

**ASSESSING THE EFFECTS OF THE RECRUITMENT PROCESS ON
ORGANIZATIONAL PERFORMANCE IN COMMERCIAL STATUTORY
CORPORATIONS IN MALAWI**

**MA (HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL
RELATIONS) THESIS**

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UNIVERSITY OF MALAWI

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Submitted to the Department of Political and Administrative Studies, Faculty of
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degree of Master of Arts in Human Resource Management and Industrial Relations

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DECLARATION

I declare that this thesis entitled “Assessing the effects of the Recruitment Process on Organizational Performance in Commercial Statutory Corporations in Malawi.” is my own original work which has not been submitted to any other institution for similar purposes. Where other people’s work has been used, due acknowledgements have been made.

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CERTIFICATE OF APPROVAL

The undersigned certify that this thesis represents the student's own work and effort and has been submitted with his approval

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DEDICATION

I dedicate this paper to my family for their continued encouragement throughout the period of study.

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First and foremost, let me appreciate my wife, Brenda's contribution to this study. At the time I wanted to break from my studies, she encouraged me to continue to the end. Secondly, my main supervisor Associate Professor Mustapha Hussein, for his deep insight and guidance. My second supervisor, Gift Sambo, for the support and alternative views. I would also like to acknowledge the assistance from my long-time friends, Dr Paul Chiudza Banda and Nelson Chamveka. Mr Oliver Chilemba of EMJ Advisory. Harold Kuchande and Bolingo Chirwa, Management Solutions Consulting and all Consultants at Gemini HR Solutions. Last but not least, Mathias Kanyama, for his assistance in data collection and statistical analysis.

ABSTRACT

The purpose of this study was to assess the effects of the recruitment process on organisational performance in commercial statutory corporations in Malawi. The objectives of the study were to analyse the process of recruitment in statutory corporations, to assess the recruitment strategies used by statutory corporations in Malawi and to examine the relationship between recruitment and organizational performance and to analyse challenges of recruitment practices in statutory corporations. The study was conducted in commercial statutory corporations in Lilongwe. The study adopted a mixed methods research design whereby both qualitative and quantitative methods were used. All human resource officers in sampled twenty parastatals were targeted as study population. Convenience sampling method was used in the selection of commercial parastatals and purposive sampling method was used to select 80 human resource officials from the various commercial parastatals. Statistical Package for Social Sciences programme was used to obtain descriptive statistics, regression analysis was done to ascertain the relationship between recruitment process and organisation performance. The results show that there is no statistical significant relationship between recruitment process and organisation performance. The findings show recruitment process lead to the employment of competent staff through a systematic recruitment process, skills gap analysis and implementation of competency-based systems. It also found that recruitment process affects performance of the organisation by influencing bottom line business outcomes. Furthermore, it revealed that nepotism, tribalism, favouritism and politics divert formal recruitment process in commercial parastatals. The study recommends that management should put in measures and strategies that ensures merit and fairness in the recruitment process. It also recommends that independent recruitment consultants need to assist the recruitment process in commercial parastatals. Furthermore, it recommends that constant interference in the process of recruitment from political office holders and other top government functionaries should be completely discouraged to ensure formidable recruitment that will lead to qualified staff in parastatals to ensure effective formulation and execution of strategy.

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LIST OF ABBREVIATIONS

ESCOM	Electricity Supply Commission of Malawi
ADMARC	Agriculture Marketing Company Limited
DSC	Department of Statutory Corporation
DHRMD	Department of Human Resources Management and Development
ADL	Airports Development Limited
LWB	Lilongwe Water Board
MHC	Malawi Housing Corporation
NOCMA	National Oil Company of Malawi
MCA	Malawi College of Accountancy
NFRA	National Food Reserve Agency
MIM	Malawi Institute of Management
CRWB	Central Region Water Board
NCIC	National Construction Council
TC	Tobacco Commission
MPC	Malawi Posts Corporation

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

Recruitment as a human resource management function is one of the activities that impact critically on the performance of an organization (Mokaya, 2013, p. 232). While it is understood and accepted that poor recruitment decisions continue to affect employee performance, which in turn affects organizational performance and limits goal achievement, identifying and implementing new, effective hiring strategies has been protracted (Torrington, 2008, p.79). Recruitment is a complex and costly process that requires vigilance and diligence, according to Wright and Boswell (2005, p. 157) organizations are compelled to spend astronomical figures during recruitment because they want to get it right the first time. The cost of recruiting a wrong person is catastrophic and if the process is not rigorous enough it can lead to missed opportunities, reduced profitability or worse, dissolution.

Recruitment process helps to create a talent pool of potential candidates for the benefits of the organization and it increases the pool of job seeking candidates at minimum cost (Gupta & Kumar, 2014, p.7). It also helps to increase the success rate of selection process by decreasing the number of qualified or over qualified job applicants and helps in identifying and preparing potential job applicants who will be the appropriate candidate for the job (Saddam & Mansor 2015, p.353). Finally, it helps in increasing organization and individual effectiveness of various recruiting techniques for all the types of job applicants (Gupta & Kumar, 2014, p.7).

Recruitment is also an area in which there are important social and legal implications, but perhaps most important is the significant part played in the lives of individual men and women by their personal experience of recruitment and the failure to be recruited (Torrington, 2008, p.146).

Thus, a flawed or defective recruitment process results not only in underperformance but can also lead to legal implications and social discontent such as nepotism, tribalism and regionalism especially in government departments and government owned companies. The main aim of this study was to assess the effects of the recruitment processes on organizational performance in commercial statutory corporations in Malawi. It also looked at the process of recruitment in parastatals, strategies used by statutory corporations and challenges of recruitment practices in statutory corporations.

1.2 Background of the Study

The recruitment of staff in any organisation be it public or private sector is of paramount importance to the organisation. This is so because it is the staff that turns the vision and mission of the organization into reality. Thus, the objectives of any organization can only be realized through the effective co-ordination of the human resource (staff) of the organization (Watson, 2004).

In the United Kingdom the legal requirement for recruitment and selection for appointment to the Civil Service is made on merit, on the basis of fair and open competition. All three elements have to be met for the appointment to be lawful (Civil Service Commission, 2018, p.1). In this case merit means the recruitment of the best available person judged against the published criteria for the role. No one should be appointed to a role unless they are competent to do it and the appointment must be offered to the person who would do it best (Civil Service Commission, 2018:1). Fair means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently and open competition means that appointment opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the role and its requirements, and about the selection process. In open competitions anyone who wishes must be allowed to apply (Civil Service Commission, 2018, p.1).

In Nigeria a research (Omisore & Okufu, 2014) showed that merit is often jettisoned on the altar of ethnicity and religion in recruitment into the parastatals in Nigeria. Since the public service is directly controlled and regulated by the government, the Nigerian Federal Character Principle should be largely complied with. The study also reveals that though there are stipulated periods for recruitment and selection into the public

service, these are often side lined. Omisore and Okufu, (2014) recommended that for government to operate the most efficient administrative service that would be beneficial to all, her recruitment and selection policies into the Nigerian public services should be unfettered. It should be able to absorb the most qualified, technically sound, disciplined and committed human resource that would in turn help government achieve the objectives of governance.

In Kenya a study (Olayo, 2018) concluded that human resources management practices had a significant positive effect on the performance of parastatals. The study also concludes that corruption had a negative and statistically effect on the relationship between management practices and performance of parastatals. The study recommends that change management should be encouraged to wipe out corruption in the recruitment processes so as to have the competent employees who will enhance organizational performance. The top management should be in support of the changes. The Government of Malawi is committed to ensure that the job positions at every Government Ministry, Department and Agency (MDA) will recruit people into, and the appointments that it makes, will support the realisation of its organisation objectives and strategic agenda in accordance with the provisions of the Public Service Act (PSA) and the Malawi Public Service Regulations (MPSR) as well as other relevant legislation impacting on recruitment processes (Government of Malawi, 2020, p.2).

The first and foremost goal of the recruitment process in statutory corporations is to find best qualified talent in the job market for the position whereby all applicants receive equal opportunity to compete for the position as they are subjected to a standard vetting and screening process (Government of Malawi, 2020, p.3).

The recruitment process also serves to bring on board traditionally underrepresented or marginalized groups, for example women, people with disabilities, and marginalized populations. This ensures that opportunities are given equitably to all sections of the job market and reduces bias in the recruitment process (Government of Malawi, 2020, p.6).

The recruitment process also plays a role in ensuring that the organisations workforce remains diverse by attracting a talent pool consisting of individuals from diverse

backgrounds and expertise. Since the process includes internal recruitment, this also ensures that the organisation retains its best and most qualified talent by giving opportunity to qualified employees to take up new positions with new challenges. This ensures their personal and career growth and proper succession planning. According to Armstrong (2014) the business plan provides the basis for workforce resource planning, which defines human capital requirements and leads to attraction and retention policies and programs for internal resourcing (identifying talented people within the organization and developing and promoting them).

The role of recruitment function is to ensure a pool of qualified candidates are attracted to fill a vacancy in an organisation. The fulfilment of this role is dependent on a number of factors including its functional relationship or linkage with other Human Resource Management (HRM) functions. Of particular significance is the functional relationship or linkage with HRM functions of human resource planning, job analysis, compensation management and job selection (Armstrong, 2014).

According to Malawi Government (2020), there are three main phases of recruitment process namely: pre-recruitment, recruitment and post recruitment. All these are aimed at attracting qualified applicants to supply the human resources required to achieve organisational objectives for survival and growth. This manual guides recruitment not only in government but statutory corporations or parastatals as well.

Statutory corporations are entities that have varying degrees of government ownership and management control that were created by statute. Being government entities, parastatals recruit based on government policy and conditions of service within each statute (Government of Malawi, 2020, p.3). The Department of Statutory Corporations is responsible for almost all the parastatals in Malawi and it is mandated to ensure parastatal sector's optimal utilization and management of resources, in compliance with government regulations, thereby contributing to national development. Parastatals are headed by boards that are ideally selected by the Department of Statutory Corporations (DSC) and through the Office of the president and cabinet are approved by the president. The Boards are given the mandate to run the organization efficiently so as to contribute to national development. They are responsible for recruitment of chief executive officers and senior management and ensure that staff performs to the

expected standards (Government of Malawi, 2020, p.4). The Department of Statutory Corporations categorize parastatals into three, commercial parastatals semi sub-vented parastatals fully sub-vented parastatals. In addition, there are several parastatal organizations that are not under the Department of Statutory Corporations. Examples are Reserve Bank of Malawi, Malawi Revenue Authority, the Roads Authority, Central Medical Stores Trust among others (Government of Malawi, 2020, p.4).. The study used commercial parastatals to assess that effects of recruitment on organisation performance. The commercial parastatals were selected because of their impact on national development and the fact that they are supposed to operate like private companies and make profit.

The Government of Malawi (2015, p.36) Public Sector Reforms final report also emphasized that Statutory Corporations should report to their relevant line Ministries and that the Department of Statutory Corporations should play the oversight role and the appointment of the Boards of these Statutory Corporations. This ensures that the Department of Statutory Corporations is independent and able to provide quality control and provide checks and balances. According to Saddam (2015, p.351) recruitment policies followed by organizations have a significant relationship with the organizational performance in terms of labour productivity, product quality, organizational innovation and customer satisfaction.

Recruitment in parastatals follows the guide lines and policies laid by the government through the Department of Human Resource Management and Development (DHRMD) in the Office of the President and Cabinet (OPC). These guidelines and policies are in the Malawi Public Services Regulations (MPSR), Public Services Act (PSA) and Acts regulating specific parastatals like the Water Resources Authority Act (2013) and their conditions of services (Government of Malawi, 2020, p.4). Recruitment is an important function for any organization that seeks to succeed. The quality of the human resources an organization has heavily depends on the effectiveness of the recruitment process (Saddam & Mansor 2015, p.352). Performance is a manifestation of efficiency and effectiveness for business leaders through which a company provides services and products. Organizational performance may utilise various variables to investigate operational measures such as labour productivity, product quality, organizational innovation and customer satisfaction (Saddam &

Mansor 2015, p.352). Thus, for parastatals to achieve this level of performance, there is a need to have well qualified and motivated internal customers, the employees. The employment cycle starts with recruitment hence the need to conduct an empirical study on the effects of the recruitment process in commercial parastatals.

1.3 Problem Statement

The survival and progress of every organisation depends on the nature of its employees and the success of an organisation is directly linked to the performance of those who work for that business. Having well qualified and experienced staff depends on the quality of recruitment policies, strategies and practices. For an organization to achieve and sustain a competitive advantage, much circumspection should be given to the recruitment policies and practices since the employer is always vicariously liable for the calibre of people that are employed. Saddam and Mansor (2015, p.352) attest that there is a significant and positive association between the firm's performance and recruitment and selection. A positive relationship is also found by Sang (2005) between the performance of business and recruitment and selection. Wright et al., (2005) also highlighted related positive findings between performance and recruitment and selection.

Despite the fact that the desire of every organisation is to attract the best human resources for optimal organisational performance, unconventional recruitment practices may compromise any business plan or achievement of strategic organisational goals and objectives. For decades, parastatal bodies in Malawi have underperformed. Chunga (2019: 3) pointed out that two parastatals, ESCOM and ADMARC, needed bailout packages in billions of Kwachas from government. Kalua (2014: 2) lamented that this is very bad for our economy and the government must take a long and hard look at itself because it is causing this mess itself by tolerating incompetent and corrupt officials in parastatals. There are many reasons for the poor performance and one of them is a workforce hired through an imperfect recruitment process. Notwithstanding clear and astute knowledge about recruitment policy, strategies, practices and procedures, a number of complaints have emerged on parastatals in Malawi regarding flawed and ineffective recruitment process. Some of the shortcomings which have become the source of complaints presented to the Office of Ombudsman (Chitete, 2018) include: favouritism based on ethnicity, nepotism; poor short-listing. Dzimbiri (2016, p.16)

observed that there has been an outcry that employment of principal secretaries, directors, chief executives of parastatals, city and municipal councils and other senior public servants, have always been politically influenced. This situation attracts questions such as: What methods or processes are employed to recruitment? What strategies are used in recruitment to ensure organization fit? How do parastatal organizations ensure a recruitment process that leads to good performance and organizational growth? What are the challenges of the recruitment process in parastatals? How can these challenges be addressed to ensure improved performance in the statutory corporations?

It is with this background that the researcher conducted a comprehensive study through an assessment of the effects of the recruitment process on organizational performance in commercial parastatals in Malawi.

1.4 Objectives of the Study

The main objective of this study was to assess the effects of the recruitment processes on organisation performance in commercial statutory corporations in Malawi.

1.4.1 Specific Objectives

The specific objectives of the study were:

- To analyse the process of recruitment in statutory corporations in Malawi.
- To assess the recruitment strategies used by statutory corporations in Malawi.
- To analyse the relationship between recruitment and organizational performance in parastatals in Malawi
- To analyse challenges of the recruitment process in statutory corporations in Malawi?

1.5 Research Questions

The study was guided by the following questions:

- How is the recruitment process conducted in statutory corporations in Malawi?
- What are the recruitment strategies employed by statutory corporations in Malawi?

- What is the relationship between recruitment and organizational performance in parastatals in Malawi?
- What are the challenges in the recruitment process in Malawi?

1.6 Justification of the Study

The study is significant because it adds to the existing literature and research already written on recruitment in Malawi. Recruitment is a strategic issue for any serious organization and proper recruitment contributes to competitive advantage. This study will generate vital information on recruitment strategies especially concerning parastatal organizations in Malawi. Parastatals are vital to economic growth of the country and proper recruitment processes ensure good organizational performance.

Recruitment plays an important role in human resources management in statutory corporations. A suitable recruitment process provides a formal assurance that parastatals employ well qualified and experienced staff motivated to deliver positive results. This process is complex and each step requires due diligence to get it right the first time. Unfortunately, this area has not received much attention from researchers and academics in Malawi. This research will therefore contribute to the academic world by bringing insights in the area of recruitment in parastatals. The range of policies that guide the process and how in practice recruitment is conducted and perceived by the practitioners. Furthermore, it will add to available literature for academics and future researchers on recruitment in parastatals. Thus, the study findings will assist practitioners to (a) appreciate the recruitment process in commercial parastatals (b) to appreciate the strategies in the recruitment process and (c) to know the challenges of the recruitment process specific to commercial parastatals in Malawi. This will encourage the practitioners to be proactive in perfecting the systems in relation to recruitment in parastatals.

It also adds knowledge for organizations and professional bodies like Institute of People Management in Malawi (IPMM) to formulate or improve human resource management programs, more specifically in recruitment, that reflect authentic and transparent processes and practices. The study also assists external recruitment consultants that are engaged by parastatals to assist in recruitment especially in the executive search category.

The study provides empirical evidence on the effects of recruitment process on organisation performance. The information from this study therefore form a basis for drawing the attention of the human resource practitioners in assessing the relationship between employee participation and organisation performance. Policy makers may use the findings from this study to identify viable opportunities to revise policies related to recruitment process in parastatals in Malawi and ensure that only well qualified and experienced staff is recruited.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature and concepts that are relevant to the study. It reviews key concepts, empirical studies and theoretical framework that are centred on the concept of recruitment in commercial parastatal organizations. It starts with defining the key concepts such as recruitment and performance. The chapter further discusses the recruitment process in details, the recruitment strategies in general and that are employed by the commercial parastatals, the relationship between recruitment and organizational performance and challenges to the recruitment process. It then discusses theoretical framework of the study

2.2 Key Concepts

This section discusses key concepts of recruitment process and organisation performance.

2.2.1 Recruitment Process

Grobler (2006) defines recruitment as the process of acquiring applicants who are available to fill positions in the organizations. Armstrong (2014) defines recruitment as the process of finding and engaging the people the organization needs. The number and categories of people required may be set out in formal workforce plans from which are derived detailed recruitment plans. More typically, requirements are expressed as ad hoc demands for people because of the creation of new posts, expansion into new activities or areas, or the need for a replacement. Emphasis has been placed on planning. Indeed, a proper recruitment process is activated based on the human resource plan the organization sets in its strategy implementation. The purpose is to have an inventory of eligible persons from amongst whom proper selection of the most suitable person can be made.

Beardwell (2004) also describes the recruitment process as a positive one, ‘building a roster of potentially qualified applicants’, as opposed to the ‘negative’ process of selection. So, a useful definition of recruitment is ‘searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs’. Gupta and Kumar (2014) went further to state that recruitment is the process of attracting prospective employees and stimulating them for applying for jobs in an organization. It is the process of hiring the right kind of candidates on the right job. Recruitment and selection activity is predominantly dealt with in two fields: A generally prescriptive human resource management or personnel management viewpoint and a very technical psychology literature that focuses on the validity (absolute and relative) of different forms of recruitment techniques, such as competency modelling, interviews and various types of psychometric testing. Modern recruitment methods may combine the two fields to ensure that they get it right the first time. However, the study focuses more on the human resource management viewpoint or perspective. The study adopts the definition put forward by Beardwell (2004) because of its emphasis on recruitment being a positive process through attracting well qualified and talented staff. The human resource management approach focuses on managing employees strategically for optimal organizational performance and growth. According to Richardson (2016) Successful recruitment involves several processes such as development of a policy on recruitment and retention and the systems that give life to the policy, needs assessment to determine the current and future human resource requirements of the organisation. According to Breugh (2009) there are four stages in the recruitment process; establishing recruitment objectives, developing a recruitment strategy, carrying out recruitment activities, and evaluating recruitment results.

2.2.1.1 Recruitment Objectives

Recruitment should not be viewed as a process of filling in vacancies. Clear objectives need to be set to guide the process. Breugh (2009) states that the first step in a recruitment process should be establishing objectives. A proper recruitment process needs to follow the following objectives, number of open positions to be filled, date by

which positions should be filled, number of applications desired, type of applicants sought (level of education, knowledge, skills and abilities, interests and values, diversity), job performance goals for new hires and expected new-hire retention rate. Kapur (2016) observes that the first step is when a vacancy arises within the organization. One should be aware of the vacant positions and by when they should get filled with capable employees. Job vacancy enables the individuals to determine the factors, such as, redesigning, or initiating part time employment opportunities for the individuals. In some cases, vacant positions may get filled with qualified candidates rapidly, whereas in others, it may be a time consuming process. One should implement measures to reduce the risks associated with recruitment. The existing employees should see that there is a potential career path within the organization, which may motivate them to stay longer. Setting clear objectives assists the organization to evaluate the role of the position and also sets the agenda on how the rest of the process will move forward. One of the most important decisions will be establishing what types of applicants one is seeking—specifically, what type of work experience and skills you are looking for. Most employers focus on pre-hire outcomes, such as whether open positions were filled in a timely manner, but increasingly some also give attention to post-hire outcomes, such as the initial job performance of new hires and their retention rate (Breaugh, 2009). By focusing post-hire outcomes, the organization is able to hire qualified and experienced employees who will easily fit with the culture of the organization. This is indeed an important step in commercial parastatals. Sometimes vacancies are filled just to satisfy statutory requirements without re-evaluation of the role of that particular position.

2.2.1.2 Developing a Recruitment Strategy

Having established clear recruitment objectives, one should next develop a coherent strategy for recruiting individuals to fill job openings. This strategy development phase involves establishing a specific plan of action for attaining recruitment objectives. Breaugh (2009) states that to develop an effective recruitment strategy the following questions need to be addressed; what type of individuals should be targeted? Where can these people be found? When should the recruitment campaign begin? How can the targeted individual best be reached? In order to accomplish this, employers need to brand their organizations. Torrington (2008) states that in recent years' considerable

interest has developed in the idea that employers have much to gain when competing for staff by borrowing techniques long used in marketing goods and services to potential customers. In particular, many organisations have sought to position themselves as ‘employers of choice’ in their labour markets with a view to attracting stronger applications from potential employees. Those who have succeeded have often found that their recruitment costs fall as a result because they get so many more unsolicited applications. With proper employer branding, an organization does not only reduce costs, it is able to attract most qualified and highly talented candidates. Employer branding needs to be authentic and the desired benefits for employees have to be explicitly demonstrated. Breugh (2009) observes that many of the tag lines used to convey an employer brand (such as “Join our Team,” “Small Company Environment—Big Company Impact,” “Imagine Growing Together”) will be seen by job applicants as so generic that they will not differentiate an employer from competitors. Researchers also raise questions about the credibility of such tag lines. In the Malawi Public Sector Review (1993) it was observed that commercial parastatals were not attracting experienced and qualified general managers leading to poor performance. It was suggested in the report that to hire highly competitive staff, parastatals needed to improve their compensation and benefits policies and offer performance based contracts.

2.2.1.3 Carrying out Recruitment Activities

Breugh (2009) states that the thoughtful development of a recruitment strategy is critical to maximizing the value of your recruitment activities. The next step is to carry out the recruitment activities, such as advertising on. However, before this process commences, there is a need to consider internal candidates. Armstrong (2014) states that first, consideration should be given to internal candidates. It may also be worth trying to persuade former employees to return to the organization or obtain suggestions from existing employees (referrals). If these approaches do not work the main sources of candidates are advertising, online recruiting, agencies and job centres, consultants, recruitment process outsourcing providers and direct approaches to educational establishments.

2.2.1.4 Evaluating Recruitment Results

Most recruitment managers are concerned about whether their activities result in outcomes that meet their original objectives, but unfortunately, many organizations do not formally evaluate recruitment efforts. In some cases, this is because employers have not gathered data on important recruitment metrics. In other cases, organizations are overwhelmed with the amount of data gathered. Regardless of the reason, this lack of formal evaluation means employers are not able to learn from past efforts to design future campaigns (Breaugh, 2009). Organizations tend to finish the process of recruitment with a successful hire. However, there is a need to conduct a careful evaluation of the process to ascertain its effectiveness and also to improve future recruitment initiatives. Torrington (2008) observes that the human resource manager needs to monitor the effectiveness of advertising and all other methods of recruitment, first, to ensure value for money and, second, and to ensure that the pool of applicants produced by the various methods is suitable. There is also a good case for monitoring the numbers of men and women who are successful at each stage of the process and the numbers of people from different ethnic minorities. Where an imbalance becomes apparent the organisation can then take remedial action.

Furthermore, if the recruitment process is to be effective, the human resource requirements for each job category and functional division/unit of the organisation must be assessed and a priority assigned. Identification, within and outside the organisation, of the potential human resource pool and the likely competition for the knowledge and skills resident within it, job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth, assessment of qualifications profiles, drawn from job description that identify responsibilities and required skills, abilities, knowledge and experience, determination of the organisation's ability to pay salaries and benefits within a defined period, identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.

The processes mentioned above are completed with proper planning and implementation to ensure that the processes inspire trust to the general public.

According to The Best Practice Guide on Recruitment and Selection in Parastatal Bodies (2008, p.14) high standards of integrity as well as increased transparency, fairness and accountability in recruitment processes are crucial to eliminate the perception of corruption in terms of pecuniary motives or favouritism, nepotism and cronyism in the recruitment and selection exercise. The principle of merit selection is vital in public sector recruitment as the level of professionalism depends on attracting and recruiting talents. In situations where parastatal organizations recruit without following this due process, highly talented and skilful candidates ignore or leave important and crucial positions in the parastatal.

2.2.2 Recruitment Strategies

According to Karia et al., (2016, p.40) an effective recruitment strategy seeks to address five main questions: “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” Organisation need to be innovative in their recruitment and selection and there is a positive significant relationship between innovative recruitment and compensation to organisational performance.

2.2.2.1 Internal Recruitment

Richardson (2016) states that recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment also motivates employees to work hard since they are aware that managers are promoted from within. This is fertile ground for talent development. Holbeche (2001) defines talent management as the systematic attraction, identification, development, engagement/orientation and deployment of those individuals with high potential who are of particular value to an organization. For parastatal to compete well with the private sector, the need to attract and retain top talented managers cannot be over emphasised. Grobler (2006) attest that when organizations promote from within, often only entry

level vacancies are filled from the outside. The advantage of this approach is that it is not necessary to experiment with unknown people at high levels in the organization. Individuals have a chance to prove themselves in lower level positions first. Rewarding employees for successful performance can also be faster and less expensive than external recruitment. Therefore, because an organization uses its own records and sources of testing, internal recruitment can save money and time. Torrington (2008) also observes that giving preference to internal recruits, particularly as far as promotions are concerned, has the great advantage of providing existing employees with an incentive to work hard, demonstrate their commitment and stay with the organisation when they might otherwise consider looking for alternative employment.

2.2.2.2 External Recruitment

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions (Beardwell, 2007). Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations and broad varieties of methods are available for external recruiting (Beardwell, 2007). Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to produce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007).

Advertisement is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. According Raymond (2011) an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers.

According to Raymond (2011) there are several good reasons why organizations might decide to recruit externally. First, for entry level positions and perhaps even for some specialized upper level positions, there may not be any internal recruits from which to draw. Secondly, bringing in outsiders may expose the organization to new idea or new ways of doing business. Using only internal recruitment can result in a workforce whose members all think alike and who therefore may be poorly suited to innovation. Finally,

recruiting from outside sources is a good way to strengthen one's own company and weaken one's competitors at the same time. This strategy seems to be particularly effective during bad economic times, where counter cyclical hiring" policies create once in a lifetime opportunity for acquiring talent.

Whether internal or external recruitment strategies are employed there is a need for parastatal organizations to exercise due diligence to make sure that they employ or promote employees on merit and are most likely to improve profitability and performance of the organizations. Public service agencies enjoy greater exposure to scrutiny than most private sector organisations; therefore, openness and transparency in recruitment and selection practices are crucial (Richardson, 2016)

2.2.3 Performance

Armstrong (2014) defines performance as behaviour that accomplishes results. In its simplest form performance entails getting things done by individuals, teams and the organization. To get things done properly, performance at all levels needs to be managed. Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization.' Its five elements are agreement, measurement, feedback, positive reinforcement and dialogue.

Gupta and Kumar (2014) observed that employees with right skills will do a better job for any company and for the owner. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent. So there is a time to screen out undesirables and to choose the better and perfect candidate that can effectively contribute to company success.

According to Ghalem et al., (2016) it is sufficient to have reached a point where performance has replaced productivity and is generally accepted to cover a wide range of aspects of an organization – from the old productivity to the ability to innovate, to attract the best employees, to maintain an environmentally sound outfit, or to conduct business in an ethical manner. The later definition offers a more precise and concrete analysis of what performance is and from here measurement of performance may easily be carried out. This study adopts the definition put forward by Ghalem et al., ((2016). In this view, performance is not only about productivity, it is about the ability to

innovate and transform organization through turbulent and hostile business environment.

2.2.4 Recruitment and Performance

The importance of ensuring the recruitment of the right people to join the workforce has become increasingly apparent as the emphasis on people as the prime source of competitive advantage has grown (Beardwell, 2004). There is an established relationship between recruitment and selection and organizational performance (Karia et al., 2016). From the start a wrong recruit can prove to be costly to an organization. This is so because the new employee will require more training on the job and in some cases there is a need to recruit another person altogether. The two cases involve some mid-level manager but where a senior director or chief executive officer is involved the cost can be astronomically high due to lost opportunities or losses incurred due to bad leadership.

Karia et al., (2016) examined the direct relationship between recruitment process and employee qualities and competencies and found that effective recruitment results in obtaining employee with high quality and who is competent. In general, right people need to be hired as performance of a business relates directly to the people working within it, meaning that the right people should be hired to ensure organizational success. Omolo (2012) states that recruitment form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term. Moreover, there is a positive and significant relationship between recruitment and selection and the performance of a firm. Shaw (2004) also discovered a positive association between recruitment and selection and business performance.

Beardwell (2004) states that the emphasis between corporate strategy and people management has led to the notion of strategic recruitment that is, a system that links recruitment processes and outcomes to organisational goals and aims to match the flow of people to emerging business strategies. With this strong relationship it is imperative that parastatals need to exercise due diligence in recruitment to ensure that they employ the right candidates to avoid the losses discussed above.

2.2.5 Best Practices on Recruitment Process in Parastatals

A clear, well-defined recruitment and selection process can help to ensure that all the necessary elements have been covered (Best practice guide, 2008, p.6). The four key stages to best practice recruitment and selection are outlined below.

Stage 1: Job Analysis

Employment decisions should aim to support the achievement of the organisation's vision and objectives. Job analysis is a systematic examination of the purpose, responsibilities and scope of a position in supporting business objectives. It can help to assess whether a position is required and what you wish to achieve in filling it. The hiring manager prepares for the recruitment process by considering current and future staffing needs, undertaking a job analysis and developing a position description (Best practice guide, 2008, p.7).

Stage 2: Attraction

In attracting applicants to a role, it is important to promote the organisation as a great place to work which stands out from the competition. Our objective is to attract applicants who want to work in the public sector and who understand the organisation's values. Consider leveraging social media and the organisation's online presence to attract job seekers and show that the organisation offers competitive benefits, a great work culture and room for professional growth (Best practice guide, 2008).

Attraction includes the following steps: determine application requirements in advertisements, advertise to attract diverse applicants, engage and attract prospective applicants and plan the selection process (Best practice guide, 2008, p.11).

Stage 3: Assessment and selection

When determining assessment and selection methods, it is important to know your audience. Make sure you have a robust approach that will enable you to effectively differentiate between prospective applicants and assess their suitability for a role with the organisation. At the same time, any biases should be eliminated. When selecting an applicant, negotiation is a critical part of the recruitment process (Best practice guide, 2008, p.16).

Stage 4: On-boarding and evaluation

Once the offer of employment has been formally accepted, it is time to on-board the new employee. On-boarding refers to the procedures and actions to effectively integrate a new employee into an organisation. It is important to start the engagement positively – effective on-boarding has a significant impact on employee productivity, retention and safety. A smooth on-boarding process gives a good first impression of the organisation and helps the employee adapt more quickly to their new job (Best practice guide, 2008, p.26).

2.2.6 Challenges to Recruitment

According to Holbeche (2001, p.137) recruitment should rarely be about a straightforward replacement or gap filling. Every recruitment process is an opportunity to bring into the organization the kind of skills and experience that cannot easily be built from within. Every decision not to recruit externally is an opportunity deliberately to grow an internal talent. Senior management is appointed sometimes without attending interviews. To make matters worse, senior employees appointed in this manner are also compelled to recruit the rest of the staff in the similar way to please their masters. They go on to recruit even mid-level employees based on their political affiliations, tribe or region where they come from. Karia (2016, p.39) observes that lack of meritocracy in recruitment processes due to political considerations, nepotisms and ethnicity impact negatively on national developments and economic growth.

Marchington & Wilkinson (2013, p.53) states that recruitment can be crucial if applicants are in more powerful positions than the prospective employers, and energy has to be expended trying to persuade individuals to apply in the first place. In some cases, it is difficult to recruit knowledge workers, so employers need to make jobs appealing, challenging and worthwhile to encourage genuine interest. It has been observed that because of the hostile political climate in the parastatal organizations, recruitment of the finest talent has been a challenge. Some highly talented individuals remain in the private sector and this adversely affect recruitment in parastatals.

2.3 Theoretical Review

Theoretical review is the act of putting forward opinions of theories to have an understanding of previous research works and this helps to identify and analyse important factors and relationships within envisaged situations (Simons, 2009). The theories have a function of making phenomena of explaining the social reality and controllable in a common and criticisable way commonly acceptable, a theoretical foundation is the basis for scientific work. Theories have an explanatory function which answers on “why-questions”. This study utilized the Universalistic Theory, Human Capital theory proposed between the years 1723 and 1790, Resource-based view theory proposed by Barney (2014) and equity theory proposed by Adams (1963).

2.3.1 Universalistic Theory

This theory is recounted with the term "best practice" and "high performance work practices", and its underlying first assumption is that there is a linear relationship between human resource practices or systems and organizational performance. Secondly, that best practices are universally applicable and successful. Thirdly, that organizational success is best measured in terms of financial performance indicators like profits, or by market share and sales levels. Hamid (2013) states that the universalistic approach examines the direct relationship between strategic practices of human resource management and the performance of the organization. Proponents of this approach state that there are certain HRM practices that are better suited than others to improve organizational performance. This approach is based on works that recognize and identify the "best practices of HRM" (Peffer, 1994): It revolves around three principles (Hamid, 2013): one, the principle of universality and superiority according to which there are some strategic human resources management practices which are better than the others and can be used by any firm. Secondly, the principle of selectivity and superior financial performance reading. These are called best practices of HRM that generate the highest financial performance: They are considered as strategic. Thirdly, the principle of independence and additivity. The idea is that the effect of HRM practices on performance is the result of the individual effects of each practice even with simultaneous use of several HRM practices.

Collins and Kehoe (2009) states that throughout the end of the twentieth century and into the start of the twenty-first, scholars and practitioners have argued that firms are in a war for talent, and that the firms that are best able to attract and retain employees will be in a position to outperform their rivals. Thus, recruitment as part of human resource management plays a vital role to ensure that organization employ the best talent to achieve a competitive advantage. Collins and Kehoe (2009) further argues that despite the theoretical importance of recruitment and selection to organizational competitive advantage and performance, there are a number of issues that limit the prescriptive advice that recruitment research provides practitioners regarding these components of staffing.

The idea of best practice might be more appropriate for identifying the choices of practices as opposed to the practices themselves. The good practices that do well in one

successful environment should not be ignored altogether. Benchmarking is a valuable way of identifying areas of innovation and development that are practiced to good effect elsewhere by leading firms. Nepotism in organizations is not a good practice. It prevents organizations from performing optimally. It compromises on recruitment of employees. Each organization must therefore adopt its unique HRM practices that would enable it to perform well. This theory anchors this study since it links the best human resource management practices that include recruitment process to performance, and by adopting them will inevitably lead to superior organizational performance.

2.3.2 Equity Theory

This study has also been premised on Equity Theory to examine the overall recruitment strategies and practices in the parastatals. It was first proposed by Adams (1963). According to Tamanna (2018) Equity Theory has emphasized on the code of justice which depicts that organizations should organize and practice the best suitable recruiting principles to be an equal employment opportunity (EEO) employer. According to Bell (2011), organizational equity theory is predicated on the assumption that employee perceive to be paid equally for work done when compared to those in similar category, as well as treated equally in terms of other benefits. Thus, it applies well to fairness and equality to recruitment. If the recruitment process does not consider issues of ethnicity, minority, gender or tribe, it will definitely lead to discontent and frustration amongst prospective employees and current employees as well. According to Al-Zawahreh and Al-Madi (2012), equity theory is being increasingly viewed with favour by human resource departments due to how it ensures outcomes that are fair.

Equity is a major issue for government, labour, and industry. In any given situation, equity theory is applicable especially given that there is usually a form of exchange; for instance, between teammates, or employer and employee. In these different situations, feelings of inequity may occur. Significantly, how employees perceive transactions between them and employers may not always be in economic terms but sometimes involves relative justice. In certain cases, employees expect to be treated equally when compared to those of equal rank, particularly in terms of pay and recognition. This study is based on equity theory because according to the principles of the equity theory, the best recruitment and selection criteria in the organization is that which portrays the firm as equal opportunity employer.

2.3.3 Resource-Based View Theory

Resource Based View theory has highlighted on the use of proper selection criteria for hiring the right type of person in the suitable position for generating inimitable qualified pool of human resources whose competence will strongly influence to increase strength and decrease weaknesses to gain competitive advantage (Tamanna, 2018).

Organizations can produce human resource advantage if they adopt proper recruitment and retention strategies for having exceptional employees. As attaining an equipped pool of highly competent and motivated employees is more difficult than technologies and capital, therefore organization should be very cautious during recruitment and selection practices to make them unique (Tamanna, 2018). Thus, an organization that recognizes its workforce as an asset or important resource will achieve a sustained competitive advantage. This approach emanates from recruitment throughout the cycle of employment. According to Pattern (2017) the Resource Based View (RBV) of Barney (2014) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. As stated above to achieve this competitive advantage an organization need to have a comprehensive recruitment policy. A policy that ensure the right people are employed in an organization. Pattern (2017) buttressed by pointing out that companies should consider recruitment as a key tool to achieve the overall business goal because the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano, Wiesner and Hackett (2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes required to successfully performing the job most effectively. To them, recruitment,

screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

Effective recruitment and selection of employees enables the organization to get the best skills and enhance them to retain a higher performance. Proper management systems ensure high productivity of the skilled man-power such as use of decentralized teams. Mechanisms that retain the expertise engaged like motivation should be put in place. All these factors give an organization a competitive advantage over its competitors. However, corruption can compromise on the quality of employees. This will ultimately prevent the organization from operating at its full potential. The RBV theory is relevant to the current study because organizations need to identify their resources and how they can use such resources to deliver quality services and thus remaining competitive in the market marked by stiff competition.

2.3.4 The Human Capital Theory

The added value that people can contribute to an organization is emphasized by human capital theory. It regards people as assets and stresses that investment by organizations in people will generate worthwhile returns. Human capital theory is associated with the resource-based view of the firm as developed by Barney (1991). In this theory people are viewed as assets and add value to the organization. In the procurement of machinery for example, a company ensures that it purchases the best, durable and most efficient equipment. Likewise, the theory stipulates that in order to achieve competitive advantage, an organization needs to recruit the best and most talented employees the labour market can offer. Pattern (2017) agree that the human capital theory has the central idea that people are fixed capital just like machinery because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Pattern (2017) continues to state that people possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a

one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent, (Armstrong, 2014).

The human capital theory is relevant to the current study because organisations need to consider human resource as assets and invest in people in order to bring worthwhile returns. It also stresses that the firm needs to have a human resource pool that cannot be imitated or substituted by its rivals to sustain a competitive advantage.

2.4 Empirical Literature Review

Muraga (2011) in his study titled ‘strategic human resource management practices and performance of parastatals in Kenya’, concludes that recruitment in Kenyan parastatals does not have a significant relationship with performance. Contrary to Muraga (2011) results, Olayo (2018) in his study titled ‘effect of perceived human resource management practices on performance of parastatals in Kenya’, found that recruitment has a positive effect on the performance of an organisation. The study concluded that there were recruitment and selection policies in the parastatals, however, they were faced by a lot of challenges due to corruption, nepotism and tribalism. It also concluded that the procedures and policies were for records purposes and this could have led to deteriorating performance due to incompetent employees being absorbed in the parastatals. The quality of new recruits depends upon an organization’s recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted.

In another study titled ‘predicting the effects of HRM practice on employee Outcomes’, Gurbuz and Mert (2011) found that recruitment, selection and development had a positive impact on the perceived financial and market performance, the organizational performance, and the job satisfaction. Terpstra and Rozell’s (2013) study of the relationship between recruiting/selection practices and firm performance found similar results as Gurbuz and Mert (2011), where they found a significant and positive link between extensiveness of recruiting, selection and the use of formal selection procedures and firm performance.

Omisore and Okofu (2014) in their study titled ‘Staff Recruitment and Selection Process in the Nigerian Public Service: What is to be done?’, concluded that staff recruitment and selection in the Public Service in Nigeria are complementary and critical indispensable institutional activities that add significant value to Nigeria’s civil service. This is due to the fact that they jointly provide the basis or bottom line for the efficacious role of the civil service in supporting the policy formulation process and translating policies into action

A study conducted by Islam et al., (2020) aimed to identify the factors that affect the recruitment and selection process for commercial banks for the private sector in Bangladesh. The found that factors including family pressure for managers, the involvement of people involved in the process, political interference, the ability of the hubs to design tests, and the perception of candidates about the possibility of obtaining a job have a major impact on employment and the selection process in private commercial banks in Bangladesh. The study concluded that the factors that affect the recruitment and selection process in banks are unable to bridge the gap between the qualifications of candidates and the requirements of work in banks. Gopalia (2010) in his study titled ‘Effectiveness of Online Recruitment and Selection Process’ found that that online recruitment and selection are effective in terms of the time needed to employ, reducing employment and saving and managing costs. Apart from that, it was determined that online recruitment is also effective in terms of developing a competitive advantage for companies by developing a market image and obtaining high-quality candidates.

A study conducted by Argue (2015) the purpose of which was to highlight the importance of the strategic recruitment and selection process on meeting an organisations objectives’. It was evident from both my primary and secondary research that the strategic recruitment and selection process is fundamental to the running of any organisation and its objectives. Based on the findings of this research, it is recommended that organisations design a clear and descriptive job analysis.

Stoilkovska et al., (2015) study on equal employment opportunities in the recruitment and selection process of human resources, concluded that the HR managers in the companies in the Republic of Macedonia generally consider that they do their work

professionally and employ the best personnel without any influence of prejudice and discrimination on any grounds during the recruitment and selection process while the opinion is different among the people who have experienced these processes and they consider that this concept has not been enough preserved.

Setyowati (2016) study on merit System in Recruitment and Selection Process of Civil Servant Candidate in Malang Indonesia (Implementation of Recruitment and Selection of Civil Servant Candidate in 2010), found that formation submission has not been based on the analysis on the needs of employees, as well as job and workload analysis. The study found three factors inhibiting the application of the merit system in the recruitment and selection of employees. The first is the administrative barriers related to the lack of harmonization between the policy framework which became the legal basis for carrying out recruitment and selection of employees. The study showed indications of corruption in the process of recruitment and selection of employees. The study also indicated that the practice of transaction between applicants and committee still happens. The third is the technical barriers associated with the limited ability of personnel resources in carrying out the responsibility and the lack of infrastructure in the process of recruitment and selection of employees.

Dharshini and Seleena (2020) a pragmatic study on human resources trends in recruitment and selection process in Non-Banking Financial Companies. The study recommended that it is necessary to enhance the new form of talent acquisition, such as campus recruitment, the trainees program to employ the appropriate talents, and the evaluation of candidates during recruitment must be more efficient. This study provided a conclusion that the recruitment process and selection among employees of non-banking financial companies have a positive importance regarding their job satisfaction, the company still has to enhance the level of employment in new formulas for employment of qualified employees in the coming time period.

2.5 Research Gap

Literature reviewed has revealed that most studies examining the relationship between recruitment process and organizational performance have been conducted mostly in developed countries like US and UK. Furthermore, only a few researchers have investigated this relationship in public service sector. There is a great need for more studies on recruitment-performance relationship in developing countries like Malawi in order to fill the existing knowledge gap, especially for parastatals.

2.6 Chapter Summary

In brief, the chapter discussed the key definitions of the concepts in the study such as recruitment and organizational performance. It also delved into recruitment strategies in general and specific to parastatals and the challenges to recruitment in parastatals. On the basis of the theories and models discussed above, recruitment is integral to human resource management hence vital to organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology of the study. It describes and justifies the methods and processes that were used in order to collect data in answering the research questions. The chapter mainly focused on the research philosophy, approach and design adopted, population, sampling techniques, data collection and data analysis. It also discusses ethical considerations and limitations of the study.

3.2 Research Philosophy

The research philosophy adopted contains valuable assumptions about how the world is viewed; from this the research strategy and methods are derived (Saunders, Lewis & Thornhill, 2009). There are many research philosophies to take into consideration, however these will vary depending on the individual. This in turn will determine the research approach. According to Saunders et al. (2009) there are four research philosophies to be considered, these are positivism, realism, interpretivism and pragmatism.

This study is going to follow the interpretivism approach. According to Tombs and Pugsley (2020), interpretivism is founded on the premise that the social world consists of meaningful actions. In order to understand what is occurring and make sense of it, researchers must achieve a degree of empathy to allow them to interpret the different meanings that individuals and groups attach both to their activities and their accounts of these activities and interactions. But it is vital for the researcher to be rational and not emotional in their understandings as this allows for empirical verification of their observations and inferences and provides rigor and authenticity to the research process. This tradition holds that knowledge is relative rather than absolute.

In the interpretivism paradigm, understanding subjective meanings of persons in studied areas is of major importance. Individuals develop subjective and shared meanings built upon the social world. These meanings can vary and multiply leading the researcher to seek countless views rather than restricting meanings into a few ideas (Creswell, 2007). Through interviews and observations, the researcher intends to gain an understanding on how people react in certain situations of the real world.

3.3 Research Approach

There are two types of research approaches that could be drawn up for the research. These two types include the deductive or inductive approach, which are both very different, however some people may decide to perform both (Blaikie, 2007). In the deductive approach the theory (or hypothesis) comes first. Furthermore, the strategy is then chosen to test the theory. However, the inductive approach is the opposite, in that the data is first collected and analysed and then the theory is formed. The approach employed in this research is deductive approach. Deductive approach starts with a compelling social theory and then test its implications with data. Deductive research approach is most associated with scientific investigation. The researcher studies what others have done, reads existing theories of whatever phenomenon they are studying, and then tests hypotheses that emerge from those theories.

3.4 Research Strategy

The researcher used mixed methods in the design of the study. Mixed method is a method that integrates quantitative and qualitative research approaches within a single subject. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone. Furthermore, this decision is supported by the rationale of availing the merits and overcoming the demerits of both approaches as discussed by Creswell (2003), the use of multiple data sets can inform the research, by yielding insight and methodological changes that improve the study and strengthen findings as well as collecting diverse data which best provide an understanding of a research problem.

Quantitative methods focus on carefully measuring a parsimonious set of variables to answer theory-guided research questions and hypotheses (Creswell & Creswell, 2018). Quantitative methods enabled the study to collect quantitative data and tested the relationship among variables of the study. The research question which was answered

using quantitative data was “What is the relationship between recruitment and organizational performance in parastatals in Malawi?” The independent variable in the study was recruitment process while the dependent variable was organisation performance.

Qualitative methods tend to collect data in the field at the site where participants experience the issue or problem under study. This up-close information gathered by actually talking directly to people and seeing them behave and act within their context is a major characteristic of qualitative research. In the natural setting, the researchers have face-to-face interaction, often extending over a prolonged period of time. Qualitative researchers collect data themselves through examining documents, observing behaviour, or interviewing participants. They may use a protocol—an instrument for recording data—but the researchers are the ones who actually gather the information and interpret it. They do not tend to use or rely on questionnaires or instruments developed by other researchers (Creswell & Creswell, 2018). The study used qualitative methods to have in-depth understand of the recruitment process in statutory corporations in Malawi.

3.5 Population

Kombo and Tromp (2006) define a population as a group of individuals, objects or items from which samples are taken for measurements. Sommer (2005) on the other hand defined target population as all members of a real or hypothetical set of subjects, people or events in which a researcher wishes to generalize the results of a study. Thus, the population for the study was human resource managers and officers from the all commercial statutory corporations in Malawi. There are 30 commercial parastatal organizations in Malawi. Human resource managers and officers were selected because they are responsible for recruitment and they deal with the issue in study first hand.

3.6 Sampling Technique and sample size

Orodho (2002) defines a sample as a part of a large population, which is thought to be representative of the larger population. Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of characteristics in the entire group (Orodho, 2002). In this study, the researcher used non- probability sampling designs to select facilities and respondents

to be included in the sample. The epistemology (the researcher's view regarding what constitutes acceptable knowledge) of this research is interpretivism that is focusing upon the details of situation, a reality behind these details, subjective meanings, motivating actions. Convenience and purposive sampling methods were therefore ideal for this research. It is important to choose the right people for this research, in order to collect appropriate and substantial information to therefore conduct an analysis and meet objectives. Human resource personnel are the ones handling recruitment issues. These are mostly the Human Resource Directors, Human Resource Managers, Human Resource Officers and Assistant Human Resource Officers. There are thirty commercial parastatals in Malawi and convenience sampling was used to sample twenty Lilongwe based parastatals and four officers (in each parastatal) from Human Resources department were sampled. Twenty parastatals were selected because their headquarters were located in Lilongwe and it was convenience for the researcher to collect data from the selected parastatals since the researcher was based in Lilongwe. In total 80 participants were sampled for the study. 80 participants were sampled in order to have a wide range of views from different parastatals. Care was taken to ensure that the sample was a true representative and that it gave accurate results.

3.7 Data Collection

In accordance with the objectives presented in chapter one and nature of this study, data collection process used three data collection instruments; Questionnaire, Interviews and Archival Reviews.

3.7.1 Questionnaire

A structured questionnaire was chosen as the primary method of collecting quantitative data. According to Leung (2001, p.187) a questionnaire is the main means of collecting quantitative primary data. A questionnaire enables quantitative data to be collected in a standardized way so that the data are internally consistent and coherent for analysis (Mays & Pope, 2000, p.50). The questionnaire was selected because it can be used in case resources are limited as a questionnaire can be quite inexpensive to design and administer, it also provides protection of the privacy of the participants as participants respond honestly only if their identity is hidden and confidentiality is maintained, and corroborating with other findings as questionnaires can be useful confirmation tools when corroborated with other studies that have resources to pursue other data collection

strategies (Leung, 2001, p.188). The questionnaire (Appendix A) was designed and administered by the researcher. The questions and statements in the questionnaire were structured in a manner to solicit for information about respondents' socio-demographic variables and effects of recruitment process on organisation performance, specifically to capture independent variable (recruitment process) and dependent variables (organisation performance). The questionnaire consisted of close-ended question for the demographic characteristics and 5-point Likert scale for the recruitment process and organisation performance.

3.7.2 Interviews

Interviews were selected to collect qualitative data. Kotler, et al., (2009) recommend personal interview as an important primary data collection method because of its versatility. It is also emphasized that with personal interviews, the researcher can ask more questions and record additional observations about the respondent. Semi-structured interviews (Appendix B) were conducted with all sampled human resource officers in twenty commercial parastatals to assess recruitment process in commercial parastatals in Malawi. Semi-structured interviews involved a series of open-ended questions based on the topic areas the researcher wanted to cover (Denzin, 2010, p.128). The open-ended nature of the question defined the topic under investigation but provided opportunities for both interviewer and interviewee to discuss some topics in more detail and if the interviewee had difficulty answering a question or provided only a brief response, the interviewer used cues or prompts to encourage the interviewee to consider the question further (Green, 2009, p.201). In a semi-structured interview, the interviewer also had the freedom to probe the interviewee to elaborate on the original response or to follow a line of inquiry introduced by the interviewee (Stuckey. 2013, p.57).

3.7.3 Archival Review

Secondary data was reviewed through strategic plans, terms and conditions of service and related policies, acts and HR Manuals available. This was done at the Department of Statutory Corporations (DSC) and Department of Human Resource Management and Development (DHRMD).

3.8 Data Analysis

Data analysis is the science of examining a set of data to draw conclusions about the information to be able to make decisions or simply to expand the knowledge on various subjects. It consists of subjecting data to operations. This is done to obtain precise conclusions that will help us achieve our objectives. Since the study collected both quantitative and qualitative data, the analysis was done both quantitatively and qualitatively.

3.8.1 Quantitative Data Analysis

Descriptive statistics such as mean scores, standard deviations, percentages, and frequency distribution were computed to describe the characteristics of the variables of interest in the study. Descriptive statistics provided the basic features of the data collected on the variables under study and provided the impetus for conducting further analysis on the data (Mugenda & Mugenda, 2003). SPSS version 22.0 was used to aid in data analysis and the results were presented in form of tables for easy understanding and interpretation.

To establish the nature and magnitude of the relationships between the variables and to test the hypothesized relationships, this study applied inferential statistics. The appropriate test applied was simple regression analysis. The research hypothesis is tested at 95% level of confidence.

To facilitate regression, the study used summations of Likert items on each variable. The generated sum was used as a proxy for the given variable. Therefore, each index for the variables was generated as follows;

$$I = \sum_{i=1}^N q_i$$

Where,

I represent index (proxy) for the variables

Q_i is a Likert item in each variable.

N is the number of Likert items in each variable.

To ensure that the results of the linear regression analysis were reliable several tests on the basic assumptions about the population from where the data had been derived were

conducted. One of the most important assumption underlying regression analyses is the normality of data. Normality refers to the extent to which the distribution of the sample data corresponds to the normal distribution (Hair, 2010). The researcher used the rule of thumb that a variable is reasonably close to normal if its skewness and kurtosis have values between -0.1 and + 0.1 as recommended by Myoung (2008).

Linearity means that the relationship between the explanatory variables and the outcome variable is linear. The Pearson's correlation coefficient was used to test the linearity of the relationship between the variables as recommended by Yount, (2006). Further correlation coefficient shows the strength as well as the direction of the linear relationship; a negative correlation indicates an inverse relationship where an increase in one variable caused a decrease in the other while a positive correlation indicates a direct influence, where an increase in one variable causes an increase in the other variable (Field, 2009).

Homoscedasticity refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable (Hair et al., 2010). To test for the homogeneity of variance the Breush-Pagan test was conducted as recommended by Warner (2008). Where the Breusch-Pagan null hypothesis states that there is constant of error term. Further, Warner (2008) recommends that the probability value should be greater than .05 to meet the homoscedasticity assumption to allow the regression model for further analysis.

The relationship between independent variable (recruitment process) and dependent variable (organization performance) were tested using the model

$$OP = \beta_0 + \beta_1 RP + \varepsilon$$

Where

OP is Organisation performance

RP is recruitment process

The coefficient β_1 measures the effect of recruitment process on organisation process.

3.8.2 Qualitative Data Analysis

Creswell's data analysis model demonstrates how the qualitative data analysis procedure will be carried out. The diagram below presents an overview of the data analysis process in qualitative research.

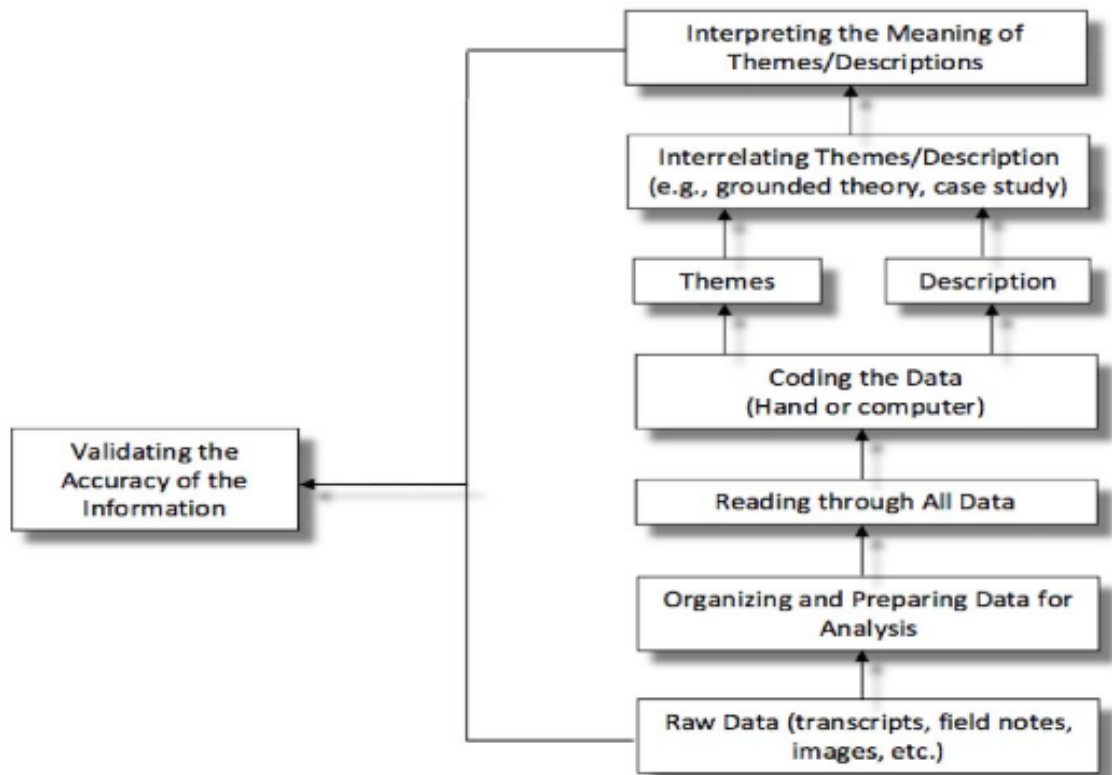


Figure 1: Data Analysis for Qualitative Research

Source: Creswell, (2018)

This diagram suggests a linear hierarchical approach, however it is important to note that each of the steps demonstrated are interrelated and not always employed in the order shown (Creswell & Creswell, 2018). The following are stages for qualitative data analysis proposed by Creswell and Creswell (2018).

Step 1. Organize and prepare the data for analysis. This involves transcribing interviews, optically scanning material, typing up field notes, cataloguing all of the visual material, and sorting and arranging the data into different types depending on the sources of information.

Step 2. Read or look at all the data. This first step provides a general sense of the information and an opportunity to reflect on its overall meaning. What general ideas are participants saying? What is the tone of the ideas? What is the impression of the overall depth, credibility, and use of the information? Sometimes qualitative researchers write notes in margins of transcripts or observational field notes, or start recording general thoughts about the data at this stage. For visual data, a sketchbook of ideas can begin to take shape.

Step 3. Start coding all of the data. Coding is the process of organizing the data by bracketing chunks (or text or image segments) and writing a word representing a category in the margins (Rossman & Rallis, 2012). It involves taking text data or pictures gathered during data collection, segmenting sentences (or paragraphs) or images into categories, and labelling those categories with a term, often based in the actual language of the participant (called an *in vivo* term).

Step 4. Generate a description and themes. Use the coding process to generate a description of the setting or people as well as categories or themes for analysis. Description involves a detailed rendering of information about people, places, or events in a setting. Researchers can generate codes for this description. This analysis is useful in designing detailed descriptions for case studies, ethnographies, and narrative research projects. Use the coding as well for generating a small number of themes or categories—perhaps five to seven themes for a research study. These themes are the ones that appear as major findings in qualitative studies and are often used as headings in the findings sections of studies (or in the findings section of a dissertation or thesis). They should display multiple perspectives from individuals and be supported by diverse quotations and specific evidence. Beyond identifying the themes during the coding process, qualitative researchers can do much with themes to build additional layers of complex analysis. For example, researchers interconnect themes into a story line (as in narratives) or develop them into a theoretical model (as in grounded theory). Themes are analysed for each individual case and across different cases (as in case studies) or shaped into a general description (as in phenomenology). Sophisticated qualitative studies go beyond description and theme identification and form complex theme connections.

This study used thematic analysis also known as content analysis to analyse qualitative data. Thematic analysis (TA) is a method for systematically identifying, organising, and offering insight into, patterns of meaning (themes) across a dataset (Patton, 2000, p.453). Through focusing on meaning across a dataset, TA allows the researcher to see and make sense of collective or shared meanings and experiences. Identifying unique and idiosyncratic meanings and experiences found only within a single data item is not the focus of TA (Lacey & Luff, 2007). This method, then, is a way of identifying what is common to the way a topic is talked or written about, and of making sense of those commonalities (Hsieh & Shannon, 2005, p.1278). The main reasons this study used TA are because of its accessibility and its flexibility. TA provides an entry into a way of doing research that otherwise can seem vague, mystifying, conceptually challenging and overly complex. It offers a way into qualitative research that teaches the mechanics of coding and analysing qualitative data systematically, which can then be linked to broader theoretical or conceptual issues (Mayring, 2000, p.7)

3.9 Ethical Considerations

Cooper and Schindler (2008, in Saunders et al., 2009) define ethics as the ‘norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others’. This researcher made every effort that before collecting data, permission was sought from the highest authorities and participants themselves. During the course of carrying out this research work, the researcher endeavoured to promote and adhere to all ethical issues. The principles of confidentiality of research participants, racial discrimination, informed consent and anonymity were the guiding tool during the research work. The researcher also ensured that all participants are aware of the nature of the research and a brief background was given.

3.10 Limitations of the Study

Limitations refer to the conditions that pose a restriction on the scope of the study or may affect the outcome and cannot be controlled by the researcher. Such reservations or weaknesses arise when it becomes totally impossible to control all the variables within a particular project design, or the optimum number of samples cannot be taken due to time or budgetary constraints. The researcher tried as much as possible to minimize limitations in the study.

Due to the Covid 19 pandemic prevention measures, the researcher had difficulties to access the participants for the interviews. This prolonged the estimated time for data collection because employees were working in shifts. However, the researcher was able to collect data from all the sampled participants. This was possible with the extension of time for data collection. During interviews all Covid 19 prevention protocols were observed.

3.11 Chapter Summary

The chapter described the methods and procedures used to assess the effects of the recruitment process on organizational performance in commercial statutory corporations. The study was based on the interpretivism approach and qualitative and quantitative research methodologies. Data sources included in-depth interviews and archives. The study used thematic analysis to analyse the data. The chapter concluded with a discussion of the procedures used to enhance the trustworthiness of the findings.

CHAPTER FOUR

STUDY FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study in line with the research questions and objectives. This chapter presents results on the process of recruitment in statutory corporations, recruitment strategies used by statutory corporations in Malawi, challenges of recruitment practices in commercial statutory corporations and ways to improve recruitment practices in statutory corporations. The chapter has been synthesized into a framework of four themes as presented in Chapter 2, the recruitment process, recruitment strategies, recruitment and organizational performance and challenges to recruitment.

4.2 Response Rate

Twenty parastatals were sampled out using simple random sampling and 4 officers (in each parastatal) from Human Resources were selected making a total of 80 participants using purposive sampling method. All 80 participants were interviewed which represent 100% response rate.

4.3 Demographic data

The study asked the participants to indicate their gender, level of education and length of time the employees have been working with their organisation.

4.3.1 Gender of the participants

Table 1 and Figure 1 below shows that out of sampled 80 participants, 67 participants representing 78.8% were males while 13 participants representing 21.2 % were female participants.

Table 1: Gender of the participants

		Frequency	Percent	Valid Percent
Valid	Male	67	83.8	83.8
	Female	13	16.3	16.3
	Total	80	100.0	100.0

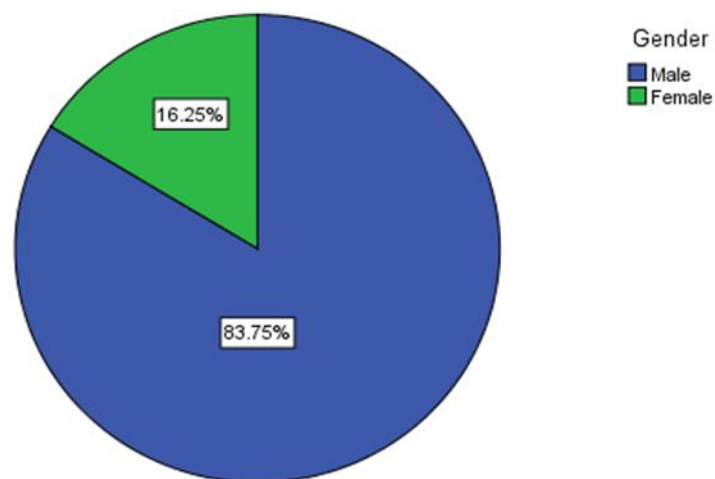


Figure 2: Gender of the participants

4.3.2 Age of respondents in years

Figure 3 shows that 29 participants representing 36.3% were between 35-44 years of age. 19 participants representing 23.7% were between 25-34 years of age. 13 participants representing 16.3% were between 16-24 years of age and other 3 participants representing 3.7% were 55 years and above.

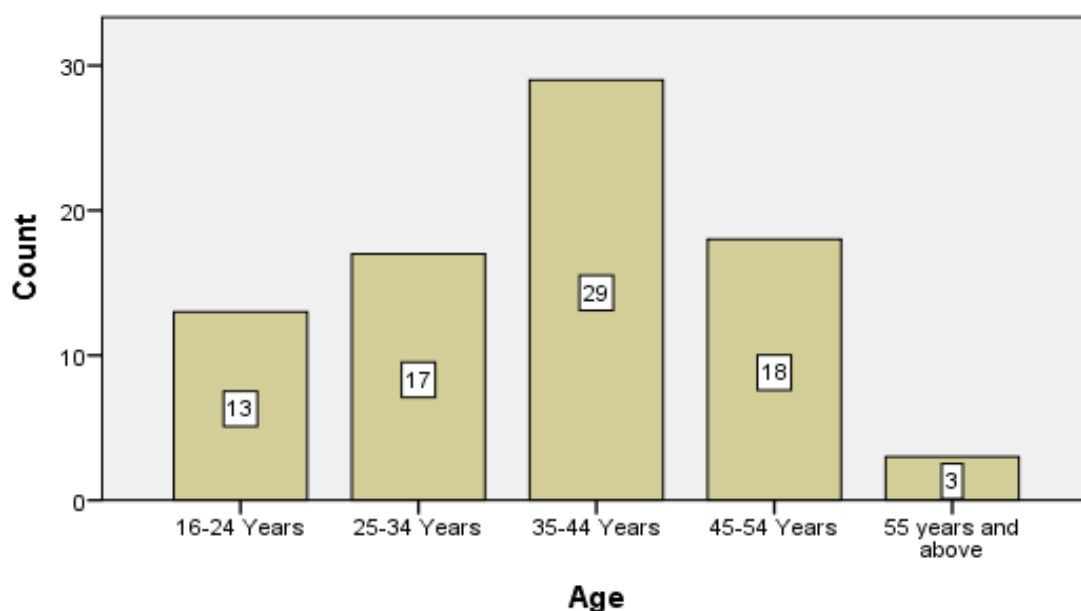


Figure 3: Age of the respondents

4.3.3 Positions of the participants

Table 2 below shows that 45 participants were human resource officers, 24 participants were assistant human resource officers and 11 were human resource managers and above.

Table 2: Job Positions of the participants

		Frequency	Percent	Valid Percent
Valid	Human Resource Manager	11	13.8	13.8
	Human Resource Officer	45	56.3	56.3
	Assistant Human Resource Officer	24	30.0	30.0
	Total	80	100.0	100.0

4.3.4 Level of education

The analysis showed that 32 respondents representing 40% of respondents held a bachelor's degree, 25 participants representing 31% held diploma, 14 participants representing 17.5% held master's degree, 5 participants representing 6% held MSCE and 4 participants representing 5% held other certificates. Results shown in Figure 4 below.

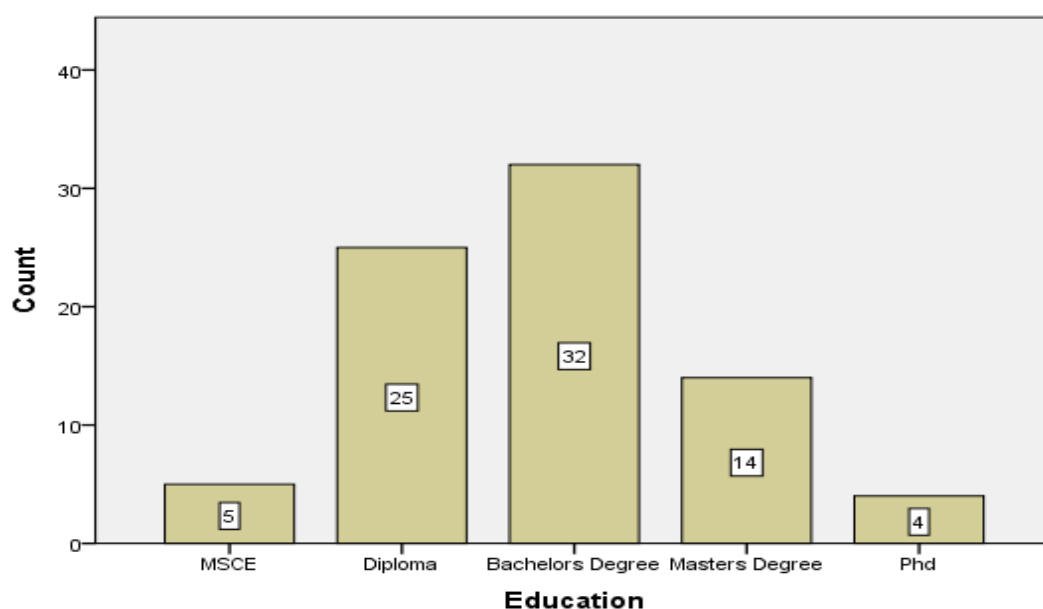


Figure 4: Education of the participants

4.3.5 Work experience

From Table 3 below, 26 participants representing 36.5% worked for over 5-10 years. 21 participants representing 26.25% worked within the range of 11 to 15 years. 13 participants representing 16% worked for less than 5 years and 8 participants representing 10% worked for 21 years and above.

Table 3: Work experience

		Frequency	Percent	Valid Percent
Valid	Less than 5 years	13	16.3	16.3
	5-10 Years	26	32.5	32.5
	11-15 Years	21	26.3	26.3
	16-20 Years	12	15.0	15.0
	21 Years and above	8	10.0	10.0
	Total	80	100.0	100.0

4.4 Quantitative Data Analysis

In this section the descriptive statistics for the study variables namely elements of recruitment process and organisation performance are presented followed by regression analysis. The descriptive statistics summarize the main characteristics of the study variables.

4.4.1 Elements of recruitment process

The respondents were required to rate their level of agreement or disagreement with the statements pertaining to practices of recruitment process on a scale of 1 to 5. Where 5 represents “strongly agree” and 1 “strongly disagree”. On the elements of recruitment (screening, attraction, job analysis and recruitment sources). Mean and standard deviation were then computed for the variable as given in Table 4

Table 4: Elements of recruitment process

	Mean	Standard deviation
Proper planning of recruitment activities affects organisation performance	4.4382	.95329
Job analysis is a tool that enhance organisation performance	4.6978	.61965
Comprehensive screening of applicants improves organisation performance through recruitment of qualified applicants	4.5933	.58274
Effective attraction of applicants have positive effects on organisation performance	3.9590	1.38822
Recruitment sources have significant effect on organisation performance	4.3470	1.17516
Aggregate score	4.4071	0.943819

The overall aggregate mean score for this section stands at 4.4017 and the standard deviation at 0.943819. This implies that on average the participants were convinced that parastatals had put in place recruitment practices that would enable them get the kind of employees their organizations needed and the practices that are aimed at improving organizational performance.

4.4.2 Organisation performance

The respondents were required to rate their level of agreement or disagreement with the statements pertaining to organizational performance on a scale of 1 to 5. Where 5 represents “strongly agree” and 1 “strongly disagree”. The results are in Table 5

Table 5: Organisation performance

	Mean	Standard deviation
The organization achieves its annual objectives	4.3731	.83169
The organizational objectives are in line with the organization’s mission	4.5075	.78608
Members of staff are fully utilized to meet organization’s goals.	4.4104	.80872
The organizations always achieve its objective within the set time frame	4.1124	.76155
The organization aggressively introduces new products	3.9963	1.15464
Aggregate score	4.27994	0.86854

The overall aggregate mean score for this section stands at 4.27994 and the standard deviation at 0.86854. This indicates that the respondents agreed that the performance of the parastatals was effective, efficient, relevant and financially viable.

4.4.3 Regression analysis

Regression analysis was used to test the hypothesis that recruitment process has a positive effect on organisation performance. However, before the analyses were carried out, diagnostic tests were conducted to investigate on the basic assumptions of linear regressions, as suggested by Greene (2002).

4.4.3.1 Results of Diagnostic Tests

The following diagnostic tests were conducted.

a) Normality Test

To test for normality, statistics estimating measures of shape including skewness and kurtosis were made and presented in Table 6. The rule of thumb is that a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0 as recommended by Myoung, (2008). Normality of the variables is shown in Table 6 below.

Table 6: Normality Diagnostic Test

		Statistic	Standard error	Conclusion
Recruitment process	Skewness	-0.125	0.098	Normally distributed
	Kurtosis	0.186	0.839	
Organisation performance	Skewness	-0.147	0.098	Normally distributed
	Kurtosis	0.411	0.609	

The results in Table 6 show that the variables are normally distributed with skewness and kurtosis values ranging between -1.0 and + 1.0. This implies that the study variables are normally distributed and hence further tests can be carried out on the data.

b) Linearity Test

Concerning the assumption of linearity, the linear relationship of the independent variable on the dependent variable was tested using Pearson's correlation coefficient between the organizational performance and recruitment process as proposed by Yount (2006). The linearity results are shown in Table 7 below.

Table 7: Linearity Test

	Organisation performance		Conclusion
Recruitment process	Pearson Correlation	0.5813	Linear
	Sig (2-tailed)	0.000	
	N	80	

The findings presented in table 7 indicates that there is a significant positive linear relationship between organizational performance and training, organizational performance and performance management at $P < 0.05$ significance level

4.4.3.2 Test of Direct Relationship

The findings of the linear regression testing the direct relationships between recruitment process and organizational performance are summarized in Table 8

Table 8: Influence of recruitment on Organizational Performance

Goodness of fit	Test statistic	p-value	
Adjusted R-squared	0.2379		
R-squared	0.2435		
F-statistic	75.64	0.002	
Dependent Variable= Organizational Performance	Linear Regression Results		
	Coefficients	t-statistic	p-value
Recruitment process	0.013	9.46	0.619
Constant	7.459	1.77	0.078

Table 8 shows that the adjusted R-squared is 0.6379 meaning that the independent variable explain 63.79% variations in the dependent variable while the rest are explained by the error term. The F statistic is 114.64 with a P-value of 0.0000 which implies that the regression model is significant.

The regression equation obtained from this output is

$$\text{Organisation performance} = 7.459 + 0.013 \text{ recruitment process}$$

This indicates that a unit increase in recruitment process would result in 1.3% increase in organizational performance value in a direct relationship between recruitment and performance of parastatals in Malawi. The t-statistic and corresponding p-value were 9.46 and 0.619 respectively. Therefore, at $P < 0.05$ level of significance the study fails to reject null hypothesis meaning that recruitment process has a no significant influence on performance of Parastatals in Malawi. On the basis of these statistics, the study concludes that there is no significant positive relationship between recruitment process and performance of parastatals in Malawi.

Hypothesis relied on the theoretical proposition of the contingency theory that HR strategy would be more effective only when appropriately integrated with a specific

organizational and environmental context. The Malawian context has challenges such as a weak human resource and institutional capacity to attract and retain the skill sets needed to drive performance, hence the lack of adequate experienced employees in the Parastatals. This can also be attributed to regionalism which is highly evident in the parastatals. It manifests itself mostly through favouritism in recruitment and career advancement. Although such practices are widely criticized by the intellectual elite, others justify it as discharging one's responsibility to friends, relatives and fellow tribesmen (Kamoche, 2003)

4.5 Qualitative Data Analysis

The main aim of the study was to assess the effects of recruitment process on organisation performance. Data from interview questions associated with four research questions were analysed to assess the effects of recruitment process on organisation performance. The research questions were as follows:

1. How is the recruitment process conducted in statutory corporations in Malawi?
2. What are the recruitment strategies employed by statutory corporations in Malawi?
3. What is the relationship between recruitment process and organizational performance in parastatals in Malawi?
4. What are the challenges in the recruitment process in Malawi?

The following major themes were derived from interview data:

- Formal procedures
- Presence or absence of recruitment process evaluation
- Significance of recruitment process evaluation
- Existence of formal policy
- Significance of recruitment strategies
- Systematic competent based process
- Competent and motivated employees
- Targets of recruitment process
- Interference with the recruitment process

Table 9: Broad categories of data supporting the major themes

Major themes with supporting information
Formal procedures ● Based on the policy ● Processes are conducted formally
Presence or absence of recruitment process evaluation ● Reviews recruitment costs ● Effectiveness of recruitment strategies ● Ethical and legal requirements ● Management interference (absence of evaluation)
Significance of recruitment process evaluation ● Compliance ● Accountability
Existence of formal policy ● Fair and equal opportunity ● Merit based
Significance of recruitment strategies ● Non discrimination ● Motivation ● Competent employees
Systematic competent based recruitment process ● Updated and validated job description ● Systematic set of questions ● Skills tests
Competent and motivated employees ● Right qualification ● Necessary set of skills
Targets of recruitment process ● Bottom line outcomes ● Strategic objectives ● Values and aims
Interference with recruitment process ● Politics ● Nepotism ● Regionalism

Research Question 1

Research Question 1 was as follows: How is the recruitment process conducted in statutory corporations in Malawi?

Interview Questions 1 to 3 from Appendix B were conceived to gather data for research question one. Themes derived from responses included formal procedures, presence or absence of recruitment process evaluation and significance of recruitment process evaluation.

Finding 1: In commercial parastatals, vacancies are created through formal procedures, that is, retirement, resignation, and dismissal, termination of contract, death of an employee and creation of new positions. All participants said that in their organisations vacancies are created through formal procedures.

One of the respondents said that:

“Here job vacancies are created through retirement, resignation, dismissal, death of an employee, termination of contract, and creation of new positions”

Another respondent said that:

“In our organisation vacancies are created when an employee dies, when an employee resigns or retire, when an employee terminates a contract for his/her reasons”.

From the evidence above it is therefore clear that in commercial parastatals in Malawi, job vacancies are created in a formal and procedural way. These results are in harmony with what Simmons (2009) wrote, he argued that vacancies are formally created through voluntary or involuntary termination of employment. He further argued that an employee is voluntarily terminated from employment when the employee decides to leave through resignation or retirement while involuntary termination takes place when an employer dismisses an employee.

Finding 2: Five significant activities (planning, job analysis, advertisement, screening of applicants and interviews) are carried out during recruitment process in commercial parastatals. Two thirds of the participants mentioned all five activities that are carried

out during recruitment process. All participants mentioned at least three activities that are carried out during recruitment process.

Below are some of the selected statements made by participants

“Formally, firstly we plan for the process then we do job analysis. After job analysis, we advertise the job vacancy and finally we invite shortlisted candidates for the interview”

“Normally, we do all activities like planning, job analysis, advertisement, screening of applicants and interviews”.

The results are in line with Gamage (2014), he commented that a systematic recruitment process involves identifying vacancies, job analysis, job description, and screening of applicants, advertising and interviews. In addition, Bernerth (2009) explained that recruitment process involves planning for human resource to job design, job description, job analysis, creating awareness among others.

Finding 3: The majority of the commercial parastatals do not evaluate the recruitment process. More than three quarters of participants stated that they do not evaluate recruitment process in their organisations.

Below are some of the selected statements made by the participants

“In our organisation we do not evaluate the recruitment process. However, evaluating the process is very important because it ensures human resource officers are accountable for their actions, it monitors compliance, it checks for bad practices, it tests cost efficiency and allocation and it demonstrates how human resource management adds value to the organisation”

“Though our organisation does not evaluate the process, it is necessary for a prudent employer to try to answer certain questions like: whether the recruitment methods are appropriate and valid? And whether the recruitment process followed in the organisation is effective at all? In case the answers to these questions are in negative, the appropriate control measures need to be evolved and exercised to tide over the situation”

Although most parastatals do not evaluate recruitment process it is a very important step in recruitment because it helps to identify effective recruitment methods and strategies. Selase (2018) said that evaluating the recruitment process is a very important step in recruitment process, however, such an exercise seems to be rarely carried out in practice by the organisations.

Despite the fact that the majority of the organisations do not evaluate the recruitment process some organisations evaluate the process. The study indicated that less than one quarter of the participants stated that their organisation performs evaluation of the recruitment process after the process is completed.

Below are some of selected statements made by the participants

“Here we evaluate the process after it is completed. Routine evaluation of the methods, procedures and strategies used in attracting new employees improves employee retention and the quality of interview candidates. The best evaluation methods identify successful processes that can be enhanced and ineffective processes that need modifications.”

“We evaluate the process each and every time. Without evaluation the organisation will end up wasting its resources if the wrong or unqualified person was actually hired. Not only will this create problems for the company in the long run, particularly in the attainment of its goals, but it would mean that the organization would also have wasted its resources in training an employee that was not right for the job after all”

“Our organisation always evaluates the process. We evaluate process conformity to legal requirements because our organisation can face financial and legal hurdles if anti-discrimination, employee eligibility and labour law standards are not upheld”

It was therefore discovered that although the majority of the parastatals do not evaluate the process some of the commercial parastatals evaluate recruitment process. These commercial parastatals understand that evaluating the cost of recruitment process helps the organisation to avoid wasting its resources. According to Torrington (2008), human resource managers need to monitor the effectiveness of advertising and all other methods of recruitment, first, to ensure value for money and, second, to ensure that the pool of applicants produced by the various methods is suitable. Pattern (2017) indicated that the cost of recruitment process includes allowances of recruiters, cost of time spent for preparing job analysis, advertisement, administrative expenses, cost of outsourcing or overtime while vacancies remain unfilled, cost incurred in recruiting unsuitable candidate.

Research Question 2

Research question 2 was as follows: What are the recruitment strategies employed by statutory corporations in Malawi?

Interview Questions 4 to 6 from Appendix B were conceived to gather data for research question two. Themes derived from responses included existence of formal policy, significance of recruitment strategies, systematic competent based process.

Finding 4: Commercial parastatals have well written formal policies that direct the recruitment process and it advocates merit based process, fair treatment for all candidates, equal opportunity and commitment to non-discrimination. The results show that sixty-two participants describe the policy as a document that promotes merit, fair treatment and equal opportunity while eighteen participants added that the policy also promotes non-discrimination.

Below are some of selected statements made by the participants

“The policy strictly promotes equal opportunity, merit based and fair treatment of all candidates”

“Here we are guided by a written recruitment policy and it advocates fair treatment, merit based process, equal opportunity for all candidates and commitment to non-discrimination”.

The results are in concordance with Wayne (2008), he discussed that a sound formulated recruitment and selection policy should outline the purpose and objectives of the policy, the department’s approach to recruitment, affirm commitment to non-discrimination and compliance with policy through cross referencing to relevant prescripts.

Finding 5: All qualified and competent serving employees are considered when vacancies occurs in statutory corporations. All participants agreed that qualified serving employees are encouraged to apply for vacancies in their organisations.

Below are some of selected statements made by the participants

“Serving employees are encouraged to apply when vacancies occur and qualifications such as experience of the serving employee, academic and professional papers are recognised”

“Our organisation encourages serving employees to apply for the vacancies because internal employees already know the goals, objectives and ethics of the organisation”

“Here serving qualified employees are allowed to apply for the vacant position however in some cases employment equity and affirmative action practices are unfairly practiced and effectively used to disqualify candidates of certain groups”

In parastatals qualified and competent serving employees are considered when vacancies occur. Richardson (2016) states that recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Giving preference to internal recruits, particularly as far as promotions are concerned, has the great advantage of providing existing employees with an incentive to work hard, demonstrate their commitment and stay with the organisation when they might otherwise consider looking for alternative employment (Torrington, 2008). The advantage of internal recruit is that it is not necessary to experiment with unknown people at high levels in the organization and individuals have a chance to prove themselves in lower level positions first (Grobler, 2006).

Finding 6: The most proficient sourcing channel for the last five years were external sources. Sixty-six participants stated that the most proficient sourcing channel for the last five years was external sources.

Below are some of selected statements made by the participants

“We advertise our job vacancies in newspapers for all positions, however, we now also advertise on our website and job boards which significantly increases the number of applicants”.

“The most proficient sourcing channel was external sources through advertisement in newspapers and on the internet”

Fourteen participants mention both external and external sources as the most proficient sourcing channels.

Below are some of selected statements made by the participants

“Traditionally, we advertise in newspapers and serving employees are promoted through recommendations and internal vacancies.”

“Sourcing through newspapers, our website and other online boards and promotion of serving employees have been the most capable ways of recruiting”

This above results are in agreement with Armstrong (2014) the sources of candidates are online recruiting, social media, advertising, recruitment agencies, job centres, consultants, recruitment process outsourcing providers and direct approaches’. Best practice guide (2008) states that consider leveraging social media and the department’s online presence to attract job seekers.

Research Question 3

Research question 3 was as follows: What is the relationship between recruitment process and organizational performance in parastatals in Malawi?

Interview Questions 7 to 9 from Appendix B were conceived to gather data for research question three. Themes derived from responses included systematic competent based process, competent and motivated employees, targets of recruitment process.

Finding 7: The organisations align recruitment process with organisation objectives by the association of job vacant requirements with organisation objectives. Thirty-one participants said that the parastatals align recruitment process with organisation objectives by ensuring that required skill sets for a vacant position are in line with organisation objectives and goals. Twenty-seven participants stated that recruitment aligns with organisation objectives by ensuring that job requirements are more focused and specific with the objectives and goals of the organisation. Eighteen participants mentioned that recruitment aligns with organisation objectives by using phrases that make strong statements regarding organisational goals in job descriptions. Four participants stated that recruitment is aligned with organisation goals by identifying the gap between workforce’s current capabilities, vacant position and objectives of the company.

Below are some of selected statements made by the participants

‘Through recruitment, our organisation makes sure that the required skill sets of a vacant position are aligned to its initiatives and goals. In the event that we notice some positions do not really contribute to the advancement of the organization towards its goals, then we take proper action to correct this, probably through job analysis and redesign’

“We make sure that all job requirements are more focused and specific to be aligned with the objectives and goals of the organisation. All tasks of the vacant position that do not contribute anything to the company goals are removed from job description”

“During recruitment we identify the gap between job current capabilities, job vacant position and the needs, objectives or goals of our organisation”.

The results show that commercial parastatals align recruitment process with organisation goals and objectives. Recruitment strategies must align to the organisation’s strategic direction to enable appropriate workforce planning and alignment of resources to successfully move the business forward (Omolo, 2012). The principle of recruitment alignment with organisation goals is that every aspect of recruitment process activities should be integrated and pull in the same direction to the achievement of corporate goals (Beardwell, 2004).

Finding 8: Recruitment process lead to the employment of competent staff through a systematic recruitment process, skills gap analysis, implementation of competency-based systems that attracts people with the right set of skills and competencies. Thirty-three participants said that recruitment process is a systematic process that attracts people with right set of skills and competencies. Twenty-six participants mentioned that recruitment process allows the organisation to update and formalize job descriptions after conducting a skills gap analysis that leads to the employment of competent employees. Twenty-one participants stated that implementation of competency-based systems attracts people with the right set of skills and competencies.

Below are some of selected statements made by the participants

“By giving the same skills tests to all candidates during recruitment means that no one is given preferential treatment. When you have a systematic

process in place that you follow for every candidate, you increase the chances of employing a competent employee”

“Recruitment process allows you to update and formalize job descriptions and conduct a skills gap analysis. This helps you see which skills your organization’s employees already have and identify any skill sets future employees will need to have. As the result the recruitment process leads to the recruitment of competent employee”.

‘During recruitment human resource officers go through a systematic set of questions and even skills tests to determine if candidates are able to fulfil the job needs. The implementation of competency-based system helps to choose people based on defined metrics rather than gut feelings. When you do this, you increase your chances of employing a competent employee.’

The results show that recruitment process lead to the employment of competent staff through a systematic recruitment process. A recruitment process that is not consistent gives inconsistent results. Thus, consistency is another reason for having a systematic recruitment process. To achieve consistency, a systematic and standardized process should be followed (Marchington & Wilkinson, 2013).

The results also show that recruitment process lead to the employment of competent staff through a skills gap analysis. An appropriate skills gap analysis is an integral part of the overall recruitment process as it clearly describes what primary and secondary tasks will be performed along with the core competencies for a particular role (Ghalem et al., 2016).

Finally, the study shows that recruitment process lead to the employment of competent staff through implementation of competency-based systems. Recruitment process paves way for merit based hires. An effective recruitment policy ensures that the overall recruitment process is being conducted in a fair and legitimate manner. It makes sure that discriminatory behaviour is avoided at any stage of recruitment process, a candidate should never be discriminated on the basis of his gender, race, ethnicity, religion or nationality (Holbeche, 2001)

Finding 9: Recruitment process affects performance of the organisation by influencing bottom line business outcomes, putting in place workers who can perform at a high level and demonstrate commitment, hiring and retaining motivated and satisfied employees. Sixty-two participants mentioned that recruitment process affects performance of an organisation by influencing bottom line business outcome. Thirteen participants stated that recruitment process affects performance of an organisation by putting in place workers who can perform at a high level and demonstrate commitment that result in high organisation performance. Five participants said that recruitment process affects performance of an organisation by hiring and retaining motivated and satisfied employees who increase performance of an organisation.

Below are some of selected statements made by the participants

‘Effective organisations recruitment system influence bottom-line business outcomes, such as productivity and financial performance’.

“Recruitment of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment”.

‘The more effectively organisations recruit and select candidates, the more likely they are to hire and retain motivated and satisfied employees. The more the employees are satisfied with their job the more the increase in organisation performance’

The results show that recruitment process affects performance of the organisation by influencing bottom line business outcomes. Structured and comprehensive recruitment process affects directly bottom line business outcomes such productivity (Hamid, 2013) The results also showed that recruitment process affects performance of the organisation by putting in place workers who can perform at a high level and demonstrate commitment. By adopting a structured and comprehensive hiring process, the organisation takes the first step in positioning the business for success by attracting the right talent that can perform at all levels of organisation and be committed to organisations mission (Hamid, 2013)

The results also showed that recruitment process affects performance of the organisation by hiring and retaining motivated and satisfied employees. Throughout recruitment, human resource managers can effectively ensure that they are able to gain skilled, satisfied and motivated employees. This means that the organisation will acquire employees whose skills are a perfect match for the organisation's current needs (Bell, 2011)

Research Question 4

Research question 4 was as follows: What are the challenges in the recruitment process in Malawi?

Interview Questions 10 to 12 from Appendix B were conceived to gather data for research question four. The main theme derived from responses was interference with recruitment process.

Finding 10: Management divert from the formal recruitment practices by recruiting unqualified relatives and friends (favouritism) and providing inconsistent and conflicting recruitment instructions. Sixty-seven participants mentioned that management divert form recruitment process by recruiting unqualified relatives and friends. Thirteen participants mentioned that management divert form recruitment process by providing inconsistent and conflicting recruitment instructions that are against the formal policy.

Below are some of selected statements made by the participants

“Some senior management members divert form recruitment by leaking interview questions to relatives and friends or asking for favour from human resource officers to consider their relatives and friends for the vacant position”

“Yes managers divert from formal recruitment, you find the organization in the mess just because there is biasness in the recruitment process like recruitment of home boys, yet they don't have the required qualifications to perform, the end result is the organisation will be underperforming because of lack of clear direction from the top bosses”

“Senior management members often hire friends and comrades or those who do not question a lot in the department in the name of head-hunting process, leaving suitable candidates internally.”

“Certain senior management members provide inconsistent and conflicting instructions that opposes the policy and delays the filling of positions due to interruptions”

The results showed that majority of participants pointed out that recruitment process is used and abused by the management as it is used to promote and appoint relatives and cadres in different position. This has been attested by Dzimbiri (2016, p.16) promotions can be made by the president with total disregard for overall public service staff establishment and budgetary considerations.

Finding 11: Politics, nepotism and regionalism affect the recruitment of top level position. All participants agreed that politics, nepotism and regionalism affect the recruitment of top level position.

Below are some of selected statements made by the participants

“In filling senior management positions, the recruitment and selection policy is clearly not followed because we know before the post can be advertised who is likely to be appointed. The organisation is increasingly experiencing tall political interference in filling of senior management positions and a lot of unnecessary exceptions to the policy are considered”.

“The employment equity policy is about ensuring equity at all stages of recruitment and selection levels but it has been disregarded in filling senior positions in our organisation. Panels are changed when the management feels so, the recruitment policy is only there for the sake of compliance but it is not considered in anyway”

“Many incompetent and under-qualified people are favoured for senior positions and/or promotion because they belong to a certain region or political party and these practices disadvantages and demoralises qualified and capable employees”.

According to the findings of this study politics, nepotism and regionalism indeed affect the recruitment of top level position. The results show that in commercial parastatals top management and politicians influence the decisions during recruitment particularly in the filling of posts at middle and senior management levels this affect performance of parastatals in Malawi. Karia (2016, p.39) observes that lack of meritocracy in

recruitment processes due to political considerations, nepotisms and ethnicity impact negatively on national developments and economic growth.

Finding 12: Factors that can improve recruitment practices in statutory corporation include putting in place measures and strategies that ensures fairness in the recruitment process, stopping the interference in the issues of recruitment by management and political office holders, independent recruitment agencies must evaluate the recruitment process and incorporation of other selection methods other than employment interviews. Seventy out of eighty participants agreed on putting in place measures and strategies that ensures fairness in recruitment process to improve recruitment process. Sixty-five out of eighty participants agreed that stopping the interference in the issues of recruitment by management and politicians will improve recruitment process. Fifty-five participants said that independent recruitment agencies must evaluate the recruitment process to improve recruitment process. Forty-five participants agreed that the incorporation of other selection methods other than employment interviews will help in the improvement of recruitment process.

“Management should put in measures and strategies that ensures fairness in the recruitment process. This would ensure credibility in the selection process and the most qualified candidate would be selected for any job opening in the company”.

“Constant interference in the issue of recruitment by political office holders and other top government functionaries should be discouraged in order to ensure formidable recruitment process that will lead to good governance in organizations and also ensures effective formulation and execution of government policies geared towards the betterment of the living condition of the populace”.

“Independent recruitment agencies must evaluate the recruitment process in parastatals and only human resource management professional should manage the recruitment process”.

“Independent agencies must help in recruitment process to avoid interference. For instance, at my previous employer, an International NGO, we used to have independent consultants to assist the recruitment. We were employing well qualified and experienced candidates based on merit alone.

This should also happen here to prevent interference from top government officials.”

“Other selection methods other than employment interviews must be used. In spite of the numerous selection methods available, the organisation concentrated a lot on employment interviews. It is therefore recommended that the other selection methods must be stretched to their outmost limit so as to have fair and general idea of all applicants.

The study identified three main factors that can improve recruitment practices in statutory corporation. Firstly, the study found that by putting in place measures and strategies that ensures fairness in the recruitment process can improve recruitment practices in statutory corporation. To enhance fairness, accountability and transparency in the recruitment process, it is advisable to give a strategic implication in respect to human resource planning and structure. This should then be complemented with an organisational structure with clear chain of command and clear strategies that later developed into documented policies, procedures and rules (Best Practise Guide, 2008). Secondly, the study found that by stopping the interference in the issues of recruitment by management and political office holders can improve recruitment practices in statutory corporation. The results are in line with Dzimbiri (2016), he argued that recruitment process can be effective and productive in public service only when politicians and management leave the recruitment process to human resource experts. The study also found that independent recruitment agencies must be involved in the evaluation of the recruitment process. During recruitment process evaluation independent bodies ensure that their evaluation is based solely on the evidence and they avoid being inappropriately influenced by the opinions of the other panel members (Best Practice Guide, 2008).

4.6 Chapter Summary

The chapter presented the findings and discussion of the study. This has been done in line with the research questions presented in chapter 2, the process of recruitment, recruitment strategies, recruitment and performance and the challenges to recruitment. The study found out that commercial parastatals follow the recruitment procedure and have different strategies employed. It also established a direct relationship between the process of recruitment and organizational performance. There are also challenges to

recruitment such as nepotism and political interference from top government officials leading to poor organizational performance.

CHAPTER FIVE

STUDY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, recommendations and areas of future research based on the findings. The research questions were as follows:

- How is the recruitment process conducted in statutory corporations in Malawi?
- What are the recruitment strategies employed by statutory corporations in Malawi?
- What is the relationship between recruitment process and organizational performance in parastatals in Malawi?

5.2 Summary of the study

The study was conducted in commercial statutory corporations in Lilongwe. The study adopted a mixed methods research design and targeted all human resource officers in sampled twenty parastatals as its population. The study was guided by universalistic theory, equity theory, resource-based view theory and human capital theory. Purposive sampling was used in the selection of both commercial parastatals and 80 human resource officials from the various commercial parastatals. Through content analysis (thematic analysis), qualitative data collected was analysed in line with the semi structured questions. With the help of the Statistical Package for Social Sciences (SPSS) programme, regression analysis was done to ascertain the relationship between recruitment process (planning, recruitment sources, and attraction of applicants, job analysis and screening of applicants) and organisation performance.

The study used regression analysis to test the hypothesis that there is no significant relationship between recruitment process and organisation performance. The t-statistic and corresponding p-value were 9.46 and 0.619 respectively.

At $P < 0.05$ level of significance the study fails to reject null hypothesis meaning that recruitment process has no significant influence on performance of Parastatals in Malawi. On the basis of these statistics, the study concludes that there is no positive significant relationship between recruitment process and performance of parastatals in Malawi.

The study results revealed that in commercial parastatals job vacancies are created through the creation of new positions, death of an employee, retirement, transfers, dismissals and resignations. It also identified that five significant activities are carried out during recruitment process in commercial parastatals. The activities include job analysis, advertisement, screening of applicants and interviews. It also revealed that most of the commercial parastatals do not evaluate the recruitment process due to interference of top management and politicians during recruitment process.

The study revealed that commercial parastatals have recruitment policies in place that stipulates that all vacancies must be advertised to give opportunity to all qualified candidates to apply. This applies to both internal and external vacancies. This is in line with Wayne (2008), he discussed that a sound formulated recruitment policy should outline the purpose and objectives of the policy, the department's approach to recruitment, affirm commitment to non-discrimination and compliance with policy through cross referencing to relevant prescripts. It also showed that internal employees are considered once the vacancy exists. All qualified serving employees are encouraged to apply for the vacant position.

The study identified three main ways that commercial parastatals align recruitment process with organisation goals. Commercial parastatals ensure that required skill sets of a vacant position are in line with organisation initiatives and goals. They also ensured that job requirements are more focused and specific with the objectives and goals of the organisation. Parastatals also identify the gap between workforce's current capabilities, vacant position and the needs or goals of the company to align with recruitment process. During advertisement they use phrases that make strong statements regarding organisational goals in job description. The study also revealed that by having a systematic recruitment process in place that the organisation follow for every candidate leads to employment of competent employees. The implementation of competent-based

systems into the recruitment process, employers are able to identify candidates and employees who possess the characteristics to carry out the skills needed for the job. The study revealed that recruitment process affect performance of the organisation by influencing bottom line business outcomes. Recruitment process put in place employees who can perform at a high level and demonstrate commitment hence affect organisation performance. Recruitment process hires and retains satisfied employees, the more the employees are satisfied with their job the more they contribute to organisation performance. Recruitment process also helps in finding people with the necessary skills, expertise and qualifications to deliver the organizations strategic objectives and the ability to make a positive contribution to the values and aims of the organisation. From the results we conclude that recruitment sources, attraction of applicants, job analysis and screening of applicants positively affect organisation performance.

The study revealed that the management divert from formal recruitment process in so many ways. Some of the ways that management divert from formal recruitment process includes delays in the filling of positions due to interruptions by top management and the inconsistent and conflicting instructions given by some senior management officials, leaking of interview questions to relatives and friends or asking for favour from human resource officers to consider their relatives and friends for vacant position, bringing in their relatives who did not apply for the position to be interviewed and recruiting their relatives without even consulting the human resource department.

5.3 Conclusion

Human resources are one of the most critical components for strategic success across all organizations. Effective human resources management practices should be able to satisfy and retain this most critical asset. The role of human resource management is generally seen in ensuring that firms are able to attract, retain, motivate and develop human resources according to current and future requirements to improve organisation performance (Somer, 2008).

In this study effects of recruitment process on organisation performance were assessed using commercial parastatals as a case study. From the findings the study concluded that recruitment process has no positive relationship with organisation performance of the organisation. The study also concluded that although the organisations follow the

recruitment process, most of the commercial parastatals do not evaluate the recruitment process which might affect organisation performance. The study also concluded that nepotism, tribalism, favouritism and politics divert formal recruitment process in commercial parastatals by influencing the results of recruitment process.

5.4 Recommendations

Based on the findings of this study, the researcher recommends a number of things. Government and parastatal boards should put in measures and strategies that ensures merit based recruitment. This would ensure credibility in the recruitment process and the most qualified candidate is recruited for any job opening in commercial parastatals. In this regard recruitment in commercial parastatals should be guided by the Act Establishing that parastatal and their conditions of service. The boards need to be empowered and have control without any interference from the appointing authority. In order to establish the fairness, transparency and effectiveness of the recruitment process, independent recruitment consultants should be engaged to assist with the recruitment in commercial parastatals. Currently the Department of Statutory Corporation (DSC) sends its officials as observers, however, it is recommended that independent human resource consultants should provide the much needed expertise and integrity in the process. This is the practice in International Non-Government Organizations and listed companies in Malawi.

Constant interference in recruitment by political office holders and other top government functionaries should be discouraged in order to ensure a formidable recruitment that will lead to good governance. This will ensure effective formulation and execution of policies guiding the recruitment process. With the current governance setup, the president through OPC has powers to appoint senior managers in parastatals as stipulated in the Public Service Act (1994) Section 6 (PSA), which states that subject to the constitution, the power to appoint any person in the public service to a post above the rank of undersecretary/P4/Grade E which is also equivalent to Deputy Director or above in the parastatals and the MPRS 2015 Part 13 (1) (Malawi Public Service Regulations) stipulating that subject to the constitution and any other written law, appointment to the civil service shall be made by the president, appropriate civil service commission, or by the appointments and disciplinary committee . In many occasions senior managers have been appointed or seconded from institutions like the Military or

party members to head parastatals. It is recommended here that these powers need to be reduced and let the Department of Statutory Corporations (DSC) appoint commercial parastatal boards and empowers them to strategically manage the parastatals and be responsible for the appointment of senior managers.

In spite of the numerous recruitment channels available, organisations focus a lot on newspapers. It is therefore recommended that the other recruitment channels must be explored to attract a wide range applicant. It is recommended that commercial parastatal should actively recruit from professional bodies' bulletins, online job boards, LinkedIn, corporate websites and the social media. This recruitment channels will assist in attracting a larger pool of talent.

5.5 Future Research Areas

Based on the findings of this study, there is need to research more on following areas. The study has established that most of the commercial parastatals do not evaluate the recruitment process. Studies should be done to identify the main reasons why organisations do not evaluate recruitment process and the impact of evaluating recruitment process on the organisation performance.

The study also found that nepotism, tribalism, favouritism and politics divert formal recruitment process in commercial parastatals by influencing the results of recruitment process. Studies should be done to find practical ways of reducing nepotism, tribalism, favouritism and political interference during recruitment process.

The study used interviews to collect qualitative data. The same study should be done using only closed ended questions by the help of a questionnaire to avoid irrelevant and subjective statements from the respondents.

The study identified ways how parastatals align recruitment process with organisation goals and objectives. In depth studies should be done to identify best ways of aligning recruitment process with organisation goals that can improve organisation performance. Since the study focused on commercial parastatals, there is a need to also study the semi sub-vented and fully sub-vented parastatals.

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APPENDICES

Appendix A: Questionnaire



Title: Assessing the effects of the Recruitment Processes on Organizational Performance in Commercial Statutory Corporations in Malawi.

Name of Interviewer.....

Name of Organization.....

Date..... Time.....

Introduction:

You have been selected because you have been identified as someone who has a great deal to share about recruitment in this organization. My research project as a whole focus on the assessment of the recruitment process in commercial parastatals. This assessment goes through the process of recruitment, recruitment strategies and the challenges to recruitment.

SECTION ONE: DEMOGRAPHIC DATA.

Please tick (✓) inside the box as appropriate

1. Gender

Male []

Female []

2. What is your age group?

16 – 24 []

25 – 34 []

35 – 44 []

45 – 54 []

Above 55 []

3. How long have you worked for the organisation?

Below 5 years []

6 to 10 years []

11 to 15 years []

over 15 years []

4. Please indicate your current position?

Human resource manager []

Human resource officer []

Assistant human resource officer []

5. Highest Level of Education:

Certificate []

Diploma []

Graduate Degree []

Masters Degree []

PHD []

Other []

Please indicate (Tick) how much you agree or disagree with each of the following statements:

	Strongly Disagree(1)	Disagree(2)	Neither Agree or Disagree(3)	Agree(4)	Strongly Agree(5)
Comprehensive screening of applicants improves organization performance through recruitment of qualified applicants					
Effective attraction of applicants have positive effects on organization performance					

Job analysis is a tool that enhance organization performance					
Recruitment sources have significant effect on organization performance					

Please indicate (Tick) how much you agree or disagree with each of the following statements:

	Strongly Disagree(1)	Disagree(2)	Neither Agree or Disagree(3)	Agree(4)	Strongly Agree(5)
The organization achieves its annual objectives					
The organizational objectives are in line with the organization's mission					
Members of staff are fully utilized to meet organization's goals.					
The organizations always achieve its objective within the set time frame					
The organization aggressively introduces new products					

Appendix B: Interviews

Introductory Protocol

To facilitate my note-taking, I would like to record our conversation today. For your information, only the researcher on the project will be privy to the recordings which will be eventually destroyed after they are transcribed. Essentially, this document states that: (1) all information will be held confidential, (2) your participation is voluntary and you may stop at any time if you feel uncomfortable, and (3) I do not intend to inflict any harm.

I have planned this interview to last no longer than one hour. During this time, I have several questions that I would like to cover. If time begins to run short, it may be necessary to interrupt you in order to push ahead and complete this line of questioning.

Interview Questions

(a) The Process of Recruitment

1. Would you please explain how job vacancies are created?
2. What significant activities are carried out during recruitment?
3. How do you evaluate the recruitment process?

(b) Recruitment Strategies

4. What is the formal policy for recruitment in your organization?
5. Explain how do you consider internal employees when vacancies occur?
6. What has been the most proficient sourcing channel in recruitment in the last five years? (Mention at least 2)

(c) Recruitment Process and Organizational Performance

7. How does recruitment aligned with the organisations objectives’?
8. Does the recruitment process lead to the employment of competent staff that contribute to better performance and growth? Explain
9. How does recruitment process affect performance of your organisation?

(c) Challenges to Recruitment

10. Explain situations where management circumvents (i.e. divert from) the formal recruitment practices?
11. Do you think politics, nepotism and regionalism affect the recruitment of top level position in your organization? Explain
12. What factors will improve recruitment practices at your organization?