

## **RESTRICTED**

### **ABSTRACT**

Intelligence organizations all over the world recognize intelligence operatives as their greatest assets. Success of any organization highly depends on the right number of employees with the right skills and abilities. However, achieving recruitment and selection goals have become a significant challenge for intelligence organisations all over the world, Sri Lanka Army Military Intelligence Corps (MIC) is not an exception. MIC is a specialized regiment in the Sri Lanka Army, which provides combat intelligence on enemy or potential enemy. And also military intelligence is a discipline that uses intelligence collection and analysis approaches to provide guidance and direction to assist the commander in his decision making. Therefore, recruitment and selection of intelligence operators for MIC is paramount important factor to have peaceful country. The present study aimed to research on the effectiveness of existing recruitment and selection criteria related to MIC with modern security threats and to identify the changes to improve employee performance. It is necessary to upgrade the selection process to recruit suitable employees that not only fit the Army but are also able to “fit” to the modern intelligence role and demand.

The paper initially gives an overview on the research topic. Then focuses on literature relating to the concept of recruitment and selection, relationship with organizational performance, modern techniques of recruitment and selection. Based on the literature, researcher developed a conceptual model and operationalization. From the operationalization, the researcher developed a questionnaire and distributed among the sample for the investigation of the problem. Then all the data gathered through the questionnaire and interviews were presented. Thereafter, the same data were analyzed based on mix method for hypothesis testing. According to correlation results, each selection fundamentals have indicated different levels of relationship with employee performance, but education level, selection methods such as situational awareness test and psychometric test shows a strong relationship with employee performance. At the end, a number of recommendations have been made for the benefit of the recruitment and selection of best employees to MIC to enhance efficiency and effectiveness.