



Effectiveness of Internal and External Recruitment Approach in The Public Sector in The Cordillera Administrative Region

Argie Q. Aquino

Faculty, College of Business Administration, Baguio Central University, Baguio City, Philippines, 2600

Abstract— The objective of this article is to investigate the current recruitment procedures utilized by government agencies, with the goal of providing a more comprehensive examination of both internal and external employer search techniques. Specifically, the author drew on survey results collected from the 134 Human Resources (HR) managers and officers responsible for HR operations in public sector agencies in Cordillera Administrative Region between October 1 and October 20, 2023. There is a considerable difference in efficacy between the internal and external recruitment tactics, with the internal strategy being significantly more effective than the external one. The results reveal that this difference is significant. At the same time as the exterior way of recruitment was only moderately effective, the inside approach of recruitment was extremely effective. The conclusion that can be drawn from this is that businesses ought to give internal recruitment tactics that have been demonstrated to provide superior results more weight than those that are external.

Keywords— human resource, managers, employer, recruitment, businesses.

INTRODUCTION

Recruitment is acknowledged as a vital function within human resources that contributes to the establishment and expansion of an organization (Vardarler et al., 2014 cited in Tania & Rahman, 2022). In the current job market, organizations must attract and select candidates who possess the required skills and qualifications, as well as align with the company's values and culture. Effective recruitment strategies aid in the identification and attraction of highly skilled individuals, thereby enhancing the likelihood of successful hiring outcomes. A well-designed recruitment process is important for the success of the organization, as well as for creating a positive employer brand and promoting employee satisfaction and engagement. Recruitment involves the procedures of attracting, evaluating, and integrating prospective individuals into an organization (Turner, 2017 cited in Tania & Rahman, 2022). The process entails identifying organizational needs, creating job descriptions and specifications, and sourcing candidates through channels like job boards, social media platforms, and networking events. The recruitment process involves identifying candidates, screening, and evaluating their qualifications, conducting interviews, and assessing their compatibility with the organization's culture and values. An effective recruitment process incorporates on-boarding and integration strategies to facilitate the smooth assimilation of new employees into the organization, while also offering them the essential assistance and resources required for their success in their respective positions.

It is imperative that recruitment is not approached through trial and error, but rather as a cohesive action system that is directed towards the attainment of the primary objective, which typically involves the selection of an



individual possessing the most suitable qualifications and personality traits, enabling them to seamlessly integrate into the organization (Borowski, 2016 cited in Sobocka-Szczapa, 2021). To achieve this, a well-structured recruitment process must be established, starting with determining the specific job requirements and criteria. This process can include screening resumes, conducting interviews, and administering relevant assessments. By following a systematic approach, organizations can minimize the risk of making poor hiring decisions and maximize the likelihood of finding the ideal candidate who aligns with the company's values and goals. Additionally, an effective recruitment strategy enhances employee satisfaction, reduces turnover, and contributes to the overall success of the organization.

The significance of recruiting and selection processes in the public sector has become increasingly crucial within the realm of human resource management (HRM) systems. However, it is worth noting that these processes are frequently associated with bureaucratic tendencies, regulatory pressures, and the imposition of formalization and administrative costs. While these aforementioned features have the potential to foster accountability and equity, they may also have adverse effects on the efficiency of the recruiting process (Løkke et al., 2023).

The Philippine government possesses a well-defined legislation, namely the 1987 Administrative Code of the Philippines that regulates the recruitment of public servants based on their qualifications and suitability, with oversight from the Civil Service Commission. The Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA) include a set of regulations and guidelines that govern many aspects of the appointment process, commencing from the initial publication of job openings up until the final appointment. The responsibility of ensuring compliance with laws and regulations lies with the Human Resource Management Officer. Additionally, there exists a specific set of minimal criteria that an applicant must possess in order to adequately qualify themselves for the position they are applying for. The Human Resource Merit, Selection and Placement Board (HRMPSB) is responsible for evaluating applicants based on their merit and suitability, and thereafter providing recommendations of qualified candidates to the agency's head for appointment. In stark contrast to the private sector, the authority to nominate rests solely with the head of the agency and cannot be transferred to any other individual within the organization.

The public sector is presently embracing the implementation of one of Civil Service Commission's most prominent programs, as stipulated in CSC Memorandum Circular No. 3, s. 2012: the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). This innovative mechanism empowers government agencies by enhancing their human resource management competencies, systems, and practices towards HR excellence. PRIME-HRM necessitates increased participation not only from the human resource management officer (HRMO) but also from agency officials and rank-and-file employees alike.

The study of Steed, Waniganayake and Nobile (2020) examines a phenomenon that occurs within a specific context, namely the merit selection practices of government school principals in the New South Wales Department of Education (NSWDE). The research is conducted within the framework of the leadership recruitment regime currently implemented by schools. The foundation of current meritocratic rhetoric is predominantly based on a



justice narrative that relates to the principles of egalitarianism, rationality, and fairness (Thornton, 2013 cited in Steed, Waniganayake and Nobile 2020). The suggestion is that the selection of new educational administrators should be guided by an impartial evaluation of "merit," while disregarding unfair factors such as social standing, favoritism, length of service, and gender. Therefore, the concept of competitive meritocratic selection is commonly perceived as a manifestation of neoliberal ideology, which depends on the assumption of equal opportunities to address the aforementioned disparities (Littler, 2017 cited in Steed, Waniganayake and Nobile 2020). As a result, numerous academics regard merit selection as a singular evaluation of applicants' aptitude, skill, and disposition.

The scarcity of skilled individuals in the public sector is exacerbated by a noticeable diversity dilemma across various professions, such as educators and social workers, which is a global concern as many governments face an aging workforce. Some OECD countries have started addressing the issue of insufficient diversity in their public sectors (Linos, 2017). In line with this, the CSC Memorandum Circular No. 24, s. 2016, has established refined indicators for maturity level in PRIME-HRM, emphasizing the Equal Opportunity Principle to eliminate barriers and discriminatory practices in employment decisions while considering individual needs and agency requirements. Leveraging a diverse workforce fosters creativity and innovation, and the pursuit of efficient, driven, and dedicated personnel should not be restricted to a single demographic. Inclusivity in governance advances social justice and enhances constituent satisfaction. Modern organizations, as complex and adaptable systems, are influenced by shifting values, demographic changes, and competitive forces, necessitating their adaptation to both internal and external circumstances. This adaptability, driven by political, social, moral, and economic influences, compels organizations to prioritize diversity and equality (Gonzalez, 2010, cited in Soldan & Nankervis, 2014).

Diversity management in the workplace is an indispensable aspect of high quality, representative public service and strengthening organizations' resilience and sustainability. For the public sector to remain effective and productive, the management of today's dynamic workforce requires a perspective that values and welcomes diversity. The promotion of diversity in the public sector helps to ensure sustained competitiveness and success (Atkinson et al., 2022). It is imperative that the composition of the personnel of government agencies, bureaus, and departments accurately reflects the demographic diversity of the population. A representative bureaucracy provides significant economic, political, and social benefits to minority groups. However, Nigeria's public sector recruitment is riddled with irregularities (Oboh et al., 2021), often prioritizing political alignments or endorsements from prominent figures over competence, leading to decreased productivity, poor work performance, and substandard public services. This longstanding lack of merit in employment is linked to the nation's socio-economic challenges. Despite the importance of recruiting qualified individuals for organizational performance, many ministries, departments, and agencies (MDAs) continue to prioritize unqualified individuals due to unethical behaviors such as religious bias, tribal affiliations, and neighborhood-based attitudes. This has resulted in inefficiency and perpetuated incompetence, creating numerous socio-economic issues. It is crucial for the government to implement merit-based recruitment processes to select competent individuals who can foster national development and growth. In contrast, Statistics Finland employs a transparent recruitment process aligned with civil servant legislation, utilizing an electronic system to streamline applications, ensuring the



selection of skilled individuals, and maintaining a balance between internal and external recruitment (United Nations Economic Commission for Europe, 2013). This approach highlights the debate on internal versus external recruitment (Devaro, 2016), where internal hiring can foster employee development and loyalty, while external recruiting introduces diverse perspectives and innovation. The necessity to evaluate candidates' knowledge, skills, abilities, and other factors (KSAOs) is essential for attracting and selecting the best candidates to align with organizational goals (Potočnik et al., 2021). The limited availability of data at the public sector level is a contributing factor to the dearth of empirical research on the organizations' recruitment tactics. This research offers valuable insights into the prevailing recruitment processes of government agencies, so facilitating a more comprehensive evaluation of internal and external employer search strategies.

REVIEW OF RELATED LITERATURE

Section 3, Article IX-B of the 1987 Philippine Constitution mandates the Civil Service Commission, as the central human resource agency of the Government, to “establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service. It shall strengthen the merit and rewards system, integrate all human resources development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability. x x x” Furthermore, the Civil Service Commission is responsible for ensuring that employees in the civil service sector are hired, promoted, and retained based on their qualifications, skills, and performance. Through the establishment of a career service, the Commission aims to create a professional and efficient workforce that upholds principles of integrity, transparency, and accountability. By integrating various human resources development programs, the Commission seeks to continuously enhance the skills and competencies of civil servants at all levels, ultimately contributing to the overall progress and development of the nation.

CSC Memorandum Circular No. 24, s. 2017 otherwise known as the 2017 Omnibus Rules on Appointments and Other Human Resource Actions laid out the latest governing rules specifically on the appointments and other human resource actions for the first and second level positions, including executive/managerial positions who are not presidential appointees, in the career service and to those appointed to the non-career service. Under the said omnibus, Section 1 clearly states that “the State shall ensure and promote the Constitutional mandate that appointments in the Civil Service shall be made only according to merit and fitness” wherein Section 2 emphasizes that “merit and fitness shall be determined, as far as applicable, by competitive examinations”. The omnibus legislation outlines specific guidelines and procedures for conducting these competitive examinations. It establishes a standardized framework that ensures fairness and transparency in the selection process, ultimately allowing for the most qualified candidates to be appointed to civil service positions. This emphasis on merit and fitness not only upholds the principles of the Constitution but also promotes a highly competent and efficient public administration. By setting a rigorous and objective assessment system, the government aims to attract and retain top talent, fostering a culture of excellence within the civil service.

In the Philippine bureaucracy, government agencies are mandated to craft their own merit selection plan (formerly known as merit promotion plan) under CSC Memorandum Circular No. 3, s. 2001. The agency's merit selection



plan sets out governing internal policies which also includes the conduct of their recruitment, selection and placement processes. Agencies can adopt various methods in their processes such as written and oral examination, interview, skills test, background investigation and the like which will provide the agency avenue to have a deep selection process needed to establish merit and fitness of candidates. By incorporating a comprehensive and thorough selection process, agencies can ensure that only the most qualified individuals are selected for employment. This not only promotes fairness and equality among applicants, but also guarantees that the agency is able to hire the most competent individuals who can effectively contribute to their mandates and objectives. Additionally, the adoption of diverse evaluation methods provides a holistic assessment of the candidates' skills, knowledge, and abilities, allowing for a more accurate determination of their overall suitability for the position.

It is important to highlight that Article 101, paragraph 3, of the United Nations Charter pertains to the principle of merit. This principle serves as a guide for hiring and appointing staff at the United Nations and its affiliated organizations. This principle emphasizes that the primary factor in the recruitment and establishment of employment terms should be the imperative of ensuring the utmost levels of effectiveness, proficiency, and ethical conduct (Khaleel, 2020). Furthermore, Article 101, paragraph 3, reinforces the notion that merit should be the sole criterion for selecting individuals for positions within the United Nations. This means that personal connections, political affiliations, or any form of bias should not influence the hiring process. The principle of merit ensures that individuals are chosen based on their qualifications, skills, and experience, thus promoting a fair and transparent recruitment system. By prioritizing merit, the United Nations aims to build a diverse and talented workforce capable of effectively addressing global challenges and upholding the organization's values and objectives. By disregarding personal connections and political affiliations in the hiring process, the United Nations ensures that individuals with the most relevant knowledge and expertise are selected for each role. This helps to foster a culture of professionalism and excellence, enhancing the organization's overall effectiveness. Additionally, prioritizing merit allows for equal opportunity for aspiring professionals from diverse backgrounds, who may have been previously disadvantaged due to systemic biases. Ultimately, this commitment to merit-based recruitment strengthens the UN's reputation as an impartial and credible global institution.

According to Tana Session (quoted in Medina, 2019), an author and career strategist, HR has three significant responsibilities in promoting diversity and inclusion. Firstly, HR should ensure that companies are actively recruiting and advertising job opportunities in places where diverse candidates are likely to come across them. Secondly, HR should work to prevent unconscious biases from unfairly excluding qualified and desirable candidates from consideration. Lastly, HR should act as a reliable advisor for diverse employees, providing support and guidance throughout their employment journey.

Based on the theory of representative bureaucracy, the public workforce should reflect the diversity of the general population in terms of gender, race, ethnicity, and social class to enhance the effectiveness and credibility of public services (Greenan et al., 2019). A diverse workforce helps public organizations understand and address the needs of all citizens, boosting confidence in government institutions and improving outcomes for historically marginalized communities. In public administration, representative bureaucracy is crucial for fostering equality,



inclusivity, and social justice. Internal promotions can boost employee morale and loyalty and demonstrate a commitment to career development, but may limit the talent pool and hinder the introduction of fresh perspectives. Conversely, external hires bring new knowledge and ideas but may face longer onboarding periods and cultural adjustment challenges. The choice between internal promotions and external hiring depends on organizational goals, the nature of the position, and the skills needed. Internal mobility, where staff transition between units, promotes career progression and knowledge transfer, and is a key aspect of recruitment analysis. Statistics Finland, for instance, offers diverse job assignments and career options across several groups, using scorecards to assess internal mobility targets, which have notably increased in the past five years (United Nations Economic Commission for Europe, 2013).

During critical periods, it is more advantageous to rely on internal resources rather than external ones due to the uncertain and rapidly evolving nature of the future. Prioritizing the enhancement of internal mobility and growth among employees fosters organizational performance, motivating employees to engage in activities that contribute to overall advancement (Parmar, 2020). However, in-depth interviews with current and former officials reveal that the UK civil service excels in cultivating well-rounded professionals but lacks specialized expertise in higher-level positions, often failing to leverage the skills of individuals from other sectors (Urban & Thomas, 2023). Increasing external recruitment of specialists would enhance the civil service's technical expertise, leading to more effective advice to ministers and efficient government operations. Incorporating individuals with diverse professional backgrounds and problem-solving approaches would also increase cognitive diversity, improving problem identification and solution implementation (Urban & Thomas, 2023). Public institutions must balance efficient recruitment processes with thorough procedures (Ciobanu, 2015). In the Philippines, shortlisting is used to reduce a large pool of applicants to those who best match job requirements. A system capable of autonomously evaluating and selecting candidates based on job profiles is needed to streamline the laborious and potentially biased manual evaluation of resumes.

The utilization of the "Anonymized Competency-Based Recruitment and Selection Process" (ACBRASP) in the public sector enables the implementation of anonymous recruitment methods. Munoz (2019) created the ACBRASP software system, which is a comprehensive artificial intelligence platform. This approach ensures that job selection is conducted in an unbiased manner, with a complete focus on evaluating the candidate's competencies, knowledge, qualifications, and potential to make valuable contributions to the organization's achievements, irrespective of their personal details.

Upon initial observation, anonymous written examinations are a highly effective method of integrating fairness and merit-based evaluation. Nevertheless, these tests can have negative consequences. The written tests may not guarantee equal opportunities for candidates from diverse sociocultural backgrounds. Having a strong foundation in academic culture and possessing cultural capital can greatly enhance one's performance in written tests. Candidates from privileged backgrounds often approach academic exercises with calmness and self-assurance, and they have a deeper understanding of the evaluation criteria used (Greenan et al., 2019). In contrast, individuals from disadvantaged backgrounds may face difficulties in achieving high scores on written exams as a



result of limited exposure to academic norms and restricted access to educational resources. The performance gap can contribute to the continuation of inequalities and hinder opportunities for marginalized individuals. In addition, the focus on written exams may fail to recognize the significance of other essential abilities and qualities that are crucial for success in diverse domains. Recognizing the limitations of written tests and exploring alternative evaluation methods is crucial for a comprehensive assessment of a candidate's potential and capabilities.

Most of the research agrees that interviews are essential, if not necessary, for the selection and recruitment processes. A company may use an interview as one of many tools to determine if a candidate is qualified for a position. Formal organized interviews are the most common method for hiring new staff, though they can take numerous forms (Odeku, 2015).

It is widely accepted among researchers that the primary objective of an employment interview is to evaluate the suitability of applicants in terms of their qualifications to effectively carry out job responsibilities. From this standpoint, the interview is regarded as a psychometric instrument for selection. The degree to which interview performance correlates with job performance determines an interview's criterion-related validity, or value. Using the psychometric point of view is helpful because it lets you compare the interview's criterion-related validity with that of other psychometric selection tools, like written tests of knowledge or ability (Wingate & Bourdage, 2024). By utilizing this perspective, organizations can ensure that they are selecting candidates who are most likely to succeed in the role based on their performance in the interview. This can lead to better hiring decisions and ultimately improve organizational outcomes. Furthermore, the psychometric perspective can help reduce bias in the selection process, as it provides a structured and consistent approach to evaluating candidates.

In general, pre-employment background checks typically encompass an examination of job records obtained from prior employers, criminal records typically obtained through police reports, financial credit assessments conducted by independent financial bureaus, and civil judgments obtained from the local community or government volunteer job records (Hosain & Liu, 2019). Employers must conduct background checks to prioritize workplace safety, security, and informed hiring decisions. Employers can gain valuable insight into a candidate's character, reliability, and overall suitability for the position by conducting a thorough review of their background. In addition, performing background checks can assist in reducing potential risks and liabilities for the company.

In the present era, companies have the fiscal resources to exceed traditional background checks and have the capability to conduct these checks on many online and social platforms, such as Google Profile, Facebook, LinkedIn, and Twitter, among others (Hosain & Liu, 2019). The data displayed on these digital platforms can be gathered, analyzed, and evaluated to provide a holistic understanding of the applicant, thereby facilitating decision-making processes related to recruitment and evaluation. Using this search method, which can save over 80 percent of time, hiring managers are seeking evidence that the job applicant is genuine and would be a suitable match for the firm.



Assessing a candidate's suitability for a position through skills or competency tests provides valuable insights into their abilities and potential for success, informing better hiring decisions. EU member states typically evaluate competencies such as numerical and verbal abilities, teamwork, leadership, planning, analytical skills, foreign languages, technical skills, communication, creativity, and proactive behavior (Ciobanu, 2015). Some European countries mandate specific educational diplomas for civil service positions, but recent efforts in Belgium aim to replace traditional education requirements with competency-based criteria. Despite opposition, proponents argue this approach promotes inclusivity and diversity, allowing candidates to demonstrate their qualifications through experience rather than formal education, aligning with the focus on lifelong learning and professional development. This can address social inequality and ensure equal employment opportunities. According to Collins (2007, cited in Saifalislam et al., 2014), integrating human resources strategies within organizations drives competitive advantage and improves performance. Effective alignment of HR strategies with business goals leads to increased employee satisfaction, productivity, and overall success, highlighting the importance of strategic HR management for attracting and retaining top talent and achieving sustainable competitive advantage.

There is a notable and favorable correlation between the processes of recruitment and selection and the overall effectiveness of a company (Saifalislam et al., 2014). Recruitment and selection are key components of the HR strategies that organizations must focus on to ensure they are able to attract and retain the right individuals who can contribute to their success. These processes involve identifying and attracting potential candidates, assessing their skills and qualifications, and ultimately selecting the best fit for the organization. The effectiveness of these processes can greatly impact an organization's ability to achieve its goals and objectives. Furthermore, effective recruitment and selection strategies can lead to a more diverse and inclusive workforce, promoting innovation and creativity within the organization. By actively seeking out candidates from different backgrounds and experiences, organizations can tap into a wider range of perspectives and ideas. This can enhance problem-solving abilities and increase adaptability in an ever-changing business environment.

Inefficient recruitment and selection practices can lead to high turnover rates and costly hiring mistakes, negatively impacting an organization's performance and bottom line. Therefore, investing in robust recruitment and selection processes is crucial for competitiveness and long-term success. Ensuring a good fit between jobs and employees' skills, talents, and personalities is essential. Job candidates need a comprehensive understanding of the job market to make informed decisions, seeking academic qualifications, improving work experience, and honing relevant skills (Mbugua & Kamaara, 2017).

Recruitment involves crucial decisions about selecting individuals for employment, with managers needing to consider the specific organizational environment when choosing between internal and external hiring strategies (DeVaro, 2016). Organizations mitigate hiring risks by seeking employees from both labor markets, ensuring that all applicants undergo uniform procedures and assessments, adhering to equality principles to prevent discriminatory practices (Sobočka-Szczapa, 2021). This fairness in recruitment helps attract and hire the most suitable candidates, promoting organizational success.

METHODOLOGY

This study employed a descriptive research design under a quantitative approach, focusing on the accounts provided by Human Resource Management Officers (HRMOs) in the public sector within the Cordillera Administrative Region (CAR). Conducted between October 1-20, 2023, the survey targeted 134 public sector agencies under the jurisdiction of CSC CAR, where agency heads have the authority to make appointments. The researcher aimed to retrieve all 134 questionnaires personally from HRMOs, who either held official HR roles or were responsible for HR functions. Respondents received orientation about the study's purpose, ensuring informed participation. The data collection instrument was a questionnaire divided into four sections: Personal Profile, Recruitment Policy, Recruitment Processes, and Level of Effectiveness of Recruits in terms of Performance Evaluation. This questionnaire was validated by subject matter experts and pilot-tested among 35 government employees in Pangasinan, achieving reliability coefficients above the 0.70 threshold, indicating reliable instruments. The researcher, in collaboration with the Civil Service Commission CAR, distributed the questionnaire through Google Forms to HRMOs in various field offices and directly administered it with endorsements from the Field Offices of Civil Service Commission CAR. Data analysis involved descriptive and inferential statistics using frequency counts, percentages, and weighted means to determine the effectiveness of recruitment approaches, policies, and processes, with paired t-tests conducted at a 0.05 significance level to compare internal and external recruitment approaches. All calculations were performed using MS Excel and IBP SPSS Statistics version 22.0.

RESULTS AND DISCUSSIONS

Prevailing Recruitment Policy in Government Organizations

This section revolves on what the 134 government agencies in CAR policy/ies were available and being used in the recruitment. As reflected in Table 3, the government agencies anchored their recruitment policies on the Omnibus Rules on Appointments and Other Human Resource Actions as mandated by the Civil Service Commission, their crafted agency internal policies in recruitment, selection and placement and adoption of the equal opportunity principle.

Table 1. *Prevailing recruitment policy in government organizations as perceived by the respondents (N=134)*

PREVAILING RECRUITMENT POLICY	FREQUENCY	PERCENTAGE
a. Omnibus Rules on Appointments and Other Human Resource Actions as mandated by the Civil Service Commission	134	100%
b. Crafted Internal Policy on Recruitment, Selection and Placement (Agency's Merit Selection Plan)	121	90.3%
c. Equal Opportunity Principle in the Agency's Merit Selection Plan	94	70.15%

As shown, all 134 respondents agreed using the Omnibus Rules on Appointments and Other Human Resource Actions mandated by the Civil Service Commission. Additionally, 90.3% of respondents had their own merit selection plan for recruitment, while two thirds of the respondents incorporated equal opportunity principles into



such plans. The significant consensus rate on the omnibus rules indicated a collective recognition of the necessity for uniform and equitable procedures for appointments and other human resource actions. Nevertheless, the relatively low level of consensus about the integration of equal opportunity principles implies that there is potential for enhancing diversity and inclusivity in recruiting procedures. These comments can be utilized as a significant tool to enhance merit selection plans and guarantee their alignment with the principles of equal opportunity.

The concept of equal employment opportunities is founded upon the implementation of rules and regulations within a country, which guarantee that individuals are not subjected to any form of discrimination when seeking employment. With the diverse composition of the workforce and the increasing globalization of the economy, this becomes especially vital (Jaiswal, 2023).

Ensuring equitable employment opportunities is not only a legal mandate, but also a competitive advantage for agencies. Through the adoption of diversity and inclusion in the workplace, agencies can access a broad spectrum of viewpoints and experiences, resulting in heightened innovation and problem-solving aptitude.

In addition, establishing a workplace that is devoid of discrimination helps cultivate a feeling of inclusion and drive among staff members, ultimately enhancing productivity and employee retention rates. In the present era of global interconnectivity, when firms function on an international level, adopting equal employment chances is not only a moral obligation but also confers a competitive edge.

Furthermore, this concept emerged as a response to enduring prejudice against employees in previous times, wherein individuals of different genders performing identical or comparable roles received disparate remuneration, individuals of specific ethnic backgrounds were hindered from progressing in their professions or attaining specific job positions, and so forth (Jaiswal, 2023).

The concept of equal employment opportunities seeks to redress these past inequities and establish a fair and equitable environment for all workers. Organizations can cultivate a diverse workforce by prioritizing the recruitment, advancement, and remuneration of workers based on their abilities and credentials, rather than their gender, color, or other personal attributes.

This approach enables organizations to attract and retain employees with a wide array of viewpoints and life experiences. This not only promotes a work atmosphere that is fair and includes everyone, but also improves the organization's ability to be creative, innovative, and solve problems.

Level of Effectiveness of the Current Recruitment Policy

This section discusses the perceived level of effectiveness of the government's current recruitment policy/ies are producing the desired candidates in their respective offices.

Table 2. Level of effectiveness of the current recruitment policy in government organizations as perceived by the respondents (N=134)

RECRUITMENT POLICY	H.E.	M.E.	M.I.	H.I.	WEIGHTED MEAN
a. Omnibus Rules on Appointments and Other Human Resource Actions as mandated by the Civil Service Commission	117 (87.3%)	16 (11.9%)	1 (0.7%)	0	3.87 (H.E.)
b. Crafted Internal Policy on Recruitment, Selection and Placement (Agency's Merit Selection Plan)	91 (67.9%)	42 (31.3%)	1 (0.7%)	0	3.67 (H.E.)
c. Equal Opportunity Principle in the Agency's Merit Selection Plan	72 (53.7%)	31 (23.1%)	2 (1.5%)	0	3.67 (H.E.)

Legend: HE-Highly Effective; ME-Moderately Effective; MI-Moderately Ineffective; HI-Highly Ineffective

According to the survey's findings, a sizable percentage of respondents (87.3%) abided by the Omnibus Rules on Appointments and Other Human Resource Actions, which the Civil Service Commission mandates. This observation implied that there existed a significant degree of adherence to the specified recruitment policy. Furthermore, a significant majority of the participants, specifically 67.9%, developed their own internal policy on recruiting, selection, and placement through a merit selection plan. This finding underscored the significance attributed to the presence of a well-delineated recruiting procedure. Similarly, it is important to acknowledge that a mere 53.7% of the participants indicated the integration of the Equal Opportunity Principle into their recruitment strategy. This finding suggested a possible opportunity for enhancing diversity and inclusivity within the organization's hiring procedures.

Government agencies should consider three key factors: 1) the diversity of their employees, including representation across different elements of difference; 2) the level of inclusion within the organization, fostering a sense of belonging and enabling employees to contribute meaningfully; and 3) the equity of norms, practices, and policies to ensure fair opportunities and outcomes for all employees, regardless of their identity. It is crucial for leaders to have a comprehensive understanding of the current state of their organization and the strategies that can drive improvement in various areas (Tips for New Government Leaders: Unlocking Diversity and Inclusion, 2021). Leaders can gain valuable insights into their organization by thoroughly understanding its current state. This enables them to pinpoint any areas where diversity and inclusion efforts may be lacking or not meeting expectations. They can then devise plans to tackle these limitations and promote progress. One possible approach is to introduce bias training programs, establish mentorship or sponsorship initiatives for underrepresented employees, or review hiring and promotion processes to promote equal opportunities. In order to foster a more inclusive and equitable workplace, it is crucial for leaders to prioritize diversity and inclusion. By doing so, they can not only benefit their employees but also enhance the overall success and reputation of the government agency.



Prevailing Recruitment Approach in Government Organizations

This shows the type of recruitment approach prevailing in the 134 government agencies, whether they promote people from within their organization, from the outside, or a mix of both of approaches.

Table 3. Prevailing recruitment approach in government organizations as perceived by the respondents (N=134)

PREVAILING RECRUITMENT APPROACH	FREQUENCY	PERCENTAGE
a. Internal Approach	20	1.9%
b. External Approach	0	0%
c. Mixed (both internal and external	114	85.1%

The prevailing recruitment approach in government organizations, as perceived by the 134 respondents, was a mixed approach of combining both internal and external approaches.

The findings indicated that a significant proportion of participants (85.1%) expressed a preference for the mixed approach. This technique is favoured due to its ability to strike a balance between internal promotions and the acquisition of an external talent.

The internal strategy prioritizes the provision of growth and advancement opportunities to current employees within the business, whereas the external approach focuses on the recruitment of individuals with fresh views and novel skill sets. The amalgamation of these factors is perceived as advantageous for governmental entities, as it fosters equity, inclusivity, and general efficiency in their selection procedures.

Vacancies present themselves on a regular basis across all levels of an organization's job hierarchy, and employers are required to make a decision regarding whether to fill these positions with internal hires or external recruits (DeVaro et al., 2019).

This decision involves considering various factors such as the skills and qualifications required for the role, the availability of suitable internal candidates, and the potential benefits of bringing in fresh perspectives and experiences through external hires.

While internal hires may result in increased employee morale and loyalty, external recruits may bring in new ideas and better or unique expertise. Ultimately, organizations must carefully weigh these considerations to make the best decision for their specific needs and goals.

Prevailing Recruitment Processes in Government Organizations

This dwells on what processes are available and being used in recruitment. The government agencies adopt the use of shortlisting, written examination, skills/competencies test, interview and background investigation.

Table 4. Prevailing recruitment processes in government organizations as perceived by the respondents (N=134)

PREVAILING RECRUITMENT PROCESS	FREQUENCY	PERCENTAGE
a. Shortlisting (Qualified and Disqualified Candidates)	131	97.8%
b. Written Examination	121	90.3%
c. Skills/Competencies Test	67	50.0%
d. Interview	131	97.8%
e. Background Investigation	104	77.6%

The findings indicate that shortlisting and interviewing are the predominant recruitment methods employed in government organizations, with 97.8% of respondents confirming their prevalence. 90.3% of respondents responded that written examinations have a significant impact in the recruitment process.

Skills assessments and background checks are also used, albeit to a lesser degree, with 50% and 77.6% of respondents confirming their incorporation in the recruiting procedure, respectively. This data emphasizes the significance of these processes in guaranteeing the choice of competent individuals for government jobs.

Acquiring suitable employees is a critical and challenging issue encountered by agencies. Resumes, interviews, and other screening methods frequently have limitations in their capacity to ascertain if a person possesses the appropriate abilities or will be compatible. In addition, the managers that agencies hire to collect and analyze this information may have inadequate discernment or preferences that are not fully in line with the company's goals (Hoffman et al., 2017).

Consequently, agencies frequently encounter the challenge of recruiting individuals who may not align well with the organization. In addition, depending only on conventional methods may result in a limited and prejudiced selection process, which could potentially overlook highly skilled individuals who don't meet the typical criteria.

As a result, agencies are now relying more on cutting-edge methods like psychometric tests, work samples, and personality assessments to enhance their hiring strategies and obtain a more thorough assessment of candidates' potential.

By utilizing these tools, agencies can improve their chances of choosing employees who not only have the required skills but also exhibit the desired cultural and behavioral qualities, ultimately promoting a productive and harmonious work atmosphere.

Level of Effectiveness of the Current Recruitment Processes

This tells the how the HRMOs in the 134 government agencies in CAR perceived the extent to which their current recruitment processes are producing the desired candidates in their respective offices as perceived.

Table 5. Level of effectiveness of the current recruitment processes in government organizations as perceived by the respondents (N=134)

RECRUITMENT PROCESS	H.E.	M.E.	M.I.	H.I.	WEIGHTED MEAN
a. Shortlisting (Qualified and Disqualified Candidates)	123 (91.8%)	10 (7.5%)	1 (0.7%)	0	3.91 (HE)
b. Written Examination	83 (61.9%)	51 (38.1%)	0	0	3.62 (HE)
c. Skills/Competencies Test	65 (48.5%)	24 (17.9%)	1 (0.7%)	1 (0.7%)	3.68 (HE)
d. Interview	74 (55.2%)	57 (42.5%)	3 (2.2%)	0	3.53 (HE)
e. Background Investigation	70 (52.2%)	42 (31.3%)	1 (0.7%)	0	3.61 (HE)

Legend: HE-Highly Effective; ME-Moderately Effective; MI-Moderately Ineffective; HI-Highly Ineffective

Table 5 shows the level of effectiveness of the current recruitment processes in government organizations as perceived by the respondents. The results revealed that shortlisting process is highly effective, with weighted means ranging from 3.83 to 3.91. Meanwhile, written examination, skills/competencies test, interview, and background investigation were also considered effective but fall under the highly effective category with weighted means ranging from 3.53 to 3.68.

Government organizations must regularly assess their recruitment procedures to ensure they are both successful and efficient in attracting and retaining highly skilled individuals to meet their workforce requirements. The continuous evaluation of recruitment methods enables government entities to discover any gaps or flaws in their existing processes. This is a significant benefit. It is possible for these agencies to maintain their competitive edge in the labor market and guarantee that they are attracting the best and brightest employees by continually analyzing and improving their strategies. In the end, this results in a workforce that is more efficient and effective, since workers who possess the requisite skills and competences have a greater chance of being successful in their professions.

The complete recruitment system evaluates candidates not only based on their education level, skills, and experience, but also considers other factors that are important for selection. This includes assessing if candidates possess specific skills that are different from the existing staff members, which can enhance the organization's knowledge and technology.

Additionally, the system evaluates candidates based on their character, mentality, values, and other aspects. It aims to identify candidates who align well with the corporate culture and share its development goals. This helps to enhance the dynamic capability of the organization and promotes diversification of employee skills (Gao & Gao, 2016).

As an additional consideration, the selection process takes into account the candidates' prior experiences and achievements in domains that are pertinent to the position.



The organization is able to evaluate the individual's level of knowledge and future contribution to the organization by taking into consideration their previous accomplishments and track record on the job. Furthermore, the method evaluates candidates' capacity to adjust to shifting conditions, as well as their eagerness to acquire new skills and advance their careers within the organization under consideration.

In this way, it is certain that the persons who are picked not only have the requisite abilities, but also have the ability to continuously progress and achieve better in their professions. The overarching objective of the thorough review process is to construct a workforce that is both varied and competent, with the capacity to foster creativity, cooperation, and attain success within the organization.

Level of Effectiveness of the Internal and External Recruitment Approach

The succeeding part discusses the extent to which internal and external recruits have shown exemplary deeds on the performance of their job. It determines the effectiveness of the approach used in the government offices, as perceived by the HRMOs.

Table 6. Level of effectiveness of the Internal and External recruitment approach in government organizations as perceived by the respondents (N=134)

INDICATORS	INTERNAL RECRUITMENT (WEIGHTED MEAN)	EXTERNAL RECRUITMENT (WEIGHTED MEAN)
a. Internal/External recruits are competitive in performance of duties and responsibilities.	3.66 (HE)	2.96 (ME)
b. Internal/External recruits are equipped with adequate knowledge and skills to perform the job.	3.65 (HE)	2.87 (ME)
c. Internal/External recruits are innovative in streamlining processes in the organization.	3.56 (HE)	2.94 (ME)
d. Overall, Internal/External recruits contribute to the organizational performance.	3.67 (HE)	2.90 (ME)

Legend: HE-Highly Effective; ME-Moderately Effective; MI-Moderately Ineffective; HI-Highly Ineffective

The data provided above demonstrates that internal recruits exhibit a strong level of competitiveness in carrying out their duties and responsibilities. A significant number of respondents reported high levels of effectiveness in this domain. A majority of the respondents, 91 (67.9%), considered internal recruits to be competitive in performance, while a smaller number, 41 (30.6%), held a different viewpoint. It is important to note that internal recruits demonstrated their abilities and familiarity with the organization's culture and processes, making them more likely to hit the ground running.



In addition, a significant majority of respondents (65.7%) expressed that internal recruit possessed the necessary knowledge and skills to effectively perform their job duties. A significant portion of the respondents, specifically 45 individuals or 33.6% of the total, expressed their disagreement with this statement. While the majority believed that internal recruits have the required knowledge and skills, it was crucial to examine the reasons behind the disagreement and explore any potential implications. Understanding the perspectives of those who disagreed provided valuable insights into the effectiveness of internal recruitment processes and the potential areas for improvement. Furthermore, a majority of 77 (57.5%) respondents acknowledged the innovative nature of internal recruits in streamlining organizational processes, while a smaller percentage of 55 (41.0%) held a different perspective. This emphasizes the notion that internal hires possess a comprehensive grasp of the organization's functions and can pinpoint opportunities for enhancement. The data indicates that most participants consider internal recruits to be valuable assets to the organization. This suggests that promoting from within can be an effective strategy for fostering innovation and productivity. Overall, the evidence strongly supports that internal recruit are operating at a level that is competitive, and the majority of respondents hold a positive opinion of them in terms of their abilities, expertise, and alignment with organization values.

Internal talent markets are generated when managers list open positions within the organization (and occasionally publicly as well) so that interested employees from within the organization can submit their applications. Through the generation of complimentary person-job matches, it increases the value of an organization's people capital within the organization. Employees who are matched to new jobs through these markets exhibit higher levels of productivity, are more inclined to stay with the organization, and have a greater likelihood of being promoted in the future, as opposed to workers who are matched to new roles through non-market processes, such as when a manager personally selects a preferred applicant. By examining the results of the matches produced by these markets, researchers and organizations have generally determined that internal talent markets improve the value of an organization's human resources by ensuring that the appropriate employees are assigned to suitable positions (Dlugos & Keller, 2021).

Research indicates that internal hiring has predominantly positive effects. It facilitates the exchange of knowledge within the organization, motivates employees by indicating the potential for career growth, fosters the acquisition of specialized skills, enhances worker satisfaction, performance, and productivity, and reduces undesirable turnover. Internal mobility is significantly more conducive to individuals' career advancement into positions with higher levels of responsibility, while enabling companies to circumvent the significant wage premium typically associated with hiring external candidates (Keller, 2017).

Furthermore, Table 8 shows the level of effectiveness of external recruitment approach in government organizations as perceived by the respondents. The results indicated that external recruits were competitive in performance of duties and responsibilities, with 83 respondents (61.9%) rated them as moderately effective (ME). Additionally, 84 respondents (62.7%) believed that external recruits were equipped with adequate knowledge and skills to perform the job, also rated them as ME.



In terms of innovation, 82 respondents (61.2%) perceived that external recruit were innovative in streamlining processes in the organization, again rated as ME. Overall, 88 respondents (65.7%) agreed that external recruits indeed contributed positively to organizational performance, which rated as ME. This aligned with the previous ratings of moderately effective (ME) given to their knowledge, skills, and innovation. It suggested that external recruits were seen as valuable assets in enhancing the overall productivity and success of the organization. Aside from being competitive in the organization, external recruits were also seen as importers of fresh ideas as they were remarked as innovative in streamlining an organization's processes. These findings highlighted the importance of considering external recruitment as a viable strategy for organizations looking to improve their performance and drive innovation.

By implementing a recruitment and selection process to bring in new members, organizations can not only enhance their talent pool and increase the quality of their workforce, but also successfully remove any existing route dependence (Gao & Gao, 2016). The term "route dependence" describes the relationship between an organization and its reliance on a single solution or method of carrying out tasks. Through the process of recruiting and selection, organizations have the opportunity to bring in new people who bring with them new perspectives and various skill sets, hence lowering the risk of becoming route dependent. Through this diversity, the organization is able to strengthen its problem-solving abilities and adaptability to shifting market dynamics, which in turn leads to more innovation and creativity within the organization. Furthermore, a recruiting and selection process that is well-structured guarantees that the appropriate persons are hired, which in turn increases the overall quality and performance of the staff.

Significant Difference in the Level of Effectiveness Between Internal and External Recruitment Approach

This dwells on what really lies between internal and external recruitment approach. The difference between the two recruitment approaches shall reflect on what type of recruitment approach really suits in filling up the job vacancies in the bureaucracy.

Table 7. Summary of the result of the Paired t-test assessing the Significant difference in the level of effectiveness between internal and external recruitment

RECRUITMENT APPROACH	MEAN	PAIRED T-TEST STATISTIC	P-VALUE
Internal Recruitment	3.67 (HE)	10.295	<0.001
External Recruitment	2.90 (ME)		

The p-value, being less than the level of significance of 0.05, implied that there was significant difference in the level of effectiveness between the internal and external recruitment approaches. Comparing the mean ratings, the internal recruitment approach was significantly more effective than the external recruitment approach. The internal recruitment approach was highly effective while the external recruitment approach was moderately effective.



This implies that organizations may benefit from prioritizing internal recruitment methods over external ones, as they have been shown to yield better results in terms of effectiveness.

Internal talent markets foster a culture of continuous learning and development, as employees are motivated to acquire the skills and knowledge necessary for future advancement. Furthermore, these markets promote fairness and meritocracy within the organization, as employees are selected based on their qualifications and potential rather than favoritism or nepotism. Overall, internal talent markets have a positive impact on employee engagement, retention, and organizational performance.

CONCLUSIONS

Based on the findings, the following conclusions were drawn:

1. Respondents had divergent opinions on recruitment policies, with the Omnibus Rules on Appointments and Other Human Resource Actions praised for its explicit standards and equity in recruitment.
2. Some believed internal policies on recruiting, selection, and placement were more efficient, allowing agencies to tailor methods to their unique needs.
3. The principle of equal opportunity was highly valued for promoting diversity and preventing discrimination in government institutions, influencing hiring methods and ensuring fairness.
4. Enhancing diversity and inclusivity in recruitment processes is essential, and organizations should integrate equal opportunity principles to create a more inclusive work environment.
5. Both internal and external recruitment have benefits and drawbacks; combining these strategies allows agencies to access internal talent while bringing in new perspectives from external sources.
6. Internal mobility and promotions boost employee morale, loyalty, and trust, but external recruitment is also effective for acquiring skilled employees and enhancing organizational performance.
7. Internal recruitment is generally more effective, resulting in higher performance ratings and fostering loyalty and motivation among current employees, suggesting a greater emphasis on internal recruitment for long-term efficacy and sustainability.

RECOMMENDATIONS

Based on the conclusions, the following are recommended:

1. Businesses have various tools and platforms for internal and external recruiting.
2. Utilizing technology is essential for the public sector to fill job openings efficiently and maintain a diverse, skilled workforce.
3. Technology can optimize recruitment, expand the applicant pool, and ensure transparency.
4. Automated solutions can streamline administrative tasks, such as candidate assessments and interviews.
5. Organizing virtual hiring events, like McDonald's "Snapplications" on Snapchat, can be effective.
6. Government agencies should create and disseminate an equal opportunity statement to all employees.
7. Education and training on diversity and inclusivity are crucial for those involved in recruitment.



8. Understanding recruitment in volatile environments is essential, and HRMOs must be agile and supported by senior management.
9. Thorough evaluation of candidates' backgrounds and skills ensures the best job matches.
10. Internal promotions boost morale and loyalty, but external recruitment brings new perspectives and diversity.

REFERENCES

- [1] ALDHUHOORI, R., ALMAZROUEI, K., SAKHRIEH, A., AL HAZZA, M. and ALNAHHAL, M. 2022. The Effects of Recruitment, Selection, and Training Practices on Employee Performance in the Construction and Related Industries. *Civil Engineering Journal*, 8(12), E-ISSN: 2476-3055.
- [2] AL-KHASAWNEH, A. L., MALKAWI, N. M. M., and ALGARNI, A. A. 2018. Sources of recruitment at foreign commercial banks in Jordan and their impact on the job performance proficiency. *Banks and Bank Systems*, 13(2), 12-26. [https://doi.org/10.21511/bbs.13\(2\).2018.0](https://doi.org/10.21511/bbs.13(2).2018.0)
- [3] ATKINSON, C. L., ALIBAŠIĆ, H., and NYARKO, E. O. 2022. Diversity Management in the Public Sector for Sustainable, Inclusive Organizations: Ideals and Practices in Northwest Florida. *Public Integrity*, 24(4-5), 400-413. <https://doi.org/10.1080/10999922.2022.2034339>
- [4] CIOBANU, A. 2015. Civil servants' recruitment and selection practices in European Union member States. *Management Research and Practice*, 7(3), 21-33. <http://mrp.ase.ro/no73/f2.pdf>
- [5] DEVARO, J. 2016. Internal hiring or external recruitment? *IZA World of Labor*. <https://doi.org/10.15185/izawol.237>
- [6] DEVARO, J., KAUKANEN, A., and VALMARI, N. 2019. Internal and external hiring. *ILRRReview*, 72(4), 981-1008.
- [7] DLUGOS, K., and KELLER, J. 2021. Turned down and taking off? rejection and turnover in internal talent markets. *Academy of Management Journal*, 64(1), 63-85. <https://doi.org/10.5465/amj.2018.1015>
- [8] GAO, Y., and GAO, E. 2016. Dynamic Capabilities Enhancing Path: A Perspective on Human Resource Policy. 6th International Conference on Management, Education, Information and Control (MEICI 2016). <https://doi.org/10.2991/meici-16.2016.194>
- [9] GREENAN, N., LANFRANCHI, J., L'HORTY, Y., NARCY, M., & PIERNÉ, G. 2019. Do competitive examinations promote diversity in civil service? *Public Administration Review*, 79(3), 370-382. <https://doi.org/10.1111/puar.13053>
- [10] HOFFMAN, M., KAHN, L. B., and LI, D. 2017. Discretion in hiring*. *The Quarterly Journal of Economics*, 133(2), 765-800. <https://doi.org/10.1093/qje/qjx042>
- [11] HOSAIN, S., and LIU, P. 2019. Conducting pre-employment background checks through social networking sites: the new role of HR professionals. *BizInfo*, 10(2), 111-123. <https://doi.org/10.5937/bizinfo1902111s>
- [12] JAISWAL, S. 2023. Effect of equal Opportunity and Employee Performance: An analytical review. *International Journal for Multidisciplinary Research*, 5(2). <https://doi.org/10.36948/ijfmr.2023.v05i02.2212>



- [13] KELLER, J. 2017. Posting and slotting: How hiring processes shape the quality of hire and compensation in internal labor markets. *Administrative Science Quarterly*, 63(4), 848–878. <https://doi.org/10.1177/0001839217736045>
- [14] KHALEEL, S. M. 2020. The United Nations civil servant: an important role in international relations. *Janus.net*. <https://doi.org/10.26619/16477251.11.2.8>
- [15] KRELL, E. 2019. Weighing Internal vs. External Hires. *SHRM*. <https://www.shrm.org/hr-today/news/hr-magazine/Pages/010215hiring.aspx>
- [16] LINOS, E. 2017. More Than Public Service: A field experiment on job advertisements and diversity in the police. *Journal of Public Administration Research and Theory*, 28(1), 67–85. <https://doi.org/10.1093/jopart/mux032>
- [17] LØKKE, A., VILLADSEN, A. R., and BACH, A. S. 2023. Recruitment and selection in the public sector: Do rules shape managers' practices? *Public Personnel Management*, 52(2), 218–239. <https://doi.org/10.1177/00910260221146145>
- [18] MBUGUA, R. W. K., and KAMAARA, M. 2017. Influence of recruitment and selection criteria on employee retention in the insurance industry in kenya. *Journal of Human Resource and Leadership*, 2(7), 17–40. <https://doi.org/10.47604/jhrl.484>
- [19] MEDINA, S. 2019. HR: A Key to Diversity and Inclusion Success. *Journal of Financial Planning*, 32(5), 16.
- [20] MUNOZ, A. 2019. Anonymized Competency-Based Recruitment and Selection Process for Public Sector: A new approach for workplace Diversity and Equality. *Philippine Civil Service Commission*. https://web.archive.org/web/20200927090817/https://zenodo.org/record/4047942/files/Anonymized_Competency_Based_Recruitment%20by%20Analiza%20V.%20Munoz.pdf
- [21] ODEKU, K. O. 2015. The role of interviewers in job effective recruitment and selection processes. *Journal of Governance and Regulation*, 4(1), 224–229. https://doi.org/10.22495/jgr_v4_i1_c2_p5
- [22] OBOH, I., VU, H. M., and NWACHUKWU, C. 2021. The nigerian public sector training and recruitment process: a literature review. *Política E Gestão Educacional*. <https://doi.org/10.22633/rpge.v25i3.15845>
- [23] PARMAR, A. 2020. Internal Recruiting Strategy as an instrument for managing knowledge workforce during critical times. *Shanlax International Journal of Management*, 8(1), 35–41. <https://doi.org/10.34293/management.v8i1.3204>
- [24] POTOČNIK, K., ANDERSON, N., BORN, M. P., KLEINMANN, M., and NIKOLAOU, I. 2021. Paving the way for research in recruitment and selection: recent developments, challenges and future opportunities. *European Journal of Work and Organizational Psychology*, 30(2), 159–174. <https://doi.org/10.1080/1359432x.2021.1904898>
- [25] QIN, Y. S., and MEN, L. R. 2022. Exploring the Impact of Internal Communication on Employee Psychological Well-Being during the COVID-19 Pandemic: The Mediating Role of Employee Organizational Trust. *International Journal of Business Communication*, 60(4), 1197–1219. <https://doi.org/10.1177/23294884221081838>
- [26] SAIFALISLAM, K. M., OSMAN, A. F., and ALQUDAH, M. 2014. Human Resource Management Practices: Influence of recruitment and selection, and training and development on the organizational performance



- of the Jordanian Public University. *IOSR Journal of Business and Management*, 16(5), 43–46. <https://doi.org/10.9790/487x-16554346>
- [27] SOBOCKA-SZCZAPA, H. 2021. Recruitment of Employees—Assumptions of the risk model. *Risks*, 9(3), 55. <https://doi.org/10.3390/risks9030055>
- [28] SOLDAN, Z., and NANKERVIS, A. 2014. Employee perceptions of the effectiveness of diversity management in the Australian public service. *Public Personnel Management*, 43(4), 543–564. <https://doi.org/10.1177/0091026014533093>
- [29] STEED, K.S., WANIGANAYAKE, M., and NOBILE, J.D. 2020. Better the devil you know? Internal and external candidacy for leadership roles in an Australian state school system. *Issues in Educational Research*, 30, 709-735.
- [30] TANIA, T., and RAHMAN, M. 2022. Challenges in Recruitment Process: A Study of Non-Government Hospitals in Bangladesh. *International Journal of Management, Accounting & Economics*, 9(9), 583–893.
- [31] TIPS FOR NEW GOVERNMENT LEADERS: UNLOCKING DIVERSITY AND INCLUSION. 2021. McKinsey and Company. <https://www.mckinsey.com/industries/public-sector/our-insights/tips-for-new-government-leaders-unlocking-diversity-and-inclusion>
- [32] TYFTING, M. 2019. How technology can enhance modern recruitment. *Forbes*. <https://www.forbes.com/sites/forbeshumanresourcescouncil/2019/09/12/how-technology-can-enhance-modernrecruitment/?sh=3230103c7314>
- [33] UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE. 2013. Compilation of Good Practices in Statistical Offices. In *Human Resources Management and Training*.
- [34] URBAN, J. and THOMAS, A. 2023. Opening up: how to strengthen the civil service through external recruitment. In *Institute for Government*. <https://www.instituteforgovernment.org.uk/publication/civil-service-external-recruitment>
- [35] WINGATE, T. G., and BOURDAGE, J. S. 2024. What are interviews for? A qualitative study of employment interview goals and design. *Human Resource Management*. <https://doi.org/10.1002/hrm.22215>