Assessment of Recruitment Methods and Employees' Performance in local Governments, Karamoja Sub Region, Uganda

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Abstract: **Leadership is a pertinent organizational consideration which provides direction, strategies and motivation of employee towards the attainment of the desired organizational objectives. The purpose of the study was to assess the assessment of Recruitment Methods and Employees' Performance in local Governments, Karamoja district Sub Region, Uganda. Data were collected using questionnaires and interviews. Data was analyzed at both uni-variate and bi-variate levels using frequency counts means, standard and PLCC which were supplemented by narrative analysis of qualitative data. The objective was to examine the recruitment methods and the leadership styles used in local governments in Karamoja Sub Region. Anchored on Fiedler's leadership theory and Barney's Resource Based View, the study hypothesized that $H0_1$: there is no significant relationship between recruitment methods and employee performance in local governments in Karamoja sub-region. The study adopted a descriptive cross-sectional survey design. The regression results show ($R_2 = 0.2695$) indicating that a unit change in recruitment attracts 27% change in performance. This means that the variance in work performance of employees in local governments can be predicted from recruitment. This study indicated that recruitment significantly predicts the level of performance of employees in local governments. The null hypothesis that there is no significant relationship between recruitment and employee performance in local governments in Karamoja sub-region of Uganda was thus rejected. The study recommended that the Ministry of local government, in collaboration with the Local public service commission should continuously update and widen the guidelines for recruitment and to enable attracting of a large pool from which the best can be selected; and for ministry to monitor the DSC to ensure effectiveness of recruitment where there are no external influences.**

Keywords: **Recruitment Methods and Employees' Performance.**

I. INTRODUCTION

Currently organisations and employers of different categories give a lot of attention in ensuring that they acquire appropriate human capital having realized that employee are the most valued asset in a work place. It is the individual performance of employees that will converge to form the overall performance of the organization (Zirra, ogbu and Ojo, 2017). Recruitment as a human resource management function is one of the activities that impact critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect employee performance which in turn affects organizational performance and limits goal achievement, it is taking a long time for public sector in many jurisdictions to spot and apply new and effective hiring strategies. Acquiring and retaining high-quality talent is critical to organization's success (Amony, 2010). In the number of public agencies and authorities, due to retirements and other reasons, they are faced with the problem of identifying and selecting the best staff to fill vacancies left.

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short- and long-term interests. It is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) cited in Davidson (2010) defined recruitment as a process of attracting a pool of high-quality applicants so as to select the best among them. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved (Yiga and Wandiba, 2016).

The term is also conceptualized "as a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it" (Noe *et al*, 2003). To bring out better results, recruitment has to be well planned and operationalised (Maicibi, 2007). The success of a recruitment process are the strategies an Organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources (Yiga and Wandiba, 2016).

To Sim (2001) recruitment is defined as the process of discovering, developing, seeking and attracting individuals to fill actual and / or anticipated job vacancies. It has three general purposes to fulfill job vacancies, to acquire new skills and to allow organization growth. There are several factors which influence recruiting efforts, namely. Organizational reputation,

attractiveness of the job, cost of recruiting, recruiting goals and recruiting philosophy (Sims 2002). Organizations project an image to the community and it determines the attractive nature of the company to qualified employees. It is either a potential barrier or a significant advantage depending on the ability of the HR team to effectively advertise its job vacancies. The recruitment industry has four main types of agencies: employment agencies, recruitment websites and job search engines, headhunters for executive and professional recruitment, and niche agencies which specialize in a particular area of staffing (Collins & Han, 2004). Some organizations use employer branding strategy and in-house recruitment instead of agencies. Recruitment-related functions are generally carried out by an organization's human resources staff.

II. LITERATURE REVIEW

In the 1990s, RBV, as a mathematically less complex framework, supplanted utility analysis in the evaluation of possible organization-level benefits of recruitment. Taylor and Collins, (2000) cited in Biztantra and Mosley, (2011) described how recruitment satisfies the five RBV criteria, which might offer a competitive advantage to Organizations. First, recruitment might add value by enhancing labor cost efficiencies and/or spilling over to customer perceptions of the Organization's products or services. Second, recruitment strategy might identify and tap talent that is rare in the labor market. Third, an organization's set of recruitment practices might be such a complex bundle of tactics that it is virtually inimitable. Fourth, recruitment may be a non-substitutable organizational practice to the extent that the recruitment strategy is innovative and idiosyncratic to one organization. Fifth, for maximum leverage, recruitment must be aligned with other HR practices, so that recruitment can support and enhance the benefits of the other HR functions, such as compensation, selection, or performance appraisal.

When these five conditions are met, recruitment would be expected to make a contribution to an Organization's performance (Azeez, 2017). In this study it was considered that human resources constitute a source of advantage because they are a valuable, rare, inimitable and non-substitutable resource Based on the resource-based view, the study hypothesized that $H0_2$: there is no significant relationship between recruitment methods and employee performance in Karamoja sub-region. The stages in recruitment include sourcing candidates by advertising or other methods, screening potential candidates using tests and/or interviews, selecting candidates based on the results of the tests and/or interviews, and on-boarding to ensure the candidate is able to fulfill their new role effectively (Barber, 2008). The most common methods used for internal recruitment are job posting, supervisory recommendations and union hall. Job positing is a mechanism in which vacancies, are publicized through various media such as company newsletter, bulletins, internal memos and the firm's intranet.

Supervisory recommendation is, when a manager simply solicits, nominations or recommendations for the position, from supervisors for whom they are responsible and if any of them

are particularly well suited for the new job opening then the supervisor recommend that individual to the higher-level manager. Union hall is common in organizations that have strong and well-established unions. The mechanism of this approach may be parallel to those of job posting. Job opening will be listed along with application procedures and information is made available to union methods through various channels such as newsletter and bulletins boards (Rajib, 2008).

External recruitment also termed, as outsourcing involves head hunter, where executive consultants poach personnel from other companies by simply calling them and asking them whether or not they want to change companies. The headhunter either calls the company sometimes pretending to be a potential customer, at other times just utilizing their dialogue partner's good will to find out who the people are and therefore interesting employees are and then calls those people or he/she call those people directly to offer them better paid and/or more interesting jobs in other companies (Armstrong, M. (2009).

Other external recruitment methods include the general labour pool which is the labour market from which a firm hires its employees. Also, referrals are utilized in acquiring employees. This involves an individual who is promoted to apply for a position by someone else within the organization. In addition, some people apply directly for available positions within the organization without any pro-active action from the organization (Nankwervis, 2010). An ideal recruitment endeavor will attract a large number of qualified applicants. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy (Adeyemi, Dumade, & Fadare, 2015). It is about ensuring that qualified people are acquired to meet the job needs of an organization.

2. 1. THE NEED FOR RECRUITMENT

Since personnel are valued resources of an organisation, ensuring regular supply of employees is an important consideration Florea, (2014). Compton and Nenkevis (2011) opined that recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers –or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. Recruitment and selection have the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations (Dessler & Williams, 2009).

Mullins (2010) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job.

The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

2.2. THE RECRUITMENT PROCESS

The success or failure for the recruitment practices has a significant impact on the organization's growth and the process should be consistent with the organizational strategy, vision and values. According to Armstrong (2014) the current labor market is making it more difficult for organizations to find, recruit and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. The shortage of applicants makes it all the more important for organization to be able to effectively attract, select and maintain quality candidates. Effective recruitment and selection strategies result in improved organization outcome, hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

Recruitment is the process of finding and attracting capable applicants for employment. People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constitution a significant source of competitive advantage (Holton & Trot, 2006). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work. It is indeed the knowledge, skills and abilities of individuals that create value. Individuals generate, retain and use knowledge and skill (human capital) creating intellectual capital. The human capital theory considers people as assets and stresses that investment in people by organizations will bring worthwhile returns. Armstrong points out that the human capital theory is closely linked to the Resource Based View (RBV) of firms by

Recruitment process is a procedure of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, and screening, short-listing and selecting the right candidate. Recruitment process is the first step in forming a string human resource base. The process goes through a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates. The powers to recruit in most organizations is entrusted in the department of directorate of human resources which ordinarily houses experts in human resource management whose partial responsibility is to ensure that the organization hires and retain qualified personnel in all management and operational positions (Nankervis, 2010).

At local government level in Uganda, the power to recruit is entrusted in the district service commission. According to Nabaho and Kiiza (2018) the right of the district service commission to hire and fire workers were anchored in the 1995 constitution. However, with a constitutional amendment, from 2006 onwards, the powers to appoint civil servants at a higher level were recentralized with the aim of improving accountability and enhancing performance (Manyak and Katono, 2010). This meant creation of a dual recruitment system that operates at two levels. According to Kakumba (2008), Uganda's local government personnel system is manifested in separate and integrated personnel systems.

2.2.1 Recruitment Planning

Recruitment planning is where vacant positions are analyzed and described. A structured recruitment plan must e put in place to attract potential candidates from a pool of candidates. Candidates should be qualified, experienced to take the responsibilities required to achieve organization objectives of (Sim, 2002).
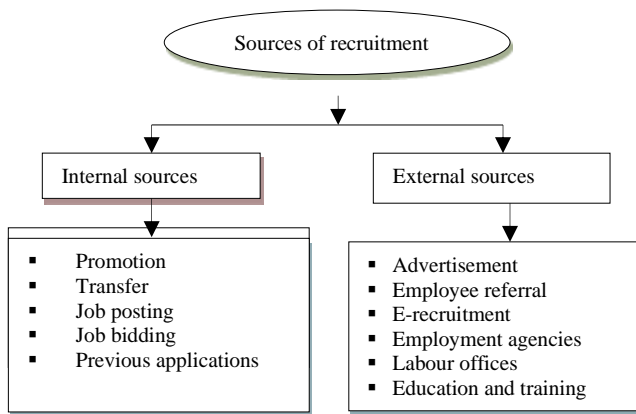
2.2.2 IDENTIFYING VACANCY

The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different department of the organization by the human resource department, which contains number of posts to be filled, number of positions, duties and responsibilities to be performed and qualification plus experience required. When a vacancy is identified, it is the responsibility of the sourcing manager to ascertain whether the position is required or not, permanent or temporary, full-time or part-time. These parameters should be evaluated before commencing recruitment. Properly identifying, planning and evaluating these parameters leads to hiring of the right resource for the team and the organization (Nakayi, 2007).

2.2.3 SEARCHING

Searching is the process of recruitment where the resources are sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching of candidates will be initialized. This process consists of two steps. Once the line manager verifies and permits the existence of the vacancy, the search for candidates starts. The organization selects the media through which the communication of vacancies reaches the prospective candidates (Beardwell, 2007).

Searching involves attracting the job seekers to the vacancies. The sources are broadly divided into two categories: **Internal Sources** and **External Sources**.

Figure: Sources of recruitment

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│ ▪ Transfer           │              │ ▪ Employee referral      │
│ ▪ Job posting        │              │ ▪ E-recruitment          │
│ ▪ Job bidding        │              │ ▪ Employment agencies    │
│ ▪ Previous           │              │ ▪ Labour offices         │
│   applications       │              │ ▪ Education and training │
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Source: Prashant (2009)

2.2.4 INTERNAL RECRUITMENT

Internal recruitment refers to hiring workers through Promotions, Transfers, Internal Advertisements, Employee Referrals and Previous Applicants. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company (Mullins, 2010). Some organizations with powerful equal opportunity policies prefer internal candidates to apply for vacancies on the same footing as external candidates (Wright & Boswell, 2005).

2.2.5 EXTERNAL RECRUITMENT

According to Mullins, (2010); External recruitment is hiring of employees outside the organization. This source is usually used to attract competent applicants into organizations. Usually, organizations assess positions to be filled before choosing the most appropriate method of recruitment.

Screening is part of the recruitment process that helps in doing away with candidates who do not qualify. Here, all candidates received by the due date are screened and those that do not correspond to the requirement stipulated in the advertisement are eliminated (Nel *et al*, 2009). The screening process of recruitment consists of three steps.

Reviewing is the first step of screening candidates. In this process, the resumes of the candidates are reviewed and checked for the candidates' education, work experience, and overall background matching the requirement of the job. While reviewing the resumes, an HR executive must keep some important points in mind, to ensure better screening of the potential candidates. These points are Reason for change of job, Longevity with each organization, Long gaps in employment, Job-hopping and Lack of career progression (Beardwell, 2007).

Selection tests apply to large numbers of recruits as well as where previous experience is used as the basis for predicting performance. Further, tests are part of an assessment procedure Intelligence tests are helpful where intelligence is the ideal measurement of competence. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as computer programming. Personality tests apply where it is not too difficult to obtain quantifiable criteria for validation (White & Willard, 2009). However, the biggest challenge is ensuring that tests contribute to the success of the predictions for which the battery is being used (Davidson, 2010).

Reference checks are regularly done by phone or mail, although most referees are reluctant to respond to certain questions (Mathis & Jackson, 2006). Additionally, they are used to gather information to be used in selecting applicants. Conditional job offers are given in order to check the authenticity of what the candidate provided on the application form (Arvey & Campion, 2010). The researcher perceives references as one of the most popular tools in the selection process.

During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia *et al.,* 2004).

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre-placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis & Jackson, 2006). The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. Evaluation and control involve the assessment of the effectiveness and validity of the process. Therefore, recruitment is a costly process; especially if it is to be thoroughly evaluated (Beardwell, 2007). The costs incurred in the recruitment process include; Salaries to the Recruiters, Administrative expenses and Recruitment overheads, Overtime and Outstanding costs. Jackson *et al.* (2009), recruitment aims at acquiring qualified applicants for the organization. The recruitment plan involves seven steps which includes job analysis, job description, sourcing, short listing, interviews, test, and reference check (Storey (2012). Although there are many variations in practice, a typical process would conform to a number of many faces in sequential order, this is examined in table 2.1 and referred to as each phase is outlined. The degree of involvement depends upon the personnel department of an Organization. The specialist activities outside the supervisors' expertise would either be carried by personnel or by an appropriate consultant within or outside the Organization; the procedure of induction is often considered to be an operational feature of employment and is dealt within organization.

2.2.6 RECRUITMENT, PERSONNEL SYSTEMS, CIVIL SERVICE IN LOCAL GOVERNMENT

There is general belief that decentralization by devolution leads to better delivery of decentralized services. However, countries which started off with decentralization of civil service management models in the 1990s are at present centralizing some aspects of personnel management preparations operating alongside sub–national governments. Civil service (employee management) should be decentralized whenever a country chooses the alleyway of decentralization by devolution (Nabaho, 2012).

Scholars have suggested that decentralization is a spectrum ranging from deconcentration to delegation to devolution. In deconcentration, employees at lower local governments are employees and are accountable to the center, usually through their line ministries. Under decentralization by delegation service providers could be employees of central or local government, but the central government defines conditions of employment. Under devolutions, providers are employees of local government but the central government establishes standards for managing employees (Public service commission, 1999). However, even with devolution, several African countries have opted for a centralized civil service system, operating along with a centralized or unified system for public servants at senior levels (Ministry of public service, 2016). From a conceptual perspective; there are three types of personnel systems for managing providers of decentralized services; integrated personnel system, unified personnel system and separate personnel system (World Bank 2009; Maheshirari, 2011).

In an integrated personnel system, local government comprises of central government civil servants (Nabaho, 2011). The employees of the central and local governments are part of the same service and transfers are possible both between local governments and to departments of central government (Maheshwari 2011). A remarkable feature of the integrated personnel system is that the dichotomy between central government and local government cadres does not exist. The central government appoints and laces officers to local government authorities to meet service delivery needs from the central government pool.

Several arguments have been put across for retaining the management of human resources at the central government level; mostly, the need to enforce minimum standards of qualifications staff, which is important for sectors such as health and education (Aslam *et al,* 2010). He argued that keeping local civil services under the umbrella of central discretion may ensure standardization in working conditions countrywide. Further, local governments in poorer and remote areas may find it difficult competing with richer regions and national coverage of public services may be slowed down.

Public Choice theory adds reasons why the central government is timid to grant local governments autonomy in recruitment and management of employees. Granting administrative autonomy to local governments in recruitment and management of staff implies repositioning of jobs and power, geographically and institutionally. In this perspective, bureaucracies and power holders in the status quo before decentralization, tend to resist human resource management reforms because they may lose stature. This resistance is pronounced where bureaucracies remain with the central executive and political allegiances, (Aslam *et al,* 2010).

Central authorities also recognize decentralizations as an opportunity to appoint a reliable who will tow party principles and thus will willingly design and implement reforms according to national political interests rather than local interests. Jobs are assuring medium for distribution of patronage (World Bank, 2009, 2010). However, the integrated personnel system is not appreciated by local government's leaders because it leads to control from central government and often splits between loyalties of senior officials managing decentralized services: their operational loyalty to local councils and their career loyalty to their bosses at the central government. For stance, where an employee has any ambition for the future, such an employee is not likely to defend the council's interests especially when they clash the ideas of an authority from the central government. Additionally, centralized structures are not able to of fulfill local needs since; incentives rarely exist for central government officials to perceive citizens as their clientele (Nabaho, 2011).

In a separate personnel system, local governments act as autonomous employers (Mitchell, 2009). Ideally, each local government appoints and administers personnel who are not automatically transferable to another jurisdiction (Maheswari, 2011, Nabaho, 2012). The separate personnel frame work is favorable under decentralization by devolution because; it keeps the employee's loyalty to the local government that has the right to hire and fire them. Secondly, staff selected locally are likely to give quicker feedback and articulation since they are appointed to meet their employers' development needs, and proximity would; make the employees more responsive and accountable to their constituents through the elected local leadership (Kakumba, 2008). This is unlikely in integrated personnel systems where a dual allegation is observed especially when it comes to senior officials (Nabaho, 2012).

The separate personnel system requires common arrangement to support the merit principle and establish a link with standards that apply in the national civil service. This is usually achieved by enacting national laws and developing regulations. Further, a separate personnel system does not imply that terms and conditions of service of local government employees are different from those of central government employees (Nabaho, 2012). Section 61(1) of the local government Act (Cap 243) (GOU, 1997:5345) reconciles the terms and conditions of local government employees with those of central government employees. It states that; "the terms and conditions of service of local government staff shall conform to those prescribed by the public service commission for the public service generally However, in some countries, terms and

conditions of local government employees are different from those of central government bureaucrats. Foristance, in Kenya before the promulgation of the 2010 constitution, the terms of local government civil servants were different from those of the central government and negotiated between local governments and trade unions (Steffensen *et al*, 2004). The separate personnel system is often faulted for localizing civil servants and sealing their fate in closed system, where their career progress is limited to a single locality (Kakumba, 2008, Nabaho, 2012).

The unified personnel system is equidistant between the integrated and separate personnel systems (Olowu, 2001). The unified personnel system is a model in which some or all categories of personnel of local governments constitute a carrier service for the entire state (Maheshwari, 2011). In unified personnel arrangements, local government staff are employed locally but organized nationwide in a single civil service parallel to the central one. In ideal unified systems, all local government civil servants are members of a national "local government civil service", and only transferable between local governments (Nabaho, 2012).

The researcher perceives a separate personnel system as the most appropriate human resource management model for decentralization by devolution. It can be professed superior to other personnel management systems for it increases responsiveness, enhances accountability of civil servants to elected leaders; and also helps overcome challenges associated with dual allegiance by civil servants to central and local government authorities. Further, the researcher observes that, in practice several African states have more than one personnel management system operating side by side. In the case of Uganda Local governments are administered under the separate personnel system and partly in an integrated personnel management system.

2.2.7 THE RECRUITMENT MANAGEMENT SYSTEM IN LGS IN UGANDA

The decentralization policy in Uganda was launched in October 1992 starting with 13 pilot districts (Kakumba, 2008). The enactment of the local government statute, 1993 aimed to give a legal basis for the decentralization policy (Nabaho, 2012). Local governments were empowered as local points in managing developments and social service delivery (Nsibambi, 1998), Number 11(iii) of national objectives and directive principles of state policy in the constitution (1995) of Uganda states that, the state shall be guided by the principles of decentralization and devolution of government functions appropriate levels where they can best manage and direct their affairs.

Under Uganda's decentralization framework, the district is the highest level of local government and below the district are lower local governments. The district council is the highest political organ of local government and has the district chairperson as the political head, and a number of councilors representing electoral areas of the district; plus interest groups.

The chief administrative officer (CAO) is the head of the district public service as well as being the accounting officer. The CAO is expected to implement lawful council resolutions and central government decisions (Nabaho, 2012).

Uganda's decentralization experience is perceived a success story in terms of its extent and impact (Ndegwa & Levy, 2003). The transfer of staff, hiring and firing decisions to the district governments through the district service commissions was one of the cornerstones of Uganda's decentralization reforms (Bossert & Beauvias, 2002). Before decentralization, local government officials were either seconded staff to local governments or employees were placed in a unified personnel system for all local governments in the country (Olowu, 2004).

Presently, the power to hire and fire senior local government officials (Chief Administrative Officers, Deputy Chief Administrative Officers and Town Clerks of Cities and Municipalities) lies with the public service commission (Nabaho, 2012). The rationale for centralizing the high-level administrators was to improve local government performance (Manyak & Katono, 2010). It was also intended to make senior staff effective, away from the patronages of local politicians (IGG, 2008). The centralization of heads of administration created a threat to decentralization by devolution. It reduced the accountability link between elected councils and the local governments heads (Nabaho, 2012). Further, several scholars showed that centralization results into a snowball- effect, rendering local accountability mechanisms unproductive. From the researcher's perspective, Uganda's local government system manifests into a mixed separate personnel model and an integrated personnel system.

According to Nabaho and Kiiza (2018), the transfer of staffing (recruitment) decision from the central government to district local governments through the district service commissions is believed to be one of the cornerstones of Uganda's decentralization transformation. Uganda's decentralization policy opted for a separate personnel system to enhance accountability of civil servants. However, the decentralization of civil service management has come along with unintended effect, for example sacrificing merit by DSC during recruitment and selection among others.

From 2006 – following a Constitutional amendment the previous year – Uganda witnessed a wave of centralization of some elements of local government personnel administration. Presently, the power to hire and fire senior local government officials (Chief Administrative Officers, Deputy Chief Administrative Officers and Town Clerks of cities and municipalities) are in the hands of the central government's Public Service Commission. The goal of centralizing the high-level administrators was to improve accountability and enhance the performance of local governments (Manyak & Katono, 2010). It was further intended to make senior staff more effective than if they were working under the patronage of local politicians (IGG, 2008).

The centralization of heads of administration in districts, cities and municipalities constitutes a more fundamental threat to decentralization by devolution since it has cut the accountability link between elected councils and higher local governments. Similarly, critics of centralization of top administrators in local governments argue that Uganda erred by solving administrative problems in local governments through centralization, and argue that centralization would result in a snowball effect, where local accountability mechanisms become totally undermined. The country is yet to see whether their predictions would come true. It can now be inferred that Uganda's local government personnel system is now manifested in a separate personnel type, but with some aspects of an integrated personnel system.

District Service Commissions are required to appoint staff in strict adherence to merit principles. This requirement echoes Max Weber-the German Sociologist-who stressed that merit should be the foundation upon which civil servants, at whatever level of government, should be appointed. Weber advocated for a civil service where selection of personnel should be competitive and based on demonstrated merit.

Selection on the basis of merit perhaps lowers the chances of incompetence that can arise from employing civil servants through nepotism and patronage. Since Weber's days, merit has become synonymous with an effective bureaucracy. Reforms in the public sector worldwide have and continue to emphasize merit-based recruitment and selection. Merit can simply be defined as appointment of the best person for any given job (McCourt, 2007). In public administration systems where merit is observed in breach than in practice, focus is on the point of entry; the appointee is merely able (not outstandingly able) to do the job; posts are restricted to certain candidates; and the appointment process may be arbitrary, secretive and unchallengeable. This means that merit-based recruitment and selection are appointments without patronage and illicit payments. It provides the public sector with a chance to place the right persons in the right jobs (Nabaho and Kiiza, 2018).

Infringement of merit in recruitment and selection can, indeed, breed objectionable and possibly negative consequences on good governance and service delivery. There is no doubt that appointments based on patronage undermine the capacity of the bureaucracy; lower the integrity of the civil service; and limit economic growth and therefore poverty reduction. Merit- based appointment has over time been associated with the quality and integrity of the civil service at various levels of government. Anti-corruption crusaders have discerned it out as one of the major factors associated with low incidences of corruption in the implementing arm of government (United Nations, 2005). Merit is increasingly being accepted in policy circles as an anti-corruption strategy. Merit-based recruitment is further associated with economic growth. Bureaucracies with strong meritocratic tradition are associated with superior economic growth (Raunch & Evans, 2009). The 'miracle' era in East Asia is attributed, in part, to meritocratic selection.

2.2.8 RECRUITMENT UNDER THE NEW LG STRUCTURE 2016

As the Government of Uganda continue to implement reforms aimed at improving the quality of service delivery in its 2016 guidelines for implementation of new local government structure (monitored by the ministry of public service) it spelt out procedures regarding recruitment of staff in local government as follows. In placing staff, the District Service Commissions conducts interviews to identify staff for retention, promotion, re-deployment, re-designation and retirement as follows:

Excess Staff: Where excess staff exist, all substantive post holders will be subjected to interviews to select those to be retained, promoted, re-deployed, re-designated or retired on abolition of office.

Abolished Posts: Staff occupying posts which have been abolished shall be interviewed for either: Appointment to existing higher posts provided they possess the requisite qualifications and work experience; Appointment on transfer within the service to an existing post at the same level within the Local Government provided they possess the requisite qualifications and work experience; or Retirement on abolition of office.

Where Posts Have Been Up-Graded: Officers occupying posts, which have been upgraded and the job content and specifications have changed; such officers will be interviewed and appointed if they possess the requisite qualifications and working experience. If the officer does not have the qualifications for the upgraded post, he/she should be interviewed and considered for re-deployment, re-designation or retirement on abolition of office.

Where Job Titles Have Changed: Where new cadres have been introduced as a result of changes in the schemes of service, the existing staff shall be: Validated for appointment in the new jobs if they meet the requirements; Re-designated where possible in accordance with the new schemes of service; or be retired on abolition of office.

Where New Posts Have Been Established: Where a new post has been created in the structure with functions covering areas that may previously have been performed by more than one person, the Chief Administrative Officer or Town Clerk should make appropriate recommendation to the District Service Commission for re-designation of existing officers who have the requisite qualifications, work experience and competences.

Where Job Content has Changed Where the job content has changed for posts in the new structures, the Chief Administrative Officer or Town Clerk should make appropriate recommendation to the District Service Commission for re-designation of existing officers if they have the requisite qualifications, work experience and competences.

Re-deployment within a Local Government before declaring staff redundant and/or advertising posts for new recruitment, the Chief Administrative Officer/ Town Clerk should consider

avenues for placement of staff within the Local Government on transfer of service in accordance with the existing procedures. Such staff however, should possess the job requirements.

*Officers on Contract***:** If the restructuring has not resulted into abolition of a post of an employee on contract terms, such contract should prevail to the end of the agreement. Thereafter, the Local Government will review the need to renew the contract or not. However, if the post is abolished, the contract shall terminate within the provisions of the agreement.

*Officers on Study Leave***:** Staff on official study leave abroad should be retained at present levels until end of their study leave. On return from abroad, the Officers should be interviewed and considered for placement in the new structure. In the event of failure to place the officer, he or she will be retired in accordance with the existing regulations. This applies in circumstances where the job has been upgraded or job content has changed. Staff on official study leave within the Country shall be called for interviews along with others and considered for placement in the new structure.

*Staff on Leave without Pay***:** Staff on leave without pay shall be handled in accordance with section C-c of the Uganda Public Service Standing Orders as amended under Establishment Notice No.1 of 2015.

*Re-employment***:** Re-employment of public officers shall be in accordance with Section A-i of the Uganda Public Service Standing Orders 2010.

*Retirements on medical grounds***:** Retirement on medical grounds shall be handled in accordance with the Standing Orders Section L-i.

2.3 Performance Management and LG Performance

According to Kotze & Nel (2017) performance management is a continuous process of identifying, measuring and developing the performance of individuals. Performance management involves: engagement, measurement, feedback, positive reinforcement and dialogue. Mitchell (2004) shows that when employees fail in their jobs, part of the local government also fails. From the perspective of this study therefore, employee performance is directly connected to the performance of local governments in Karamoja sub-region. Performance management aims to reduce failures in local government performance. This performance management is how local governments communicate expectations and drive behavior to achieve important goals; it is also about how local governments identify ineffective performers for development programs or other employee actions (Mukiibi, 2016). Zheng & Hong (2006) refers performance management as an overall description of a process of performance planning and review concluded by leaders; and has forthwith relatively replaced the term performance appraisal. Performance management is seen as a joint affair, based on dialogue and agreement.

Performance management is at times viewed as a way of acquiring results by providing the instruments for employees to perform well within an agreed framework of planned goals, standards and competencies. Performance management also involves developing a shared understanding about what is to be achieved and the means for achieving it. The aim of performance management is developing capacity of employees to meet and surpass expectations; as well as achieve face potential to the benefit of employees as well as that of the local governments (Mukiibi, 2016). Further, performance management aligns employees' objectives with the strategic objectives of the local government. According to Coyle-Shapiro (2013) performance management provides the basis for self-development but, also significantly ensures that the support and guidance employees need are readily availed.

Mukiibi (2016) argues that performance management can play an important role in rewarding employees by recognizing what they have accomplished. Performance management referred to as performance and development management because, it is also seen as a development process. White Shields (2007) explain that a performance management system involves strategic communication.

It also involves relationship building creating strong work relationships by bringing managers and employees together regularly as they jointly review performance achievements. Employee development, providing performance feedbacks as a way of jointly analyzing strength, weaknesses and areas for improvement; as well as agreeing on a personal development plan (Mukiibi, 2016). Additionally, employee evaluation assesses the performance of employees which eventually becomes the basis for making decisions on job–reassignment, promotion or performance – related rewards.

Performance management should be treated as natural functions that leaders in local governments considered good are involved in; rather than being seen as soothing special work done by the local government leaders (Sang, 2005). Performance management is remarkably applauded for continuously reflecting normal good management practices (Aguinis, 2005). This paradigm differs from conventional performance appraisal systems, normally built around annual events; where managers proceed to manage without references to the outcome of the review, and while the appraisal form remains hidden in the personal records system (Pulakos, 2009).

Feedback refers to a result, events, critical incidents and significant behaviours that have affected performance in specific forms. It should therefore be based on evidence (Mukiibi, 2016). Performance management fosters good feedback to employees, because these employees more than often need to know how they are performing. Therefore, the researcher is of the understanding that feed-back needs to be presented in a manner that enables the individual employee to recognize and accept its factual nature. Ideally, it ought to be a description of what has happened, rather than being judgmental. This is in line with Chan and Donna (2005) who opined that positive feedback should be given on work aspects that the employee did well as well as highlighting areas for

improvement. For such an approach, employees work towards perfecting their performance (Cephalala, 2006).

Scholars have agreed that employees working together continuously throughout the year and using performance management processes such as goal setting, feedback, and performance analysis and coaching will create a situation in which progressive improvement is guaranteed. Although this may be regarded as an unrealistic aspiration; and an optimistic belief, it is one that underpins the concept of performance management (Mukiibi, 2016). Performance management has been documented to improve performance since it enables employees to understand what good performance implies. It as well provides the information required to improve performance. Hence, performance management processes are aligned to business goals in order to ensure that people are engaged in achieving agreed objectives and standards (Duncan, 2010).

III. METHODOLOGY

Behavioral research is mostly based on philosophical foundation to guide the choice of an appropriate methodology. Saunders, Lewis and Hill (2009) explained that, the methodological choice of a researcher is determined by the philosophical assumptions and the hypothesis being investigated, thus research philosophy is about development of knowledge and the nature of that knowledge

Research Design

The study utilized a descriptive correlational and the cross-sectional survey design that used both qualitative and quantitative approaches (Walter, 2006). The study was descriptive because it aimed at explaining recruitment and leadership in LGs of Karamoja sub-region. The study was correlation because it intended to establish a correlation between recruitment, leadership styles (IVs) and employee performance (DV) without controlling or manipulation these variables. The study was cross-sectional as it focused on selecting a sample of Karamoja LG employees and leaders to act as an inference and since surveys are defined to provide a snapshot of how things are at a specific time, and it also allowed the use of several variables at ago (Levin 2007); as it was for the case of this study.

Target Population

The study target population was 2000 local government employees and leaders in the five original districts of Karamoja sub region. The group includes workers at different levels in terms of ranks an

d from each department at the district. Also inclusive were elected district leader (specifically the district chairperson and the executive committee plus the district council speaker and the deputy). The districts under consideration were Moroto,

Kotido, Nakapiripiriti, Abim and Amudat. The target population as distributed per district is shown in table.

Table: Target Population

District	Population
Moroto	490
Kotido	420
Nakapiripirit	380
Abim	360
Amudat	350
Total	**2000**

Sources: CAOs, T/Cs in five districts of Karamoja sub–region (2019)

Sample Size

Given that the target population was large, data was obtained from part of it, in which case the study became a sample survey. To obtain the minimum required sample, Slovene's (1978) formula cited in Mann C.J (2003) was used. This states that, for any given population, the required sample size is given by $n=N/(1+N(e^2))$ where n is the required sample size; N is the known population size; and e is the level of significance, which in this study is 0.05. Using the formula, a minimum sample of 333 was obtained out of the total number of 2000 employees and leaders as shown in table 3.2 and in Appendix VII. This is an appropriate sample according to Slovene (1978).

Table showing the distribution of the Target Population and Sample Size

Districts	(N)	Sample Size	Percentage of Total	Sampling Technique
Moroto	490	82	25	Stratified +purposive
Kitodo	420	70	21	Stratified +purposive
Nakapiripirit	380	63	19	Stratified +purposive
Abim	360	60	18	Stratified +purposive
Amudaat	350	58	17	Stratified +purposive
Total	2000	333	100	

Source: Sample Population Distribution Proportionately Computed by the Researcher (2019)

Sampling Procedure

As regards the sampling procedure used, employees were selected randomly using their respect districts and department as strata. Random sampling is where a sample is obtained from the population in a such way that samples of the same size have equal chances of being selected (Amin, 2005). From the qualified list obtained through the stratification criteria, simple random sampling technique was applied to select respondents (employees) according to the minimum sample size from each district.

Purposive sampling is described as a method of sampling where the researcher deliberately chooses who to include in the study based on their ability to provide necessary data (Mugenda & Mugenda, 2003). The justification for choosing this method was that the researcher was seeking knowledge about the top administrators' and leaders' opinions / perceptions on recruitment, leadership style and performance of local

government employees which the respondents would provide by virtue of their experience and positions. Each of the selected employees filled a questionnaire detailing the three variables recruitment, leadership styles and performance and others were interviewed to collect specific details on some study items.

Data Collection Methods and Instruments

There are a variety of research Methods and instruments that can be used to collect data depending on the nature of respondents and purpose of study.

Data Collection Methods

This study made use of both primary and secondary data collection methods to attain the study objectives. The data collection methods included, survey method, key informant methods and document analysis

Survey Method: This study employed the survey method to collect data. Survey method was suitable since it enabled the researcher collect data from all the four districts of the Karamoja sub-region simultaneously. The survey method also facilitated the collection of data from the several respondents to the study. The tool used to collect data under this method was the questionnaire.

Key Informant Interviews: Key informant interviews are qualitative in-depth discussion with people who know what is going on in the community (Cooper & Schindler, 2013). According to Amin (2005), an interview is perceived as "an oral questionnaire where the investigator gathers data through direct verbal interaction with participants instead of written response." While Mugenda and Mugenda (2003) views "an interview as the oral administration of a questionnaire or an interview schedule in a face to face encounter" (P.83).The researcher preferred use of Interviews in this study because it is one of the inevitable methods of qualitative data collection method in which the researcher is able to gain entry into the feelings, perception, opinions of the respondents based on their lived experience.

Document Analysis: Documentary sources were used to gather information about the variables under study. Documentary data was collected by visiting libraries in different learning institutions including university and public libraries, and accessing internet sources for related data about leadership styles, recruitment and employee performance. Some of the relevant sources included; the local government Act 1997, leadership code 2002, employment regulation 2011 and the constitution of the republic of Uganda 1995 as well as data from scholarly studies in the line of the study from academic journals.

Data collection Instruments

In behavioral sciences research the common ones are questionnaire, interview guide observation checklist. The data collection instruments used were questionnaire and interview guide.

Questionnaires: The questionnaire was used to collected data from district employees on all the objectives of this study. The questionnaire was used to collect employees' perception and opinions on each of the three variables studied. Questionnaires were also used as the main data collection instruments because of their efficiency and effectiveness in soliciting reliable and valid data (Maicibi & Kaahwa, 2004). The questionnaire comprised both close ended and open-ended items. The items were self-report Likert-scaled; ranging from 1 (strongly disagree) to 4 (strongly agree). Participants had to indicate the degree to which they agreed or disagreed with the content. The open ended aimed at allowing the respondents to elaborate their opinions on based on each particular question requirement. Compared to other methods, Questionnaires costs were low and offered greater assurance and anonymity.

Interview Guide: The interview guide was structured to solicit in–depth information about employee performance in local governments of Karamoja sub-region as well as the leadership styles and recruitment methods employed. The semi structured interview guide (Appendix IV) was used to collect biographic data and data on the three main variables in the study (i.e. recruitment, leadership style, and employee performance). Biographical data section consisted of two items which were position in the district, and how long one had stayed on the position. Recruitment section consisted of questions meant to talk about recruitment methods and recruitment processes used in local governments in Karamoja sub-region.

Validity and Reliability

Validity and reliability of the instruments on recruitment and employee performance were determined through the judgment/ evaluation in terms of content and relevance to the study by experts in public administration and management. The content validity index (CVI) of this research was determined using the formula below;

CVI=   Items rated 3 or 4 by both judges

         Total number of items in the questionnaires

Reliability of the questionnaires was determined through the pre-testing method and Cronbach alpha coefficient measurement. Ten local government employees from Napak district which was not included in the main study were used for this reliability test. The questionnaires were administrated twice to the employee. A correlation coefficient between the two separate administrations of the questionnaire gave a coefficient of 0.852 which was high enough to confirm the reliability of the questionnaires (Amin 2005).

Testing. The data was obtained from respondents by different assistants on different days at different hours. The research assistants then were oriented and briefed on the sampling techniques and data gathering procedures to avoid this threat.

Using cronbach alpha, the study established high reliability of the instrument as indicated in table. Recruitment had a coefficient of 0.813; leadership style had a coefficient of 0.804

and performance at 0.821. Mugenda and Mugenda (2003) contend that a coefficient of 0.80 or more means that there is a high degree of reliability.

Table: Reliability Test for the Variables

Variable	Reliability coefficient	Comment
Recruitment	0.813	Accepted
Employee Performance	0.821	Accepted

Source: Survey Data, 2021

Data Analysis

Data on completed administrated questioners (SAQ) was edited and summarized. Analysis was done objective by objective. Data on objective one and two was analyzed using frequency count and percentages while data on objective three was analyzed using measures of central tendency including means and standard deviation. Analysis of data on objective four (i.e. correlating recruitment, leadership styles and employee performance was done using Pearson Linear correlation coefficients and simple linear regression.

IV. RESULTS

The corresponding research Question was; what are the recruitment methods used in local governments in Karamoja sub-region Uganda? Answers to this research question were derived from analysis of data collected using questionnaire distributed to local government employees and interviews conducted with key informants including top LGs administrators, elected districts local governments leaders and members of the district service commission from each of the five districts the study considered. Thus Question No.7. (Items 1-8) and Question No. 8 (items 1-8) plus Question No. 9 of part B of the employees' Questionnaire (Appendix IV) focused on soliciting scaled data on recruitment while Questions 10 – 13 solicited open ended responses on the same variables.

Therefore, the data that provided answers to research question one came from responses on both closed and open-ended questions/items included in the questionnaire. Specifically, using questionnaire data was collected on how often recruitment is done in local governments of the sub-region, how recruitment is done (the methods), how the community view the recruitment methods applied and how the respondents (local government employees) viewed recruitment according to modern approach. Responses on the same questions were obtained through interview and documentary analysis. Findings on each of these elements are presented below;

4.1 Common Recruitment methods used in Karamoja Sub-region LG

Recruitment method	Frequency	Percentage (%)
Advertising	110	53.4
Internal Promotion	51	24.8
Employee referral	19	9.2
Professional Association	9	4.4
Employee agents	7	3.4
Recruitment from schools	6	2.9
Internet recruitment	4	1.9
Total	206	100

Source: Primary Data 2019

Advertisement was identified as the most common recruitment methods use by local governments in Karamoja sub-region with 110 (53.4%) of the respondents pointing at it, followed by internal promotion with 51 (24.8%) and employee referral in third with 19 (9.2%). Other methods identified were use of professional association, employee agents, recruitment from school and internet recruitment with a combined percentage of 12.6.

In response to the open-ended items in the questionnaire, the employees in Karamoja sub-region LGs reported that most times the external sources of recruitment are considered because they attract individuals from outside and enlarges the pool of potential candidate from which the best can be selected. The recruitment agent for each district is its district service commission which is mandated by the laws of the country. Advertisements to external sources are commonly put in newspapers and sometimes on radio to inform qualified candidates to apply. When an advertisement is put, all requirements are specified in there including academic qualification, experience, specialized skills as well as the last date of receiving applications.

On receiving applications, those eligible for interviews are shortlisted and notified on the date/s for interviews which are also conducted through which the DSC is able to select the best candidate/s based on set criteria. When the best candidate is selected other activities in the recruitment and selection process go on until the person/s is appointed. The respondents also pointed out that sometimes recruitment is done through promotions in which case the source of recruitment is internal.

According to the findings, employee referral and professional association methods are utilized in cases where the district is filling a position of highly specialized personnel (e.g. engineers) sometimes after failing to get a suitable candidate using the traditional method of advertising and interviewing. Employee referral is an arrangement used to find talented employees by asking existing employees to recommend candidates from their existing network while professional association is when the recommendation is made by a professional body. Recruitment from school can happen on rare occasions indirectly when a student on internship gets an opportunity of being retained. Overall considering the responses to both close ended and open ended in the questionnaire most respondents indicated that most recruitment is from the external source and potential candidates are reached through advertisement.

These findings are in conformity with the outcome of documentary analysis from which it was established that the decentralization policy Uganda of gives responsibility of transferring, hiring and firing of personnel decisions to District Service Commissions. To Bossert & Beauvais, (2002), this is considered one of the pillars of Ugandan decentralization reforms.

In addition, the 1995 Uganda Constitution (1995) and the Local Government Act (1997) give powers of hiring and firing LG staff to the District Service Commission. Article 200(1) of the Constitution of the Republic of Uganda and Sections 52 to 69 of the Local Government Act; provide district-wide mandate to appoint persons to hold or act in any office in the service of the district or urban council to the DSC.

The local Government Act 1997 also provides that the district service commission and its specialized committees shall meet for the discharge of its functions at least once in six months or as often as business warrants. The district service commission shall in relation to its functions act only upon the request and submission of the relevant council. The public service act 19 (1) provides that Where a vacancy occurs or it is known that a vacancy will occur in any public office, ministry or department, the responsible officer shall report the fact to the secretary of the commission.

4.2 Employees' Rating of the Recruitment Process

The recruitment process was rated by employees in terms of defining position objectives and candidates' specifications, Organization of interviews, providing of adequate pool of applicants, clarification of LG affirmative action, competence of the hiring team, adequacy of the selection instrument and timely recruitment. The outcome of the rating are presented in the following table:

Item	N	Mean	SD	Interpretation
	Statistics	Statistics	Statistics	
My LG department clearly define the position objectives and candidate specification in the recruitment process	206	4.592	0.676	Very highly effective
The interviewing process used during recruitment at my district LG is good	206	4.417	0.952	very highly effective
The recruitment agency provides adequate pool of quality candidates	206	4.101	0.823	Highly effective
The LG affirmative action is clearly clarified and supported in the selection process	206	3.975	0.975	Highly effective
The hiring team is competent enough to make the best hiring decisions	206	3.810	0.770	Highly effective
The selection instrument used during recruitment at my district LG are adequate	206	3.184	1.337	Moderately effective
My district LG does timely recruitment	206	2.538	1.062	Ineffective
Total	206	3.80	0.942	

Source: Primary data 2019

According to table 4.10 LGs recruitment in Karamoja sub-region was rated by employees as very highly effective in terms of defining position objective and candidate specification as well as organizing interviews with mean = 4.5922, SD = 0. 676, and Mean = 4.417, SD =0.952 respectively. The recruitment agencies were rated highly effective in terms of providing adequate pool quality candidates (Mean =4.101, SD =0.823), clarifying and supporting LG affirmative action in the selection process (Mean = 3.975, SD=0.975) and being competent (mean = 3.810, SD = 0.770). However, the adequacy of the selection tools was rated to be at a moderate level (mean = 3.184, SD =1.337) and the recruitment agencies were rated ineffective in terms of doing timely recruitment (mean = 2.538, SD = 1.062). This according to responses obtained from open ended questions is brought about by external factors beyond the control of the district service commission such as availability of the wage bill. Overall, local government employees in Karamoja sub-region rated recruitment as being highly effective.

V. CONCLUSIONS

The researcher concluded that LGs in Karamoja sub-region local governments mainly recruit from external sources and the recruitment agent (DSC) follows the public service guidelines in recruiting employees. The study also found a given leadership style is applied based on circumstances meaning that all styles are utilized. The level of employee performance was generally found to be average with particular elements where performance is law and other that were rated high. Recruitment in all Karamoja sub-region local governments is mainly from external sources and it is mostly done once a year through a process that starts with advertisement, short listing applicants, interviewing through to appointment by following the existing guidelines. Recruitment had a significant relationship with performance. Recruitment has an important outcome on the concert of employees in Karamoja sub-region, therefore the better the recruitment, the higher the performance. This means that performance of employees can be influenced through proper recruitment.

VI. RECOMMENDATIONS

The Local Government, in collaboration with the Local Public Service Commission should continuously update and widen the guidelines for recruitment and to enable attracting of a large pool from which the best can be selected. Additionally, the recruitment agency for each district should be constituted in consideration of credibility and morality such that it stands independent of any form of influence

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