

Effect of recruitment on leadership excellence in public administration in Chad

Prepared by

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Abstract

The aim of this article is to study the effect of recruitment on excellence leadership in Chadian public administrations. To achieve this, we adopted a mixed methodological approach, specifically the mixed sequential explanatory design. Data collection therefore took place in two main phases. The first was to collect quantitative data using a questionnaire. This was administered to 195 employees of 10 ministries in Chad. The data collected was analysed using Multiple Component Factor Analysis (MCA). Conversely, the second phase of data collection was aimed at understanding the recruitment process and identifying the texts that hamper the recruitment process in Chadian public administrations. We therefore conducted five semi-structured interviews with the Human Resources Directors of five ministries. These interviews were conducted using an interview guide. The data collected was recorded, transcribed and analysed manually and automatically using qualitative data analysis software. Taking into account the period of data collection and the individuals interviewed, the results of the first phase of data collection reveal that programmed recruitment has a positive and significant influence on the leadership of excellence. In other words, the quality of recruitment improves the leadership of managers. As for the second phase of data collection, it emerges that a good Forward-looking Jobs and Skills Management policy would improve the organisational excellence of Chadian public administrations.

Key words: Recruitment; leadership excellence; public administration

1. Introduction

Leadership excellence is one of the top concerns of the business world (Lenka & Behura, 2023). While achieving goals, leaders provide direction, encouragement, and inspiration. They help create a vision and unite people around a common goal. Knowing that organizational excellence is one of the most relevant and important topics in management science today, especially in the face of global challenges and intensifying competition to provide high-quality service to beneficiaries (Uthman, 2021), organizations strive for excellence. What sets them apart and gives them uniqueness in their work, and doubles their ability to perform their tasks effectively and efficiently.

Chad is not to be outdone in this vision of excellence. In 1998, the country embarked on the reform of the civil service, which aimed at several objectives, the most emblematic of which are the efficiency of the administration and the improvement of the quality of services, with the aim of reducing poverty (Gab-Leyba, 2015). Similarly, in order to address the instability that the country has been facing in recent years, the Government has established regional balance in the recruitment process. Despite the government's efforts, the thorny issue of the efficiency of Chad's public administration has continued to raise questions. As proof, in 2014, Chad took 43rd place out of 52 in the Mo Ibrahim index, corresponding to a score of 38.9 out of 100.

Several reasons are put forward to justify these underperformance: recruitment based on subjective criteria such as personal relationships rather than on objective criteria such as skills and qualifications; the absence of recruitment competitions in the civil service (Gab-Leyba, 2015); inconsistent and poorly applied human resources management policies that lead to a lack of efficiency and motivation among employees; the recruitment process is marred by irregularities (incompetent people are often recruited on the basis of affinity or recommendation).

As a result, there is a lack of skills and training of employees within the administrations. In other words, a public administration that lacks qualified and trained personnel may face difficulties in meeting the needs and expectations of citizens (Debos, 2013). This is why they experience stress that affects their well-being, relationships, and efficiency. Pressure in the workplace is a norm for practitioners; It becomes a topic of debate when it affects the productivity of the organization. Neglecting the process of recruiting employees and managers in public

administrations costs these administrations productivity, efficiency, stress-related medical costs and compensation, among other things (Lenka & Behura, 2023). Leaders are the leaders of organizations, leading their goals such as productivity, customer satisfaction, brand value, and employee satisfaction (Nazariah et al., 2022). For “To succeed in today’s world, organizations should invest in developing the skills, abilities and knowledge of their leaders” (Naderi, 2019)»type»:»thesis»,»uris»: [<http://www.mendeley.com/documents/?uuid=77f00b8526-db-4ca8802-b-b674fed0a9f1>]],»mendeley»: {«formattedCitation»:»(Naderi, 2019. While several studies prove that well-being is one of the keys to organizational productivity (Grawitch et al., 2006; Malinen et al., 2019; Voorde et al., 2012), we believe that the solution in Chadian public administrations lies in the recruitment of employees.

Indeed, staff play an important role in providing the best quality of service to their users. A positive leader thus plays a decisive role in achieving the ultimate goal of excellence for public organizations. This requires a rigorous selection of the leader of an organization. Effective and rigorous recruitment processes for leaders are the cornerstone of excellence in public organizations. Good coordination and a good relationship between management teams and employees will help to better serve employees (Rahman et al., 2021). It is therefore an unavoidable necessity and no institution can afford to ignore it if it wishes to progress and develop (AL-Jabri, 2009).

The literature on leadership has shown that leaders are less effective, which affects organizations, the environment, and society. This poses a problem of leadership excellence. This can be attributed to a lack of institutional support and a lack of recognition and reward for a job well done. Indeed, Chadian public institutions are required to provide excellent service to both their internal and external users. To achieve this, they need to know and understand the elements that contribute to this excellence. For some, this inefficiency is due to their rigidity, their arrogance, their narcissism, their malaise (Grawitch et al., 2006; Lenka & Behura, 2023). We believe that this is an employee recruitment problem. In order to achieve the administration’s objectives, the government must regulate the recruitment process for employees. This article proposes recruitment to improve the excellent leadership of employees.

This article therefore fills three major limitations of the literature. First, to our knowledge, there is no study that has dealt with the relationship between recruitment and leadership

excellence in Chad. This work advances the literature in this direction, and we also take into account the staffing of human resources. Second, this study stands out by opting for an index of leadership excellence. Its specificity is that it takes into account a multidimensional leadership index of excellence (Kanji & Sa, 2001). The model of leadership excellence includes organizational values, vision, mission, strategy, and key issues, which cannot be measured directly. Therefore, a set of overt variables (indicators) should be associated with each of these concepts and then measured by designing and administering an appropriate questionnaire. Thirdly, this work mobilizes and adopts a deep and robust methodology through the use of multiple component analyses, for example little ignored in previous research.

The article is structured in three main sections. The first presents the literature review. The second presents the methodological approach deployed. The third is devoted to the presentation of the results and the discussions.

2. Literature Review

The literature on the link between recruitment and leadership excellence has aroused interest to the point where four major theories of leadership have emerged. These include recruitment theory, leadership theory of excellence, traditional approaches to leadership, and contemporary approaches to leadership.

Recruitment theory focuses on the practices and strategies used by companies to attract and select candidates in order to gain a competitive advantage (Barney & Wright, 1998). Public administrations have a recruitment and selection system in place to identify needs and hire people with the required skills and qualifications (Al-Saba, 2023; Son, 2022). Recruitment to public institutions therefore aims to ensure that positions are filled by individuals who are competent, qualified and able to meet the specific needs of the public service (Son, 2022).

Leadership theory attempts to define the concept of leadership (Bass, 1990; Kanji and Sa, 2001). Thus, according to Dubrin et al. (2006) The leadership is the ability to inspire confidence and support in the people needed to achieve the organization's goals. This definition demonstrates the extent to which the leader must inspire trust in his or her employees. The definition given by Northouse (1997, 1998) Rather, it approaches the concept as a process, which draws attention to the transactional and interactive event that occurs between the leader and his or her employees. For him, leadership is "a process by which an individual influences a group of

individuals to achieve a common goal.” Leadership therefore refers to a person’s ability to have a global vision, to translate it into concrete actions, to stabilize it and to maintain it over time. From this point of view, the leader differs from the manager in that “leaders are not born, they become” and that “the manager knows what to do, while the leader knows what to do”. Therefore, the transformation of the organizational structure, control mechanisms and leadership style are necessary to give the company a human dimension (Bennis, 1989; Kanji & Sa, 2001; Plane, 2015). Hence the need for good recruitment.

Traditional approaches to leadership are grouped into three theories. The first is the executive personality trait theory that sees leadership as an inherent characteristic of certain people. The interest of this theory is that it identifies the innate characteristics that great social, political and military leaders possess (Northouse, 1997, 1998). These include intelligence, drive, openness, adaptability, determination, honesty and integrity, assertiveness, willingness to lead, and professional skills (Lewin, 1943; Plane, 2000, 2015). The second is the theory of executive behavior. It argues that there is a specific set of effective behaviours which, once identified, can be taught to others, who can then become effective leaders. Blake and Mouton, 1969; Katz and Kahn, 1951; Likert, 1967; Northouse, 1997, 1998). This theory is important because it identifies two types of behavior of a leader: employee-oriented (the behavior of managers who address their subordinates with an emphasis on human relations) and production-oriented (the behavior of managers who emphasize the technical and productive aspects of a job). The third is the theory of contingency. It highlights the importance of context and situation in the process of implementing organizational strategies and decision-making (Lawrence & Lorsch, 1967b, 1967a; Milano, 2017). In other words, there are no one-size-fits-all methods or structures, but rather approaches that need to be tailored to specific circumstances. As a result, an excellent leader should adapt and be flexible to deal with changing contexts (Fiedler, 1967; House et al., 2004).

Finally, contemporary approaches to leadership are moving towards “inspirational leadership”. Here, the leader is a person who is able to inspire others with his ideas, behavior, and attitudes. We will therefore see the emergence of emotional leadership in turn (Goleman, 2000, 2021; Salovey & Mayer, 1990), charismatic leadership (Weber, 1905) and transformational (Bass, 1990; Greenleaf, 1996).

Empirically, however, the importance of behavioural statements on leadership excellence has been assessed by Taormina and Selvarajah (2005) with 289 executives from five founding ASEAN (Association of Southeast Asian Nations) countries. Factor analysis revealed four factors: (1) Consideration for others; (2) Progressive stability; (3) Strategic thinking; and (4) Trust in others. From the behaviours, a leadership excellence scale was created for each factor (Taormina & Selvarajah, 2005). Successfully maintaining, supporting, and leading organizations is one of the challenges facing today's leaders (Lenka & Behura, 2023). The literature on leadership shows that "Leaders at all levels of organizations are under increasing pressure due to the competitiveness and complexity of the global economy» (Roche et al., 2014). As a result, they experience stress that affects their well-being, relationships, and effectiveness (Lenka & Behura, 2023). This is why they experience stress that affects their well-being, relationships, and efficiency. Pressure in the workplace is a norm for practitioners; It becomes a topic of debate when it affects the productivity of the organization. Neglecting the process of recruiting employees and managers in public administrations will cost these administrations productivity, efficiency, stress-related medical costs and compensation, among other things.

Organizational productivity then depends on the effectiveness of leadership (Lenka & Behura, 2023). To this end, to be an effective leader in the twenty-first century, one must find a strategic balance between the short- and long-term objectives of administration. To strengthen this balance, employees in general and leaders in particular must possess five qualities: well-being, team spirit ("we"), decision-making, sustainable approach, and strategic development (Lenka & Behura, 2023). But to achieve this, the Chadian government would already have to define the procedures for effective recruitment in public administrations. Hence the interest of this study.

Methodological approach

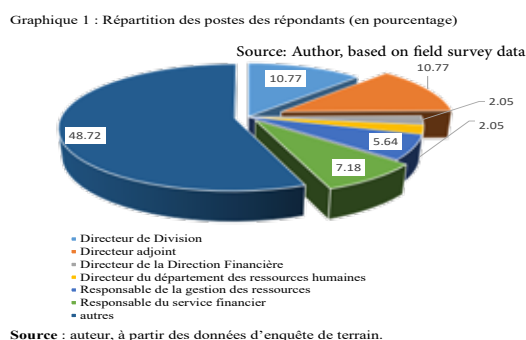
2.1. Data collection

The data analyzed in this article are from our survey conducted within public administrations in Chad. The distribution of respondents by ministry is as follows: Ministry of Agriculture (8.72%), Ministry of Public Health and Prevention (14.87%), Ministry of Foreign Affairs (12.31%), Ministry of Higher Education

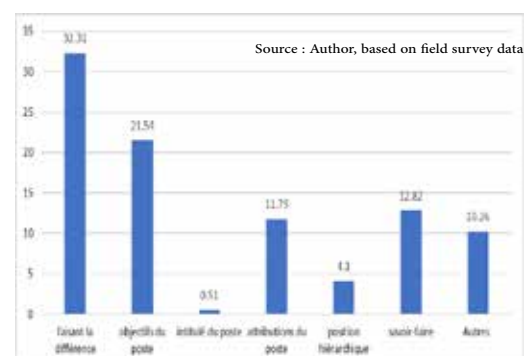
(3.08%), Ministry of Public Service and Dialogue (7.18%), Ministry of Posts and Digital Economy (10.26%), Ministry of Infrastructure (10.26%), Ministry of Territorial Administration, decentralization and good governance (7.69%), Ministry of Livestock and Agricultural Production (11.79%) and Ministry of Finance, Budget and Public Accounts (13.85%). It should be noted that these percentages are based on the respondents of the study mentioned and may vary according to the total population of positions in the Chadian public administration. A total of 212 questionnaires were administered to employees in these 10 jurisdictions. But only 195 questionnaires were deemed acceptable and usable during the analyses. This means that 17 questionnaires were excluded due to issues such as incomplete responses or data entry errors. Hence a rejection rate of 7.07% and an acceptance rate of up to 92.93%. The total sample of this survey is therefore 195 employees.

The distribution of respondents' positions in Figure 1 is as follows: division director (10.77%); deputy director (10.77%); Director of the Finance Department (2.05%); Director of the Human Resources Department (2.05%); responsible for resource management (5.64%); head of finance (7.18%) and others (48.72%). It is important to note that these percentages are based on the respondents of the mentioned study and may vary depending on the total population of positions in the Chadian public administration.

(Figure 1: Distribution of respondents' positions (in percentage



?Figure 2: How do you identify the need to recruit



2.2. Dependent variable: leadership excellence

Leadership excellence is characterized by a leader's ability to inspire, motivate and guide individuals and teams to achieve exceptional results, while fostering

a culture of trust, innovation and accountability. This type of leadership emphasizes the alignment of vision, values, and actions to drive performance and organizational growth. Leadership excellence measurement can be achieved through 360-degree assessments, leadership competency assessments, leadership-specific performance indicators, as well as qualitative employee satisfaction and engagement assessments. In this paper, we construct a multi-dimensional index of leadership excellence in the Kanji and Sa (2001). The Leadership Excellence Index reflects, in quantitative terms and through a single, integrated measure, the simultaneous performance of leaders in the roles of establishing and sharing values, developing and communicating the vision, defining the mission, selecting and implementing a strategy, and managing other key operational issues (Kanji & Sa, 2001).

The model of leadership excellence includes organizational values, vision, mission, strategy, and key issues, which cannot be measured directly. Therefore, a set of overt variables (indicators) should be associated with each of these concepts and then measured by designing and administering an appropriate questionnaire. The essential factors for the success of excellent leadership require: the existence of strong and shared organizational values; developing and communicating an inspiring vision; the definition of a mission that states what the organization represents; the development of a strategy aligned with the mission and vision, and finally the operational structure and mechanisms to facilitate the implementation of the model (Figure 3).



Figure 3: Model of Leadership Excellence
 Spring : Kanji and Sa (2001)

As part of our study, we identified these different dimensions in the questionnaire of the field survey that we carried out in public administrations in Chad. These different dimensions are Vision (S4Q1-Leaders develop common meanings and interpretations

of reality to promote the organization? S4Q2-Leaders use organizational principles to guide decision-making in the organization? S4Q3-Had you put in place coherent reinforcement systems in line with the values and principles of the organization? S4Q4-Does the leadership team have a compelling vision for the future of the organization? S4Q5-Leaders effectively communicate the organization's vision? S4Q6-Does the management team inspire confidence in its vision of the organization?), Mission (S4Q7-Leaders Identify the Organization's Purpose? S4Q8-Leaders generate commitment from the members of the global organization to the working group? S4Q9-Policy leaders are in touch with the organization's management, vision, and values? S4Q10-Leaders anticipate and guide change? S4Q11-The management team controls the organization's resources and efficiency and relies on a solid foundation to improve user safety strategies?), (AL-Jabri, 2009)Strategy (S4Q12-Leaders align the organization's structure to support the implementation of its policy and strategy? S4Q13-Do leaders manage the power to act and manage expenses autonomously? S4Q14-Leaders communicate and develop evaluation strategies with peers and new hires in order to motivate staff?), Key questions (S4Q15-Leaders are approachable, actively listen to employees, and respond to them? S4Q16-Leaders encourage discussion, feedback, and involvement? S4Q17-Leaders Encourage Continuous Improvement Through Innovation and Lifelong Learning? S4Q18-Leaders Identify Best Practices in Leadership?).

The analysis is based on multivariate exploratory analysis techniques applied to qualitative variables, and the most suitable in this case is multi-component factor analysis (MFA). The objective of this method is to highlight and describe associations between categorical variables (nominal or ordinal), between modalities of different variables and ultimately, between individuals or statistical units. In fact, AFCM is to qualitative variables what principal component analysis is to quantitative variables. Thus, what are called factorial axes will be obtained, syntheses of the existing links between the variables studied. The interpretation of these axes is not always easy. It is generally done in two stages. First, it is necessary to rank each variable in descending order of contribution to the inertia of the axis under consideration, in order to give meaning to the axis. Then, it is a question of considering the signs of the coordinates of each modality: those going in the same direction being strongly linked. In short, the AFCM makes it possible to associate a weight or a level of importance to each variable as well as to each modality of the variables (Gavard-Perret et al., 2012).

$$C_1 = \frac{\sum_{k=1}^K \sum_{j=1}^{JK} W_{jk}^k I_{jk}^k}{K}$$

Where K represents the number of categorical indicators;

- ✓ J_k denotes the number of categories of the indicator k ;
- ✓ W is equal to the weight (score of the first normalized axis of the category J_k);
- ✓ I denotes the variable, corresponding to the category J_k .

The raw indicator obtained by the above formula cannot have positive values for some individuals and negative values for others, which makes interpretations difficult. Thus, the raw indicator is normalized to have positive values for ease of interpretation (Gavard-Perret et al., 2012). Thus, the following expression allows us to deduce an indicator with positive values.

In order to ensure the consistency of the variables used for the construction of our index, several preliminary tests were performed, first the Cronbach alpha test and then the Kaiser-Meyer-Olkin (KMO) test. The results are reported in Table 1.2. Moreover, the value of the KMO test is 0.779 so the variables used for the construction of the index are consistent. After this verification of internal consistency between the items, the analysis of multiple correspondences follows to calculate the Excellence Leadership Index.

Table 1. The Kaiser-Meyer-Olkin test (KMO)
Bartlett test of sphericity

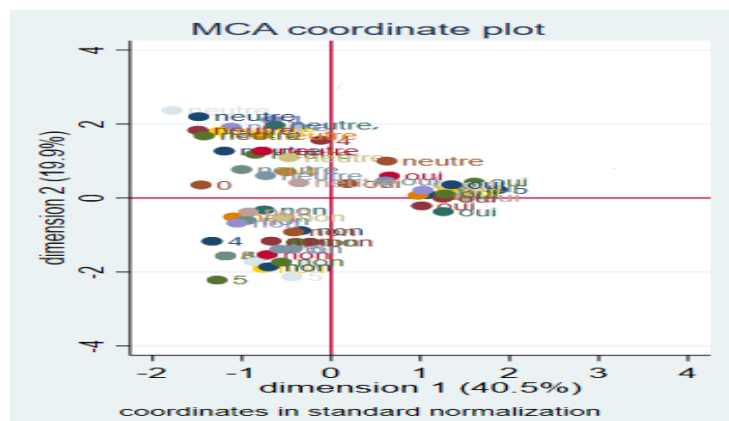
Chi-square	=	882.727
Degrees of freedom	=	153
p-value	=	0.000
H0: variables are not intercorrelated		

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		
KMO	=	0.779

Source : Author

Technically, AFCM offers the possibility of projecting and representing a scatter plot initially located in a large space (the number of modalities is greater than the number of variables under study) into an optimal subspace of smaller size while retaining only the essential information. Its use also makes it possible to create quantitative variables, such as the coordinates of individuals on the main axes of the analysis, whose interpretation is influenced by the active variables that contribute the most. As far as our objectives are concerned, the AFCM will make it possible to evaluate the weighting coefficients of the modalities of the different selected indicators as well as the predicted coordinates for each individual on the selected axes.

Figure 4: Excellence Leadership MCA



Source : Author

2.3. Independent variable

Recruitment theories identify several types of processes that organizations typically use to identify the best talent. The recruitment variable in this study is captured by asking the following question: “ What types of recruitment do you usually use? ». Scheduled recruitment in institutions is crucial for organizations to obtain qualified candidates who meet immediate and future needs (Gavard-Perret et al., 2012). In developing countries with an unstable labour market, scarce jobs and high unemployment, the recruitment process can be biased by a large number of candidates for each position; on the other hand, when a significant number of

overqualified candidates apply for the same position. Overall, effective recruitment planning involves taking into account the completeness of information on labour market conditions, using appropriate recruitment strategies and adapting to the changing needs of the institution and the environment (Gavard-Perret et al., 2012; Shi, 2014). Also, sequential or planned hires allow organizations to streamline their efforts and improve their efficiency (Mustapha et al., 2013). Unlike traditional recruitment methods that focus on immediate needs, scheduled recruitment takes into account future staffing needs based on the institution's growth, retirements and early promotions, etc.

2.4. Method of analysis

Our model in its compact form is given by equation (1) below:

$$\text{LeadershipExcell}_i = \alpha + \delta_0 \text{Recrutement}_i + \delta_1 X_i + \varepsilon_i \quad (1)$$

Where LeadershipExcell represents the Excellence Leadership Index, Recruitment is the recruitment variable and X the vector presents the matrix of control variables and e the error term. The exploded form of the model is given by equation (2) below:

$$\text{LeadershipExcell}_i = \alpha + \delta_0 \text{Recrutement}_i + \delta_1 \text{Poste}_i + \delta_2 \text{Sexe}_i + \delta_3 \text{Age}_i + \delta_4 \text{Education}_i + \delta_5 \text{Religion}_i + \varepsilon_i \quad (2)$$

Given that the above model cannot take into account all the potential determinants of leadership excellence, which could bias our analysis, we will do a sensitivity analysis to ensure that the model remains stable.

2.4.1. Estimating technique

Drawing on the literature and given the nature of the dependent variable, we will use the Tobit for our basic analysis. The Tobit estimation is a model in which the censored values of the dependent variable are fixed. Censorship can be observed on the left, on the right, or both. Equation (3) reflects the standard procedure for estimating the Tobit model.

(3)

Where y^* is the latent response, γ is the vector of unobservable variables and ϵ . i.d and independent .

(4)

The second phase of data collection aimed to understand the recruitment process and identify the texts that hinder the recruitment process in Chadian public administrations. The target population for the qualitative data collection phase is the Human Resources Directors (HRDs) of public administrations. The sample size is 5 individuals (Table 2). Semantic saturation has been reached. Semantic saturation is said to occur when an additional interview no longer provides new information. In addition, we interviewed individuals with various profiles (Miles & Huberman, 1994). The following Table 2 presents the different individuals interviewed during this survey.

Table 2. Presentation of the individuals interviewed

.No	Department Interviewed	Respondent Position	Duration of the interview
1	Ministry of Livestock	Director of Human Resources	minutes 30
2	Ministry of Foreign Affairs	Director of Human Resources	minutes 45
3	Ministry of Finance	Director of Human Resources	minutes 51
4	Department of Public Service	Director of Human Resources	minutes 27
5	Ministry of Public Health	Director of Human Resources	minutes 55

Source: Author of the survey.

These interviews were conducted through an interview guide. The data collected was recorded, transcribed and analysed manually and automatically using the qualitative data analysis software.

3. Descriptive analyses and results

3.1. Quantitative Data Analysis Results

This section reviews the descriptive statistics on the one hand, and presents the results and their discussion on the other.

3.1.1. Univariate analyses

In this subsection, the status of respondents is presented, on the one hand, and recruitment practices in public administrations in Chad on the other. Several advantages derive from this division. Dividing the results of a study into two parts, the results of the qualitative approach and the results of the quantitative approach, has the advantage of allowing a thorough and nuanced understanding of the subject under study. By combining qualitative knowledge of participants' perceptions and experiences through interviews with measurable quantitative data, this method allows for mutual validation of findings, better contextualization of results, and more comprehensive and holistic responses to research questions, which enhances the credibility and relevance of the study's findings.

3.2. Bivariate statistical analysis

The bivariate statistical analysis conducted in this study aims to establish the relationship between recruitment and leadership within Chadian public institutions. This analysis will determine whether there is a significant correlation

between these two variables and define the nature and magnitude of the correlation using the probability of the test. The results are provided in Table 3 below. The results of the chi-square (χ^2) test carried out as part of this study reveal a statistically significant relationship between the recruitment practices employed by Chadian public institutions and the vision of their leaders. More specifically, this analytical approach makes it possible to highlight that the recruitment process has a direct impact on the ability of public officials to develop a clear and mobilizing strategic vision for the organization. The use of rigorous and transparent recruitment procedures, after identifying needs, tends to see the emergence of leaders with a more assertive long-term vision.

Table 3. Chi2 binding assay

Variables	Recruitment			
	Leadership	Pearson chi2	Prob	Sign
	S4Q1	14.2606	0.014	**
	S4Q2	37.9923	0.000	***
Vision	S4Q3	10.3381	0.035	**
	S4Q4	11.2296	0.024	**
	S4Q5	14.8940	0.005	***
	S4Q6	0.0359	0.982	
	S4Q7	6.9715	0.073	*
	S4Q8	3.2520	0.197	
Mission	S4Q9	0.2876	0.962	
	S4Q10	4.0834	0.395	
	S4Q11	14.5315	0.002	***
Strategy	S4Q12	8.1136	0.044	**
	S4Q13	3.6771	0.159	
	S4Q14	12.2091	0.002	***
	S4Q15	13.2884	0.004	***
	S4Q16	12.6517	0.002	***
.QC	S4Q17	18.6934	0.000	***
	S4Q18	18.6274	0.000	***

.Source: Author

Multivariate analysis of results

We first perform an analysis using the Spearman correlation coefficient to verify

that there is a relationship between recruitment and leadership excellence. The results reported in Table 4 indicate that there is a linkage relationship between the recruitment variable and the leadership of excellence variable. The correlation coefficient shown in Table 4 is 0.3116 and has a positive sign. This result indicates that recruitment likely leads to an increase in leadership excellence. And the value (Prob) probability of this relationship is less than the value of α (0.05) and therefore, we reject the null hypothesis and accept the alternative hypothesis, which says (There is a correlation between recruitment and leadership excellence in public institutions in Chad. This result is supplemented by the analysis and is consistent with the ANOVA analysis, the results of which are presented in Table 5.

Table 4. Calculation of the Spearman coefficient between recruitment and leadership excellence

Number of observations	190 =
Spearman's rho	0.3116 =
are independent and recruitment leadership :Test of H ₀	
Prob	0.0000 =

Source: Author

Table 5. ANOVA Analysis of Variance

Leadership	.Coef	.St.Err	T-Value	p-value	[Conf Interval 95%]	GIS
Recruitment	0.605	0.142	4.25	0.000	0.324 0.886	***
Constant	-0.233	0.104	-2.24	0.026	-0.438 -0.028	**
Mean dependent var			0.089	SD dependent var		1.023
R-squared			0.88	Number of obs		190
F-test			18.056	Prob > F		0.000
(Akaike writes. (AIC			533.327	(Bayesian crit. (BIC		539.821

p<.01, ** *p*<.05, * *p*<.1

Source: Author

The results in Table 6 highlight the effect of recruitment on leadership excellence in public institutions in Chad. The results of this basic model in column (1) present the bivariate relationship between our two variables, as long as columns 2 to 6 present the model by gradually including the control variables to ensure the stability of the model, to verify the marginal effect obtained by a gradual addition of the control variable from column 1 to 6. Thus, the last column (6) presents the list of explanatory variables of the model. The rest of the column presents the coefficients of the estimate in the form of stairs. We can see that the number of observations remains constant, at 190.

The interpretation of the results shows that scheduled recruitment positively and significantly affects 1% of

the leadership of excellence in Chad's public institutions. This implies that the practice of scheduled recruitment increases the probability of leadership excellence in Chad's administrations. There are several explanations for this result. Chadian public institutions through recruitment identify and attract the best talent, but also develop the best skills, experience and qualities required for effective leadership. By carefully selecting candidates who have strong leadership skills, jurisdictions strengthen their management teams and ensure the presence of competent future leaders at all levels. Another argument is related to how a well-organized recruitment process can foster diversity and inclusion in leadership positions by actively encouraging the search for candidates from different backgrounds and perspectives (Abou-Moghli, 2015).

In addition, institutions are implementing strategic recruitment initiatives to plan succession and develop leadership to develop future leaders. By recruiting and nurturing talented individuals who demonstrate leadership potential, organizations can build a pipeline of skilled leaders who are ready to take on key roles and promote leadership excellence over time. The results show that the level of importance of leadership excellence in public administration is high according to the sample of the population studied. Recruitment and selection functions have a statistically significant effect on the achievement of leadership excellence at the 1% significance level in Chadian public administrations. These results are consistent with those of Al-Jedaiah and Albdareen (2020), which indicate an effect of the human resources strategy on organizational excellence.

Table 6. Taking into account religion and disaggregated age

Source : Author

VARIABLES	Dependent variable: leadership excellence					
	(1)	(3)	(5)	(7)	(9)	(11)
Recruitment	***0.605 (0.142)	***0.582 (0.139)	***0.600 (0.137)	***0.573 (0.137)	***0.524 (0.138)	***0.531 (0.137)
Post						
Director		***0.450 (0.157)	**0.379 (0.158)	**0.410 (0.158)	***0.453 (0.158)	***0.483 (0.157)
Age			**0.020 (0.008)	**0.020 (0.008)	**0.018 (0.008)	*0.016 (0.008)
(Gender (female				*-0.279 (0.160)	**0.337 (0.161)	*-0.313 (0.163)
Level of education						
Secondary					-0.073 (0.373)	-0.078 (0.406)
Undergraduate					-0.384 (0.368)	-0.346 (0.403)
Graduate					-0.139 (0.376)	**0.080 (0.411)
Muslim						0.056 (0.555)
Christian						0.239 (0.558)
Other						*-2.011 (1.079)
Constant	**0.233 (0.103)	***0.339 (0.108)	***1.115 (0.351)	***1.048 (0.350)	-0.741 (0.491)	-0.783 (0.699)
Comments	190	190	190	190	190	190

.,>p* ,.,>p** ,.,>p***Notes: Standard errors in parentheses *** p

Table 7 reveals that, recruitment has a negative and significant effect at 1% on leadership excellence in the quartiles (10 to 75). For example, with regard to the median quantile, an additional increase of one recruitment unit leads to an increase in the probability of excellent leadership by 0.584 points. This result confirms the results obtained in our previous estimates. As far as the control variables are concerned, there is not a large difference in sign with the previous analyses. As shown in Figure 1, the recruitment coefficients fluctuate but remain significantly positive across the overall distribution of leadership excellence, which is consistent with the baseline estimate. Based on this, we confirm that our results are robust and compelling.

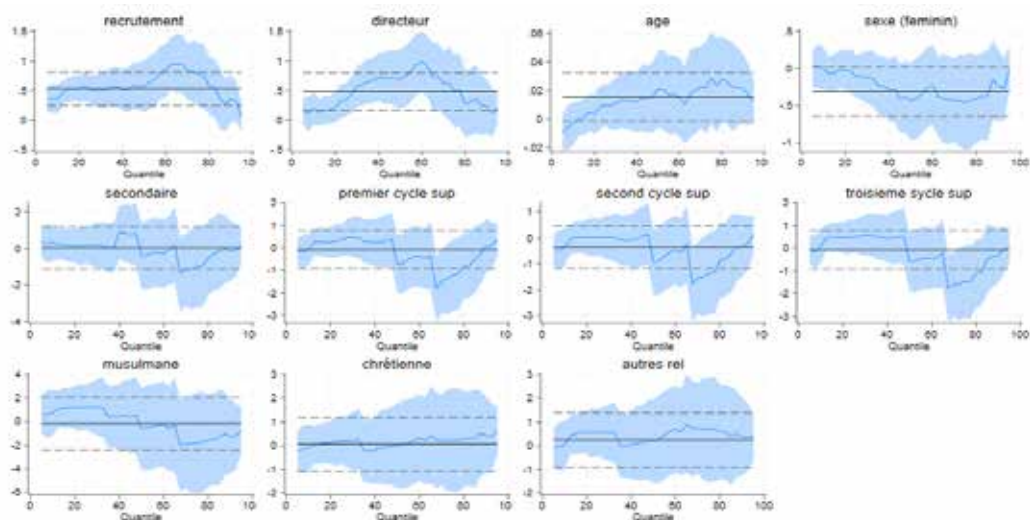
Table 7. Robustness analysis

Variables	Dependent variable: leadership excellence				
	(Q.10)	(Q.25)	(Q.50)	(Q.75)	(Q.95)
Recruitment	***0.432 (0.110)	***0.395 (0.156)	***0.584 (0.199)	***0.680 (0.258)	0.092 (0.131)
Post					
Director	0.103 (0.127)	***0.531 (0.179)	***0.632 (0.228)	0.246 (0.296)	0.194 (0.150)
Age	-0.001 (0.007)	0.010 (0.010)	*0.024 (0.012)	*0.031 (0.016)	0.008 (0.008)
(Gender (female	-0.090 (0.129)	-0.031 (0.183)	-0.348 (0.232)	** -0.692 (0.302)	-0.232 (0.153)
Level of education					
Secondary	-0.164 (0.298)	0.046 (0.422)	-0.107 (0.536)	-0.829 (0.697)	0.264 (0.353)
Undergraduate	*-0.504 (0.295)	-0.491 (0.417)	-0.313 (0.530)	-0.902 (0.688)	0.124 (0.349)
Graduate	-0.134	0.125	0.065	-1.102	-0.000
Religion					
Muslim	-0.081 (0.501)	0.199 (0.485)	0.008 (0.896)	0.228 (1.099)	0.633 (0.517)
Christian	0.022 (0.504)	0.555 (0.488)	0.201 (0.901)	0.653 (1.105)	0.368 (0.520)
Other	-1.211 (0.975)	-1.275 (0.944)	-2.020 (1.744)	-2.190 (2.139)	***-0.762 (0.647)
Constant	** -0.883 (0.394)	** -1.295 (0.557)	* -1.305 (0.707)	0.280 (0.919)	***1.214 (0.466)
Comments	190	190	190	190	190
r ² _p	0.190	0.141	0.146	0.119	0.0452

Standard errors in parentheses *, > p < .05, ** > p < .01, *** > p < .001

Source: Author

Figure 5. Model effect magnitude



Source: Author

1.1. Results of qualitative data analysis

We have opted for manual and automated data analytics in this part. However, when manual content analysis and automated analysis are combined in the same search process, manual analysis is usually performed first (Gavard-Perret et al., 2012). That's why we're going to start with manual content analysis.

Content analysis is “a set of communication analysis techniques aiming, through systematic and objective procedures for describing the content of messages, to obtain indicators (quantitative or not) allowing the inference of knowledge relating to the conditions of production/reception (inferred variables) of these messages” (Bardin, 2003: 47). The challenge is therefore to make valid inferences from the text. Admittedly, several lists of possible uses of content analysis have been drawn up (Berelson, 1952; Weber, 1990; Bardin, 2003), but this technique will allow us to compare respondents' responses between the jurisdictions interviewed.

The most common form of thematic analysis, and one that interests us, is categorical analysis. It makes it possible to calculate and compare the frequencies of certain characteristics grouped into significant categories. The basic assumption is that the more a characteristic is cited, the more important it is to the interviewee. Another form is the analysis of the evaluation, in which the number, intensity and direction (positive or negative) of the judgments made by the respondent are counted.

Manual content analysis is marked by two main milestones. In the first major moment, we

must proceed with the preparation of the body of research. This phase is characterized by two major moments. The first was marked by our intervention on the corpus. Here, we have transcribed the data (since they were recorded orally), corrected spelling and grammar mistakes so that they do not appear during the automated analysis, and finally reduced and organized the paragraphs. The second major moment is indexing, the objective of which was to number or label each document, the relevant paragraphs and lines.

The second big moment is to do the actual content analysis on the other hand. This took place in three phases, namely: pre-analysis first, then exploration of the material and finally processing, inference and interpretation of the results.

Conversely, automated text analysis is a special type of content analysis that looks for the lexical composition of one or more data sources. This analysis involves information retrieval, lexical frequency, pattern recognition, association analysis, and data extraction techniques. In order to carry out the analysis of the text, the Sphinx qualitative data analysis software will be used. Sphinx proceeds to the extraction of information and lexical analysis. The extraction of information will allow us to produce descriptive statistics by nodes, by characteristics or attributes, specifying the frequencies.

Conclusion and recommendation

The objective of this article was to analyze the effect of recruitment on leadership excellence in public administrations in Chad. Several key points are highlighted. First, the analysis reveals gaps in the recruitment process of public institutions in Chad, particularly in terms of transparency or irregularities that directly affect the leadership of excellence within these entities. In addition, it demonstrates the crucial importance of effective human resources management in the recruitment process. This article also demonstrated that employee training and development play a key role in promoting leadership excellence. Thus, public administrations should invest more in continuous training programmes to improve the skills and knowledge of their staff, thus helping to strengthen leadership excellence. This article highlights the need for investment in employee training and development. These actions are essential to foster excellent leadership within public institutions, thereby improving their efficiency and overall performance.

However, this survey is not without limitations. Indeed, we opted for a quantitative study. Future research can adopt a qualitative methodological approach to better understand recruitment can improve leadership excellence in Chadian public administrations. In addition, the sample size is very small and does not allow for generalization of the results. A broader survey can therefore be carried out to make the results generalizable.

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