in job descriptions and the need for varied evaluation techniques.

To address disparities and improve recruiting methodologies:

1. Revamp recruiting platforms and techniques to correspond with demographic inclinations.
2. Enhance job descriptions for improved clarity while preserving adaptability for role alignment.
3. Integrate varied, evidence-based selection techniques customised for certain employment positions.
4. Mitigate prejudices by implementing gender-diverse panels, conducting training, and using "blind recruitment."
5. Enhance the connection between recruiting processes and organisational objectives by ongoing feedback and openness.

These results provide a framework for the Maltese public sector to refine recruiting, improve equity, and promote alignment with organisational performance goals.

Chapter 6: Conclusion

Introduction

This thesis aimed to examine the recruiting and selection methods in the Maltese public sector, emphasising the assessment of their efficacy, fairness, and congruence with organisational performance objectives. The research specifically intended to evaluate the integration of evidence-based techniques, including structured interviews, digital recruiting tools, and stakeholder involvement, into these procedures. It aimed to uncover difficulties like prejudice, ambiguous job descriptions, and incongruent selection criteria, while suggesting pragmatic alternatives to improve efficiency and equity.

Quantitative Insights

The statistical research identified notable trends, including the high perceived efficacy of online recruiting channels such as social media (P-value = 0.002) and the shortcomings of conventional techniques like the Government Gazette. Respondents exhibited a division over the clarity of job descriptions, with just 31.9% confirming their authenticity, underscoring a significant communication deficiency. Structured interviews became the predominant selection procedure, despite ongoing reservations over their fairness, with 30% of respondents seeing them as biased.

Qualitative Insights

Interviews revealed consistent themes, including the need for precise and accurate job descriptions, the importance of diverse recruiting panels, and the advantages of integrating structured interviews with other approaches such as psychometric assessments or work samples. Participants underscored the need of customising recruiting strategies to align with job-specific criteria, including the use of assessment centres for management jobs and practical evaluations for technical ones.

The results correspond with best practices identified by major entities such as Google and Unilever, who use data-driven recruiting methods, structured interviews, and advanced technologies like AI and gamification to reduce bias and improve predictive validity. Nevertheless, the Maltese public sector is deficient in embracing new innovations, mostly depending on conventional techniques with little incorporation of evidence-based strategies.

Contributions to Theory

The research enhances Human Capital Theory by emphasising the need of matching skills, knowledge, and expertise with organisational requirements to maximise performance. It underscores the significance of Motivational Fit Theory, illustrating how aligning applicants' inner motivations with organisational objectives may improve work satisfaction and decrease turnover. These results confirm the theories' relevance in a public sector environment and highlight opportunities for operational improvement.

Practical Consequences (Recommendations)

1. **Job Descriptions:** Enhance clarity and accuracy by including existing workers in their formulation and providing job previews to prospects. Involve existing workers who are knowledgeable about the precise tasks and responsibilities in order to produce job descriptions that are accurate. Their own expertise can guarantee that job descriptions are accurate, relevant, and in line with actual work requirements. This recommendation will provide applicants a good idea of what the position involves. This openness may attract applicants who are more qualified for the job and it will lower turnover brought on by unrealistic expectations.
2. **Recruitment Platforms:** Emphasise on digital platform resources such as social media and specialised job boards to access diverse and competent talent pools. Increase access to a skilled and varied talent pool by using contemporary digital channels. Social media

platforms like Facebook, Twitter, and LinkedIn provide effective resources for focused hiring efforts. To ensure that you have access to qualified applicants for technical or specialist positions, use specialised job sites to network with experts in your field. Invest in employer branding on these channels by displaying company culture, values, and employee endorsements to increase reach even further. Additionally, outreach techniques may be improved by incorporating analytics and targeted advertising, which guarantees that resources are used efficiently.

3. **Selection Methods:** Use a variety of sophisticated screening techniques to thoroughly assess applicants' skills, dispositions, and cultural fit. Cognitive talents, personality qualities, and emotional intelligence may all be measured using psychometric tests, which provide unbiased insights into a candidate's potential. In a controlled setting, assessment centres that mimic real-world situations may evaluate applicants' leadership, cooperation, and problem-solving abilities. Practical assessments, such as case studies for management jobs or coding examinations for software roles, provide a concrete gauge of proficiency and guarantee that applicants have the abilities needed for specialist employment. Having one recruitment and selection method for all posts and positions does not provide the same results as when research, taught and expertise is put in the equation.
4. **Operational Enhancements:** - Augment diversity within selection boards to mitigate prejudice and improve decision-making viewpoints. Make sure the people on the selection panels come from a variety of backgrounds, including those related to gender and professions. This diversity promotes a more inclusive recruiting process, lessens unconscious prejudice, and brings other viewpoints to the table when making decisions. Members of the selection board should also get frequent training on subjects including

inclusive employment procedures, anti-discrimination legislation, and cultural competency.

5. Establish transparent monitoring mechanisms for candidates, enabling them to oversee their progress throughout the recruiting process. Creating strong, open systems that let applicants track their progress through the hiring process. Putting in place user-friendly applicant tracking systems with clear communication routes and real-time updates can help accomplish this. Using a portal or email alerts to notify applicants on a regular basis of their status and future actions. Transparency improves confidence in the hiring process, reduces applicant annoyance, and maintains a favourable business image.
6. Strategic Alignment: Implementing these guidelines may elevate organisational performance by enhancing the quality of hiring, promoting team cohesiveness, and decreasing turnover. This corresponds with the Maltese public service objective of attaining efficiency and equality in service provision. Organisations may create unified teams that foster cooperation and creativity by hiring better candidates. By ensuring that applicants are engaged with the objectives of the business and fit their jobs. These principles help the Maltese public service strive for efficiency and equality in service delivery, guaranteeing that hiring qualified personnel propels the delivery of equitable, sustainable, and high-quality public service workers. Furthermore, encouraging diversity and inclusion throughout the hiring process shows the industry's dedication to equality and strengthens organisational resilience and public confidence.

Methodological Considerations

The mixed-methods approach was effective in triangulating data from quantitative surveys, qualitative interviews, and secondary literature. This amalgamation offered an extensive comprehension of recruiting obstacles and prospects. Nonetheless, constraints such as the omission of demographic data in surveys and the concentration on a singular public sector environment

may influence the generalisability of the results. Future study may rectify these deficiencies by examining recruiting strategies across other industries or using longitudinal studies.

Suggestions for Subsequent Investigations

1. Understanding the influence of AI and predictive analytics on public service hiring requires investigating their long-term impacts. Research might look at how these technologies increase productivity by automating procedures like applicant matching and resume screening, which lowers expenses and hiring time. In addition to the moral difficulties of guaranteeing algorithmic responsibility and data privacy, another important issue is AI's capacity to lessen biases and improve selection fairness. The impact of AI on the candidate experience, especially in promoting openness and trust, might also be investigated. Lastly, to assess its efficacy over time, the relationship between predictive analytics and workforce quality such as performance and retention should be examined. These suggestions do not suggest to make a hiring decision completely with AI as the human element still needs to be present.
2. A contrast between the public and private service in Malta can reveal advantageous hiring practices. The private sector's adaptability and creative use of technology might enhance the public sector's focus on equality and openness. Effective techniques that may be adjusted to public-service restrictions may be found by looking at approaches like diversity programs, data-driven tactics, and digital platforms. Furthermore, knowing how each industry involves stakeholders and encourages teamwork throughout the recruiting process may provide a well-rounded strategy for enhancing the effectiveness and equity of public service hiring.
3. Studies conducted across cultural boundaries may provide light on how social norms influence how fair hiring is perceived. Hiring strategies, such as the utilisation of personal ties or dependence on formal channels, are often influenced by cultural variations.

How these differences affect applicants' perceptions of fairness and transparency should be investigated in future research. It is possible to find transferable solutions for equality issues by examining activities in many cultural settings. This is especially helpful for Malta's public service, since promoting inclusion and equity requires conformity to national and international norms.

To summarise Recruitment and selection are fundamental components of efficient human resource management, directly impacting organisational performance. This research highlights the essential need for the Maltese public service to advance its processes by adopting innovative and evidence-based methodologies to address current requirements. By rectifying identified deficiencies, like ambiguous job descriptions and the restricted use of sophisticated selection techniques, the sector may promote a more fair, efficient, and performance-oriented recruiting process. This thesis offers practical insights and strategic suggestions, acting as a guide for policymakers and HR professionals dedicated to cultivating a resilient and engaged workforce for the future.

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Appendix

Questionnaire Questions

The Recruitment/Selection: an Evidence Based Approach



B *I* U

My name is Laura Mariah Demanuele and I am currently a student reading an MA in Evidence Based Management and Decision Making at the University of Malta. For the purpose of this course, I will be carrying out a research study (dissertation) on a subject regarding recruitment and selection. This specific study is to see what the public service employee think of the recruitment and selection process, how effective is it really and what are some ways it can improve. I would appreciate if you could take a few moments to complete my questionnaire. All data will be kept confidential and used only for the purpose of this research. By completing this survey, you agree that the information you provide will be used for the purpose of this study.

Your participation is entirely voluntary, and you are free to exit the survey at any moment with no consequences. Unless you click "Submit" at the end of the survey, no information will be collected. This survey is being completed anonymously, and there is no way for me, as the researcher, to determine your identity. After you click "submit," your information will be safely saved and kept private, and will only be used in conjunction with my dissertation.

Should you require any further information regarding this study, please do not hesitate to contact me on laura-mariah.demanuele.1@gov.mt

Recruitment Process



Recruitment is the act of enticing individuals with the capacity to make significant contributions to an organization, with the purpose of filling certain jobs or tasks. This term is selected for its all-encompassing range, highlighting both the strategic and practical elements of recruiting. It emphasizes the significance of discovering applicants who not only fulfil the job prerequisites but also correspond with the organization's objectives and culture.



1. On a scale of effectiveness, which recruitment tactics (platforms) do you believe attract the most candidates? *

	Very Ineffective	Ineffective	Neutral	Effective	Very Effective
Online Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Refe...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
University Part...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government G...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Do you think job descriptions effectively articulate the expectations for candidates? *

(You can relate it on a personal level)

- Yes
- No
- Maybe



3. How well do work descriptions match up with the exact skills and tasks needed for the job? *

(You can relate it on a personal level)

- Does not Align 1 2 3 4 5 Aligns
-

4. Does having diverse recruitment strategies lead to more innovation and higher employee performance rates? *

- Yes
- No
- Maybe



5. Do you agree that the way your ministry hires people now minimises bias and makes sure that all candidates are treated equally, no matter their gender, age, race, or other personal traits? *

- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
-

Selection process



Selection is the process of systematically choosing the most suitable candidates from those recruited to fill specific job positions. This process involves evaluating candidates against predefined criteria, ensuring they possess the necessary skills, qualifications, and cultural fit to contribute effectively to the organization's goals.



1. Which of the following Selection approaches does your ministry use? *

(You can tick more than one)

- Structured Interviews (Formal)
- Unstructured Interviews (Unformal)
- Assessment Centres (Various tests, interview, discussions etc..)
- Psychometric Tests (Multiple choice test)
- Work Samples (Trails)
- Other...

2. How effective do you think the above mentioned approaches are? *

	Very Ineffective	Ineffective	Neutral	Effective	Very Effective
Structured Inte...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unstructured In...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment C...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Psychometric ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Samples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



3. Are interviews conducted in a fair and unbiased way?



Multiple choice

- Strongly disagree ✕
- Disagree ✕
- Neutral ✕
- Agree ✕
- Strongly agree ✕
- Add option or [Add "Other"](#)



Required

4. Do you believe that including a diverse range of genders in the selection board committee beneficial in mitigating bias? *

- Yes
- No
- Maybe

5. Which factors do you think are prioritized in your ministry's applicant selection process? *

(You may tick more than one)

- Experience
- Qualifications
- Skills
- Cultural Fit
- Personality Traits
- Test Scores
- Educational Background

6. Does engaging the right candidate improve employee morale and motivation? *

- Yes
- No
- Maybe

⋮

7. To what extent do evidence-based practices influence your recruitment and selection decision? *

To further explain, if the selection board includes the following practices (can vary from choosing one or all four) do you think the ministry will improve in their recruitment and selection decisions

	Not at all	Slightly	Moderately	Significantly	Very Significan...
Organizational ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scientific data ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders &...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional E...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How effective do you believe your current recruitment and selection practices are in achieving organizational goals? *

Is your ministry finding the perfect candidates immediately with their strategies

	1	2	3	4	5	
Very Ineffective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Effective

Interview Questions



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ta' Malta

**Interview Questions for
Thesis titled: -**

“Recruitment & Selection- Evidence Based Approach”.

Background information: The present recruiting and selection process is it implementing steps to attract suitable individuals for the position to improve the overall all organisational (Ministries) performance, and is it addressing non bias techniques to ensure that all candidates have a fair chance at the vacancy?

1. Do you believe job descriptions effectively convey the details of the job vacancy? There have been situations when, after the interview process, the selected candidate for the vacant position departs their employment immediately, believing the job had different requirements. What can be done and improved?
2. What can the ministry do to attract the right target population for the vacancy?
3. What recruitment practices have you found to be most effective in attracting candidates who contribute to business success?
4. What steps do you suggest being taken in your recruitment process to reduce bias when reviewing applications and resumes?
5. What method would you suggest to ensure fairness and consistency in the recruitment process to prevent bias in candidate selection?
6. How would you structure your recruitment panels to ensure diversity and minimize the risk of biased hiring decisions?
7. Do you think interviews are fair and unbiased? Are interviews appropriate for all job vacancies. A vacancy for an HR manager and a IT engineer would their full potential be better seen in an interview or for example in a psychometric test?
8. Do you think that all vacancies should be analysed and treated the same way or it depends on the vacancy?
9. How can the recruitment and selection process be more transparent? How can candidates be acknowledged that the process was done fairly?
10. Do you believe a connection can be established between the enhancement of organisational performance and recruitment?
11. What can be improved in the overall process?

Consent Forms



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Dear Mr Zahra
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

This participation is completely optional, and you have the right to withdraw from this interview at any moment. Information revealed during this interview will be used only for the purposes of this research. Your identity will be anonymised to safeguard privacy; hence, only a pseudonym will be used to identify you in the final report.

I would really appreciate your consideration of my request. Should you like to participate, I am willing to arrange an interview at a time that suits you. If you need any further enquiries or information, please notify me.

By signing this document, you are confirming your participation.

A handwritten signature in black ink, appearing to read 'Laura', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Mairek', written over a horizontal line.

Participant
Mairek Zahra
Manager I



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Dear Ms Scerri
Director

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Jacqueline', written above a horizontal line.

Participant
Jacqueline Scerri
Director



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ta' Malta

Dear Ms Deguara
Manager II

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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By signing this document, you are confirming your participation.

A handwritten signature in cursive script, appearing to read "Laura", written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in cursive script, appearing to read "Joanne Deguara", written over a horizontal line.

Participant
Joanne Deguara
Manager II



Dear Ms Schembri
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in blue ink, appearing to read 'Jessica', written over a horizontal line.

Participant
Jessica Schembri
Manager I



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Dear Ms Del Bene
Senior Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in blue ink, appearing to read 'Laura Mariah Demanuele', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in blue ink, appearing to read 'Sharon Agius Del Bene', written over a horizontal line.

Participant
Sharon Agius Del Bene
Senior Manager



Dear Mr Formosa
Assistant Director

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Gordon', written over a horizontal line.

Participant
Gordon Formosa
Assistant Director



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Dear Mr Cutajar
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in black ink, appearing to read 'Laura'.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Daniel'.

Participant
Daniel Liam Cutajar
Manager I



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Dear Mr Camilleri
Assistant Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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By signing this document, you are confirming your participation.

A handwritten signature in black ink, appearing to read 'Laura Maria Demanuele', written over a horizontal line.

Researcher
Laura Maria Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Enoch Camilleri', written over a horizontal line.

Participant
Enoch Camilleri
Assistant Manager



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Dear Ms Caruana
Assistant Director

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Handwritten signature of Laura Mariah Demanuele in blue ink.

Researcher
Laura Mariah Demanuele
Manager I

Handwritten signature of Sylvana Caruana in blue ink.

Participant
Sylvana Caruana
Assistant Director



Dear Ms Oscini
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in blue ink, appearing to read 'Laura Mariah Demanuele', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in blue ink, appearing to read 'Beatrice Oscini', written over a horizontal line.

Participant
Beatrice Oscini
Manager I



Dear Ms Bugeja
Senior Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in blue ink, appearing to read 'Laura', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in blue ink, appearing to read 'Mariella', written over a horizontal line.

Participant
Mariella Bugeja
Senior Manager



Dear Ms Cassar
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in blue ink, appearing to read "Josianne Cassar", written over a horizontal line.

Participant
Josianne Cassar
Manager I



L-Università
ta' Malta

Dear Ms Cuschieri
Senior Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

This participation is completely optional, and you have the right to withdraw from this interview at any moment. Information revealed during this interview will be used only for the purposes of this research. Your identity will be anonymised to safeguard privacy; hence, only a pseudonym will be used to identify you in the final report.

I would really appreciate your consideration of my request. Should you like to participate, I am willing to arrange an interview at a time that suits you. If you need any further enquiries or information, please notify me.

By signing this document, you are confirming your participation.

Laura M

Researcher
Laura Maria Demanuele
Manager I

Nadia Cuschieri

Participant
Nadia Cuschieri
Senior Manager



L-Università
ta' Malta

Dear Ms Attard
Manager II

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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By signing this document, you are confirming your participation.

Laura M

Researcher
Laura Mariah Demanuele
Manager I

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Participant
Janine Attard
Manager II



Dear Mr Seychell
Manager I

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Laura M

Researcher
Laura Maria Demanuele
Manager I

M Seychell

Participant
Matthew Seychell
Manager I



L-Università
ta' Malta

Dear Mr Schembri
Assistant Manager

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Laura M

Researcher
Laura Maria Demanuele
Manager I

JPs

Participant
Jean Paul Schembri
Assistant Manager



Dear Ms Calleja
Director

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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By signing this document, you are confirming your participation.

Laura M

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to be 'Lucienne'.

Participant
Lucienne Calleja
Director



Dear Ms Pace
Manager II

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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Handwritten signature of Laura Mariah Demanuele in black ink.

Researcher
Laura Mariah Demanuele
Manager I

Handwritten signature of Maria Pace in black ink.

Participant
Maria Pace
Manager II



L-Università
ta' Malta

Dear Ms Cutajar
Assistant Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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By signing this document, you are confirming your participation.

Laura M

Researcher
Laura Mariah Demanuele
Manager I

DC

Participant
Desiree Cutajar
Assistant Manager



Dear Mr Sammut
Assistant Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in black ink, appearing to read 'Laura', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Tom', written over a horizontal line.

Participant
Thomas Sammut
Assistant Manager



L-Università
ta' Malta

Dear Ms Demanuele
Assistant Manager

I hope this communication finds you well. I am extending an invitation for your involvement in my thesis project titled "Recruitment & Selection: An Evidence-Based Approach." In the context of this study, I am conducting individual interviews to get useful insights from experts like you, and your involvement would significantly enhance the research.

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A handwritten signature in black ink, appearing to read 'Laura', written over a horizontal line.

Researcher
Laura Mariah Demanuele
Manager I

A handwritten signature in black ink, appearing to read 'Andrea', written over a horizontal line.

Participant
Andrea Ann Demanuele
Assistant Manager

Questionnaire Dissemination Email

RE: Thesis Demanuele Laura Mariah



Vassallo Saviour C at OPM on behalf of Data Protection at OPM

To Demanuele Laura Mariah 1 at MEYR

Cc Saliba Roberto at IPS

You replied to this message on 19/10/2024 12:06.



URECA.pdf
190 KB



Action Items

Dear Ms Demanuele,

Your research request has been approved. An e-mail will be transmitted from this office to all Directors of Corporate Services who will in turn disseminate the online survey hereunder to employees under their remit.

https://docs.google.com/forms/d/e/1FAIpQLSdji5CnV5MGzJCYhGKNMRbnypKmwU64uEa76wgYBqTnBaRi-Q/viewform?usp=sf_link

This approval is subject to the following special conditions:

1. The personal data accessed or given is only used for that specific purpose to conduct the research and for no other purpose;
2. At the end of this research, all personal data should be destroyed;
3. All references to personal data should be omitted unless consent is specifically obtained from the person identified in the research report;
4. Participation by public officers in the research being conducted should be at their discretion, and they can refuse any participation whatsoever if they so wish;
5. The People & Standards Division are to be provided with a copy of your research report;

Please confirm acceptances of terms and conditions .

Thanks and regards,