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Recruitment and Performance of Local Government, Buyende District, Uganda

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ABSTRACT

The aim of this study was to examine the effect of Recruitment on local government performance Buyende District, in Uganda. The problem of the study was the poor performance of local government in Uganda. The objective that guided the study was to examine the effect of Recruitment on local government performance in Buyende district Uganda. The study adopted a descriptive and correlational design, the sample size of 126 respondents from a target population of 184 was used with stratified and purposive technique applied. Data was analyzed using frequency and percentage tables, mean standard deviation and one way ANOVA, Pearson's Linear Correlation Coefficient (r) and simple linear regression analysis were used. The study found that Recruitment has a significant influence on local government performance, The study recommended that Recruitment process should be transparent for local government to perform better

Key Words: Recruitment, Local Government Performance, Buyende District, Uganda.

1.0 Introduction

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 inefficient 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.

Recruitment today, determines the performance of local governments especially that service delivery is now emphasized by the community directly through community participation as stakeholders.

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 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 (not those under the central government), and ambulance services (Ojambo, 2012).

The study was carried out in Buyende local government in eastern Uganda in four sub counties namely Nkondo, Buyende Town Council, Kagulu sub county and Kidera sub county.

2.0 LITERATURE REVIEW

2.1 Recruitment

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).

While recruitment process in terms of skills analysis, competency mapping and policy development on recruitment and retention.

2.2 PERFORMANCE OF LOCAL GOVERNMENT

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.

2.3 RELATED STUDIES

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 decentralization, 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 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 Buyende district, Uganda.

3.0 METHODOLOGY

This study used both descriptive and correlation designs since it described 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 126 was selected from a population of 184 people in their respective categories that include; Local government officials, politicians, local community members, and human resource managers. 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. one way ANOVA and Pearson's Linear Correlation Coefficient (r) were used to establish the relationship between and the effect of reward on local government performance and to test the study's hypothesis. The 0.05 level of

significance was used to establish whether the computed statistical values are statistically significant so that the decisions on hypothesis are taken (Amin, 2004).

4.0 RESULTS

4.1 Demographic characteristics of the Respondents

Majority of the respondents were male 65% and with the age between 30-45 years (47.7%).

4.2. Recruitment and Local government performance

The main target of this study was to establish the effect of recruitment on local government performance in Buyende district, Uganda. In line with this, the researcher tested a hypothesis that recruitment significantly affect the of local government performance. To achieve this target and to test the study's hypothesis, one way ANAVO and the Pearson's linear correlation coefficient were used, results of which are presented in tables 1

Table 1: Pearson's Linear Correlation Coefficient Results for recruitment and Local government Performance in local government Buyende, Uganda

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

Results from table 1 show that there is positive relationship between recruitment process and local government performance in Buyende district, Uganda ($r=0.677$). Since ($\text{sig. } 0.000 < 0.05$), this leads to the rejection of the null hypothesis that there is "no relationship between recruitment process and local government performance in Buyende district, Uganda. The results show that when recruitment process is transparent, local government performance also is better for Buyende district, Uganda.

5.0 CONCLUSION AND RECOMMENDATIONS

The finding revealed that the recruitment process affects local government performance in Buyende, Uganda and is in line with the findings of Amos, T., Ristow, A and Ristow, L (2004) and Kotler and Armstrong (2011) which held that better recruitment process encourages innovation, team work, creativity and people are often being engaged in project that lead to increase in performance, job satisfaction and increase productivity.

Maicibi (2007) states that once a good recruitment process is applied, promote team members to participate to make final decisions and develop the entire process to reach their goals.

The study concluded that there should be promotion of transparency in the recruitment process which leads to local government performance since competent employees are obtained thus do their tasks willingly, this motivates and brings out the best from them with equal participation in all things and it serves as a driving force to bring out their best.

The study recommended that leaders in Buyende district local government should adopt a recruitment system that is transparent because it influences people in the manner they perform.

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