

**EMPLOYEE SELECTION AND ORGANISATION PERFORMANCE IN NORWEGIAN  
PEOPLE'S AID (NPA) ORGANISATION.  
JUBA SOUTHERN SUDAN.**

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Master of Business Administration Human Resource Management

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By:

Aham Edward Kanuto  
MBA/20058/82/DU

August, 2011




### DECLARATION "A"

This thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning.

AHAM ERIAS LANUJO

Name and signature of the candidate

Date  27/08/2011.

### DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".



Kibuuka Muhammad

Name and signature of supervisor

27<sup>th</sup> / 08 / 2011

Date

### APPROVAL SHEET

This thesis entitled "Employee Selection and Organization Performance in NPA Juba Southern Sudan" was prepared and submitted by Aham Edward Kanuto in partial fulfillment of the requirements for the degree Master of Business Administration (Human Resource Management) has been examined by the panel on oral examination.

Dr. Kabil Hanna

Name and Sig. of Chairman

Kibuka Muhammad

Name and Sig. of Supervisor

27<sup>th</sup> 10/8 /2011

Name and Sig. of Panelist

Name and Sig. of Panelist

Mahmud Ramadhan

Name and Sig. of Panelist

Karagi Geoffrey

Name and Sig. of Panelist

Dr. Othman Irene Kuma

Name and Sig. of Panelist

Dr. James Ogunwande

Date of Comprehensive Examination: \_\_\_\_\_

Grade: \_\_\_\_\_

Name and Sig. of Director, SPGSR

Name and Sig. of DVC, SPGSR



## **DEDICATION**

I dedicate this thesis to my Children Aham Jordon, Itwari Peace, and Iromo Praise and to my wife Aguti Christine Betty and the whole family for having supported me financially and morally in order to accomplish this task.

May God bless you.

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## **LIST OF ACRYNOMS**

NPA: Norwegian People's Aid.

SPSS: Statistical Package for Social Scientists.

NGO: Non-governmental Organization

## **ABSTRACT**

The study on employee selection process and organisation performance was guided by four research objectives; generally finding out the relationship between employee selection and organisation performance. Over the past years, NPA has not performed well in terms of task execution, either as a result of semi-skilled, inexperienced work force or political interference. It is against this background that the study sought to find if there was a relationship between employee selection (application forms, skills, knowledge, experience) and organisation performance. The study was guided by descriptive correlation research design, purposive and stratified sampling techniques were used in determining the appropriate sample sizes (124) respondents. A closed ended questionnaire was used in collecting data from the field.

The findings (using SPSS Descriptive statistics) reveal that the extent of existing selection practices in NPA is unsatisfactory (mean=3.45) and the level of organisation performance is low (mean=3.49) respectively. Concerning the relationship between the two study variable, results from pearsons linear correlation coefficient revealed all existing employee selection practices are significantly correlated with all aspects of organizational performance in case of NPA (sig. <0.05). Results also indicate that employee selection practices are positively correlated with all aspects of organizational performance in NPA (R-values>0). This implies that an improvement in the selection procedures significantly improves organizational performance as per this study. Basing on these results, the stated null hypothesis is rejected at a 0.05 level of significance. These results lead to a conclusion that an improvement in the selection procedure, for example making it more relevant, transparent and based on merit is likely to improve the performance of NPA by a coefficient of 0.956 (R-value on performance index).

The researcher therefore recommends that management of NPA needs to improve the employee application forms selection procedure so as to ensure that workers with more performance abilities are selected. Furthermore, management of NPA should try to improve the employee interviews selection procedure so as to ensure that workers with more performance abilities are selected.

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## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background of the Study**

Since the industrialization era way back in 1940's the world has undergone an enormous change in the field of human resource management. These major changes are reshaping the big organizations in the world significantly and so the way they handle their human resource function, the way employees are procured and the way managers manage their employees has got to change. For organizations to remain successful, managers are required to adjust to these changes especially when dealing with the recruitment and selection function.

Employee selection has remained a concern for a long time and as a result various recruitment and selection approaches have risen to address this problem. All these approaches are geared towards bringing in the organization a person with all the necessary competencies to perform the job efficiently. Selection plays a major role as it involves careful screening and testing of candidates who have put in their application for any job in the organization. This is necessary for two reasons. First, many of the applicants may not really be suitable for employment in the organization, secondly, even where all applicants are duly qualified and experienced, the organization may not have adequate number of vacancies to accommodate all of them.

Therefore selection as a process involves determining the characteristics required for effective performance on the job and then measuring applicants on those characteristics. Knowing that good staff is one of the most difficult things, managers in the organisations have to devise criteria that are suitable in the selection process by attracting and retaining the right staff. This study will try to validate both the theories on relationship between employee selection and those on organizational performance, using Norwegian People's Aid (NPA) employees as a case study.



NPA is a non-governmental organisation providing services of vocational training, clearing land-mines and food security for the population in war ravaged areas especially in southern Sudan and has its head Quarters in Juba, Southern Sudan. Selection of candidates begins after the completion of the recruitment process. In other words, the process of selection begins only after an adequate number of applicants have been secured through different sources of recruitment-internal and or external.

In this study the researcher examines selection of employees of Norwegian People's Aid (NPA) and it will be conceptualized as those things managers do which propel others into action or that creates an environment in which people want to work to their full potential. Selection refers to selecting the right candidate for the job. Is the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environment condition.

Since its creation in 1997, in Southern Sudan, the performance of Norwegian People's Aid (NPA), which is often exhibited in performance of its employees and volunteers, has been a big question in the mind set of very many Southern Sudanese. The performance of NPA employees is often questioned on a number of aspects and this study will examine it in terms of attendance at work, time management, innovation, fairness, task accomplishment, quality of work, customer care, performance appraisal, team work, problem solving.

The Government of Sothern Sudan has improved the livelihood of its people with the support and help from a number of non-government organizations (NGOs); however, NPA constitutes the largest or remarkable contribution/share; such aid in form of grant from government in financing its national budget. The aid given by NPA to developing countries like Sothern Sudan is in line with its vision which stresses society where people have equal opportunities, a global society based on justice and respect between individuals, ethnic group and nations. The

employees of NPA find the basis for its national and international activity in those values that have underpinned the existence and activities of the organization for more than fifty years (50). These values are summed up in the concepts-unity, solidarity and human dignity, but also find basis in the concepts of freedom, peace, equality and brotherhood. These same values formed the foundation for development of the social democratic ideology and policies in Europe, from the European interwar period until today –an ideology that among other things has fostered the evolution of the Nordic welfare states. Under the human resource policy of NPA, emphasis is geared towards the creation of stable and predictable work force, equip them with skills strengthen their competencies, control and increase their productivity (Various NPA reports). Besides those values, the pending question is whether NPA is performing to the expectations of the government and the people of Southern Sudan.

In some years ago after the creation of NPA, there was a remarkable shortfall in the performance of the organization and this might be attributed to the shortage of enough human resource base within the Country (Southern Sudan). A number of skills are lacking within the country and this compels the organization to recruit anybody since the laws of the country require such organizations to give priority to nationals. This is worsened by many government officials who always interfere with the operations of such organization within the country by influencing them to recruit their relatives even though they lack qualifications to perform such tasks. Consequently, the performance of NPA started declining slowly and people's trust in the organization started declining. Secondly, this has seriously compromised government's efforts to improve the livelihood of the national subsequently putting pressure on NPA to improve on the efficiency of its selection process.

NPA staff performance is paramount as Southern Sudanese government and NPA management try to improve on the livelihood of the people, through the implementation of a long-term development projects as well as emergency aid; not forgetting mine clearing activities. However, over the years, the progress of the activities has declined due to unprofessional recruitment and selection system which has led to staff frustrations, lack of recognition, poor communication, and lack of cooperation, poor time management, continued absenteeism, deadlines failed targets and substandard work output due to incompetence of recruits. For example, some ministers and government officials influence the personnel department to offer jobs to their relatives irrespective of their academic qualification, some officials practice nepotism and ask for bribe from applicants in order to be offered jobs in the organization leaving qualified and competent candidates aside, at times they go ahead and duplicate some positions and routine work, with little room for creativity. This has resulted in a lot of mistakes, resource wastage, accidents at work place, redundancy, poor customer care, low morale, and increased corruption cases as reported in the media, consequently leading to poor performance or failure to meet targets.

Therefore, researcher suggests that if the selection process of NPA staff is improved, it would greatly help the organization realize its vision. Therefore, it is against this background that the researcher seeks to explore the relationship between employee selection and Organization performance in NPA.

### **Statement of the Problem**

From time to time more advanced techniques were employed by organization to ensure that the selection process was effective and reflective of the organization goals and objective however, with the current recession and global job cuts, unmerited selection mechanisms have been adopted, nepotism, all forms of corruption are practiced in the sole aim of favoring others when it comes to

employment. If selection is not done properly then the organization is likely to hire incompetent employees who will lead to poor performance in the organization. With such cases on the rise, it is important that the organization understand the study on the relationship between employee selection and Organization performance so as to provide an alternative to the already existing applied techniques in selection processes.

### **Purpose of the Study**

The study investigated relationship between employee selection and organization performance in Norwegian people's Aid (NPA) organization Juba Southern Sudan.

### **Research Objectives**

#### **General Objective.**

To determine the relationship between employee selection process and organization performance in Norwegian People's Aid (NPA) - Juba Southern Sudan.

#### **Specific objectives.**

- (1) To determine the relationship between employee skills and organization performance.
- (2) To determine the relationship between employee application forms procedures and organization performance.
- (3) To determine relationship between employee preliminary interview, experience, knowledge and organization performance.
- (4) To establish the relationship between employee's selection process and Organization performance in NPA Southern Sudan Juba.

## **Research Questions**

- (1) Is there a relationship between employee skills and organization performance?
- (2) Is there a relationship between employee application forms procedures and organization performance?
- (3) Is there a relationship between employee preliminary interview, experience, and knowledge and organization performance?
- (4) Is there a significant relationship between employee's selection process and organization performance in NPA Juba Southern Sudan?

## **Hypotheses**

There is no significant relationship between employee's selection process and organization performance in NPA Southern Sudan Juba.

## **Scope of the study**

This section specifies the areas that the study covered as categorized below:

### **Geographical Scope**

The research was conducted in NPA Southern Sudan Juba and it basically employed staff in three levels of management that is to say top, middle and lower management levels.

### **Content Scope**

The study dwelled on establishing whether there is a significant relationship between employee selection process and organization performance. In this study selection procedures currently used by NPA were examined, the level of organization performance in NPA was determined. Specifically, employee's selection process was confined to seven procedures involved in choosing workers namely application forms, conducting interviews, formal testing, reference checking, physical examination and final selection decisions. Organizational performance was confirmed to 10 specific measures namely worker's attendance

at work, time management, innovation, fairness, task accomplishment, quality of work, customer care, performance appraisal, team work and problem solving.

### **Time Scope.**

The study was conducted between the months of January 2010 to September 2011 and it covered a historical period that ranges from 1997 up to 2011.

### **Theoretical Scope**

The study was driven and guided by sattinger's matching theory which stipulates that depending on the characteristics of the job, different characteristics of workers such as educational background, skills, Knowledge and experience or other types of competence when sieving competent employees from a pool of potential applicants is recommendable and will yield results in future, and the quality of the match or the fit between the competence supply and competence demand determines productivity in a job.

### **Significance of the Study**

The following disciplines would benefit from the findings of the study.

The research findings are likely to help the management of NPA by providing a more realistic approach to selection process of employees which do not only focus on attracting competent employees from external labour market but also retains the ones that are already serving in it.

The results of the study are likely to be useful to future researchers who might be interested in conducting research in areas of selection and organizational performance. This is because they might use this thesis as a point of reference when reviewing their related studies.

The study is also likely to assist both private and public policy makers in southern Sudan when drafting selection policies that often act as continuing guidelines on the approach that management follow when weeding out unwanted candidates from the pool of potential applicant after recruitment.

### **Operational Definitions of Key Terms**

**Performance** refers to the degree of accomplishment of the task that makes up an employee's job. It reflects how well an employee is fulfilling the requirements of the Job.

**Organization Performance** comprises the actual output or results of an organization as measured against its intended outputs (goals and objectives).

**Selection** refers to selecting the right candidate for the job. Is the process by which an organization chooses from the list of applicants the person or persons who best meet the selection criteria for the position available, considering current environment condition.

**Employees** are individuals who are hired by an employer to do specific job. The employee is hired by the employer after an application an interview process results in his or her selection as an employee.

**A procedure** is an ordered set of tasks for performing some action. A procedure is a tool through which policies are implemented. Procedures describe the purpose and scope of the action and how it will be done. In employees' selection procedures is the process from short listing the candidates up to the final selection of the suitable candidates for a job.

**NPA** is a non-governmental organization dealing with mine action, food security in Southern Sudan.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, Opinions, Ideas from Authors/ Experts**

##### **Employee Selection**

Employee selection refers to the process of choosing the most suitable persons out of all applicants or as the process of matching the qualifications of applicants with the job requirements (Gary, 2005). It is process of sieving out the right candidate for the job from a pool of potential applicants who responded to the firm's job advertisement. In this study, employee selection was conceptualize as a process of choosing the best suitable employees and it involves a number of procedures which include application forms, conducting interviews, formal testing, reference checking, physical examination and final selection decisions (Sattinger, 1993, in Maicibi, 2007).

##### **Employee application forms**

Application forms are forms that individuals seeking employment (applicants) must fill as part of informing the employer of their ability and desire to be employed for a particular job (Diane, 1998). Filling of the application forms is the first step in the process of selection and it involves the applicants giving relevant personal data such as qualification, specialization, experience and so on (Jain & Saakshi, 2008). This procedure enables the organization to determine those applicants who will be called for interviews. Application forms provide information for deciding whether an applicant meets the minimum requirement for experience, education among others (Schuler, 1995). Sometimes candidates are required to fill blank application which act as application forms and contain data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience and etcetera.



## **Employment/Job Interviews**

A job interview refers to the process of questioning a person (in this case a job applicant) intended to determine whether the applicant is suitable for a certain position or not (Armstrong, 2009). Job interviews are divided basically into two; I) Preliminary interviews and II) follow up interviews.

### **Preliminary interview**

Preliminary interviews, also called screening interviews are those interviews used to weed out candidates who do not meet the minimum criteria laid down by organization (Prasad, 2007; Ivancevich, 2001). It has been argued that preliminary interview procedures are the most important means of evaluating the appearance of the applicants and are used to establish friendly relationships between the applicants and the company and to obtain additional information or clarification on information in the application form (Jain & Saakshi, 2008). Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it also examines how much the candidate knows about the company (Ivancevich, 2001).

### **Final selection interviews**

Final selection interviews are a form of in-depth interview in which candidates are probed thoroughly both in terms of technical as well as behavioral qualities (Prasad, 2007; Ivancevich, 2001). Most job interviews in contemporary organizations focus on this type of interview procedure, under which technical or behavioral tests are used to weed out those who do not qualify or are not a priority (Prasad, 2007). In view of this conceptualization, final selection interviews are the best procedures for selecting the possible highest performing employees for an organization (Jain & Saakshi, 2008).

## **Formal employment testing procedures**

Formal employment tests are assessment checks made in the selection procedure to assess further the nature, traits and abilities, likes and dislikes, intelligence, capacity to learn and benefit from training and adaptability of the selected workers at a later stage of selection (Jain & Saakshi, 2008). Several types of tests can be conducted in this endeavor and these according to Jain & Saakshi (2008) include; a) Intelligence test (used to find out ones, alertness, reasoning ability and power of understanding, through reading, summarizing, naming in a few minutes, adding in a few minutes etc.); b) Performance or achievement tests (used to measure ones level of knowledge and skills in a particular area, through doing a simple operation similar to the proposed job, e.g. being asked to drive, type or attend to a prospective customer); c) Aptitude test (used to measure one's capacity to learn the skills required for a job); d) interest test (used to find out the task in which a worker has most interest); e) Personality test (used to measure personality characteristics like self-confidence, integrity, originality and others).

## **Medical examination**

A medical examination according to Bakinson (2008) is a procedure or test usually given by a health care professional that seeks information about an individual's physical or mental status and include vision tests, blood tests, breath analyses, blood pressure screening, X-ray scans and many others. Medical examination ensures that applicants' health adequately meet the job requirement (Sherman, Bohlander & Snell, 1998). Medical tests are conducted to ensure physical fitness of the potential employee. Medical tests predict performance, employee's compensation claims and absenteeism. It provide the baseline against which subsequent medical examination can be compared and interpreted to determine work caused disabilities under worker's compensation law.

**A referee.**

A referee according to Jain & Saakshi (2008) is a person who acts as a potentially an important source of information about the candidate's ability and personality.

**Reference Checks.**

A reference check refers to the act of inquiring from the applicant's referee provided in the application letter/form, to try and find out more information about the applicant and the validity of the information provided in the application form (Jain & Saakshi, 2008). It is done prior to the final selection by the employer on the referees supplied by the applicant in the application form. The employer may also go through the candidate's past employment record, education, personal reputation, financial conditions, and police records. Reference checking helps in predicting performance if information is true.

**Final approval**

In most organisations, selection process is carried out by the human resource department where the decisions of the department are recommendatory. The candidates short listed by the department are finally approved by the executive of concerned department or unit. Employment is offered in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidates should join and other terms and conditions in brief. In some organisation, contract of services is signed by both the applicant and the representative of the organisation. It is at this point where a selected applicant is handled with a letter of offer for a job, as Graham argues that, the initial offer of a job needs special care, particularly as regards the following points: (a) The wage or salary offered must not only be appropriate to the job and attractive to the candidates but consistent with the earnings of present employees. (b) The job must be named and any special conditions stated for instant, the first year you will

be under training at the head office, and then you will be transferred to up country branches. (c) The candidates must know the essential conditions of employment, such as hours of work, holidays, bonuses and fringe benefits. (d) All provisions must be stated, for example, your employment will be subjected to satisfactory references and medical examinations. Appointment is generally made on probation for one or two years, where upon satisfactory performance during this period, the candidates is finally confirmed in the job on the terms of employed with, whether performed or contractual basis.

### **Notify the top candidate.**

After hiring the candidate should be notified and accept the position. If the top candidate turns down the position, the second best candidate can be considered for the position if he/she is qualified. After the person offered the job accept the offer of employment then other candidates should be notified either in writing or by phone call (Roselius & Kleiner, 2000).

### **Induction**

The process of receiving employees when they begin work, introducing them to the company and to their colleagues, and informing them of the activities, customers and traditional of the company is called induction. (Graham, 1998 page 219). At this juncture various inductions courses are done to new recruit in order to acclimatized them with the new working environment. In Sudan for instance, the exercise is much emphasized in public service, where various secular have been released to emphasize the issue.

### **Follow-up (evaluation)**

All selection should be validated by follow-up, as Graham argues that, it is a stage where employees is asked how he or she feels about progress to date and the worker's immediate supervisor's is asked for comments, which are compared with the note taken at the selection interviews. If a follow-up is unfavourable it is possible that selection has been a fault. The whole process from jobs specification to interviews to see if a better choice can be made next time. Also, (Prasad, 2005 page 249) added that though evaluation is not strictly a step of selection process but helps in ensuring the effectiveness as it is tries to measure the reliability and the validity of various steps used in the selection process. Therefore, it is essential to follow-up newly engaged employees to ensure that they have settled in and to check on how well they are doing, if there are problems, it is much better to identify them at an early stage rather than allowing them to faster.

### **Organizational performance**

Draft (1997) defines an organization as a social entity that is goal directed and deliberately structured and performance as the organization's ability to attain its goals by using resources in an efficient and effective manner. Similarly bates & Holton (1995) defines performance as a multi-dimensional construct, the measurement of which varies depending on a variety of factors.

According to Kanter, (2009), Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Scholars like Campbell (1990) view performance as behavior and should be distinguished from the outcomes because they can be contaminated by system factors. Harrison (1997), however, explains performance as the outcome of the interaction between an individual's needs, perception of the results required and rewards being offered, and the amount of effort energy and expertise that the individual has or wishes to apply to the task at hand.

Organizational performance refers to the degree of accomplishment of the task that makes up an organization's objectives (Leslie Rue et al, 2000). It reflects how well an organization is fulfilling the requirements of the Job. According to Kanter (2009), organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). In many cases, the performance of an organization is achieved through its employees; thus, employee performance on many occasions has been used to ascertain the performance of an organization. In this study employee performance is measured by regularity, innovation and creativity, coordination, customer care, task completion, time keeping, quality maintenance, number of clients served, loan recovery and preparation of reports. For an organization like NPA, these indicators are involved in the objectives and goals an organization is meant to achieve. Therefore this study measured organization by investigating the extent to which employees help their organization to achieve these objectives.

### **Theoretical Perspectives**

This study was guided by the job matching theory propounded by Sattinger (1993) cited in Maicibi, (2007), which stipulates that depending on the characteristics of the job, different characteristics of workers such as educational background, skills, Knowledge and experience or other types of competence when sieving competent employees from a pool of potential applicants is recommendable and will yield results in future, and the quality of the match or the fit between the competence supply and competence demand determines productivity in a job. The researcher adopted the theory because it emphasizes the idea of job fit meaning that when selecting employees' emphasis has to be laid on those individual characteristics that match the job requirements. Furthermore, a good match results increased productivity and quality performance. A bad match is extremely costly to the company due to cost of training the candidates, the cost of mistakes made by the candidates and the cost of replacement (Daft, 2000).

## **Relationship between Employee Selection and Organisational Performance**

Selection is an important function as no organisation can achieve its goals without selecting the right people, where faulty in selection leads to wastage of time, money and spoils the environment of an organisation (Prasad, 2005). In this regards, scientific selection and placement of personnel can go a long way in building up a stable work force, where it helps to reduce absenteeism and labour turnover at the same time very helpful in increasing the efficiency and productivity of the enterprise (Dessler, 2005).

Interviewers often have a range of biases that dramatically affect their perceptions of individual job candidates. Despite the best of intentions, interviewers and supervisors have an unconscious tendency to favor people who are similar to themselves (Meyer, 2009).

Kreitner (2004) noted that, interviewers of job applicants require polished administrative and interpersonal skills to meet the needs of an increasingly diverse workforce. Failure to validate selection procedure is another challenge problem which faces many organizations.

Williams, (2002) noted that, it is important that all selection procedures be validated in order to determine how well a selection test or procedure predicts future job performance. Accurate selection tests are a major tool in helping organizations avoids the costs of poor performance, they also help to ensure that an organization is hiring people in legally acceptable (Ivancevinch, Zorenzi, Skinner, Crosby, 1994).

Mkhize, Zakhele, Denzil, (2007) noted that, existing literature and studies revealed that the selection and appointment process in some organization is fraught with many problems. Some of the problems originate from the nature and the way the selection committee is composed. Subsequently, their ability to interview and select employees is questionable. The findings of the study suggested that there are also underlying factors which affected the selection

process. These factors ranged from favoritism, subjectivity and biasness, selection and scoring criteria, lack of expertise to manipulation by members during the selection process.

## **Related Studies**

### **Employee application forms procedure and organizational performance**

Efficient conduct and securitization of application forms is expected to affect positively the performance of those employees who will be selected. According to Jain & Saakshi, (2008), where application forms are properly scrutinized, problems concerning employee performance in terms of absenteeism, turnover and inefficiency will be eliminated. Critically looking at workers qualifications, specializations and experiences is likely to bring good employees in an organization and eliminate the bad ones, since during this process, people with faulty documents and incapacibilities are likely to be eliminated and in the end a highly competent workforce is likely to be employed for efficiency of the organization.

The procedure of using application forms as a process of selecting the best employees helps to select employees with relevant skills, education and experience, leading to high performance of the selected employees (Diane, 1998). Within the application forms, employees are required to disclose their relevant skills, experiences and abilities plus their academic papers to prove. This helps managers to choose those with the best relevant skills required for the job and so the results are of a high performing group of employees.

According to Weiss (2005), application forms procedure, may help to inquire the applicants specific times and day of their availability for the job, especially on the side of part-time workers. This also becomes important in that the worker is selected to be employed during that specific hour and day, when he/she is most available and productive, which will eventually lead to high performance of the selected worker. Whereas various authors have written about employee application forms such as the ones seen in this review, none of them related this



procedure of employee selection to employee performance, a gap this study wants to fill.

According to Dawson (1996), an individual's performance in a job is a reflection of motivation, ability, technical and social context. According to Thompson & Strickland (1995), Harrison (1997) and Armstrong (2000) high levels of organizational performance are based on a clear understanding of the organization's mission, strategies and goals. According to Armstrong (2000), many factors contribute to organizational effectiveness and these include: I) Clearly defined goals and the strategies to accomplish them; II) A value system that emphasizes performance, capability, productivity, equity, customer service, team work and flexibility; III) Continuous pressure to innovate and grow; IV) Ability to respond fast to opportunities and threats; V) A well-motivated committed skilled and flexible work force; and VI) Strong visionary leadership from the top management team.

### **Preliminary interview and organizational performance**

Prasad (2007) argues that skipping the preliminary interviews is not only a bad idea but can be dangerous to all parties involved; such interviews reduce questions in the final interview and boost morale and confidence of candidates. It is actually a training step, because employees go back and prepare and in the process they become more competent for the job. They tell who can afford the job and who cannot before more time and money are wasted. This in the end leads to selection of the most suitable employees who can perform to the standards. Whereas preliminary interviews are widely mentioned in management books, especially those for human resource management, empirical studies on their impact are scanty if at all they exist. The present study tried to contribute to this knowledge creation through a survey on the impact of such interviews on performance of those employees who are selected.

## **Final selection interviews and organizational performance**

According to Armstrong (2009), final selection interviews are the most important undertaking in the job search process and are a key to employee performance. Armstrong shows that how interviews are conducted determine the nature of employees to be selected and thus their performance abilities. Through these interviews, organizations determine how good or suitable a list of job applicants is and so they can reflect on how they will perform. They can be face-to-face, telephone, panel or behavioral based, all intended to predict employee performance basing on their past performance records. It is in view of this that almost all interviews in organizations ask applicants to mention their past experiences or performance records, those who satisfy the needs of the organization are sorted out while those with poor performance records or indicators are dropped.

A recent research by Katherine (2009) showed that questions of the interview must be related to the job and should examine the levels of competence which can result into selection of good performing employees. Katherine shows that the quality of questions asked in the interviews matters a lot (e.g. are they too easy, too hard, biased, ambiguous or inaccurate?). This is important in that, as argued by Vique-Ocean (2010) as employees prepare for these comprehensive, behavioral and technical interviews, they develop and/or enhance their skills and competences which enable them to build their confidence. Those who pass the interview develop other skills such as confidence, patience and sincerity, all of which are vital for improved performance of an employee (Vique-Ocean, 2010). It is also true that these interviews enable organizations to check on qualities of right and quick thinking, calm and cool individuals, which are sometimes necessary for execution of some tasks, yet it may not be possible to get individuals of such qualities without such interviews.

Katherine (2009) showed that these interviews enable employees to check the technical competence of prospective workers and those characteristics which make such persons outstanding performers. It is also added that good job

interview process and methods increase the quality of workers in an organization while poor job interview methods result into poor selection which undermines organizational performance (<http://www.businessballs.com/interview.htm>). While all this literature is on final selection interviews, it does not provide empirical underpinnings to employee performance levels and more in the context of this study, which gap the researcher intends to fill.

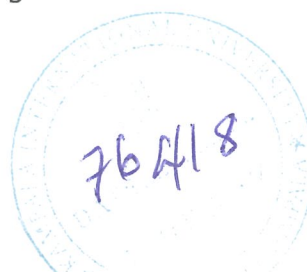
### **Formal employment testing procedures and organizational performance**

Employment tests are used for training and development of workers which result into improved performance (Saterfiel and Associates, 2003). They provide more predictable outcomes when used to screen job applicants. By using valid tests and assessment tools, a company adds a much needed element of objectivity especially regarding management evaluations. It is added by the same authors that job fit tests are very vital and help to match candidates with the jobs where they can perform best. A good employment evaluation test helps to overcome many subconscious biases and prejudices during interviews and save time in selection process. Empirical studies relating job tests and employee performance are inadequate, although these tests are done in very many organizations (Saterfiel & Associates, 2003), that is why studies of this kind are very timely.

A good performance test leads to selection of good performing employees that affect organization performance and productivity. Hiring unfit people wastes time, money and kills potential business. If they are carefully selected, developed and administered, employment tests can provide an organization with people who have abilities to perform well on the job, reduces turnover and unproductive behavior. In fact tests also benefit individuals who are better matched to positions for which they are suited and in which they will wish to remain.

According to a study by SIOP Inc. (2009), 41% test applicants in basic literacy and math skills and 34% applicants tested in 2000 (USA), lacked sufficient skills for positions they sought, 68% of employers engage in various forms of job

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skill tests, 20% employers use cognitive ability tests, 8% use interest tests, 13% use personality tests and 10% use physical simulations. The implication from this study is that there are differences in the ways organization administer performance tests when selecting employees and this is assumed by the researcher to partly explain differences in performance of employees. It is also indicated that employees score differently from these tests, implying that these tests are indicators of performance abilities of employees and so organizations which strictly stick to this procedure are likely to select better performing employees.

Some tests like cognitive ability tests aid to produce valid inference for performance and success, predict performance especially for complex jobs, are cost effective and not easily influenced by the testing administrator SIOP Inc., (2009). Studies like that of Viswesvaran & schmidh, (1993): sackett & Wanek, (1996) found a significant relationship between integrity scores and workers performance. However they assert that for tests to impact significantly on performance, they must be related to the job and be fair (Rosse, Ringer & Miller, 1996); Rynes & Connerley (1993). Therefore integrity tests with good format and scale lead to high performance.

### **Employee Medical examination and organizational Performance**

According to Bakinson (2008), employees' health status influences their ability to perform the tasks for which they have been employed. Through these tests, minimum fitness for duty standards are established and workers who fulfill them are selected. This will eventually give rise to better performing workers being employed. Also through these tests, appropriate health related policies are put in place and addressed (e.g. use of alcohol and drugs). It is also true that there are jobs or working environment which require a minimum fitness for standard duties to be performed. Therefore it is vital that organizations wishing to select quality

employees for improved performance put up proper medical examination procedures to determine workers who are best suited for particular jobs.

A well administered test leads to selection of physically fit employees which will result into improved performance. According to US.EEOC (2008), among the factors to consider in a medical examination, there is whether the test measures an employee's performance of a task measures his/her physiological responses to performing the task. It is therefore assumed that organizations with efficient and relevant physical or medical examination in its selection procedures will acquire better performing workers and that is what all organizations are aiming at. However, the linkage between a clear Physical or medical examination procedure and employee performance is hard to establish, yet it is needed if managers and employees are to attach more value in these procedures. Therefore a study like this one intending to establish the relationship between Physical or medical examination procedures and employee performance is just timely.

### **Reference Checking Procedures and organizational Performance**

A referee according to Jain & Saakshi (2008) is potentially an important source of information about the candidate's ability and personality and it is done prior to the final selection by the employer on the referees supplied by the applicant in the application form. The employer also goes through the candidate's past employment record, education, personal reputation, financial conditions, and police records. Reference checking helps in predicting performance if information is true. According to Tourism HR Society (2010), reference checks help to confirm information in the application forms and gives greater insights into the candidate's skills, knowledge and abilities from someone who has actually observed a candidate performing. There is however a question on the relevance, applicability and impact of reference checks in the selection procedures. This brings in the idea that the questions on reference checks should be related to the job and to one's life in a certain organization, not personal life as at home. If they are efficiently

organized and conducted, reference checks become one of the best indicators of future performance, as they allow the employer to talk to the past supervisors in order to determine if the applicant is suitable for a particular role. Despite all these facts about the importance of physical or medical examination and reference checking procedures, studies testing their impact on the performance of selected employees are still inadequate, especially in the context of this study, creating a gap to fill.

### **Impact of Employee Selection and organizational Performance**

Selection is a critical activity in an organization. The success or failure of an organization depends on the selection procedures. Kreitner, (1995) reported that selection should be screened properly so as to get employees with not only the required skills but those with the required characteristics suitable for the job. Williams (2002) noted that organizational effectiveness is directly related to the caliber of its employees.

According to Dessler, (2005), effective selection of the right employee is important for the main reasons; Organization performance always depends in part of subordinates. Employee with the right skills and attributes will do a better job for the organization, employees without these skills or who are abrasive or obstructionist won't perform effectively therefore the time to screen out undesirable is before they are in the door not after.

Poor hiring decisions result in costly and time consuming problems related to organizational performance, employee relations, employees turn over and productivity issues. Hiring the right employees on the other hand, pays you back in employee productivity, a successful employment relation and a positive impact on your total work environment.

Effective selection is important because of the legal implications of incompetent hiring. Employment laws and court decisions require nondiscriminatory selection procedures for protected groups. Furthermore, courts will find employers liable when employees with criminal records or other problems advantage of access to customers' homes or similar opportunities to commit crimes. Lawyers call hiring workers with such backgrounds, without proper safeguard negligent hiring.

It is hard for the organization to select without making errors but all possible measures should be put in place so that the organization gets the right man power to run the organization. In order to achieve this objective, selection should not be based on issues such as tribe, religion but capability.

On many occasions, human resource professionals make mistakes during hiring employees and as a result of poor decisions during selection, Organizations faces challenges such as employee who steal money or property, employee turnover, low productivity among others.

According to the Harvard Business Review, 80 percent of turnover is caused by bad hiring decisions. These are costly mistakes which includes money spent on recruitment, selection and training plus costs due to decreased productivity as other employees fill in to take up the slack (Meyer, 2009). Kreitner, (1995), noted that, carefully employees' selection is more important than ever, it serves as the organization's human resource gate keeper. Today's managers are challenged to find the best available talent without unfairly discriminating against any segment of society.

### **Factors which hinder effective employee's selection**

On many occasions, human resource professionals make mistakes during hiring employees and as a result of poor decisions during selection, Organizations faces challenges such as employee who steal money or property, employee turnover, low productivity among others.

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Interviewers often have a range of biases that dramatically affect their perceptions of individual job candidates. Despite the best of intentions, interviewers and supervisors have an unconscious tendency to favor people who are similar to themselves (Meyer, 2009).

Although every state has its federal agency responsible for enforcing Equal Employment Opportunity but still most employers ignore it. Mkhize, Zakhele, Denzil, (2007) noted that, existing literature and studies revealed that the selection and appointment process in some organization is fraught with many problems. Some of the problems originate from the nature and the way the selection committee is composed. Subsequently, their ability to interview and select employees is questionable. The findings of the study suggested that there are also underlying factors which affected the selection process. These factors ranged from favoritism, subjectivity and biasness, selection and scoring criteria, lack of expertise to manipulation by members during the selection process.

Kreitner (2004) noted that, interviewers of job applicants require polished administrative and interpersonal skills to meet the needs of an increasingly diverse workforce. Failure to validate selection procedure is another challenge problem which faces many organizations.



Williams, (2002) noted that, it is important that all selection procedures be validated in order to determine how well a selection test or procedure predicts future job performance. Accurate selection tests are a major tool in helping organizations avoid the costs of poor performance, they also help to ensure that an organization is hiring people in legally acceptable (Ivancevich, Zoreni, Skinner, Crosby, 1994).resources/inputs).

## CHAPTER THREE

### METHODOLOGY

#### Research Design

The study employed descriptive correlation research design. This research design assisted the researcher in obtaining the perceptions and opinions of the respondents from the field that were in turn used to fully describe the whole phenomenon at hand. Furthermore, descriptive Correlation research design enabled the researcher in establishing the relationship between selection process and organization performance in NPA Southern Sudan Juba.

#### Research Population

The target population included a total of 180 respondents from top, middle and lower level management as categorized in table 1 below.

**Table 1: Category of Respondents.**

Number	Category of respondents	Target population	Sample size
1	Top managers	21	19
2	Middle level managers	57	42
3	Lower level employees	102	63
	Total	<b>180</b>	<b>124</b>

**Source:** Payroll July, 2011.

#### Sample Size

The sample size comprised of 124 respondents from top, middle and lower level Management levels in NPA. The researcher obtained this sample size by employing sloven's formula stated below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= Sample size, N=Target population and e = level of significance at 0.05.

## **Sampling Procedures**

Stratified and purposive sampling techniques were used in selecting suitable respondents for the study. Stratified random sampling technique enabled the researcher in obtaining relevant respondents from different sub groups in survey population whereas purposive sampling technique helped the researcher in obtaining suitable respondents that had enough information about the study objectives.

## **Research Instruments**

Only closed ended questionnaires with likert scale were given to selected sampled respondents in order to obtain suitable and genuine data for the study. The researcher adopted this instrument due to the fact that question asked in it are easy to analyze, interpret, compare and is the best tool often used in exploring the perceptions of the respondents about the study variable.

## **Validity and Reliability of the Instruments**

Content validity was ensured by subjecting the researcher devised questionnaires on employee's selection and organization performance by the content experts method proposed by Gay (1996) who estimate the validity on the basis of their experience) such as professors , associate professors and senior lecturers in educational management. Therefore, the researcher adjusted the materials according to the expert's recommendation. Furthermore, the researcher improved on the reliability of the research instrument by piloting the questionnaires before actual data collection where discoveries from piloted respondents were obtained especially in wording used in the questionnaire, chronology used in drafting the instrument and the language used. All these were taken into consideration by the researcher and necessary corrections were made that in turn made the questionnaire more reliable during and after data collection.

## **Data Gathering Procedures**

### **Before the administration of the questionnaires**

An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective heads of departments.

When approved, the researcher secured a list of the qualified respondents from the head of organization in charge and selected suitable respondents with the aid of stratified and purposive sampling techniques.

The respondents were given detailed explanation about the study and requested to sign the Informed Consent Form (Appendix 3).

The researcher reproduced more than enough questionnaires for distribution after he appointed research assistants who assisted in the data collection process. Before real data collection, the research assistant were briefed and oriented in order to be consistent in administering the questionnaires.

### **During the administration of the questionnaires**

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked if all were answered.

### **After the administration of the questionnaires**

The data gathered were collected, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

### **Data Analysis**

The frequencies and percentages were used in analyzing data about the respondents profile, Descriptive means statistics computed using SPSS package were used in determining the level of selection process in NPA Southern Sudan Juba and the level of organization performance in NPA Southern Sudan Juba respectively.

The mean value computed were interpreted with the of the likert scale mentioned below.

<b>Answering Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
1.00- 1.75	strongly Agree	very high
1.76- 2.5	Agree	High
2.56-3.25	Neutral	Medium
3.26-4.00	Disagree	Low
4.00-4.20	Strongly Disagree	Very low

Pearson's linear correlation coefficient (PLCC,  $r$ ) was used in establishing whether there is any significant relationship between Selection process and organization performance in NPA Southern Sudan Juba

### **Ethical Considerations**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

Seek permission to adopt the standardized questionnaire on employee's selection and Organization Performance through a written communication to the NPA organization.

The respondents in the organization were coded instead of reflecting the names. Solicit permission through a written request to the concerned officials of the organization were included in the study.

Request the respondents to sign in the Informed Consent Form (Appendix 3)

Acknowledgement for authors was quoted in this study and the author of the standardized instrument through citations and referencing. Findings were presented in a generalized manner.

### **Limitations of the Study**

In view of the following threats to validity, the researcher was claimed with an allowable 5% margin of error at 0.05 level of significance. Measures were also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

Extraneous variables which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study was a challenge to the researcher study.

Instrumentation: The research instruments on employee's selection and organization performance were not standardized. Therefore a validity and reliability test was done to produce a credible measurement of the research variables.

Testing: The use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants was oriented and briefed on the procedures to be done in data collection.

Attrition/Mortality: Not all questionnaires may be returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### Description of respondents

Respondents in this study included employees of NPA Juba - Southern Sudan programme. The first objective of this study set out to determine the relationship between skills of employee and organization performance. In each case, employees of NPA in Juba were asked to provide us with their technical skills, experience, and knowledge, their profile in relation to their organization performance, using a closed ended questionnaire. Their responses were analyzed using frequencies and percentage distributions as indicated in table 2 below;

**Table 2**  
**Respondents' Profile**

Categories	Frequency	Percent
<b>Sex</b>		
Male	90	60
Female	60	40
<b>Total</b>	<b>150</b>	<b>100</b>
<b>Age group</b>		
Below 30 years	40	27
30-40 years	70	47
41-50 years	20	13
Above 50 years	20	13
<b>Total</b>	<b>150</b>	<b>100</b>
<b>Education level</b>		
Certificate	30	20
Diploma	40	27
Degree	70	47
Masters	10	7
<b>Total</b>	<b>150</b>	<b>100</b>
<b>Employment status</b>		
Contract	90	60
Permanent	30	20
Probation	30	20
<b>Total</b>	<b>150</b>	<b>100</b>



<b>Position</b>		
Manager	5	4
Administrator	8	5
Employee	137	91
<b>Total</b>	<b>150</b>	<b>100</b>
<b>Years of service</b>		
Below 5 years	135	90
5-9 years	15	10
<b>Total</b>	<b>150</b>	<b>100</b>

The results in Table 2 indicate that most respondents (60%) were male, while women were only 40%. This indicates a gender gap in the employment distribution of NPA in Juba. This gap may be due to inferiority of women such that few of them go for education to qualify for such jobs hence a disparity in the job market.

As regards age, most respondents belonged to the age group of 30 - 40 years (47%) and these were followed by those below 30 years (27%), implying that most employees are youth and those in their early adulthood. This is true because, most NGOs like NPA always prefer to employ young people who are still energetic and flexible.

Concerning education level, results indicate that NPA employs majorly graduates (47%), diploma holders (27%) and certificate holders (20%). There were very few of them with masters (7%). This indicates adequate distribution of education among employees in NPA. Such educated employees are desired in any international organization like NPA as they are more productive.

As for employment status, most employees at NPA are on contract basis (60%), 20% on probation and only 20% permanent staff. This indicates that NPA is an NGO with objectives to achieve within a short period, after which it may wind up its activities in the country, so there is no need for many permanent employees.

Results also indicated that the study sample was dominated by employees (over 91%) and very few managers. This is possible because there are fewer

management positions in any organizations and even then such people are not easy to access for purposes of data collection.

Finally, results indicate that most employees at NPA have spent less than five years working there (90). This explains the fact already indicated in this study that most employees at NPA are on contract and probation. It is only the few on permanent basis who have worked for more than five years.

### **Extent of existing Employee selection practices in NPA.**

The independent variable in this study was employee selection procedures used in NPA Juba - Southern Sudan programme and the fourth objective was set to determine the relationship between employees selection practice and organization performance in NPA, for which the researcher wanted to find out how satisfactory are these practices. Employee selection practices were broken into seven aspects namely; i) Employee application forms procedure; ii) Preliminary interviews; iii) Final selection interviews; iv) Formal employment testing; v) Physical examination; vi) Reference Checking; and vii) Final approval. All the seven employee selection practices were measured using qualitative questions in the questionnaire, with each question Likert scaled using five points, where 1= strongly agree ; 2 = agree; 3=neutral; 4 = disagree; and 5 = strongly disagree. Employees were required to rate how satisfactory each item by showing the extent to which they agree with each. In doing this a respondent was directed to tick a number corresponding to their best option and thinking. Their responses were analyzed using SPSS and summarized using means, as indicated in table 3A and 3B below;

**Table 3A**  
**Extent of Existing Employee Selection Practices in NPA.**

<b>Employee application forms selection procedure</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
The job application form you filled asked for your experience.	4.10	Unsatisfactory	1
The job application form you filled asked for your specialization	3.75	Unsatisfactory	2
The items of the form were relevant to my job.	3.67	Unsatisfactory	3
The job application form you filled asked for your qualifications.	3.47	Unsatisfactory	4
The job application forms asked for time you are available.	2.53	Satisfactory	5
The job application form you filled asked for your abilities.	2.17	Satisfactory	6
All new coming employees in NPA must fill application blanks.	1.87	Satisfactory	7
You believe your application forms were scrutinized fairly	1.73	Very satisfactory	8
You filled a job application form to access this job.	1.67	Very satisfactory	9
<b>Sub Total</b>	<b>2.77</b>	Fairly Satisfactory	
<b>Preliminary interviews selection procedure</b>			
In NPA the screening interviews they asked about company profile.	4.63	Very unsatisfactory	1
In NPA the screening interviews they asked about your job profile.	4.37	Very unsatisfactory	2
The questions in screening interviews were related to your job	4.07	Unsatisfactory	3
You did a screening interview before you accessed this job.	3.27	Unsatisfactory	4
The screening interviews examined your appearance.	2.00	Satisfactory	5
<b>Sub Total</b>	<b>3.67</b>	Unsatisfactory	
<b>Final selection interviews</b>			
The final interviews you did were only written.	4.70	Very unsatisfactory	1
The questions in final interviews you did were very easy.	4.60	Very unsatisfactory	2
You believe the final interviews you did were fair.	4.47	Very unsatisfactory	3
The final interviews you did were telephone based.	4.43	Very unsatisfactory	4
The final interviews you did examined your technical abilities.	4.13	Unsatisfactory	5
Questions in the final interview were related to your job.	3.90	Unsatisfactory	6
The final interviews you did were both written and oral.	3.87	Unsatisfactory	7
You did a file selection interview before you accessed this job.	3.87	Unsatisfactory	8
The questions in final interviews you did were clear & accurate	1.97	Satisfactory	9
The final interviews you did were individual based.	1.80	Very satisfactory	10
The final interviews you did were face-to-face and panel based.	1.60	Very satisfactory	11
The final interviews you did were only oral.	1.58	Very satisfactory	12
The questions in final interviews you did were very hard.	1.57	Very satisfactory	13
<b>Sub Total</b>	<b>3.27</b>	Fairly Satisfactory	

**Key:**  
**Rating Scale**

<i>Answering Range</i>	<i>Response mode</i>	<i>Interpretation</i>
1.00-1.80	strongly agree	Very satisfactory
1.81-2.60	Agree	Satisfactory
2.61-3.40	neutral	Fairly Satisfactory
3.41-4.20	Disagree	Unsatisfactory
4.21-5.00	strongly disagree	Very unsatisfactory

Table 3A results indicate that four items or aspects on employee application forms practice or procedure are unsatisfactory (with means ranging from 4.10 to 3.47), all of which fall under unsatisfactory on the answer range. The most unsatisfactory aspect of employee application forms practice is the question of experience (mean=4.10) followed by questions on specializations (mean=3.75). This implies that employees find this practice either not relevant or not done in a fair or satisfying way. However three aspects were rated as satisfactory and two very satisfactory (with means ranging 2.53 - 1.67).some of the items rated satisfactory include questions on time available (mean=2.53), abilities (mean=2.17) and that all new upcoming employees must fill application blank form (mean = 1.87). The most satisfactory aspect of application forms procedure was that every employee contacted filled an application form before accessing their current job (mean = 1.67). To get an over view on how employees rated the practice of application forms, a mean for all the nine aspects on this practice was computed and turned out to be 2.77, which falls under fairly satisfactory on the rating scale. This implies that on average application forms procedures in NPA are fairly satisfactory.

Concerning the practice of preliminary interviews, only one aspect was rated satisfactory and the rest were rated as either unsatisfactory or very unsatisfactory. The only satisfactory aspect on preliminary interviews was that screening interviews examined their appearances (mean=2.00). On the overall, the practice of preliminary interviews in NPA was rated as unsatisfactory with an

overall mean of 3.67. This implies that either this practice does not exist In NPA at all or it rarely exists and when it is practiced, it is very shallow, unfair and less relevant.

Regarding final selection interviews, nine items were rated unsatisfactory and very unsatisfactory and only four items were rated satisfactory or very satisfactory. The most unsatisfactory aspect here was on the written interviews (mean=4.70) and the most satisfactory aspect was on the fact that final interviews were very hard (mean =1.57). On the overall, the final selection interviews were rated as fairly satisfactory (overall mean=3.27), implying that NPA fairly practices final selection interview in selecting their employees.

In the second part of table 3(table 3B), results indicate that employees In NPA rated formal employment testing procedures as unsatisfactory (overall mean=4.12). All aspects on formal employment testing were either rated unsatisfactory or very unsatisfactory. The most unsatisfactory aspect is the relevance of the selection tests (mean=4.48), followed by the fact that most employees did not do the selection tests (mean=4.47) and so on. This implies that either this selection practice does not exist in NPA or if it exists it is practiced in a very poor or unfair way, indicating a need for improvement in this area.

Results indicate further that the medical examination is done satisfactory In NPA (Overall mean=2.30). However the most unsatisfactory aspect of medical examination procedures In NPA was on fitness test (mean=3.87), which implies that fitness tests are not done at NPA, according to the sampled employees. The most satisfactory aspect of medical examinations procedure is the disability test (mean=1.63), indicating that most employees are given disability tests or examinations before they are employed at NPA. This is true because such tests are easy to conduct. They can even do through observation, where prospective employee is observed to see if he/she has any physical or mental disability.

The practice of reference checking was also rated unsatisfactory (overall mean = 3.97). However one aspect of the two items on this practice was rated

fairly satisfactory and the other very unsatisfactory. The worst here was on whether employees' referees were contacted before they were finally selected, to which majority objected (mean=4.33) implying that contacting referees for job applicants in NPA is not considered important. However results indicate that in some cases applicants are asked to provide referees (mean=3.60) before they access their jobs but unfortunately, most referees are not contacted for more information about credibility of applicants.

**Table 3B**  
**Existing Practices in Employee Selection process in NPA.**

<b>Formal employment testing procedures</b>	Mean	Interpretation	Rank
The final selection test you did was relevant to my job.	4.48	Very unsatisfactory	1
You did a formal selection test before accessing this job.	4.47	Very unsatisfactory	2
You did an intelligence test to access this job.	4.23	Very unsatisfactory	3
The formal selection test examined your capacity to learn.	4.21	Very unsatisfactory	4
The formal selection test you did examined your abilities.	4.20	Unsatisfactory	5
The formal selection test examined your likes and dislikes.	3.93	Unsatisfactory	6
The formal selection test you did examined your traits.	3.90	Unsatisfactory	7
You did an aptitude test to access this job.	3.83	Unsatisfactory	8
You did a performance or achievement test to access this job	3.77	Unsatisfactory	9
You did a cognitive ability test to access this job.	3.66	Unsatisfactory	10
<b>Sub Total</b>	<b>4.12</b>	Unsatisfactory	
<b>Physical or Medical examination procedure</b>			
You did a health/medical fitness test before accessing this job.	3.87	Unsatisfactory	1
The health/medical examination was relevant to your job.	1.87	Satisfactory	2
Your health examination examined health and safety issues.	1.83	Satisfactory	3
The health/medical examination involved disabilities test.	1.63	Very satisfactory	4
<b>Sub Total</b>	<b>2.30</b>	Satisfactory	
<b>Reference Checking procedure</b>			
Your referees were contacted to give information about you.	4.33	Very Unsatisfactory	1
You were asked for referees before you accessed this job.	3.60	Fairly Satisfactory	2
<b>Sub Total</b>	<b>3.97</b>	<b>Unsatisfactory</b>	
<b>Final approval</b>			
You were given an appointment letter before starting this job.	4.87	Very Unsatisfactory	1
You believe the final selection and short listing of employees In NPA is fair and merit based.	4.47	Very Unsatisfactory	2
In NPA, there are clear follow-ups for new employees.	4.38	Very Unsatisfactory	3
In NPA , unsuccessful job applicants are always notified through letters or phone calls.	4.35	Very Unsatisfactory	4
Your appointment letter had a provision for job acceptance.	4.23	Very Unsatisfactory	5
Your appointment letter mentioned your special conditions	3.98	Unsatisfactory	6

like work, holidays, bonuses and fringe benefits.			
In NPA, the management or supervisors always check-up on the progress of new employees.	3.96	Unsatisfactory	7
In NPA, new employees are always well introduced in the organization to all old workers.	3.92	Unsatisfactory	8
introduces new employees to activities they are to do	3.27	Fairly Satisfactory	9
Your appointment letter mentioned your post, rank, and salary scale commencement date.	3.03	Fairly Satisfactory	10
<b>Sub Total</b>	<b>4.05</b>	<b>Unsatisfactory</b>	
<b>Grand Total</b>	<b>3.45</b>	<b>Unsatisfactory</b>	

Regarding final approval procedure, most aspects were rated very unsatisfactory followed by unsatisfactory. The most unsatisfactory aspect on final approval was on giving appointment letters before starting the job, to which majority objected (mean=4.87). This however would be a little bit unclear because one wonders whether such an international organization can employ workers without formal appointment letters. This response however may simply imply that appointment letters are not given the day an employee begins work due to things like probation to which many employees are subjected as indicated in Table 1 of this very chapter. It therefore means that although employees are given appointment letters, this is done after they have already began and completed their probation. So if such a worker is asked about his or her appointment letter when is still in the probation, he or she is most likely to rate the organization low. But as indicated in the last item of this same aspect, the same respondents indicated that their appointment letters indicate the post, rank, salary scale and commencement date. There are only two aspects rated fairly satisfactory and these were on introducing new employees to activities they are supposed to do (mean=3.27) and that appointment letters mention the employee's post, rank, and salary scale commencement date (mean=3.03). This result indicates that employees are given appointment letters but late so they do not put much attention on them. On the overall, employees rated the final selection procedure as unsatisfactory (overall mean=4.05).

To get a summary picture on how satisfactory the available selection practices in NPA are, an overall mean index (grand total) for all the seven aspects on selection was computed, which turned out to have a mean of 3.45, which confirms that the available selection practices in are not satisfactory.

### **Level of organization performance in case of NPA.**

The dependent variable in this study was organizational performance, broken down into seven aspects (including innovation and creativity, coordination, customer care, task completion, time keeping, quality maintenance and number of clients served). All the seven aspects on organizational performance were measured using qualitative questions in the questionnaire and each question was Likert scaled between one to five; where 1 = strongly agree; 2 = Agree; 3 = Not sure; 4 = Disagree; 5 = strongly disagree. The following was used in the interpretation of their responses;

#### **Rating Scale**

<i><b>Answering Range</b></i>	<i><b>Response mode</b></i>	<i><b>Interpretation</b></i>
1.00-1.80	strongly agree	very high performance
1.81-2.60	Agree	High
2.61-3.40	neutral	Medium
3.41-4.20	Disagree	low performance
4.21-5.00	strongly Disagree	very low performance

Employees were required to rate the performance of their organization on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 3;



**Table 4**

**Level of Organization Performance in Case of NPA.**

<b>Innovation and creativity</b>	Mean	Interpretation	Rank
The level of innovativeness in NPA is high.	3.93	low performance	1
The level of creativity in NPA is high.	3.39	Medium	2
The level of problem solving at work in NPA is high.	3.13	Medium	3
<b>Sub Total</b>	<b>3.48</b>	low performance	
<b>Coordination</b>			
The level of activities coordination in NPA is high.	3.85	low performance	1
The level of public confidence in the activities NPA of is high.	3.78	low performance	2
The level of cooperation among employees in NPA is high.	3.44	low performance	3
<b>Sub Total</b>	<b>3.69</b>	low performance	
<b>Customer care</b>			
In NPA, the quality of service to customers is very good.	4.37	very low performance	1
In NPA customers are treated very well.	4.00	low performance	2
The speed in responding to clients' needs & complaints is high	3.64	low performance	3
The dedication to improve customer service is high.	3.44	low performance	4
In NPA the speed in serving clients is high.	3.43	low performance	5
<b>Sub Total</b>	<b>3.73</b>	low performance	
<b>Task completion</b>			
In NPA tasks are always completed on time.	3.73	low performance	1
The level of completion in NPA is high.	3.53	low performance	2
In NPA all the relevant tasks are completed with quality.	3.03	Medium	3
<b>Sub Total</b>	<b>3.43</b>	low performance	
<b>Time Management</b>			
In NPA all task and activities are well time tabled.	3.93	low performance	1
In NPA decisions are always made quickly without delay.	3.91	low performance	2
In NPA planning of all activities done in time.	3.54	low performance	3
In NPA you have clear time saving measures.	3.52	low performance	4
In NPA there is a schedule showing activities to do & when.	3.47	low performance	5
In NPA you always meet deadlines and appointments.	3.45	low performance	6
In NPA most activities are always completed on time.	3.39	medium	7
<b>Sub Total</b>	<b>3.60</b>	low performance	
<b>Quality maintenance</b>			
In NPA you provide services that satisfy customer needs.	3.95	low performance	1
In NPA you provide error free services	3.50	low performance	2
In NPA You provide quality services to clients.	3.39	Medium	3
<b>Sub Total</b>	<b>3.61</b>	low performance	
<b>Number of clients served</b>			
The total numbers of clients you serve in a month is high	3.50	low performance	1
The numbers of clients you serve each day are so great.	3.43	low performance	2
The numbers of clients you serve in an hour is big.	1.63	very high	3
<b>Sub total</b>	<b>2.85</b>	Medium	
<b>Overall Total</b>	<b>3.49</b>	low performance	

The means in Table 4 indicate that employees rated differently the performance of on the different aspects. For example on innovation and creativity, was rated as a low performer on one aspect of innovativeness in (mean=3.93) and as a medium performer on two aspects of level of creativity in NPA (mean=3.39) and level of problem solving at work (mean=3.13). On the overall was rated as a low performer when we consider the mean for all the three aspects (3.48). This implies that there is less creativity and innovativeness at NPA. Employees are simply dictated on what to do and less room is given for them to apply their own ways of doing things.

As regards coordination, was rated as a low performer on all the three aspects (mean=3.69) indicating that coordination of activities at is still poor.

On the aspect of customer care, was rated as a low performer on all the items except on one where it was rated a very low performer and this was on the quality of service delivered to customers (mean =4.73). This also indicates that customers or clients are not given special attention at NPA, which may be due to the type of employees, poor management or unmotivated employees.

For task completion, it is only one aspect where it was rated a medium performer and this was on completing relevant tasks with quality (mean= 3.03) , the rest were rated as low. The overall mean (3.43) on task completion also came out as low, implying that there are many tasks left uncompleted in on either a daily, weekly, monthly, quarterly or annual basis. This low level of task accomplishment may be due to poor coordination as already indicated in this study, poor staff skills and so on.

Concerning time management, was rated as a poor time manager for all aspects except one aspect on completing activities on time, where it was rated a moderate performer (mean=3.39). This indicates that there is much time wastage at NPA. This also explains why the organization is performing poorly on other aspects since time is very important if any organization is to accomplish its set targets.

Regarding quality maintenance respondents still rated as a low performer on two out of the three items on it. It was only on the item of quality provision where respondents rated as a medium performer (mean=3.39).

Finally, employees in NPA showed that their organization's performance is low on the aspect of number of clients served (overall mean=3.49). However on the aspect of number of clients served in an hour employees showed that their organization's performance is medium (mean=2.85). On the overall, employees showed that ' performance is low as regards the number of clients served.

To get a final picture on the level of performance at NPA, the researcher computed an overall (Grand) mean for all aspects in Table 3, which came out to be 3.49, which confirms that the level of performance at NPA was rated as low.

### **Relationship between Employee selection practices and Organizational performance in NPA.**

The fourth objective in this study was to establish whether there is a significant relationship between the existing employee selection practices and organizational performance in the case of NPA. On this, the researcher stated a null hypothesis that there is no significant relationship between the existing employee selection practices and performance of NPA. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for all aspects of selection and those on performance using the Pearson's Linear Correlation Coefficient, as indicated in table 4 below.

**Table 5**

**Pearson's Linear Correlation Coefficient Test results for Employee  
Selection Practices and Organizational Performance in NPA.**

Variables Correlated	r-value	Sig.	Interpretation	Decision on Ho
Selection Vs Innovation and Creativity	0.934	0.000	Significant correlation	Rejected
Selection Vs Coordination	0.938	0.000	Significant correlation	Rejected
Selection Vs Customer care	0.966	0.000	Significant correlation	Rejected
Selection Vs Task completion	0.953	0.000	Significant correlation	Rejected
Selection Vs Time management	0.955	0.000	Significant correlation	Rejected
Selection Vs Quality Maintenance	0.937	0.000	Significant correlation	Rejected
Selection Vs Number of Clients	0.944	0.000	Significant correlation	Rejected
Selection Vs Performance Index	0.956	0.000	Significant correlation	Rejected

The results in Table 4 indicate that the existing employee selection practices are significantly correlated with all aspects of organizational performance in case of NPA ( sig. <0.05). Results also indicate that employee selection practices are positively correlated with all aspects of organizational performance in NPA ( r-values>0). This implies that an improvement in the selection procedures significantly improves organizational performance as per this study. Basing on these results, the stated null hypothesis is rejected at a 0.05 level of significance. These results lead to a conclusion that an improvement in the selection procedure, for example making it more relevant, transparent and based on merit is likely to improve the performance of NPA by a coefficient of 0.956 (r-value on performance index). Although all aspects of performance are significantly correlated with selection practices, the most important one is the aspect of customer care where an improvement in selecting say a customer care personnel is likely to improve customer care services by a coefficient of 0.966. This is followed by time management (r=0.955), task completion (r=0.953) and so on.

To get a picture on how each selection practice affects organizational performance, the performance index was regressed against all the seven aspects on selection, results of which are indicated in table 5 below;

**Table 6**

**Regression Analysis between the Organizational Performance Index and Aspects of Employee Selection in NPA.**

Variables Regressed	Adjusted R <sup>2</sup>	F-value	Sig.	Interpretation	Decision on Ho
Selection Vs Performance	.985	1366.868	0.000	Significant effect	Rejected
<b>Coefficients</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>		
(Constant)		-3.932	.000	Significant	Rejected
Application	.562	7.128	.000	Significant	Rejected
Pre interview	-.526	-8.034	.000	Significant	Rejected
Final interview	-1.157	-11.468	.000	Significant	Rejected
Formal Employment Testing	.472	3.980	.000	Significant	Rejected
Medical Examination Tests	.544	8.126	.000	Significant	Rejected
Reference Checking	.575	9.593	.000	Significant	Rejected
Final approval	.659	6.134	.000	Significant	Rejected

The Linear regression results in Table 5 above indicate that all the seven aspects together significantly affects organizational performance ( $F=1366.868$ ,  $\text{sig.}=0.000$ ). The results indicate that all the seven aspects of selection included in the regression model contribute over 99% towards variations in organizational performance in case of NPA (Adjusted  $R^2=0.985$ ). The coefficients section of this table indicates the extent to which each of the seven selection aspects affect performance and this is indicated by Beta values. For example, of all the seven, final selection procedures or practices have the biggest impact with a beta value of 0.659, suggesting that final selection practices alone contribute over 66% towards variations in organizational performance. This is followed by reference checking

(Beta=0.575) and so on. This means that while organizations like NPA are required to improve their selection procedures, they should put more attention on the final approval, reference checking, application forms procedure and medical examination tests.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **FINDINGS**

This study set to find out the relationship between employee selection procedures on organisational performance in organization Juba - Southern Sudan programme. It was guided by four specific objectives, that included determining the i) relationship between employee skills and organization performance; ii) examining relationship between employee application form procedures and organization performance in NPA ; iii) the To determine relationship between employee preliminary interview, experience, knowledge and organization performance in case of NPA; and iv) the relationship between employee's selection practices and organization performance .

Data analysis using SPSS's descriptive statistics showing means showed that the following employees selection procedures are unsatisfactory; i) preliminary interview selection procedure (mean=3.67); ii) Formal employment testing procedures (mean=4.12); iii) Reference Checking procedure (mean=3.97); and iv) Final approval (mean=4.05). The following aspects of employee selection were found to be fairly satisfactory; v) employee application forms selection procedure (mean=2.77); and vi) final selection interview procedure (mean=3.27). Only one aspect of employees selection procedures was found to be done satisfactory and this was on vii) Physical or Medical examination procedure (mean=2.30). The overall mean index for all the seven aspects was found to be unsatisfactory (overall mean=3.45). None of the seven was found to be satisfactory or very satisfactory.

Results also indicated that the performance of NPA is low for all the aspects of performance included in this study, such as; i) Innovation and creativity (mean=3.48); ii) Coordination (mean=3.69); iii) Task completion (mean=3.43); iv) Time Management (mean=3.60); and v) Quality maintenance (mean=3.61).

Performance was rated medium for only one aspect and this was on number of clients served (mean=2.85).

Results using Pearson's Linear Correlation Coefficient found that employee selection practices in NPA are significantly and positively correlated with the following aspects of performance; i) Innovation and Creativity ( $r = 0.934$ , sig. = 0.000); ii) Coordination ( $r = 0.938$ , sig. = 0.000); iii) Customer care ( $r = 0.966$ , sig. = 0.000); iv) Task completion ( $r = 0.953$ , sig. = 0.000); v) Time management ( $r = 0.955$ , sig. = 0.000); vi) Quality Maintenance ( $r = 0.937$ , sig. = 0.000); and vii) Number of Clients ( $r = 0.944$ , sig. = 0.000).

Regression analysis results indicated that of all the seven aspects of employee selection practices, the aspect of final approval (Beta=0.659), by reference checking (Beta=0.575), application forms procedure (Beta=.562) and Medical Examination Tests (Beta=0.544) have a bigger effect on organizational performance compared to the rest. On the overall, all the seven aspects of employee selection practices explain almost 99% towards variations in the performance of NPA.

## CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study objectives above.

Basing on the findings of the fourth objective, the researcher concludes that employee selection practices in NPA are still unsatisfactory in general so they all need improvement. The most unsatisfactory is formal employment testing procedures and this is followed by the final approval procedure.

From the findings of the third objective, the researcher concludes that the level of performance of NPA is still low and this is so partly because of the unsatisfactory selection procedures used in this organization. The worst aspect of performance is customer care, coordination and time management. Since these



are critical aspects of any organization they explain why the general performance of is poor.

As for the findings of the fourth objective, results indicated a positive significant relationship between all the seven aspects of selection and all aspects of organizational performance, leading to a conclusion that the more transparent selection processes are in an organization and the more prospective employees of an organization are selected basing on merit, the higher will be the general performance of the organization and vice versa.

From the regression analysis results, the findings showed that all the seven aspects of employee selection together contribute over 98% towards variations in organization ('s) performance and this led to conclusion that an improvement in employee selection practices of an organization like by one percent is likely to increase its performance by 0.985%, which is almost a one to one contribution. Thus if NPA wants to increase its performance it must understand that the more employee selection procedures are improved there in NPA, the more performance will be improved and vice versa.

Even though all selection procedures and practices when taken together influence significantly the performance of an organization, not all the seven aspects affect performance equally. Some affect it more than others and for this particular study, the researcher concludes that the most important aspect of selection is the final approval step. Even though all other steps may be conducted well, if the final approval is not done with much care the selected employees may not contribute much towards improving organizational performance.

## RECOMMENDATIONS

This section deals with recommendations arising from the study findings and conclusions, following the study objectives and hypothesis;

Basing on the findings of the second objective, the researcher recommends that if the performance of NPA, Juba - Southern Sudan programme is to be improved, the following should be done;

a) There is need for management of NPA to improve the employee application forms selection procedure so as to ensure that workers with more performance abilities are selected. For example the application forms should ask for employee abilities, qualifications, specializations and experiences and ensure that the information put on the application form is relevant to the job one is applying for. The scrutiny process should also be made fair to enable the bank acquire the best performing employees.

Basing on the findings of the second hypothesis, the researcher recommends that if employee performance in NPA, Juba - Southern Sudan programme is to be improved, the following should be noted as regards to the job interview procedure of selection;

a) The management of NPA should try to improve the employee interviews selection procedure so as to ensure that workers with more performance abilities are selected. For example, there should be both preliminary and final selection interviews. In the preliminary interviews, workers should be asked about company profile, the profile of the job they are applying for, examine their morale and confidence, their technical abilities, their written and oral abilities and other questions relevant to the respective jobs. Where possible final interviews should be face-to-face and panel based. The questions asked should not be very hard nor very easy, should be clear not ambiguous and should be designed from the job aspects one is applying for.

Basing on the findings of the fourth objective, the researcher recommends that for employee performance in NPA to be improved, the following should be noted as regards to formal employment testing procedure of selection;

a) Organizations like NPA should put their focus on other ways of screening the best employees and should not over-rely on formal test. For example examining employee traits, abilities, likes and dislikes, capacity to learn, intelligence levels and performance or achievement using formal tests should be done in other ways other than formal test. For example, practical tests relating to these aspects may be used.

Also basing on the findings of the fourth objective, the researcher recommends that if NPA is to select employee with high performance abilities, the following should be noted as regards to Physical examination and Reference checking procedure of selection;

a) Organizations like NPA should put their focus on other ways of screening the best employees other than over relying on physical examination and reference checking. For example, information on employee disabilities, their feelings over organizational legal issues, health and safety policies and information from their referees, may not help select good workers and so NPA should not over rely on.

### **Areas for Further Research**

In the due process of writing this thesis, the researcher could not tackle all the problem areas under selection process and organization performance and this therefore leaves a lot to be researched on especially in areas like tests used in selecting new employees, types of interviews used in sieving out the best applicants, linkage between recruitment and selection, selection policies and legal issues in selection process. Therefore, a compressive study by anyone who might be interested in investigating more about selection process is recommendable in the fore mentioned topics highlighted by the researcher.

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## APPENDIX I TRANSMITTAL LETTER



**KAMPALA  
INTERNATIONAL  
UNIVERSITY**

Ggaba Road - Kansanga  
P.O. Box 20000, Kampala, Uganda  
Tel: +256- 41- 266813 / +256- 41-267634  
Fax: +256- 41- 501974  
E- mail: admin@kiu.ac.ug,  
Website: www.kiu.ac.ug

### OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

May 23, 2011

Dear Sir/Madam,

**RE: REQUEST FOR AHAM EDWARD KANUTO MBA/20058/82/DU  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration (Human Resource).

He is currently conducting a field research of which the title is **"Employee's Selection and Organization Performance in Norwegian Peoples Aid (NPA) Organization Juba Southern Sudan."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

*for*   
**Mr. Malinga Ramadhan**  
**Coordinator**  
**Business and Management, (SPGSR)**

**APPENDIX II**  
**INFORMED CONSENT**

I am giving my consent to be part of the research study of Mr. Aham Edward Kanuto that will focus on Employee's selection and Organization Performance in NPA Organization-South Sudan.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date \_\_\_\_\_

**APPENDIX III**  
**RESEARCH INSTRUMENTS**

**QUESTIONNAIRES FOR EMPLOYEES AND MANAGEMENT**

**SECTION A: FACE SHEET: DEMOGRAPHIC CHARACTERISTICS OF THE  
RESPONDENT**

Gender (Please tick):

(1) Male\_\_\_\_\_

(2) Female\_\_\_\_\_

Age\_\_\_\_\_

**Level of Education (Please Specify)**

(1) Certificate\_\_\_\_\_

(2) Diploma \_\_\_\_\_

(3) Bachelors \_\_\_\_\_

(4) Masters \_\_\_\_\_

**Length of Service (Please Tick):**

\_\_\_\_(1) Less than/Below one year

\_\_\_\_(2) 1- 2yrs

\_\_\_\_(3) 3-4yrs

\_\_\_\_(4) 5-6yrs

\_\_\_\_(5) 7 years and above

Type of employment

Manager\_\_\_\_\_

Administrator\_\_\_\_\_

Employee\_\_\_\_\_

## **SECTION B: LEVEL OF SELECTION PROCEDURES USED IN NPA**

Please indicate the extent to which you agree or disagree with the following aspects regarding employee selection procedures in NPA. Answer Key 1 = strongly agree; 2 = Agree; 3 = Not Sure, 4 = Disagree; 5 = strongly disagree

### **B1. Employee application forms selection procedure**

- \_\_\_\_(1) All new coming employees in NPA must fill application blanks.
- \_\_\_\_(2) You filled a job application form to access this job
- \_\_\_\_(3) The job application form you filled asked for your abilities
- \_\_\_\_(4) The job application form you filled asked for your qualifications
- \_\_\_\_(5) The job application form you filled asked for your specialization
- \_\_\_\_(6) The job application form you filled asked for your experience
- \_\_\_\_(7) The job application forms asked for time you are available
- \_\_\_\_(8) You believe your application forms were scrutinized fairly (merit)
- \_\_\_\_(9) The items of the form were relevant to my job

### **B2 Preliminary interviews selection procedure**

- \_\_\_\_(10) You did a screening interview before you accessed this job
- \_\_\_\_(11) The screening interviews examined your appearance
- \_\_\_\_(12) The questions in screening interviews were related to your job
- \_\_\_\_(13) In the screening interviews they asked about the company profile
- \_\_\_\_(14) In the screening interviews they asked about your job profile

### **B3 Final selection interviews**

- \_\_\_\_(15) You did a final selection interview before you accessed this job
- \_\_\_\_(16) The final interviews you did examined your technical abilities
- \_\_\_\_(17) The final interviews you did were only oral
- \_\_\_\_(18) The final interviews you did were only written
- \_\_\_\_(19) The final interviews you did were both written and oral

- \_\_\_\_(20)You believe the final interviews you did were fair
- \_\_\_\_(21)Questions in the final interview were related to your job
- \_\_\_\_(22)The final interviews you did were face-to-face and panel based
- \_\_\_\_(23)The final interviews you did were individual based
- \_\_\_\_(24)The final interviews you did were telephone based
- \_\_\_\_(25)The questions in final interviews you did were very easy
- \_\_\_\_(26)The questions in final interviews you did were very hard
- \_\_\_\_(27)The final interview questions you did were not clear & inaccurate

#### **B4 Formal employment testing procedures**

- \_\_\_\_(28)You did a formal selection test before accessing this job
- \_\_\_\_(29)The formal selection test you did examined your traits
- \_\_\_\_(30)The formal selection test you did examined your abilities
- \_\_\_\_(31)The formal selection test you did examined your likes and dislikes
- \_\_\_\_(32)The formal selection test you did examined your capacity to learn
- \_\_\_\_(33)You did an intelligence test to access this job
- \_\_\_\_(34)You did a performance or achievement test to access this job
- \_\_\_\_(35)You did a cognitive ability test to access this job
- \_\_\_\_(36)You did an aptitude test to access this job
- \_\_\_\_(37)You did a personality test to access this job
- \_\_\_\_(38)The final selection test you did was relevant to my job

### **B5 Physical or Medical examination procedure**

\_\_\_\_(39) You did a health/medical fitness test before you accessed this job

\_\_\_\_(40) The health/medical examination you did involved disabilities tests

\_\_\_\_(41) The health examination you did examined health & safety issues

\_\_\_\_(42) The health/medical examination you did was relevant to your job

### **B6 Reference Checking procedure**

\_\_\_\_(43) You were asked for referees before you accessed this job

\_\_\_\_(44) Your referees were contacted to give information about you

### **B7 Final approval**

\_\_\_\_(45) You were given an appointment letter before you started this job

\_\_\_\_(46) You believe the final selection and short listing of employees in NPA is fair and merit based

\_\_\_\_(47) Your appointment letter for this job clearly mentioned your post, rank, salary scale, commencement date and other terms and conditions of work

\_\_\_\_(48) Your appointment letter for this job clearly mentioned special conditions such as hours of work, holidays, bonuses and fringe benefits.

\_\_\_\_(49) Your appointment letter for this job had a provision for job acceptance

\_\_\_\_(50) In NPA, unsuccessful job applicants are always notified through letters or phone calls

\_\_\_\_(51) In NPA, new employees are always well introduced in the organisation to all old workers

\_\_\_\_(52) In NPA, new employees are always introduced to activities they are supposed to do

\_\_\_\_(53) In NPA, there are clear follow-ups for new employees.

\_\_\_\_(54) In NPA, the management or supervisor's always check-up on the progress of new employees

## **SECTION C: LEVEL OF ORGANISATIONAL PERFORMANCE**

Please indicate the extent to which you agree or disagree with the following aspects regarding NPA performance. Answer Key 1 = strongly agree; 2 = Agree; 3 = Not Sure; 4 =Disagree 5 = strongly disagree

### **C1 Innovation and creativity**

- \_\_\_\_(1)The level of innovativeness in NPA is high
- \_\_\_\_(2)The level of creativity in NPA is high
- \_\_\_\_(3)The level of problem solving at work in NPA is high

### **C2 Coordination**

- \_\_\_\_(4)The level of coordination of activities in NPA is high
- \_\_\_\_(5)The level of cooperation among employees in NPA is high
- \_\_\_\_(6)The level of public confidence in the activities of NPA is high

### **C3 Customer care**

- \_\_\_\_(7)In NPA, customers are treated very well
- \_\_\_\_(8)The speed in responding to clients needs & complaints is high
- \_\_\_\_(9)The dedication to improve customer service is high
- \_\_\_\_(10)In NPA, the speed in serving clients is high
- \_\_\_\_(11)In NPA, the quality of services to customers is very good

### **C4 Task completion**

- \_\_\_\_(12)The level of task completion in NPA is high
- \_\_\_\_(13)In NPA, tasks are always completed on time
- \_\_\_\_(14)In NPA, all the relevant tasks are completed with quality

### **C5 Time Management**

- \_\_\_\_(15)In NPA, all tasks and activities are well time tabled
- \_\_\_\_(16)In NPA, there is a clear schedule showing activities to do & when
- \_\_\_\_(17)In NPA, most activities are always completed on time
- \_\_\_\_(18)In NPA, you have clear time saving measures
- \_\_\_\_(19)In NPA, planning of all activities is done in time
- \_\_\_\_(20)In NPA, decisions are always made quickly without delay
- \_\_\_\_(21)In NPA you always meet deadlines and appointments

### **C6 Quality maintenance**

- \_\_\_\_(22)In NPA you provide quality services to clients
- \_\_\_\_(23)In NPA you provide error free services
- \_\_\_\_(24)In NPA you provide services that satisfy customer needs

### **C7 Number of clients served**

- \_\_\_\_(25)The number of clients you serve each day are so great.
- \_\_\_\_(26)The number of clients you serve in an hour are less
- \_\_\_\_(27)The total number of clients you serve in a month are over 200.

## CURRICULUM VITAE

Aham Edward Kanuto

P.O BOX 45

UNICEF, Sudan.

**Phone no:** +249126935761/ +256477124148

**E-mail:** ahameddy@yahoo.com/aedward@unicef.org.

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### PERSONAL INFORMATION

**Name :** *Aham Edward Kanuto*  
**Nationality :** *Sudanese*  
**Date of birth :** *02<sup>nd</sup> Febuary1979*  
**Gender :** *Male*  
**Marital status :** *Married*  
**Religion :** *Christian*  
**Languages :** *English and Arabic (proficient – both oral and written)*  
**Profession :** *Administration*

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### EDUCATIONAL BACKGROUND

**2009- May 2011:** Kampala International University

Master's degree in Business Administration

Specialising in Human Resources Management.

**2003 – 2006 :** Kampala International University, Business School of  
Management

Bachelor of Art – Human Resources Management

**Grade attained: Upper Second Class Honours**



**2001-2002 :** International Centre for Tourism and Foreign  
Languages-Nairobi-Kenya.  
Diploma in Public Relation.

**1999 – 2000 :** Bombo High School, Luwero District  
Uganda Advance Certificate of Education (UACE)

**1995 – 1998 :** Katikamu Secondary School, Luwero District  
Uganda Certificate of Education (UCE)

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## **PROFESSIONAL EXPERIENCE**

**Jan. 2008 to Date: *Human Resource Assistant -UNICEF Juba Head Office.***

### **Responsibilities**

- Support HR Manager in promoting equity, transparency and consistency in the interpretation, determination and administration of international and local conditions of service, terms of employment, benefits and allowances in accordance with UNICEF regulations and rules. Advise management and staff on correct interpretation and application of HR policies and procedures and provide counselling as required. Coordinate with relevant Government ministries and other appropriate local institutions to ensure the processing of international staff conditions of service, entitlements and privileges in country.

- Support the office's administrative and technical needs for professional officers, general service and temporary staff by implementing and administering effective and speedy recruitment procedures. Ensure organizational targets (geographic distribution, gender, etc.) are met while not compromising on the recruitment and retention of national staff of the highest calibre. Team with supervisors in the recruitment process to ensure integrity and merit in all selection procedures while supporting the needs of managers and goals of diversity. Promote equity, transparency and consistency in the selection and placement of staff.
- Ensure appropriate and timely actions for renewals of contracts, promotions, within-grade increments, and performance evaluations. Develop and implement plans, including timetables, for contract reviews, renewals and terminations; ensures timely notice to staff.
- Implement and administer the fair, equitable and systematic GS classification in compliance with the established standards and procedures as well as the classification principle of equal pay for work of equal value by ensuring all job descriptions are current and duly classified. Make recommendations on the organizational structure of the office and effective utilization of human resources (HR).
- Enhance staff's job performance by supporting the identification of training needs, preparation of training proposals and arranging for implementation and evaluation of training. Provide HR training and support as required in country, including at sub-office locations.
- Provide orientation briefing to newly arrived staff Promote a rational and attainable career management system to meet the office's current and future needs.
- Monitor potential staff – management issues; provide advice to managers/supervisors on appropriate approach to be used in sound performance management and in counselling staff. Serve as technical

resource and provide administrative support to and management. staff-management bodies such as SAP, APC.

- Contribute to the budget preparation and review process through an analysis of staffing pattern and needs of the office. Participate in management meetings affecting HR planning

**January-December 2007: Assistant *Human Resource Officer-Skills for Southern Sudan Nairobi-Kenya***

**Responsibilities**

- Maintain and updating official status file and international and consultants in accordance with the Skills standards filling system.
- Responsible for updating various HR statistics, including but not limited to staff lists, special staff agreement lists.
- Arranging the requisite documentation necessary for international personnel and national officials recruitment processes (interviews, reference checks, advertising).
- Following up on all contractual status and ensures appropriate and timely actions for renewal and contracts, within-grades salary increments and extension of the contracts, completion of P&P generated reports in the system.
- Responsible for briefing and orienting of local staff on entitlement- related issues and be responsible for proposing actions with regard to request for home leave, family leave/visit, education grant and travel, Facilitate timely medical examination required for international staff on appointments, transfers and / on extensions.
- Maintaining attendance and leave record of all staff which includes information on the applicability of R&R and calculation of hazards pay as per Skills policy.

- Carries out filing on a daily basis within area of responsibility plus any other duty assigned by the supervisor, Assist in the timely enrolment and withdraw in pension fund.
- Preparing for contract review committee.
- Preparing and issuing letter of appointment to new staff and contract extension for old staff during the availability of funds, preparing payment request for a staff regarding his/her entitlements. For example DSA or Relocation grand.

***January-August 2005: Administrative Officer– Norwegian People’s Aid  
(Yei Sudan)***

**Responsibilities**

- As functional focal person, accountable for the correct and consistent application of policies and procedures in the assigned administrative functions through the provision of guidance and support to the country office or sub office where applicable.
- Contributes to strategic planning and monitoring of administrative matters at country/sub-country level as necessary. Provides practical input on implementation of administrative guidelines, in close coordination with the head of office, operation staff/ supervisor.
- Support the supervisors and the head of the office, and updates staff on administrative policies, procedures rules and regulation. Implements the appropriate application and interpretation of administrative rules, regulations, policies and procedures. Briefs and assists arriving and departing staff on basic administrative procedures and requirements.
- Makes specific recommendations on the improvement of systems and internal controls, planning, restructuring and resolution of sensitive issues,

taking into account the prevailing conditions in the locality.

- Keeps supervisor abreast of potential problem areas, and identifies and recommends solutions. Prepares reports on administrative matters as required.
- Provides administrative support and services to sub-country (zone) offices and out-postings, where applicable, including preparation and funding of service contracts, preparations of PGMs for all administrative supplies and guidance on administrative procedures.
- Undertakes missions to field locations to review administrative arrangements and makes appropriate recommendations where applicable.
- Recommend and prepares estimates on office premises, supplies and equipment requirements for budget preparation purposes. Assists zone offices in the establishment and maintenance of administrative services. Prepares monitors and controls the administrative budget.
- Undertakes delivery and improvement in administrative support and office services including space management, transport services, vehicle use and maintenance, equipment, conference and travel arrangements, document reproduction, communications, mail and delivery services, local procurement and bill payments of utilities.
- Ensures the timely and cost-effective provision of basic office services including space management, equipment, communications and security to enhance staff safety and productivity.
- Collaborates on the development of training activities to ensure effective performance in administrative services management. Implements effective staff learning and development programme activities for capacity building. Helps organize workshops for staff's competency building, and staff learning and development.

As required, under direction of the supervisor, collaborates with other agencies, local authorities and implementing partners on administrative matters including information exchange and harmonization.

- Performs any other duties and responsibilities assigned as required.

Gained real experience in coordinating different interest groups; this experience pointed to my future career in human resource management.

**2004-2006: Logistic and Administration Officer-*Manna Sudan Eastern Equatoria.***

**Responsibilities:**

- Support logistics/supply planning through coordination with Operations/Programme Sections. Provides technical support in preparation of appropriate documents, and input on specifications and supply and logistics arrangements, facilitating cost-effective efficient procurement, clearance, storage and distribution of supplies and equipment to project sites, in support of the country programme implementation.
- Assist in the Country Programme strategy planning review to recommend on supply requirements and to provide support in the preparation of Plan of Operations and Plans of Action.. Assist in the implementation of supply/logistics component of the Country Programme, including systems for storage and distribution of supplies to all project sites.
- Maintain effective working relations and contact with the Supply Division, Nairobi, to confer on supply procurement and shipping policies and procedures. Advise the country office on policies and procedures impacting on offshore and local procurement and delivery. Maintain link with Nairobi on translational shipments, deliveries, claims and appropriateness of

supplies.

- Act as secretary and adviser to the CRC. Establish and maintain a system of contact with customs and port/airport authorities at national ports of entry on the clearance of Manna supplies, in keeping with established protocol.
- Supervise the staff in preparation of appropriate documentation: cash and supply requisitions, purchase orders, CRC submissions etc.
- Participate in the preparation/compilation of the supply status reports required for donor reports, budget reviews, programme analysis, annual reports, appeals, etc.
- Plan, design and conduct training for Manna's staff/consultants and counterparts in supply management, customs clearance, distribution and inventory of supplies and equipment in order to improve supply delivery.
- Assists in the identification of training needs and plan training activities in supply administration for Manna's staff/consultants and counterparts, to improve supply delivery.
- Undertake field visits to project sites and monitor inventory and supply inputs. Proposes corrective actions to improve logistical procedures.
- Conduct local procurement through issuance of tenders, bid adjudication and contract management Identify and recommend potential local suppliers. Maintain data on and evaluate local supply sources' overall performance, (competitive pricing, product quality and timely delivery). Assess supply operations and control mechanisms and propose appropriate actions.
- Monitor progress of offshore and/or regional procurement through regular contacts with the Action Office(s).
- Communicate and report quality issues with respect to supplies and/or service agreements.

- Coordinate with the Programme Section on supply planning, providing technical support on procurement specifications and supply administration as well as providing advice on supply requirements in the development of the supply component of the Country Programme.
- Team with the Programme Section and other members of the Operations Section to facilitate procurement as well as efficient customs clearance, storage and distribution of supplies and equipment.

***June-Sept 2006: School Administrator – Arnald Primary School Uganda.***

**Responsibilities:**

- Enhanced the capacity of civil society to execute and own programs that ensure children's protection and development as enshrined in local and international instruments.
- Coordinated and strengthened the activities of the community based child support structures through training/capacity building and practical support to the implementation of programs in the School area of operation.

***July 2007 – Jan 2008: Senior Administrative Assistant.-HIV/AIDS Commission (GOSS)***

**Responsibilities:**

- Field visit and administering questionnaires for the study village household survey.
- Translating data collection instruments into local dialect
- Facilitating the training exercise for fieldworker team
- Organizing and supervising household survey data collection in the study site
- Counter-checking, editing and proofreading questionnaires for completion and data quality.



- Managing and controlling Focussed Group Discussions (FGDs) and individual in-depth interviews
- Transcription and typing of group discussions and in-depth interviews
- Analysis and interpretation of qualitative data (transcriptions and observations)
- Preparing program data and summary reports.
- Data entry and preliminary analysis of data
- Accountable for all tools, equipment and supplies issued for data collection
- Community Health Education in control and prevention of HIV/AIDS and its impact on OVCs, widows and PLWHAs.

***Feb-March 2004: Intern Assistant Community development Officer – Diocese of Torit.***

**Responsibilities:**

- Capacity building for teachers and CBOs on gender and development mainstreaming.
- Support visits to CBOs and community groups/associations.
- Monitoring and reviewing activities of women groups.
- Mobilising and facilitating community dialogues.
- Sensitising youth on sex education, HIV/AIDS/STIs.

***Jan-Sept 2003: Community Liaison Officer: DUCOW-Southern Sudan Torit***

**Responsibilities:**

- Mobilisation and sensitisation of community on HIV/AIDS and STDs/Is, adaptive research for Torit profile.
- Identification, selection and management of life skill centres, liason between the Project, CBOs, Communities, and local authorities.

- Developing strategies and preparation of periodic work plans.

**Aug-Sept 2006: Assistant Head of Gender and Development: MANNA  
Sudan-Ikotos Office South Sudan.**

**Responsibilities:**

- Evaluation and review of the community's projects
- Assisted in formation and training of Community Based Organizations.
- Community capacity building through training of community own resource persons
- Community mobilization and sensitization to address the rehabilitation and development needs of vulnerable groups in the urban slum.
- Lobbying for funds for the CBOs through proposal writing.
- Conduct needs assessment on Gender and Development aspects,
- planning and carrying out support visits to CBOs and community groups,
- organizing, conducting and facilitating community workshops.

**GENERAL WORK EXPERIENCE**

**December 2004**

Facilitated the World's Day for Persons with Disabilities in Torit state, under the supervision of the Torit Dioceses Church.

**Mar. 2001**

Conduct training on awareness of HIV/AIDS to the youth of the states which had attracted hundreds of young men and women around the state.

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## **TRAINING AND WORKSHOPS ATTENDED**

- **01 Sept 2011:** Certificate in Orientation to IPSAS, online training UNICEF. HQs
- **01 Sept 2010:** Certificate in Accounting for Employees benefits, online training UNICEF. HQs
- **01 Sept 2010:** Certificate in Accounting for Property, plant and Equipment, online training UNICEF HQs
- **11 Sept 2009:** Certificate in running stress-management workshops with cross-cultural groups. Headington Institute
- **02 Aug 2009:** Certificate in Understanding and addressing vicarious Trauma. Headington Institute
- **13 Aug 2009:** Certificate in Managing upwards- how to influence and persuade others UNICEF.
- **05 Aug 2009:** Certificate in Principle Approach to Humanitarian Action UNICEF.
- **04 Aug 2009:** Certificate in Inter-agency on a core concepts of the MDGS UNICEF.
- **30 July 2009:** Certificate in Managing UNICEF's Business Practices Making Proms work for you UNICEF.
- **29 July 2009:** Certificate in Performance Coaching and Feedback UNICEF.
- **29 July 2009:** Certificate in Managing Project Communications UNICEF.
- **27 July 2009:** Certificate in Performance Planning and Objective Setting UNICEF
- **25 July 2009:** Certificate in Excelling as a supervisor UNICEF.
- **03 July 2009:** Certificate in Trauma and critical incident care. Headington Institute.
- **10 June 2009:** Certificate in understanding and coping with traumatic stress.

- **20 Oct 2008:** Certificate in Program Manager System (ProMS) UNICEF Juba
- **12 Feb 2008:** Attended a training on fire safety plan UNICEF South Sudan.
- **31-Jan- 2008:** Certificate in basic security in the field UNICEF South Sudan.
- **1st-Feb-2008:** Certificate in advanced security in the field UNICEF South Sudan.
- **21-Feb-2008:** Certificate in UN Prevention of harassment, Sexual harassment and abuse of authority in the work place.
- **05 May 2009:** Certificate in Stress and stress-management for national staff.
- **15 Feb-2008:** Certificate in Specific UN security in South Sudan at United Nation Mission in South Sudan (UNMISS).
- **May 2007:** Attended SKILLS' staff training for Administrative Skills workshop.
- **June 2005:** Attended Workshop on peace and reconciliation between Sudanese communities in kiryandongo Refugees settlement camp.
- **March 2004:** Attended a conference on peace building in ikotos.

## **POSITIONS OF RESPONSIBILITY**

- **2005-2006,** elected as Chairperson Kampala international University Human Resource Club.
- **2006,** elected as Chairperson Electoral commission Sudanese Students' Association in Kampala International University.
- **1996-1998,** elected as Chairperson Sudanese Local government sponsored student's Katikamu Secondary school.
- **1993-1994,** Head prefect Agojo Primary School.

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## **FUTURE CAREER OBJECTIVES**

### **Short – term**

To work in situations calling for total dedication, creativity, and commitment; and seek opportunities to further my career and benefit the community and the nation at large in my duties as a competent Assistant Human Resource Officer.

### **Long – term**

To work in a key position and get a chance to lead a progressive organisation in making it competitive, viable and profitable. Hence, my vision is to play a leading role in conduct and discipline provision and set up standards of performance, mould a strategy and objectives, and execute programs to ensure efficiency and profitability.

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## **SKILLS AND EXPERTISE:**

- Computer literacy: Ms Office, SPSS, EPI Info, EPI Data, CSPro
- Project management, monitoring and evaluation
- Proposal development
- Research/Report writing/Data management and analysis
- Hands-on experience in and Community Based projects (sensitization, facilitation and training).
- Good communication and analytical skills, ability to learn and adjust fast
- Participatory learning approaches

## **AVAILABILITY**

I am ready to attend an interview the soonest possible.

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## **REFEREES**

### **1. Mr. Ikuru Vigilio Benard**

Administrative Assistant.

UNICEF Head Office Juba

**Email:** [vbceaser@unicef.org](mailto:vbceaser@unicef.org)

[viglioideng@hotmail.com](mailto:viglioideng@hotmail.com)

### **2. Mr. John Yuggu Tileyi**

Education Specialist

UNICEF Juba **South Sudan.**

**Email:** [jtyuggu@unicef.org](mailto:jtyuggu@unicef.org) [jyuggu@yahoo.com](mailto:jyuggu@yahoo.com)

**Tel: +256477193055/ +249120192652**

### **3. Mr. Anthony Milla Taban**

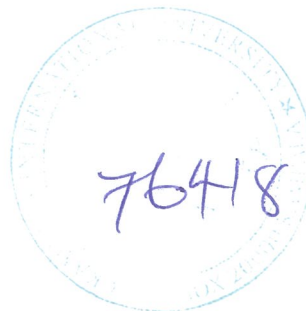
WES Officer

UNICEF- Area Programme.

**E-mail:** [amtaban@unicef.org](mailto:amtaban@unicef.org),

[millatab@yahoo.co.uk](mailto:millatab@yahoo.co.uk),

Tel: 0477107537/ 0925309772.



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