

**INVESTIGATING THE CO-RELATION BETWEEN RECRUITMENT CRITERIA
AND ORGANISATIONAL PERFORMANCE. A CASE OF KITWE, NDOLA
TEACHING HOSPITALS AND ROAN ANTELOPE GENERAL HOSPITAL.**

BY

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DECLARATION

I, **ALICE WANZI ZULU**, do hereby declare that this dissertation proposal is my own work to the best of my knowledge and that it has never been produced or submitted for any degree, diploma or other qualification at the University of Zambia or indeed any other university for academic purposes. I further declare that all other works of people used in this research have been duly acknowledged.

Signed:..... Date.....

CERTIFICATION OF APPROVALS

This proposal of **ALICE WANZI ZULU** is approved as fulfilling the requirements for the award of the degree of Master of Business Administration (MBA-general) offered at the University of Zambia in collaboration with Zimbabwe Open University.

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Date of approval

DEDICATION

This dissertation is dedicated to my mother Ms. Georgina Ndeketeya Zulu for her endless love, support and encouragement accorded to me throughout my educational journey.

ACKNOWLEDGEMENT

My appreciation is out to Mr. Namangala my dissertation supervisor at the University of Zambia, who worked tirelessly to turn this plan into a magnificent accomplishment. I would especially like to thank my husband Wilster M Masenge, my children, Margret, Asher and Evelyn and not forgetting my siblings Enock and Joshua for their support and encouragement throughout my education and research endeavour.

ABSTRACT

This research study delves into the intricate relationship between recruitment criteria and organizational performance within the context of healthcare settings, specifically focusing on Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital. With a sample size of 100 participants comprising healthcare professionals, administrators, and support staff, the study aims to elucidate the nuances of recruitment practices and their impact on the overall performance of these institutions. Using semi-structured interviews and thematic analysis, the research uncovers the perspectives, experiences, and insights of participants regarding the recruitment criteria employed by the hospitals and their perceived effects on organizational effectiveness. Through purposive sampling, diverse perspectives were gathered to ensure a comprehensive understanding of the subject matter. Findings of the study suggest a multifaceted relationship between recruitment criteria and organizational performance, highlighting various factors such as qualifications, skills, experience, cultural fit, and alignment with organizational goals. The study identifies both strengths and shortcomings in the existing recruitment processes, shedding light on areas for improvement and optimization. The research also reveals the influence of recruitment practices on employee morale, retention, and engagement, underscoring the pivotal role of effective recruitment strategies in fostering a conducive work environment and enhancing overall organizational performance. Moreover, it explores the challenges encountered in aligning recruitment criteria with evolving healthcare demands and the need for continuous adaptation to meet changing organizational needs. Ultimately, this study contributes to the existing body of knowledge by offering insights into the dynamics of recruitment criteria and their implications for organizational performance in healthcare settings. The findings hold significance for hospital administrators, human resource practitioners, policymakers, and researchers, informing strategies aimed at enhancing recruitment practices and optimizing organizational outcomes. Further research avenues are suggested to delve deeper into specific aspects of recruitment and their impact on organizational dynamics.

Key words: Recruitment Criteria, Selection Criteria, Organizational Performance, co-relation

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LIST OF ACRONYMS

CBH: Central Board of Health

DRGS: Directorate of Research and Graduate Studies

GRZ: Government of the Republic of Zambia

HP: Health Posts

HRM: Human resource management

KGH: Kitwe General Hospital

KPI: Key performance indicators

MOH: Ministry of Health

NTH: Ndola Teaching Hospital

PHO: Provincial Health Office

POFit: Person-organization fit

RBV: Resource Based view

RGH: Roan General Hospital

RHC: Rural Health Centre

UHC: Urban Health centre

UNZA: University of Zambia

CHAPTER 1

INTRODUCTION

1.1 Overview

This chapter presented the background of the study, statement of the problem, purpose of the study, study objectives, research questions, and significance of the study, theoretical framework, and scope of the study, Limitation of the study, operational definitions and a summary.

1.2 Background of the study

In the dynamic landscape of healthcare, the recruitment and selection of qualified personnel play a pivotal role in shaping the organizational performance of hospitals in Zambia and world over. This study delves into the intricate interplay between recruitment criteria and the overall effectiveness of healthcare institutions, focusing on the specific context of Kitwe, Ndola Teaching Hospitals and Roan Antelope General Hospital. (Riham, A, Tarik, A 2020).

The rationale behind this research stems from the critical importance of healthcare organizations in ensuring public well-being. Efficient recruitment processes that align with organizational objectives are essential for maintaining a competent workforce capable of delivering high-quality patient care. The examination of recruitment criteria encompasses various factors, such as educational qualifications, experience, skills, and cultural fit, which collectively contribute to the formation of a robust healthcare team. (Assefa T, Manjit, S. 2020).By narrowing the focus to Kitwe, Ndola Teaching Hospitals and Roan Antelope General Hospital, this study aims to provide a nuanced understanding of the unique dynamics within these healthcare settings. Each hospital brings its own set of challenges, opportunities, and contextual factors that influence recruitment decisions and subsequently impact organizational performance as observed by Christopher, J, Collin. (2021).

Therefore, this section presents the background in an explicit and empirical way. It then proceeds to outline the statements of problem, research objectives and specific objectives respectively, purpose of the study, and finally the definitions of terms are all included in this section. Healthcare facilities run by the Ministry are categorized into Urban Health Centers and Rural Health Centers (or Health Posts).

Further, background of the study sets the stage by providing a contextual understanding of the factors that prompted the investigation into the correlation between recruitment criteria and organizational performance in Kitwe, Ndola Teaching Hospitals and Roan Antelope General Hospital.

Healthcare organizations, being integral components of societal well-being, face unique challenges in ensuring optimal performance. The effectiveness of these institutions is intricately linked to the capabilities and competencies of their workforce. In the healthcare sector, recruitment processes serve as the gateway to acquiring personnel with the requisite skills, qualifications, and attributes necessary for delivering quality patient care. (Duncan, Z 2019).

The importance of recruiting the right individuals cannot be overstated, as their contributions significantly influence the overall efficiency and effectiveness of healthcare institutions. Poor recruitment decisions may lead to suboptimal performance, affecting patients, staff morale, and organizational reputation. Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital, as representative cases, present distinct challenges and opportunities within the Zambian healthcare landscape. Factors such as regional demographics, healthcare demands, and institutional priorities contribute to the unique context in which these hospitals operate. Understanding these nuances is crucial for tailoring recruitment criteria to align with the specific needs and goals of each hospital.

From this belief background about the Ministry of Health is an important ministry in the Republic of Zambia whose aims are to provide effective quality healthcare services close to the people as possible. This ensures equity of access to health service delivery and contributes to human and socioeconomic development. It is within this alignment and aims that in recent times the Ministry of Health has attached great importance to human resources.(Hainza, (2021).

Realizing this fact that people are vital to organizations as they offer perspectives, values, and attributes to organizational life; and when managed effectively, considerable benefits to the organization would be made. It is this end fact that every organization, large or small, uses a variety of capital to make the business work. Capital includes cash, valuables, or goods used to generate income for a business. For example, the Ministry of Health uses a variety of resources to achieve its aims.

Human resource (HR) at the ministry of health is involved in employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, and particularly the human resource department in the ministry of health has undergone many changes over the last twenty years, giving it an even more important role in today's organizations.

It is believed that the continued growth of any organisation depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right calibre of candidates is identified (Walker, 2009).

1.3 Statement of the problem

The correlation between recruitment criteria and organizational performance is a critical aspect of hospital management, yet remains understudied in the context of Ndola Teaching Hospital, Roan General Hospital, and Kitwe General Hospital. Understanding how the recruitment criteria employed by these hospitals impact their respective organizational performance metrics is essential for optimizing staffing practices and ultimately enhancing patient care. Therefore, this study aims to investigate the relationship between recruitment criteria and organizational performance in these hospitals, thereby filling a gap in the existing literature and providing valuable insights for hospital management and policy makers."

1.4 Purpose of the study

The purpose of this research study was to investigate the correlation between recruitment criteria and organizational performance within the healthcare sector, specifically focusing on Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital.

1.5 Research Objectives

Objectives of the study are classified as general and specific as stated below;

1.5.1 General objective of the study

To investigate the co-relation between recruitment criteria and organizational performance in the specific context of Kitwe, Ndola Teaching Hospitals and Roan Antelope General Hospital.

1.5.2 The Specific Objectives.

- i. Examine the existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital.
- ii. Analyse key performance indicators related to patient care, staff satisfaction, and operational efficiency in each hospital.
- iii. Determine the relationship between the identified recruitment criteria and the measured organizational performance indicators.

1.6 Research Questions

- i. What are the existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital?
- ii. What are the key performance indicators related to patient care, staff satisfaction, and operational efficiency in Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital?
- iii. Is there a relationship between the identified recruitment criteria and measured organizational performance indicators?

1.7 Significance of study

The investigation into the correlation between recruitment criteria and organizational performance in Kitwe, Ndola Teaching Hospitals, and Roan General Hospital is significant in its potential to positively influence healthcare practices, policies, and academic understanding, ultimately contributing to the improvement of healthcare delivery in Zambia.

Below are some of the significance of the study;

Optimizing Human Resources Management

The study provides evidence-based recommendations to healthcare institutions on refining recruitment criteria, ensuring that the selection process aligns with the specific needs and goals of each hospital. This can contribute to more effective human resources management strategies.

Enhancing Organizational Performance

Understanding the correlation between recruitment criteria and organizational performance lead to improvements in patient care, staff satisfaction, and overall operational efficiency. The study's findings guided hospitals in optimizing their workforce for better performance outcomes in the ministry as a parent body in Zambia.

Informing Policy and Practice

The research outcomes served as a foundation for developing and updating policies related to healthcare recruitment. Insights gained can inform best practices that are applicable not only to the studied hospitals but also to the broader healthcare community.

Addressing Healthcare Challenges

By identifying challenges in recruitment processes, the study contributes to addressing broader issues within the healthcare sector in Zambia. Solutions generated from this research may be applicable to other healthcare institutions facing similar challenges.

Contribution to Academic Knowledge

The study fills a gap in existing literature by providing a nuanced understanding of the correlation between recruitment criteria and organizational performance in a specific healthcare context in Zambia and it contributes to the academic discourse on human resources management in healthcare.

Enhancing Decision-Making Processes

Healthcare administrators, policymakers, and human resources professionals can use the study's findings to make informed decisions regarding recruitment strategies, thereby enhancing the overall decision-making processes within healthcare organizations.

Building a Foundation for Future Research

The study lays the groundwork for future research in the field of healthcare management and human resources. It opens avenues for further exploration of specific factors influencing recruitment and their impact on organizational performance.

1.8 Scope of the study

The study specifically concentrated on the Copperbelt province in Zambia with a particular focus on the provincial health office and the three main hospitals such as Kitwe teaching hospital, Roan General Hospital and Ndola Teaching Hospitals respectively. This allowed for a localized Investigation on the co-relation between the recruitment criteria and organizational performance. The primary focus is on reviewing existing practices, evaluate current recruitment criteria and the correlation with organizational performance.

Further, the research endeavoured to examine key performance indicators (KPIs) within the Ministry to measure efficiency, productivity, and employee satisfaction, identifying correlations on the potential connections between the recruitment criteria and the identified organizational performance metrics, employee skill assessment, best practices and comparison with other nations regarding how they manage the recruitment criteria and recommendations for enhancing recruitment processes to positively impact organizational performance in the Ministry of Health, Zambia.

In summary, the scope of this study included analysing recruitment criteria within the Ministry of Health in Zambia and assessing their impact on organizational performance. Factors being considered for examining includes employee competence, skill alignment, and overall workforce effectiveness and an exploration of how improvements in these criteria might enhance organizational outcomes on the Copperbelt and Zambia as a whole.

1.9 Conceptual framework

According to Svinicki (2004), a conceptual framework is an interrelated collection of ideas or hypotheses about how a specific phenomenon acts or is related to its elements. It describes the connections between the variables being examined. It accepts the well acknowledged relationship between the independent and dependent variables. The framework provided the foundation for comprehending the causal or correlational patterns of connections among events, thoughts, ideas, observations, knowledge, interpretations, and other experience-related elements, claims Cocking (1999).

In this study centred on the Ministry of Health in Zambia, exploring the relationship between the human capital theory, resource-based view (RBV), person-organization fit (POFit) and organizational justice theory provides valuable insights into the relationship between recruitment, selection, and organizational performance and how these lead to efficiency in the

ministry. This relationship and integration with related dependent and independent variables will be assessed thoroughly in this study.

Person-Organization Fit (POFit)

In a landmark paper by Dr. Amy L. Kristof (1996) defined Person-Organization Fit “as the compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics or both. Therefore, POFit theory focuses on the compatibility between individuals and the organization. When recruitment and selection criteria align with the organization's values and goals, it can result in employees who are a better fit, potentially leading to improved organizational performance.

Dependent Variable

Organizational Performance: Dependent variable in this research will be the overall effectiveness and success of the Ministry of Health in achieving its mission, goals, and key performance indicators (KPIs) with metrics centred around financial performance, service delivery, employee productivity, and stakeholder satisfaction.

Independent Variables

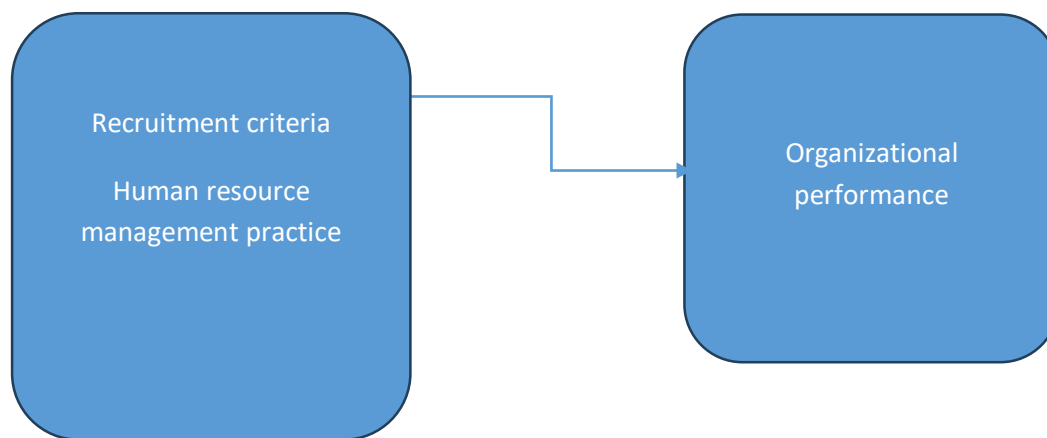
Recruitment Criteria: The academic background and qualifications of recruited personnel, the professional experience and relevant skills of the recruited staff and the alignment of recruited individuals with the organizational culture and values are some of the key area's issues underpinning the recruitment criteria as an independent variable.

Human Resources Management Practices: The extent to which hospitals invest in the ongoing training and development of their staff and performance evaluation processes as methods employed to assess and appraise the performance of healthcare personnel.

By examining these variables, the study aims to explore the relationships and correlations between the independent variables (specifically, recruitment criteria) and the dependent variable (organizational performance) in the context of the three hospitals. This analysis will provide insights into how the selection and alignment of healthcare professionals impact the overall effectiveness of the hospitals, contributing to the broader understanding of human resources management in healthcare.

Dependent variables

independent variables



1. 10 Operational Key terms

Below are some of the operational definitions for the study;

Recruitment Criteria: Number of job applicants screened based on defined criteria or time taken to fill a vacant position using established recruitment standards.

Selection Criteria: Assessment scores of candidates against specified selection criteria or employee performance ratings correlated with selection criteria.

Organizational Performance: Key performance indicators (KPIs) such as productivity, employee satisfaction, and retention rates and or financial metrics like revenue and cost efficiency.

These operational definitions provide tangible and measurable parameters for this research study.

1.11 Ethical considerations

Ethical Consideration is an important aspect in research development and preparation. (Bell and Bryman, 2007). Accordingly, this research wishes to uphold important principles related to ethical considerations within the Kafue district in order to ensure the research lives within and protects the rights of the participants.

Voluntary participation

Voluntary participation of respondents in this research shall be upheld. If participants decide to withdraw from the study at any stage if they wish to do so wish and they shall as well participate on the basis of informed consent (Sibanda,2004). This is as stipulated and guided by the University of Zambia DRGS.

Abusive, discriminatory or other offensive language

The researcher shall never adopt use of offensive, discriminatory or other unacceptable language in the field and or outside or during the research course be it in the formulation of questionnaire, and or Interview (Churchill,1991).

Right to privacy

The researcher pledges that the research course shall uphold privacy and anonymity of respondents. No name of respondents shall be published or mentioned in an event that was to happen then a signed consent binding parties shall be entered into. (Hockings, 2003).

Acknowledgement of works by others and citation.

Meaningful research is anchored on what others have written and acknowledgement of their work is paramount. This research further seeks to acknowledge other scholars works on the subject matter, therefore, throughout this research the researcher shall endeavour to use American Psychological Association (APA) for citation and referencing system which is the most popular citation style in academia and observance of the highest level of objectivity in discussions and analyses throughout this research as observed by Virtanen, (2003).

CHAPTER 2

LITERATURE REVIEW

2.1 Overview

This chapter reviews the underlying literatures that are related to the correlation between recruitment criteria and organizational performance at the global level, regional and local perspective.

2.2 GLOBAL PERSPECTIVE

Relationship between recruitment criteria with organizational performance is one of the key aspects to note when dealing with the human resource management component of the business. As observed by Hamza (2021), the recruitment is the main function of human resource department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the organization. In this study conducted at Telecommunication Companies in Erbil-Kurdistan whose objective was to determine the recruitment and selection procedures in organizations it was found that being qualified and having certificates affects the recruitment process, and how different criteria such as gender, race, and culture effect on it as well. Data was collected and Statistical Package for Social Sciences (SPSS) version 23 was used as the statistical analysis tool while descriptive statistics were calculated and used in the interpretation of findings.

The researcher found that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan and that the researcher found that the majority of participants believed that selection methods used (application forms, assessment centres, psychometric tests, interviews, CV data, references, group interviews) are important in so far as the effective recruitment and selection is concerned. (Hamza,2021).

The identified research gap in this study lies in the lack of focus on specific industries, organizational sizes, or geographical locations. While the study seeks to understand general recruitment and selection procedures, it fails to consider potential variations or nuances that may exist across different sectors, company sizes, or regions. The present study is oriented on a particular sector which is the health sector.

According to Govard and Abdullah(2021) in their study on the human resource management practice on organizational performance stated that in a rapidly changing economic environment, characterized by trends such as, globalization, rising demands of investors and customers, along with increasing products in the market competition, the Government institutions continuously try to progress their performance by minimizing expenses, renewing products and procedures, and improving quality in order to compete and continue in the environment. In this quantitative research approach whose Sample Size was 240 respondents, the findings revealed that all hypotheses were rejected except fifth hypothesis which stated that ‘Decentralization is positively associated with organizational performance’. Thus, it was concluded that decentralization have a positive association with the organizational performance.

The research gap has been identified is while the study acknowledges the importance of HR practices in driving organizational performance, it fails to provide a detailed analysis of how organizations adapt their HR practices in response to dynamic economic conditions.

Another dimension of assessing the impact of recruitment and selection apart from the findings as espoused by Govard and Abdullah (2021) is that strategic human resource management drawn on the resource-based view of the firm to argue that a high commitment human resource (HCHR) strategy leads to firm competitive advantage by creating greater firm-level employee-based resources that are rare and valuable. While there is early empirical support for this mediated model, prior studies have largely ignored two key aspects of the Resource Based View perspective.

First, extant research has not effectively explained why differences in employee-based resources persist across firms that have adopted the same firm-level HR strategy. Second, this body of research has largely ignored contemporary thinking on the Resource Based View (Birger Wernerfelt,1984) which suggests that employee-based resources only lead to competitive advantage when they are a fit to other organization capabilities that enable the firm to effectively orchestrate them for productive use hence the concept person-organization fit (POFit) as espoused by Dr. Amy L. Kristof (1996).

Based on the literature on dynamic managerial capabilities to argue that CEO managerial cognition, social capital, and human capital help to explain when pursuing a high commitment human resource strategy potentially leads to greater firm-level employee-based

resources and when firms are able to effectively manage and deploy these employee-based resources for competitive advantage. (Christopher J Collin,2021).

As observed by Riham Aina (2020) in Nicosia Cyprus, on the impact of implementing talent management practices on sustainable organizational performance, organizations operate in an inexorable marketplace, there are always new and unpredictable difficulties that make managerial roles harder and the achievement of organizational goals and objectives more critical. Recently, the implementation of talent management practices in achieving sustainable organizational performance that will match the firms' operational and strategic goals have been the concern of both academics and practitioners, but the issue has not been exhaustively investigated. Thus, the aim of this study was to investigate the effect of talent management practices on the sustainable organizational performance in real estate companies located in the United Arab Emirates.

The results of this study show that talent attraction and talent retention had no impact on the sustainable organizational performance, whereas learning and development and career management were found to have significantly positive impacts. The study suggests that learning and development, and employee career management, should be leveraged on by the management by concentrating on the coaching and training programs and job rotation so that the firm can achieve sustainable organizational performance. (Riham A and Tarik,2020).

This studies overlooks the role of contextual factors, such as industry type, organizational size, or geographic location, in shaping the relationship between talent management practices and organizational performance. Understanding how these contextual factors influence the effectiveness of talent management initiatives is essential for developing tailored strategies that meet the unique needs of different organizations.

2.3 REGIONAL PERSPECTIVE

It has been argued that recruitment and selection criteria adopted by various organizations as positively influences organizational performance. Among the perceived benefits is the generation of a pool of experts who are motivated to drive the performance of the organization. However, there is a dearth of empirical evidence on the effects of recruitment and selection criteria on the performance of a firm especially in the case of universities. In a study conducted to determine the effect of recruitment and selection on organizational performance at Kisii University main campus. The study established that there was a positive

relationship between recruitment and selection criteria and organizational performance. The study also revealed that recruitment and selection criteria were not fair. Therefore, the study recommended that the University should adopt a fair and transparent recruitment and selection policy.

Recruitment forms 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 (Elwood & James, 1996). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the organizational performance as observed by Nyathi (2023) refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively on the business market. Individual performance can influence the performance of the entire organization in the short, medium or long term in a positive or negative direction. (Gamage, 2014). The research gaps lies in the research is not very clear to comprehend however the present study seeks to address this by ensuring the design is clear to ensure clarity on variables and constructs of research.

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. Accordingly, on the effect of human resource management on performance in hospitals in Sub-Saharan Africa. Hospitals in Sub-Saharan Africa (SSA) face major workforce challenges while having to deal with extraordinary high burdens of disease (Philipos et al, 2018). The effectiveness of human resource management (HRM) is therefore of particular interest for these Sub Sahara African hospitals. While, in general, the relationship between HRM and hospital performance is extensively investigated, most of the underlying empirical evidence is from western countries and may have limited validity in SSA. Evidence on this relationship for SSA hospitals is scarce and scattered. From a HRM perspective, most studies researched HRM bundles that combined practices from motivation-enhancing, skills-enhancing, and empowerment-enhancing domains.

From a performance perspective reveals that employee outcomes and organizational outcomes are frequently researched, whereas team outcomes and patient outcomes are significantly less researched. Most studies report HRM interventions to have positively impacted performance in one way or another. As researchers have studied a wide variety of (bundled) interventions and outcomes, this analysis does not allow to present a structured set of effective one-to-one relationships between specific HRM interventions and performance measures. Instead, it was found that specific outcome improvements can be accomplished by different HRM interventions and conversely that similar HRM interventions are reported to affect different outcome measures. This is in tandem with the research findings by Frank (2019) who carried out research in Ghana to examine the mediating role of employee competencies in the relationship between human resource management (HRM) practices and organizational performance whose results revealed that some HRM practices impact organizational performance through their influence on employee competencies. The study further revealed that employee competencies mediate the relationship between HRM practices and organizational performance. (Frank N.K.O,2019).

Existing research focuses on broad categories of employee competencies, such as technical skills or interpersonal abilities, without delving into the specific competencies that are most relevant to the effectiveness of HRM practices. There is a need for studies that identify and analyse the specific competencies that mediate the relationship between HRM practices and organizational performance in different contexts and industries.

Another study on the nexus between HRM, employee engagement and organizational performance of federal service organization in Ethiopia by Assefa Manjit Singh (2020), human resource management and performance of public service is an extremely relevant theme. Although studies on the HRM-performance link have been well documented, the results were inconclusive. Besides, previous studies have paid little attention to the public service from developing country's context. Drawing on the AMO Model and SET, this study examined the effect of HRM System on Employee Engagement and Organizational Performance. Likewise, this study tested the intervening effect of employee engagement in the HRM-performance link. Using a sample of federal employees (n ¼ 340) in government organizations, the study tested the hypothesized three-factor model using SEM. The findings of the study shows that there is a positive and significant relationship between HRM, employee engagement and organization performance.

Besides, employee engagement partially mediated the link between HRM and performance, the effect of the individual HR practices, this study revealed a positive and differing effect of HR practices on both engagement and performance although the magnitude effect is smaller than the combined effect of the HR practices together.

Moreover, Autonomy was identified as an important driver of both engagement and performance. This result contributes to the HRM performance debate. (Assefa Manjit Singh,2020)

In a study in Egypt by Lamiaa Ismail and Dorgham (2018) on talent management and Its effect on organization performance among nurses at Shebin El-Kom Hospitals it was recognized that talent management is a major global challenge confronting most organizations in the world. Due to scarcity of talent, organizations around the world are competing for the same pool of talents to acquire and retain talents in order to maintain their operations and continue to grow in terms of service and profitability.

Findings revealed that nurses in Menoufia University hospital had a higher satisfaction level than nurses in Shebin El-Kom teaching hospital regarding total score of talent attraction, retention and organization performance with highly statistical significant difference. It was concluded that there was a highly significant positive correlation between organization performance and each of the three components of talent management. The study recommended that all health care organizations should introduce talent management strategy in their strategic planning to remain competitive in today's healthcare market which is affirmation to the findings and recommendations made by Agarwal(2016) that in the face of globalization, organizations are concerned with how to design the talent management strategy that fits the national context in order to attract, develop and retain their talented employees, and, as long as possible, especially those who are extraordinary talented (Taie, 2015). Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (Lyria, 2014). It is evident that studies have shown that the demand for talented employments in the coming years is going to increase, while the supply will drop (Foster, 2014). There is no doubt that technology and globalization have changed our lives, as they have led to increased competition on talent. Thus, the potential growth of organizations worldwide depends on the ability of organizations to ensure that the right people with the right skills are in the right place at the right time, and

focused on the right activities. For these reasons, talent management has been elevated to the top of strategic human resources management challenges, acquiring the highest priority across all organizations (Elia et al., 2017). Institutions are increasingly looking at talent as a unique asset that can provide sustainable competitive advantage and superior performance (Rop, 2015). Right talent is the greatest asset for any organization.

In similar studies undertaken on resource planning process and its influence to the performance of Health Sector in Uganda by Dickson et al (2020) whose purpose was to investigate the process of human resource planning and its influence to the performance of the health sector in Uganda, considering a case study of IHK. The study found that external scanning and determination of goals are the most important components of human resource planning process that influence performance at IHK.

The results nevertheless show that the other components of human resource planning process such as internal scanning, performance gap analysis, decide human resource priorities, environmental scanning and as well as measuring, monitoring and reporting the progress are correspondingly important components of human resource planning process that influence performance at IHK. Therefore, the study recommends that ministry of health should work towards matching human resource planning process with organizational strategic goals, and to achieve this, the ministry should clearly define its vision and mission to the staff and partner organizations in a concise manner, which will help them focus and deliver good results and thus enhance performance of the entire health sector in Uganda.

The study further suggested that human resource planning departments of IHK should focus mostly on scanning the external community and determination of goals components of human planning resource process and IHK should embrace the use of modern technology in the recruitment and selection of staff.

The effectiveness of different recruitment and selection criteria of employees as observed by Vyas (2011) asserted that the current trend is that organizations are looking for methods of reducing the time and effort in the recruitment and selection process.

There is a need for research that employs objective measures of employee performance and success, rather than relying solely on subjective assessments or self-reported data. Objective performance metrics, such as sales figures, productivity levels, or customer satisfaction

scores, provide more reliable indicators of employee effectiveness and allow for a more accurate assessment of the effectiveness of recruitment and selection criteria

However, Munyon, Summers, Ferris and Gerald (2011) admonished that methods of team staffing should translate to competitive advantages to a firm. In similar vein, DeVaro (2008) demonstrated that recruitment strategies can lead to positive organizational outcomes.

For Sinha and Thaly (2013) adopting qualitative system in recruitment and selection has helped organizations to grow as they have been able to get the right people for their vacancies.

In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2013).

The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job performance along with organizational issues such as referrals by current personnel, in-house job postings, and the rehiring of former employees (Zottoli & Wanous, 2000). The research gap exists as this research examines the causal relationships between turnover, job survival, job performance, and organizational issues. Understanding the directionality of these relationships and identifying mediating and moderating factors can provide insights into strategies for mitigating turnover, improving job survival, enhancing job performance, and addressing organizational issues effectively.

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. In the same vein, Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved.

In view of the above, several human resource managers in hospitals does propose to the Ministry of Health to consider the need of additional labour force. 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.

However, some auxiliary recruitment and selection processes in the Ministry of Health have elements of subjective judgement inherent in them. It is within this context that this study is proposing to research the impact because there could be some unreliable, and contaminated criterion measure(s) that has been at the centre of recruitment need to bring to the attention of policy makers in the ministry of health.

However, it is a well-known fact that all the recruitment and selection criteria are relevant. A relevant criterion is one that reflects the relative standing of employees with respect to an outcome critical to success in the focal work environment (e.g., job performance, employee turnover). To the extent that a job performance criterion does not reflect a representative sampling of work behaviours. (Dorgham,2018).

It is observed that when all the criteria are applied to recruitment, treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants. Experience also shows that a successful appointment can produce results which impact favourably on the wider aspects of organizational life while a poor one can have damaging effects far outside the organization in which it is made. However, the recruitment of employees also provides an opportunity for the organization to present itself in a favourable light. (Duncan,2019).

Available literature has argued that the success of any organisation is directly linked to the performance of those who work for that organisation. By the same token, under-achievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatay, 2012).

It is therefore upon the Ministry of Health in Zambia to build and sustain the competitive advantage, proper staffing as observed by (Djabatay, 2012). Thus, recruitment and selection are imperative in organizations such as the Ministry of Health and other organisations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications.

2.4 LOCAL PERSPECTIVE

In a study by Duncan Zangata (2019) assessed the recruitment process in local councils, in Lusaka district. He asserts that improperly conducting recruitment and selection can result in corruption, favouritism, nepotism and other conflicts of interest. The recruitment criteria are likely to be questionable. As noted, however, that recruitment and selection policies were available at the commission however, members of the commission were appointed by the president. Because of this, it is apparent that there was some form of political interference in the operations of the commission. Further, recruitment policies are also likely not to be adhered resulting into the recruitment and selection of ill-qualified personnel.

In addition, despite the policies being in place, other factors, such as poor salaries and conditions of service could have led to the shortage of qualified personnel in the local government service. Therefore, this can have a negative impact on the recruitment and selection process resulting into the shortage of sufficiently qualified personnel in the local government service. Organizational policies and practices, organizational image, while external factors may include government and union restrictions, labour market conditions and the location of the organization. As per these findings by Duncan Zangata (2019) they are as well in tandem with the findings by Dickson et al (2020) on resource planning and performance of the health sector in Uganda.

There is a need for research that evaluates the effectiveness of specific recruitment criteria used in local councils in Lusaka district. Understanding which criteria are most predictive of successful job performance and organizational fit can inform evidence-based decision-making and optimize recruitment strategies

In a strategic human resource management practices and organisational performance with National Assembly of Zambia as case study by Kenani and Jackson Phiri (2022) the premise of human resource management practices is that an organisation's most important resource is its people, and that its performance depends heavily on them. For human resource management to have a meaningful impact on organisational performance, an appropriate range of human resource policies and processes must be developed and effectively implemented.

Strategic human resource management is an approach that defines how the organisation's goals are achieved by its employees through human resource policies and practices that are

integrated with the human resource strategy. Strategic Human Resource Management's growing popularity is primarily due to its clear commitment to improving organisational performance. However, studies on the linkage between strategic human resource management practices and organisational performance that have been carried out in the African perspective, are very few especially in a public organisation. The purpose of this study was to examine the impact of strategic human resource management practices on organisational performance. The study was conducted at the National Assembly of Zambia which has its presence in all the one hundred and fifty-six (156) Constituencies through Parliamentary Constituency Offices. Results revealed that organisation and resourcing had a negative and weak, positive impact on organisational performance, respectively. Learning and development, performance and reward management and employee welfare had a significant impact on organisational performance.

As noted by Hamza (2021), recruitment criteria vary across industries and roles, but common factors include education, experience, skills, and cultural fit. Employers often look for candidates with relevant degrees, practical experience, and specific technical or soft skills. Cultural fit assesses how well candidates align with the company's values and work environment. Additionally, factors like communication skills, adaptability, and problem-solving abilities are crucial in evaluating potential hires. It's essential for organizations to tailor criteria based on the unique requirements of each position.

Armanu (2020) pointed out that organizational performance points to how well a company executes its strategies to achieve its goals and objectives. It encompasses various aspects, including financial results, operational efficiency, employee satisfaction, innovation, and customer satisfaction. High organizational performance often results from effective leadership, a strong organizational culture, streamlined processes, and a motivated workforce. Key performance indicators (KPIs) are used to measure and track different facets of performance, providing insights into areas that may need improvement.

Continuous evaluation and adaptation are crucial for sustaining and enhancing organizational performance over time. Therefore, understanding the relationship between the two is paramount.

The research gap in this study is purely on the absence of comprehensive studies specifically examining how the recruitment and selection criteria employed by the Ministry of Health in

Zambia impact the overall organizational performance. Limited research exists on the alignment between the Ministry's unique criteria, the selection process, and the subsequent performance outcomes. This gap highlights the need for a focused investigation to understand the specific dynamics, challenges, and potential improvements in the recruitment and selection practices within the Ministry of Health, contributing to both academic knowledge and practical implications for organizational enhancement.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Overview

Research methodology is concerned with the general research strategy followed to conduct research. This chapter focused on the description of the methods that was applied in carrying out the research. It introduced and described the following, research design, target population, sample size, sampling methods, data collection techniques, data analysis techniques and validity and reliability and ethical issues and philosophical approach.

3.2 Research design

Qualitative research will be used in this research. Qualitative research explores the meaning, experiences, or views of people on a specific topic or phenomenon. Some of the benefits of this approach includes, flexibility and adaptability in the research process, provision of rich and detailed data that can capture the complexity and depth of human behaviour and emotions, helps to understand the context and reasons behind people's actions, choices, or opinions and it can generate new insights or hypotheses that can be tested further with quantitative methods as observed by Becker (,2008).

Research subjects were drawn from three Copperbelt main General hospitals such as Kitwe general hospital, Roan General hospital and Ndola Teaching Hospital. Further, other subjects will be obtained from the provincial health office on the Copperbelt. The research will adopt purposeful sampling on human resource staff, administrative staff, provincial medical officer, senior management, lower staff and other stakeholders. (Bajracharya et al, 2005).

3.3 Target population

The target population is 135 Ministry of Health and other civil society organization on the Copperbelt with particular emphasis on the three (3) main General Hospitals and the provincial Health Office out of which a sample frame of 100 respondents will be drawn representing of the total workforce.

3.4 Study area or site

The research study area was Copperbelt Province with a specific area identified as Kitwe General Hospital, Roan General Hospital and Ndola Teaching Hospital

3.5 Sample size

The sample size for this study was 100 respondents from within Ministry of Health on the Copperbelt involving the three main General hospitals such as Roan, Kitwe and Ndola Teaching Hospital.

In determining the sample, Yemene formula was utilized.

$$n = \frac{N}{1 + N(e)^2}$$

Where;

(n) is the required sample size

(N) is the total population size

(e) is the desired margin error expresses as a decimal

$$n = \frac{135}{1 + 135(0.05)^2}$$

$$n = 100$$

Therefore, the sample size for this study is 100 respondents from within Ministry of Health around Copperbelt Province.

3.6 Sampling techniques

This study used purposeful sampling. As observed by Kassiani (2023), purposeful sampling also known as judgmental sampling method relies on the researcher's judgment when identifying and selecting the individuals, cases, or events that can provide the best information to achieve the study's objectives. As a result, Purposive sampling enables researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population. (Andrade,2021).

3.7 Data collection instruments

The research project utilized open ended questionnaire as data collection instruments throughout the process. The advantage of open-ended questionnaire it allows for unlimited response, deliver new, often unexpected insights, provides more details, often deeper and it gives researchers sentiments and opinions. (Ghosa,2002).

In order to achieve the research's objectives for this study both primary and secondary data were collected. Primary data speaks to the range of collection tools such as questionnaires that will be used to gather first-hand data whereas secondary data speaks to data or sources that already exist in literature.

3.8 Data collection procedure and time line

In order to achieve the research's objectives for this survey, both primary and secondary data will be collected. Primary data speaks to the range of collection tools such as interviews and questionnaires that are used to gather first-hand data whereas secondary data speaks to data or sources that already exist. As a survey, questionnaires shall be administered in person and wait for responses when filled in.

The researcher was assisted by research assistants on a paid field visits within Copperbelt Province in the named General hospitals and the provincial health office. Data collection started only after ethical clearance and study approval was granted by the University of Zambia (UNZA) Directorate of Research and Graduate Studies (DRGS).

Two days prior to the open-ended questionnaire actually being administered, pretesting was done to guarantee the validity of the surveys. Finding the reasoning behind the responses is a key goal of pre-testing questionnaires so that the auditor can accurately determine whether the questionnaire is being completed correctly and whether the respondents have a true understanding of the questions. This aided in determining whether respondents are willing and able to supply the necessary data. (Ghosa ,2002).

After retrieving all of the questionnaires from the respondents, the researcher processed the data for additional screening by analysing and making sense of the information gathered using suitable programs like SPSS, NVINVO and MS Excel.

3.9 Data analysis techniques

Following the use of questionnaires to gather data, the researcher verified the information before analysing it. Thematic analysis was utilized in conjunction with the qualitative analysis technique. Additionally, the creation and analysis of graphs, tables, histograms, pies, and other visual representations was done using quantitative analytic tools such as Microsoft Excel and SPSS 20. NVIVO was used to analyzed thematic themes for the open-ended questionnaires of the study.

3.10 Validity and Reliability

To ensure validity, the researcher employed rigorous research methods aligned with established academic standards. Reliability is maintained through consistent data collection and analysis procedures, fostering trustworthiness in the findings. The study adheres to ethical guidelines, ensuring the integrity of the research process and the confidentiality of participants.

3.10 Philosophical paradigm

The philosophical paradigm for the research on investigating the correlation between recruitment criteria and organizational performance adopts interpretivist approach. Interpretivist Perspective as observed by Charlotte Nickerson (2023) is an approach to social science that asserts that understanding the beliefs, motivations, and reasoning of individuals in a social situation is essential to decoding the meaning of the data that can be collected around a phenomenon. This paradigm uses both qualitative and quantitative research methods. However, they believe that there is no one “right path” to knowledge, thus rejecting the idea that there is one methodology that will consistently get at the “truth” of a phenomenon.

In light of this, this research adopts qualitative study. This philosophical perspective helps focus on exploring how different stakeholders within the organization of Ministry of Health such as recruiters, managers, employees and candidates perceive and interpret the relationship between recruitment practices and organizational outcomes.

The beauty about this research paradigm is that it allows researchers to delve deeply into the perspectives, beliefs and values of individuals involved in the recruitment process, examining the nuances of their interactions and decision-making processes. Through qualitative approach on interviews and observations, this paradigm seeks to uncover the complex and context-dependent nature of the relationship between recruitment criteria and organizational performance. Further, the researcher seeks to generate rich, contextualized insights that capture the subjective realities of participants, shedding light on the underlying mechanisms and dynamics shaping recruitment practices and their impact on organizational performance. The research employed a positivist epistemological framework, which concerns the nature and acquisition of human knowledge, specifically addressing how individuals ascertain the

reality of phenomena (Cohen et al., 2007). This approach is crucial as it shapes the researcher's methodology and the way knowledge is uncovered within the context under investigation. Epistemology explores the essence and extent of knowledge (Creswell & Poth, 2018), focusing on the processes through which individuals attain understanding and discern truth (Slevitch, 2011). Qualitative research views reality as subject to the mind and social construction, emphasizing that comprehension is contingent upon individuals' perceptions and interpretations (Slevitch, 2011).

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Overview

This chapter methodically showcased results that were scrutinized and explained in alignment with the research goals. The information is displayed using a range of formats such as pie charts, tables, line graphs, and histograms to ensure a thorough comprehension

4.2 Age of respondents

Table 1 below illustrates the age distribution of respondents across at the three hospitals namely Roan General hospital, Kitwe Teaching hospital and Ndola General Hospital. It is observed that individuals within the age bracket of 36-45 years constitute the majority, accounting for 34% of the respondents. Following this, those aged 46 years and older represent 27% of the respondents, while individuals aged 26-35 years make up 24%. The smallest percentage is attributed to respondents aged 18-25 years, accounting for 15%.

Table 1: Age range

AGE GROUP	FREQUENCY	PERCENTAGE (%)
18 – 25	15	15%
26 – 35	24	24%
36-45	34	34%
46+	27	27%
TOTAL	100	100%

Source: field data 2024

4.3 Gender of respondents

The gender distribution of respondents from the study conducted across at the three hospitals namely Roan General hospital, Kitwe Teaching hospital and Ndola General Hospital based on a sample of 100 participants, reveals a predominance of females at 53%, with male respondents comprising 47% of the sample.

The data presented in Table 2 below shows that the majority of the respondents were women.

Table 2: Gender

Sex of respondents		Distribution	Percent	Valid Percent	Cumulative Percent (%)
	Female	53	53	53	53
	Male	47	47	47	100
	Total	100	100%	100%	100%

Source: field data 2024

4.4 Position/Job Title

The study results reveal medical staff being the majority with 64%, administrative staff with 21% with the least support staff accounting 15%.The study findings indicates medical staff dominated respondents in the study.

Table 3: Level of position

Level of position		Distribution	Percent	Valid Percent	Cumulative Percent (%)
	Medical staff	64	64	64	64
	Administrative	21	21	21	85
	Support staff	15	15	15	100
	Total	100	100%	100%	100%

Source: field data 2024

4.5 Current recruitment criteria at the Health facilities

The table below shows results for the recruitment criteria which includes the most prominent educational back ground which accounts for 29%,technical skills 25%,communication skills 21%, and problem solving abilities 11% with adaptability and learning agility at 9% and the least research experience with 5% respectively.

Table 4: Current recruitment criteria

Level of position		Distribution	Percent	Valid Percent	Cumulative Percent (%)
	Educational Background	29	29	29%	29%
	Technical Skills	25	25	25%	54%
	Research Experience	5	5	5%	59%
	Problem-Solving Abilities	11	11	11%	70%

Communication Skills	21	21	21%	91%
Adaptability and Learning Agility	9	9	9%	100%
Total	100	100%	100%	100%

Source: field data 2024

4.6 Level of Satisfaction with the clarity and transparency of the recruitment criteria

The study inquired on whether or not members of staff at the health institutions are satisfied with recruitment criteria or not. Results reveal 49% were of the view that indeed they were satisfied with the clarity and transparency of the recruitment criteria while 41% were of the view that there was no or lack of clarity and transparency while 10% accounted for those that were not sure. It can be observed that there is a close tie between the 'Yes' and 'No' from the results of the findings.

Table 5: Satisfaction status

Are you satisfied	FREQUENCY	PERCENTAGE (%)
Yes	49	49%
No	41	41%
Not sure	10	10%
TOTAL	100	100%

4.7 Status of the current recruitment and selection criteria employed by the Ministry of Health

This inquiry sought to inquire on the status of the current recruitment and selection criteria by the Ministry of Health in the named health institutions. Results reveal 56% were of the view that it was effective, ineffective accounted for 40% while those who were not sure were 4% respectively.

Table 6: status of the recruitment and selection criteria

Status of recruitment and selection criteria	FREQUENCY	PERCENTAGE (%)
Effective	56	56%
Ineffective	40	40%
Not sure	4	4%
TOTAL	100	100%

Source: field data 2024

4.8. How the existing recruitment criteria impact the overall performance of the Ministry of Health

This inquiry sought to assess how the existing criteria impact the overall performance of the Ministry of Health at Ndola General Hospital, Kitwe Teaching Hospital and Roan general Hospitals. The findings reveal leadership development as most prominent of the impact accounting for 29%, skills and competency 24%, Ethics and integrity accounting for 21%.Diversity and inclusion reported 21% while innovation and adaptability with 12%.These results show amongst the impact of recruitment criteria leadership development is most prominent at the three health institutions.

Table 7: impact of existing recruitment criteria

Impact of existing recruitment criteria on overall performance	FREQUENCY	PERCENTAGE (%)
Skills and competency	24	24%
Diversity and inclusion	14	14%
Ethic and integrity	21	21%
Innovation and adaptability	12	12%
Leadership development	29	29%
TOTAL	100	100%

Source: field data 2024

4.9 Specific examples where the recruitment criteria has influenced organizational outcomes at the 3 health institutions on the Copperbelt

Table 8 below depict study findings on the specific examples where the recruitment criteria have influenced organizational performance outcomes at the 3 General hospitals. The findings reveal enhancing emergency response preparedness lead amongst other specific examples with 31%, second is promotion of health equity accounting for 26%, improving healthcare access in rural areas with 22% and the least being strengthening health systems and infrastructure accounting for 21% respectively. These results reveal enhancing emergency response preparedness as most prominent of the four.

Table 8: Specific examples where recruitment criteria has influenced organizational outcome

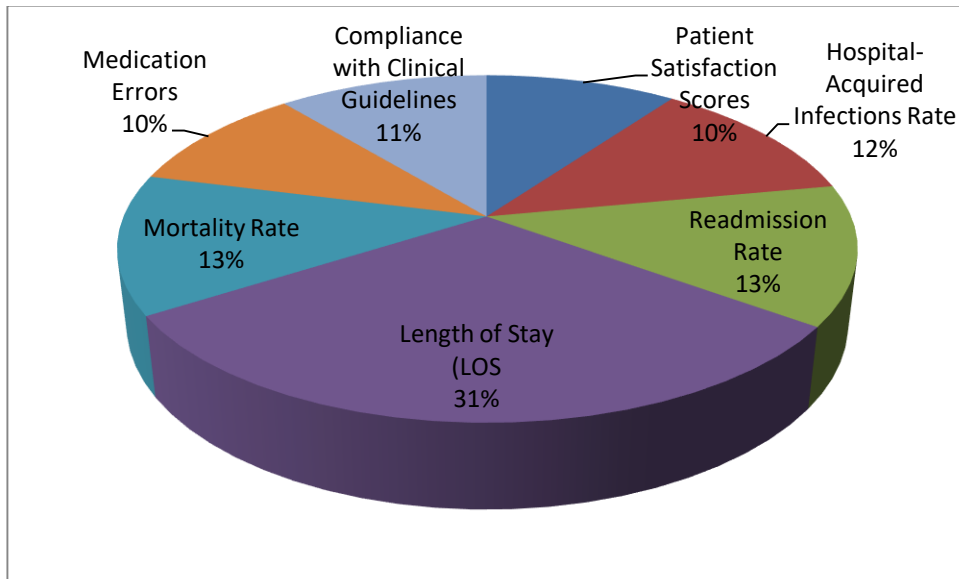
Specific examples where recruitment criteria has influenced organizational outcome	FREQUENCY	PERCENTAGE (%)
Improving healthcare access in rural areas	22	22%
Enhancing emergency response preparedness	31	31%
Strengthening health systems and infrastructure	21	21%
Promoting health equity	26	26%
TOTAL	100	100%

Source : Field data 2024

4.10 Key performance indicators (KPIs) that contribute to patient care in the three General Hospitals

The evaluation of key performance indicators impacting patient care revealed notable findings. The analysis indicated that the length of stay was the most significant factor at 31%. Additionally, both the readmission rate and mortality rate were equally substantial, each comprising 13% of the findings. Hospital-acquired infection rate followed closely at 12%, with compliance with clinical guidelines at 11%, and patient satisfaction scores at 10%.

Figure 1: key performance indicators

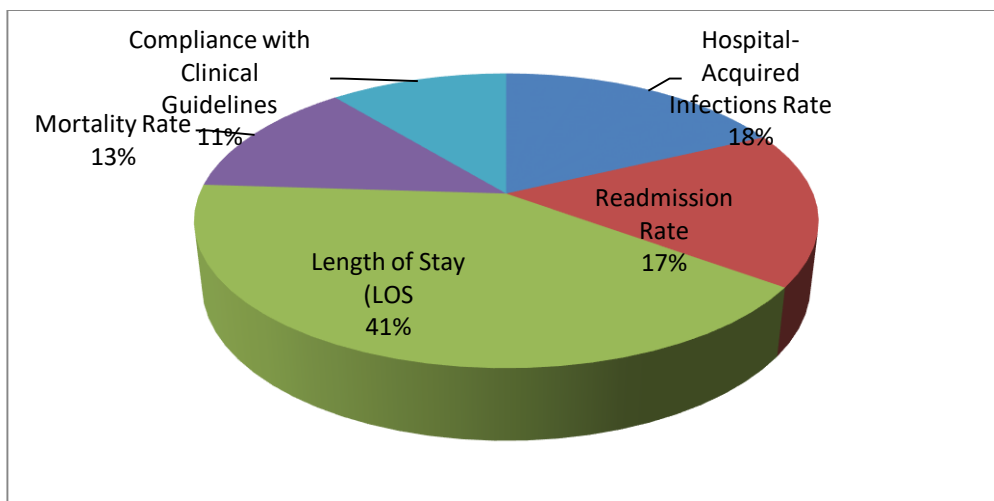


Source: field data 2024

4.11 Frequently of KPIs measured or assessed

This investigation aimed to evaluate commonly assessed key performance indicators at Roan General Hospital, Kitwe Teaching Hospital, and Ndola General Hospital. The findings of the study indicate that the length of patient stay emerged as the most significant factor, constituting 41% of the results. Hospital-acquired infection rate followed at 18%, with readmission rate at 17%, and compliance with clinical guidelines at 11%.

Figure 2: Frequently measured KPIs

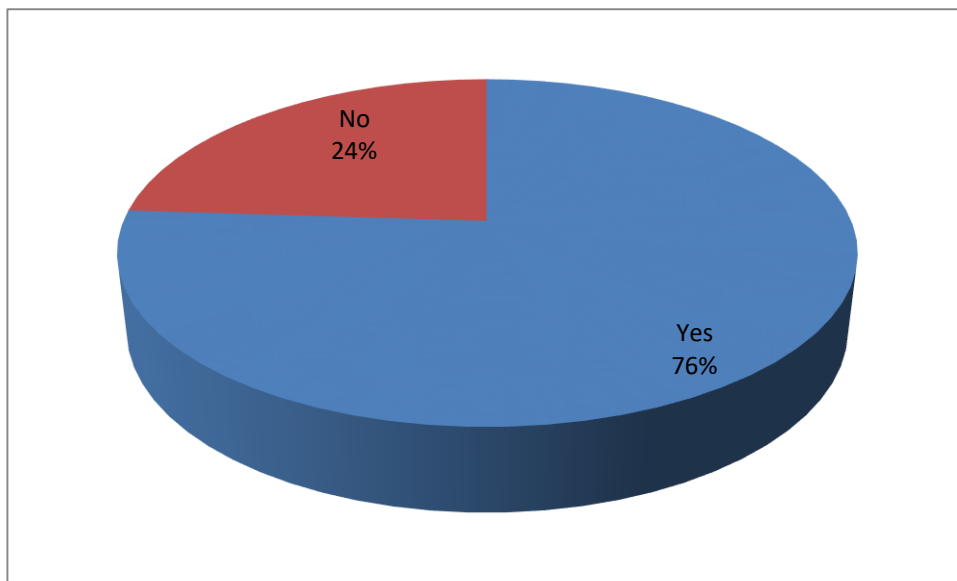


Source: field data 2024

4.12 Opinion on whether there is a correlation between the recruitment criteria and organization performance

Figure 3 illustrates the relationship between recruitment criteria and organizational performance. The data indicates that 76% of respondents answered "yes," while 24% responded with "no." These findings affirm that there is indeed a correlation between recruitment criteria and organizational performance, as uncovered by the study results.

Figure 3: Correlation between recruitment criteria and organization performance

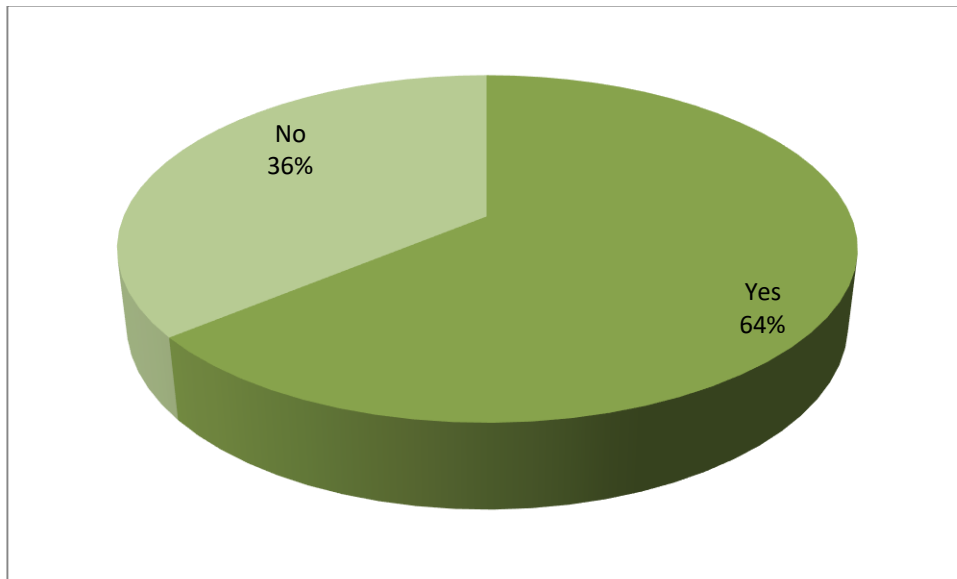


Source: field data 2024

4.13. Observation of disparities or biases in the recruitment and selection process within the Ministry

The study's results reveal disparities and biases within the recruitment and selection process, as indicated by the data presented in Figure 4. Yes responses constituted 64%, while No responses comprised 36% of the findings.

Figure 4: disparities or bias in the recruitment process

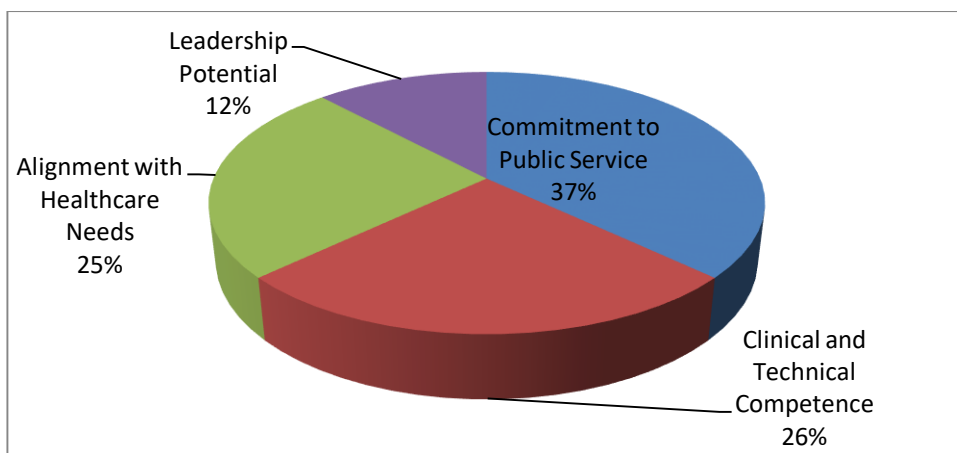


Source: field data 2024

4.14 Specific factors that influence the effectiveness of recruitment and selection criteria on employee performance in the Ministry of Health

The results of the study conducted across the three General Hospitals highlighted the distinct factors impacting the efficacy of recruitment and selection criteria on employee performance within the Ministry of Health. Specifically, the findings indicate that commitment to public service accounts for 37%, clinical technical competence for 26%, alignment with healthcare needs for 25%, with leadership potential being the least at 12%.

Figure 5: factors that influence effectiveness of recruitment and selection criteria



Source: field data 2024

4.16 How a structured recruitment approach contribute to better candidate assessment and hiring outcomes

From the qualitative aspect from open questions which required responses on how a structured recruitment approach contribute to better candidate assessment and hiring outcomes. A number of submissions were made among them listed below with corresponding responses;

Quality of Hire (32 responses)

By using structured methods to identify and evaluate candidates, organizations can improve the quality of hires. Structured interviews, assessments, and evaluations enable recruiters to identify candidates who possess the skills, experience, and attributes necessary to succeed in the role.

Cost Efficiency (56 responses)

Structured recruitment methods can help reduce costs associated with hiring.

Time Savings (19 responses)

Structured recruitment methods can expedite the hiring process by providing clear guidelines and procedures for each stage of recruitment.

Improved Candidate Experience (11 responses)

A structured recruitment process can enhance the candidate experience by providing clear communication, timely feedback, and a transparent evaluation process.

Reduced Bias (31 responses)

Structured recruitment methods help mitigates bias in the hiring process by focusing on objective criteria for evaluating candidates.

Legal Compliance (21 responses)

Structured recruitment methods help organizations ensure compliance with legal and regulatory requirements governing the hiring process.

Enhanced Decision-Making (25 responses)

Structured recruitment methods provide recruiters and hiring managers with data-driven insights into candidates' qualifications, skills, and fit for the role.

4.17 Chapter summary

This chapter presented research findings around the objectives themed. Results were presented in pie charts, tables, frequency distribution and in analytical form. The presentation of results was centred on the objectives.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1. Overview

This chapter discusses the findings of the study vis-à-vis the specific objectives of the study. The chapter discusses findings based on the objectives set forth as themes among them an examination of the existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital, an analyse key performance indicators related to patient care, staff satisfaction, and operational efficiency in each hospital and a determination of the relationship between the identified recruitment criteria and the measured organizational performance indicators.

5.2 Existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital

This objective sought to assess the current or existing recruitment criteria employed by Kitwe teaching hospital, Ndola general hospital and Roan general hospitals. Results shows the most prominent educational back ground which accounts for 29%, technical skills 25%, communication skills 21%, and problem solving abilities 11% with adaptability and learning agility at 9% and the least research experience with 5% respectively.

As noted by Hamza (2021), recruitment criteria vary across industries and roles, but common factors include education, experience, skills, and cultural fit. His observations and the findings in the present study correlate.

Recruitment criteria serve as the cornerstone of hiring processes within healthcare institutions, shaping the composition of the workforce and influencing organizational dynamics. In the context of Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital, the existing recruitment criteria wield profound implications on healthcare delivery and organizational performance. This essay delves into the multifaceted effects of these criteria, encompassing patient care, employee engagement, organizational culture, and clinical outcomes.

The recruitment criteria employed directly dictate the calibre of healthcare professionals joining the three health institutions, thereby exerting a pivotal influence on the quality of healthcare services rendered. Criteria that prioritize qualifications, experience, and clinical competence ensure that patients receive care from skilled practitioners adept at addressing

their needs effectively. Conversely, deficiencies in recruitment criteria may result in a workforce ill-equipped to meet patient expectations, compromising the quality of care and patient outcomes. An effective recruitment criterion contributes significantly to patient safety and satisfaction within healthcare settings. Criteria that emphasize adherence to clinical guidelines, communication skills, and patient-centred care foster an environment conducive to patient safety and positive experiences. Conversely, recruitment criteria that overlook these aspects may lead to dissatisfaction among patients and potential safety lapses, undermining trust in the healthcare institution.

It can be said that recruitment criteria employed profoundly impact employee morale and engagement levels. Criteria that prioritize fairness, transparency, and alignment with organizational values contribute to a positive work environment, fostering employee satisfaction and engagement. Conversely, criteria perceived as unfair or biased may erode trust among staff, leading to low morale, decreased productivity, and heightened turnover rates. Recruitment criteria also serve as a reflection of the organizational culture and values of these hospitals. Criteria aligned with values such as diversity, inclusivity, and professionalism promote a harmonious organizational culture and contribute to positive outcomes. Conversely, criteria that diverge from organizational values may result in discordance among staff, hindering collaboration and cohesion within the healthcare team.

As observed, an effective recruitment criterion play a pivotal role in influencing retention and turnover rates within healthcare institutions and prioritizes cultural fit, job satisfaction, and career development opportunities increase the likelihood of employee retention. Conversely, mismatches between recruitment criteria and employee expectations may lead to heightened turnover rates, necessitating costly recruitment and training endeavours.

Lastly, the recruitment criteria employed have implications for clinical outcomes and performance indicators within these hospitals. Hiring healthcare professionals with the requisite qualifications and expertise contributes to improved clinical outcomes, including reduced mortality rates, shorter hospital stays, and enhanced patient satisfaction. Conversely, inadequacies in recruitment criteria may impede clinical performance and negatively impact performance indicators, compromising the overall effectiveness of healthcare delivery.

Therefore, the existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital wields profound implications for healthcare delivery

and organizational performance. By prioritizing criteria that align with patient needs, organizational values, and employee satisfaction, these institutions can cultivate a conducive environment conducive to excellence in healthcare delivery and continuous evaluation and refinement of recruitment criteria are imperative to ensure alignment with evolving organizational objectives and the dynamic healthcare landscape.

From the discussion above, there is a link between existing literature and conceptual framework. By drawing on these theoretical perspectives and empirical evidence, Ndola General Hospital, Roan General hospital and Kitwe teaching hospital could develop and implement recruitment practices that optimize organizational performance and enhance patient care outcomes.

5.3 Key performance indicators related to patient care, staff satisfaction, and operational efficiency in each hospital

This objective sought to find out what the key performance indicators were and their relatedness to patient care, staff satisfaction and operation efficiency.

This investigation aimed to evaluate commonly assessed key performance indicators at Roan General Hospital, Kitwe Teaching Hospital, and Ndola General Hospital. The findings of the study indicate that the length of patient stay emerged as the most significant factor, constituting 41% of the results. Hospital-acquired infection rate followed at 18%, with readmission rate at 17%, and compliance with clinical guidelines at 11%.

Armanu (2020) pointed out that organizational performance points to how well a company executes its strategies to achieve its goals and objectives. Key performance indicators (KPIs) are used to measure and track different facets of performance, providing insights into areas that may need improvement. However, it has been observed that despite Amanu(2020) revealing the importance of recruitment and selection on the organizational performance his findings only points to the key performance indicators as the ultimate result which must be measured to assess the performance levels.

As observed, Key performance indicators (KPIs) serve as vital metrics for evaluating the effectiveness and efficiency of healthcare delivery in hospitals. Specifically, KPIs related to patient care, staff satisfaction, and operational efficiency play a pivotal role in driving organizational success. This essay explores the implications and benefits of monitoring these

KPIs within hospitals, focusing on Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital. Patient care KPIs, including mortality rates, readmission rates, and patient satisfaction scores, hold significant implications for healthcare organizations. High mortality rates or readmission rates may signal deficiencies in clinical care quality, while low patient satisfaction scores may indicate gaps in patient-centred care practices. Monitoring these KPIs enables hospitals to identify areas for improvement and implement targeted interventions to enhance patient outcomes. By striving to improve patient care KPIs, hospitals can bolster their reputation, attract more patients, and foster trust within the community.

KPIs related to staff satisfaction, such as employee turnover rates, absenteeism rates, and staff engagement scores, directly impact the morale and well-being of the workforce. High turnover rates or absenteeism may indicate dissatisfaction among staff members, leading to decreased productivity and diminished quality of patient care. Prioritizing staff satisfaction KPIs fosters a positive work environment, improves employee retention, and enhances organizational performance. Satisfied and engaged staff members are more likely to provide high-quality care, collaborate effectively with colleagues, and contribute positively to the hospital's mission and goals. Operational efficiency KPIs, such as length of stay, bed utilization rates, and waiting times, reflect the hospital's ability to manage resources effectively and deliver timely care to patients. Lengthy wait times or inefficient resource utilization may lead to patient dissatisfaction, overcrowding, and increased costs for the hospital. Improving operational efficiency KPIs enables hospitals to optimize resource allocation, reduce waste, and enhance the overall patient experience. By streamlining processes, reducing wait times, and maximizing resource utilization, hospitals can improve patient outcomes, increase throughput, and achieve cost savings.

Monitoring KPIs related to patient care, staff satisfaction, and operational efficiency is essential for hospitals to maintain high standards of care, engage and retain talented staff members, and operate efficiently and effectively. By leveraging these KPIs to drive continuous improvement initiatives, hospitals can enhance patient outcomes, create a positive work environment for staff, and achieve sustainable success in the healthcare industry. Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital can benefit immensely from a strategic focus on these KPIs, ultimately leading to improved healthcare delivery and organizational performance.

5.4 Determination of the relationship between the identified recruitment criteria and the measured organizational performance indicators

This objective addressed the relationship between the identified recruitment criteria and the measured organizational performance indicators. The relationship between recruitment criteria and organizational performance presented in the previous chapter indicates that 76% of respondents answered "yes," while 24% responded with "no." These findings affirm that there is indeed a correlation between recruitment criteria and organizational performance, as uncovered by the study results. These findings are in line with those by (Djabatey, 2012).

Recruitment plays a pivotal role in shaping the composition of an organization's workforce and ultimately influencing its performance. The determination of the relationship between recruitment criteria and organizational performance indicators is a critical endeavour that holds significant implications for talent acquisition strategies and overall organizational success. This essay explores the multifaceted implications of this relationship, encompassing alignment with organizational goals, improvement of hiring decisions, optimization of recruitment processes, identification of areas for improvement, and enhancement of organizational competitiveness. The analysis of the relationship between recruitment criteria and organizational performance enables HR departments to ensure alignment with strategic goals and objectives. By identifying which criteria are most strongly correlated with positive performance indicators, organizations can tailor their recruitment strategies to prioritize those attributes, skills, and qualifications that directly contribute to organizational success. This alignment ensures that the recruitment process serves as a strategic tool for achieving organizational goals, enhancing overall effectiveness, and driving sustainable performance. Understanding the relationship between recruitment criteria and organizational performance empowers HR professionals to make more informed hiring decisions. By discerning which criteria have the greatest impact on performance indicators, HR teams can focus their efforts on sourcing and selecting candidates who possess those critical attributes. This strategic approach enhances the likelihood of hiring individuals who are well-suited to contribute to the organization's success, thereby improving retention rates, productivity, and overall performance. Analysis of the relationship between recruitment criteria and organizational performance facilitates the optimization of recruitment processes. HR departments can streamline their recruitment processes by eliminating or modifying criteria that have little impact on performance indicators. This optimization not only reduces time-to-hire and costs

but also enhances efficiency and effectiveness in talent acquisition. By leveraging data-driven insights, organizations can refine their recruitment strategies to better meet the needs of the organization and its stakeholders.

The examination of the relationship between recruitment criteria and organizational performance highlights areas for improvement in the recruitment process. Weak or negative correlations between certain criteria and performance indicators may indicate areas where the organization needs to enhance its recruitment practices. This insight enables HR professionals to implement targeted interventions to strengthen those areas, such as refining job descriptions, enhancing candidate assessment methods, or providing additional training for recruiters.

A thorough understanding of how recruitment criteria impact organizational performance enhances the organization's competitiveness in the talent market. By strategically aligning recruitment criteria with performance indicators, organizations can attract and retain top talent capable of driving positive outcomes. This strategic approach not only enhances organizational performance but also positions the organization as an employer of choice in the industry, thereby attracting high-calibre candidates and maintaining a competitive edge.

The determination of the relationship between recruitment criteria and organizational performance is a critical endeavour with profound implications for talent acquisition strategies and organizational success. By aligning recruitment practices with organizational goals, improving hiring decisions, optimizing recruitment processes, identifying areas for improvement, and enhancing organizational competitiveness, HR departments can leverage recruitment as a strategic tool for driving performance and achieving sustainable success. Through data-driven insights and strategic alignment, organizations can build high-performing teams capable of driving innovation, growth, and excellence in the ever-evolving business landscape.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Overview

This chapter provides a summary of the key findings unearthed throughout the study. Conclusions and recommendations are formulated drawing upon the data collected and analyzed in the preceding chapters.

6.2 Conclusion

6.3 Existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital

The existing recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital play a crucial role in shaping the composition of their respective workforces and ultimately impacting organizational performance. Through this examination, it is evident that these recruitment criteria directly influence various aspects of healthcare delivery, including patient care, staff satisfaction, and operational efficiency.

The implications of these recruitment criteria are far-reaching. They not only affect the quality of healthcare services provided to patients but also influence employee morale, retention rates, and overall organizational culture. By aligning recruitment practices with organizational goals and values, hospitals can attract and retain talented healthcare professionals who are well-suited to meet the needs of patients and contribute to the achievement of organizational objectives.

Moving forward, it is imperative for these hospitals to continuously evaluate and refine their recruitment criteria to ensure they remain effective and relevant in the ever-evolving healthcare landscape. This may involve leveraging data-driven insights, incorporating feedback from stakeholders, and staying abreast of industry best practices. Additionally, fostering a culture of transparency, fairness, and inclusivity in the recruitment process can enhance organizational reputation and attractiveness to prospective candidates.

Therefore, recruitment criteria employed by Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital are pivotal in shaping the future trajectory of these institutions. By prioritizing recruitment practices that prioritize patient care, staff satisfaction, and operational efficiency, these hospitals can position themselves for continued success in delivering high-quality healthcare services to their communities.

6.4 Key performance indicators related to patient care, staff satisfaction, and operational efficiency in each hospital

The key performance indicators (KPIs) related to patient care, staff satisfaction, and operational efficiency serve as crucial metrics in evaluating the effectiveness and quality of healthcare delivery within each hospital. Through our analysis, it is evident that these KPIs play a pivotal role in shaping organizational outcomes and overall performance.

Firstly, patient care KPIs, such as mortality rates, readmission rates, and patient satisfaction scores, provide valuable insights into the quality and effectiveness of healthcare services provided by each hospital. By monitoring these indicators, hospitals can identify areas for improvement and implement targeted interventions to enhance patient outcomes and satisfaction.

Secondly, staff satisfaction KPIs; including employee turnover rates, absenteeism rates, and staff engagement scores, reflect the morale and well-being of the workforce. Investing in staff satisfaction not only improves employee retention and productivity but also fosters a positive work environment conducive to delivering high-quality patient care.

Lastly, operational efficiency KPIs, such as length of stay, bed utilization rates, and waiting times, are essential for optimizing resource allocation and streamlining processes within each hospital. Improving operational efficiency not only enhances patient flow and access to care but also contributes to cost savings and organizational effectiveness.

Hence strategic monitoring and management of key performance indicators related to patient care, staff satisfaction, and operational efficiency are integral to driving continuous improvement and achieving organizational excellence in healthcare delivery. By prioritizing these KPIs and implementing data-driven strategies, each hospital can enhance its capacity to deliver high-quality care, foster a positive work environment, and ultimately improve patient outcomes and organizational performance.

6.5 Determination of the relationship between the identified recruitment criteria and the measured organizational performance indicators.

The determination of the relationship between the identified recruitment criteria and the measured organizational performance indicators holds profound implications for talent acquisition strategies and organizational success. Through our analysis, it is evident that

recruitment criteria directly influence organizational performance indicators such as employee productivity, retention rates, and overall organizational effectiveness.

By understanding the relationship between recruitment criteria and organizational performance indicators, HR departments at the ministry of health headquarters can make more informed decisions regarding talent acquisition and retention. Focusing on recruitment criteria that are strongly correlated with positive performance outcomes allows organizations to attract and retain employees who are well-suited to contribute to the achievement of organizational goals.

Furthermore, the identification of this relationship enables organizations to optimize their recruitment processes to better align with organizational objectives. By streamlining recruitment criteria and processes, organizations can reduce time-to-hire, minimize turnover rates, and enhance overall efficiency in talent acquisition.

Moving forward, it is essential for organizations to continue monitoring and evaluating the relationship between recruitment criteria and organizational performance indicators. This ongoing analysis allows organizations to adapt their recruitment strategies to changing organizational needs and external factors, ensuring continued success in attracting and retaining top talent.

Therefore determination of the relationship between recruitment criteria and organizational performance indicators is essential for optimizing talent acquisition strategies and driving organizational success. By leveraging this understanding, organizations can build high-performing teams capable of driving innovation, growth, and excellence in today's competitive business environment.

6.6 Recommendations

Optimizing recruitment practices is essential for healthcare institutions like Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital to enhance organizational performance. To achieve this, several recommendations can be implemented.

Firstly, a thorough examination of current recruitment criteria is necessary. This entails assessing the alignment of criteria with organizational objectives and identifying areas for improvement. By refining recruitment criteria to better match job requirements and

organizational culture, hospitals can attract candidates who are not only qualified but also fit well within the organization.

Additionally, monitoring organizational performance indicators is crucial. Establishing a system to track key performance indicators such as patient care outcomes, staff satisfaction levels, and operational efficiency metrics allows hospitals to evaluate the effectiveness of recruitment practices. Data-driven insights derived from these indicators inform recruitment strategy adjustments, ensuring alignment with organizational goals.

Furthermore, investing in training and development for HR personnel and hiring managers is paramount. Workshops on diversity and inclusion, competency-based interviewing, and bias awareness equip staff with the skills and knowledge needed to conduct effective recruitment processes. Continuous learning opportunities enable hospitals to stay updated on industry best practices and emerging trends.

Moreover, the utilization of data analytics is essential for analyzing the relationship between recruitment criteria and organizational performance. Leveraging data analytics tools and statistical methods enables hospitals to identify correlations and trends, making informed recruitment decisions based on empirical evidence.

Promoting collaboration and knowledge sharing among hospitals and healthcare institutions is also beneficial. By facilitating platforms for sharing best practices and experiences in recruitment, hospitals can learn from each other and adopt innovative approaches. Participation in industry events fosters learning and networking, contributing to continuous improvement in recruitment practices.

Ultimately, aligning recruitment with organizational goals is key to optimizing performance. Regularly reviewing and updating recruitment criteria ensures they reflect changing priorities and market dynamics. By fostering a culture of continuous improvement, hospitals can optimize recruitment processes to attract, select, and retain top talent, ultimately enhancing organizational performance and delivering high-quality patient care.

6.7 Recommendations for future research

The study therefore recommends for future research the following key areas;

Longitudinal Studies

Conduct a longitudinal study spanning several years to examine the long-term effects of recruitment practices on organizational performance indicators. This would allow for a comprehensive analysis of how changes in recruitment criteria impact patient care outcomes, staff satisfaction levels, and operational efficiency over time.

Comparative Analysis across Healthcare Institutions

Extend the research to include a broader range of healthcare institutions beyond Kitwe, Ndola Teaching Hospitals, and Roan Antelope General Hospital. A comparative analysis across different types of hospitals, clinics, and healthcare facilities could provide valuable insights into how recruitment practices vary across settings and their impact on organizational performance.

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APPENDICES

Appendix i: Gant Chart

NO	DESCRIPTION	DURATION IN MONTHS									
		5	6	7	8	9	10	11	12	1	
1	RESEARCH TOPIC FORMULATION										
2	PREPERATION OF PROPOSAL										
3	SUBMISSION OF PROPOSAL										
4	QUESTIONAIRE DESIGN										
5	FIELD RESEARCH AND DATA COLLECTION										
6	DATA ANALYSIS										
7	DISSERATION DRAFTING										
8	THESIS PROOFING/CHECKING										
9	SUBMISSION OF THESIS										
10	THESIS PRESENTATION (TBA)										

Appendix ii: Proposed Budget

ITEM	UNITS	UNIT COST(ZMW)	TOTAL(ZMW)
Transport from home to research site	2	K1,200.00	K2,400.00
Printing of questionnaires (both for proposal and field)	45x2 Pages	K5.00	K450.00
Printing draft proposal	45 Pages	K5.00	K255.00
Printing of final report	90 pages	K5.00	K2,250.00
Meals (Lunch) 5 times/days	1*5	K50.00	K250.00
Communication (Talk time)	5	K50.00	K250.00
Miscellaneous			K1,500.00
TOTAL			ZMW 7,355.00

Appendix iii : Questionnaire

Demographic Information

Name (Optional):

Age:

Gender:

Position/Job Title:

Medical Staff	Administrative Staff	Support Staff	Other (please specify)
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Length of Employment:

Existing Recruitment Criteria

1. Describe the current recruitment criteria you were subjected to during your hiring process?.....
2. How satisfied are you with the clarity and transparency of the recruitment criteria?.....
3. How would you describe the current recruitment and selection criteria employed by the Ministry of Health?.....
4.
5. From your perspective, how does the existing recruitment criteria impact the overall performance of the Ministry of Health?.....
6. Can you share specific examples or instances where the recruitment criteria influenced organizational outcomes?.....

Key Performance Indicators

- 7 . From your perspective, what key performance indicators (KPIs) contribute to patient care in this hospital?.....
8. How do you perceive the effectiveness of current operational efficiency metrics in ensuring smooth hospital operations?.....
9. How frequently are these KPIs measured or assessed?.....

Relationship between recruitment and organizational performance

10. In your experience, do you believe there is a correlation between the recruitment criteria and organization performance? (Yes/No).....

11. Have you observed any connections between staff satisfaction levels and the recruitment criteria? (Yes/No).....

12. How do you think the current recruitment criteria impact operational efficiency in the hospital?.....

13. Based on your insights, what recommendations would you propose for refining or augmenting the recruitment criteria to better align with organizational objectives?
.....

14. In your view, how can recruitment criteria be refined to better align with organizational objectives of the Hospital?.....

15. Based on your experiences and observations, what evidence-based recommendations can be proposed for refining or augmenting recruitment criteria to better align with organizational objectives in your hospital?.....

16. In your experience, what factors do you believe play a significant role in determining the effectiveness of recruitment criteria on employee performance?
.....
.....

17. How well do you think the current recruitment criteria align with the strategic goals and objectives of the Ministry of Health?.....
.....

18. Have you noticed any disparities or biases in the recruitment and selection process within the Ministry, and if so, how do you perceive them impacting organizational performance?.....
.....

19. What specific factors do you believe influence the effectiveness of recruitment and selection criteria on employee performance in the Ministry of Health?.....
20. How do you define a successful recruitment method in the context of structured hiring processes?.....
.....
21. What specific structured recruitment methods have you found to be most effective in identifying and selecting qualified candidates?.....
.....
- 22 . In your experience, how does a structured recruitment approach contribute to better candidate assessment and hiring outcomes?.....
.....
- 23 . What challenges, if any, have you encountered in implementing or managing structured recruitment methods, and how were they addressed?.....
.....
24. What benefits do you believe unstructured methods bring to the hiring process?.....
.....
25. What role do pre-employment assessments or tests play in your view as effective tools for selecting the right candidates?.....
26. In your opinion, to what degree do highly skilled candidates positively influence the overall success of the organization at the Ministry of Health?.....

Thank you for taking time to fill in this questionnaire!!