

**THE IMPACT OF STAFF RECRUITMENT ON THE PERFORMANCE OF AGAGO
DISTRICT LOCAL GOVERNMENT EMPLOYEES**

BY

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BBA/20559/72/DU-LR

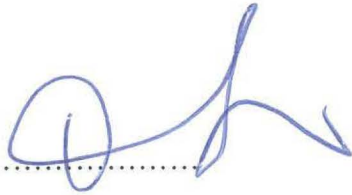
**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS AS A
PARTIAL FULFILLMENT FOR THE AWARD OF A BACHELOR DEGREE
IN BUSINESS ADMINISTRATION OF KAMPALA
INTERNATIONAL UNIVERSITY**

OCTOBER, 2011

DECLARATION

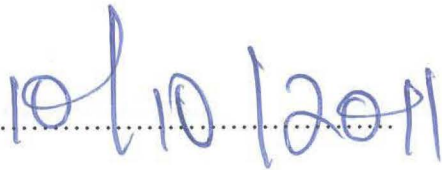
I Omoya Hencman M., hereby declare to the best of my knowledge and belief that this is my original work. It has never been submitted to any institution of higher learning or University for the award of a certificate or diploma or a degree in Education. I further declare that all the material which is not my own will be cited.

Signature:.....



Student: **OMOYA HENCMAN M.**

Date:.....



APPROVAL

This is to certify that this research report entitled “The impact of staff recruitment on the performance of Agago District Local government employees” has been completed under my supervision and approval and is now ready for award of a Bachelor degree in Business Administration (accounting) of Kampala International University.

Signature:.....

SUPERVISOR: MR. MIKE ODONGO

Date:.....

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

In this chapter, the following shall be handled: background of the study; statement of the problem; purpose of the study; objectives of the study; research questions; scope of the study; significance of the study; limitation of the study; the definition of the operating terms and conceptual framework.

1.1 Background of the study

After the organizational positions are identified, managers are obtained through recruitment, selection, placement and promotion

Recruitment involves attracting candidates to fill the positions in the organizational structure.

Before recruiting begins, the positions requirements which relate directly to the task must be clearly defined. This makes it easier to recruit suitable candidates from the outside.

After the organizational positions are identified, managers are obtained through recruitment. People from within the organization may be promoted or transferred and managers may be hired from outside.

Persons for a new position should vest with the candidates' perspective superior, only then can the selector be held accountable for the performance of the chosen candidate. In addition, the superior should be involved in approving rather than actually making the selection decision.

Recruitment in the Uganda public sector has many similarities to recruitment in other public sectors and private sectors. However, government regulations or policies may demand that managers adhere to special hiring guidelines

In the district local government section 55 subsection (1) of the local government act cap 243 vests the power to appoint persons to hold or act in any office in the service of the

district or urban council in the district service commission. The council must approve the new job in accordance with section 53 of the act before it can be filled. All appointment must be based on a transparent human resource management system, devoid of political interference, favoritism, tribal, religious etc

1.2 Statement of the problem.

Although managing district staff involves making the function of managing human assets the most important priority assets in the local government, there exist bad management practices in the local government. Failure to fill some posts by some local government , delay in accessing staff on the pay roll, poor or no needs assessment, provision of limited resources for training, payment of salaries to ghost employees, poor communication between higher and lower local government and internally between departments and divisions. These and many more problems

These problems have affected people in many ways. Poor service deliveries; some planned activities not implemented, the resultant inefficiency, delays in decisions making and so on.

The government attempted to solve this problem through training civil servants, providing District Service Commissions with powers to recruit on merit, strengthening personnel management responsibilities, monitoring and staff appraisals, among others

Despite the above attempts, the problem still persists. That is why the researcher intends to investigate the effects of recruitment on performance of local governments in Agago district

1.3 Purpose of the study

The purpose of the study is to examine the impact of staff recruitment on the performance of government employees in Agago district local government

1.4 Specific objectives of the study

- i) To examine how the selection process affects employee performance in Agago District Local Government
- ii) To assess the extent to which motivation affects performance of the employees in Agago District Local Government
- iii) To examine the effect of employee discipline on the performance of employees in Agago District Local Government

1.5 Research questions

- i) How does employee selection affect performance of staff in Agago District Local Government
- ii) To what extent does motivation of staff affect the performance of employees in Agago District Local Government
- iii) What are the effects of employee discipline on performance of Agago District Local Government

1.6 Scope of the study

The study is scheduled to be conducted in Agago District situated in Northern Uganda.

The district is bordered by Kitgum district in the north, Kotido and Abim in the east, Pader in the west and Lira district in the south. Agago District is one of the newly created districts in the sub region in northern Uganda. It was carved out of Pader district and became operational on 1/07/2010.

It was therefore chosen as a sample district to investigate how recruitment and employee performance impact on the district local government.

The study shall cover the period starting 1/07/2010-30/06/2010. It was the period in which Agago County was given a district status as a new district and operated for a year.

This is where the government financial period for the year begins and the previous financial year for the government is accounted for.

The major focus was put on some departments namely; administration, finance, education, production, health, community,, human resources and statutory body. The intended human management officer of Agago District Local Government with human resource management responsibilities included, councilors, members of statutory bodies, chief administrative officers, town clerks, personnel officers, employees and heads of departments, representatives of civil society organizations, community based organizations and special interest groups in leadership positions where also contacted

1.7 Significance of the study

Ministry of local government

Articulating human resources management issues and concerns that impact service delivery and the welfare of staff at the local government level e.g. non payment of salaries and pension to local government staff

It inspects and advises local government on the correct procedures to be followed in accordance with the terms and conditions of service of the local government staff as stipulated in article 201/2 of the constitution of the Republic of Uganda and section 61 of the local government act (cap 243)

Make government to address some identified staff performance gap and offer professional training sponsorship. The Ministry of local government can also regularly conducts training and sensitization on topic issues like discipline, functional linkages and accountability.

Policy makers

Determining the terms and conditions of service for public servants. These terms and conditions are applicable to officers employed by the local government and should therefore adhere to:

Makes Local community provide feed back on service delivery and suggestion for performance improvement

Makes the chief administrative officer supervise and coordinate the activities of the district and lower council's employees and department. He also supervises and coordinates the activities of all delegates services and the officers working in these services

Make individual staff adhere to the code of conduct and ethics take person and responsibility in ensuring that his/her entitlement/benefits are met.

Makes line ministry to monitor mentor, offer support supervision give technical advice and give training to local government

1.8 Limitation of the study

Lack of finance: Lack of finance was found to be a major problem. The research was done in the period where fuel prices had risen up. Therefore, the researcher found it difficult to transport himself since costs had risen. However, this problem shall be addressed through following the budget.

Research limited time was also another problem during data collection. Most of the time was on the office work because he had other things to do. However, the researcher intends to solve this problem by following the work plan.

1.9 Operational definition of terms

Regulatory frame work

This is the legal and policy frame work governing Human Resource management in Local Governments.

Human Resource Planning (HRP)

Is a deliberate and continuous process by which Local Government ensures that at all time it has the right number, right kind and quantity of employees, in the right place at the right time and doing work for which they are productively most useful.

Performance management

It refers to the degree of accomplishment of the tasks that make up an individual's job.

Therefore, performance management shows how well an individual is fulfilling the job requirements.

Result oriented management (ROM)

The Rom is a management tool that seek to measure performance through assessing the optimum use of resource through clearly defining the purpose for which an organization exists, setting clear objectives for the services it provides, specifying activities to be undertaken and the resultant out puts required to deliver those services, setting performance indicators against which activities and deliverables will be measured and measuring the organization's performance against these indicators to assess its performance in achieving its objectives.

Staff performance Appraisal

It refers to the assessment of individual staff performance against jointly agreed set objectives, and targets over defined period of time. It is aimed at increasing the officer's motivation, developing their potential improving the performance at individual, department organizational levels.

Training and Development

Training is a process of human resource Development in which knowledge, skills and attitudes are improved to effectively achieved set administrative and Development goals

Promotion

It refers to a situation when an officer is appointed by the authorities to an office which is graded on a higher rank than the office he/she holds immediately prior to promotion.

Discipline

Is the process of regulating human activities in order to achieve desired and expected

performance?

Grievance

Is any discontent or dissatisfaction, whether expressed or not, valid or not, arising out of any thing connected with the company which an employee thinks, believes or even feel's to be unfair, unjust or inequitable.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter reviews some theories related to recruitment and staff performance. It also reviews the actual related literature in recruitment and staff performance. This shall be done objective by objective.

2.1 Theoretical review

The hierarchy of needs theory by Abraham Maslow

Maslow developed a theory of individual needs that he believed is at the root of workers motivation on the organization.

Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. He identified physiological and psychological needs and placed them in a hierarchy emphasizing that the lower level needs be satisfied before higher level ones.

The needs hierarchy includes, needs for sustaining human life, needs to be free of physical danger, and fear of losing a job, property or shelter. Affiliation or acceptance needs esteem and needs for self actualization.

The theory introduced the need for participative management styles. Employees' needs, contribution and social factors had to be considered in enhancing productivity.

Emile Durkheim.

Durkheim considered as father of sociology emphasized the scientific study of human behavior on organizations and society by understanding the values, norms and cultural factors at work in any society.

Elton Mayo.

Between 1924 and 1932, Mayo conducted an experiment called the Hawthorne experiment to determine the effect of better facilities on productivity. The findings suggested that better physical environment were not sufficient motivators to improve productivity. Emphasis in the experiments then shifted to psychological, social and economic forces that impact on workers productivity.

Mayo discovered that when workers are given special attention by management, productivity is likely to increase irrespective of actual changes in the working conditions.

2.2 Actual review of related literature

2.2.1 Recruitment of Managers

Recruiting involves attracting candidates to fill the positions in the organization structure. Before recruiting begins, the position's requirements — which should relate directly to the task — must be clearly identified. This makes it easier to recruit suitable candidates from the outside. Enterprises with a favorable public image find it easier to attract qualified candidate. A company such as IBM (international Business Machines) has a well-recognized image while small firms — which frequently offer excellent growth and development opportunities — may have to make great efforts to communicate to the applicant the kinds of products, services, and opportunities the firm offers.

Recruitment in the public sector has many similarities to recruitment in the private sector. However, government regulations or policies may demand - that managers adhere to special hiring guidelines. For example, legislation may require that potential employees live within a municipality's boundaries. . Another difference is that applicants for public sector positions often have to take competitive tests such as civil service examinations although an increasing number of privately owned enterprises are using written and tests as well.

Unfortunately, the selection process in government is not always as objective and rational as it should be, and the practice of making decisions on criteria other than competence is

probably not unusual. Frederic V. Malek, a former special assistant to the President and now a business executive himself reports that it is unthinkable for a major corporation to put a person without considerable managerial experience in charge of 5000 people, yet in government this is not uncommon. Thus, in order to improve the effectiveness and efficiency of government a better selection process is required.

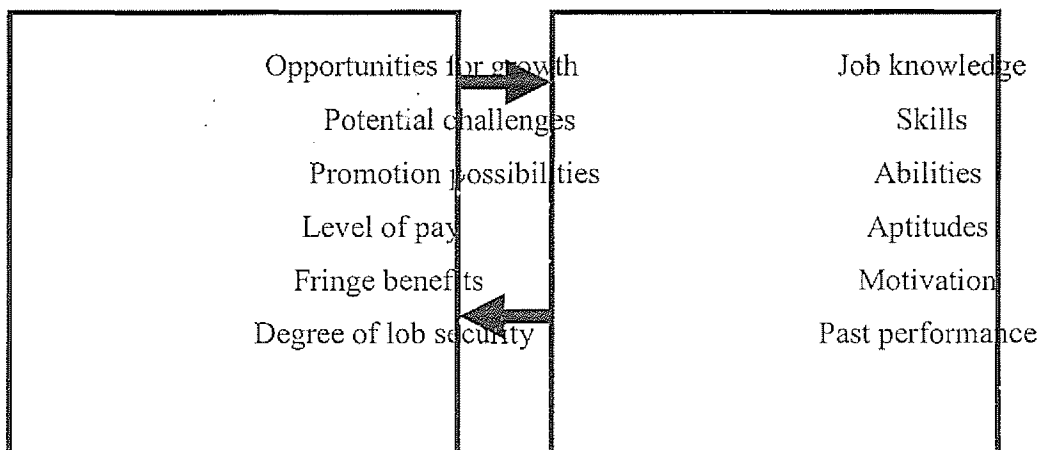
Information Exchange Contributing to Successful Selection

The exchange of information works two ways in recruitment and selection: An enterprise provides applicants with an objective description of the company and the position, while the applicants provide information about their capabilities.

Business and other organizations attempt to project a favorable image, stress opportunities for personal growth and development, highlight potential challenge, and indicate promotion possibilities. They also convey information about pay, fringe benefits, and, perhaps, job security. These can, of course, be over done, raising unrealistic expectations in the applicant. In the long run, there may be undesirable side effects resulting in low job satisfaction, high turnover, and unfulfilled dreams. Certainly the enterprise should present itself in an attractive light, yet the opportunities should be discussed in a factual and realistic manner, covering limitations and even unfavorable aspects of the job.

Enterprise

Applicant



Limitations or unfavorable
aspects of the job

2.2.2 Selection and performance of employees

The quality of managers is one of the most important factors determining the continuing success of any organizations. It necessarily follows, therefore, that the selection of managers is one of the most critical step in the entire process of managing. Selection is the process of choosing from among candidates, from within the organizations or from outside the most suitable person for the current position or for future positions.

The newly placed managers then carry out their managerial and none managerial functions, resulting in managerial performance which eventually determines enterprise performance. Subsequently, managerial performance is appraised and managers are rewarded. On the basis of this evaluation, managers and organizational development is initiated. Finally, appraisal also becomes the basis for promotion, demotion, replacement and retirement decisions

In the placement approach, the strengths and weakness of the individual are evaluated and a suitable position is found or even designed.

Promotion is a change with in the enterprise to a higher position that has greater responsibilities and requires more advance skills. It involves higher status and increase in pay.

Selecting a manager is choosing from among the candidates the one that best, meets the position requirements. Since the selection may be for a specific job it. Opening or for future managerial requirements, there are two approaches to filling organizational positions. In the selection approach, applicants are sought to fill a position with rather specific requirements; in the placement approach the strengths and weaknesses of the individual are evaluated and a suitable position is found or even designed.

“Promotion is a change within the organization to a higher position that has greater responsibilities and requires more advanced skills. It usually involves

higher status and an increase in pay. The various facets of selection generally apply also to promotion, which may be a reward for outstanding performance or a result of the firm's desire to better utilize an individual's skills and abilities. Promotion may be a reward for past performance, but only if there is evidence of potential competency otherwise, persons may be promoted to a level at which they are incompetent.

2.2.3 Motivation and performance of employees

Managing requires the creation and maintenance of an environment in which individuals work together in groups toward the accomplishment of common objectives. A manager cannot do this job without knowing what motivates people. The building of motivating factors into organizational roles, the staffing of these roles and the entire process of leading people must be built on a knowledge of motivation. This section emphasizes the importance of knowing and taking advantage of motivating factors.

The basic element of all human behavior is some kind of activity, whether physical or mental. Thus human behavior can be seen as a series of activities. The question arises as to which human activities human beings will undertake at any given time and why.

Activities are goal-oriented; that is, people do things that lead them to accomplish something.

The primary task of managers is to get people to contribute activities that help achieve the mission and goals of an enterprise or of any department or other organized unit within it. Clearly guiding people's activities in desired directions requires knowing to the best of any manager's ability, what leads people's ability to do things, what motivates them.

Motivation and motivators

Human motives are based on needs, whether consciously or subconsciously felt. Some are primary needs, such as the physical requirements of water, air, food, sleep and shelter.

Other needs may be regarded as secondary, such as self-esteem, status, affiliation with others, affection, giving, accomplishment and self-assertion. Naturally, these needs vary in intensity and over time among different individuals.

Managers are responsible for providing the environment conducive to performance. But individuals themselves are responsible for self motivation. One approach through strategic career management recommends the following;

Set a goal for your self and do not lose sight of it.

Supplement your long term objectives with short term goals and specific actions. It has been said that to get something done is to begin.

Learn a challenging new task every year. Learning to become a manager does not stop with a bachelors or masters degree in business. A degree is the real beginning, not the end of learning. Learning and applying the new microcomputer technology might be such a challenging task.

Make your job a different one. Set improvement objectives for your position. With some imagination, you probably can increase your productivity.

Develop an area of expertise. Build on your strengths or develop one of your weaknesses into strength. You might want to be known as the best accountant or the best engineer in your specific area of competence.

Give yourself feedback and reward your self. Setting verifiable goals provides you with a standard against which you can measure your performance.

Motivation

Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner

Motivators

Motivators are things which induce an individual to perform. While motivations reflect wants, motivators are the identified rewards, or incentives, that sharpen the drive to satisfy these wants. They are also the means by which conflicting needs may be reconciled or one need heightened so that it will be given priority over another.

A manager can do much to sharpen motives by establishing an environment favorable to certain drives. For example, people in a business which has developed a reputation for excellence and high quality tend to be motivated to contribute to this reputation. Similarly, the environment of a business in which managerial performance is effective and efficient tends to breed a desire for high quality management among most or all managers and personnel.

A motivator then is something that influences an individual's behavior. It makes a difference in what a person will do. Obviously, in any organized enterprise. Managers must be concerned about motivators and also inventive in their use. People can often satisfy their wants in a variety of ways. A person can example satisfy a desire for affiliation by being active in a social club rather than forces in a business, meet economic needs by performing a job just well enough to get by or satisfy status needs by spending time working for a political part. What a manager must do, of course, is use those motivators which will lead people perform effectively for the enterprise that employs them. No manager can expect to hire the whole person, since people always have desires and drives outside the enterprise. But if a company or any other kind of enterprise is to be efficient and successful, enough of every person's drives must be stimulated through and satisfied to ensure effective performance.

2.2.4 Discipline and performance of employees

Discipline is the process of regulating human activities in order to achieve desired and expected performance. Discipline concerns identifiable standards of behavior and performance required of employees. In most cases, discipline is viewed negatively but

that need not be the case. As noted above, discipline refers to a procedure that corrects or punishes a subordinate because a rule or procedure has been violated.

2.2.4.1 Why Discipline should be maintained?

Violation of rules and regulations brings about failure of the Local Government to achieve its stated objectives; may cause loss of property through strikes; loss of life among the staff and social unrest above all. Therefore it is incumbent upon management of the Local Governments to provide for management of grievance and discipline and ensure an uninterrupted performance.

2.2.4.2 Immediate; Short and Long Term Impact of Indiscipline among Staff

To avoid conflict and lawsuits, managers must administer discipline properly. That entails ensuring that disciplined employees receive due process. That is based on the notion that employees have the right to be fairly treated, particularly when being disciplined. Effective discipline again should be aimed at the behaviour, not at the employee personally, because the reason for discipline is to improve performance.

Some of the factors lending weight to effective disciplinary procedures in Local Government are as listed below;

Rules and performance criteria: Employees should be aware of the rules and standards and the consequences of violating them;

Documentation of the facts: Managers should gather convincing amount of evidence to justify any disciplinary action. The evidence should be carefully documented so that no one can find fault with the process followed;

Consistent process to rule violations: It is important for employees to believe that discipline is administered consistently, predictably, and without discrimination or favoritism;

Training of Supervisors: Training of supervisors on how and when discipline should be used is important;

Prompt action: Effective discipline is immediate. The longer the time that transpires between the offence and the disciplinary action, the less effective the discipline will be;

Impersonal discipline: Effective discipline is handled impersonally by focusing on behaviors, not on the person. The objective should be to correct undesirable, behaviours

and not merely punishing the delinquent employee. Make disciplinary action corrective rather than punitive;

Reasonable Penalty: It is desirable for discipline to be progressive beginning with an oral warning and proceeding through a written warning, suspension followed by dismissal in most serious cases;

Follow — up: Local government policies and procedures should be appraised at regular intervals to ensure that they are in tune with the times. If a particular rule is violated time and again, it should be examined thoroughly to discover and remove the causes of such violations. Continual infractions may require a different type of discipline from that applied to isolated instances of misconduct; and

Therefore, in the immediate and short term, the impact of the disciplinary measure will be felt, but in the long term: it may not eliminate undesirable behaviors, but just to suppress them for a while (Negative discipline); require constant supervisory attention, resulting in wastage of time and resources. In the long term, the affected employees may turn hostile and react violently at a future date. Thus management should proceed cautiously while disciplining people this way.;0]

The DSC is responsible for handling all disciplinary and grievance cases of staff submitted to it by the District or Urban Council. The DSC must exercise the highest degree of impartiality in accordance with the existing procedures. There must be no victimization, unjust dismissal/removal or political interference. The main objectives of the discipline are:

- To achieve and maintain higher standards of performance or improve deteriorating performance;
 - To help deter indiscipline; and
 - Promote organizational image.

2.2.3.3 Handling Grievances and Discipline in Local Government

The procedure for handling grievances is provided for in the Standing Orders. The officer

with a grievance is expected to raise the complaint and follow the laid down procedure. Any officer, with whom a complaint is raised verbally and/or in writing, cannot deal with it directly. This officer has to refer it to the Responsible Officer or supervisor without delay. If the Chief Administrative Officer/Town Clerk does not resolve the matter, it can be referred to the Permanent Secretary/Ministry of Public Service or to the relevant Union so that it is pursued through the established Negotiation Machinery for the Public Service.

A Staff who acts contrary to established rules, regulations or guidelines must be disciplined. The Local Governments is rich in the terms of code of conduct that guides the conduct of staff of Local Government.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introductions

This chapter shows the methods that the researcher will be using to get answers to the research questions. This chapter presents the research design, population of the study, data collection methods, data collection instruments, procedures for data collection, analysis of data, reliability and validity and ethical considerations

3.1 Research design.

The researcher shall employ cross-sectional research design. This is so because it allows the researcher to gather information (Amin 2005) from a cross-section of respondents. A case study design shall also be applied so as to get in depth information (Mugenua and Megenua 1995) from the respondents

Survey research

The most popular technique for gathering primary data is survey research whereby a teachers interacts with people to obtain facts, opinions and attitudes

3.2 Population of the study

This study shall be conducted in Agago town council. It shall comprise of the following group of respondents: key informants (CAO, town clerk/ mayor, District officials, Civil servants, Local councilors and local community. This is summarized in table I below:

Table 1: Showing the population of the study

Respondents	Number
key informants (CAO, town clerk/ mayor	10
Civil servants	108
District officials	56
Local councilors	28
local community	60

3.3 Sampling methods

After the universe has been defined, the next question is whether the sample must be representative of the population. If yes, a probability sample is needed. Otherwise, a none probability sample is one which every element in the population has known statistical likelihood of being selected

Table 2: Showing sampling methods

Respondents	Sample size	Methods
Key informants	10	Purposive sampling
District officials	13	Systematic sampling
Employees	316	Stratified sampling
Civil servants	42	Simple random sampling

Simple random sampling: every member of the population has a known equal chance of selection

Stratified sampling: The population is divided into mutually exclusive groups such as gender or age; random samples are then drawn from each group

Systematic sampling: a list of the population is obtained and the sampling interval is obtained by dividing the sampling size by the population of the size. If the sample is 20% then the district has 100 employees and then the sampling interval will be 5. The beginning number is randomly chosen with the sample interval. If the beginning number is 3, then the sample units will be those bearing numbers 03, 08, 023 and so on up to when we get 20 units-the sample size.

Purposive sampling: this is a method under which selection of the items into the sample will be deliberately or purposively depending on the judgment of the sampler.

3.4 Data collection methods

Library research method

This was data collection method which was based on reading books and other documents. The researcher had to read a great deal about the subject which he was going to undertake in order to get the background and find out information from other studies on the similar topic.

In addition, analysis of the exiting documents, registers, diaries and books which contained useful information about the problem was done

Observation method

This method involved the use of body senses particularly the sense of sight. It acted as a kind of complimentary and confirmatory method to the interview and questionnaire methods.

The researcher witnessed events and situations first in contract with other methods that were based on hearsay. After conducting the personal interviews with the officers of the human resource department, the researcher sought to look around the places where the

records were kept. The researcher had contact with the records while they were in storage. The contact yielded the results that would be useful later to test the hypothesis and objectives of the study.

The research method was selected to eliminate subjective bias because the observation was done accurately. It effectively related what was happening as regards staff recruitment and development.

Interview method

This was a data collection method whereby the investigator was brought into contact with the respondents and asked them some questions about the subject of study shall be done

The method is used in two ways: i.e. personal interviews and telephone interview

Personal interview: this required the interviewer to ask questions generally in a face to face contact with the interviewee. The method was chosen because the interviewer by using his own skill could overcome the resistance of any of the respondents. There is also greater flexibility under the method because of the opportunities to restructure questions. Again some respondents were low since the interviewer was brought into contact with the respondents.

The language of the interview could be adopted to suit the educational level of the persons being interviewed and as such, misinterpretations concerning questions could be avoided

Questionnaire method

That was the method where questionnaire was sent to the person concerned with the request to answer the questionnaire.

The questionnaire was sent to the respondents who were expected to read and understand the questions and write down the replies in the spaces meant for the purposes in the questionnaires itself the respondents had to answer the questions on their own.

The method was used because it was free from interview, bias since the answers were in the respondents own words.

It also gave respondents adequate time to give the well thought answers.

3.5 Data collection instruments:

Questionnaire: All survey requires a questionnaire. Questionnaires ensure that the respondents will be asked the same questions. There are three basic types of questionnaire questions. The researcher shall employ structured and semi structured questionnaire. This shall be used to gather information from councilors, district officials and civil servants

Interview guide

This shall be used to collect information from key informants (CAO, town clerks, mayor, etc). This comprise of a list of open ended questions. This is employed because it allows for collection of in depth information (Amin 2005) and also allows room for probing (Ociti 2004)

Focus group discussion: A focus group is a form of personnel interview. Seven to ten people with certain desired characteristics for a focus group. A meeting place sometimes resembling a living room, sometimes featuring a conference table has audio and perhaps video tapping equipment. During the session, the moderator hired by the research company leads the discussion.

Focus groups are much more than question and answer interview. There is a difference between group dynamics and group interviewing. The interaction provided in group dynamics is essential to the success of focus group research.

The interaction is the reason for conducting group rather than individual research. Central to the whole idea of group sessions is that a response from one person may become a stimulus for another. This generates interplay of responses that may yield more than if the same number of people had contributed independently.

Observation checklist

This method allows researchers to set eyes on the physical items. A list of items that the researcher intends to view shall be prepared and administered

Documentation:

The research is based on reading the available materials in the library including newspapers and periodical records and knowledge of officers of voluntary organization, other research reports on the topic and so on

3.6 Procedure of data collection:

The researcher submitted a proposal to KIU for approval after identifying the research problem. He was later provided with an introductory letter from the faculty administrator for presentation to the to Agago District Local Government to seek authority to allow the researcher to conduct the research

3.7 Data processing and analysis

Processing and analyzing was projected to transform the raw data from the field, into meaningful patterns and make sense out of it. The processing involved editing (checking) the questionnaires, coding and tabulating the data. Analysis was carried out in order to expose the salient features of the data collected. Finally the results had to be interpreted and presented in a report. Editing was done immediately after the questionnaires were collected and the process was later repeated. This was necessary to establish confidence in the data collected. The questions were often read through to ensure correct recording and interpretation in case of any inconsistencies, corrections were made immediately.

There were few mistakes given the experience and education level of the sampled population.

Editing was necessary to ensure answers to questions were entered in meaning categories. This sub-processing of data did not present any problem because of the coded design of the questionnaire. Coding was applied to questions and answers for purpose of analysis. After coding and editing, the raw data was ready for analysis. The analysis enabled the researcher to establish the existing practice of staff recruitment in the district and its attitude towards the system. An analysis of data also enabled the researcher use the findings to prove or disapprove the hypotheses of the study and also judge if the objectives that were highlighted were achieved.

Data analysis was descriptively and statistically derived. Statistical analysis produced valuable percentages that the researcher used subsequently to discuss the practice of staff recruitment in Agago district local government.

Without data processing and analysis, the research results would not have the light. This process and analysis were very beneficial to the researcher and the users of this recruitment and employee performance

3.8 Data reliability and validity.

For the data to be reliable and valid there was a need to cut up and have smaller problems in terms of research questions so that the researcher could focus on various aspects of the research problem so that he goes to the field and gets answers to the research questions

The formulated research questions are actually related to the problem of the study

The quality data collected depended on the questions used.

These factors were taken into consideration. The respondents were assured that the information they provided would be treated with utmost privacy and this made them give the correct information. The questions were put in a logical order and were comprehensively put short and simple. Technical terms and vague expressions were avoided. These and many other factors were taken into consideration.

3.9 Ethical issues in the conduct of research

An investigator has the responsibility to conduct research in an ethical manner and in accordance with governmental laws and regulations. Failure to meet this responsibility undermines the whole scientific process and may lead to legal and financial penalties for individuals and institutions. To conduct research in an ethical manner means that a scientist must carry out the research competently, manage resources honestly, acknowledge fairly those who contributed guidance or assistance, communicate results accurately, consider the consequences of the research for society, and speak out publicly on societal matters that are related to a scientist's particular knowledge and expertise.

CHAPTER FOUR

PRESENTATION, DISCUSSION AND INTERPRETATION

4.0 Introduction

This section presents the findings of the study in relation to staff recruitment and performance in Agago District Local Government. Presentations are hereby based on the true knowledge of the respondents and guided by the study major objectives

4.1 Presentation of data

After collecting the data, the researcher proceeded to data analysis. The purpose of the data analysis is to interpret the mass of the collected data and draw conclusion from it. The researcher organized and analyzed the data using one or more of the techniques that are common to researchers. These include:

Cross tabulation

This is a method of analyzing data that the analyst looks at the responses to one question in relation to responses to one or more other questions

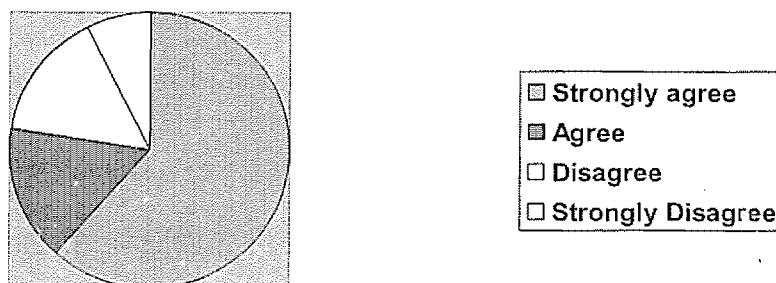
Item number	Title	Category	Code	Number of responses
1	Sex	Male	1	49
		Female	2	6
2	Age	Below 30	1	11

		year31-40 year	2	22
		41-50 year	3	15
		51 and above	4	07
3	Level of education	Alevel	1	2
		Diploma	2	12
		1 st degree	3	37
		Masters degree	4	3
4	Values	Strongly agree	1	10
		Agree	2	33
		No response	3	00
		Disagree	4	08
		Strongly disagree	5	4
5	Data group	Data from questionnaire	Q	55
		Data from interview guide	I	10

Pie chart:

This is the picture representation of data used in statistics. The sections are constructed according to the calculated degree

A Pie Chart showing the number of respondents as per number four



4.2 Discussion of findings

4.2.1 The district service commission

It was noted that the system of local government in Uganda was based on the district as a unit with a separate personnel management system. Hence the creation of the District Service Commission which was given its roles, functions and full mandate to manage the human resources in the districts.

The power to appoint persons to hold, act in any office in a service of a district or urban council including the power to confirm appointments, exercise disciplinary control over persons holding or acting in such offices and to remove those persons from offices was vested in the District Service Commission.

As obtained from document analysis, when recruitment of staff in specialized discipline, other than education or health services, the District Service Commission would under the guidelines provide by the public service commission co-opt at least two persons specialized in that discipline or consult the public service commission.

When recruiting staff of education or health services, the commission would use the guidelines provided by the education or health services commission

4.2.2 Roles and functions of local government organs and offices

According to the chief administrative officer, local government organs, leaders and officers must know their roles and functions including harmonizing linkages in the management of the Local Government staff in the districts.

The District local council V Chairperson

The office of the district chairperson was created under article 183 of the constitution and section 13 of the local government act 1997 as observed through document analysis.

On behalf of the council, a district chairperson would oversee the performance of persons employed by the government to provide services. In performance of his functions, the chairperson would abide by, uphold and safeguard the constitution, the district laws and other laws of Uganda and would endeavor to promote the welfare of citizens in the district.

Head of departments

Head of departments are responsible for the preparation of schedules of duty, work plans and budgets. Also annual confidential reports of staff in the department and submit the appraisal forms to the chief administrative officer. According to some district officials, he/she supervises the staff and attends their training needs including training on the job and other structured training programs.

However, the full responsibility for staff is held by the chief administrative officer or town clerk who could instruct and discipline his/her staff. The District Service Commission could only act upon receipt of a request from the councils through the chief administrative officer.

4.2.3 Staff motivation in the local government.

According to the personnel officer, local governments motivate their employees in order to control labor turn over, increase productivity, eliminate accidents and conflict at work place, improve public image and so on.

A reward recognition scheme has been introduced as part of the Uganda public service integrated performance i.e. management system to motivate and encourage public officers to achieve their expected outputs through incentives and rewards.

The rewards include, word of recognition, open praise challenging, job assignments normally done by seniors, certificate of merit and award of medals and many others.

Staff in the local government can be motivated by: involving staff in decision making, effective communication, mutual respect, good will between political leaders and technical staff, good disciplinary machinery, fair remuneration, reward and recognition of good performance, promotion opportunities, staff training and development, consideration of staff welfares, these and many more

4.2.4 Discipline

It was noted that District Service Commission, responsible officers and action officers must ensure that disciplinary cases are handled promptly and in accordance with the law of natural justice.

Article 173 of the constitution, section 60 of the local government act or any other authoritative administrative instruction issued from time.

According to the principle personal officer

Discipline is seen positively as a regulation of human activities in order to achieve controlled performance and not necessary as some people tend to think from some of its negative aspects only of punishments. The main objective of discipline therefore as explained by the principle personal officer is to achieve and maintain higher standards of performance or improve deteriorating performance and to help deter indiscipline.

A submission concerning disciplinary proceedings against an officer which may warrant dismissal include, name of the officer, designation and salary scale.

A full statement concerning the misconduct or the accusations against the officer

Action so far taken by the responsible officer

A statement of the defense made by the officer to exculpate himself or herself

The comments of the responsible officer regarding the officer's defense and the gravity of the offence

A recommendation on the course of action or punishment to be given to the officer

Attachments connected to the case

The charges should first be prepared and approved by the solicitor general; the resident state attorney shall give approval on behalf of the solicitor general before the final submission is forwarded to the commission for action

4.3 Interpretation

It has observed ethical issues that employees should adhered to failure to meet this responsibility may lead to legal and financial penalties for individual and institutions.

The study identified some legal and policy framework governing human resource management in local government. These included the supreme law (the constitution 1995) the local government Act 1997 and the guidelines, the Uganda government standing orders among others.

It has revealed the human resource management bad practices in local government which affects recruitment and staff performances.

Also best practical which focus attention on how to enable employees perform to the standard expected of them.

Identified some common causes of indiscipline in the local government and pointed out how to handle it. Mishandling of indiscipline can lead to serious embarrassment to the districts.

Submission: In order for District Service Commission to perform its functions properly, the responsible officer should submit comprehensive and complete information to the District Service Commission.

Selection techniques

The study has given a general outline of some of the selection techniques used in the recruitment of staff into the public service which are adopted by the District Service Commission.

Performance appraisal and management

Identified how performance management in the local government is done and noted some of the underlying principals of performance appraisal

It has introduced the researcher to the important research personalities of whose work and relating writing he had no knowledge to improve recruitment and staff performance in local government

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction:

In this chapter, conclusions and recommendations of the research study are presented. The recommendation are based on the findings of the study as given by the respondents

5.1 Summary

The system of local government in Uganda is based on the district as a unit with a separate personnel management system (District Service Commission). However, the district councils sometimes interfere a lot with their functions. In order for the District Service Commission to perform its functions properly, the responsible officer should submit comprehensive and complete information to the District Service Commission.

In recruitment of staff under the public service, the District Service Commission must apply some of the selection techniques. The legal and policy framework are crucial instruments which must be availed to the public in the local government, correctly interpreted and applied.

Local government motivate their employees in order to control labor turn over, increase productivity, eliminate accidents and conflict at work place, improve public image.

Discipline should be seen positively as regulation of human activities in order to achieve controlled performance and not necessarily as some people tend to think from some of its negative aspects only of punishments which by the way is also necessary in order to prevent human failure to performance

5.2 Conclusion

A personnel system is an integration of many components that should be interrelated in order to have the objectives of the local government effected and this mainly comprises of quality employees that need to be motivated.

However, the recruitment and staff performance is practically challenged because of the vast problems that were identified and these need to be addressed by the districts if the recruitment and staff performance is to meet the requirement as per set up objectives

5.3 Recommendations

After a thorough analysis of the study findings, the researcher has presented the following recommendations that could be employed by Agago district local government.

Personnel officers should take lead to ensure that local government create a vision, mission, set goals, develop starting recruitment policies/plans and create culture and environment which stimulate quality performance.

The district should invest in public officers in order to build a high quality, well motivated and committed workforce. This can be done through capacity building..

The district should train member of the District Service Commission in recruitment and selection techniques.

The government should provide better motivation package so as to attract and retain competent staff.

The chief administrative officer should handle every grievance that arises in a systematic manner in order to promote morale and productivity of local government personnel.

The government should sensitize the public officer about he infringement of the code of conduct or regulations and where possible the disciplinary measures should be published in the employees' handbook. This will promote and maintain employee discipline in order to achieve efficiency and effective service delivery.

The government should train personnel officers to detect forged documents

Districts should conduct sensitization seminars to ensure that the performance appraisal process is owned and driven by line managers and there is emphasis on shared corporate goals and values.

Performance appraisal instruments should be availed to all staff, that is, the hand book guidelines fro managers and staff performance appraisal forms.

Update of departmental objectives should be one also work plans and performance appraisal action plans to ensure that they respond to new demands and new situations that arises.

The chief administrative officer should ensure that steps are taken to monitor performance, provide and analyze feed back and agree on action plans. Each public officer should be encouraged to monitor his /her performance plan.

Effective communication system should be implemented as a tool to facilitate quick decision making, reporting, problem solving and improved service delivery

APPENDIX A

Questionnaire for district officials and civil servants

Dear respondent,

I am a student of Kampala International University carrying out an academic research on the performance of recruitment in Agago district local government. You have been purposely selected to participate in the study and I therefore kindly request that you provide an appropriate response by inserting the best option where applicable.

The answers provided will only be used for academic purposes and will be treated with utmost confidentiality.

N.B: Do not write your name anywhere on the questionnaire

Section A: Personal information (tick an appropriate box)

1. Gender

☐ Male☐ Female

2. Age

☐ 30 years☐ 40 years☐ years☐ and above

3. Your highest academic qualification

☐ A level☐ Diploma☐ DegreeMaster's ☐ degree

4. Your experience in the job

☐ 5 years☐ 6-10 years☐☐

11-15 years

16 and above

Below is a sample of five scales to measure the performance of staff. Tick the appropriate box against each question under the figure which stands for your opinions as listed below

Strongly agree	Agree	No Response	Disagree	Strongly disagree
1	2	3	4	5

Section B: Staff recruitments in relation to their performance

Selection process and performance					
	1	2	3	4	5
No proper methods and techniques are used in the recruitment of staff in the district	1	2	3	4	5
In the district service commission, rating of candidates for first appointment is done on four parameters i.e. oral interviews, academic qualifications, written examinations and annual confidential reports for the districts	1	2	3	4	5
The District Service Commission pre-selection panels/boards convenes before selection process begins	1	2	3	4	5
Motivation and performance					
Things which can motivate staff in local government are many	1	2	3	4	5

Employees need feed back on their performance	1	2	3	4	5
If productivity of employees is to increase, workers must be motivated	1	2	3	4	5
Discipline and performance					
Cases of indiscipline are common in the district	1	2	3	4	5
Procedures are properly followed while handling disciplinary cases	1	2	3	4	5
All steps are taken before taking any disciplinary actions	1	2	3	4	5

Thank you

APPENDIX B

Interview guides for key informants

Questions:

1. What roles, functions, and responsibilities do you play in the office concerning recruitment and staff performance?
2. What are the recruitment procedures in the district?
3. What do you think can motivate staff in the local government? Mention as many as you can.
4. How is performance in the local government measured?
5. Tell me the steps involved in the performance appraisal management.
6. What difficulties do you meet in recruiting staff in the district?
7. Do you face any problems in motivation of staff? If so, why?
8. In what ways have you solved the above problems?(Q7)
9. What suggestions do you have to improve the management of recruitment and staff performance?
10. Do you have standard job description and personnel specifications?
11. What happens always before selection of candidates commences?
12. What type of governing regulations do you always keep?
13. Mention any disciplinary actions taken against any staff for the last one year.

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