

**A SYSTEMATIC REVIEW OF CIVIL SERVICE
REFORMS RECRUITMENT AND SELECTION
POLICY RECOMMENDATION**



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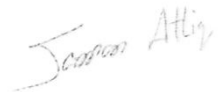
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Date: 28/3/2023


Signature of Student

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ABSTRACT

It evaluates the recruitment and selection process of civil servants currently in place in light of the New Public Management reform that was implemented in late 1970s throughout several nations including Pakistan (Arif & Najam us, 2003). Researchers from several fields have recommended recruiting and selection reforms as an appropriate procedure for the civil service to hire the right person in the right location in addition to organizational effectiveness and efficiency. There isn't a systematic review of the growth in academic literature, despite the significance of recruiting and selection for all civil services. This research fills this gap in knowledge by reviewing the papers from 2000 to 2022 using an analysis method. In order to conduct a literature search, a research string was created using Boolean operators. Only 60 articles were found to meet the inclusion requirements after the initial screening. These articles have undergone a thorough analysis and they offer policy suggestions to strengthen the framework. The study makes helpful policy suggestions and reform initiatives to move the system in this direction. It provides a structure and operational procedures for the hiring of civil personnel. Most civil service reforms (Truxillo et al.) over the past two decades have been linked to democratic movements and attempts at economic change. In order to assist academics addressing these problems in creating a more comprehensive body of knowledge with significant consequences for theory and practice and this review identifies important unanswered questions that require further research. It also makes a number of recommendations. It is believed that the study's findings will be extremely beneficial for both the management of the civil service particularly and the entire private and public sectors generally.

Keywords: Civil Service Reforms, Recruitment and Selection practices, CSS Exam, performance management, best practices.

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List of ABBREVIATIONS

CSS	Central Superior Service
R&S	Recruitment and Selection
FPSC	Federal Public Service Commission
HRM	Human Resource Management
SAGE	Student Achievement Guarantee in Education
ACM	Association of Computing Machinery
JSTOR	Journal Storage
PRISMA	Preferred Reporting Items for Systematic Review and Meta-Analysis
OECD	Organization for Economic Cooperation and Development
IQ	Intelligent Quotient
APT	Appointment
LUMS	Lahore University of Management Sciences
MBA	Master of Business Administration
BSC	Bachelors of Sciences
SAARC	South Asian Association for Regional Cooperation
DR	Doctor
PIDE	Pakistan Institute of Development and Economics
PAS	Pakistan Administrative Service

CHAPTER 1

INTRODUCTION

Civil service reform is the process of enhancing the effectiveness, accountability and efficiency of government organizations (Tanwir & Chaudhry, 2016). Changes to organizational structures, performance evaluation procedures, hiring and promotion procedures and other civil service policies may also be necessary. In response to a variety of issues that governments encounter such as worries about corruption, inefficiency, and subpar service delivery, civil service reforms are frequently implemented (Saha, Gregar, & Sáha, 2017). Many nations and situations take different approaches to reforming the civil service but common tactics (Saifuddin, Nordin, Ling, Suhaimi, & Rahim, 2021) include implementing merit-based hiring and promotion processes, decentralizing power, implementing performance-based incentives and enhancing accountability measures. Reforming the civil service aims to make the government more effective and efficient so that it can better meet the demands of its people (Kasule & Bisaso, 2019). Today's civil service must deal with a variety of complex and interconnected problems, including state and elite capture of the rule of law (W. Ullah, 2017), adverse demographic trends, recruitment change weaknesses and weak directing systems (Hansen et al., 2014).

1.1 Background of Study

Since the beginning of 2000, policymaker realized that civil service dynamics have undergone significant reshaping but since 18th Constitutional Amendment in 2010 changing Pakistan (International Crisis, 2012) from a layered-cake hierarchical dual federalism to collaborative federalism that leads to collaborative and participatory governance (Arfeen & Khan, 2009; Arif & Najam us, 2003). The formation of reforms in civil service policy have become more difficult as a result of the 2010 amendments to Article 90 and Article 129 of the Constitution (Khurshid, 2006).

Civil servants are coming under ever sharper and more intense as a result of a more informed and vocal citizenry that is adept at using social media (Dani et al., 2019; Tanuja, 2002) an lively and highly vigilant media (Shahab, Ghazali, & Mohtar, 2022). The importance of recruitment and selection in civil service had been highlighted in previous studies. Today, policymakers from all over the world are largely in agreement that a lean (Nunberg & Nellis, 1990), effective employees is an essential element necessary for good recruiting anywhere. (Gusdorf, 2008). The concepts of "paperless government", "practical government" "lean, efficient, and facilitative government" as well as decentralization (Miller & Osinski, 2002), are being promoted by governments all over the world. Many nations have changed their civil service systems of recruitment and selection to ensure professionalism and efficiency of public administration in order to meet the challenges of the twenty-first century including the UK, Canada, Australia, Dubai, and Brazil. Many more nations are in the process of reforming their civil service systems. In addition, Hiring the right person was the strategy of recruitment and selection criteria in modern countries. People, process, policy and organization concept emphasized the importance of civil service reforms (Tanwir & Chaudhry, 2016).

It demonstrates that all levels of Pakistan's Civil Service have a recruitment, selection and performance management system that is complete comprehensive and a disciplined tool for accountability and promotion (Tanuja, 2002). This review studied Recruitment and Selection practices in the context of civil services of Pakistan. Researcher tend to describe that Pakistan has faced numerous difficulties over the past 50 years including: security and regional geopolitics political economy factors such as the civil-military relationship weak policy formulation processes, failing public administration systems, poorly planned and hurriedly implemented devolution and fiscal decentralization 2001 and 2020 (Yuliana & Mas' ud, 2020) .

Waheed and Hayat (1999) state monopoly term policies. For far too long maintaining political agreements for immediate patronage-based advantages has diminished the efficacy of the state. Pakistan currently is poor for the majority of governance indicators (Hansen et al., 2014). According to the W.Ullah study, it has obvious gap about the recruitment and selection process civil service reforms in the most developed countries. The available literature mainly focuses on the recruitment and selection practices in civil service reforms in relation to different reforms related outcome and lacks in its development, process policy and its implementation (W. Ullah, 2017). In contrast, the creation of the NCGR in 2007 and a significant expenditure of time and money to develop a workable plan for recruitment and selection change (Wilder, 2009). The size of the national and subnational governments in Pakistan continued to grow during the interim period, especially at the lower levels of bureaucracy (Etejere, awodiji, & Raji, 2021). In this study, important aspects of civil service reform will be discussed along with a review of reform initiatives in the past and current methods of recruiting and selecting to reforming the public sector (Tanwir & Chaudhry, 2016; Wilder, 2009).

1.2 Identification of Problem

CSR is increasingly understood to be an ongoing process with no clear beginning or conclusion. For the reform of the civil services to be effective and be implemented (Arfeen & Khan, 2009). In order to advance modernism political governance reform must concentrate on destroying neo-patrimonialism family politics and support systems.

1.2.1 Problem Statement

Civil service reforms as a source of gaining competitive advantage is no newer in the field of bureaucracy. Hiring the right person for the services consider crucial element for the effective civil services of Pakistan (Hite-Harris, Jaggar, Irving, & Darr, 2017).

Effective recruitment and selection has been associated with number of beneficial outcomes like civil service performance, innovative ideas and improvement in structure capacity. This study explains why Recruitment and Selection decisions are likely to have a significant and distinctive impact on Pakistan civil service as well as developing countries (Briggs, 2007). According to the previous studies (Brewer, Choi, & Walker, 2007; Hoag & Hull, 2017; Koshy & Suguna, 2014) different problems has been identified so the author state the problem based on this study.

1.2.2. Research Objective

- To review the existing practices of civil service reforms regarding recruitment and selection
- To understand the similarity and difference of recruitment and selection process in the civil service with modern countries.
- To recommend the possible reforms that could improve the recruitment and selection of civil services

1.3 Research Question

- What are the existing practices of recruitment and selection reforms in civil service of Pakistan?
- What are the modern practices of recruitment and selection reforms in civil services of Pakistan?
- How civil services can reform their recruitment and selection in Pakistan?

1.4 Significance of Study

Number of studies claim that civil service reforms deal with that hiring has a significant impact on an organization's culture and overall effectiveness since it determines which candidates are best suited for a position (Saha et al., 2017) .

The first concern is whether the CSS exam which is used to screen applicants for the CSS program under the direction of the Federal Public Service Commission FPSC is a reliable tool for recruiting individuals (Siramiati, Hadiwidjojo, & Rohman, 2015). The Federal Public Service Commission's testing process was being conducted by Dr. Riffat Hussain FPSC Report (Ahmad & Bujang, 2013), a well-known analyst who was also involved. Dr. Ishrat Hussain (Ishrat Husain, 2012) claimed that although the recruitment process had many issues in the past, improvements had been made four years prior. Since the improvements, he claimed, "I think the examination and interview procedure is improved." However, the hiring procedure continues to raise concerns among many observers (Brewer et al., 2007). Some claim that because the chosen applicants must be involved in administration (Waheed & Hayat, 1999) in several areas and because the exam's methods are not even appropriate for gauging intellect it is not evaluating management skills (Hoag & Hull, 2017). The CSS exam syllabus has to be changed because it has some flaws.

For instance, chemistry a subject not directly related to management or administration was designated as a paper with 200 marks in the optional component (W. Ullah, 2017) whereas public administration was only assigned 100 points, according to Ahmad Farooq (Ahmed et al., 2010) a former member of the FPSC. Since thousands of individuals take the CSS exam each year (Bangura, 2000), he claimed it is impossible for one person to verify all the papers for one subject. So, the marking of the papers is also not consistent (Nunberg & Nellis, 1990; Repucci, 2012). With a few notable exceptions the proposed reforms were generally ill-defined and their main emphasis had always been on the higher civil service particularly one cadre without addressing the problems with the lower levels of the federal, provincial, and other government structures which account for 95% of the bureaucracy (Shafqat, 1999).

Balanced demoralizes the bureaucracy and occasionally causes institutions to become dysfunctional (Iqbal & Ahmad, 2006; Khan, 1980). rather than being in line with politically predetermined objectives and goals (Kertpitak & Jermisittiparsert, 2019). The effectiveness of these exercises wanes after they gain traction because there is a lack of clarity in recruitment and selection procedures (Wilder, 2009). If the necessary conditions are not present efforts to promote good recruitment and selection practices will fail (Abdullah & Wan, 2013; Abuazoom, Hanafi, & Ahmad, 2017). Reforms should place equal emphasis on establishing the conditions essential to maintain successful recruiting practices as on achieving clearly stated objectives and aims. It calls for reforming every aspect of civil services (Shin & Konrad, 2017). The goal of effective system of recruiting and training civil services might also not be achieved in a political terms that is too frail and prone to frequent deadlocks (Malik, 2018; Tanwir & Chaudhry, 2016).

1.5 Research Gap

A thorough literature assessment could help fill in some of the potential research gaps in the field of civil service. An SLR can assist to expand understanding and educate practice and policy in this crucial area by identifying these gaps and summarizing the current research.

- Understanding the effects of digitalization on the civil service is important given the growing use of technology in government operations (Saha et al., 2017) . The current state of this subject's knowledge may be determined by an SLR which could also point out any gaps that require filling.
- Civil service system comparison has been some research on the various civil service systems employed in various nations and there hasn't been much done to compare them (Shah, 2019). The similarities and variations between the civil service systems of other nations may be examined by an SLR which could also point out the best methods that other nations could use (Rishi, 2020).

- Reforms to the civil service have been significantly implemented in many nations recently, but the efficiency of these reforms has received little attention in the literature (Febrina, astuti, & triatmanto, 2021). Many civil service reforms that have been put into place could be identified and their effects on the effectiveness, responsiveness and efficiency of civil service organizations could be assessed (Kemal, 2005).

CHAPTER 2

LITERATURE REVIEW

For any firm to succeed or fail human resource management is the most crucial function and strategic component. Competitive advantages come from attracting passive candidates, selecting the proper caliber and keeping the majority of available employees on staff (Bibi, Khan, & Sciences, 2019). High turnover and increased absenteeism may result if the organization does not have an effective recruitment and selection process (Hansen et al., 2014). The HR staff can achieve organizational goals and, more importantly, be able to provide efficient service when they hire the proper individuals for the company (Malik, 2018). The civil service sector's HRM approach has been connected to organizational outcomes and service delivery, according to prior literature (Adu-Darkoh, 2014). It is the responsibility of civil officials to ensure that the general public receives better and higher-quality services.

2.1 Definition of study concepts and terms

2.1.1 Civil Service

The group of government employees known as the civil service works in civil positions that are neither political nor judicial. In the majority of nations (Armstrong & Taylor, 2003), the phrase refers to personnel who are chosen and elevated based on a merit and seniority system, which may or may not include exams (Nunberg & Nellis, 1990). The word "civil service" refers to a sector of government made up mostly of career civil servants who are hired on the basis of their professional ability rather than being appointed or elected (George, 2013). A person engaged in the public sector by a government department or agency for public sector endeavors is referred to as a civil servant, sometimes known as a public servant. (Hanif, Jabeen, & Jadoon, 2020; Hansen et al., 2014)

2.1.2 Civil Service Reforms

One of the primary tools the government uses to carry out its duties is the civil service as a whole (Maheshwari, 1974). This instrument frequently needs to be modified in the decentralization context in order to carry out a new set of tasks effectively, fairly and efficiently (Truxillo, Bauer, Campion, & Paronto, 2002; Truxillo, Bauer, & Sanchez, 2001; Truxillo, Bodner, Bertolino, Bauer, & Yonce, 2009). The strategic and cohesive approach to managing people in an organization in a way that gives them a competitive advantage is known as human resource management. In support of a company's strategic goals it is made to maximize staff performance. "It focuses on how people are hired developed and compensated in organizations as well as how management and employees conduct themselves in interactions" (Armstrong & Taylor, 2003).

2.1.3 Civil Service human resource management practices can be summed up as the procedures that must be followed in an organization to manage its human resources including hiring and firing employees, training staff members, managing performance and remuneration, and promoting employee input into decision-making. When we start to look at the empirical studies the issue of the lack of a consistent theoretical foundation for classifying HRM policy and practice becomes even more problematic (Guest, 1997).

2.1.4 Recruitment and Selection

The recruitment and selection process according to Edwin Flippo, is "a process of looking for potential employees and inspiring and motivating them to apply for jobs in a business" (Guest, 1997). In plainer terms (Gusdorf, 2008) selection and recruitment are mutually dependent processes that cannot exist alone. They greatly contrast one another and are vital elements of the group. It aids in identifying candidates' potential and skills in preparation for impending or current organizational openings. The job seekers are connected via it (Alserhan & Shbail, 2020).

2.1.5 Pakistan Civil Service Regulations for Civil Servants Appointment, Promotion, and Transfer Act 1973

The appointment of individuals to and the terms and conditions of service of individuals in the service of Pakistan are governed by the Civil Servants Act of 1973 (Greenberg, 1990; Nunberg & Nellis, 1990; Turkel, 1990). A civil servant is defined as a person who is a member of the All-Pakistan Service a civil service of the Federation or who holds a civil post related to the operations of the Federation including any such job related to defense (Hanif et al., 2020) but excluding:

- i. A representative of any Province or other authority to the Federation.
- ii. A person who works on a contract basis, gets paid hourly, or is compensated through contingencies.
- iii. A person who meets the criteria for becoming a worker or workman under the Factories Act of 1934 or the Workman's Compensation Act of 1923.

2.1.6 Recruitment and Selection Policy

An Act to Control the Appointment of Persons to, and the Terms and Conditions of Service of Persons in, Pakistani Government Service (Wilson, Dalton, Scheer, & 2010). The Civil Servants Appointment, Promotion and Transfer Rules of 1973 and the Federal Public Service Commission Rules of 1978 govern the recruitment process for federal services and positions (Ishrat Husain, 2012) . All federal services and positions are filled through provincial/regional quotas at the entrance point.

- Employees with a BS-17 or higher must be members of the Federal Public Service Commission.
- The Ministry, Division, and Department Recruiting Committees, which are for BS-1 through BS-16 personnel.

Civil Services Reform is considered a determined collaboration with no broad beginning and end. Previous researcher suggested changes can't be displayed in separation and they should be formally alongside convincing consequences of political administration (Malik, 2018). Political administration should be centered around disposing of culture of neo-patrimonialism and family relationship governmental issues which is creating problems for any move towards modernization (Nogueira & Paranaguá de Santana, 2015; Rubel & Kee, 2015). Powerful procedures of recruitment and selection is considered the most critical factor for public organizations. This process is weak in public sectors due to not having any complete practices for attracting screening and tracking down the potential candidate for the organization (Fatema, 2018).

2.2 Methods of Recruitment

2.2.1 Direct Recruitment

Through the central superior services test, candidates can join the civil service. Successful applicants are placed in their appropriate occupational groupings based on a combination of their overall standing and regional/provincial quotas determined by population (Gusdorf, 2008). The term "direct appointment" refers to appointing someone directly rather than through promotion, transfer, or taking someone on deputation from the State/Central Government or another corporate body (Mankikar, 2014).

2.2.2 Direct appointment of military officers

An annual 10% induction of military officers often at the rank of captain and similar ranks from the navy and air force has been occurring since the 1980s. Military personnel are exempt from taking the CSS exam or any other admission test. They are chosen by their own military hierarchy and the FPSC will then interview them. One of the three services—police, PAS cadre, or foreign service—was allocated to them (Maheshwari, 1974).

2.2.3 Ad hoc Recruitment

The applicant appointed on an as-needed basis for six months or until the FPSC-nominee becomes available whichever comes first according to the letter or notification relating to the appointment.

In any Basic Pay Scale no ad hoc appointments will be made (Nasreem, Hassan, & Khan, 2016).

Ad hoc Appointment is the term used to describe a duly qualified person's appointment made in lieu of or in the acting of recruitment via the specified method. Ad hoc appointments to Grades 17 and up require permission through a "Summary" that must be signed by the ministry's secretary or acting secretary if there is no secretary and forwarded to the establishment division for that purpose (Nunberg & Nellis, 1990).

2.2.4 Advertisement

Promotion for open positions in ministries and departments. The practice of using job advertisements to recruit (Gusdorf, 2008) engage and hire talent is known as recruitment advertising. It includes marketing tactics, procedures and tools that help recruiters find the ideal candidates at the ideal moment and create a consistent talent pipeline (Ahmad & Bujang, 2013).

2.3 Central Superior Services Examination

2.3.1 CSS Eligibility Requirements

Candidates of both sexes are eligible e.g. Male or Female (Iqbal & Ahmad, 2006), Nationality Obtaining a diploma after 14 years of schooling in Pakistan requires at least a second division or grade "C." Age: 21 to 30 years old as of December 31st of the previous year. For instance, on December 31, 2021 the applicant's age must fall between 21 and 30 for CSS-2022.

2.3.2 Age Limit in CSS

A candidate must be 21 years old or older and MUST NOT have turned 30 on December 31, 2022 in order to be eligible for admission to the CSS Examination-2023. Candidates who are government employees, members of the armed forces and those who are from Baluchistan and KPK's tribal regions are all allowed a two-year age reduction by the Federal Public Service Commission. For Examination Process See Figure 1 (Zafarullah & Sarker, 2020).

2.3.3 CSS POSITIONS AND DIVISIONS

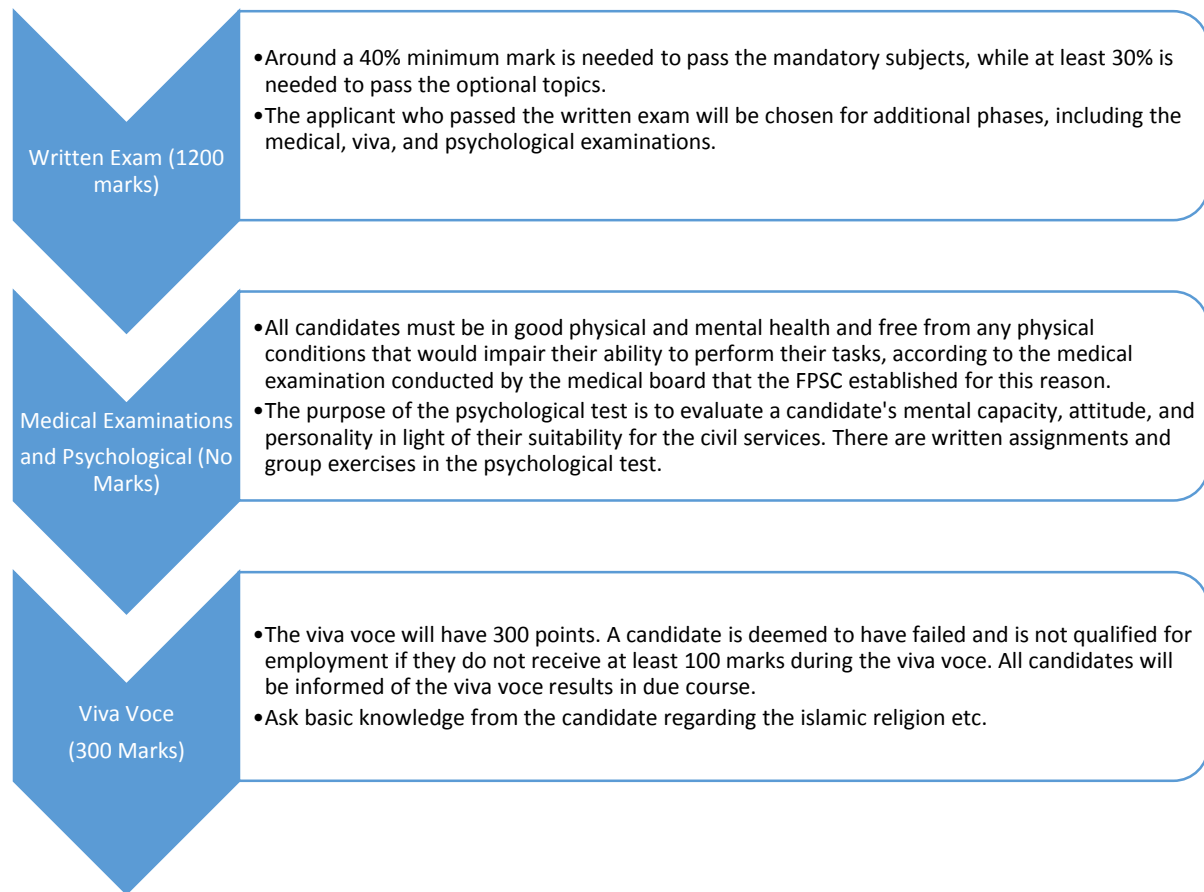
The Central Superior Services competitive examinations are held annually in February by the Federal Public Service Commission (Hite-Harris et al., 2017) to determine candidates for positions in BS-17 in the following twelve occupational groups and services provided by the federal government:

Pakistan Administrative Services, Commerce & Trade Group, Information Group, Pakistan's Foreign Service, The Inland Revenue Service, Office Management Group, Military Lands & Cantonments Group, Pakistan Audit and Accounts Service, Pakistan Customs Service, Pakistan Police Service, Postal Group, Railways Commercial & Transportation Group

2.3.4 ASSESSMENT CENTRES FOR CSS

The cities in Pakistan where CSS exams are given include Abbottabad, Bahawalpur, D.G. Khan, D.I. Khan, Faisalabad, Gilgit, Gujranwala, Hyderabad, Islamabad, Karachi, Lahore, Larkana, Multan, Muzaffarabad, Peshawar, Quetta, Rawalpindi, Sargodha, and Sukkur.

Figure 2.1 Civil Service Examination (Nunberg & Nellis, 1995)



2.4 Stages of Recruitment and Selection Process

The hiring and selecting process can take place whenever an organization needs new employees, when a current employee leaves their position or is promoted to another one or when an employee takes an extended absence such as a maternity leave (Saifuddin et al., 2021). Internal recruiting efforts, college employment fairs, technical and vocational events, and traditional newspaper advertisements are all viable options. It is based on projections of upcoming requirements as well as the organization's present openings (Malik, 2018). The hiring manager must focus their efforts on the best strategy for finding qualified candidates. After determining the personnel needs, the recruitment process begins (Kasule & Bisaso, 2019).

The first step in enhancing an organization's ability to compete is hiring and selecting the right employees. A systematic method is involved in the recruitment process, which takes a lot of time and resources from finding candidates to setting up and performing interviews (ul ain Ansari, ul Haq, & Raza, 2018). As a result, organizations see recruiting and selection as the processes by which they reach out to and hire. Various stages need into consideration in the recruitment and selection as follows:

Table 2.1 Stages of Recruitment and Selection in Civil Service

Stage1 – Job Opportunities	The principal stage in the public sector organizations that recruiting specialists consider important to fill the vacancies for the betterment. In the accessibility of the job vacancies, it is dynamic to direct analysis because of vacancies occurring. Whenever job vacancies exist, the recruiting specialists make an effort to execute various attributes to work with the recruitment of very capable and experienced candidates.
Stage2 - Job Analysis	Whenever recruitment and selection of candidates occur, it is essential process of investigation the job requirements and necessities. It assists the businesses with recognizing the abilities that the representatives ought to have in the job obligations in an acceptable way.
Stage3 - Attracting Candidates	The central point that should be thought about for the attraction of the candidates have creative capabilities, educational qualifications, professional experiences, knowledge, and skills, physical attributes, and personality traits, information, and abilities, actual properties, and character attributes.
Stage4 - Screening Candidates	Whenever organizations create pool of potential candidates, they need to evaluate the applications and settle on conclusive choices for a meeting call. A few organizations have led the meeting on the phone and saw how they collaborate. Candidates are expected to go through different rounds of meetings and then finally choose a candidate.
Stage5 – Interviewing Candidates	In interviewing candidates, they may be guaranteed that they are given a legitimate date and time. Organizations should be obviously determined the location of the workplace or definite spot for the interviewing and should know about the terms of records that would bring to the interview.

Stage6 – Selecting and Appointing Candidates	The selection and appointment decision require to occur after every one of the candidates has been evaluated. At the time of appointment decision, there are significant perspectives that should be thought of, these are giving proposition letters, clinical check-ups, pay and repayment, job obligations, and the planning of the work.
Stage7 – Induction and Training	At the point when the candidate joins the organization, they need to go through the T&D programs. HRM gives data with regards to different perspectives, including the historical backdrop of the organization, objectives and goals, staff, offices, job obligations, foundation, materials, innovations, hardware, and in general working circumstances.
Stage8 – Employee Evaluation	The specific operations of methods to identify the limitations of employee evaluation is to bring the organization improvement. This process can also state when the processes of effective recruitment and selection take place is well organized.

2.5 Reforms of Recruitment and Selection Civil Services in Literature

In the past, when civil services were members of the king's household (Maheshwari, 1974; Malik, 2018), they served the monarch in a personal capacity (Arif & Najam us, 2003; Tanuja, 2002). Although recruitment and selection was frequent in the lower and higher ranks once an appointment had been made (Hoag & Hull, 2017), appointment and promotion sometimes depended on personal or political favor throughout Europe during the 19th century (Hansen et al., 2014). The establishment of appointments and promotions boards within each department to stop or lessen overt political favoritism and nepotism (Ahmad & Bujang, 2013), official formulations of the minimum requirements for various posts in response to reform pressure, and the introduction of salary scales for various grades to give civil servants raises for long service while still holding the same position. Civil service commissions were established in several nations to guarantee objectivity in hiring processes and to establish general guidelines for personnel management in the civil service (Maheshwari, 1975).

In many European nations (Ishrat Husain, 2012) recruitment followed the national educational systems: the highest class of civil servants entered service following university graduation (Khan, 1980) the executive class following completion of all secondary school requirements (Ul Haque, 2007) and the clerical class following the intermediate school examination (Shahab, Ghazali, & Mohtar, 2021). The majority of the manual laborers employed by the military were older individuals who had completed their primary education and had stopped attending school or veterans of the armed forces in nations like France and Germany (Hassan et al., 2020a; International Crisis, 2012).

In the 20th century, as civil service recruitment and selection grew more complicated specialized categories of civil employees were developed to employ professionals like surgeons, scientists, architects, naval builders, statisticians, lawyers, and others (Dillinger, Korczyk, & Rexed, 2013). The positions covered by the U.S. merit system rules are not divided into a few generic classes rather each position has its own set of entry requirements and job requirements (Hassan et al., 2020a). This approach has been criticized for not making the most use of the talent available to the government even (Shin & Konrad, 2017) though it was supposed to choose applicants with special expertise or abilities for certain roles. To promote and deploy people more efficiently the Senior Executive Service was established in 1978 (Sarwar, Aftab, Sarwar, & Shahid, 2016). Governments' ability to oversee the creation and execution of development policies and programs is impacted by their inability to retain qualified people. Some nations made an effort to solve this issue by establishing "special" initiatives with parallel organizational structures within government ministries (Abdullah & Wan, 2013; Adu-Darkoh, 2014; Gupta & Shaw, 2014).

The weber theory which deals with how people recruit and perform their jobs the ratio of inputs recruitment and selection (Abuazoom et al., 2017) and outcomes Competitive workforce in comparison to people who perform the same job as professionalism (Ahad, 2010) the human capital theory (Shin & Konrad, 2017) which contends that the accumulation of skills and knowledge gained through education and experience is a key element of recruitment and selection (Sattar, Ahmad, & Hassan, 2015) and the managerial power theory which is based on perceptual control. Structure theory where recruitment is directly related to how many organizational tiers below top management Contingency/Institutional theory (Rauschnabel, Felix, Hinsch, Shahab, & Alt, 2022) where both internal and external factors affect recruitment and selection .

Setting examination criteria and process evaluation goals (Al Qudah, Osman, & Al Qudah, 2014; Alnaqbi, 2011; Amin; International Crisis, 2012; Iqbal & Ahmad, 2006) and measuring them according to the right people for the right place organizations (Maheshwari, 1974). However, for many public organizations where the output is policy-related (Abbas & Yaqoob, 2009) and thus not very concrete performance evaluation becomes much more difficult (Mohammed, 2015). Every country centers appointments on a form of competition. In certain places formal written exams are given top priority with interviews serving as a backup (Ahammad, 2017) through which candidates are routed for admittance into the senior civil service. The Civil Service Commission in Great Britain historically one of the leading proponents of entry through a formal examination (Mehreza & Alamirib, 2019) relies more on informal assessments a series of interviews and on-the-job observations to assess applicants' intellectual aptitude. It also frequently gauges an applicant's aptitude by the caliber of his university degree (Waheed & Hayat, 1999). As well as in the German states the traditional written test is not required in other European nations like modern countries (Tanwir & Chaudhry, 2016; Ul Haque, 2007).

All applicants are evaluated in the based on their credentials and recommendations. The most qualified are then selected for departmental board interviews. Candidates must have finished a rigorous programmer of academic study to qualify professionally (Arif & Najam us, 2003; Hassan et al., 2020a) as well as a term of post-qualification training at a range of public institutions under official supervision. A civil service career is less appealing than it once was and the civil service must compete with business and the professions for the best talent often at lower salaries than the formal written examination does (Gusdorf, 2008).

On the surface, this method appears to offer fewer guarantees of impartiality than the formal written examination. Due to a constitutional requirement almost all public records in India including the procedures of authorities that make appointments must be available for public examination. This prevents corruption or favoritism (Adu-Darkoh, 2014). Different studies have focusing continuously on recruitment and selection including HR practices. Social scientist has reviewed the past research regarding recruitment and selection. This study will try to find an effective way of recruiting and selecting the right candidate for the right job (Usmani 2020). There is lack of initiatives and decision making power in the bureaucrats. Due to weak structure of government and poor management there is no development in the country.

A sound recruitment and selection strategy minimizes the possibility of prejudice or favoritism and guarantees consistency in staff hiring. The use of internet recruitment has grown globally during the technological improvement era. With official websites or job-referral websites, technology has made communication easier. According to the author, online recruiting or internet recruiting denotes a formal online source for job information. Costs associated with hiring can be significantly reduced online.

2.6 Civil Service Reforms in Pakistan: Are They Really Needed?

According to a historical analysis of civil service reforms, the emphasis has always been on the structural and procedural aspects of the civil service (Wilder, 2009) rather than the contextual and functional aspects of how to increase performance or address performance inefficiencies in light of recruiting and selecting the unique context of the country. Whether it was the Basic Democracies System 1960s the Lateral Entry System (1970s) or the National Executive System (NES) (proposed in 2000s) all three systems placed (Khalid & Tariq, 2015) more emphasis on restructuring the current administrative, financial or human resource practices than on ground-breaking reforms (Febrina et al., 2021; Saifuddin et al., 2021) that would have improved Pakistan's civil service's recruitment and selection management system. In order to understand how public servants, view the recruiting, posting, transfer, training, organizational issues, incentives, performance issues and motives for joining the service based on the examination conducted a poll of them (Turkel, 1990).

According to the survey's findings, 93% of the civil servants in the sample said that civil servants' performance of examination system has declined over time, and 38% of them thought the decline had reached an excessive degree (Saifuddin et al., 2021). The survey's findings also revealed that civil servants believed that political influence and connections were crucial to the administration of the civil service selection for overseas training programs and lucrative transfers and postings (Arif & Najam us, 2003). As a justification for the bureaucracy's departure from its guiding principles of merit, impersonality and the rule of law cited the contrast between bureaucratic values and cultural values (Hanif et al., 2020). Inadequate compensation and poor salaries also contribute to corruption at both low and high levels (Brewer et al., 2007).

Since the 1960s, the state has dominated Pakistan's political landscape, exercising enormous control over everything from the nation's security and economic development to all areas of service provision disproportionately growing the public sector and encouraging state-capturing. In light of the fact that institutions are composed of several individuals with varying tastes and ideas, it is vital that they are governed by laws particularly those governing how decisions are taken inside them and how they are aggregated (Abbas & Yaqoob, 2009)

CHAPTER 3

METHODOLOGY

The research objectives call for a quantitative assessment of current language use and public service reform strategies before taking into account their differences and noteworthy concerns, therefore this method choice is appropriate. The suggestions made by Kitchenham and Charters (2007) served as the review's direction. The review procedure which is described in more detail below deviated from these suggestions in order to (a) define the search term and (b) conduct a final analysis of the papers that compared and contrasted terminology and techniques as well as issues and opportunities (Kitchenham & Brereton, 2013).

3.1 Research Strategy

It involves the choosing the right location, type of investigation, amount of researcher interference, time frame, basic element of analysis, sample design, data gathering method, measurement techniques, and analysis methods are all part of the process (Niazi, 2011). This study was based on Civil service reports, official and unofficial documents, 61 reviewed papers and policy documents. The information was gathered from various sites and libraries, like Google Scholar, Science Direct, Taylor & Francis, Emerald, SAGE, Web of Knowledge, ACM Digital Library, Emerald, JSTOR, and Research gate (Sattar et al., 2015).

3.2 Scope of Study

Only articles that use the term "civil service reforms" directly were included in the review. This scoping aids in the development of a highly focused evaluation on a vital area of interest in service management and design. The guidelines made by Kitchenham and Charters (Long, Kowang, Chin, & Hee, 2016) call for finding synonyms and alternative names therefore the scope deviates from those.

As a result, the study does not offer an organized overview of the research on service reforms or civil service reforms experience. This limits the interpretation of the results but does not affect the study's validity in terms of the research purpose. The results in particular cannot be interpreted as having implications for the body of literature that covers these linked keywords and methodologies. In the peer-reviewed literature that utilizes the phrase "recruitment and selection in civil service " for instance the findings can be used to support new claims but not in the general literature on public service which does not expressly define "public service." This is because of the scope similar to the background part the scoping does not allow us to make new assertions about service blueprinting as a whole only to compare civil service approaches to it. It was necessary to search a large body of material in order to provide a comprehensive review of the related peer-reviewed literature. Since Google Scholar (<http://scholar.google.com>) offers a variety of search options Author decided to use it for our search. Compared to academic search engines like Emerald, JSTOR and Web of Knowledge (WoK; <http://wokinfo.com>) this search engine has a wider coverage of publication channels (Ahmed et al., 2010) and specific subjects such as marketing and the social sciences (Premalatha, 2013). The search was repeated in the following search engines: JSTOR, Emerald , WoK, ACM Digital Library (<http://dl.acm.org>) and Science Direct (<http://sciencedirect.com>) to ensure that the Google Scholar search was thorough and to see if it could be supplemented.

On November 25, 2022 a Google Scholar search for "Civil Service Reforms" was made. The literature review's time frame was restricted to works released before 2023. There were 1090 hits in total according to Google Scholar. Only these were included since Google Scholar only displays the top 1000 results. Due to the fact that there were no relevant results found past the first 800 results of the search result this Google Scholar constraint did not raise any red flags.

Figure 3.1 Systematic Literature Review



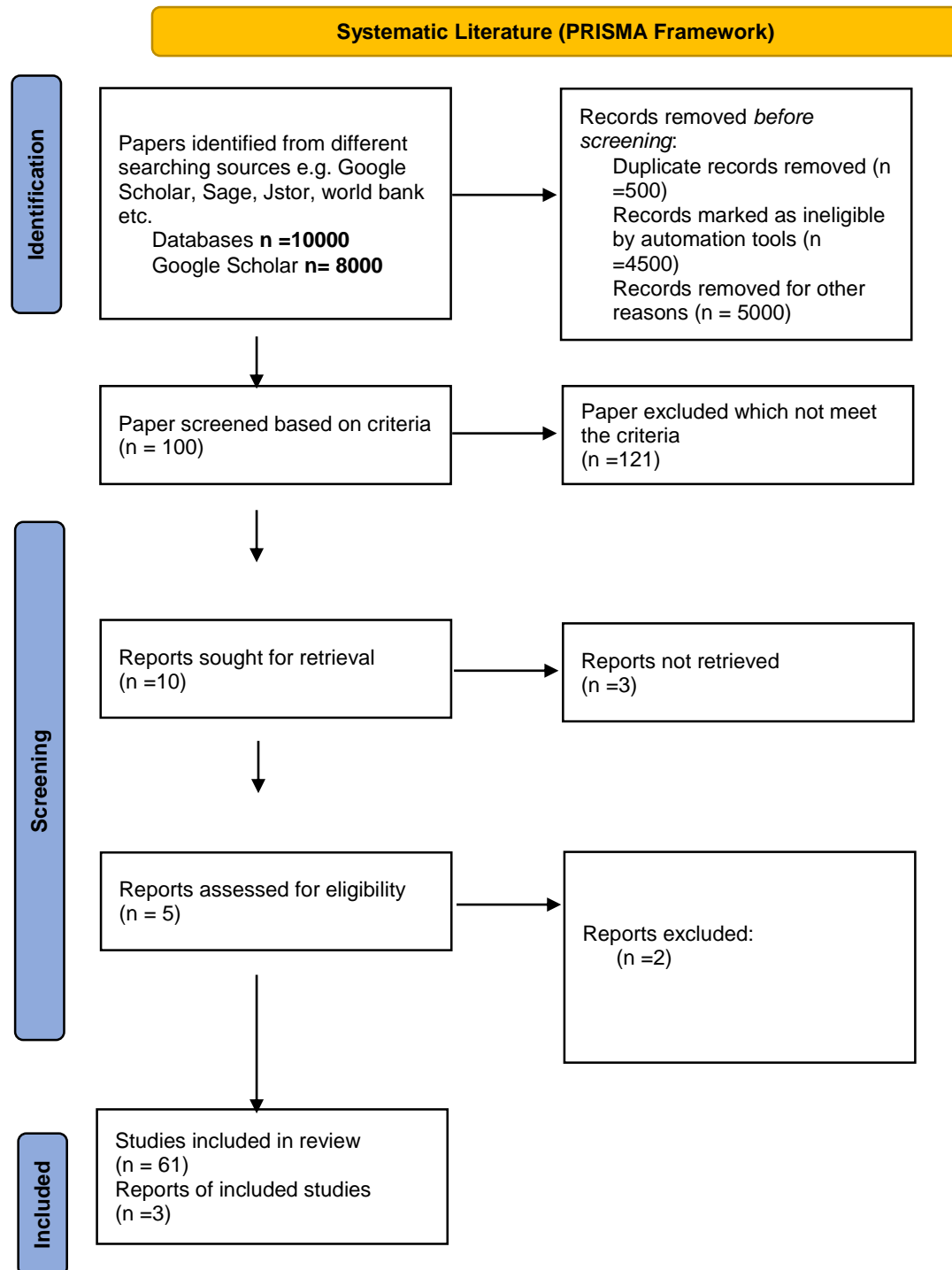
(Mirza, Conrad, Lloyd, Matni, & Gatin, 2019)

A structured review a review based on a framework a review using bibliometric data, a hybrid review, a review based on theory and a review using meta-analysis are just a few of the methods that can be used to perform a systematic literature review (R. Ullah, Iftikhar, Shahid, & Shahab, 2016). In order to examine a specific theory and extend its applicability to new technologies this research adopted a concept-based review approach by adopting the research technique from previous studies.

3.3 Data Searching

To find all the pertinent published articles, author searched databases like Google Scholar <https://scholar.google.com> Science Direct <https://www.sciencedirect.com/> Emerald <https://www.emerald.com/insight/> SAGE <https://www.sage.com/en-us/> Wiley <https://onlinelibrary.wiley.com/> JSTOR <https://www.jstor.org/> and Taylor & Francis <https://taylorandfrancis.com/> .

Figure 3.2 PRISMA Framework



Using keywords or a search string with Boolean operators are two examples of how to search the literature. In order to locate the publications from databases that had the following keywords, titles, or abstracts author used Boolean operators in a research string (Rauschnabel et al., 2022).

(Civil Service Reforms * Review) AND (Civil Service Reforms* Analysis) AND (Recruitment and Selection Reforms Recommendation*)

The word "and" in this string denotes that each of the three terms must be present in the text. The mark "*" on the other hand indicates that many phrases can be searched using the same stem such as "Civil Service Reforms" and "Review" or "Analysis" and "Recommendation". This technique was developed (Maheshwari, 1974) as a result the period from 1979 to 2020 was chosen for the database search. The Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) structure was implemented to improve the effectiveness of the search process (Vaiman & Vance, 2010) Figure 2. This review was carried out as a systematic literature review which calls for a comprehensive, open-minded and repeatable method of finding and analyzing relevant material.

10000 research articles were found when all databases were searched and were found when Google Scholar was carefully searched. For the initial screening, a total of 4,884 articles were taken into account. These articles were initially screened using the following standards:

- Articles appearing in journals with peer review
- Articles whose titles, abstracts, or keywords contain the keywords "civil service reforms review", "civil service reforms analysis" or "civil service reforms recommendation".

Only of these articles passed the initial screening standards after a thorough examination 60 articles were left out. The majority of the articles did not relate to civil service reforms and systematic review strategy which was the main factor leading to elimination.

The following criteria were used to the remaining 60 papers for a thorough evaluation. The following criteria must be met:

- Articles must be peer-reviewed
- They must be written in English
- They must base on the literature.
- They must use a qualitative research design.

Only 60 research publications satisfied the given criteria and a total of 10 articles were further excluded.

3.4 Summary of Articles

This section's subsection examines the 40 research articles' 20 journals of publication as well as their research techniques.

3.4.1 Article Publication Details

Table 3.1 is a list of all articles that the journals have ever published. Six articles were published in the Business Research magazine while three were published in Human Resources. The journals that published one paper are mentioned in Table 1 (Shahab et al., 2022). Over time, there have been less research papers produced on the Review technique and some articles were published from 2000 to 2010 and 2010 to 2020 just 10 articles were. There are minimum publications of research based on this study from last two decades.

Table 3.1 Journal Civil Service Reforms Research

Journal	#	References
Journal of Public Affairs Education	1	(Anderson, Salgado, & Hülshager, 2010)
Global Journal of Human Resource Management	2	(Abuazoom et al., 2017)
International journal of Contemporary Research and Review	3	(Yang et al., 2015)
Journal of Entrepreneurship and Organization Management	2	(Ahammad, 2017; Alserhan & Shbail, 2020; Anderson, Liu, & Potoc, 2016)
Review of integrative business and economic research	1	(Ahmad & Bujang, 2013)
Public Policy and Administration Research	1	(Anderson et al., 2010; Arfeen & Khan, 2009)
Journal of Business Strategies	3	(Alserhan & Shbail, 2020; Anderson et al., 2016; Anderson et al., 2010)
Humanities and Social Sciences Reviews	1	(Maheshwari, 1974, 1975; Malik, 2018)
Journal of Business Ethics	2	(Abdullah & Wan, 2013)
Journal of Public Affairs	3	(Arfeen & Khan, 2009)
Management and Human Resource Research Journal	2	(Tanwir & Chaudhry, 2016)
European Scientific Journal	1	(Hansen et al., 2014)
East Africa Journal of Business and Economics	1	(Sulyman et al., 2020)
The journal of Developing Areas.	1	(Shaikh, Tunio, Shah, & Sciences, 2017)
Journal of Public Administration and Governance	1	(Nasreem et al., 2016)
Annals of Contemporary Developments in Management & HR.	1	(Ziring & LaPorte, 1974)
International Research Journal of Education and Innovation	1	(Watson, Teaching, & Development, 2018)
International Journal of Construction Management.	2	(Ahammad, 2017)
Academia Accelerating the Worlds Research	2	(Hoag & Hull, 2017)
Cogent Social Science	1	(Hassan et al., 2020a)
Journal of Administrative Sciences and Policy Studies	1	(Khurshid, 2006)
International Journal of Strategic Management and Decision Support Systems in Strategic Management	1	(Malik, 2018)
Journal of Management	1	(Hoag & Hull, 2017)
International Journal of Selection and Assessment	1	(Nunberg & Nellis, 1990)

Journal of Management Sciences	1	(Ul Haque, 2007)
Western European Civil Service Systems	1	(Hoag & Hull, 2017)
International journal of HRM	1	(Arif & Najam us, 2003)
Harvard Business Review,	1	(Anderson et al., 2016)
National Commission of Government Reforms Report,	2	(Nunberg & Nellis, 1990)
Harvard Journal for Review	2	(Alserhan & Shbail, 2020)
The World Bank, Moscow,	1	(Mgendera, 2020)
United Nations Civil services	1	(Hakro, Siddiqui, & Review, 2022)
SSRN Electronic Journal.	1	(Yuliana & Mas' ud, 2020)
UNESCO	1	(Hassan et al., 2020a)
Review Studies Journal	1	(Shrouf, Al-Qudah, Khawaldeh, Obeidat, & Rawashdeh, 2020)
World Bank	2	(Abuazoom et al., 2017)
Journal of Management	1	(Tanuja, 2002)
International Journal of Human Resource Management	1	(Maheshwari, 1974)
International Journal of Human Resource Management	1	(Nogueira & Paranaguá de Santana, 2015)

Table 3.2 Paper Publication Trends

Year	No of Article	Year	No. of Article
2000	12	2011	3
2001	13	2012	2
2002	4	2013	2
2003	2	2014	3
2004	6	2015	2
2005	2	2016	1
2006	2	2017	3
2007	7	2018	2
2008	3	2019	2
2009	4	2020	1
2010	3	2021	2

3.4.2 Data Analysis

An Excel spreadsheet was used to compile all data as a search history. There were 60 peer-reviewed papers journal papers in total. By using the WoK or WoS criteria of peer review journals were categorized as such (Mirza et al., 2019). The selected articles were analyzed to exclude articles that just briefly discussed civil service reforms. The publications in question were accessed their abstracts were carefully reviewed and the other portions of the papers were only quickly read and searched. This study excluded papers where the term recruitment and selection civil service reforms was used only once or twice in the text unless the topic of civil service was treated in more detail in the paper by terms like "public service" provided these terms were applied clearly as synonyms to "civil service reforms".

This inclusion was appropriate for five papers because the word "civil service" and its synonyms were used together. In total, 60 papers from the additional literature searches were found in the other search engines: Scopus, WoK, ACM Digital Library and Science Direct (Kemal, 2005). The remaining articles were cut down dealt with civil service reforms just briefly were published journals were extremely exploratory and brief papers had been presented with only abstract peer review or were non-retrievable (Hussain, 2001). A peer-reviewed literature paper that was the final was included in the complete collection of articles.

Next, background information on civil service changes was looked up in the obtained papers. Any source cited in connection with the phrase "recruitment and selection in public service reforms" was accessed and analyzed in order to carry out this operation. (Shafqat, 1999) were found and included in the review as an extra journal article that explicitly addressed civil service reforms. These papers completed analysis based on the criteria outlined in:

Table 3.3 Aspects used for analysis of the papers included in the literature review

Aspect	Coding	Description
Background on civil service reforms	Yes/no and data-driven categories	The background sources on civil service reforms mentioned in the article have been identified and categorized.
Civil Service approaches and data collection methods	Yes/no and data-driven categories	Data collecting techniques used for this purpose are included in the identification and classification of methods, procedures, or practices where a civil service reforms viewpoint is applied to analyses, model, manage, or (re)design the service process as it is experienced by the civil service.
Civil service reforms terminology	Data-driven categories	Identification and classification of vocabulary used to describe public service or civil service reforms parts in the paper
Field of research	Data-driven categories	The research area in which the publication is situated is identified. If not obvious from the paper's content, the research field was chosen based on the paper's publication method.
Presented civil service visualizations	Yes/no and data-driven categories	Visualizations of the public service changes given in the article that identify and classify common structures.
Research contribution on civil service reforms	Data-driven categories	Identification and classification of the paper's original research contributions and findings with regard to civil service reforms
The relation to Civil service	Yes/no and data-driven categories	Analysis of how civil service reform techniques are set up to support management and design for service experience, as well as the identification of any connections made between the civil service and civil service experience.

Researchers (Armstrong & Taylor, 2003) conducted the publications' analysis (including the authors of this paper). The primary reader and coder (Hoag & Hull, 2017) of the papers was one of them (the initial author).

This appears to be a set of coding categories for analyzing literature on civil service reforms, with a focus on identifying and categorizing various aspects of the literature (Arfeen & Khan, 2009).

The categories include:

- Background on civil service reforms: identifying whether the literature provides background information on civil service reforms (Shah, 2019), and categorizing the sources mentioned in the literature.
- Civil Service approaches and data collection methods: identifying whether the literature discusses approaches to civil service reforms and data collection methods used in the research, and categorizing the techniques used.
- Civil service reforms terminology: identifying and categorizing the vocabulary used to describe civil service reforms in the literature.
- Field of research: identifying the research field in which the publication is situated, based on the paper's content or publication method.
- Presented civil service visualizations: identifying whether the literature includes visualizations of civil service changes and categorizing common structures.
- Research contribution on civil service reforms: identifying and categorizing the paper's original research contributions and findings related to civil service reforms.
- The relation to Civil service: analyzing how civil service reform techniques are used to support management and design for service experience, and identifying any connections made between civil service and civil service experience.

These categories can be used to systematically analyze and categorize literature on civil service reforms allowing for a more structured and comprehensive understanding of the literature (Saifuddin et al., 2021).

These papers helped with the planning of the analysis, reading of important publications, discussion of the study itself, and verification of the analysis's findings (Abuazoom et al., 2017) guidelines for review analysis were followed while creating data-driven categories during the investigation. The study was based on two types of data: (a) the textual and (b) the visual content of the publications under analysis. Papers reporting on hypothesis testing are not included in our review instead studies reporting on method experiences and case studies are included. Here, publication bias may be considered in relation to how closely the results follow established theoretical frameworks in the literature or viewpoints held by communities of researchers (Kitchenham & Brereton, 2013). The review is based on a background that also includes non-peer-reviewed papers in order to check for any publication bias. Author have searched the practitioner literature in order to achieve this study objective. Particularly, they have carefully taken into account all practitioner sources cited as background information on civil service reforms in the examined studies.

3.4.3 Data Analysis (Documentary Analysis)

It includes Documentary Analysis and Qualitative Analysis. Cruzes and Dyba (2011) points out that documentary analysis (Vinesh & Studies, 2014) in addition to observational data aids the research on two levels. To further the investigation secondary data made up of numerous official and unofficial papers funding organizations and government bodies were acquired.

The National Commission on Government Reforms (NCGR) report of the Pakistani government, PER (Performance Evaluation Report), Establishment Division Manual Performa (Recruitment, Appointment, Seniority and Promotion), the Vision 2010 and Vision 2030, the World Bank's Document and the Framework for Civil Service Reform in Pakistan are the principal documents that have been reviewed in this study.

3.5 Research Methodology

Table 3.4 Review table displays the different surveyed country, their author and title name, objectives and Findings techniques. Different Countries provided the data and Pakistani data was used in studies that were published. With the exception of the study by (Mankikar, 2014) which was carried out in Iran, Malaysia, the United Kingdom and South Africa the remaining articles' data were gathered from the USA, India, Germany , Iraq, Australia, Ghana, and Tanzania.

Systematic Literature Review has based on review of the previous study. The data has been collected from different journals, articles, research papers and books from related search engines using PRISMA Framework (see above 3.2 figure). In this table, the 60 papers have been reviewed and analyzed by given information.

Table 3.4 Review Table

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
1	2017	Journal of Public Affairs Education	Azhar, Aisha Manzoor, Azhar Public Administration Education in Pakistan: Does It Add Value in the Public Interest?	To analyses the results of public service education in Pakistan and to assess the immediate, long-term, and intermediate effects extending the use of current models	Pakistan	Questionnaire	According to the author, civil service administrative structures operate independently in Pakistan. Studies expressed a great desire to create systems that support them by utilizing the expertise and abilities.
2	2015	Global Journal of Human Resource Management	<u>Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N.</u> The Impact of recruitment and selection criteria on organization performance	To check the impact of recruitment and selection on the organizational performance.	Nigeria	Mixed Method	This study found the results and described that recruitment and selection has significant impact on the organizations performance. Author found that Examination process had not positively impacted on the civil services.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
3	2018	International journal of Contemporary Research and Review	Harky, Y.F.M The significance of Recruitment and Selection on Organizational Performance: The case of Private owned Organizations in Erbil, North of Iraq	To measure the level of effectiveness and efficiency of the recruitment and selection process and organizational performance	Iraq	Interviews	It is assumed in this study that enrollment and determination has critical significance in giving applicants the necessary information and abilities in accordance with the requests related to appropriate need appraisal.
4	2017	Washington, DC: National Academy of Public Administration	Hite-Harris, T Jaggar, S Irving, D Darr, A No time to wait: Building a public service for the 21st century	To highlight the issues by hiring and address the problems of public service.	India	Survey	Government's ability to address serious issues is being hampered by rigid and antiquated recruiting, wage, and performance regulations and procedures.
5	2015	Journal Organization and Human Behavior.	Kundu, S. C., Rattan, D., Sheera, V. P., & Gahlawat, N Recruitment and Selection Techniques used in Corporate sector: A comparative Study of Indian and Multinational Companies	To compare the practices of recruitment and selection with international companies	India	Questionnaire	This study discovered that, in addition to the growing acceptance of internet-based recruitment techniques, direct applicants, placement consultants, and employee referrals were the techniques most commonly used in MNCs and Indian businesses..
6	2020	Review of integrative business and economic research	Usmani, S. Recruitment and Selection Process at workplace: A Qualitative, Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability.	To find out the significance of physical appearance in recruitment and selection by using mix methods.	Pakistan	Observation of Different Studies	Author gives an insight to the recruiter that the selection process must followed by physical appearance of the candidates. Because employees will create the image of organizations.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
7	2014	Public Policy and Administration Research	Gulam Nabi Song Wei Effective Recruitment and Selection Procedures: an Analytical Study Based on Public Sector Civil servants of Pakistan	To communicate the results of recruitment and selection effectiveness in the public civil servants.	Pakistan	Reviews	It shows that the result of recruitment and selection process highly effected on the organizations performance. An ideal candidate enters into the organizations then adequacy and proficiency will be gotten on the next level.
8	2020	Journal of Business Strategies	Mirza, M. S., Khan, R. A., & Bibi, M. Effect of Human Resource Management Practices on Project Success in Pakistan Ordinance Factories- An Empirical Evidence from POF Wah.	To evaluate the HR practices on the success of public sector organization. (POF) These practices are Recruitment and Selection, Training and Development, Performance Appraisal, and Compensation on project success in the PO industry.	Pakistan	Interviews	This study result indicates the success factors that are influencing on the success stories of this factory. Compensation benefits is neglected in some success noteworthy.
9	2019	Humanities and Social Sciences Reviews	Kanagavalli, G., Seethalakshmi, R., & Sowdamini, T. A Systematic Review of Literature on Recruitment and Selection Process.	To study the recruitment and selection procedure on based of meta-Analysis.	India	Systematic Literature Review	This study shows different views of authors for the recruitment and selection. To sum up the result effective results will be found if the right selection of candidate in the organization.
10	2022	Journal of Business Ethics	Hunkenschroer, A. L., & Luetge, C. Ethics of AI-Enabled Recruiting and Selection: A Review and Research Agenda.	To identifies the ethics importance in the organization based on reviews. To highlight the specific agenda and find the solution.	Germany	Meta-Analysis	It provide the researcher about current state of literature with guidance on recruitment and selection.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
11	2020	Journal of Public Affairs	Saliha Gul Abbasi, Muhammad Sohail Tahir, Mazhar Abbas, Muhammad Salman Shabbir Examining the relationship between recruitment and selection practices and business growth: An exploratory Study	To explore the factors of recruitment and selection that are incorporated in organizational growth.	Pakistan	Mixed method	It explored the relationship of recruitment and selection that This study found that the performance of employee and procedures of recruitment and selection plays a significant role in business growth.
12	2022	Management and Human Resource Research Journal	CHIMA, C. C. Artificial Intelligence in Human Resources Management and Human Resource Accounting in Nigerian Public Sector	To create artificial environment for the recruitment and selection of employees in the organization and then makes final results. .	Nigeria	Questionnaire	Author finds that human resource is considered important asset for the organization. It will help to evaluate the performance of employees and it reveals that artificial intelligence is gradually taking over and have failed in certain areas.
13	2018	European Scientific Journal	Otoo, I. C., Assuming, J., & Agyei, P. M. Effectiveness of Recruitment and Selection Practices in Public Sector Higher Education Institutions: Evidence from Ghana.	To measure the recruitment and selection practices of public sector of Ghana.	Ghana	Interviews	It shows that the civil servants recruitment and selection practices has a major challenge, which consider demands urgent attention from the Human Resource Department.
14	2021	East Africa Journal of Business and Economics	Hur-Yagba, A. A. Impact of Recruitment and Selection Process on the Performance of Public Enterprises. A Study of the Nigeria Railway Corporation	To examine the performance of recruitment and selection process in public enterprises.	Nigeria	Survey	It is concluded that recruitment and selection has greatly positive impact on the public organizations. .

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
15	2019	Journal of Cakrawala Pendidikan	Hardini, T. I., Setyarini, S., & Harto, S. Indonesian Language Assistant Program in Australian Schools: Recruitment and Selection Process.	To investigate the process of recruitment and selection by using Indonesian language.	Australia	Case Study	This study author indicates that for the effectiveness of R&S process in the Australian schools it is compulsory to recruit the assistant for Indonesian language.
16	2018	The journal of Developing Areas.	Waxin, M. F., Lindsay, V., Belkhodja, O., & Zhao, F. Workforce Localization in the UAE: Recruitment and Selection Challenges and Practices In Private and Public Organization.	To understand the recruitment and selection practices regarding workforce issues and challenges.	UAE	Mixed Method	This analysis highlights the similarities and differences between PVOs and PSOs.
17	2018	Journal of Public Administration and Governance	Selase, A. E. The impact of Recruitment and Selection Criteria on Organizational Performance. GN Bank, Greater Accra Region of Ghana as the Mirror	To investigate the impact of recruitment and selection criteria on performance	China	Observation	It shows that outcomes on the trial of theories has standard criteria for the recruitment and selection with having huge impact on organizations performance.
18	2021	Annals of Contemporary Developments in Management & HR.	Abbas, S. I., Shah, M. H., & Othman, Y. H. Critical Review of Recruitment and Selection Methods: Understanding the Current Practices	To review the contemporary practices with critical analysis of recruitment and selection.	Malaysia	Questionnaire	This study shows the current practices of recruitment and selection. Social media platforms are increasingly becoming workforce needs facility Globally.
19	2021	International Research Journal of Education and Innovation	Mahmood, K., Khatoon, S., & Noreen, F. Analysis the Recruitment and Selection process of Elementary School Teachers in AJ & K.	To analyses the factors of recruitment and selection process in public sector schools AJ & K	Azad and Kashmir	Observation	It is concluded that current situation of recruitment and selection process is better than previous processes.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
20	2022	International Journal of Construction Management.	Evarist, C., Luvara, V. G., & Chileshe, N. Perception on Constraining factors impacting recruitment and selection practices of building contractors in Dar Es Salaam, Tanzania.	To inform about the skilled labor of government provide a basis for the policy direction in the industries.	Tanzania	Field Survey	This study about the usefulness of skilled and right labor provide the better solutions to enhance the productivity. This would provide direction policy for the recruitment and selection.
21	2021	Academia Accelerating the Worlds Research	Fathmath, M., Azam, S. F., & Ahmad, A. Effectiveness of Recruitment and Selection Practices in Maldives Civil Services Sector : An Empirical Analysis	To evaluate the organizational outcomes with impact of recruitment and selection	Malaysia	Questionnaire	This study shows that recruitment and selection process have positive effect on the organization performance. It identifies critical gaps of factor that effect on the organizational outcomes especially in Maldivian context.
22	2017	Cogent Social Science	Ashraf, J. Examining the Public Sector Recruitment and Selection in relation Job Analysis in Pakistan	To study the recruitment and selection practices with respect to job analysis.	Pakistan	Mixed Method	This study tries to find job analysis practices are followed or not. They don't make proper job description and job tasks which effect on the performance of the organization.
23	2016	Journal of Administrative Sciences and Policy Studies	Setyowati, E. Merit System in Recruitment and Selection Process of Civil Servant Candidate in Malang Indonesia.	To implement the various applications based on merit based recruitment and selection of civil candidates.	Indonesia	Interview	The results show that the process of R&S of civil servants is not based on merit system. It is caused by policy framework was not clearly explained.
24	2017	International Journal of Strategic Management and Decision Support Systems in Strategic Management	Slavic, A., Bjekic, R., & Berber, N. The Role of the internet and social networks in recruitment and selection process	The authors have attempted to determine the importance of social networks in implementation of Human Resource activities in the organization.	Serbia	Mixed Method	Author describe that internet and social networks are used in the process of recruitment and selection in this country.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
25	2019	Multidisciplinary Digital Publishing Institute”	SD Rozario, S.Venkatraman, A Abbas Challenges in recruitment and selection process: An Empirical Study	To conduct an empirical study to identify the critical aspects of the employee recruitment and selection process.	Australia	Survey	Employers now place a lot of emphasis on the recruitment and selection processes since people are their most valuable asset in such a fiercely competitive climate. This study is empirical based investigate the critical aspects of recruitment and selection process in the urban and rural areas. .
26	2021	Working paper: World Institute for Development Economics Research (WIDER)	Repucci, S. (2012). Civil service reform: A review.	To review and evaluate key requirements in civil services reforms	Pakistan	Systematic Review	Although the effort to promote civil service reform has advanced, it is still mostly unfinished as a result of the subject's complexity, divergent views on the goals, and practitioners' failure to reflect on their experiences and then share the findings.
27	2021	Thousand Oaks, CA Sage.	“Barber AE. Personnel recruitment research: Individual and organizational perspectives.”	To analyze political influence on recruitment procedure	Pakistan	Questionnaire	Reform of political governance must focus on eliminating neo-colonial cultures, kinship politics, and patronage politics that impede any progress toward modernity.
28	2021	Personnel Psychology	“Barber, A. E., Wesson, M. J., Roberson, Q. M., & Taylor, M. S. A tale of two job markets: Organizational size and its effects on hiring practices and job search behavior.”	To analyze problems in civil services reforms	Pakistan	Mixed Method	There is lack of transparency and weak internal accountability in system.
29	2021	Journal of Management, 26(3): 405-434.	“Breaugh, J. A. & Starke, M. Research on Employee Recruitment: So Many Studies, So Many Remaining Questions.”	To analyze reforms in Civil services in Pakistan	Pakistan	Mixed Method	Since about 1947, the government has established approximately 40 commissions and committees, including most recently the Task Force on Institutional Reform, Austerity, and Civil Service Reform, with most of them having poor organizational structures and unsatisfactory Terms of Reference.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
30	2021	International Journal of Selection and Assessment	Zohaib, essential capacities to develop policy and law in Pakistan	To analyze the essential capacities to develop policy and law.	Pakistan	Field Survey	It expects the fundamental limits that the state expects being developed domain is regulatory ability to oversee assets, execute strategy and regulations.
31	2021	Journal of Applied Psychology, 82, 143–159.	Chan D, Schmitt N. Video-based versus paper-and-pencil method of assessment in situational judgment tests: Subgroup differences in test performance and face validity perceptions.	To assess civil services reforms landscape.	Pakistan	Interviews	It is obvious that civil service reform entails more than just job creation and training; it also entails deliberate modifications to the composition and operation of institutions within the public sector that support sound governance in all spheres, including the political, legislative, economic, and economic. law and human governance are two related fields.
32	2021	Van der Meer Frits, Civil Service Systems in Western Europe, Cheltenham, Edward Elgar, p. 185-215, 2011.	Bezes, Philippe, Jeannot, Gilles. "The Development and Current Features of the French Civil Service System"	To analyze the key principles driving the reforms.	Pakistan	Mixed Method	One of the basic principles for implementing reform is a pragmatic and results-based framework for measuring the productivity of agencies and civil servants.
33	2021	Biesen, Guy Van- European Personnel Selection Office (EPSO),	"Overview Of Civil Service Selection Procedures In The EU Context," by Guy Van-Biesen Biesen.	To assess the performance appraisal system in Pakistan.	Pakistan	Questionnaire	The performance evaluation framework in Pakistan is an instrument of control, not advancement and progress
34	2021	Working Paper No. 25, Effective States and Inclusive Development Research Centre (ESID), The Civil services of Manchester, UK.	Building State Capacity for Inclusive Development: The Politics of Public Sector Reform"Context", Bukenya, Badru, and Yanguas.,	To analyze the promotion system in civil services in Pakistan	Pakistan	Field Survey	The advancement of the civil service depends on nepotism, political dimensions, and regional and gender factors.
35	2021	OECD Journal on Budgeting – Volume 7 – No. 1 – Issn 1608-7143, 200	Burns, John P., "Civil Service Reform in Pakistan",	To analyze the political biasness in civil services	Pakistan	Observation	This political bias is more pronounced in a country like ours with diverse ethnic and political poles.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
36	2020	Civil Service Management and Administrative Systems in South Asia	Badshah, Imtiaz Timoshenko, Konstantin Civil Service Reforms in the Islamic Republic of Pakistan: Progress So Far, Implementation Barriers and Challenges	To assess challenges in reforms of civil services.	Pakistan	Field Analysis	The main challenge to reform today is to build the capacity of ministries against the government at the expense of adequate recruitment.
37	2020	The Heritage Foundation	Donald J. Devine, "Reforming the Federal Bureaucracy: Challenge and Opportunity,"	To assess the options for reforms of civil services in Pakistan.	Pakistan	Observation	There are two choices for civil service and public service modification. The first is to completely restructure the bureaucratic system as it is now.
38	2020	International journal of HRM	Administrative Reform in Developing Nations, edited by Ali Farazmand	To assess the bureaucratic procedure of recruitment.	Pakistan	Mixed Method	Fragments of the existing bureaucracy but perfectly aligned with a clear timeline.
39	2020	Harvard Business Review,	Garvin, David A., "Building a Learning Organization",	To analyze the current constitutional scheme.	Pakistan	Questionnaire	The current constitutional plan refers to decentralization, co-production, cooperation, and participatory governance.
40	2020	National Commission of Government Reforms Report,	Government of Pakistan, National	To analyze the role of autonomy in civil services of Pakistan	Pakistan	Interviews	Constitutional independence envisions institutions and institutions that enjoy self-governance and decision-making without pressure Political opposition to freedom, tolerance, tolerance, and sovereignty should be emphasized as it breeds aristocracy, corruption, nepotism, and enslavement, all of which weaken the state.
41	2020	Grimshaw, EWEREC, Manchester Business School, Civil services of Manchester,	Grimshaw, Damian, Marino, Stefania, and Rubery, Jill, Pay and procurement practices in the UK's public sector	To assess the political resistance in smooth recruitment process.	Pakistan	Case Study	It should be realized that political protection from discernment, limitation, embeddedness and independence prompts patrimonialism, debasement, government, and catch which debilitates state's ability.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
42	2020	South Asian Studies Vol. 31, No. 1, January – June 2016, pp.99 – 116	Performance Management in the Public Sector: A Case of the Pakistani Civil Service, by Ayesha Hanif, Nasira Jabeen, and Zafar Iqbal Jadoon.	Role of effective government in selecting appropriate employee	Pakistan	Case Study	One of the main problems that rich and developing nations alike must address is effective government. Instability in the economy and financial markets, conflicts both internal and external, an increase in social violence, unfavorable demographic trends, vulnerability to climate change, regulatory mismanagement, extensive infrastructure, distance between facilities and services, interrelated problems that nations today must deal with. in order to establish and uphold the rule of law.
43	2020	Business School, Working Paper 10-074,	Conceptual Foundations of the Balanced Scorecard, Robert S. Kaplan	To analyze the criticism of ineffective state institutions.	Pakistan	Mixed Method	The growing incompetence of government officials has sparked renewed interest in administrative reform and the integration of civil servants, and developing analysis of state establishments testing the nation's financial, social and political turn of events.
44	2020	Seoul Journal of Business, Volume 12,	Best Practices and Performance-Based HR System in Korea, Lee, Eun-Suk and Kim, Seongsu	To assess the background of recruitment process.	Pakistan	Observation	After the Industrial Revolution, when the economies of developed countries began to grow rapidly, this industry and market developed throughout the world, making it one of the largest companies operating in both the public and private sectors.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
45	2020	Harvard Journal for Review	Towards Effective Public Administration: Methodology For Functional Analysis, by Olga Lukashenko, Vladimir Vljakovi, and Jasna Stojanovi	To compare Pakistani recruitment with developed world.	Pakistan	Interviews	The shift to a global village encourages the cross-cultural exchange of knowledge, skills, and abilities in different countries of the world, enabling researchers to address various aspects of human behavior, especially human resource management, to recruit people specializing in the field. and recruiting. Selection is one of the most important tasks in human resource management.
46	2020	The World Bank, Moscow,	In their article "Determining the Structure and Functions of Government Program and Functional Reviews," Manning and Parison published in The World	To recommend the effective recruitment process.	Pakistan	Observation	Effective recruitment and selection has been one of the most important pillars of education sector institutions, which lack a comprehensive approach to recruiting, screening and researching the right people for the job.
47	2019	Measuring Business Excellence, 5(2), 6-12.	Neely, A., Adams, C., & Crowe, P., The performance prism in practice.	To assess the phases of selection of government officials.	Pakistan	Questionnaire	Organizations have two steps to select the new hires they need, first building up a huge pool of candidates and afterward choosing the best of them.
48	2019	The Commonwealth,	Key Principles for Public Sector Reforms, edited by Joan Nwasike and Dunstan Maina.	To analyze the need to study the recruitment.	Pakistan	Mixed Method	Recruitment of studies is equally important, as the viability of determination is straightforwardly reliant upon the size and nature of the candidate pool.
49	2019	Public Management Reform, Fourth Edition,	Pollitt, Christopher, Bouckaert, Geert,	To evaluate the hurdles in measuring the recent reforms in selection procedure.	Pakistan	Questionnaire	It is difficult to accurately measure the adequacy of recruitment and determination due to the different measurement systems of institutions.
50	2019	International Growth Center,	"Discretion in a Bureaucracy: Evidence from Pakistan," by Rana, Shan-Aman.	To assess the lacking of relationships between organizational politics with selection procedure.	Pakistan	Interviews	The lack of attention to the connection between hierarchical approach and numerous other business related studies requires more attention to organizational policy research in the public.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
51	2019	Roosevelt Institute Working Paper	Stiglitz, Joseph E., "Markets, States And Institutions"	To assess the HR responsibilities under the umbrella of new reforms	Pakistan	Interviews	Human resources officers share responsibility with executive management, and this influence is very powerful in recruitment and selection, especially in the final selection.
52	2019	United Nations Civil services	Reforming Pakistan's Institutions Ownership, Incentives, and Capabilities by Jose' A. Sulemane and Steve Kayizzi-Mugerwa,	To measure the effectiveness of new policies regarding selection.	Pakistan	Interviews	From a human asset the executives' viewpoint, the most significant and moving human asset the board methodologies to accomplish hierarchical objectives are enrolling and determination techniques, because recruiting and selection strategies are very useful to an organization if the right person is selected in the context. Combining the right skills with the right choices can be useless. One mistake can lead to organizational failure
53	2019	SSRN Electronic Journal.	Nadeem Ul-Haq (2007). Reasons Why Civil Service Reforms Fail	To recommend effective recruitment system.	Pakistan	Survey	Effective recruitment and selection has been one of the most important pillars of education sector institutions, which lack a comprehensive approach to recruiting, screening and researching the right people for the job.
54	2019	UNESCO	"Incentive Structure as a Capacity Development Strategy in Public Service Delivery," by Inger Ulleberg.	To assess the treatment with the applicants	Pakistan	Review / Meta-Analysis	Applicants claim to treat others fairly, and if they are treated unfairly, they can go to court for possible damages.
55	2019	Review Studies Journal	"No Time to Wait: Building a Public Service for the 21st Century," US National Academy of Public Administration	To compare formal and informal recruitment.	Pakistan	Case Study	Applicants claim to treat others fairly, and if they are treated unfairly, they can go to court for possible damages.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
56	2019	Commonwealth Governance Handbook, 2013-14	Wilkins, John, "Strategic leadership of public sector"	Struggles of Pakistan in reforming programs.	Pakistan	Interviews	Despite the establishment of the National Commission for Government Reforms in 2006 and a significant investment of time and resources to develop a sensible and workable plan for administrative change, Pakistan remained adrift.
57	2018	World Bank	World Bank, "Poland: Reforming Government Pay Setting Practices"	To evaluate Reforms in CSS exams	Pakistan	Questionnaires	Informal recruiting (employee referrals and empowerment) is viewed as more valuable to work searchers on the grounds that these sources give precise and complete data about unambiguous jobs and offer several benefits beyond formal sources of employment. Despite the establishment of the National Government Reform Commission in 2006 and the investment of considerable time and resources, Pakistan remains steadfast in formulating plans to implement and implement administrative reforms.
58	2018	Journal of Management	Compton, R. L., Morrissey, W. J., Nankervis, A. R., & Morrissey, B. Effective recruitment and selection practices.	To evaluate key challenges in civil services	Pakistan	Interviews	For five years, Pakistan has been facing major challenges: (i) security and regional geopolitics. (ii) Political and economic factors, including civil-military relations; (2) Weak decision-making processes; (iv) Deterioration of the quality of the public administration system; Relying on the route can also help you understand why the repair failed.
59	2018	International Journal of Human Resource Management	Painter and Peters, A study of HRM and recruitment and selection policies and practices in Pakistan	To analyze the public sector a subject to 'legacy effects' as 'inheritance' exerts its influence in the face of pressures for change'.	Pakistan	Field Study	Today, policymakers around the world generally agree that a weak, effective and proficient common help is fundamental, if not adequate, for the successful administration of any country.

Sr.#	Year	Journal	Author And Title	Objectives	Country	Method	Findings
60	2017	International Journal of Human Resource Management	Haque, ullah The impact of human resource management practices on turnover, productivity and corporate financial performance.	The aim of such reforms was to reduce the scope and role of public bureaucracy, transfer resources and services from the public sector to the private sector, and restructure the public service in the image of business management.	Pakistan	Survey	Despite these efforts, Pakistan's public sector remains disrespected by those who see civil servants as irresponsible and corrupt.

Table 3.4 displays the different countries surveyed, the authors and titles of the studies, the objectives of the studies, and the findings techniques used. The data was collected from various sources, including journals, articles, research papers, and books, using the PRISMA Framework. According to the data in the review table, it appears that the systematic literature review's main objective was to evaluate the effectiveness and performance of the civil service in various countries. With the exception of a study done in Iran, Malaysia, the United Kingdom, and South Africa, the majority of the data was acquired from the United States, India, Germany, Iraq, Australia, Ghana, and Tanzania. The table also provides details on the methodologies applied in each study. The PRISMA framework, a defined method for conducting systematic literature reviews was used to perform the review which is crucial to mention (Bibi et al., 2019). In conclusion, this review table offers a helpful summary of the major conclusions and essential insights from the studies that were included, and it may be valuable to practitioners, researchers, and policymakers who are trying to increase the efficiency and performance of the civil service.

The research analyzed the effects of recruitment and selection on organizational performance and project success as well as the ethical issues surrounding AI-enabled recruitment and selection using a variety of approaches, including surveys, interviews, reviews, meta-analysis, case studies, observations, and mixed methods are just a few of the research techniques used by the sources (Khalid & Tariq, 2015). The studies provide light on the efficacy and efficiency of the recruiting and selection processes and emphasize how crucial it is to choose the best applicants for the position. The studies also point to problems with bureaucratic systems and public service education in Pakistan and other countries. The thread that runs across all of the sources is the requirement for efficient government institutions that place a high value on autonomy, merit-based hiring and performance management. The sources also emphasize the difficulties with reform implementation and evaluation. The sources offer a thorough overview of the problems and possibilities surrounding Pakistan's recruitment and selection of civil service employees (Sattar et al., 2015).

Based on the data in the table, it can be concluded that the indicated studies' objectives are to examine and assess various facets of recruitment and selection methods in various nations with an emphasis on finding problems, gaps, and potential solutions (Mehreza & Alamirib, 2019). The studies also seek to examine the influence of hiring and selection practices on organizational outcomes and to guide policy direction in the relevant industries. The political, economic, and social elements that influence the recruiting and selection procedures are also examined in several studies that look at civil service reforms. In general, the studies seek to offer perceptions and suggestions for enhancing hiring and selecting procedures in various circumstances (Watson et al., 2018).

CHAPTER 4

RESULTS, DISCUSSION, RECOMMENDATION AND CONCLUSION

The research papers, reports, and articles discussed in this study were some of those that were published in the past years. The recruiting and selection processes were the main area of interest for the researcher which is one of the most crucial areas of the Human Resources Management Department. The review gave a thorough overview of both recruitment and selection as well as the procedures and processes of Civil Services that are used with these tasks depending on their nature. However, there is a general style or perhaps we should say a general framework for carrying out these tasks. The researcher noted through his review of studies and articles that the process of selection and selection is one of the most important function that the Human Resources Department claims and the importance of these jobs lies in being the first source in providing organizations with the workforce needed to achieve the goals of the civil servants. Yet after reviewing a few papers that were published in the last 10 years, Researcher concluded that although this subject merits greater research and it is difficult to find and gather relevant data. This review may be helpful to other researchers in the future and it will serve as the foundation for my own more extensive future research.

4.1 Results and Discussion

Reviewing a reform process both before and after is a systematic way to make sure that all important factors are taken into account (Brewer et al., 2007). Results can help researcher better grasp the reform-related difficulties spot opportunities monitor their progress and defend their plans and methods to reform sceptics or opponents. Multiple formats for research are possible.

- **To review the existing practices of civil service reforms regarding recruitment and selection**

According to the literature of study on recruiting and selection reforms for the civil service, many countries have taken considerable efforts in recent years to modernize their practices (Adu-Darkoh, 2014). Many common issues in this literature include:

Merit-based selection: A fundamental aspect of civil service reforms in many states is a focus on merit-based selection procedures. For recruiting and strategies for developing, this entails creating precise standards and employing objective criteria to assess applicants (Hoang, Truxillo, Erdogan, & Bauer, 2012).

Transparency and accountability: Many nations aim to make their selection and recruitment procedures for the civil service more transparent and accountable. This can entail posting job openings and selection criteria, giving unsuccessful applicants feedback, and setting up independent oversight mechanisms to watch over hiring and selection procedures (Mirza et al., 2019).

Diversity and inclusion: Many nations are putting policies and practices in place aimed at removing obstacles to entrance for underrepresented groups and encouraging diversity at all levels of the workforce as there is rising awareness of the importance of diversity and inclusion in the public service (W. Ullah, 2017).

Technology usage: Using online platforms and tools to speed up and automate the application and assessment processes, many nations are increasingly employing technology in the recruitment and selection of civil servants (Ahad, 2010).

Learning and development opportunities that are ongoing are becoming more crucial for luring and keeping top personnel in the civil service. Training courses, mentoring programs and other chances for professional growth can fall under this category (Ahad, 2010; Malik, 2018).

Overall, the research indicates that civil service reforms in recruitment and selection are aimed at enhancing the caliber and efficacy of government services by attracting and keeping top talent through more up-to-date and open hiring procedures. Ultimately, the outcomes of current civil service procedures rely on the precise procedures in place and the environment in which they are used. Although the civil service can be very effective in fostering good governance and accountability, they can also become unduly bureaucratic and resistant to change, which slows down advancement and reduces their efficacy. Civil service reform policymaker is currently debating whether it is better to focus on a manageable element of the bigger problem facing the civil service (referred to as "islands of reform") or whether comprehensively attacking the entire system is the only way to achieve success (Arfeen & Khan, 2009). According to the **OECD** literature review (OECD, 2004), when people were chosen and incorporated into the bureaucratic system the selection process and the personality types that were being chosen do have an effect. Because so few applicants are able to pass these exams, some columnists and commentators have harshly criticized the exam's validity. For instance (Rahim, Nawari, Bakar, Kosnin, & Nasir, 2021) the written CSS exam was recently passed by just 250 individuals out of more than 17,000 applicants. Many applicants with stellar academic records are unable to pass these exams and as a result the government misses out on tremendous potential according to experts who maintain that the testing system is defective. Academicians and FPSC members (Malik, 2018) however disagree with them on this issue. Incremental approaches that are carefully chosen to minimize opposition and produce cumulative benefits have a greater chance of success and sustainability (OECD, 2004).

There is currently no definitive answer to this argument according to preliminary findings from the associated case studies. Instead, the strategy must be adapted to the situation like all aspects of reform. "Administrative reform should be as rapid as possible when conditions permit and as slow as necessary when accountability needs to catch up absorptive capacity to expand or public tolerance to be rebuilt," say public administration specialists (Bauer, Craig, & Ferrara, 2001; Durevall, 2001; Manda, 2001; Salgado, 2001; Truxillo et al., 2001; Wilson et al., 2010)

To understand the similarity and differences of recruitment and selection process in the civil service with modern countries

Recruitment and selection processes in the civil service may differ depending on the country and its context, but there are some similarities and differences that can be identified when comparing civil service recruitment and selection in modern countries (Fatema, 2018; Ulleberg, 2009).

Similarities

Merit-based selection: The majority of contemporary nations place a high priority on selection procedures that take into account an applicant's qualifications, skills, and talents rather than their political or social connections.

Transparency: A lot of contemporary nations make their hiring and selection methods transparent by making details about open positions, the application process, and the selection criteria readily available to the public.

Diversity and inclusion: Increasing the workforce's diversity and inclusivity is a top priority for many contemporary nations. These nations aim to lower entry barriers for underrepresented groups and to make allowances for those with disabilities.

Technical advancements: Automated systems are being used by various governments and organizations to screen and shortlist candidates as well as to conduct online tests and interviews. This trend is becoming more and more frequent in modern countries.

Constant learning and development: Several contemporary nations place a high priority on opportunities for their civil service members to continue learning and developing, including mentoring programs.

Differences

Administrative and regulatory frameworks: Because legal and regulatory frameworks vary throughout countries, the recruitment and selection procedures for the civil service may also be diverse.

Social and culture-related considerations: In some nations, cultural and social considerations, such as attitudes towards gender, race, and disability, can also affect the recruitment and selection procedures.

Financial constraints: Budgetary restrictions may have an impact on the recruiting and selection process in different nations, limiting the use of technology or limiting the resources available for training and development.

System of government: The degree of political meddling in the hiring and selection processes or the level of public service autonomy may be affected by a nation's political system.

Historical and institutional considerations: Historical and institutional considerations, such as the effects of colonialism or the existence of ingrained bureaucratic institutions, can have an impact on recruiting and selection procedures in various nations.

As a result, while there are parallels between the recruiting and selection procedures used by current public service systems, there may also be disparities depending on the political systems, cultural and social norms, financial limitations, and historical and institutional reasons. While Pakistan's civil service hiring and selection procedures have some features in common with those of contemporary nations, such as merit-based hiring and the use of technology, they also have some differences, including political interference, nepotism, a lack of diversity and inclusion, and few opportunities for lifelong learning and growth. In Germany civil services which undertook reform efforts from 1999 to 2005 is one promising case in point. Since the beginning of the program Germany has created indicators for tracking applicants organizational behavior and its influences which are used to generate semi-annual reports (Dani et al., 2019). The findings were utilized by the director of the Germany Department of Public Administration to prove to the government that a hiring policy loophole permitted noncompetitive hiring for civil service positions (Brewer et al., 2007). A revised salary structure was supported by further data. Even though they are only two parts of a larger reform they helped the nation's public administration reform make what has been deemed to be significant progress (Durevall, 2001). While Pakistani governments and other parties stress the value of conducting background research before to beginning a reform process (Dillinger et al., 2013; Tanwir & Chaudhry, 2016), this additional step is frequently overlooked or skipped. As a result, it is easier to find examples of a lack of analysis than the opposite. **Modern countries recruitment and selection process** are great example of the issue with inadequate analysis of civil service recruitment and selection. In 1999, Indonesia established a legislation on civil service administration that made reforms to public administration there more likely.

Both the 2000 and 2022 civil service reports contained conflicting conclusions (Shafqat, 1999; Stinglhamber, Vandenberghe, & Brancart, 1999; Waheed & Hayat, 1999). To create specialized implementation strategies for recruitment and selection process transformation the papers did not give enough political and institutional insight. The nation attempted wage reform in the early 2000s but it did not happen while other areas of public administration reform were effective (Bangura, 2000). Maheshwari (1974) mentioned that idea was an effective illustration of hiring strategy was the civil service reform in **Russia** that took place in the 2000s. Even though Russia accepted funding from different donors for specific parts of its project the initiative right person for the right job was started and led by President Vladimir Putin and his administration (Repucci, 2012) who were not greatly influenced by outside parties. In fact, in 2000, Putin personally signed a letter requesting reform proposals within six months (Maheshwari, 1974). Anderson and Witvliet (2008) study objective Nigeria, Australia and Malaysia It was essential for the civil service to comprehend the dynamics of the new forms of governance if ICT and technology-based smart solutions are to be used for service delivery (Gusdorf, 2008). The civil sector's growing role and the recent rise in popularity of public limited firms for service delivery require abilities that go beyond those taught in regular civil service training programs (Durevall, 2001). Examples of examinations of a nation's political climate or political economy can be found in the contextual analysis of civil service reforms stated in India, Nigeria , Iraq, Malaysia and America (Bank, 2008). Additionally, problem-solving work might examine the impact of the process or it can assess the chances for reform as well as the challenges. The capacity of recruitment and selection civil services implement reforms and the regions that can profit from training and other capacity building are two major reasons why civil services may conduct recruitment and selection assessments. (Hansen et al., 2014).

Critics (Nunberg & Nellis, 1990) claim that some talented candidates are eliminated from tests because they must choose people who share a certain ideology and set of beliefs, and that candidates must artificially express themselves in order to be chosen (Nunberg & Nellis, 1990). They also point out that the CSS exam system is not intended to test candidates for the skills and abilities that the targeted jobs will ultimately require. Additionally recruiting "reform winners"—high-ranking individuals who are excited about (Nunberg & Nellis, 1995) backing of senior management assists in overcoming staff opposition to challenging policy changes like pay reform (Hassan et al., 2020b). World Bank report civil service initiative in **India** from 2010 to 2020 benefited from such reform champions. Some received promotions which strengthened their capacity to advance reform that relatively poor governance and political instability hampered the program's overall performance (Turler, 1990).

Ziring study described recruitment and selection **Indonesian** civil service reforms administration frequently exposed its seemed that hiring the right person—who were asset of organization approximately were more in charge of the reform agenda. (Ziring & LaPorte, 1974). **Tanzania** civil service reforms hiring employees with coordination process is led by the government, which also ensures that it advances societal objectives (Bangura, 2000; Iqbal & Ahmad, 2006; Khan, 1980). The **Ghana** HR department enhanced coordination throughout all regions of the nation's development cooperation from 2007 to 2010. The Joint Assistance Strategy whose goals for civil service reform included pay reform and a human resources management strategy was responsible for over 95% of Ghana's official development assistance (Malik, 2018). The **World Bank** the employment process is highly political in Russia where opponents of change occupy influential positions. As a result, a World Bank reform program focused on establishing baseline requirements for new hires, tracking workers who were absent and simplifying the firing process.

It is hoped that these less contentious measures will be broadened and more fundamental flaws will be addressed over time (Bank, 2008). For instance, modern civil service reform initiative featured a Performance Improvement Fund that approved requests from the public sector to finance modest re-engineering consultancies and training.

- **To recommend the possible reforms that could improve the recruitment and selection of civil services**

Although civil service recruitment and selection procedures differ from nation to nation, they all usually attempt to find and choose the finest individuals for public employment based on merit, abilities and qualifications (Arfeen & Khan, 2009). Depending on the nation and the particular procedures under question, the outcomes of current civil service methods can differ significantly (Bhatt, 2012). Nonetheless, the following are some typical effects of civil service procedures:

- Researcher argued that Government policies must be implemented and public services must be provided effectively for there to be efficient governance. Streamlining operations and improving governance are possible outcomes of effective civil service procedures (Ishrat Husain, 2012).
- Accountability: It frequently falls on the civil service to make sure that government employees and agencies are held accountable for their conduct (Nogueira & Paranaguá de Santana, 2015). Civil service organizations can encourage transparency and lessen corruption by upholding laws and regulations.
- Professionalism: It's common for civil service workers to need particular training and knowledge. As a result, a workforce that is highly qualified to deliver high-quality public services may emerge (Asatryan et al., 2016).
- Inefficient bureaucracy can impede progress and irritate citizens who are attempting to use civil services by becoming overly formalized and cumbersome (Koshy & Suguna, 2014).

- Political meddling: In some nations, political meddling may affect civil services, which may impair their independence and efficacy (Iqbal & Ahmad, 2006).
- Lack of diversity: In some nations, the civil services may be homogenous in terms of gender, ethnicity, and socioeconomic status, which may hinder their ability to provide effective services to all members of society (Kitchenham & Brereton, 2013). Civil services may exhibit resistance to change, which can make it challenging to adopt new rules and initiatives (R. Ullah et al., 2016).

The CSS tests have despite advancements in both technology and hiring procedures, managed to stand the test of time for at least 50 years and probably since 1947 (Foucault, 1982). The inclusion of multiple-choice questions and the grouping of elective subjects may be the only innovations. If the latter is evaluated based on questions that have been leaked it has been a complete failure.

But the British moved on, unlike us. The four-stage hiring process for the modern civil service is followed. The "application sift" is the first step in the application screening process. The Federal Public Service Commission (FPSC) also performs this function but in a quite primitive manner (Stevens and Teggemann 2004). The CSS application is restricted to biographical and academic information whereas the modern civil service demands writing a personal statement a common procedure for foreign undergraduate and graduate admissions. A straightforward, effective, automated, and inexpensive procedure is used in the second step to reduce the applicant pool to around 20% of the candidates (Anderson et al., 2010). Questions on conventional IQ or practical understanding of current concerns are both included in the test. On the other hand, the FPSC administers the 12-paper, full-scale CSS exam to more than 18,000 applicants. It is a significant effort that yields the selection of 300–400 people who are then brought in for an interview. Exams are designed in such a way that applicants can frequently manipulate the system or gain an unfair advantage due to the discrepancy in how different subjects are graded.

An assessment center which lasts for two days is the third and most important stage of the UK civil service recruitment process (Arif & Najam us, 2003). In recent years, the assessment center approach has become incredibly popular and has been broadly embraced by both the public and private sectors. The approach comprises a standardized assessment of behavior based on interviews, group activities, simulations, etc. to assist expose different facets of a candidate's personality. Only a small number of candidates advance to this stage since it requires a lot of resources. The CSS recruitment process in Pakistan completely skips over this crucial stage and instead relies on a crude psychological assessment that places limitations on a select group of applicants' suitability. The panel interview, the fourth step of the CSS exam, is quite similar to the final CSS interview, but at that point it can hardly make up for the crucial flaws in the prior three stages. This old system has a significant expense. 290 CSS allocations and 1,000 other general recruitments cost the FPSC Rs810 million in 2021–2022 alone (Ahad, 2010; OECD, 2004). An astounding Rs. 600,000+ was found to be spent on each recruitment on average. However, much more concerning, one can fairly conclude that the government paid roughly Rs1.4 million to hire each CSS candidate given the large magnitude of CSS tests that filled at least 50% of the available capacity of FPSC. Comparatively, LUMS chooses an MBA student from a large pool of applicants and costs him approximately a million rupees each year for a complete year of teaching (Shah, 2019). It's time to update the pricy and out-of-date CSS assessment system. Why do we still exist in the past? Why do we make it challenging for people to be eligible for competitive exams? And why do we use arbitrary criteria to reduce the pool? It's time to respond to these questions and alter how CSS examinations are administered (Stevens and Teggemann, 2004). As for why reforms fail, lack of political commitment is frequently cited as the cause (Scott 2011).

Examples include different countries where the president and ministers were uninterested in the reform process from the beginning where government rhetoric in support of reform turned out to be where human resource reforms stalled in the face of political opposition. Even while these tactics aren't necessarily steps toward civil service reform and it is likely that they will pave the way for it in the future (Shahab et al., 2022).

4.2 Challenges of Civil Service Reforms

Reforming the civil service is certainly not without difficulties, there may be other elements that reformers cannot control that pose even bigger challenges. The lack of government political will for reform the support systems in place in the civil service, the poor overall quality of civil services in the nation, the effect of reform costs on program sustainability an analytical framework for comprehending reform and the difficulties that civil services themselves present to reform efforts will all be covered in this section (Waheed & Hayat, 1999).

4.3 Limitation of Study

Despite a thorough search, it's likely that there could not be enough studies that satisfy the inclusion criteria, which could restrict the findings and conclusions. Research with important discoveries or encouraging outcomes are more likely to be published. The capacity to generalize the results to the entire population may be constrained by this bias. Study quality: The results' overall force may vary depending on the caliber of the research that were included. Systematic reviews of the literature can take a long time to complete, which may restrict the study's potential breadth. The results may not be as generalizable if the search is restricted to research written in a particular language. The study's inclusion and exclusion criteria could not have covered all pertinent research, which could have limited the results. Despite efforts to reduce human error, mistakes in study selection and assessment may occur, which may restrict the review's accuracy.

Based on the systematic literature review's results and gaps analysis, there are a number of prospective directions for future study in the area of recruitment and selection policies for public service reforms. Further study in these areas may be possible:

Studies with a longer time horizon: Given the condensed nature of the research period, many of the studies in your systematic literature review may have limitations. The long-term impacts of civil service changes on hiring and selection practices might be the subject of future research.

Comparative Studies: Studies that compare the efficacy of various recruiting and selection policies in various circumstances are needed more often. Such research could be useful in assisting policymakers in determining the optimal techniques for their particular circumstances.

Qualitative studies: Upcoming study may use qualitative techniques to investigate the perceptions of candidates and government servants on the recruitment and selection process. This could provide a deeper comprehension of how public service changes have affected these people.

Impact assessment: Further study may be done to determine how civil service changes have affected the overall effectiveness of public institutions. These might include metrics like output, effectiveness, and service quality.

Best practices: Future study may identify and compile the most successful methods for selecting candidates for the civil service, guiding decision-makers on how to put these methods into practice. Overall, these directions for future study can support the conclusions of systematic literature evaluation and provide to a more thorough knowledge of public service reforms recruitment and selection strategy (Shah, 2019). In several academic and nonacademic studies, the limitations of governments in different developing countries have been extensively discussed (Alserhan & Shbail, 2020). The prevailing opinion is that the dichotomous assumption of "government vs. market" is wholly incorrect (Firdous, 2018). What governments can do better than in the past and they should do. It's better to have a strong and efficient government than a big and weak one.

The all-encompassing government has grown to be overly bureaucratic, centralized, with conflicting and overlapping interests, ineffective, and inattentive to the public's changing requirements (Arif & Najam us, 2003). An effective enabling environment necessitates a civil service that is competent and effective, as well as investments in people, skills, a functional physical infrastructure, legal standards, and a fair sharing of the rewards of progress (Tunio, Mahesar, & Hakro, 2021).

4.4 Recommendation

A contrast of the traditional and modern approaches, as well as the paradigm change in different roles

4.4.1 Civil Service Examination More Modern

A system staffed by individuals with high levels of intelligence, quality, honesty, and leadership is necessary for recruitment into the civil service. In Pakistan since 1973, the Public Service Commission has been at the mercy of the legislature despite having complete independence and constitutional protection in all SAARC countries. Its autonomy has been further reduced by reducing it to an Attached Department of the Establishment Division. All federal and provincial commissions in Pakistan are only permitted in areas where political patronage is used. So Commissions also need to improve the quality of its people, technology, and examination process (Khurshid, 2006). When these people are chosen and incorporated into the bureaucratic system, the selection process and the personality types that are being chosen do have an effect. Because so few applicants are able to pass these exams, some columnists and commentators have harshly criticized the exam's validity. For instance, the written CSS exam was recently passed by just 250 individuals out of more than 17,000 applicants.

Many applicants with stellar academic records are unable to pass these exams, and as a result, the government misses out on tremendous potential, according to experts who maintain that the testing system is defective. Academicians and FPSC members, however, disagree with them on this issue. According to the literature (Briggs, 2007; Hanif et al., 2020; Hansen et al., 2014; Hoag & Hull, 2017; Iqbal & Ahmad, 2006), the declining quality of instruction at some schools is the cause of the greater failure rate at the CSS.

In contrast to earlier trends where applicants tended to choose CSS tests after receiving their master's degree many students who have successfully completed the four-year BS exams are now showing up in significant numbers for competitive exams. In response to a question regarding how the four-year BS program is inferior to the master's degree, he claimed that while there are now more educational institutions than ever before, all of them, with the exception of two or three (Manda, 2001), have extremely low standards. Nevertheless, critics argue that there are several issues that must be resolved in order to improve the quality of recruitment (Nogueira & Paranaguá de Santana, 2015; Tanwir & Chaudhry, 2016).

For instance, overused essay subjects like "pros and drawbacks of globalization" may place a candidate with real ideas who cannot afford coaching academy at a disadvantage in contrast to a less intelligent with coaching. In this case, memorizing information rather than having exceptional intelligence can help you pass the exam and as a result (Maheshwari, 1974), cause selection mistakes. Analysts appear to be content, though, with the impartiality and transparency of the hiring procedure because there is minimal opportunity for subjectivity because the selection panel is run by software and office automation, such as artificial intelligence. The use of screening exams with a three-year or longer validity has been recommended for limiting the number of applicants who take the exams.

Such measures have previously been put to the test in the United Kingdom to reduce the number of applicants (by up to 20%) who ultimately show up in the competitive tests for services like CSS here in Pakistan. This would save time and effort and improve recruitment standards because only the best candidates would be permitted to take the CSS written exam, according to previous studies.

4.4.2 Career Advancement

Senior management officers' professional skills must be assessed in three functional areas: leadership, professional skills, domain area specialization, policy formation, and program implementation. Promotion within the civil service is becoming more and more dependent on favoritism, politics, and factors related to area and gender. Countries like Pakistan which have a diverse ethnic population and political division, exhibit these political prejudices to a greater extent (Shrouf et al., 2020). One of the biggest drawbacks of the current system is that there is no requirement to improve your knowledge or abilities once you have joined the Civil Service at a young age. Career progress is unrelated to the acquisition and application of skills and knowledge. Those who perform well and exhibit potential for taking on more responsibility should be rewarded, according to promotion and placement policies. A promotion policy ought to specify the requirements for each level, including the importance given to PER, training, and skill acquisition, rotation of assignments, diversity of experience, complexity of work, etc. Mandatory training for all civil servants, whether current or former cadre, at all levels should be tied directly to advancement to the next grade (Iqbal & Ahmad, 2006).

4.5 CONCLUSION

For reforms in the civil service of Pakistan there are two possibilities: first, a complete reform of the current administrative structure Second, a comprehensive piecemeal reform with a timeline of the current recruitment and selection. Given the disastrous effects of the "Big-Bang Approach" to reorganizing these institutions (Kemal, 2005). Researcher tend to favor the latter strategy.

The gradual method must, however, be effectively integrated, time-bound and applicable to all levels of government (federal, provincial, and local), as opposed to being an open-ended exercise with no discernible effects. Among the particular reforms needed are those in functional rationalization, human resource induction, management, training, remuneration, and public financial management. Reforming the disciplinary system and institutions for fighting corruption, as well as internal and external accountability may also be an element of this reform (Sulyman et al., 2020).

According to sources within the civil service, these possibilities as well as some additional initiatives for improvement were already planned. The principles of choosing the appropriate people for the right roles can never be overlooked, according to analysts, but many other elements, such as training, promotion policies, the environment, including political circumstances, and other factors impact the productivity of bureaucracy in the country (Khan, 1980). The fact that the current administration established a federal task group on institutional reforms under the direction of Dr. Ishrat Hussain is another encouraging development for bureaucracy. The Express Tribune was informed by sources within the task force that the system's functioning has been adversely affected by a number of other factors as well. The source, who wished to remain anonymous, claimed that "we have problems with training, promotions, and every aspect that results in inefficiency on the side of the public services."

After being chosen for one of the 12 CSS groups, the selected applicants attend training at the Civil Service Academy in Lahore before continuing their education during various stages of employment. According to experts, the academy only offers a fairly generic sort of training (Muda, Rafiki, Harahap, & science, 2014); later on, during jobs more specialized training may be given but this is seen insufficient for increasing the high skills needed in the present period. These trainings are also viewed as formality because unlike the Pakistani military no promotions or significant incentives are connected to them.

Officers in the Pakistani military receive regular training, and advancement to the next level is practically impossible without it. When making postings or promotions consideration is given to performance and accomplishments during the trainings. In a piece that was published in a reputable journals (Khtere, 2020; Mastoi, 2020) specialists on developmental policies and programs, propose that one of the primary ways to boost civil employees' performance during training is to increase its connections with opportunities and promotions. According to the analysts (Tanwir & Chaudhry, 2016; Ul Haque, 2007) selecting training modules carefully is crucial for enhancing bureaucracy performance.

It is promising that the first-ever training need assessment survey was conducted and that proposals for bureaucracy reform were submitted for the cabinet's approval. All of these actions had previously faced resistance. In accordance with recommendations, future placement and postings of officers will be based on a set of factors, including the type of experience gained the level of skill attained assessment reports from training institutions and a portfolio of performance evaluation reports.

Changes are being made to how civil officials (Ishrat Husain, 2012) are chosen, trained, and promoted, according to Dr. Ishrat Hussain, the prime minister's advisor on institutional reforms, who spoke to The Express Tribune (Ishrat Husain, 2012). "Efforts are under way to make FPSC and Civil Service Academy more effective while techniques for promotion and evaluation are also being established to achieve better results" the official said (Firdous, 2018). Authors claimed that positions for civil officials are frequently offered for excessive compliance rather than on the basis of merit (Hansen et al., 2014; Hoag & Hull, 2017). The effectiveness of bureaucracy has however been severely hampered by this atmosphere. He claimed that regardless of whether a political boss's request is lawful or not they are forced to serve them. Large-scale revisions to the CSS tests and institutional improvements were undoubtedly proposed but analysts are still concerned because there has been no sign of any action in this regard. Given that power "comes from everywhere" and "is everywhere" as argued by Michel Foucault, there is neither an agency nor a structure in this sense (Foucault, 1982) Instead, it is a type of "manpower" or "regime of truth" that permeates society and is always undergoing change (Turkel, 1990)

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