

Recruitment and Selection Practices on the Performance of ZESCO Employees in Zambia

Article by Sikalumbi Arona Dewin¹, Situmba Gabriel²

¹Faculty Member, School of Leadership and Business Management, Chalimbana University, Zambia

²School of Leadership and Business Management, Chalimbana University, Zambia
E-mail: adsikalumbi@gmail.com¹, situmbagabriel@gmail.com²

Abstract

In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the most desirable human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. This study therefore, aimed at establishing the impact of the recruitment and selection practices at Zambia Electricity Supply Company (ZESCO) and how they affect the performance of the company in Zambia. This study has its theoretical base laid on the decision-making theory as its analytical framework. The qualitative research paradigm was preferred as the study aimed at investigating management processes that involve human beings' attitudes, attributes, working styles, among others and therefore, difficult to quantify. Interviews and semi-structured questionnaires were used on 80 respondents who were purposefully sampled. The study found out that the overall average performance of the employees is about 60.71%; and that sourcing, attracting, and screening are significant determinants of the performance of the employees at ZESCO which needs to be enhanced.

Keywords: Recruitment, selection, human resource, performance.

Introduction

This study investigated recruitment and selection practices on the performance of ZESCO employees in Zambia. The profitability and survival of an organization usually depend upon the caliber of the workforce as it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996). Human resource is one of the key assets of every organization. This is because human beings use their skills, expertise, knowledge, aptitudes, talents and other competencies to transform the other resources to achieve the organizational goals. If an organization is able to achieve its goals then it depends of the caliber of personnel that organization recruits and select. Recruitment and selection activity should be directed at getting the right people in the right place, at the right time with the right skills to achieve the business objectives. "Recruitment and selection practices seek to identify and hire the most suitable applicant" (Kleiman, 2003).

Human resource can be defined as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2008). Human resource management (HRM) involves all management decisions and actions that affect the nature of the relationship between the organization and its employees, its human resources. In an organization, the management of human resources means that they must be recruited compensated, trained, and developed (Mathis and Jackson, 2000). That is to say recruitment and selection forms part of management decisions, therefore a decision needs to be made before recruitment which is "geared at attracting people" and selection which is "geared at picking the best candidate" is made for final training. HRM is managing people to meet the organizational objectives by ensuring the right people are set to the right post through an effective examination of candidates. It helps organizations obtain and keep necessary staff. Recruitment is about attracting, selection is about picking from a lot. Recruitment and Selection play a crucial role in organization's success.

However, the complexity of the human resource planning process varies with the size of the organization and the perception and status of the human resource function within the organization

(Compton, Morrissey & Nankervis, 2002). While large businesses have Human Resources (HR) as a core function, many small businesses are deficient, not only in management expertise, but especially in human resource management capability, and this can hinder development in small businesses (Scase & Goffee, 1985).

In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection have become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Iles, 2001, Gamage, 2014).

Effective recruitment and selection can also provide significant improvements in productivity and employee morale and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996). However, ZESCO Limited which aims to be the hub for electricity trading in the region by 2025 may have unique experience when it comes to recruitment and selection of its employees.

ZESCO Limited is an electricity utility company, which generates, transmits, distributes and supplies electricity in Zambia. ZESCO Limited was created in 1970 when the Zambia Electricity Supply Act was approved in parliament. The Act brought together the electricity undertakings that were earlier managed by the local authorities. This Corporation traces its origins to 1906 when a small thermal station was established in Livingstone to serve a small section of the town. The change of name from Zambia Electricity Supply Corporation Limited to ZESCO Limited came in 1994. This was to echo the recommitment to providing a high quality of customer service. The Government of the Republic of Zambia is the sole shareholder of ZESCO Limited. The Permanent Secretaries of the Ministry of Finance and National Planning, and the Ministry of Mines, Energy and Water Development represent the Government on the Board.

The Corporation is governed by a Board of Directors appointed by the Government of Zambia through wide consultation, and participation of the private sector as board members. The other directorates are; Human Resources and Administration, Finance, Generation, Transmission, Distribution and customer Services, Business Development and Legal (www.zesco.co.zm). ZESCO is committed to providing safe and reliable electricity to improve the quality of life for all. However, the Corporation has been challenged by load shading country wide in recent years and the situation has just worsened in 2019 where the number of hours of load shading has increased from four to eight and now sixteen hours per day, the service many Zambians are not satisfied with. ZESCO is failing to meet some of its targets in the past with regards to the organizational productivity, part of the problem lies in employee underperformance to achieve its corporate strategies in achieving productivity. This study has therefore, not only contributed to the knowledge base but also has provoked further research so as to have adequate information for management and organizations to make effective and efficient recruitment and selection strategies to improve organizational performance.

Problem statement

In 2014, ZESCO scored an overall annual score of 67 percent, a reduction from 85 percent in the earlier year. The reduction in overall performance was on account of relatively poor performance on customer metering and cash management. Generally, it was noted that the cash management and staff productivity continue to be a challenge on account of the utility's high trade receivables and high staff costs.

There is no argument that all aspects of human resource management (HRM) are essential and critical in achieving organizational objectives. However, it is important to note that the point of entry into ZESCO and other public/private organizations determines the organizational performance. This therefore, makes recruitment and selection one of the most critical aspects of HRM. In addition, the link between this aspect of HRM with employee productivity, organizational performance and people's socio-economic positions makes recruitment and selection susceptible to manipulation and contestations. There is a lot of research that has been done on recruitment and selection focusing on employee's performance. However, less has been done on recruitment and selection practices with regards to organization performance. Even if there are other related studies in the USA and UK, Zambia

may have a unique experience. This research therefore, sought to investigate into recruitment and selection practices and its impact on the organizational performance of ZESCO.

Objectives of the study

The objectives that guided the study were to

1. Determine the level of awareness of recruitment and selection policies in departments and the perceived levels of compliance with the policies.
2. Describe the recruitment and selection practices and their contribution to the performance of ZESCO.
3. Determine the effect of recruitment and selection practices on the performance of ZESCO.

Theoretical framework

Various theoretical thought on organizational performance as presented by different scholars are abound. This study has its theoretical base laid on the decision-making theory as its analytical framework. The significance of the theory rest on the identification of the importance of decisions in organizations in the area of who to recruit, the strategies to be adopted for the recruitment and how the workforce is prepare for performance. The decision-making theory is championed by scholars like Simon (1945), Mintzberg (1973), and Iyayi (2002). The doctrine of decision-making in most organizations rest on the belief that, key decisions, are necessary to facilitate the smooth running of organizations in their desire to achieve organizational performance. The scholars argued that decisions are selection of the proposed course of action (Iyayi, 2002). These courses of actions are geared towards achieving the objectives for which the organizations are created for. This doctrine is sacrosanct to this research study, as the need for increased performance in organizations becomes paramount. Decisions on whom to recruit, when to carry out the recruitment and the strategies to implement to encourage qualify employees for pick performance is an important decision an organization would have to make if it must achieve its goals. (Tonwe, 1994) argued that decision-making theory has a major weakness for the fact that it is almost impossible to identify and evaluate all possible alternatives open for a particular action before decisions are taken, because time and resources may be a constraint in identifying and evaluating all possible options for decisions.

It is important to emphasis that the decision-making theory is employed in this study as an instrument for achieving objectives and tool for improvement of performance in an organization.

Recruitment and selection

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses should not afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies (Ofori and Aryeetey, 2011). Evidence has shown that larger corporations are more likely into implementing sophisticated recruitment processes (Bacon & Hoque, 2005) while majority of smaller organizations relying on recommendations and advertising as their recruitment practices of choice (Barber, et al, 1999).

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010; Ofori & Aryeetey, 2011).

Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

Recruitment and selection process and development of the organization

Recruitment and selection form a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It has an essential role to play in ensuring workers performance and positive organizational outcomes. It is often claimed that selection 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 (Dessler, 2000).

Recruitment and selection are a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level.

Recruitment, selection practices and performance

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is paramount that much effort is put in the recruitment and selection practices (Randall, 1987). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness. If organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs associated with high staff turnover, poor performance and dissatisfied customers. Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects noting that "the recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right.

Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and hinders development strategies. Negative practices of recruiting and selecting individuals can be so distressing for managers who have to spend a lot of time to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

The importance of recruitment and selection in organizations

The evolution of human civilization theory emphasizes the knowledge worker in the knowledge economy as one of the primary factors of production (Decenzo & Robins, 2002). Modern economic theory highlights human capital and the acquisition of people with exceptional skills, knowledge, experience and attitude as a high priority in organizations today (Brindusoiu, 2013). This makes human capital even more important for organizations than having the best technology and physical resources because the effectiveness and contribution of the latter resources is dependent on the capabilities of human capital (Ballantyne, 2009). According to Cummins (2015), recruitment and selection are the most expensive part of human resource management and an essential component of any organization because when organizations appoint the right people for the job, train them properly and treat them appropriately, the people not only produce good results but also tend to stay with the organization longer.

It is noted by Chukwu & Igwe (2012) that for both public and private sector organizations, the provision of quality goods and services begins with the recruitment process because poor recruitment decisions can have long-term negative effects such as high training and development costs to minimize

the incidence of poor performance; disciplinary problems; disputes; absenteeism; low productivity; poor service delivery to customers; and high turnover which in turn impacts on staff morale. At worst, the organization can fail to achieve its objectives thereby losing its competitive edge and market share. The importance of recruitment and selection in the acquisition of people with multi-dimensional skills and knowledge and infusing organizational capacity and competitiveness with new skills is emphasized by different authors such as Swanepoel, Erasmus & Schenk (2008) and Dessler (2011). The caliber of the work force of an organization determines its capabilities and sustainability. Therefore, the human resource manager must have a good understanding of the labour market and how it functions.

The recruitment and selection are not a mere administrative function and an end in itself, but a strategic process that is aimed at contributing towards the achievement of organizational objectives. This underlines the importance of a strategic approach to HR planning, including a thoroughly planned, well-documented and effectively coordinated approach to recruitment and selection process in order to ensure consistency, fairness and cost-efficiency (Lavigna & Hays, 2005). The implementation of comprehensive employee recruitment and selection procedures, in addition to incentivized compensation and performance management systems and extensive employee training can improve the current and future knowledge, skills and capabilities of organizations, and simultaneously increase employee motivation, reduce shirking and enhance the retention of quality employees while encouraging nonperformers to leave the organization. With respect to the public sector, Jones & Wright (1992) contends that public sector agencies are more open to public scrutiny than most private sector organizations, as such, it is crucial for recruitment and selection practices to be characterized by openness and transparency. Having recruitment and selection policies and plans in place is not adequate, the relevance and effectiveness of such policies and plans should be monitored, evaluated and reviewed (Ballantyne, 2009).

Common recruitment and selection challenges

It is true that recruitment and selection is one of the most critical aspects of human resource management in an organization. However, it is also true that implementation of this function can be tainted with problems and challenges for organizations, employees and many other stakeholders. The following are some of the challenges

1. Organizations generally do not have detailed policies and procedures in place to inform the objective, fair, equitable, consistent and responsible application of recruitment and selection practices;
2. have standardized methods and procedures in place to ensure compliance with the constitutionally prescribed values and principles as well as national norms and standards regulating HR in organizations;
3. thoroughly consider what skills, competencies, training and traits they require from candidates that vie for vacant posts before advertising these;
4. properly determine valid selection criteria and apply these consistently;
5. structure their selection processes in accordance with these criteria;
6. motivate and record their findings and decisions properly; and
7. monitor their own conduct with a view to improvement.

According to Lavigna and Hays (2005), recruitment and selection is susceptible to manipulation and exploitation in countries where the human resource management (HRM) system have been decentralized. Applicants can also play a critical role in the manipulation of the system by falsifying qualifications, skills and work experience due to various factors, including desperation to secure an appointment or promotion.

The cause of many recruitment and selection challenges is the lack of comprehensive HRM strategies and inability of HR personnel to provide strategic support to line management and this creates numerous challenges to organizations (Lavigna and Hays, 2005). Poor hiring practices have negative consequences for the organization, including increased employee grievances, low staff morale and overall poor organizational performance.

The impact of poorly managed recruitment and selection on the performance and functionality of organizations

Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, sometimes with exorbitant financial and/or non-financial implications for the organization.

A poor or administratively flawed recruitment and selection approach can have a demoralizing effect on other staff members as their roles may be affected or their workload is drastically increased while time, money and effort are spent bringing the new recruit up to standard. The impact of low morale and grievances among employees on an organization include, amongst others, low productivity, high staff turnover, service delivery failure (expectations not being met) injuries and accidents; possible lawsuits and union activity; and subsequent labour turnover leading to future recruitment costs (Jackson & Schuler, 2003) and loss of public/customer confidence in the organization.

Although it is difficult to put an exact value on the cost of poor appointments, Hacker (1997) estimates that a bad hiring can amount to approximately 30 per cent of the employee's first years earning potential, whereas Jackson and Schuler (2003) are of the view that the cost can be as much as five times the employee's salary. It is noted that the financial cost of hiring a poor recruit extends beyond the costs involved in appointing the person. It also extends to the on-going salary costs of the person, retraining costs and possible legal costs in instances where a probation period is not managed efficiently, or where the skills required for the position turns out to be quite different to the actual skills set of the incumbent. The more senior or more specialized the position the higher the costs are likely to be. If the position is vacated voluntarily or involuntarily, the organization has to incur additional recruitments expenses, plus the time and effort required to manage the process to the end. According to Kilofarad and Fonda (1997), good recruitment and selection practices can reduce the financial and non-financial risks associated with poor practices.

Methodology

The research took an explanatory research design. According to Shajahan (2004:50), the design of an explanatory study is characterized by great flexibility and ad hoc versatility. The researcher took advantage of the flexibility and versatility of the study to seek to gain familiarity and achieve new insights into the problem situation. The study adopted a qualitative research paradigm. According to Brynard et al (1997: 29), qualitative methods refer to research that produces descriptive data, generally people's own written or spoken words. The indispensable condition or qualification for qualitative methodology is a commitment to seeing the world from the point of view of the actor or participant. The Qualitative method was found appropriate since this research is aimed at investigating management processes that involve human beings' attitudes, attributes, working styles which are difficult to quantify. One of the advantages of this method is that it allowed the interviewer and interviewee to interact on recruitment and selection practices through its in-depth interview technique, and further enabled the researcher to describe the actions and experiences of those who had participated in the research (Vaughan-Jones, 2010).

The data collection techniques that were used in this research were the in-depth interviews and semi-structured questionnaires which were given to selected members of staff. A sample size of 80 was purposefully selected from the human resource officers, Heads of various departments and members of staff. The data obtained from the respondents were coded into a set of conceptual themes which made it easy to identify commonalities in readiness for analysis.

Findings

The findings are grounded on information gathered through questionnaires and interviews. This is based on the analyses of the views on recruitment and selection practices as highlighted by the 80 respondents comprising of the employees and human resource officials from ZESCO Limited. On recruitment and selection policy awareness, the study reviews that (82%) of the employees are aware of the policy which guides the recruitment and selection activities while (18%) expressed ignorance of its existence. However, all the respondents confirmed that poorly managed recruitment and selection

process has an impact on the performance and functionality of the corporation. From the demographic information gathered, the study confirms that most employees have tertiary level of education represented by 81 percent, followed by secondary with 17 percent and finally primary with only two percent. However, a good number of those with tertiary qualifications do not have appropriate qualifications to their job titles. This can greatly affect performance to some extent.

The study further, reviews that 74% of the employees are on full-time, 17% are on contract, 2% on part-time and 7% on internship. This is a fair representation of the types of employment in an organization. The corporation deploys various recruitment and selection methods to attract, screen and select the most qualified candidates to fill vacant positions. The research data reviews that the Corporation used various strategies to advertise for recruitment and selection. In percentage of usage, these included; internal memorandum 28%, newspaper 36%, professional associations 12%, employee referrals 22% and others 2%. This indicates that the newspapers and internal memorandum are the most popular methods used to advertise the vacancies. This reflects high levels of compliance with legislative requirements. Other methods such as website/internet, internship programmes, bulletins and head-hunting were also cited. It was noted that the methods used vary depending on the needs and requirements of a specific position. However, a few respondents reviewed that some positions are filled without following the methods outlined in the policy.

Moreover, on the compliance levels, 25% of the respondents indicated that there is no compliance to the policy when it comes to recruitment and selection of candidates and 11% said they are not aware if management complies. Some respondents expressed concerns that nepotism, tribalism and corruption is common in some departments, when it comes to the filling of positions at lower, Middle Management Service (MMS) and Senior Management Service (SMS) levels, and indicated that this requires urgent attention. Few employees also mentioned that they get contradictory and inconsistent instructions from some SMS members on hiring and who to hire because of preferences. This makes it difficult for HR officials to adhere to the recruitment and selection policy.

The respondents indicated that in some instances, many incompetent and under-qualified people are favoured for senior positions or promotions and these practices disadvantage and demoralize qualified and capable employees. Some respondents made reference to a tendency by some senior managers to pick or promote their preferred employees, with no management skills and/or the necessary experience, into MMS and SMS positions. The in-depth interviews revealed that when filling some vacancies, the recruitment and selection policy is not strictly followed. Some interviewees said that at times before the adverts are published, they would know who is likely to be appointed. They stated that sometimes the recruitment and selection is affected by political interference especially when employing the MMS and SMS positions and a lot of unnecessary exceptions to the policy are considered. In addition, the management allows the trade unions to have much influence on who to hire. Some people are appointed in MMS and SMS levels without the post being advertised. Interview panels are changed as and when management feels so. They can conclude that the recruitment and selection policy really exist. However, it is not strictly followed. Below is a figure showing the views on recruitment and selection practices.

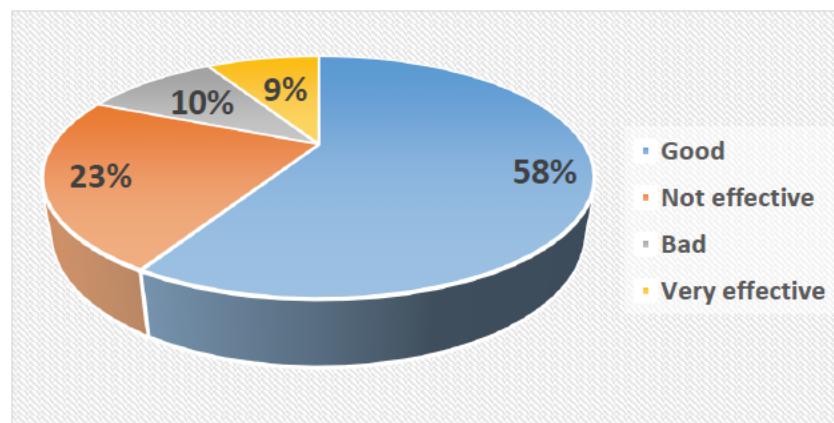


Figure 8. The effectiveness of the recruitment and selection practices in departments

Source: (Field research, 2018)

According to the Figure above, the majority view of employees at ZESCO, together with their HR counterparts, rated the effectiveness of recruitment and selection practices in their departments as “Good”. The second highest rating by employees was “Not effective”, followed by “Bad”. Only a few employees rated their departments’ practices as “Very effective”.

Some respondents cited discrimination, nepotism and favouritism as some of the common practices in recruitment and selection of the employees. It was also cited that some vacant positions are kept vacant for a long period of time. Majority of officials on lower levels and junior positions complained that they are overlooked for senior positions or higher levels. Internal officers are disadvantaged or approvals are delayed when requesting for horizontal and vertical transfers. It was also cited that head office has a tendency to finalize appointments for the regions without their consent and prior arrangement and this has resulted in unsuitable appointments in some positions at ZESCO. The responses to the questionnaire indicate divergent views at times from employees and human resource officials. Whilst there are areas of agreement in some areas, the differences raise questions as to whether the respondents were more partisan than objective when providing their opinions. The following is a summary of the views of many of the respondents.

1. There are employees in some departments who are not aware of the recruitment and selection policies of their departments.
2. There are departments that do not provide a job analysis outline before a post is advertised and sometimes posts are filled without even being advertised;
3. Some inexperienced and under qualified individuals are appointed to positions due to noncompliance with recruitment and selection policies;
4. There are views that recruitment and selection processes in the ZESCO can easily be manipulated – hence discrimination, tribalism, nepotism, interference by politicians and senior managers are some of the practices that were cited as different forms of manipulation;
5. The skills and competencies of human resource personnel is a major concern because many challenges are experienced because of, amongst others, the inability of HR officials to assert themselves as strategic partners in departments and ensure competent candidates are selected to drive the vision of the corporation;
6. Recruitment and selection challenges contribute negatively towards employee performance and strained labour relations in departments, however, some employees are reluctant to lodge grievances due to fear of victimization;
7. The management of poor performance is weak at ZESCO and results in the uneven distribution of work among employees and work overload for some employees to cover up for underperforming employees, and;
8. There is a perception among some of the respondents that there is a general lack of compliance with and inconsistent application of recruitment and selection policies and prescripts in some departments, a situation that needs immediate attention.

Conclusion

The study aimed at determining the effect of recruitment and selection on the performance of ZESCO employees through specifically investigating the effect of sourcing, attracting, and screening collectively, on the performance of the employees in line with the policy. The study found out that the overall average performance of employees is about 60.71%; and that sourcing, attracting, and screening are significant determinants of the performance of the employees at ZESCO. Based on these findings, the study concludes that recruitment and selection have a significant effect on the performance of employees, and the better the recruitment and selection, the higher the performance of the employees.

The impression created is that there is a general disregard for policies and procedures as well as confusion in the specific roles of different stakeholders in the department in particular when it comes to recruitment and selection. Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010). Bohlander, Snell & Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection.

More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. In view of the findings, the study suggests that in designing and instituting recruitment and selection criteria quality should not be compromised if the organizational goal has to be achieved.

Recommendations

Based on the findings and conclusion drawn above, the study recommends that

1. The Ministry of Energy, Trade and Industry, in collaboration with all stakeholders and ZESCO develop guidelines for recruitment and selection of new staff to be recruited by the ZESCO Limited.
2. A proof that such guidelines have been adopted and followed should be advanced during application for renewal of contracts and or work permits. Recruitment of new employees and renewal of old contracts should be based on evidence of effective practices of recruitment and selection at ZESCO Limited.
3. The study suggests that in designing and instituting recruitment and selection criteria quality should not be compromised so as to improve organizational performance.
4. Considering the fact that recruitment is a complex practice, the study recommends that a further research be conducted enlarging the research sample size with more involvement of stakeholders, use of mixed research approach so as to form a basis to adjudge the recruitment and selection style that have the highest positive impact in large organizations such as ZESCO.

References

- [1]. Armstrong, M., (2008). Strategic Human Resource Management. London: Kogan Ltd.
- [2]. Bacon, N., & Hoque, K. (2005). HRM in the SME sector: Valuable employees and coercive networks. The International Journal of Human Resource Management, 16 (11): 1976- 1999.
- [3]. Barber, A., Wesson, M., Roberson, Q., & Taylor, S. (1999). A tale of two job markets: Organizational size and its effects on hiring practices and job search behaviour. Personnel Psychology, 52(4):841-867.
- [4]. Ballantyne, I. (2009). Recruiting and selecting staff in organizations. In S. Gilmore and Williams, S. (eds) Human Resource Management, Oxford: Oxford University Press.
- [5]. Brynard, P.A. and Hanekom, S.X (1997). Introduction to Research in Public Administration and Related Academic Disciplines. Pretoria: J.L. van Schaik Publishers.
- [6]. Brindusoiu, C. 2013. Recruitment and Selection in Services Organizations in Romania. Procedia - Social and Behavioral Sciences, 92.
- [7]. Ballantyne, I. (2009). Recruiting and selecting staff in organizations, in Gilmore, S. and Williams, S. (eds). Human Resource Management. Oxford: Oxford University Press.
- [8]. Cummins, A. (2015). Using effective recruitment to retain competitive advantage. Biz Case Studies. [<https://businesscasestudies.co.uk/using-effective-recruitment-to-retain-competitive-advantage/#axzz3VBA3BqKh>]
- [9]. Chukwu B.I. & Igwe A. A. (2012). Effect of Selection Process on Organizational Performance in the Brewery Industry of Southern Nigeria. European Journal of Business and Management, 4: 14 [www.iiste.org]
- [10]. Compton, R., Morrissey, W. and Nankervis, A. (2002). Effective recruitment and selection practices, Sydney, CCH Australia Limited.
- [11]. Dessler, Gary (2000). Human Resource Management, Eighth Edition. New Jersey, USA, 2000.
- [12]. Decenzo, D.A. & Robins, S.P. (2002). Human Resource Management, (7th ed.). USA: John Wiley&Sons Inc.
- [13]. Dessler, G. (2011). Human Resource Management, 11th Edition, Prentice-Hall, Upper Saddle River: New Jersey.
- [14]. Eze, F.C. (2002). Human Resource Management in Nigeria. The key component, Enugu: Makaland publication.
- [15]. Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. Ruhuna Journal of Management and Finance, 1(1), 37-52.
- [16]. Hacker, C. (1997). The costs of poor hiring decisions and how to avoid them, HR Focus, 74:10, S13.

- [17]. Henry, O., & Temtime, Z. (2009). Recruitment and selection practices in SMEs: Empirical evidence from a developing country perspective. *Advances in Management*, 3(2), 52-58.
- [18]. Iles, P (2001). Employee Resourcing, in *Human resource management: A critical text* eds. by John Storey, 2nd ed., London: Thompson Learning.
- [19]. Iyayi Fio (2002). *Decision-Making in Underdeveloped Organizations: An Exploratory Investigation*. Niger. J. Bus. Admin. 4: 1.
- [20]. Jackson, S.E. & Schuler, R.S. (2003). *Managing human resources through strategic partnerships*. Ohio.
- [21]. Lavigna, R.L. & Hays, S.W., (2005). Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices, in *Human Resources for Effective Public Administration in a Globalized World*. United Nations - Department of Economic and Social Affairs, Division for Public Administration and Development Management.
- [22]. Maila, H.M. (2006), *Performance Management and Service Delivery in the Department of Water Affairs and Forestry*. A Dissertation Submitted in Partial Fulfilment of the Magister Technologies: University of South Africa.
- [23]. Mathis, R.L and Jackson, J.H. (2000). *Human Resource Management*, New York: South Western College Publishing.
- [24]. Manzoni, J.F. & Barsoux J.L. (1998). The set-up-to-fail syndrome, *Harvard Business Review*, Mar – Apr.
- [25]. Mintzberg H (1973). *The nature of Managerial Work*. New York: Harper and Row.
- [26]. Ofori, D., & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3):45-60.
- [27]. Opatha, H.H.D.N.P. (2010). *Human resource management*. Colombo: Author published.
- [28]. Robertson, I., Bartram, D. and Callinan, M. (1996). *Personnel Selection and Assessment*, in Warr, P (ed.) *Psychology at Work*, Harmondsworth: Penguin, 4th Ed.
- [29]. Scase, R. and Goffee, R. (1985). Proprietorial control in family firms: Some functions of 'quasi-organic' management systems. *Journal of Management Studies* 22(1): 53-68.
- [30]. Simon HA (1945). *Administrative Behaviour* (2nd edition). New York: Free Press.
- [31]. Swanepoel, B., Erasmus, B. & Schenk, H. (2008). *South African Human Resource Management: Theory and Practice*. Cape Town: Juta.
- [32]. Terpstra, D. (1996). Recruitment and selection: The search for effective methods, *HR Focus*, Vol. 73 No. 5, pp. 16-18.
- [33]. Tonwe DA (1994). *Public Administration: An Introduction*. Ibadan: Amfitop Book Company.
- [34]. Vaughan-Jones, C. (2009). *Leadership, Self and Creating the Future Study Module*. Herold Pupkewitz Business School: Polytechnic of Namibia.