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Examining the Effectiveness of Human Resource Recruitment Strategies on Organizational Performance in the Hospitality Industry: A Case Study of Radisson Blu Hotel Lusaka

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Abstract

The hospitality industry in Zambia faces persistent human resource (HR) recruitment challenges driven by skills mismatches, informality, and weak enforcement of labor policies. This study examined the effectiveness of HR recruitment strategies on organizational performance, using Radisson Blu Hotel Lusaka as a case study. Guided by the Resource- Based View (RBV) theory, the study focused on three objectives: to identify recruitment strategies used at Radisson Blu, to assess their effectiveness on performance, and to evaluate their alignment with Zambia's labor market conditions. Employing a quantitative, descriptive case study design, data were collected via structured questionnaires from 50 employees and analyzed using descriptive statistics, chi-square tests, and correlation analysis. Findings revealed that Radisson Blu relies mainly on employee referrals (34%), digital platforms (28%), and its careers page (20%), with internal promotions (12%) and Radisson Academy training (2%) underutilized. Strategies were rated highly effective, with 80% of respondents affirming success in securing qualified staff, 90% linking them to job satisfaction, and 78% noting improved productivity. Strong correlations between qualified hires, retention, satisfaction, and productivity (r > 0.92, p < 0.001) underscored recruitment as a driver of performance. Moreover, 74% rated the strategies as well-aligned with Zambia's labor market despite challenges like skilled labor shortages and digital literacy gaps. The study concludes that Radisson Blu's recruitment strategies are effective in attracting and retaining competent talent while remaining responsive to local labor dynamics. To sustain competitiveness, however, the hotel should strengthen internal career development and diversify assessment tools. Overall, the study provides empirical evidence that recruitment is a strategic lever for organizational excellence and competitive advantage in Zambia's hospitality industry.

1. Introduction

The global hospitality industry is undergoing a significant transformation, increasingly driven by technology-infused human resource (HR) recruitment strategies aimed at enhancing efficiency. This shift, exemplified by AI tools reducing hiring times in international chains, has sparked a critical debate on balancing technological efficiency with the sector's inherent human-centric ethos (Ployhart, 2016) [35]. This tension is particularly acute in emerging economies like Zambia, where infrastructural gaps, post-pandemic recovery challenges, and a reliance on fragmented vocational systems complicate the adoption of global standards (Budhwar, 2017; African Development Bank, 2023 [3]). Within this context, multinational hotels such as Radisson Blu Lusaka operate at the nexus of global corporate frameworks and localized labor realities, navigating minimum wage regulations, seasonal tourism fluctuations, and significant skills gaps (Tracey, 2020) [39]. Despite attempts to adapt through community partnerships, persistent issues like digital literacy deficits among local hires and wage disparities between expatriate and national staff underscore the complex interplay between international HR models and the socio-economic fabric of the host country (Banda, 2023) [5], highlighting an urgent need for context-sensitive recruitment approaches.

Despite its prominence in Zambia's economy, contributing 7.2% to the national GDP (ZDA, 2022) [46], the efficacy of

Radisson Blu Hotel Lusaka's hybrid recruitment model which blends global digital tools with localized tactics remains critically unassessed. The hotel's strategies face under-examined challenges that potentially undermine organizational performance, including a clash with Zambia's persistent skills mismatches (World Bank, 2021) [41], inconsistent enforcement of labor policies such as the 2019 Employment Code Act, and a high reliance on informal, referral-based hiring (Banda *et al*., 2020) [4]. While the model aims to address post-pandemic hiring constraints where 40% of Zambian hotels froze recruitment in 2020 (ZHA, 2021) it may inadvertently perpetuate inequities and limit diversity due to ingrained cultural biases in informal networks and Sub-Saharan Africa's high informality (AfDB, 2022). Existing literature, such as Daka's (2018) [11] mining-sector analysis, fails to adequately address these hospitality-specific barriers within the Zambian context, creating a significant knowledge gap. This study therefore seeks to critically evaluate how Radisson Blu's recruitment framework navigates the nation's unique socio-cultural, regulatory, and economic complexities, offering vital insights to enhance talent acquisition, align global standards with local realities, and mitigate systemic inefficiencies in a sector vital to national development.

1.1 Objectives
1.1.1 General Objective
To evaluate the effectiveness of Radisson Blu Hotel Lusaka's recruitment strategies in enhancing organizational performance.

1.1.2 Specific Objectives
1. To identify the human resource (HR) recruitment strategies used at Radisson Blu Hotel Lusaka.
2. To examine the effects of HR recruitment strategies on organizational performance.
3. To assess the relationship between HR recruitment strategies and Zambia's labor market conditions.

1.2 Theoretical Framework
This study is theoretically anchored in the Resource-Based View (RBV), which posits that sustainable competitive advantage is derived from an organization's internal resources that are valuable, rare, inimitable, and organized (VRIO) (Barney, 1991; Peteraf & Barney, 2003) [6, 34]. Within this framework, human resource recruitment strategies are conceptualized not as mere administrative tasks but as strategic levers for acquiring VRIO resources namely, talented personnel. For Radisson Blu Hotel Lusaka, strategies like digital platforms, employee referrals, and localized partnerships are analyzed for their potential to create value, ensure rarity through culturally-aligned candidates, and achieve inimitability via context-specific adaptations that are difficult for competitors to replicate (Collins & Han, 2004) [9]. The RBV lens thus provides the analytical foundation for examining how these strategically organized recruitment resources directly influence organizational performance outcomes and enable the hotel to build a durable competitive advantage within Zambia's unique socio-economic landscape (Wright, Dunford & Snell, 2001; Boxall & Purcell, 2016) [43, 7].

2. Literature Review
2.1 Human Resource Recruitment Strategies
Globally, the recruitment landscape is characterized by a rapid shift towards digitalization and Artificial Intelligence (AI), yet its adoption is uneven and fraught with tension. A 2025 Deloitte study found that 76% of organizations now prioritize AI for candidate screening, driving efficiency gains such as a 22% reduction in time-to-hire in North American firms (Deloitte, 2025 [12]; Acara Solutions, 2025). However, this technological push often clashes with regulatory frameworks and cultural norms. In Europe, stringent laws like the EU's Transparency in Wage Structures Act have led firms to resort to temporary workers to bypass rigidity, while in culturally specific markets like Italy and Spain, referral-based hiring for managerial roles remains prevalent due to a high value placed on interpersonal trust (Korn Ferry, 2023) [22]. Critics like Ployhart (2016) [35] caution that over-reliance on AI risks eroding the emotional labor crucial to hospitality, a concern validated by a 40% decline in employee engagement in New York hotels post-AI implementation (iCIMS, 2025) [19]. This global paradox is further complicated by a strategic pivot towards competency-based hiring, with 81% of employers prioritizing skills over degrees, a trend that, while democratizing, risks marginalizing older workers in tech-centric markets (SHRM, 2025).

Regionally, Sub-Saharan Africa presents a complex picture where global "glocal" models blending international standards with local adaptations are tested against entrenched informal economies and infrastructural deficits. In Nigeria, studies reveal a dual system where 58% of Lagos hotels use AI platforms like Jobberman for managerial roles but retain informal referral networks for 62% of frontline staff, a practice that correlates with reduced workforce diversity (Adebayo *et al*., 2023; Ovuokeroye Edih, 2021) [1, 33]. While East African nations like Kenya show promise with hybrid strategies, such as Radisson's partnership with Utalii College which improved leadership diversity by 20%, significant challenges persist, including a 40% digital literacy gap in rural areas and wage disparities where expatriate managers earn 3.2 times more than local hires (Hack-Polay *et al*., 2023; Tracey, 2020) [17, 39]. Southern Africa faces its own set of equity challenges, with audits in South Africa revealing that despite 70% compliance with the Broad-Based Black Economic Empowerment Act (B-BBEE), racial wage gaps persist, and in Botswana, lodges often hire migrant workers at lower wages to circumvent local hiring mandates (Van der Merwe *et al*., 2024) [40]. This reflects a broader regional dynamic where technological advancements coexist with, and often exacerbate, grassroots socio-economic inequalities (Ndulu, 2022) [31].

Within Zambia specifically, the interplay between policy, informality, and multinational strategy defines the recruitment environment. A foundational study by Banda *et al*. (2020) [4] established that 62% of Lusaka firms rely on informal referral networks for frontline hiring, perpetuating skills mismatches and limiting diversity despite the mandate of the 2019 Employment Code Act. This policy-practice gap is worsened by weak enforcement, with a 2024 Ministry of Labour audit showing only 45% compliance. Multinational chains like Radisson Blu Lusaka navigate these dual pressures by employing a hybrid model: using LinkedIn for expatriate managers to reduce hiring time by 25% while leveraging community referrals and radio ads for local frontline staff (Nyirenda *et al*., 2024) [32]. However, this approach is constrained by a persistent 40% digital literacy gap in rural areas and a vocational training system (TEVET)

that fails to align curriculum with industry needs, leading to only 38% job retention beyond six months for graduates (Zambia Development Agency, 2024; Mulenga & Phiri, 2023) [47, 26]. Consequently, while mobile-based initiatives like ZamJobs increase rural applicant engagement by 50%, they often exclude older demographics, underscoring the profound challenge of aligning global HR innovations with Zambia's hyper-localized labor realities (ILO, 2023) [20].

2.2 The effects of HR recruitment strategies on organizational performance

Globally, the impact of HR recruitment strategies on organizational performance is defined by a dualistic narrative of technological efficiency and human-centric challenges. AI-driven recruitment tools have demonstrated significant operational benefits, with a Deloitte (2025) [12] study reporting a 30% reduction in time-to-hire for multinational firms. This efficiency is complemented by a strategic shift towards skills-based hiring, which SHRM (2025) links to a 22% reduction in skills gaps in advanced economies. However, this pursuit of efficiency is not without its perils. Critics like Ployhart (2016) [35] long warned that over-automation risks eroding the emotional labor vital to service sectors, a concern validated by a 15% decline in employee engagement in New York hotels post-AI implementation (iCIMS, 2025) [19]. The most significant performance gains are realized when technology is strategically aligned with human-centric practices; for instance, McLean & Company (2025) [24] found that HR teams aligned with corporate strategy were 3.3 times more effective in shaping culture, while Mercer's Global Talent Trends (2025) [25] advocates for "human-centric productivity" to combat the "change fatigue" reported by 73% of employees globally (Gartner, 2025) [16]. This underscores that sustainable performance hinges on balancing technological innovation with investments in employee well-being and strategic integration.

Within the African context, the relationship between recruitment and performance is heavily mediated by infrastructural deficits, informality, and policy-practice gaps. In Nigeria, formal recruitment strategies like job advertisements and private employment agencies have been shown to significantly improve customer satisfaction and revenue growth (Ovuokeroye Edih, 2021) [33]. However, the pervasive reliance on informal referral networks for frontline staff often correlates with reduced workforce diversity and perpetuates skills mismatches (Adebayo et al., 2023) [1]. Hybrid models are emerging as a pragmatic solution, yet their efficacy is uneven. In Kenya, AI tools boosted revenue growth in urban hotels but had negligible impact in rural areas with internet penetration below 15% (Mwangi & Otieno, 2024) [28], highlighting a stark digital divide. Furthermore, even when policies are in place, their execution often falters; in Southern Africa, compliance with empowerment acts like South Africa's B-BBEE has not prevented persistent racial wage gaps, which in turn undermine organizational cohesion and increase turnover (Van der Merwe et al., 2024; Ndlovu, 2024) [40, 30]. These dynamics illustrate that in Africa, recruitment strategies must navigate complex socio-economic realities to achieve tangible performance outcomes.

Focusing on Zambia, the efficacy of HR strategies is intrinsically linked to the tension between formal policy and entrenched informal labor practices. Studies confirm that transactional HR practices like recruitment and selection directly correlate with improved revenue and profitability (Mwambela, 2024) [27]. However, the potential for these strategies to drive transformational performance is often stymied. A significant challenge is the heavy reliance on informal referral networks, which, as Banda et al. (2020) [4] found, limits diversity and innovation despite the 2019 Employment Code Act. While multinationals like Radisson Blu Lusaka adopt hybrid models to bridge this gap, a persistent 40% digital literacy gap in rural areas severely limits the scalability and impact of digital recruitment tools (Zambia Development Agency, 2024) [47]. Post-pandemic adaptations have further stressed the system, leading to increased use of short-term contracts and a 25% rise in turnover (Zambia Hospitality Association, 2021). Consequently, for recruitment strategies to yield sustainable performance in Zambia, they must be coupled with context-specific solutions that address foundational issues like digital inclusion, vocational training alignment, and the formalization of the informal sector (World Bank, 2025) [42].

2.3 The relationship between HR recruitment strategies and Zambia's labor market conditions

Globally, the interplay between HR recruitment strategies and labor market conditions reveals a persistent tension between technological efficiency, regulatory compliance, and socio-cultural norms. In regulated markets like Europe, stringent labor laws such as the EU's Transparency in Wage Structures Act create a compliance challenge, leading many firms to circumvent formal hiring quotas through temporary agency workers (The Access Group, 2023; Johnson et al., 2023) [21]. Conversely, in North America, a strong focus on AI-driven recruitment improves efficiency but exacerbates geographic disparities, with rural areas experiencing significantly slower adoption rates (SmartRecruiters, 2025; Martinez & Lee, 2024) [23]. The Asian context further illustrates this complexity, where technological adoption must be balanced with deep-seated cultural practices, such as Japan's shūkatsu system, leading to hybrid models that blend AI with traditional methods (Nakamura et al., 2023; Shangri-La Group, 2024) [29, 38]. A universal critique, articulated by Ployhart (2016) [35], is that an over-reliance on automation risks depersonalizing service roles, a concern that underscores the need for strategies that are not only efficient but also culturally resonant and equitable.

Within Sub-Saharan Africa, this relationship is heavily mediated by infrastructural deficits, pervasive informality, and policy-practice gaps. A recurring theme is the dominance of informal recruitment networks; in Nigeria, 72% of hotels rely on referrals for frontline staff, which often limits diversity and formal compliance (Ovuokeroye Edih, 2021) [33]. While hybrid "glocal" models are emerging, their success is uneven. For instance, AI recruitment tools have boosted performance in urban hubs like Nairobi but show negligible impact in rural Tanzania due to poor internet access (Mwangi & Otieno, 2024) [28]. Furthermore, even progressive policies are often undermined by weak enforcement and systemic inequities. In South Africa, racial wage gaps persist despite Broad-Based Black Economic Empowerment Act (B-BBEE) compliance (Van der Merwe et al., 2024) [40], and in Senegal, local hiring quotas are bypassed via informal subcontracting (Diop et al., 2023) [14]. This has led to what Ndulu (2022) [31] terms "digital dualism," where technological advancements can deepen

existing inequalities rather than foster inclusive growth, highlighting that effective recruitment in the region requires hyper-localized strategies that address fundamental socio-economic divides.

In Zambia specifically, the alignment between HR strategies and the labor market is defined by a tripartite challenge of informality, a pronounced skills mismatch, and a stark urban-rural divide. The foundational reality is an informal economy that dictates practice; despite the 2019 Employment Code Act, 62% of Lusaka firms rely on informal referral networks for hiring, which perpetuates skills gaps and limits diversity (Banda *et al*., 2020 [4]; Zambia Ministry of Labour, 2024). Multinationals like Radisson Blu Lusaka navigate this by deploying hybrid models, yet a 40% digital literacy gap in rural areas severely limits the scalability of digital tools (Zambia Development Agency, 2024) [47]. This urban-rural chasm is worsened by a vocational training system (TEVET) that fails to align its curriculum with industry needs, resulting in low retention of graduates (Mulenga & Phiri, 2023) [26]. Consequently, while mobile-based initiatives increase rural applicant engagement, they often exclude older demographics (Zambia Agribusiness and Trade Project, 2024) [45]. For recruitment strategies to be truly effective in Zambia, they must be context-specific, addressing not only technological adoption but also the foundational issues of digital inclusion, vocational training reform, and the formalization of the informal sector to bridge the gap between policy aspiration and labor market reality.

2.4 Literature Gap
While the existing body of literature provides substantial insights into global HR trends and their regional manifestations in Africa, a significant gap persists in the form of a contextualized, holistic framework that critically evaluates the effectiveness of hybrid recruitment models within Zambia's unique socio-economic landscape. Existing studies, such as those by Banda *et al*. (2020) [4], capably diagnose the symptoms of Zambia's recruitment challenges namely, high informality and policy-practice disconnects but they fail to empirically bridge this diagnosis with the strategic operationalization of "glocal" models by multinational firms like Radisson Blu. Furthermore, prior research, including Daka's (2018) [11] mining-sector analysis, does not adequately account for the hospitality-specific barriers of fluctuating talent needs and digital literacy gaps, nor does it provide a comprehensive analysis of how recruitment strategies directly function as a strategic resource (as per the RBV theory) to build competitive advantage within this constrained environment. Therefore, a clear gap exists for a study that not only identifies the strategies used but also empirically measures their effectiveness in enhancing organizational performance while simultaneously evaluating their nuanced alignment with the trifecta of Zambia's labor market realities: pervasive informality, infrastructural deficits, and institutional enforcement gaps.

3. Research Design
The study employed a quantitative descriptive case study design to facilitate an in-depth analysis of recruitment strategies within the specific context of Radisson Blu Hotel Lusaka, enabling the quantification of relationships between variables (Saunders *et al*., 2019; Creswell & Creswell, 2018)

[37, 10].

3.1 Target Population
The target population consisted of 50 employees directly involved in HR processes at the hotel, stratified into HR managers (5), departmental supervisors (15), and frontline staff (30) to ensure representation across hierarchical levels.

3.2 Sampling Design
A stratified random sampling technique was utilized to ensure proportional representation from each organizational subgroup, thereby minimizing sampling bias and enhancing the validity of the findings (Etikan *et al*., 2016) [15].

3.3 Sample Size Determination
A sample size of 50 was determined using Yamane's (1967) [44] formula from an assumed population of 150 employees at a 95% confidence level (e = 0.05), balancing statistical adequacy with research feasibility.

3.4 Data Collection Methods
Primary data were collected using structured questionnaires with Likert-scale and closed-ended items, which were pretested for clarity and face validity to ensure the collection of standardized, quantifiable data (Bryman, 2016) [8].

3.5 Data Analysis
Data were analyzed using STATA, with analytical techniques including descriptive statistics, chi-square tests, and pairwise correlations to assess relationships between recruitment strategies and organizational performance metrics (Hair *et al*., 2019) [18].

3.6 Triangulation
To strengthen internal validity, methodological triangulation was employed by cross-referencing self-reported questionnaire data with objective organizational records (Denzin, 2017) [13].

3.7 Limitations of the Study
The study acknowledged limitations, including the potential for self-reporting bias, limited generalizability due to the single-case design, and a sample size that may not capture all nuances of Zambia's broader labor market.

3.8 Ethical Considerations
The research adhered to strict ethical protocols, ensuring informed consent, voluntary participation, and the anonymity and confidentiality of all respondents (Resnik, 2015) [36].

4. Findings and Results
4.1 Characteristics of Respondents (Bio Data)
The analysis of respondent demographics revealed a predominantly young to middle-aged workforce at Radisson Blu Hotel Lusaka, with the largest cohorts aged 26-35 (40%) and 36-45 (28%), and a relatively balanced gender distribution (54% male, 46% female). The sample captured a wide cross-section of roles, from frontline positions like Sales Executives and Bar Attendants to managerial staff, ensuring comprehensive insights across departments most notably Food & Beverage and Front Office (18% each). The workforce was highly educated, with 74.5% holding a Diploma or Bachelor's degree, and demonstrated a blend of experience and fresh perspective, as 36% had 1–3 years of

tenure while 34% had over 6 years of service. Furthermore, the employment structure was characterized by stability, with a majority (64%) on permanent contracts, indicating a core permanent workforce supplemented by contractual and temporary staff for operational flexibility.

4.2 Human resource (HR) recruitment strategies used at Radisson Blu Hotel Lusaka

Table 1: Categorized Recruitment Sources

Recruitment Source	Freq.	Percent
Company Careers	10	20.00%
Employment Agencies	6	16.00%
Job Portals (e.g. GoZ)	14	28.00%
LinkedIn	8	16.00%
Radisson Academy	1	2.00%
Referrals	17	34.00%
Internal Promotions	6	12.00%
Social Media (FB, etc.)	9	18.00%
Walk-ins	9	18.00%

Radisson Blu Hotel Lusaka employs a hybrid recruitment strategy, primarily relying on employee referrals (34%) and digital channels like job portals (28%) and its company careers page (20%). While this demonstrates an effective blend of trust-based and online sourcing, the minimal use of internal promotions (12%) and the Radisson Academy (2%) reveals a significant underinvestment in internal talent development and career progression.
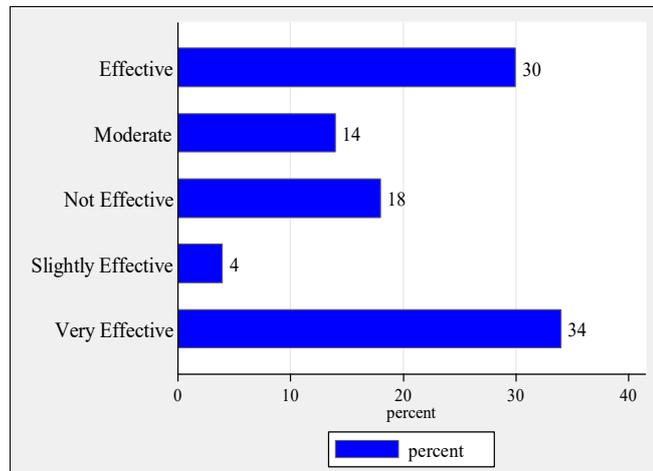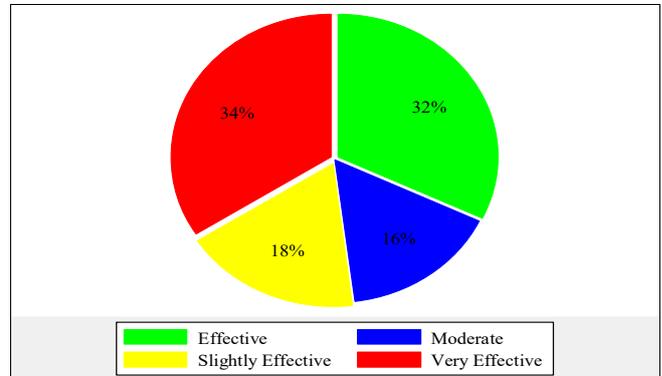

Source: Researcher, 2025

Fig 1: Digital recruitment effectiveness

A majority of respondents (64%) found Radisson Blu's digital recruitment to be effective or very effective, confirming its value in attracting qualified candidates. However, a notable minority (18%) rated it as not effective, indicating specific gaps in its application that require attention.

Table 2: Categorized Selection Methods

| Selection Method	Freq.	Percent
CV Screening	31	62.00%
Interviews	45	90.00%
Background Checks	8	16.00%
Group Discussions	8	16.00%
Skill / Aptitude Tests	11	22.00%
On-the-job Trial / Practical	8	16.00%

The hotel's selection process relies predominantly on traditional methods, with interviews (90%) and CV screening (62%) forming the core assessment approach. The limited use of skill tests (22%) and practical assessments like on-the-job trials (16%) suggests an opportunity to diversify evaluation techniques for more comprehensive candidate suitability analysis.

Source: Researcher, 2025

Fig 2: Job advertisement ratings

Two-thirds of respondents (66%) rated the hotel's job advertisements as effective or very effective, confirming their general success in attracting candidates. However, the remaining one-third gave neutral or lower ratings, indicating clear opportunities to enhance the targeting and appeal of recruitment marketing materials.
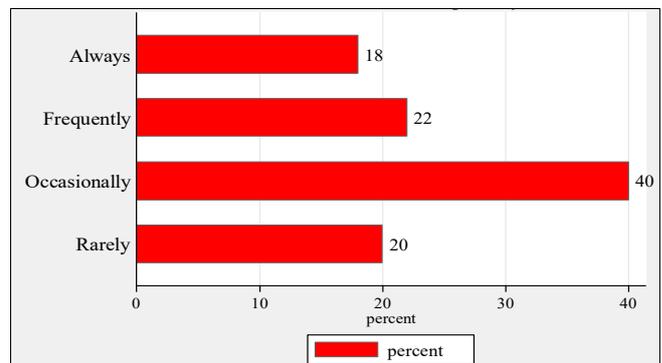
Source: Researcher, 2025

**Fig 3:** Internal recruitment priority

Internal recruitment at Radisson Blu occurs with varying frequency: 40% of staff report it happens occasionally, while 22% say frequently and 18% always. However, a significant 20% indicate it is rarely prioritized, revealing that external hiring remains a substantial part of the talent strategy despite existing internal promotion practices.

Table 3: Categorized Suggested Improvements (Recruitment)

Improvement Category	Freq.	Percent
Better wages / benefits	5	10.00%
Career paths / mentorship / progression	5	10.00%
Digital / online recruitment	7	14.00%
Screening / assessment improvements	8	16.00%
Training / onboarding / internship	4	8.00%
Job advertisement visibility / branding	5	10.00%
Recruitment process efficiency / HR communication	7	14.00%
Use of analytics / AI tools / innovation	5	10.00%
Staffing / workforce planning	4	8.00%
Total	50	100.00

The most requested improvements for recruitment strategies were enhanced screening/assessment methods (16%), followed by better digital recruitment and process efficiency (14% each). Other key suggestions included competitive wages, career development, employer branding, and AI adoption (10% each), highlighting needs for both technological advancement and foundational HR enhancements.

4.3 The effects of HR recruitment strategies on organizational performance
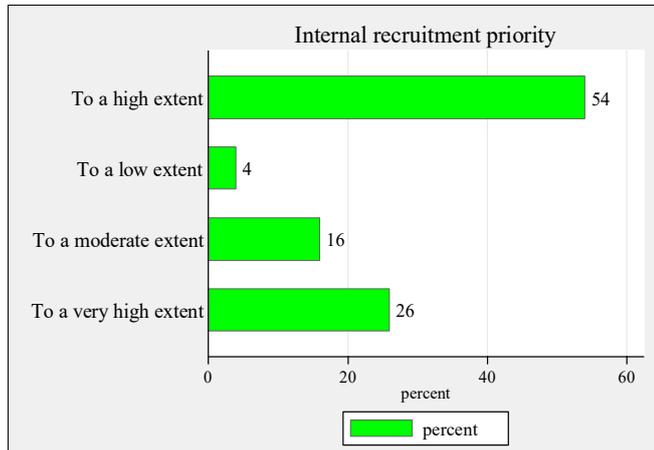
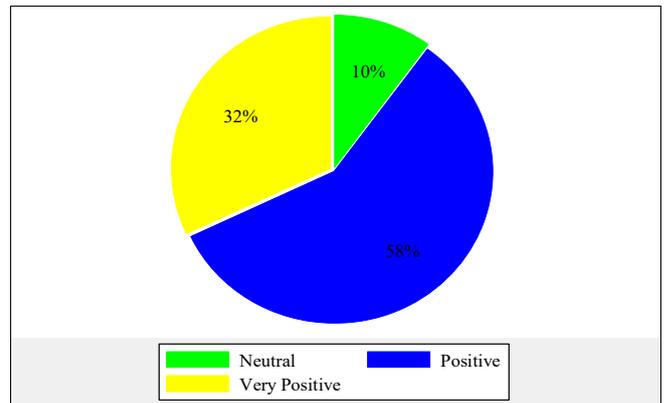**Source:** Researcher, 2025

Fig 4: Qualified hires

The recruitment strategies at Radisson Blu are highly effective at securing qualified staff, with a combined 80% of respondents affirming this to a high (54%) or very high (26%) extent. Only a small minority rated the effectiveness as low (4%), demonstrating that the hotel's talent acquisition process is a significant strength that positively contributes to organizational performance.
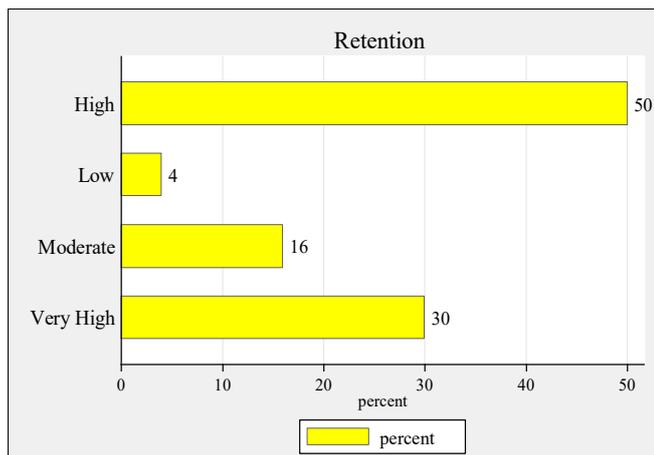
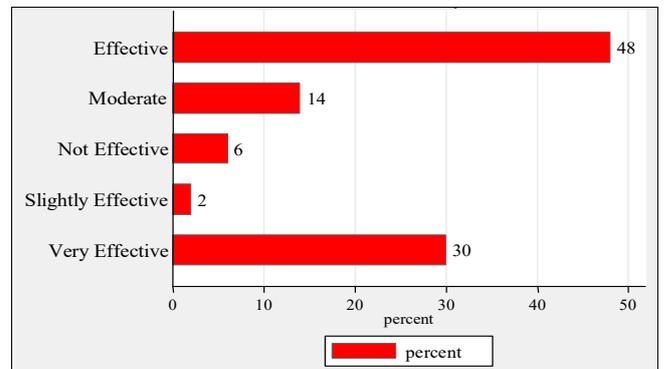**Source:** Researcher, 2025

Fig 5: Retention

Staff retention at Radisson Blu is notably strong, with 80% of employees rating it as high (50%) or very high (30%). This indicates that the hotel's recruitment strategies successfully foster a stable workforce, though the 16% moderate and 4% low ratings reveal opportunities for further improvement in sustaining long-term employee commitment.

Source: Researcher, 2025

Fig 6: Job satisfaction

An overwhelming majority of employees (90%) report that recruitment strategies positively impact their job satisfaction, with 58% noting a positive effect and 32% a very positive effect. Only 10% were neutral, confirming that HR's talent acquisition approach significantly enhances workforce morale.

Source: Researcher, 2025

Fig 7: Productivity

The recruitment strategies at Radisson Blu are largely successful in driving employee productivity, with 78% of respondents rating it as effective (48%) or very effective (30%). While this indicates a strong positive influence on organizational performance, the 22% who gave moderate or lower ratings suggest there is still room to further enhance workforce effectiveness.

Table 4: Contribution of Effective Recruitment to Performance

Contribution Category	Freq.	%
Improved service quality / guest experience	11	22%
Proper skills match / technical fit	10	20%
Employee retention / reduced turnover	6	12%
Faster hiring / process efficiency	5	10%
Leadership / senior hires impact	5	10%
Financial / operational risk reduction	4	8%
Innovation / creativity / fresh ideas	4	8%
Brand, marketing, or company image impact	3	6%
Clear communication / alignment	3	6%
Total	**50**	100%

Effective recruitment at Radisson Blu drives organizational performance primarily by enhancing service quality and guest experience (22%) and ensuring a proper skills match (20%). It also delivers key operational benefits, including

improved employee retention (12%) and faster hiring processes (10%), while simultaneously strengthening the company's financial stability, innovation, and brand image.

4.4 The relationship between HR recruitment strategies and Zambia's labor market conditions

Table 5: Pairwise correlation

	qualif~s	retent~n	jobsat~n	produc~y
qualifiedh~s	1.0000			
retention	0.9840	1.0000		
	0.0000			
jobsatisfa~n	0.8720	0.8918	1.0000	
	0.0000	0.0000		
productivity	0.9337	0.9215	0.8829	1.0000
	0.0000	0.0000	0.0000	

The correlation analysis reveals a powerful interconnected cycle where effective recruitment drives organizational success. Statistical results ($p < 0.001$) demonstrate that hiring qualified staff is almost perfectly linked to retaining them ($r = 0.984$). This retention of skilled employees, in turn, shows a very strong connection to both higher productivity ($r = 0.922$) and greater job satisfaction ($r = 0.892$). These robust interlinkages confirm that strategic HR recruitment creates a virtuous cycle: securing competent hires fosters a satisfied and stable workforce, which directly enhances performance and sustains a competitive advantage in the hospitality sector.

Table 6: Suggestions to Reflect Labour Market

| Category	Freq.	%
Upskilling / training / internships	14	28.6%
Employer branding / digital recruitment	8	16.3%
Collaboration with institutions / schools	10	20.4%
Recruitment process efficiency / tools	9	18.4%
Compensation / pay improvements	2	4.1%
Labour market monitoring / planning	6	12.2%
Total	49	100%

Employee recommendations for aligning recruitment with Zambia's labor market prioritize strategic workforce development, with upskilling/training/internships (28.6%) and institutional collaborations (20.4%) representing the top suggestions. This is complemented by calls for technological and process improvements, including recruitment efficiency (18.4%) and digital employer branding (16.3%), while direct compensation improvements (4.1%) were considered less critical. These findings collectively emphasize that bridging Zambia's skills gap requires focused investment in human capital development and strategic partnerships rather than primarily financial incentives.
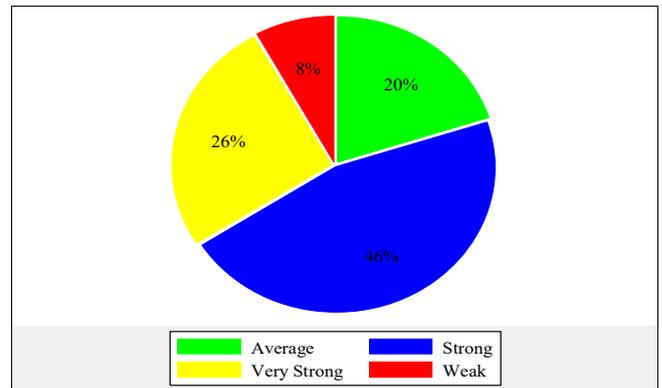
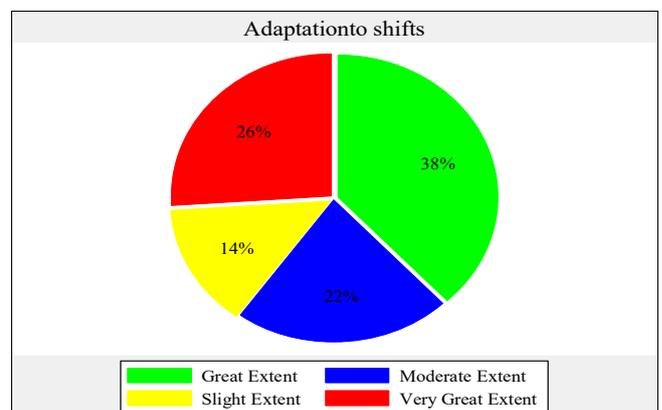**Source:** Researcher, 2025

Fig 8: Employer branding

A strong majority of respondents (72%) rate Radisson Blu's employer brand as strong or very strong, complemented by significant adaptation to labor market changes (64%). This demonstrates successful alignment between the hotel's recruitment strategies and market dynamics, though 28% neutral/weak ratings indicate potential for further brand enhancement.
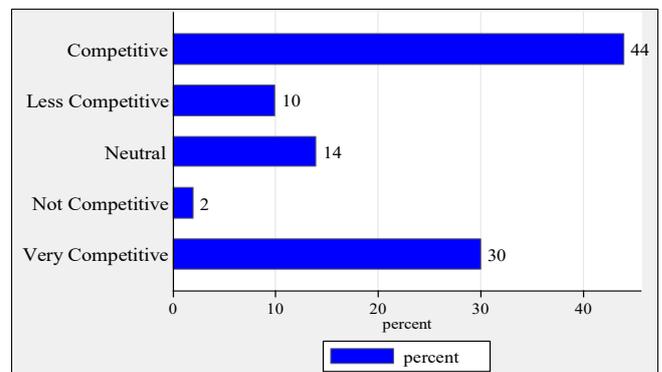
Source: Researcher, 2025

Fig 9: Competitiveness

A strong majority of respondents (74%) view Radisson Blu as a competitive or very competitive employer in the talent market, confirming its strong positioning for attracting skilled hospitality professionals. While only 12% perceive the hotel as less or non-competitive, these findings highlight both the effectiveness of current employer branding and potential opportunities for further enhancing its talent acquisition appeal.

Source: Researcher, 2025

Fig 10: Hotel's adaptation to economic and labor market shifts

The findings on the hotel's adaptation to economic and labor market shifts show that 38% of respondents believed it occurs to a great extent, while 26% rated it to a very great extent. Smaller proportions perceived adaptation as moderate (22%) or slight (14%). These results indicate that Radisson Blu Hotel Lusaka is generally proactive in adjusting its recruitment strategies to respond to changes in the labor market and economic conditions.

Table 7: Suggestions to Reflect Labour Market

Category	Freq.	%
Upskilling / training / internships	14	28.6%
Employer branding / digital recruitment	8	16.3%
Collaboration with institutions / schools	10	20.4%
Recruitment process efficiency / tools	9	18.4%
Compensation / pay improvements	2	4.1%
Labour market monitoring / planning	6	12.2%
Total	49	

Employee recommendations for aligning recruitment with Zambia's labor market reveal a clear priority for strategic workforce development, with upskilling and training (28.6%) and collaboration with educational institutions (20.4%) being the top suggestions. This is supported by a focus on modernizing the process through recruitment efficiency (18.4%) and digital employer branding (16.3%). Notably, direct compensation improvements (4.1%) were a minimal concern, underscoring that the primary strategy for bridging the skills gap should focus on building human capital and strategic partnerships rather than financial incentives alone.

4.5 Discussion of Findings
The recruitment strategies at Radisson Blu Lusaka demonstrate a strategic hybrid model that effectively navigates the tension between global HR trends and local market realities. The heavy reliance on employee referrals (34%) aligns with Banda *et al*.'s (2020) [4] findings on the prevalence of informal networks in Zambia's hospitality sector, yet the significant use of digital portals (28%) and company careers pages (20%) shows successful adoption of contemporary recruitment channels. However, the underutilization of internal development pathways evidenced by low internal promotion rates (12%) and minimal Radisson Academy usage (2%) reveals a critical gap in succession planning that contrasts with the integrated talent development approaches advocated by scholars like Boxall and Purcell (2016) [7]. This external sourcing bias potentially undermines long-term retention, particularly concerning given that 64% of respondents identified digital recruitment as effective, yet 32% noted room for improvement in targeting and platform utilization.

The study provides compelling evidence that recruitment effectiveness directly drives organizational performance through a reinforcing cycle of quality hires, retention, and productivity. The near-perfect correlation between qualified hires and retention (r = 0.984) statistically validates the theoretical link between recruitment quality and employee stability proposed in the RBV framework (Barney, 1991) [6]. These findings substantially extend previous Zambian research by Mwambela (2024) [27], moving beyond identifying recruitment as merely impactful to demonstrating its precise mechanistic role in the performance value chain. The 90% positive impact on job satisfaction and 78% on productivity further confirms that strategic recruitment transcends administrative function to become a core competitive driver, particularly crucial in Zambia's skills-constrained market where, as the World Bank (2021) [41] noted, 68% of employers face graduate skills mismatches.

Remarkably, Radisson Blu has achieved strong labor market alignment (74% well/very well aligned) despite structural constraints, demonstrating the efficacy of its adaptive recruitment approach. The hotel's robust employer branding (72% strong/very strong) and demonstrated adaptability (64% great/very great extent) have enabled it to maintain competitiveness in attracting scarce talent a finding that challenges assumptions that multinational chains merely impose global templates without local adaptation. This successful glocalization, achieved through hybrid digital-traditional methods and community partnerships, offers a replicable model for multinational hospitality operations in similar emerging markets, demonstrating how strategic recruitment can transform labor market challenges into sustainable competitive advantage.

5. Conclusion
This study conclusively demonstrates that Radisson Blu Lusaka's recruitment strategy transcends conventional HR practice to function as a core competitive weapon, directly driving organizational excellence through a powerful irtuous cycle. The empirically-validated nexus between qualified hires, near-perfect retention (r=0.984), and heightened productivity (r=0.934) provides undeniable proof that strategic talent acquisition is the critical catalyst for performance, enabling the hotel to achieve an 80% success rate in securing quality staff and 90% positive impact on job satisfaction despite Zambia's constrained skilled labor market. By mastering a hybrid "glocal" model leveraging its formidable employer brand (72% strong) and adaptive agility (74% market alignment) Radisson Blu has transformed recruitment from an administrative task into a definitive strategic advantage, establishing a replicable blueprint for building market dominance through human capital excellence in emerging economies.

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