



Recruitment and Selection Process and Local Government Performance in Kiboga District, Uganda

ISRAEL YIGA, AUGUSTINE WANDIBA
Kampala International University

Abstract. The study was on the relationship between recruitment and selection process and local government performance in Kiboga, Uganda. To achieve this purpose, the researcher carried out a study guided by three objectives, these are; to investigate the nature of recruitment process in Kiboga district Uganda, to determine the level of local government performance in Kiboga district Uganda, to establish if there is a significant relationship between recruitment process and local government performance in Kiboga district, Uganda. The findings reveal that the level of recruitment process in Kiboga, Uganda was low with (mean = 2.450). This means that; Skills analysis, Advertisement, Interviews, Selection, Appointment, and Induction are done at relatively low levels. The level of local government performance in Kiboga district Uganda is low (mean = 2.500). This means that local government performance in Kiboga is low. This means that Initiation of new projects, Implementation of development projects, Monitoring and evaluation, Effective communication and Performance appraisal are all relatively low. Relationship between recruitment process and local government performance in Kiboga district, Uganda. The results from correlation and regression show that there is positive relationship between recruitment process and local government performance in Kiboga district, Uganda. This leads to the rejection of the hypothesis that there is “no relationship between recruitment process and local government performance in Kiboga district, Uganda”.

1. Introduction

Since World War II and the growth of modern management science, business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for an organization's most critical resource is essential. As we move through the 21st century where a globalized workforce is the basis of competition we find that the principles of human resource planning and development are of prime importance. The success of an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workforce inefficiency and failures. Because hiring the wrong

people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles *et al*, 1980).

All over the world, the services provided by governments are done through local governments. Local governments are those that work directly with public service of any country or state to deliver public services. In order for a local government to deliver on its mandate of service delivery to the electorate, social partners and employees, its political principal(s) and administrative top management should develop a relationship between the organisation, the electorate and its employees, which will fulfil the ever-changing needs of all parties (IDASA, 2004; McDonald & Pape, 2002). Political principals endeavour to deliver on their selection and appointment promises, while the organisation expect employees to perform reliably the tasks that are assigned to them, and at a desired standard, while they deliver on their key performance areas within the legislative and regulatory framework governing the employer-employee relationship in the workplace (Amos, et. al., 2004).

In Nigeria, local governments are made up mainly of senior and junior staff, as well as executive, technical and administrative cadres who are largely distinguished based on their educational qualifications, training, skills, ranks and the duties they discharge (Yaro, 2014). In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Iles, 2001).

Recruitment and selection today, determines the performance of local governments especially that service delivery is now emphasized by the community directly through community participation as stakeholders. Currently, the primary responsibility of local governments in South Africa today is to provide access to crucial public services. The central government strongly encourages local governments to charge citizens market prices for them and also advocates privatization of them where feasible (McDonald and Pape 2002). This system is called cost recovery which has its benefits as eliminating subsidies and privatizing service delivery shackles the predatory hand of government by severely reducing local governments' expenditure flexibility. Economically, the central government delegated to local governments the responsibility to provide almost all public services, with the exception of education and housing. The government attempted to create strong political accountability, and hence the incentive for local governments to provide these services, through direct elections for local councilors.

In Uganda, local governments are mandated to perform a variety of state functions ranging from making development plans based on locally determined priorities, raising revenue, budgeting (on condition that all of their budgets are balanced), and appointing statutory commissions, boards and committees for personnel (District Service Commission), land (District Land Boards), procurement (District and Urban Tender Boards) and accountability (Local Government Public Account Committees), to establish or abolish offices in the public service of the district, as well as to hire and manage personnel in addition to managing their own payroll and pension. Local governments are also vested with powers to provide such services as education (except tertiary education), health services (except referral hospitals), the construction of roads (except those under the central government), and ambulance services (Ojambo, 2012).

2. Review of literature

Butler, et al (1991) defines recruitment as “encompassing the array of organizational practices and decisions used to affect the number or types of individuals who are willing to apply for, or to accept, employment in a given vacancy”. Thus defined, recruitment combines with selection and placement procedures to bring people into positions, specified by some type of job analysis, that were previously unfilled. If, through recruitment, a large number of candidates can be identified for a particular position, selection procedures may be used to determine which are most likely to pass the test provided by future performance evaluations in local governments; it is thus possible to skin the cream off the top of the applicant pool. But if recruiting yields only just enough people to fill vacancies, there will be a long way from the cream level. Successful recruiting thus is the *sin qua non* for successful selection and staffing. Without it, local governments will not have the human resources to implement their projects and strategies effectively (Miner, et al, 1995).

Noe, et al (2003) conceptualized “recruitment as a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it”. Usually local governments do not conduct recruitment exercises all year around but at a designated time when the need arises. The need arises as a result of vacant positions created by those who left the service as a result of their retirement, withdrawal from the service, death or other reasons. During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organization can provide the employee. However this study is looking at recruitment as process of attracting individuals to serve in the local government of Uganda by focusing mainly on processes such as skills analysis, competency mapping, needs assessment and identification of potential human resource. Maicibi (2007) considers recruitment to involve all prospective applicants for the job position in the organization. He is of the view that a good recruitment programme is

one that is properly planned and well operated. He concludes that poor recruitment efforts could lead to the selection of poor applicants because positions are to be filled quickly.

The success of a recruitment process are the strategies an organisation is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organisations seeking recruits for base-level entry positions often require minimum qualifications and experience. These applicants are usually recent high school or university/ technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels (Armstrong, 2009)

Francis & James (2003) defined local governments as the level of government which is commonly defined as a decentralized , representative institution which is general and specific powers devolved to it by higher tier of government , central or provincial, with a geographically defined area. According to Francis & James (2003), it is also defined as a political subdivision of a nation or in a federal system state which is constituted by law and has substantial control of local affairs, including powers to impose taxes to exact labour for prescribed purposes.

Performance refers to the accomplishment of a given task measured against preset standards of accuracy, completeness, cost, and speed. In other words, it refers to the degree to which an achievement is being or has been accomplished. In the words of Maicibi (2007) “The performance is a general term applied to a part or to all the conducts of activities of an organization over a period of time often with reference to past or projected cost efficiency, management responsibility or accountability or the like. Thus, not just the presentation, but the quality of results achieved refers to the performance.

The researcher is looking at performance of local governments in terms of effectiveness in service social delivery, productivity (monitoring and evaluation of government projects), effective communication and flexibility to ensure that complexities are well management and handled by the local government workforce to initiate development projects. While recruitment process in terms of skills analysis, competency mapping and policy development on recruitment and retention.

Currently in Uganda, while the central government retains jurisdiction with respect to such areas as security–defence, law and order, mines, minerals, water resources, banks, citizenship, national parks, foreign relations, national elections and national plans - it also oversees the performance of local governments through the office of the Resident District Commissioner (RDC). It is now over two decades since

Uganda adopted decentralisation, a system of government considered as a pathway to improving governance in terms of democratization and service delivery. Yet, as earlier noted, Uganda's level of accountability for public resources and service delivery remains deplorable. This rather ironic situation naturally raises questions about the performance of local governments in the country (Ojambo, 2012).

In many districts of Uganda, service is rarely immediately seen as an attractive employer, mainly because salaries are uncompetitive. Except for those people/graduates who have a commitment to public service, highly skilled, competent and professional workers tend to select the Private Sector as the employer of their choice, partly because of the prestige value but primarily because of the remuneration package and because the recruiters may have been more successful in marketing their organisations (Armstrong, 2009). Therefore, it is understood that many human resources who enter the Public Service and local governments in particular stay for a short time and either return to school or proceed to another sector once they have acquired the requisite skills and experience that make them marketable. Bitarabeho, (2005) points out that in all Public Service jurisdictions, new approaches to recruitment are being used. In many territories, the strategies are manual but, as automated methods become more pervasive, those mechanisms that support its use will assume greater popularity. Whatever the strategies selected for use, the objective is to recruit the most qualified, committed.

Currently, Ugandan local governments especially 'urban local governments' their regulations regarding recruitment and selection are followed in a right manner. However the compliance of Human resource related rules is actually shallow (Baguma & Rubare, 2012). The personnel selection board is organised and the regulated procedure of recruiting the regular staff is followed under the board, but the board members are not involved substantially in the actual selection judgement. All they do is sign the form prepared by the chief executive office. Usually, some applicants are not hired not because they do not qualified, as long as the applicants meet the required qualification, the decision is based on political factors rather than objective criteria (Bitarabeho, 2005).

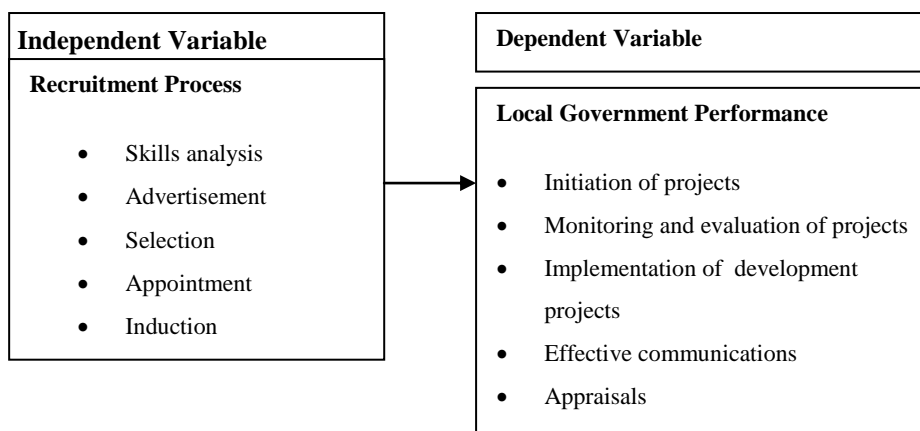
The performance of local government has been a question that governments grapple with. Local government entities usually don't perform as expected. Due to decentralization, performance of local governments is expected to improve social service delivery in the country. But, local government officials in Uganda are routinely accused of corruption, misappropriation of funds, mismanagement, abuse of office, and nepotism. In fact, in 2000, Uganda's Inspectorate General of Government (IGG), the agency responsible for investigating and eliminating corruption in the government, received more complaints about corruption in local governments than any other government department or ministry (Armstrong, 2009), despite significant measures adopted such as policies that enable citizen participation that pin local leaders to be accountable to the public, fostering

monitoring and evaluation through placing requirements for performance contracts and accountability forums. Thus, the study examined the recruitment process and local government performance in Kiboga district, Uganda.

3. Hypothesis

There is no significant relationship between the recruitment and the performance of local government in Kiboga district, Uganda.

4. Conceptual framework



Source: Stefan (2013)

The framework presented how recruitment affects local government performance in the study. Recruitment management is the independent variable and local government performance is the dependent variable. Performance of local governments especially their level of effectiveness in service social delivery i.e. timely and quality services, productivity (monitoring and evaluation of government projects), effective communication and flexibility to ensure that complexities are well management and handled by the local government technical and general workforce are dependent factors on quality of skills, competency and level of professionalism among the employees. Competency mapping and policy development on recruitment and retention in the process of recruitment are vital elements that will yield good performance in local governments.

5. Methodology

This study used both descriptive and correlation designs. Descriptive design was used because it helped to describe the cause and effect relationship of the research variables and carefully matched with the main research categories/strategies which are non-experimental. The sample size consisted of one hundred and twenty six (126) was selected from a population of 184 people in their respective categories.

These will include; Local Government officials, politicians, local community members, and human resource managers.

Table 1: Sample size

Categories of Expected Respondents	Population	Sample
Local government officials	15	10
Politicians (councilors, & local council chairpersons)	10	7
Community members (beneficiaries)	149	102
Human resource	10	7
Total	184	126

Simple random sampling technique was used to select community members in which the sample size of the respondents is predetermined before the research is conducted without bias. Stratified random and purposive sampling methods were used to determine the local Government officials, Human Resource Managers, and politicians respectively. The data was collected using questionnaires and interviews while Pearson linear correlation coefficient was used to test the hypotheses between the variables.

6. Findings

To achieve these objectives, the researcher designed a questionnaire which was divided into six parts; each part with various items that were based on a four Likert scale where 1 = strongly disagree, 2 = disagree, 3 = agree and 4 = strongly agree. The questionnaire was accompanied by an interview guide.

The means in subsequent tables were interpreted as per the following interpretation guide.

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very high
2.51 - 3.25	Agree	High
1.76 - 2.50	Disagree	Low
1.00 - 1.75	strongly disagree	Very low

Analysis tools used are means and standard deviations for all parts and items.

The results from analysis, following objective by objective are illustrated as follows.

Investigating the nature of recruitment process in Kiboga district, Uganda

This objective was studied on advertisement and interviews. Tools used to make analysis were means and standard deviations; as summarized in tables below.

Table 2: Advertisement at the District

Items	mean	Std	Rank	Interpretation
The district advertise jobs by posting notices on manual boards, electronic bulletins boards or printing media	2.50	.82746	1	Low
Jobs are advertised through office memoranda	2.45	.88202	2	Low
Vacant posts in Kiboga Local government are advertised so as to reach the entire pool of potential applicants, especially historically disadvantaged persons;	2.32	.88202	3	Low
Human Resource Management ensure that an advertisement for a post specifies the natural requirements of the job, the job title and core functions.	2.30	.71771	4	Low
Average mean	2.45	0.827303		

The district advertise jobs by posting notices on manual boards, electronic bulletins boards or printing media had low mean= 2.5000, std=.82746. Jobs are advertised through office memoranda mean= 2.4500, std=0.88202. Vacant posts in Kiboga Local government are advertised so as to reach the entire pool of potential applicants, especially historically disadvantaged persons mean=2.3200, std=.88202. Human Resource Management ensure that an advertisement for a post specifies the natural requirements of the job, the job title and core functions mean= 2.3000, std=0.71771. Overall average= 2.4500 which is low implying that advertisement is done at a low level at the district headquarters. One respondent said:

Jobs at Kiboga Local government are usually advertised in local media. Many people apply to these jobs after being advertised and this is how many people have managed to get local government jobs here. I think all jobs are advertised. Even low skilled jobs are advertised to promote transparency.

Table 3: Interviews at Kiboga District

Items	Mean	Std	Rank	Interpretation
Recruiters ask relevant questions during interviews	2.52	.82746	1	High
Career paths are discussed during interviews	2.50	.71771	3	Low
Interviewers ensure that interviews proceed uninterrupted and in a room without any distractions	2.50	.82746	5	Low
Recruiters provide realistic information to the applicants to allow them feel their freedom	2.45	.88202	6	Low
Every person invited for an interview is given a fair and thorough hearing	2.32	.88202	7	Low
Average mean	2.4500	0.827334		Low

Recruiters ask relevant questions during interviews mean= 2.5210, std=0.82746. Career paths are discussed during interviews mean =2.5000, std=0.71771. Interviewers ensure that interviews proceed uninterrupted and in a room without

any distractions mean= 2.5000, std=0.82746. Recruiters provide realistic information to the applicants to allow them feel their freedom mean= 2.4500, std=.88202. Every person invited for an interview is given a fair and thorough hearing mean= 2.3200, std= 0.88202. Overall mean =2.4500 – a low mean implying that interviewing is not adequate when recruitment is being done.

One employee at Kiboga local government said:

At times, some people are passed in these interviews without being properly evaluated. You find that some people are here working but they are not well experienced or even skilled. This make me think that some people just go through the interview process for sake of doing it.

Determining the level of local government performance in Kiboga district Uganda Part two of the questionnaire sought to determine the level of local government performance in Kiboga district Uganda. Tools used to make analysis were means and standard deviations; as summarized in table below.

Table 4: Performance Appraisal

Items	Mean	Std	Rank	Interpretation
Feedback to the individual and determination of whether and how the performance can be improved is regularly given in Kiboga Local Government	2.5210	.71771	1	High
The district has a well-established communication plan and it is effectively supervised/monitored	2.5100	.71771	2	High
Employees are given regularly given feedback and provided with training needs to improve their performance	2.5000	.82746	3	Low
Human resource managers ensure that all committee function appropriately and effectively with a consistent methodology	2.5000	.88202	4	Low
The district maintain a liaison with other government entitles and coordinate efforts with external standards –setting bodies to improve performance and service delivery	2.4800	.87101	5	Low
Employees have all the required tools e.g. computers, vehicles/motor vehicles to carry out their duties effectively	2.4500	.88202	6	Low
The district provides administrative support to the performance management subcommittees	2.3200	.71771	7	Low
Average mean	2.4700	0.7874		

Feedback to the individual and determination of whether and how the performance can be improved is regularly given in Kiboga Local government mean =2.5210, std= 0.71771. The district has a well-established communication plan and it is effectively supervised/monitored mean = 2.5100, std=.71771. Employees are given regularly given feedback and provided with training needs to improve their

performance mean =2.5000, std=.82746. Human resource managers ensure that all committee function appropriately and effectively with a consistent methodology mean = 2.5000, std=0.88202. The district maintain a liaison with other government entitles and coordinate efforts with external standards –setting bodies to improve performance and service delivery mean= 2.4800, std=.87101

Employees have all the required tools e.g. computers, vehicles/motor vehicles to carry out their duties effectively mean= 2.4500, std=.88202. One employee at Kiboga district said:

We as employees are well equipped. We at least the basic facilities/equipment for executing our duties. Although not all of us have all that we need for work, but many of us are given basic facilities/tools like computers, vehicles/motor vehicles to carry out their duties effectively. These are the basic things here and there is no way one can fail to work when he/she has all these things.

The district provides administrative support to the performance management subcommittees mean=2.3200, std=0.71771. Overall mean= 2.4700, std=0.7874.

Relationship between recruitment process and local government performance in Kiboga district, Uganda.

This was done by testing the hypothesis that there is no relationship between recruitment process and local government performance in Kiboga district, Uganda. It was tested at 0.05 level of significance. The researcher used Pearson Linear correlation coefficient (r) and the regression analysis was based on basic assumptions. The results from correlation and regression analysis are shown in tables below.

Table 5: Correlation Analysis between recruitment process and local government performance in Kiboga district, Uganda

Variable Correlated	r-value	Sig	Interpretation	Decision on H0
Recruitment process Vs local government performance	0.677	0.000	Relationship exists	Rejected

Results from table 13 are results from bivariate correlation analysis between Correlation Analysis between recruitment process and local government performance in Kiboga district, Uganda. The results show that there is positive relationship between recruitment process and local government performance in Kiboga district, Uganda (r=0.677). Since (sig. 0.000 < 0.05), this leads to the rejection of the hypothesis that there is “no relationship between recruitment process and local government performance in Kiboga district, Uganda. The results show that as recruitment process increases, local government performance also increases and the reverse is true in kiboga district, Uganda.

7. Conclusions

The study concludes that recruitment process is carried out at minor level, which means that it is not seriously undertaken at Kiboga District headquarters.

Performance of local government at Kiboga District is low, hence concluding that there is a mismanagement of resources.

There is a significant relationship between recruitment process and local government performance. Hence concluding that improvement in recruitment process can increase the performance of Kiboga District.

8. Recommendations

From the findings, the study suggests the following recommendations:

- MoLG should be ready to relinquish some powers, functions and roles such as inspection, monitoring to the RTs.
- Re-centralization of CAOS and Town Clerks be maintained because they empowered CAOs/Town Clerks to make decisive decisions without fear or favour.
- Likewise, the Regional Chief Executive should be appointed by the Public Service Commission to give him/her sufficient powers and avoid him/her being held at ransom by politicians
- Service Commissions and Land Boards will be regional institutions with clearly spelt out mandates
- Senior CG Officers should be willing to embrace the changes that will require new operational linkages
- Planning of the municipalities should be under the jurisdiction of the RGs whereas the Town Councils and Town Boards should remain under the jurisdiction of the districts.

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