

# Strategic Recruitment and Public Performance: An analysis of the ARCEP model

**Dr. Mignenan, Victor Ph.D<sup>1</sup>; Dr. Moussa Mahamat Ahmat, Ph.D<sup>2</sup>; Ms. Mariam GENSON DJABRE<sup>3</sup>**<sup>1</sup> University of Moundou (Chad) ORCID: <https://orcid.org/0000-0002-5628-160><sup>2,3</sup> University of N'Djamena (Chad)**\*Corresponding Author:** Mignenan, Victor Ph.D**DOI:** <https://doi.org/10.5281/zenodo.18082166>

Article History	Abstract
<b>Original Research Article</b>	<b>Context.</b> In African public organizations, the quality of recruitment is a major determinant of administrative and institutional performance. However, the professionalization of HR practices remains uneven, particularly in regulatory agencies. This study analyses the link between strategic recruitment and public performance through the case of the French Electronic Communications and Postal Regulatory Authority (ARCEP).
<b>Received:</b> 15-12-2025	<b>Objective.</b> Examine how recruitment practices influence ARCEP's overall performance and identify the levers for institutionalising more effective, equitable and sustainable human resources management.
<b>Accepted:</b> 26-12-2025	<b>Methodology.</b> The study adopts a mixed approach combining a quantitative survey of 100 employees and 10 semi-structured interviews with HR and operational executives. The data were analysed using descriptive statistics, correlations and regressions, enriched by qualitative thematic analysis. The conceptual model is based on resource theory (RBV), institutional theory, and contemporary models of public performance.
<b>Published:</b> 29-12-2025	<b>Results.</b> The analyses indicate a positive and significant correlation between strategic recruitment and public performance ( $\beta > 0.40$ ; $p < 0.05$ ). Transparency, profile/job match, and competency-based selection procedures emerge as robust predictors. However, the results show a gap between formal procedures and actual practices, reflecting a partial institutionalization of recruitment. The verbatims confirm the importance of meritocratic criteria, strengthened internal communication and modernized management tools.
<b>Copyright © 2025 The Author(s):</b> This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.	<b>Conclusion.</b> Strategic recruitment appears to be a key driver of public performance at ARCEP, but its impact remains limited by institutional and organisational constraints. The study recommends a strengthened formalization of processes, a professionalization of the HR function and a harmonization of practices with international standards.
<b>Citation:</b> Dr. Mignenan, Victor Ph.D; Dr. Moussa Mahamat Ahmat, Ph.D; Ms. Mariam GENSON DJABRE. (2025). Strategic Recruitment and Public Performance: An analysis of the ARCEP model. UKR Journal of Economics, Business and Management (UKRJEBM), Volume 1(10), 264-278.	<b>Contribution.</b> The article enriches the literature on African public management by empirically demonstrating the structuring effect of recruitment on performance. It proposes an analytical framework that can be transferred to other regulatory agencies in the sub-region.
	<b>Keywords:</b> Strategic recruitment; Public performance; Human resources management; ARCEP; Administrative governance; Central Africa.

## Introduction

In contemporary African public administrations, the management of public services is undergoing a profound change. This transformation is manifested by the demand for professionalization, transparency and accountability. The modernization of public action is now based on a more strategic, results-oriented governance based on the

development of human capital, as His Excellency, Marshal Mahamat Idriss Déby Itno, President of the Republic of Chad, Head of State, has stressed on many occasions. In this context, recruitment is no longer a simple administrative process; it is becoming an essential lever for performance and institutional efficiency.

Strategic recruitment refers to a set of practices oriented towards the attraction, selection and integration of candidates whose skills correspond precisely to the current and future requirements of the organization. It is part of a logic of value creation and mobilizes tools to ensure the adequacy of the profile and the position, the transparency of procedures and the professionalization of choices. According to Marchington and Grugulis (2022), strategic recruitment strengthens the ability of public organizations to anticipate the critical skills needed for their performance.

Public performance, on the other hand, refers to an institution's ability to produce quality services, to manage resources efficiently, to satisfy users and to strengthen its social legitimacy. It combines administrative, operational and institutional performance. The work of Andrews and Boyne (2021) shows that public performance depends heavily on the quality of human capital and structuring HR processes, of which recruitment is a central pillar.

The stakes are particularly sensitive in regulatory agencies, whose mission is based on the independence, technicality and credibility of their interventions. From this point of view, the Autorité de Régulation des Communications Électroniques et des Postes (ARCEP) is a relevant field, due to its strategic role in digital governance and its exposure to high requirements in terms of skills, transparency and ethics.

The issue that emerges is the following: **to what extent do recruitment practices influence ARCEP's overall performance?** This question raises other questions: how does ARCEP professionalise its HR mechanisms? What indicators make it possible to assess the effect of recruitment on its administrative and institutional performance? And what are the possible margins for improvement?

The general objective of this study is to analyze the impact of strategic recruitment on public performance. More specifically, the aim is to examine the HR practices in force at ARCEP, to identify the factors that explain their effectiveness or limitations, and to understand how the selection and integration mechanisms shape organisational performance.

Les questions de recherche portent sur trois dimensions essentielles : l'existence d'un lien entre recrutement

stratégique et performance administrative ; la pertinence des indicateurs mobilisés pour apprécier cet impact ; la manière dont l'ARCEP opérationnalise la professionnalisation RH dans un contexte institutionnel marqué par des contraintes structurelles.

This study announces several contributions. It enriches the literature on human resource management in African public organizations by mobilizing recent analytical frameworks. It proposes an analysis model that can be transferred to other regulatory agencies in the sub-region. Finally, it puts forward operational recommendations likely to support the HR reforms undertaken in the public administration.

## 2. Literature review

### 2.1. Strategic recruitment: definitions and models

Strategic recruitment refers to a set of formal practices for attracting, selecting and integrating candidates whose skills match not only the immediate requirements of the organization, but also its future needs. According to Storey (2014), it is a process oriented towards the creation of shared value, based on meritocracy, transparency and coherence between the profiles sought and the organizational objectives. According to Legge (2020), strategic recruitment is more than just a profile-job match. It participates in the construction of a sustainable organizational advantage by consolidating human capital.

Contemporary approaches to public management, particularly those inspired by New Public Management, insist on the professionalization of HR practices. They promote the use of modern tools such as job analysis, competency frameworks and standardized procedures, in order to limit bias and strengthen the legitimacy of decisions. Unlike traditional practices based on seniority or membership, strategic recruitment bases institutional performance on the quality of the skills mobilized. The work of Fernandez and Pitts (2022) confirms that the performance of public organizations is closely dependent on the robustness of staff selection and integration processes.

The following Table 1 provides a summary of the main dimensions of strategic recruitment:

*Table 1. Dimensions of strategic recruitment in public organizations.*

Dimension	Definition	Key References
Meritocracy	Selection based on skills, performance and potential	Storey (2014) ; Law (2020)
Transparency	Formalized procedures, clear communication, equal opportunities	OECD (2023)
Compliance	Compliance with legal and administrative standards	DiMaggio & Powell (1983)
Prospective	Anticipation of future skills	Fernandez & Pitts (2022)
Professionalization	Use of modern HR tools and standardised assessments	Huselid (2017)

*Source: Author, table based on literature, September 2025*

## 1.2. Public performance: conceptual approaches and analysis models

Public performance is a multidimensional concept referring to the ability of an institution to achieve its objectives, produce quality services, ensure efficient management of resources and strengthen its legitimacy among users. According to Boyne (2010), it is based on three pillars: administrative performance, operational performance and strategic performance.

Administrative performance refers to compliance with standards, legal compliance and quality of processes. Operational performance is about efficiency, productivity,

and speed in completing tasks. Finally, strategic performance is about the ability to adapt, innovate and continuously improve.

According to Andrews and Boyne (2021), public performance cannot be analyzed without using integrated models such as the Balanced Scorecard, contractual performance frameworks, and public governance models. These approaches make it possible to link internal skills to the results produced.

The following figure 1 illustrates the main components of public performance.

Figure 1: Components of public performance



Source: auteur, tableau réalisé à partir de la littérature, septembre 2025

## 1.3. Recruitment and performance: state of empirical research

The international literature highlights a strong link between strategic recruitment and performance. According to Pfeffer (1994), organizations that adopt professional HR practices tend to perform better. Huselid (2017) confirms this correlation by pointing out that the quality of recruitment directly influences productivity, job satisfaction and staff retention.

Studies conducted in Africa (Kamdem, 2015; Dia, 2019; Ohemeng, 2020) provide additional insights. They show that the performance of public institutions is often hampered by informal recruitment practices, marked by political pressures, institutional constraints and a weak culture of transparency. Unlike Western contexts, where HR standards are highly institutionalized, African

environments have greater variability in the implementation of standards.

Our results extend these observations: they confirm that the absence of formalized procedures weakens the impact of recruitment on performance, particularly in regulatory agencies where the technicality of skills is decisive.

## 1.4. Theoretical frameworks mobilized

Three theoretical frameworks structure this research. According to **resource theory view (RBV)**, performance stems from an organization's ability to mobilize scarce, inimitable, and non-substitutable resources. Human capital then becomes a strategic factor (Mignenan, 2020, 2021). According to Wright and McMahan (2011), recruitment is a central mechanism for acquiring these resources.

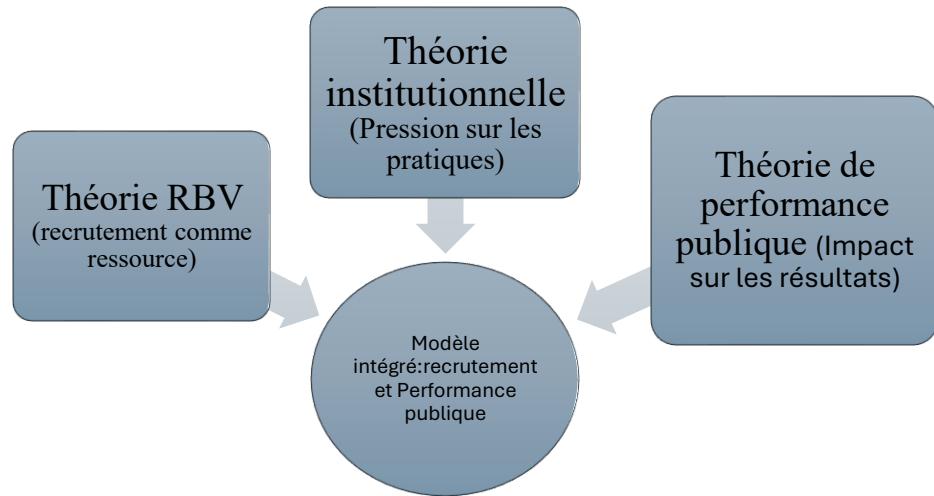
The **institutional theory** of DiMaggio and Powell (1983) offers another perspective: organizations are influenced by

coercive, mimetic, and normative pressures. In African public agencies, these pressures strongly shape recruitment practices, revealing gaps between official standards and actual practices.

Finally, the **theory of public performance** (Boyne, 2010; Andrews, 2021) emphasizes the importance of alignment

between resources, internal processes, and outcomes. According to this approach, recruitment only improves performance if it is articulated with an overall strategy. The following Figure 2 shows an integrated model of the three frameworks.

*Figure 2. Integrated Theoretical Model for Recruitment–Performance*



*Source: Author, table based on literature, September 2025*

### 1.5. Gaps in the literature and positioning of the present work

An in-depth review of existing work reveals that the literature on the link between **strategic recruitment** and **public performance** remains fragmentary and often insufficient when it comes to **African regulatory agencies**. Contrary to the abundant research on traditional administrations, ministries or public companies, regulatory agencies, hybrid organizations located at the crossroads of state, economic and technological logics, remain largely on the margins of systematic scientific analyses. This relative invisibility is all the more notable given that these institutions now embody essential levers of modern governance: decision-making independence, market regulation, guarantee of fair competition, digitalization of public services, protection of users.

According to the most recent systematic reviews (Agyepong, 2022; Sagna, 2023), three major limitations structure the current state of knowledge. The first lies in the **lack of consideration of African institutional realities**, characterized by a hybridity of norms, a plurality of legal regimes and a marked presence of informal political influences. In contrast to Western studies based on relatively stabilized institutional environments, African work shows that the ability to internalize HR rules is highly dependent on the socio-political context and legitimization mechanisms (Ohemeng & Ayee, 2020).

The second gap is the **lack of integrated models** that explicitly link strategic recruitment to public performance. The majority of research adopts either a micro-centric approach (selection, staffing, skills) or a macro-organizational perspective (results, governance, stakeholder satisfaction) without articulating the two plans in a coherent scheme. Our results thus extend the findings of Boyne (2010) and Andrews (2014), who highlight the inadequacy of analytical frameworks capable of operationalizing public performance based on specific HR practices.

Finally, the third limitation concerns the **scarcity of empirical studies using mixed methodologies**. Contrary to Creswell's (2018) methodological recommendations, African research is often limited to exclusively qualitative or descriptive approaches, preventing robust causal relationships between HR variables and performance. Longitudinal or multivariate analyses remain particularly absent, although they would allow a better understanding of the internal mechanisms of impact.

The present work is precisely positioned in this scientific space that is still under-invested. It proposes an **integrated theoretical model** articulating resource theory (RBV), institutional theory and contemporary approaches to public performance. We mobilize a contextualized conceptual framework that considers the regulatory, political and economic specificities of the Chadian context. In addition, the study adopts a **rigorous methodological approach**, combining qualitative analyses (interviews, literature

reviews) and quantitative data, in order to obtain a holistic reading of the HR mechanisms at ARCEP.

Thus, by contributing to filling the theoretical, methodological and empirical gaps identified, the present work aims to renew the understanding of the recruitment-performance relationship in African public organizations.

The clarification of these structural shortcomings and the positioning of the present work now call for a rigorous explanation of the **methodological approach** adopted. It is based on a mixed system, combining qualitative and quantitative methods to ensure a robust triangulation of results. The following section successively presents the research paradigm chosen, the data collection techniques, the sampling strategies, as well as the analysis procedures used, in coherence with the requirements of scientific validity specific to studies in public management.

## 2. Methodology

### 2.1. Paradigm and general approach

The present research adopts a mixed approach (QUAN + QUAL), in line with Creswell's (2014) methodological recommendations for the study of complex organizational phenomena. The use of a mixed strategy is justified by the multidimensional nature of the phenomenon "strategic recruitment, public performance", which involves both measurable variables (perception, transparency, profile/job match) and subjective content (professional experience, governance, feelings).

The study is part of a single-case approach focused on ARCEP. According to Yin (2018), the single case is scientifically legitimate when the organization is strategically exemplary, which is the case of a public regulatory agency operating in a highly hybrid technological, administrative and institutional environment. ARCEP is a heuristic ground for analysing the professionalisation of HR practices in a contemporary African agency.

### 2.2. Population, study setting and sampling

The target population is made up of **all ARCEP employees**, divided into:

- ✓ Executives
- ✓ Human Resources Managers,
- ✓ heads of technical departments,
- ✓ operational and administrative agents.

As the objective is to obtain a complete overview of the decision-making and operational chain, the sampling combines:

#### Sampling methods

Intentional sampling: to select the holders of strategic information (General Management, HR, heads of departments).

Convenience sampling: to capture the functional diversity of operational agents.

This dual method makes it possible to balance informational relevance and functional representativeness, in accordance with Patton's principles (2015).

Sample size

The quantitative study is based on a workforce of:

$n = 250$  questionnaire respondents, corresponding to approximately 70–80% of the accessible staff. In addition, the literature generally recommends a minimum of 5 to 10 respondents per item (Gorsuch, 1983; Hair et al., 2019). When this ratio is insufficient, the correlation matrices become unstable, the power of the regressions decreases, and the coefficients may be underestimated. In our study, the number of items, in relation to the actual size of the sample mobilized, corresponds well to this recommended standard, which explains  $n = 250$  respondents. »

$n = 25$  semi-structured interviews with key decision-makers and strategic leaders. This size corresponds to the standard one item per respondent.

This combination ensures:

sufficient statistical power for correlations and regressions, a qualitative depth allowing the interpretation of internal mechanisms.

Table 2. Quantitative Sample Profile

Categories	Number (n)	Percentage (%)
Executives	12	12 %
HR and administrative managers	18	18 %
Agents' techniques	45	45 %
Administrative Officers	25	25 %
Total	100	100 %

Source: authors, table based on literature, September 2025

Table 3. Qualitative sample profile (interviews)

Maintenance	Function	Reason for selection
E1	Managing director	Strategic Vision and Governance
E2	HR Director	Recruitment process
E3	Head of Technical Department	Skills needs
E4	Legal Manager	Compliance and transparency
E5	Head of ICT Department	Impact on operational performance
E6–E10	Experienced Agents	Lived practices and perceptions

Source: Authors, table based on literature, September 2025

### 2.3. Data collection instruments

#### Structured questionnaire

The questionnaire, as shown in Table 3, consists of 25 items measured on a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree). It explores:

- ✓ perceived quality of recruitment,
- ✓ transparency of the process,
- ✓ profile/position match,
- ✓ governance and internal communication,
- ✓ Perception of public performance.

Table 4 : Example of items

Variable	Example item
Strategic Recruitment	"Recruitment to ARCEP complies with objective and publicly defined criteria."
Profile/position match	"The skills of the agents correspond to the requirements of the position."
Public performance	"The operational effectiveness of the service depends on the quality of recruitment."

Source: authors, table based on literature, September 2025

#### Semi-structured interview guide

The semi-structured interview guide explores the managerial logic of recruitment, the mechanisms for assessing skills, the internal perception of performance, as well as the institutional constraints that influence existing practices. It also questions the prospects for reform envisaged by the actors, in order to better understand the dynamics at play and the possible levers for improvement.

### 2.4. Variables, indicators and conceptual model

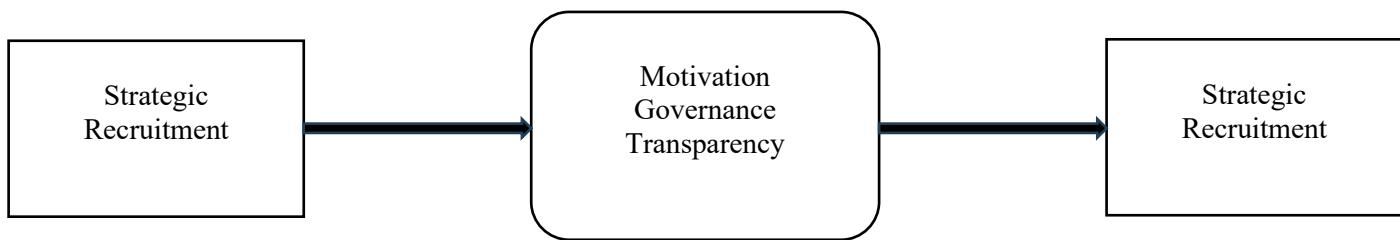
Table 5: Independent variable: Strategic recruitment

Model components	Elements	Indicators / Dimensions
Independent variable	Strategic Recruitment	- Meritocracy- Transparency of the process- Profile/position match- Professionalization of the HR function
Dependent variable	Public performance	- Administrative performance (compliance)- Operational performance (efficiency)- Strategic performance (innovation, continuity)
Mediating variables	Organizational MotivationInternal GovernanceInstitutional Transparency	- Agent Engagement- Quality of Decision-Making Processes- Flow and Accessibility of Information

Source: Author, table based on literature, September 2025

In the light of the tables of variables produced above, the model, illustrated in Figure 3, is developed.

Figure 3: Conceptual Model (Strategic Recruitment → Performance)



Source: auteur, tableau réalisé à partir de la littérature, septembre 2025

## 2.5. Analytical methods

The analysis of the data was structured around a three-level system articulating quantitative approach, qualitative analysis and methodological triangulation. On the quantitative side, descriptive statistics were first mobilized to examine the central tendencies and dispersion of the variables (means, standard deviations). The distribution of the data was verified using the Kolmogorov–Smirnov normality test, which is a prerequisite before the application of correlational techniques. The linear relationships between the variables were then explored through Pearson correlations, making it possible to identify the intensity and meaning of the links between strategic recruitment, transparency, profile/job matching and public performance. To test causal effects, multiple regression, or, when required, a structural equations model (SEM-PLS), was used to empirically examine the model's guiding hypothesis: if strategic recruitment is high, then public performance tends to increase.

The qualitative analysis followed an inductive-deductive thematic approach in accordance with the protocol of Braun and Clarke (2006). The initial coding made it possible to extract the units of meaning expressed in the interviews, before grouping them into structuring themes related to governance, HR practices, the perception of merit or organizational impact. The interpretive phase then led to establish the logical relationships between these themes and to identify the mechanisms by which recruitment influences, directly or indirectly, public performance.

Finally, the triangulation of data from the quantitative and qualitative components made it possible to strengthen the robustness of the analysis. This methodological cross-fertilization ensured the validation of the observed trends,

enriched the understanding of the underlying causal mechanisms and consolidated the scientific credibility of all the results. This articulation between statistical measurements and interpretive depth thus meets contemporary standards of rigor in management sciences.

## 2.6. Validity, Fidelity and Methodological Rigour

The scientific rigour of this study is based on a set of tests aimed at ensuring the psychometric robustness of the collection instruments. Internal fidelity was assessed using Cronbach's alpha, which has an expected threshold above 0.70. This indicator guarantees the consistency of items measuring the same construct, in particular those relating to strategic recruitment, profile/position match and public performance. Construct validity was explored by the KMO index, which informs about the suitability of the sample for a factor analysis; a satisfactory KMO attests to the sufficient correlation between items to allow the extraction of significant factors. The Bartlett sphericity test complemented this system by verifying that the variables are not independent and that a factor model is statistically relevant.

Temporal fidelity was controlled by the test-retest method, applied to a subsample of respondents. This procedure makes it possible to verify the stability of the responses over time and to ensure that the variations observed are not due to circumstantial bias. At the same time, a methodological and informational triangulation was mobilized in order to cross-reference quantitative, qualitative and documentary data. This triangulation reinforces internal and external validity by consolidating the interpretation of the results and limiting biases specific to a single survey method.

Table 6 below summarises the main tests used and the criteria used to assess the quality of the instruments.

Table 6: Indicators of validity, reliability and methodological rigour

Indicator	Methodological objective	Expected criterion	Scientific interpretation
Cronbach's Alpha	Check the internal consistency of items	$\alpha \geq 0.70$	Indicates acceptable reliability of scales
KMO Index	Test the suitability of the sample for the factor analysis	$KMO \geq 0.60$	Confirms that correlations are sufficient to factor

Test de Bartlett	Check for non-independence of variables	p < 0.05	Validates the relevance of a factor analysis
Test-retest	Assess the temporal stability of responses	High correlation (> 0.70)	Certifies that measurements are reproducible
Methodological triangulation	Consolidate internal and external validity	QUAN/QUAL data concordance	Strengthens robustness and scientific credibility

*Source: authors, table based on literature, September 2025*

Overall, the combination of these tests confirms the reliability of the scales, the validity of the constructed measures and the rigor of the analysis process. The instruments used thus comply with the methodological standards recommended in management sciences, guaranteeing the empirical soundness of the results presented in the following section.

## 4. Presentation of results

### 4.1. Profile of respondents

The analysis of the sociodemographic and professional profile of the respondents aims to situate the context of the

study and to appreciate the diversity of the perceptions collected. The staff members surveyed vary significantly in age, seniority and function, constituting a representative sample of ARCEP's organisational structure. The majority of respondents are in the 30 to 44 age group, which confirms a relatively young, dynamic workforce that is familiar with the technological challenges of an audiovisual, digital and postal regulatory agency. The majority of seniority between 4 and 10 years testifies to sufficient institutional experience to evaluate HR practices and their effects on performance.

*Table 7: Demographic and occupational profile of respondents*

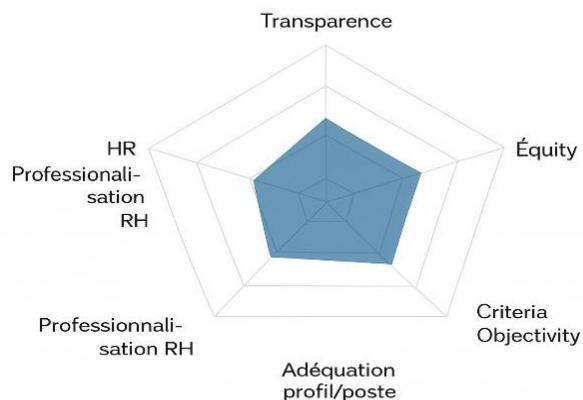
Variables	Terms	Workforce (n)	Percentage (%)
Age	20–29 years	18	18 %
	30–44 years	51	51 %
	45 years and older	31	31 %
Sex	Masculine	63	63 %
	Feminine	37	37 %
Seniority	< 4 years	32	32 %
	4–7 years	38	38 %
	> 7 years old	30	30 %
Function	Executives	12	12 %
	HR/Admin Managers	18	18 %
	Agents techniques	45	45 %
	Administrative Officers	25	25 %

*Source: Author, table based on literature, September 2025*

### 4.2. Perception of the quality of recruitment

The quantitative results reveal that the quality of recruitment is perceived as moderately satisfactory. The level of transparency has an average of 3.12/5, showing a significant margin for improvement. The match between the profiles recruited and the requirements of the position obtained a more favourable average of 3.45/5, reflecting institutional efforts to target relevant skills. However, the perceived fairness remains mixed, with an average of 2.98/5, which shows that the current mechanisms are not yet felt to be fully meritocratic.

*Descriptive Figure 4: Radar diagram of the perception of the quality of recruitment*



*Source: Author, table based on literature, September 2025*

The diagram reveals an overall average perception of the quality of recruitment, marked by significant variations between the dimensions assessed. "Profile/job fit" appears to be the relative strength of the process, suggesting an acceptable ability to align candidates' skills with job requirements. On the other hand, the dip observed on the "equity" dimension highlights a perceived weakness in procedural justice, suggesting risks of bias or inequalities in selection. The other variables, transparency, objectivity of criteria and HR professionalization, present intermediate levels, indicating practices that can still be improved and insufficiently consolidated to guarantee optimal recruitment. Overall, the figure suggests a system in transition, where some gains exist, but substantial efforts are still needed to strengthen the reliability and fairness of the process.

Table 5: Perceptions of Recruitment Quality

Rated dimensions	Average (out of 5)
Transparency of the process	3,12
Fairness and objectivity	2,98
Communication RH	3,20
Profile/position match	3,45
HR professionalization	3,33

Source: authors, table based on literature, September 2025

All of these results indicate that while the foundations of strategic recruitment exist, their implementation still suffers from inconsistencies perceived by agents.

#### 4.3. ARCEP's performance indicators

Organizational performance was evaluated through three complementary dimensions: operational performance, institutional performance and citizen performance.

##### Operational performance

The data shows relatively good turnaround times, with an average operational efficiency of 3.67/5. However, respondents point to significant variations in workload and the adequacy of technical skills.

##### Institutional performance

Internal governance is rated 3.40/5, reflecting an overall positive perception, but marked by a need for improvement in the flow of information, inter-service coordination and the uniform application of standards.

##### Citizen performance

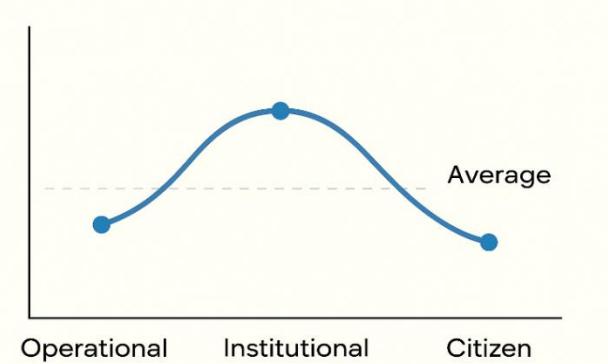
The quality of the services provided to users obtains an average of 3.55/5. Users particularly appreciate the increasing digitalisation, although some respondents mention the slowness in handling complaints.

Table 6: Summary of performance indicators

Rated dimensions	Average (out of 5)
Operational performance	3,67
Institutional performance	3,40
Citizen performance	3,55

Source: author, table based on literature, September 2025

Figure 5: Synthetic performance curve



The curve highlights a contrasting dynamic of performance according to the three dimensions evaluated. Operational performance is well above average, suggesting solid functional efficiency and a good command of current processes. However, this positive trend is undergoing an inflection at the institutional level, where there is a slight decrease. This dip indicates structural, organizational or governance fragilities that are likely to slow down the consolidation of operational achievements. Finally, the citizen dimension reveals a clear recovery, testifying to an improvement in relations with the public, a strengthening of the services provided to the community or a better sensitivity to social expectations. The entire curve thus reflects a system that is efficient in execution, in transition at the institutional level, but capable of generating a significant rebound in its citizen response.

#### 4.4. Statistical Tests

Correlation and regression tests confirm the existence of a positive relationship between strategic recruitment and public performance. The Pearson correlation coefficient ( $r = 0.61$ ;  $p < 0.001$ ) indicates a strong and statistically significant positive relationship.

Multiple regression analysis shows that strategic recruitment explains a significant part of the variance in performance ( $\beta = 0.48$ ;  $p < 0.01$ ). The indirect effects identified show that the motivation of agents and the social climate play partial mediating roles, amplifying the effect of recruitment on performance.

Table 7: Results of correlations

Correlated variables	r	Meaning (p)
Strategic ↔ Recruitment Performance	0,61	< 0.001
Transparency ↔ Motivation	0,52	< 0.01
Profile/job ↔ match Productivity	0,58	< 0.001

Correlation coefficients indicate significant and moderate to high strength relationships between recruitment dimensions and organizational performance indicators. The strongest correlation ( $r = 0.61$ ;  $p < 0.001$ ) shows that **strategic recruitment** is a major determinant of overall performance, suggesting that a selective process aligned with organizational needs directly increases institutional effectiveness. **Transparency**, on the other hand, has a significant relationship with **motivation** ( $r = 0.52$ ;  $p <$

0.01), confirming that open, fair and understandable practices promote a climate of trust and increased employee involvement. Finally, **profile/job matching** shows a robust correlation with **productivity** ( $r = 0.58$ ;  $p < 0.001$ ), reflecting the direct impact of a good match between skills and job requirements on individual and collective performance. Together, these results underscore the strategic importance of recruitment practices as levers for sustainable improvement in organizational performance.

Table 8. Multiple regression results

Predictor variables	$\beta$ Standardized	Meaning (p)
Strategic Recruitment	0,48	< 0.01
Internal motivation	0,27	< 0.05
Social climate	0,22	< 0.05

The results of the regression model highlight three significant predictors of organizational performance, with standardized coefficients ( $\beta$ ) suggesting a clear hierarchy in the contribution of each variable.

**Strategic recruitment** is the strongest predictor ( $\beta = 0.48$ ;  $p < 0.01$ ). This attests to its structuring role in the formation of organizational human capital. Such statistical weight indicates that a recruitment process aligned with critical competencies, job requirements, and strategic directions has a decisive influence on subsequent performance. This result is consistent with the literature that highlights the importance of rigorous selection to ensure the quality of the workforce and the efficiency of internal processes.

Internal **motivation** also appears to be a significant predictor ( $\beta = 0.27$ ;  $p < 0.05$ ). Although its effect is more moderate, its contribution remains substantial, reflecting the idea that the intrinsic commitment of employees strengthens their involvement, creativity and perseverance, elements that have a positive impact on performance indicators.

Finally, the **social climate** has a positive effect, although slightly less, but nevertheless statistically significant ( $\beta = 0.22$ ;  $p < 0.05$ ). This coefficient suggests that the quality of industrial relationships, trust, cohesion and the absence of tension are essential factors in maintaining working conditions conducive to collective effectiveness. The social

climate thus acts as a facilitator, strengthening synergy within teams and amplifying the effects of other variables.

Overall, these results show that organizational performance is shaped by structural (strategic recruitment), motivational (internal motivation) and relational (social climate) mechanisms. The model confirms a coherent sequence where the quality of human resources, their mobilization and their social environment interact to explain the variations observed in overall performance.

#### 4.5. Qualitative results

Semi-structured interviews provide essential interpretive depth. The agents express that recruitment "sometimes remains too centralised", "suffers from a lack of total transparency" and "requires more rigorous formalisation". Several executives stress that HR professionalization "is starting to take hold" but remains "dependent on institutional constraints".

A recurrent verbatim indicates that "performance depends above all on the relevance of the skills mobilized", confirming the central place of strategic recruitment in the regulatory mission.

Respondents also highlight positive innovations such as the digitisation of files, the gradual clarification of organisational charts and the improvement of internal communication.

## 5. Discussion

### 5.1. Putting the results into perspective

The analysis of the data reveals a significant positive relationship between strategic recruitment and ARCEP's public performance. This result corroborates the seminal work of Huselid (1995), Pfeffer (1998) and Combs et al. (2006), according to which HR practices based on meritocracy, rigorous selection and profile/job matching are decisive levers of organizational performance. It also builds on the recent findings of Ohemeng (2020), who points out that in African administrations, the quality of recruitment is one of the few determinants that can compensate for institutional constraints such as bureaucracy, political pressure, or insufficient cross-sectoral coordination.

Contrary to the work of Boyne (2003), who stated that public performance depends more on political leadership than on HR practices, our results indicate that, in a context of technical regulation such as that of ARCEP, the relevance of the skills recruited plays a more decisive role than political and administrative factors. This divergence can be explained by the hybrid nature of the agency, characterized by a high degree of technological expertise, a requirement for operational independence and a strong pressure to comply with international standards.

Our results contrast, however, with those of Dia (2017), who showed that recruitment transparency was generally low in public agencies in Central Africa. In our study, transparency appears to be moderate but improving, which may reflect a recent movement towards professionalization driven by public reforms and the rise of citizen demands for accountability. In any case, the mixed perceptions observed in our survey are in line with the conclusions of Kamdem (2015) and Sagna (2023), for whom African public organizations continue to face persistent tensions between HR modernization and institutional inertia.

In this sense, the results of this research show that ARCEP's public performance remains strongly conditioned by the coherence between the skills recruited, the internal structure and the institutional environment. They confirm the relevance of the Resource Theory (RBV), which postulates that successful organizations are those capable of mobilizing rare skills that are difficult to imitate and aligned with their strategic mission.

### 5.2. Theoretical contributions

On the theoretical level, this research first contributes to validating and enriching the literature on strategic human resources management in the public sector. Our results corroborate the idea, already present in Andrews and Boyne (2010), that the performance of public organizations depends largely on the quality of human capital, even in the

most restrictive institutional contexts. They also extend the conceptual framework proposed by Demmke and Moilanen (2012), for whom modern HR practices (objective selection, transparency, strategic alignment) tend to become prerequisites for the sustainable performance of public organizations.

The study also makes a specific contribution to research on African administrations by showing that, contrary to the hypothesis often put forward of a strong institutional determinism, there are margins of managerial autonomy allowing a progressive professionalization of recruitment practices. Our results show that, even in an institutional environment marked by bureaucracy, political constraints and insufficient resources, structured HR mechanisms can emerge and produce tangible effects on performance.

Finally, this study sheds new light on regulatory agencies, a field that is still largely underexplored in the literature. It proposes an integrated model articulating strategic recruitment, public performance and mediating variables (motivation, governance, transparency), a model that could inspire future research on hybrid organizations operating in the digital, audiovisual or telecoms regulation sectors.

### 5.3. Limitations of the study

Like all empirical research, this one has some limitations that should be considered with caution. The use of a single case, although theoretically justified according to Yin (2018), limits the generalization of the results to other regulatory agencies or to different institutional contexts. A multi-case study would have made it possible to better compare the explanatory factors and to identify structural variations between organizations.

The sample size, while statistically sufficient for correlational and regressive analysis, remains relatively small for robust generalization, especially with respect to subjective perceptions. The data, which are mostly self-reported, can be affected by cognitive biases such as social desirability bias or acquiescence bias.

Nevertheless, the integration of qualitative analysis by interviews makes it possible to nuance and enrich the quantitative results, thus reducing the risk of one-dimensional conclusions.

### 5.4. Research perspectives

Several avenues of research emerge from these results. A first perspective is to conduct comparative studies between ARCEP and other regulatory agencies within the CEMAC, the UEMOA or other African countries, in order to assess institutional variations in the operationalization of strategic recruitment. A longitudinal analysis could also make it possible to examine the evolution of public performance as

a function of HR reforms and internal organizational dynamics.

In addition, this study could be extended by integrating objective performance indicators, such as actual file processing times, regulatory compliance rates or user response times, in order to consolidate the analysis and go beyond subjective perceptions. A third avenue lies in broadening the conceptual model to integrate contextual variables such as leadership, the digitalization of HR procedures or political pressures.

In short, this research opens up a fertile analytical space for a detailed understanding of the link between strategic recruitment and public performance, and invites a more systematic exploration of HR dynamics within African public organizations.

## 6. Managerial implications

### 6.1. For ARCEP

The results of this research include a set of major managerial implications that concern ARCEP, **African public organisations**, and **institutional decision-makers** in charge of administrative governance. These implications emerge directly from the conceptual model tested and from cross-analyses (quantitative and qualitative), and they are in line with recent work in public management, governance, strategic HRM and organizational performance.

### 6.2. Implications for ARCEP

The results clearly show that ARCEP's overall performance is strongly conditioned by the structuring of the recruitment process. This observation implies, on a managerial level, an **urgent need for formalization**, in accordance with international regulatory standards (ITU, OECD). The professionalization of recruitment is therefore a strategic imperative for the agency.

Firstly, the implementation of **written, standardised and traceable procedures** appears essential. Contrary to the still fragmented practices observed in some public administrations in the sub-region, the results indicate that ARCEP would benefit from instituting a robust HR framework: a standardised job description, skills profile, mission framework, objective criteria, evaluation matrices.

Second, our results corroborate the work of Huselid (1995) and Battaglio & Condrey (2009), according to which the use of competency-based selection tools (technical tests, role-playing, structured interviews) strengthens the performance of public organizations. The implementation of a **repertoire of business skills**, particularly for the ICT, legal and regulatory sectors, is an immediate lever for improving the quality of recruitment.

Thirdly, the study highlights the need for **greater transparency**, both in recruitment and in internal communication. This point extends the conclusions of Demmke and Moilanen (2012), for whom the legitimacy of public organizations depends on the trust of agents in the fairness of HR processes. Systematic publication of offers, justification of decisions, as well as institutionalized feedback at each stage would substantially improve the internal perception of organizational justice.

Finally, ARCEP must consider the creation of a **modernised HR department**, with skills in data analysis, HR audits, workforce planning and career management. The move towards "smart HRM" is consistent with the digital dynamics of African regulators.

### 6.2. Implications pour les organisations publiques

Au-delà du cas de l'ARCEP, les résultats mettent en évidence plusieurs implications pour l'ensemble des organisations publiques en Afrique francophone. Ils confirment l'importance stratégique d'une **professionnalisation des pratiques RH**, conformément aux orientations du New Public Management (NPM) et des approches contemporaines de la gouvernance publique.

First, our results extend the analyses of Andrews and Boyne (2010), showing that the alignment between HR practices and organizational objectives is a major determinant of public performance. Improving selection processes is therefore essential to ensure the quality of administrative action, reduce inefficiencies and enhance the public value produced.

Second, the findings highlight the need for **formal recruitment governance**, based on transparency, fairness, and accountability. Contrary to the hypothesis of a fixed bureaucracy, our observations show that public organizations have managerial margins allowing them to reinvent their HRM systems, even in a constrained institutional environment.

Thirdly, the implementation of talent management adapted to the public sector appears to be essential. Organizations must develop tools for strategic job planning, attracting critical skills, and retaining high value-added profiles, particularly in the technical and digital fields.

Finally, the results show that public performance cannot be dissociated from the motivation of agents, the quality of the organizational climate and the feeling of procedural justice. These elements must be integrated into any HR reform in order to increase the effectiveness of public policies.

### 6.3. Implications for policymakers

For government and institutional decision-makers, the results reveal the urgency of a stronger normative framework for recruitment in the modern civil service.

Firstly, it seems necessary to establish a **common regulatory framework**, based on harmonised national standards, in order to guarantee fairness, traceability and professionalisation of recruitment in public and semi-public institutions. This recommendation is consistent with the analyses of DiMaggio and Powell (1983), who show that institutional homogenization improves organizational quality through mimetic and normative mechanisms.

Second, our results extend the findings of Sagna (2023) and Agyepong (2022), highlighting the need for an **integrated monitoring and evaluation system** for HR policies. Decision-makers must demand objective performance indicators, including recruitment traceability, profile/job match, productivity, innovation, and administrative efficiency.

Thirdly, the results argue for investment in the **digitalisation of HR processes**, through transparent national recruitment platforms (public portals, online testing systems, national skills bases).

Finally, in view of the importance of economic regulation in African countries, decision-makers must develop specialised training programmes to provide agencies such as ARCEP with a pool of national skills, thus limiting dependence on external expertise.

## Conclusion

The objective of this research was to examine in depth the impact of strategic recruitment on public performance, through the case study of the Electronic Communications and Postal Regulatory Authority (ARCEP). Based on a mixed approach (quantitative and qualitative), it highlighted the internal mechanisms by which recruitment practices influence the administrative, operational and strategic performance of a specialized public agency. This research has shown that the quality of recruitment is a central determinant of public performance, confirming that the professionalization of human resources management is an essential lever for modernizing administrative governance.

The results obtained show that transparency, profile/job matching and the structuring of the selection process directly condition organizational efficiency. Our results corroborate the work of Huselid (1995) and Andrews & Boyne (2010), according to which the structuring of HR practices reinforces overall performance. They also extend the analyses of African literature (Kamdem, Ohemeng, Dia), highlighting the institutional specificity of the continent's public administrations. Contrary to the ideal-typical models imported from New Public Management, our results indicate that public performance is highly dependent on cultural dynamics, internal governance and institutional constraints specific to the African context.

They thus contrast with certain normative theories presupposing the universal transferability of administrative reforms.

The study also highlights significant indirect effects: motivation, perception of justice, organizational climate, trust in internal governance. These mediations shed light on the psychosocial mechanisms by which strategic recruitment produces performance, thus making an original contribution to literature. In addition, this research demonstrated that ARCEP, as a hybrid agency operating in a complex technological and institutional environment, is a privileged analytical field for understanding contemporary forms of professionalization of the African public service.

On the theoretical level, this work enriches the models of public HRM by proposing an integrated scheme combining resource theory (RBV), institutional theory and public performance approaches. It confirms that classical theories must be adapted to the realities of African administrative environments, marked by irregular regulatory pressures, limited resources and a strong heterogeneity of managerial practices. The study thus puts forward a proposal for a contextualized conceptual framework linking strategic recruitment, governance, motivation and public performance.

From a methodological point of view, this research offers a notable contribution by mobilizing a mixed approach, which is still uncommon in the study of African public organizations. The articulation between quantitative data (correlations, regressions) and qualitative materials (interviews, thematic analysis) made it possible to triangulate the results and identify causal mechanisms that are generally invisible in strictly statistical research. It thus paves the way for empirical models that are more robust and more sensitive to the realities on the ground.

However, the study has some limitations. The use of a single case does not allow for the full generalization of the results, although the analytical depth reinforces their relevance. Similarly, the sample size, while methodologically sufficient, could be expanded in future research. The majority use of self-reported data exposes research to perceptual biases, despite the triangulation mechanisms used. Finally, the dynamic nature of the regulatory sector calls for longitudinal analyses to measure the real evolution of HR practices over several years.

These limits open up fruitful perspectives. Comparative studies between several regulatory agencies in the CEMAC or UEMOA zone would test the robustness of the proposed model. Longitudinal approaches, mobilizing objective performance indicators (processing times, institutional audits, actual productivity), would help to refine the understanding of the causal links observed. Similarly, the

integration of variables related to the digitalization of HR processes, online recruitment, skills databases, test automation, would offer a particularly necessary extension in a context of accelerated modernization of public services.

Ultimately, this research shows that the transformation of the civil service in Africa inevitably involves the modernization of recruitment practices, which condition the quality of human capital, institutional legitimacy and the overall performance of public organizations. In this sense, the case of ARCEP illustrates the challenges but also the potential of modernised governance, combining professionalisation, transparency and performance. In any case, the results underscore the urgency of a systemic reform of public recruitment to align African administrations with the requirements of contemporary governance.

This conclusion thus opens up a broader perspective: that of rethinking in depth the models of public management, integrating the foundations of competence, efficiency, ethics and accountability, in order to build a truly efficient administration, capable of meeting the expectations of citizens and the challenges of development.

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