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Analysis of the Impact of Recruitment and Selection as a Strategic Human Resource Management Tool on Organisational Performance in Zambia

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ABSTRACT

The effective management of human resources is paramount for achieving organizational performance at various operational levels. The oversight of human resources can significantly disadvantage an organization. This research aims to scrutinize the influence of recruitment and selection as a Strategic Human Resource Management (SHRM) component on organizational performance. The study encompassed 169 managers from profit-making organizations in Zambia and employed a quantitative approach to gather data through a structured questionnaire. The questionnaire was structured into three parts: the first part gathered demographic data, the second part collected information about SHRM practices, and the third part obtained data relating to organizational performance. A study was conducted on 169 managers from various organizations using a stratified random sampling method. The findings confirmed the reliability of the data collection tool. Notably, the study revealed that managers placed the highest importance on incentives and rewards as factors influencing excellence, followed by recruitment and selection, formal performance appraisal, and with the least emphasis on career development. According to the study, there is a significant correlation between Strategic Human Resource Management (SHRM) components and organizational performance. This includes the revenue growth rate, return on equity, return on assets, and overall profitability ($p < 0.01$). Therefore, the study suggests that organizations should align their SHRM strategy with other activities that lead to improved performance, especially in the recruitment process, as it directly impacts the

organization's products. The study concludes that Strategic HRM practices are crucial in driving organizational performance and should be integrated with overall business strategies and operations to maximize benefits.

Keywords
Human Resource
Performance Integration
Recruitment
Selection
Strategic Management

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Introduction

Recruitment and selection are two of the most critical functions in human resource management for any business organization. These functions involve attracting, assessing, and selecting candidates with the necessary skills and competencies for the job. The quality of the human resources hired by an organization heavily depends on the effectiveness of these two functions [1]. Hiring unsuitable candidates can result in a colossal negative impact on businesses, leading to significant financial losses and damage to the organization's reputation. Therefore, the recruitment and selection process must be performed with utmost care and diligence. The ultimate goal of this process is to ensure that organizations acquire the right number of highly skilled and competent employees to achieve their strategic objectives at a minimal cost [2].

Strategic HRM integrates the HRM function with the overall organizational strategy. Recruitment and selection of personnel are core functions of HRM, performed to fill organizational gaps. The initial step in recruiting staff involves identifying the need to fill a vacant position. This requirement may arise due to a staff member's departure, a new position created by an organizational change, or the need to perform specific work. It is imperative to note that filling a vacancy is not merely about replacing a former staff member. Instead, it presents an opportunity to assess the organization's human resource needs and align them with the company's broader objectives. HRM must adopt a comprehensive approach to recruitment and selection that thoroughly analyses the organization's needs and the requirements for vacant positions. Once the need to fill a vacancy has been established, HRM must develop a recruitment strategy aligning with the organization's objectives. The strategy should outline the recruitment approach, the selection process, and the evaluation criteria. By adopting a well-defined recruitment strategy, HRM can ensure that the recruitment and selection process is efficient, effective, and consistent with the organizational objectives.

A well-planned recruitment program can help an organization quickly fill positions with suitable candidates while reducing costs. The aim is to hire someone who can provide

value to the organization in the short term and grow into a successful long-term employee. At a strategic level, organizations need to evaluate their external environment to determine whether external factors may affect their future business operations. Suppose an organization expects significant changes in its external factors. In that case, it may choose to postpone hiring a new employee or freeze all recruitment until it gains a clearer understanding of the future of its business. This external environmental assessment affects the type of candidate an organization is willing to hire and the type of contract it can offer. This study aims to analyze the impact of recruitment and selection on organizational performance as a strategic human resource management tool in Zambia.

Literature Review

A. Integration of HRM with Corporate Strategies

The integration of human resource management (HRM) entails active participation in formulating and implementing organizational strategies and aligning HRM with the strategic requirements of an organization [3]. According to Ref. [4], human resource managers must actively engage in strategic decision-making alongside senior managers to function effectively as strategic partners. To achieve this, HR managers need to have a deep understanding of their organization's mission, vision, and goals and be aware of external factors that could affect its success. Additionally, HR managers should work closely with other senior managers to create and execute strategic plans that are in line with the organization's overall objectives. This approach will enable HR managers to make a valuable contribution to the organization's success and establish themselves as essential strategic partners within the leadership team. This enables HR managers to align HR's goals, strategies, philosophies, and practices with corporate objectives and effectively contribute to implementing business strategy.

To ensure HRM's concerns are represented, and business strategy is influenced from the outset of decision-making, it is essential to involve HR managers in the organization's most senior management teams. This can be achieved by including HR managers in the most senior management teams of the organization. If the senior HR manager and the CEO can establish a relationship, the chances of integration and value creation may increase further. To be considered equal business partners, HR managers in this role must possess knowledge of core markets, competitors, costs, profit indicators, and stakeholders [5]. The involvement of a senior HR manager in a firm's senior management team is crucial as it provides an essential channel for interactive information flow and communication. To align HRM with business strategies, it is recommended to have a documented HRM strategy [6][7]. This strategy can clarify the role and authority of HR managers in corporate decision-making and help the organization cope with external factors such as a tight labor market [8]. A documented HRM

strategy helps the organization develop an HRM vision and objectives and monitor performance. Previous research suggests that the full impact of HR practices on organizational performance is achieved when HR practices are strategically consistent and congruent with each other [9].

B. Recruitment and Selection System

A thorough, reliable, and sophisticated selection system plays a vital role in identifying the most suitable candidate with the potential to perform effectively. Implementing a rigorous selection system generates a sense of exclusivity, raises expectations of performance, and conveys the message of the crucial role of people in the organization [10]. Failure to ensure a good fit between the person and the job can hurt performance levels. At the same time, a sophisticated selection system can guarantee a better match between the individual's abilities and the organization's requirements. In addition, Ref. [11] research has demonstrated a positive correlation between effective selection and firm performance.

Human resource management (HRM) is currently experiencing a shift from traditional personnel management to a more strategic management approach. This transformation entails utilizing HRM practices to accomplish an organization's strategic goals and objectives [12][13]. Modern businesses acknowledge the long-term benefits of leveraging and developing their human capital and are transitioning towards strategic HRM. Formulating and implementing HRM strategies to achieve an organization's goals is the essence of strategic HRM. Strategic HRM is a framework that integrates HRM with business strategies to achieve organizational objectives. Its goal is to connect the human resource function with the organization's strategic goals to enhance performance. By doing this, strategic human resource management ensures that HRM is fully integrated within the organization's strategic process.

C. Training and Development System

Organizations can significantly improve the quality of their workforce by providing comprehensive training and development programs. Research has demonstrated that investing in employee training, particularly in problem-solving, teamwork, and interpersonal relationships, can lead to a range of positive outcomes for the organization [14][15]. By enhancing the skills and abilities of their employees, organizations can improve their overall performance and competitiveness. Training programs can help employees acquire new knowledge and skills, which can be applied to their work and contribute to the organization's success. Moreover, training can help employees feel more engaged and motivated, increasing job satisfaction and retention. Therefore, organizations must invest in their employees' development and provide them with the necessary resources and support to succeed. By doing so, organizations can create a continuous learning and improvement culture, leading to long-term success and growth [16]-[18].

D. Performance Appraisal System

Organizations can monitor employee attitudes and behaviors through appraisal mechanisms. This process involves collecting and analyzing employee performance, conduct, and attitude data. By examining this information, organizations can adjust their selection and training practices to attract and develop employees with desirable attitudes and behaviors that align with the organization's values and goals [19]. However, Ref. [20] argues that even highly skilled employees may not perform optimally unless intrinsically motivated. Intrinsic motivation stems from an individual's internal drive to pursue and achieve goals that they find meaningful and fulfilling. This means that organizations should prioritize creating a work environment that promotes and sustains employee motivation, including factors such as job security, opportunities for growth and development, recognition and rewards, and a positive workplace culture. Organizations must recognize that employee motivation is a dynamic and complex concept influenced by various factors, including individual differences, job characteristics, and organizational culture. Therefore, the focus should be on creating a multifaceted approach that addresses these factors. This approach could involve providing employees with challenging and meaningful work that aligns with their skills and interests, offering opportunities for learning and development, providing regular feedback and recognition, and fostering a positive and supportive workplace culture that encourages collaboration, innovation, and creativity [21]-[23].

E. Incentives and Rewards

Businesses can exert a significant influence on employee motivation through a variety of methods. One of the most effective is performance-based compensation, which rewards employees for meeting specific objectives and targets. Extensive research has demonstrated the substantial impact of incentive-based compensation on overall firm performance [24]. The empirical evidence overwhelmingly supports the efficacy of incentive-based compensation in motivating employees to achieve company objectives. This compensation method has been shown to improve firm performance significantly, and its implementation can help businesses achieve their goals by incentivizing employees to work towards specific targets.

F. Career Development System

Implementing an effective career planning system is an invaluable tool that allows employees to take ownership of their professional development and acquire the skills necessary to facilitate an organization's success. The research conducted by Ref. [25] leaves no room for doubt that a well-structured career development program, complemented by internal advancement opportunities based on merit, significantly impacts employee motivation and overall organizational performance. By integrating a career development

program, organizations can create an exceptionally motivated workforce that is well-equipped to tackle challenges and drive success. This program empowers employees to take charge of their professional growth, acquire new skills, and advance their careers within the organization. By providing employees with the necessary tools and resources, organizations can foster an environment of growth and development that encourages employee morale, creating a sense of purpose and accomplishment [26].

G. Studies on Strategic HRM

In a study conducted by Ref. [27], data were collected from companies operating across various industries in Istanbul through a prepared questionnaire. The collected data were analyzed using SPSS and AMOS. The analysis revealed that entrepreneurial orientation acts as a mediator between strategic human resource management and company performance, covering both financial and employee aspects. In addition, Ref. [28] highlighted that only certain activities within strategic human resources can predict organizational innovation. Furthermore, a similar trend was observed between strategic human resource activities and the company's knowledge management capacity. The findings emphasized the importance of service compensation, training systems, and performance evaluation as predictors of the dependent variables.

Ref. [29] examined the positive impact of innovation on customer satisfaction, specifically focusing on a cosmetics producer in Tehran. The research aimed to reveal how innovative product presentation influences customer satisfaction. The study included cosmetics customers from ten companies in Iran, with a sample size of 387 individuals chosen using the simple random sampling method. The results indicated a clear and positive correlation between innovative product presentation and customer satisfaction. Notably, the study incorporated both open innovation and closed innovation paradigms to address the primary research problem effectively.

The study by Ref. [30] illuminates the constructive influence of strategic human resource management (SHRM) on firm performance and the work attitudes and performance of HR professionals. Through a thorough analysis of data from 269 HR professionals in large US manufacturing firms, the study demonstrated a direct and beneficial impact of SHRM on organizational performance. Furthermore, the findings emphasized the significant and positive effects of SHRM on individual performance, organizational commitment, and job satisfaction. Therefore, organizations implementing a SHRM system can anticipate improvements in organizational performance and increased levels of individual performance, job satisfaction, and organizational commitment among their HR professionals.

In a recent study by Ref. [31] discovered that organizations can thrive in volatile and rapidly changing business environments by achieving and sustaining competitiveness. The

study suggests that organizations can enhance their competitiveness by adopting a multidimensional approach that encompasses strategic talent management and strategic agile management perspectives. The multidimensional model includes crucial elements for developing strategic talent management, such as the acquisition and development of talented employees, the formation of effective talent teams, and nurturing talent leadership.

Additionally, it encompasses essential elements for developing strategic, agile management, such as designing agile teams, promoting agile leadership, and fostering an agile management culture. To conduct the study, 532 owners/managers in organizations were involved, and the researchers utilized structural equation modeling to test their hypotheses. The results revealed that the development of a strategic talent management ecosystem positively impacts the development of a strategic, agile management ecosystem, ultimately leading to increased organizational competitiveness. By implementing this multidimensional model, owners and managers can comprehensively integrate agility into their organizations, thereby strengthening their competitiveness.

H. Hypothesis

H0: There is no significant effect of recruitment and selection on organizational performance. Fig. 1 shows the research model.

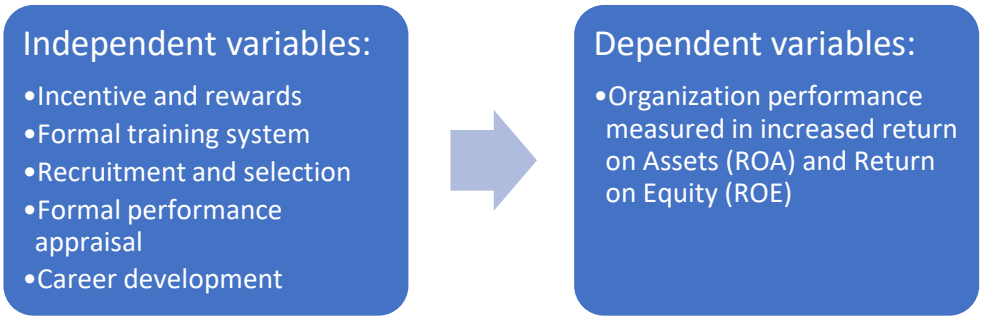


Fig. 1. Research Model

Material and Methods

A. Data Collection

The population of this study is made up of all the profit-oriented companies operating in Zambia that have adopted the Strategic Human resource management style in the past 7 years. The study specifically uses a sampling frame consisting of 169 companies that met the selection criteria for this study. Questionnaires were sent to the heads of human resource departments of 169 companies cutting across different disciplines. A stratified random sampling method was used to select the sampled companies from the study's population. The unit of analysis in

this study was the firm, and a multi-rater (multi-respondents) response approach was adopted. Ref. [32] contended that measurement errors in the SHRM measures significantly undermined SHRM effects based on single-respondent surveys. To minimize this error, four questionnaires were sent to each company and addressed to the head of the Human Resource Department, who must be one of the three respondents. For each company, the respondents are the head of the HR Department, the head of the department, the senior manager, the general manager, and more. Since the unit of analysis is the firm, the scores for each variable are aggregated and averaged over the four respondents for each company. For companies where the number of expected respondents was less than three, the average scores of the actual respondents were taken for each variable.

B. Dependent variables

The following variables measure organization performance: Increased Return on Assets (ROA) and Return on Equity (ROE), Growth rate of sales or revenue, and profitability. The variables are closely related conceptually to some of the hypothesized precursors of performance, such as HRM practices [33]-[35]. These indicators are rated anonymously by the respondents on a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree), and each rating is done concerning the perceived performance of indicator of the best-performing organization (s) in the industry to which the firm belongs. Respondents are asked: "To what extent do you agree with the statement that SHRM has led to improved organizational performance in the last seven years?" The ratings of all the indicators are aggregated and averaged across the respondents from the organization to derive an organization's score on the index of relative perceived organization performance.

C. Independent variables

This study's independent variables (which collectively measure SHRM practices) are Incentives and Rewards, Formal training System, Recruitment and Selection and Formal Performance Appraisal, Career Development, Internal Career Opportunities, and Organization Development. The items are derived from a comprehensive literature review on strategic HRM practices related to firm performance. 'SHRM practices' are measured by items rated on a 5-point scale ranging from 1 'not at all' to 5 'to a great extent'. Items are worded to emphasize the involvement of line managers in executing the following HR practices: 'recruits new people', 'select applicants', 'train employees', 'execute performance assessments', and design job roles'. An index is constructed by adding the seven HR practices. Companies that indicate the incentives and rewards in one HR practice score 1, 2, and so on, up to 5.

The 'Formal training System' variable is measured by asking respondents to indicate the proportion of line managers trained in the firm to execute HR practices. The percentage of line managers training is scored on an ordinal scale from 1 'less than 10%' to 10 'more than 90%'.

Firms that do not train their line managers in human resource practices are scored zero. 'Recruitment and Selection' is measured by an instrument having 5 items, each rated on a 5-point scale. The respondents are asked to indicate on a scale of 1 'strongly disagree' to 5 'strongly agree' the importance their organizations attach to using selection tools and tests during recruitment. 'Formal Performance Appraisal' is measured through an 8-item scale. The respondents are asked to indicate the extent to which performance is evaluated based on quantifiable results and usage of performance appraisal data. In other words, they are to indicate on a scale of 1 'strongly disagree' to 5 'strongly agree' their agreement with some performance appraisal system in their organizations.

A sample question is 'performance of the employees is measured based on objective, quantifiable results'. The 'Incentives and Rewards' system is measured through a scale having 5 items. The respondents are asked to indicate on a scale of 1 'strongly disagree to 5 'strongly agree' the extent to which compensation is linked to the performance and qualification of employees in their organizations. A sample question is 'in our company salary and other benefits comparable to what is generally obtainable in the industry'. The 'Training and Development' variable is measured by an instrument having 7 items, each rated on a 5-point scale. The respondents are asked to indicate on a scale of 1 'strongly disagree to 5 'strongly agree' the extent to which training and development needs in their organizations are identified and met. A sample question is 'employees in each job will normally go through training programs every year'. The 'Internal Career Opportunities' variable is measured by an instrument having 7 items, each rated on a 5-point scale. The respondents were asked to indicate, on a scale of 1 'strongly disagree' to 5 'strongly agree', the clarity and usage of career planning systems in their organizations. A sample question is 'Our company provides clear career path information to employees'. 'Career Development' is measured through a 3-item scale. The respondents indicated on a scale of 1 'strongly disagree to 5 'strongly agree' the extent to which superiors allow employees to participate in operations decisions as well as the opportunity given to suggest improvements in the way things are done. A sample question is 'Employees in this company are provided an opportunity to suggest improvements in the ways things are done'.

D. Analytical Procedures

Data collected was subjected to three main types of analysis. To determine the validity and reliability of the research instrument and data, Cronbach's alpha was calculated. Secondly, to gain perspectives into the socio-demographic characteristics of respondents, the frequency distribution of responses was calculated while descriptive statistics was employed in determining the extent of strategic HRM practices in the companies under scrutiny. Other

analytical procedures adopted include correlation analysis to show the interrelationships among the identified strategic HRM practices and regression analysis to determine the predictor powers of the variables on organizational performance and for hypothesis testing.

Results and Discussion

A. Instrument reliability

Of the 200 questionnaires distributed to 200 companies, a total of 169 questionnaires were completed and returned from 169 companies, representing a response rate of 84.5% percent. To address issues of possible common method variance, the Cronbach Alpha reliability test was conducted for all the measures. Table 1 shows reliabilities were checked, and they fall between 0.796 and 0.826, which is satisfactory for an exploratory study [36]. The overall Cronbach alpha of the eight scales used in this study was 0.831. This indicates that the reliability of the scales is reasonably high, thus depicting high internal consistency among the measurement items. The reliability of the questionnaire was measured using Cronbach's alpha. The results showed that the minimum value was recorded as 0.796 for Formal Performance Appraisal, which is higher than the acceptable limit for such research. The highest reliability was recorded to test all variables together for SHRM components (0.831) and Formal training System (0.826).

Table 1. Reliability Analysis of Major Variables using Cronbach's alpha

Variable	Value
Organization Performance	.812
Incentives and Rewards	.817
Formal training System	.826
Recruitment and Selection	.809
Formal Performance Appraisal	.796
Career Development	.809
Internal Career Opportunities	.810
Organization Development	.809

B. Respondent Characteristics

Table 2 shows the demographic characteristics of the respondents. The majority of the respondents were male (55.6%) and females made up (44.4%). The majority of the respondents (87 percent) possess educational qualifications higher than a diploma or its equivalent, and about 70 percent of the respondents are in the rank of assistant manager and above. This is an indication that the respondents are highly rated employees who should know more about the strategic human resource management practices of their respective companies. About 84 percent of the respondents have put in at least 5 years of service, and the majority of them (84 percent) are married. About 88 percent of the respondents are at least 30 years old.

In general, the study gives a favorable picture concerning the level of education of the respondents. A substantial proportion of the respondents have at least a first degree. This is an indication that the respondents are composed of highly educated people. The majority of the respondents have put in at least five years of service. This is also an indication that the respondents have spent enough time in the service to know how strategic the management of the companies is.

Table 2. Demographic Characteristics of the Respondents (N = 169)

Characteristics	Frequency	Percentage
Gender		
Male	94	55.6
Female	75	44.4
Age		
18-29 Years	19	11.2
30-39 Years	63	37.3
40-49 Years	59	34.9
50-59 Years	28	16.6
Education Level		
Certificate/Diploma	13	7.7
Bachelor's Degree	65	38.5
Master's Degree	88	52.1
Doctorate Degree	3	1.8
Work Experience		
1-4 Years	16	9.5
5-14 Years	79	46.7
15-25 Years	55	32.5
More than 25 Years	19	11.2
Job Title		
Head of Department	30	17.8
Assistant Manager	22	13.0
Senior Manager	110	65.1
General Manager and Above	7	4.1
Marital Status		
Single	8	5
Married	142	84
Divorced/Separated	19	11

C. Extent of Strategic Human Resource Management Practices

Table 3 presents the descriptive statistics of the variables. The mean score of the Organization's Performance is 4.1953 out of a possible maximum score of 5, suggesting a high (62.94%) proportion contribution attributed to strategic human resource aspects to overall organization performance.

Based on a possible maximum score of 5 in five HR practices, the results reveal that Incentives and Rewards executed a mean of 3.6154 (63.62%). In terms of the Formal training System, the finding shows a low level of training given to non-personnel officers, as only 62.67% of line managers are trained to execute HR practices.

Table 3. Descriptive Statistics of the Measurement Variables (N = 169)

Measurement Variables	Mean	Standard Deviation
Organization Performance	4.1953	.62942
Incentives and Rewards	3.6154	.63621
Formal training System	3.6154	.62678
Recruitment and Selection	3.8876	.66755
Formal Performance Appraisal	2.8580	.89506
Career Development	3.2959	.71217
Internal Career Opportunities	2.8817	.85089
Organization Development	4.1953	.79433

The recruitment and Selection system records a mean score of 3.8876 (66.75%) out of a possible maximum score of 5. Formal Performance Appraisal, on the other hand, has a mean score of 2.8580 (89.50%) out of a possible maximum score of 5, which indicates a moderate level of employee participation in Formal Performance Appraisal programs. The mean score of the Career Development system is 3.2959 (71.22%) out of a possible maximum score of 5. Results reveal that the personnel appraisal system currently being practiced is impressive enough to allow the companies to monitor the development of desired employee attitudes and behaviors through the use of the appraisal mechanism. Internal Career Opportunities has a mean score of 2.8817 (85.09%) out of a possible maximum score of 5, which is an impressive fit among perceived Internal Career Opportunities in Zambian companies. The mean score of Organization Development was found to be 4.1953 (79.42%).

D. Relationship between Strategic HRM Practices and Organizational Performance

As shown in Table 4, the zero-order correlation between Incentives and Rewards and organizational performance is r = 0.501. The formal training System has a significant positive relationship with organizational performance with a correlation (r) = 0.282. Recruitment and Selection and Formal Performance Appraisal systems have a significant positive relationship with organizational performance, with a correlation (r) of 0.409 and 0.309, respectively.

Similarly, the Career Development system and Internal Career Opportunities also have a significant positive relationship with organizational performance, with a correlation (r) of 0.288 and 0.434, respectively. Organizational development was also found to be positively correlated with organizational performance, with a correlation (r) of 0.434. The above correlations are all significant at the 0.05 significance level.

E. Effect of Strategic HRM Practices on Organizational Performance

As shown in Table 5, there is a strong positive relationship between strategic HRM practices and organizational performance with a multiple correlation (R) of 0.644. The adjusted R^2 of 0.415 implies that 41.5% of the variations in organizational performance are adequately explained by strategic HRM practices used in this study.

Table 4. Correlation Matrix of the Measurement Variables

	1	2	3	4	5	6	7	8
Organization Performance	1	.501**	.282**	.520**	.409**	.309**	.288**	.434**
Incentives and Rewards		1	.313**	.500**	.290**	.279**	.289**	.365**
Formal Training System			1	.351**	.337**	.270**	.271**	.299**
Recruitment and Selection				1	.471**	.408**	.280**	.308**
Formal Performance Appraisal					1	.627**	.556**	.392**
Career Development						1	.422**	.370**
Internal Career Opportunities							1	.560**
Organization Development								1

Note: Bold correlations are significant at either 0.05 or 0.01 level of significance (two-tailed). Source: Author's Computations using SPSS version, 2023.

Table 5. Regression Results on Perceived Organisational Performance

Independent Variables	**Standardized Coefficients**	**t-values**	**p-values**
(Constant)			
Incentives and Rewards	.258	3.550**	.001
Formal training System	.006	.093	.926
Recruitment and Selection	.268	3.466**	.001
Formal Performance Appraisal	.184	2.073**	.040
Career Development	-.046	-.576	.565
Internal Career Opportunities	-.086	-1.050	.295
Organization Development	.248	3.239**	.001
R	0.644		
R^2	0.415		
Adjusted R^2	0.389		
F-statistic	16.296**		
N	169		

Dependent variable = Organizational Performance

**Significant at 0.05 level of significance.

The results also show that strategic HRM practices, Incentives and Rewards, Recruitment and Selection, Formal Performance Appraisal, and Organization Development have a positive effect on organizational performance with coefficients of 0.258, 0.268, 0.184, and 0.248, respectively. Career Development and Internal Career Opportunities were found to hurt organizational performance with coefficients of -0.046 and -0.086, respectively. At a 5 percent level of significance, the F-statistics shows that the model helps determine if any

significant relationship exists between strategic HRM practices and organizational performance.

F. Hypothesis Testing

H_0: There is no significant effect of recruitment and selection on organizational performance.

The effect of SHRM components on organizational performance was significant ($p < 0.01$). The highest effect was attributed to recruitment and selection ($\beta = 0.268$), while the least effect was for career development ($\beta = -0.046$) (Table 5), and this effect was not statistically significant ($p > 0.01$). Moreover, the effect on incentives and rewards was significant ($p < 0.01$). The other effect was attributed to formal performance appraisal ($\beta = 0.184$), while the effect of formal performance appraisal was significant ($P < 0.01$). In conclusion, from the hypothesis tested, we reject the hypothesis on recruitment and selection and conclude that recruitment and selection have a significant effect on organizational performance. Therefore, we conclude that recruitment and selection as a Strategic management tool has a statistically significant impact on organizational performance in the Zambian context.

The objective of this research was to investigate the effect of recruitment and selection as a Strategic management tool on organizational performance in Zambian profit-making industrial organizations. The results of this study indicate that HRM is highly integrated into the companies' business operations. The results indicate that all the strategic HRM practices tested in this study- incentives and rewards, formal performance appraisal, and recruitment and selection- are positively related to perceptual measures of organizational performance in Zambia's profit-oriented organization. Overall, the model is supported by data, and the results suggest incentives and rewards, formal performance appraisal, and recruitment and selection are the key strategic HR practices that influence organizational performance in Zambia's profit-oriented organization. It, therefore, implies that companies operating in Zambia and seeking to make a profit should pay more attention to these practices to improve their implementation across the industry. The findings of this study are in tandem with existing information in the literature that recruitment and selection criteria have a significant effect on an organization's performance.

The recruitment and selection practices of an organization play a pivotal role in determining who is hired and consequently shaping the behavior and attitudes of employees. According to Ref. [37], well-structured human resource strategies are closely aligned with organizational goals, ensuring that recruitment processes are both strategic and effective. Properly designed recruitment systems not only identify competent candidates but also

accurately match them to specific job roles, thereby enhancing the fit between employee skills and job requirements.

A selection process that utilizes the appropriate tools, such as structured interviews or psychometric tests, significantly increases the likelihood of choosing the right person for the job [38][39]. This, in turn, contributes to higher productivity levels across the organization, as the right talent is placed in positions where they can excel. The mediating role of human capital in this context is critical, as it underscores how SHRM directly influences firm performance by ensuring that the best individuals are selected. In addition, research by Ref. [40] indicates that satisfaction with HR practices, particularly recruitment, enhances employee engagement and health, which further boosts performance outcomes. Thus, recruitment processes are not just about filling vacancies; they are integral to fostering long-term commitment, loyalty, and improved firm outcomes.

When recruitment strategies are aligned with broader organizational goals and SHRM practices, they create a synergy that drives not only employee performance but also overall firm success. This alignment ensures that the workforce is not only skilled but also motivated and engaged, thereby contributing to sustainable productivity improvements.

Conclusion

The results obtained from this study indicate that strategic HRM is moderately practiced by profit-oriented companies operating in Zambia. That performance, symbolized by the growth rate of revenue, return on equity, return on assets, and profitability, is reasonably enhanced by four out of the seven strategic HRM practices tested. The study, to this extent, has provided evidence for the value added by strategic HRM through the integration of HR functions within the organization's key strategies and operations. The questions need to be asked about the results of moderate levels of involvement in strategic HRM practices as opposed to high levels reported elsewhere. Can this be passed off as problems of new concepts, data specification, procedures, or even interpretation? Can this result even be attributed to factors other than strategic HRM practices? These are questions that can be resolved under different settings. However, managers everywhere face the same challenges of tackling complex problems with limited resources, determining priorities, motivating staff, initiating change, and demonstrating measurable results. Strategic HRM, in concept and practice, is about managers standing on the front lines to tackle these challenges to achieve organizational objectives. We should remember that people may know everything about incentives and rewards, formal performance appraisal, and recruitment and selection but not practice it. It is, therefore, down to commitment as the missing link. To achieve employee commitment, the

weather of the workplace has to be supportive to lead to and sustain staff motivation and high performance. No doubt, the strategic HRM practices identified in this study should play this role creditably well, and to act as a catalyst, organizations should consider the benefits of integrating their HR function with their overall strategies and operations in the recruitment and selection process.

Conflict of Interest

The authors declare that there is no conflict of interest.

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