

The Nature of Recruitment and Employee Performance in Government Organizations in Uganda (East Africa), a case study of Wakiso District Local Government

Article by Bombo Henry Lubega
PhD-Management, Texila American University
E-mail: bombohenry@gmail.com

Abstract

The study sought to investigate the nature of recruitment and its effect on employee performance in government organizations in Uganda with reference to Wakiso District Local Government. The objectives that guided the study were; to identify how Educational levels influence employee Performance, to examine the relationship between experience and employee performance & to establish the relationship between personal training and employee performance.

The respondents were selected using stratified, purposive and simple random sampling techniques. Descriptive and Associational research designs were adopted with Data gathered through Questionnaires and interview guides administered to respondents. Out of the 142 questionnaires distributed to the target sample, 127 responses were received. The SPSS technique was used to establish the relationship that existed between experience and employee Performance, Personal training and employee Performance & between financial Status of the organization and Employee performance.

The major findings from the research study indicated that the Level of education is a key aspect of employee performance in an organization. It acts a better tool for recruitment in the organization. The study findings revealed that there is a positive linkage between the educational level, experience, personal training and financial status on employee performance.

The study recommends that there is a need to motivate the employees and to ensure socio-economic development, adopt a general policy of transparency & encouraging the development of performance personal training processes that ensure that performance expectations are agreed upon and reviewed regularly.

Keywords: *Recruitment, employee performance, Motivation, educational level, experience, personal training and the financial status of the organization.*

List of abbreviations

CAO	:	Chief Administrative Officer
CVR	:	Content Validity Ratio
DLB	:	District Land Board
DSC	:	District Service Commission
Gout	:	Government of Uganda
HR	:	Human Resources
L.C.2	:	Local Council 2
LG	:	Local Governments
LGA	:	Local Government Act
NAADs	:	National Agricultural Advisory Services
PAC	:	Public Accounts Committee
PS	:	Public Service
SPSS	:	Statistical Package for the Social Scientists
WDDP	:	Wakiso District Five Year Development Plan
WDLG	:	Wakiso District Local Government

General introduction

Background to the study

Recruitment according to Costello (2006) is 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. This implies that recruitment is a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, and encouraging them to apply for jobs in an organization.

In public or private Organizations recruitment is the major function of the human resource management departments and the first step towards creating the competitive strength and the strategic advantage for organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. In public service, the stages of recruitment include: Identifying the vacant post, confirming availability of funds, writing a job description and person specification, Request for recruitment, advertising the post, identifying the interviewing panel, short listing the candidates, interviewing the candidates, selecting the candidates, appointing them, deploying them and induction.

The primary role of the Recruitment in any organization is to help select employees in an equitable, effective and efficient manner that ensured the provision of the most effective personnel able to meet service requirements. The Recruitment and Selection procedure should enable the researcher to attract applicants from diverse backgrounds and ensure that recruitment is carried out without discrimination on the grounds of race, ethnicity, nationality, nation of origin, color, disability, age, religion or belief, sexual orientation or any other unjustifiable criterion (Rao *et al.*, 2002).

Recruitment and employee performance in local governments in Uganda is so central in as far as how the human resource is managed under decentralization. Human resource is an important aspect of any Organization. It is critical in ensuring that the objectives of the organization are achieved through policy and programmes being implemented. The structure for the management of human resources is complex, requiring adequate guidance and coordination. In a system that is intended to be decentralized, the management of human resources (HR) at the central headquarters, national and regional is the responsibility of Public Service (PS), while the HR at the District and lower-level are managed by the district administrations. The Ministry of Public Service provides overall guidance and support to the sectorial-ministries and districts. The decentralization policy in Uganda introduced a separate personnel system for the management of the staff of the Local Governments. The aim of the separate personnel system is to strengthen the capacity of Local Governments to provide functions and services for which they are mandated to provide (GoU report, 2009).

Under the separate personnel system recruitment begins with a submission from the chief administrative officer or town clerk. The DSC (District Service Commission) receives the submission, verifies it, advertises the post, shortlists and interviews and directs the appointment of the successful candidate. It is important to note that the DSC acts only upon the request by the District or Urban council. It is the CAO/Town clerk who issues all the letters in respect to Recruitment of staff in their Councils. One of the critical roles of the DSC is to ensure fairness, equity, and protection of staff against arbitrariness, nepotism, sectarianisms and other malpractices.

Wakiso District is one of the old formed districts in the Central Region of Uganda that partly encircles Kampala, Uganda's capital city. The town of Wakiso is the site of the district headquarters. Kira is one of the largest municipal centers in Wakiso district. It is located and lies in the Central Region of the country, bordering with Nakaseke District and Luweero District to the north, Mukono District to the east, Kalangala District in Lake Victoria to the south, Mpigi District to the southwest and Mityana District to the northwest (Kato, 2007). Wakiso, where the district headquarters are located, lies approximately 20 kilometers (12 miles), by road, northwest of Kampala, the capital of Uganda and the largest city in the country (Kato, 2007). The coordinates of the district are: 00 24N, 32 29E.

The district is composed of 17 sub counties, 135 parishes and 1519 villages. The administrative structure is characterized by a Political and technical arm. The Political arm is headed by the

Chairperson who leads the District Council made up of 145 Councilors. The Council has standing Committees that help in various functions of management (Kato, 2007). These committees include the District Land Board (DLB), District Service Commission (DSC), and the Public Accounts Committee (PAC). The DSC is the body charged with the function of recruitment and performance of staff in the District. The Technical arm of the District is composed of the civil servants led by the Chief Administrative Officer. These civil servants are organized in the departments of Administration, Finance & Planning, Production, Community Based services, Works, Education and Sports, Natural Resources, Health and Statutory Bodies each led by a head of department (Kato, 2007). The Administration department is charged with Human Resource management which works in conjunction with the DSC in performing the staffing function (WDDP, 2010).

Wakiso District Five Year Development Plan (WDDP) (2010) also reveals that poor management at all levels is the one most frequently cited weakness as a cause of inadequate workforce performance. Recruitment, equitable distribution and adequate retention of staff need improvement, particularly in hardship areas. Motivation and empowerment of the workers need to be addressed. Poor supervision, performance particularly in lower-level institutions, is a major management shortcoming, while staff appraisal fails to distinguish between good and poor performers.

The problem statements

Though Recruitment in Wakiso District is based on Qualifications, Experience, the District Service Commission is faced with the challenges which affect its performance. According to the Wakiso District Development Plan (2010), the DSC not being fully constituted though operational since it has 3 members out of 5 who make quorum; Contradicting guidance/advice by PSC and Solicitor General on rescinding appointments; Challenges of DSC decisions by sections of community through appeals; Increasing numbers of job seekers as compared to available job opportunities which over stretch the recruitment and selection process; Need to constantly sensitize members of the DSC; and Lack of a well-stocked registry leading to poor records management (WDDP, 2010).

Poor management at all levels, unsatisfactory recruitment process characterized by political peddling, tribalism and segregation, equitable distribution and inadequate retention of staff, inadequate motivation and empowerment of the workers are all issues for the performance of the Local Government. Poor supervision, performance particularly in lower-level institutions, is a major management shortcoming in distinguishing between good and poor performers hence affecting the performance in the District (WDDP, 2010). This causes a need to study the relationship between recruitment and performance in the district which has never been studied before. The research, therefore, aimed at finding out how recruitment affects employee performance in Wakiso District. Internal recruitment affects Employee performance for instance promotions and a transfer demoralizes other staff, promotes conflict, bias, corruption and political interference.

Major objective of the study

The major objective of the study is to determine how Recruitment affects employee Performance in Organizations in reference to Wakiso District Local Government.

Specific objectives

The specific objectives of the study were:

- i. To identify how Educational level influence employee Performance.
- ii. To examine the relationship between Experience and employee Performance.
- iii. To establish the relationship between Personal training and employee Performance.
- iv. To examine the Relationship between Financial Status of the organization and Employee performance.

Research questions

- i. How does Educational level influence employee Performance?

- ii. What is the relationship between Experience and employee Performance?
- iii. What is the relationship between Personal training and employee Performance?
- iv. What is the Relationship between Financial Status of the organization and Employee performance?

Justification of the study

Several studies have been carried out on Recruitment and Performance in Organizations, however, none of studies focused on Employee performance. Basing on the above argument, it was therefore justified that a study is undertaken on Recruitment and Employee Performance.

Scope

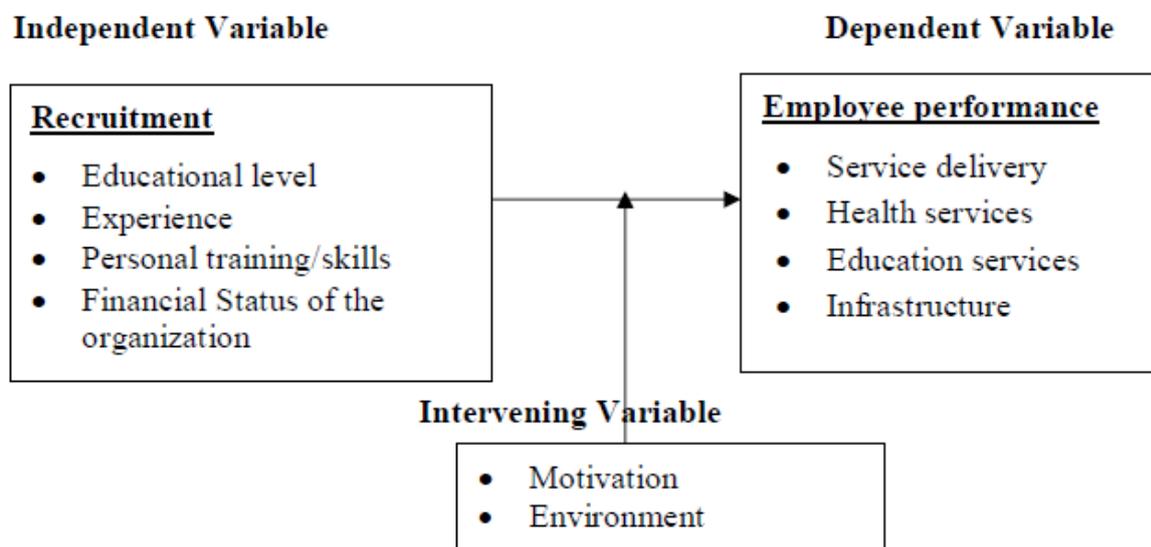
The study was carried out in Wakiso District with particular focus on the Civil Servants at the District and Lower local governments who are subjected to the recruitment process by the DSC. The local community/beneficiaries were sampled too, to measure the performance in the organization.

Significance of the study

This study provides important information which may be used by both private and public organizations to improve on their recruitment and staff performance policies. The study adds on the existing literature about Recruitment and Employee performance in organizations. The findings from the study can be used to influence policy change on recruitment to boost performance in organizations. There is also need to identify the cause of the poor staff performance which then affects the whole recruitment process.

Conceptual framework

Table 3.1: Showing the Conceptual Framework



Source: International Journal of Humanities and Social Science Vol. 3 No. 17; May 2013.

Recruitment

Recruitment is a core function of human resource management. It is the first step of appointment. Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization (Sulich, 2016). Recruitment can also refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or unpaid trainee roles (Darling, 2007).

Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread (Schawbel, 2012).

Employee performance

Employee Performance is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results (Chien 2004).

Employee performance in the organization is very important to determine company's success and profitability. According to Chien (2004) found that a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Employees' performance also is important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment (Perryet al., 2009) as cited in (Aryee, Chen & Budhwar, 2004).

This rapid change indirectly affects performance of the employees and give stressful feelings among the employees and managers from the condition of changing environment (Gruman, & Saks, 2011) as cited in (Tavakolia, 2010). These problems can lead to various behavioral and health issues that can result in the organizational change (Lindstrom, 1990) as cited in (Tavakolia, 2010). In the recent year, many companies started to reduce or eliminate raises of the bonuses because of the need to make changes to cope with the economic downturn (Gruman, & Saks, 2011).

Motivation

Motivation is a theoretical construct used to explain behavior. It gives the reason for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior, or what causes a person want to repeat a behavior and vice versa (Sulich, 2016). A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior (Erwin, 2009). According to Maehr and Meyer, "Motivation is a word that is part of the popular culture as few other psychological concepts are (Chien, 2004).

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Schawbel, 2012). When we look at motivation, it results from the interaction of both conscious and unconscious factors such as the; Intensity of desire or need, Incentive or reward value of the goal, and Expectations of the individual and of his or her peers. According to Schawbel, (2012) these factors are the reasons one has for behaving in a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class.

Environment

Environment is the location where a task is completed (Gruman, & Saks, 2011). When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building (Tavakoli, 2010). Working Environment has to always change the way in doing business in order to sustain growth, competitive and survive from the pressure by external and internal environments (Herold & Fedor, 2008; Martins, 2008) as cited in (Liu, 2010). Implementing change in an organization forces people to alter how they relate with one another (Mowat, 2002). In general, the conceptual frame, independent variables are recruitment, while dependent variable is organization performance and intervening variable. The study was to establish the relationship between recruitment and employee performance.

The performance of an organization is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. Performance should therefore be measured by the results (outputs/outcomes) that an organization produces (Kuseket *al.*, 2005). Thus Employee performance is measured by service delivery. The

conceptual framework succinctly hints on the facets under independent, dependent and intervening variable, as illustrated in figure 1.

Literature review

Recruitment concept

Recruitment refers to the process of attracting, screening, and selecting a qualified person for a job Mondy *et al.*, (2009). All companies in any industry can benefit from contingency or retain professional recruiters or outsourcing the process to recruitment agencies (Rue *et al.*, 2005). Mondy *et al.*, (2009), defines recruitment as a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, and encouraging them to apply for jobs in an organization. Rue *et al.*, (2005) refers to recruitment as involving seeking and attracting a supply of people from which qualified candidates for job vacancies can be selected. The extent of recruitment that must be done is determined by the difference between the forecasted human resource needs and the talent available with the organization. Bateman *et al.*, (2009), views recruitment as the development of a pool of applicants for a job. Recruitment, therefore, may be internal to the organization i.e. considering current employees for promotion and transfers, or external i.e. from outside the organization.

Sources of recruitment

There are two sources of recruitment that include internal and external recruitment. Rao *et al.*, (2004) refers to internal recruitment as a kind of re-deployment from one unit to another within a firm. It can also be from one area or level of management to another. There are 2 types of internal recruitment i.e. promotion and transfers. Internal recruitment as a source, encourages the existing staffs to work extra hard as to be promoted to a new and greener positions (Rao *et al.*, 2004). The offer to fill in a certain job is considered as a promotion, acts as a reward for employee's performance, cost related to orientation and training can be reduced, helps employees to upgrade their working experience through transfers, the performance record of employees who are offered new jobs is more reliable when compared to new employees, and it motivates the rest of the staff. However, sometimes, the job requirements cannot be matched by existing employees, especially for those in higher ranking positions. Failure to acquire the knowledge and expertise of employees, who have been trained by other organizations, may breed rifts amongst staff.

Methods of recruitment

Rao *et al.*, (2004) defines promotions, job posting and transfers as methods of filling vacancies from within. A transfer is a lateral movement within the same grade, from one job to another. It may lead to change in duties and responsibilities, working conditions, but not necessarily salary. Promotion, on the other hand, involves movement of employee from a lower level position to a higher level position accompanied by usually changes in duties, responsibility, status and value. Job posting is another way of hiring people from within the organization. In this method, the organization publishes job openings on bulletin boards, electronic media and similar outlets. The advantage of this method is that it offers a chance to highly qualified applicants working within the company to look for growth opportunities within the company without looking for greener pasture outside. The Indirect method involves advertisement which includes advertisement in newspapers, trade, professional and technical journals; radio, and television. The advertisements generally give a brief outline of the job responsibilities, compensation package and prospects in the organization. This method is appropriate when the organization intends to reach a large target, and the organization wants a fairly good number of talented people, who are geographically spread out (Rao *et al.*, 2004).

Recruitment process

Recruitment is the major function of the human resource management departments in organizations and it is the first step towards creating the competitive strength and the strategic advantage for the organizations (Mondy *et al.*, 2009). Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and

time. In public service, the stages of recruitment include identifying the vacant post, confirm availability of funds, writing a job description and person specification, request for recruitment, advertise the post, identify the interviewing panel, shortlist the candidates, interview the candidates, select the candidates, appoint the employee, deploy and induction (Mondy *et al.*, 2009). Recruitment is an important part of an organizations human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it. The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives (Okafor *et al.*, 2011). With the same objective, recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool.

Recruitment in local governments

Government of Uganda Report (GoU Report) (2008) reveals that the Public Service Commission (PSC) is a constitutional body established under article 165 of the constitution of the Republic of Uganda with a responsibility for appointing, confirmation in appointment, Career development, training development and performance of the public service. The core functions of the PSC are recruitment, confirmation, promotions and exercise of disciplinary control over public officers.

The process of recruitment starts with declaration of vacancies to the PSC by the Ministry or department. Once the commission is satisfied with the submission, it places an advertisement in the press inviting applications thereby giving all Ugandans with necessary qualifications opportunity to compete for the posts. In addition, the PSC deals with such matters as termination of appointments, guiding District service Commissions (DSCs) and determining appeals from officers appointed and aggrieved by the decisions of the DSC. However, in the exercise of its functions, the PSC is independent, and is not subject to the direction of any person. In this way the PSC maintains an effective and efficient administration, capable of and prepared to implement the policies of Government.

Performance in organizations

Organizational performance is improved through the people working in them but the staff is subject to “merit, motivation, management and context (Nielsen *et al.*, 2005). However, many other factors both internal (Like salary, facilitation, equipment, and management) and external (Like competitors, taxes and government regulations), also play an important role. Merit, motivation and management are to some degree internal to the organization. Therefore, organizational performance also depends on the context in which the organization operates ‘its enabling environment’. Merit based recruitment of staff does not enhance performance if employees are not motivated; in turn staff motivation is influenced by staff management and the political, economic, psychological and social context. The performance of an organization is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. Thus, there is a direct link between organizational capacity and its performance. Motivation of staffs in an organization is one way of managing employees in such organization. Performance should therefore be measured by the results (outputs/outcomes) that an organization produces (Kusek *et al.*, 2005). In Uganda, systems have been developed to assess Local government compliance with financial management regulations and other rules deemed crucial for the capability of the organizations to deliver results.

Recruitment and employee performance in organizations

Recruitment is to the people who work in the organization while the ultimate Performance is to the organization as a whole. Performance should be measured by the results (outputs/outcomes) that an organization produces (Kusek *et al.*, 2005). However, the results are highly delivered by staff. Therefore careful, efficient and effective recruitment of staff enhances organization performance. Kusek *et al.*, (2005) further gives another option of focusing on simple interim results or internal processes that are widely acknowledged to be preconditions for outputs and outcomes. Recruitment is an internal process which is very essential to organization performance. Recruitment is either from within or outside the organization i.e. internal or external recruitment. Persons who are already

working in an organization constitute the “internal sources” of recruitment. The advantages of internal recruiting are that employers know their employees and employees know their organization. Also, an internal policy can exhibit a company that wants to change the nature or goals of the business by bringing in outside candidates (Bateman, 2009).

In conclusion, the recruitment process should be designed in such a way that the staff who win jobs know what to expect in reference to merit, motivation, management and context as factors for organization performance. The terms of service must address these factors appropriately in order for boosting organization performance. Therefore, recruitment affects organization performance and on the other hand, the organization performance affects recruitment. An example of poor organization performance affecting recruitment is seen in retrenchment policies emerging, untimely salary payment, transfers, political interference and early retirement of employees.

Conceptual framework and research methodology

Research design

This research was both quantitative and qualitative approach. These approaches gave in-depth and comprehensive information, for a wider understanding of the entire situation related to the topic of the study.

The study considers two (2) data sources, which include; the civil servants, and the community in the Districts. The 2 data sources formed 2 data sets which were studied separately. Data was collected with the aid of 2 questionnaires i.e. a civil servant and a community questionnaire. The civil servants considered included, those at the District headquarters (i.e. from the departments of finance, administration, audit, planning, natural resources, community, health, works, education, production and council), and lower local governments. At the District headquarters, the heads of departments and sections are the respondents, while, the sub-county chiefs are the respondents at lower local governments. The community is represented by the Local Council (L.C) Chairpersons at the parish levels. There are 15 heads of departments/ sections and 30 sub-county chiefs, making a population size of 45. There are 164 L.C. Chairpersons in the district, which is the population size at that level. The civil servants were selected for the study because they implement Government programmers that include projects and services at community level, while the communities as recipients of these services justify service delivery.

Simple random sampling design was administered on the two data sources by use of random tables in order to select the sample. Simple random sampling enabled the elements under study to have equal chances of being selected into the sample. In addition, literature was reviewed, from secondary data in order to ascertain what had been studied about the topic by other researchers and strengthen the results of the study.

Study area

The study was carried out in Wakiso District with particular focus on the Civil Servants at the District Headquarters, and Lower local governments (Sub-counties). The local community/beneficiaries were sampled to measure the employee performance in the organization.

Study population

The study was based on Wakiso District as an organization which is a Local government and the civil servants and the community as the respondents. The civil servants were those based at the district headquarters and sub counties. Those at the headquarters included the heads of departments while those at the sub counties included the Sub county chiefs, Town Clerks and Community workers (45 Civil servants and 165 Community (L.C. Chairpersons).

The sample size

A sample is simply a subset of the population (Amin, 2005). The sample was used in this study because of the inability of the researcher to test all the individuals in the population. The sample was representative of the population from which it was drawn and it had a good size to warrant statistical analysis because a scientific approach by Krejcie & Morgan (1970) sample size table was used to

determine the sample to participate in this study. Here the total population and a sampling error of $\pm 5\%$ were used to determine the sample size of the study. The main function of the sample is that it allowed the researcher to conduct the study to individuals from the population so that the results of their study were used to derive conclusions that was applied to the entire population. When we consider the total units under study for civil servants and the community, taking the sample size was 34 for the civil servants' group, and 108 for the communities.

Sampling techniques

The sample was selected using Simple random sampling design with the aid of random tables. The population under study involved 2 groups as data sources resulting into 2 data sets which was studied separately. The study units were assigned numbers from 1 to 45 and 1 to 164 for the civil servants and the community sampling frame respectively. Random tables were used to select 34 respondents from the civil servants' group, and 108 from the community and this formed the 2 samples that were studied.

Data collection methods

Two methods of data collection were used in the study. This included Primary method which involved the use of, face to face interview and self-administered questionnaires. The questionnaires were both categorical and continuous variables. The Secondary method was used and this involved exploring literature written by others through books, magazines, journals and so forth.

Data collection instruments

Data was collected using questionnaires. Data was collected using 2 questionnaires (i.e. the civil servants questionnaire and the community questionnaire). The questionnaires both are categorical and continuous variables. The study adopted five-point Likert-style rating scale method of questionnaire to obtain information from respondents. The Likert style rating scale method of questionnaire design enabled the researchers to ask respondents on how strongly they agree or disagree with a statement or series of statements on a five-point scale, for instance 5 (Strongly Agree), 4 (Agree), 3 (Not sure), 2 (Disagree), 1 (Strongly Disagree). This formed most of the categorical variables for the study in the respondent questionnaire.

Quality control methods

Validity

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure, i.e. whether the results are generalized or transferrable. The result of this study can be generalized. The study used a well-designed questionnaire with categorical variables that was easily understood by the data collectors and respondents. In addition, Content Validity Ratio (CVR) for the questionnaires was computed. If the CVRs for the questionnaire are above 0.7, which is recommended by Nunnally as cited by Kent (2001), the questionnaire was considered suitable for collecting data. The data collection tool was derived from related theories thereby content and constructs validity of the study being assured.

Reliability

Reliability is the extent to which an experiment, test or any measurement procedure yields the same result on repeated trials. This study considered specifically the frequencies and relationships. Inter-rater reliability is dependent upon the ability of two or more individuals to be consistent. This study used categorical variables in the data collection tool and this ensured reliable data and results. Reliability was used to measure the degree to which the questionnaire produced consistent results that was used under the same conditions. The questionnaires were pilot tested on respondents and the results subjected to Cronbach alpha reliability, which is a test of internal consistency. If the alpha for the questionnaire is above or equal to the recommended 0.7 Nunnally (1967) cited by Kent (2001), the questionnaire was considered reliable for collecting data.

Data processing and analysis

The researcher used both qualitative and quantitative techniques for data analysis. Quantitative data was used in interpreting numerical data while qualitative was used in interpreting non-numerical data.

Quantitative data analysis

In quantitative technique, questionnaires were administered and data was coded, sorted, categorized and fed in to the computer using statistical package for social sciences (SPSS Version 16) data was analyzed using frequencies, percentages, means and standard deviation. Descriptive statistics and factor analysis was used to identify how Educational level influence employee Performance, relationship between Experience and employee Performance, relationship between Personal training and employee Performance and examine the Relationship between Financial Status of the organization and Employee performance.

Qualitative data analysis

In Qualitative analysis, the researcher used content analysis technique to analyze data. This technique involved first conducting face to face interviews between key informants where all conversations were recorded in a book. Thereafter, all interview content was reviewed and only extracts with relevancy to the study were presented in a narrative statement or themes placed in quotes to supplement on the quantitative data obtained from the questionnaire, interview was arranged according to the objectives and the content scope.

Ethical consideration

The principles of research ethics - informed consent, privacy, confidentiality, and accuracy was adhered to during the study. Participants received full disclosure of the nature of the study, the risks, benefits and alternatives, with an extended opportunity to ask pertinent questions regarding the research. The researcher treated all information provided by participants with maximum confidentiality. Honesty was maintained throughout the research process; in reporting data, results, methods and procedures in order to avoid fabrication, falsification, or misrepresentation of data. All quotations were used and sources that were consulted was clearly distinguished and acknowledged in references list.

Research limitation

Some of the respondents may not be willing to give information and this problem was solved by assuring them that this study was purely for academic purposes. The rate of return of questionnaires may be slow, and if they return them, some may be improperly completed. The coverage of the selected sub counties for the study may pose a threat during data collection as some of the places fall under hard to reach areas especially during the rain seasons. If the researcher gave the necessary assistance from some of the departments, much information may be collected to enhance the work. Lack of financial resources may restrict the desire to seek information from several areas.

Result of findings

Introduction

The presentation follows the study objective that is, to identify how Educational level influence employee Performance, to examine the relationship between experience and employee Performance, to establish the relationship between Personal training and employee Performance and to examine the Relationship between Financial Status of the organization and Employee performance. The data collected was subjected to computer software package known as SPSS version 16. The responses were presented in terms of frequencies and percentages which were displayed in tables, charts and graphs.

Demographics characteristic of the respondent

The first part of the data presentation is social demographics of the respondents. This included aspects of gender, age, qualifications, marital status, work station and the working Experience at

WDLG as presented below;

Table 4.1. Socio-demographic of the respondents

Category	Percentage
Gender of the Respondents	
Male	38%
Female	62%
Marital Status of Respondents	
Single	36%
Married	53%
Widowed	6%
Others specify	5%
Age of respondents	
20-30 Years	27%
31-40 Years	21%
41-50 Years	34%
51-60 Years	13%
61+ Years	6%
Natures of education of respondents	
Diploma	12%
Degree	47%
Masters holders	22%
others	10%
Duration of working with WDLG	
Less than 5 years	28.3%
6-10 years	26.0%
11-15 years	29.9%
16 + years	15.7%

The result from the study 79 of respondents representing 62.2% of the total number of participants was male while 48 representing 37.8% of the total number were females. This clearly shows that there were slightly more male participants than female in this survey and it may be as a result of the sample technique used in selecting respondents or that WDLG has more male workers than females. The result from table 4.1 indicates that; 52.78% of the total respondents were married followed by 36.22% as singles from the study, the least 6.30% and 4.72% were widowed and others (divorced) respectively. Findings Table 4.1 shows the age range and the revealed that 34% of the respondents were aged between 41-50 years, 27% were aged between 20-30 years, 21% were aged between 31-40 years, and the least 6% were aged 61 years and above. Majority 46.46% of the respondent had attained a degree. The findings also revealed that, 12.26% had diploma, 22.05% were masters holders and the least 10.24% others respectively.

Finally shows the length of service where out of a total of 127 respondents, 29.9% had worked with WDLG for at least 11-15 years, 28.3% had worked for < 5 years see Table 4.1

Descriptive findings

This section deals with the respondents' understanding of succession planning practices/features. This section aimed at achieving the study objective and the result of the study are provided in accordance to the study questions: -

Table 4.2. Showing how educational level influence employee performance

Item (N=127)	Minimum	Maximum	Mean	S.D
Level of education is the key aspect for employee performance in an organization	1.00	5.00	1.7402	.93616
Employees level of Education improves organizational performance	1.00	5.00	1.6063	.75758
Employee's education affects job performance	1.00	5.00	1.6693	.78735
Education level acts as a better tool for recruitment in the organization	1.00	5.00	1.7559	.82343
Higher level of education can negatively affect employee and organizational performance	1.00	5.00	2.0315	1.02304
Employees who are highly educated perform better at work than those who are not	1.00	5.00	2.9685	1.30285

The result indicates that the level of education is the key aspect for employee performance in an organization with meaningful results with a (mean =1.7) and S.D of .93616. The results also indicated that the respondents strongly agreed that, employees' level of Education improves organizational performance Employees, level of Education improves organizational performance with a (mean=1.6) and S.D of .75758. Furthermore, the respondents strongly agreed that, Employee's education affects job performance with a (mean =1.7) and S.D of .78735. Majority of respondents strongly agreed that, education level acts as a better tool for recruitment in the organization with a (mean =1.8) and S.D of .82343. Finally, the respondents were neutral/not whether employees who are highly educated perform better at work than those who are not with a (mean =3.0) and S.D of 1.30285.

Table 4.3. Showing how Experience influence employee Performance

Item (N=127)	Minimum	Maximum	Mean	S.D
Experience is the best tool for employee performance in an organization	1.00	5.00	2.0945	1.21781
Employee experience is the tool for better performance	1.00	5.00	2.4016	1.08569
Employee's Experience affects job performance in an organization	1.00	5.00	1.9055	1.06483
Employees who are highly experienced perform better at work	1.00	5.00	2.2047	1.21720
Employee experience limits high turnover in the organization hence better performance at work	1.00	5.00	3.4016	1.18362
Highly Experienced employee tend to leave the job easily	1.00	5.00	2.8504	1.03186
Highly experienced employees produce the same result in an organization as those who are not.	1.00	5.00	3.3386	1.32869

The study indicates that respondents agreed that Experience is the best tool for employee performance in an organization with a (mean =2.1) and S.D of 1.21781. From the study, the findings designate that majority of the respondents agreed that employee experience is the tool for better performance with a (mean=2.4) and S.D of 1.08569. Furthermore, respondents agreed that employee's experience affects job performance in an organization with a (mean =2.0) and S.D of 1.06483.

The result indicates that respondents agreed that employee's Experience affects job performance in an organization with a (mean =2.0) and S.D of 1.06483. From the study however respondents were not sure whether employee experience limits high turnover in the organization hence better performance at work with a (mean =3.4) and S.D of 1.18362. The respondents were not sure whether highly

experienced employee tend to leave the job easily with a (mean =3.0) and S.D of 1.03186. Finally respondents were still not sure whether highly experienced employees produce the same result in an organization as those who are not with a (mean =3.3) and S.D of 1.32869.

Table 4.4. Showing how personal training influence employee performance

Item (N=127)	Minimum	Maximum	Mean	S.D
Trained employee tend to keep Time and commitment in an organization	1.00	5.00	2.2598	1.11421
Training adds value to the employee for better Performance in an organization	1.00	5.00	2.3150	1.42929
Employee's Training affects job performance in an organization	1.00	5.00	2.1890	1.18007
Employees who are highly Trained perform better in an organization than those who are not	1.00	5.00	2.0709	1.16960
Training in an organization acts as motivation to employees	1.00	5.00	1.9055	1.01913
Training in an organization reduce labor turn over	1.00	5.00	1.8504	1.03953

The result indicates that the respondents agreed that: trained employee tends to keep time and commitment in an organization with a (mean =2.1) and S.D of 1.11421. Furthermore, the respondents agreed that, training adds value to the employee for better Performance in an organization with a (mean =2.3) and S.D of 1.429291. Majority respondents agreed that employee's training affects job performance in an organization with a (mean=2.1) and S.D of 1.18007. Majority of the respondents agreed with the statement with a (mean =2.1) and S.D of 1.16960. Training in an organization acts as motivation to employees evidenced with a grand (mean =2.0) and S.D of 1.01913. This indicating that respondents agreed with good recruitment practices. Finally, majority agreed that training in an organization reduce labor turn over with a (mean =2.0) and S.D of 1.03953.

Table 4.5. Showing how financial status influence employee performance

Item (N=127)	Minimum	Maximum	Mean	S.D
Availability of funds helps to improve employee performance	1.00	5.00	2.2047	1.10797
A well-financed organization performs better than a poorly financed one.	1.00	5.00	1.9213	1.10271
Organization financial status affects job performance	1.00	5.00	1.9055	1.01913
Highly qualified employees tend to work with financially stable organizations	1.00	5.00	2.0236	1.11601
Recruitment is done well in a financially stable organization	1.00	5.00	1.8661	1.14339
Monitoring and evaluation of performance is done better when the financial Status of the organization is good	1.00	5.00	2.0709	1.25471

Majority of the respondents agreed that availability of funds helps to improve employee performance with a (mean =2.03) and S.D of 1.10797. The results also indicate that the respondents agreed with the fact that a well-financed organization performs better than a poorly financed one with a (mean =2.0) and S.D of 1.10271. Further majority agreed that organization financial status affects job performance with a (mean =2.0) and S.D of 1.01913. On whether highly qualified employees tend to work with financially stable organizations the respondents agreed with a (mean =2.0) and S.D of 1.11601. Majority of the respondents agreed that recruitment is done well in a financially stable

organization with a (mean =2.0) and S.D of 1.143391. Finally monitoring and evaluation of performance is done better when the financial Status of the organization is good with a (mean =2.1) and S.D of 1.25471.

Table 4.6. Showing the Organizational Performance

	Minimum	Maximum	Mean	S.D
Organizations are interested in employees who comply with instructions	1.00	5.00	1.9843	1.19512
Organizations do not recruit employees who are non-performers	1.00	5.00	3.5669	1.11690
Organizations Performs better if employees are innovative	1.00	5.00	3.2756	1.17970
Organizations hires employees who persist to overcome obstacles to complete tasks	1.00	5.00	1.9606	1.03434

Majority of the respondents in table 4.6, agreed that, organizations are interested in employees who comply with instructions with a grand (mean =2.0) and S.D of 1.19512. However, majority of the respondents disagreed that organizations do not recruit employees who are non-performers with a grand (mean =4.0) and S.D of 1.11690.

The study findings reveal that majority of the respondents were not sure whether organizations perform better if employees are innovative with a grand (mean =3.3) and S.D of 1.179701. Finally, majority of the respondents agreed that, organizations hires employees who persist to overcome obstacles to complete tasks with a grand (mean =2.0) and S.D of 1.03434.

Correlation analysis

Two or more variables are said to be correlated to test if their coefficient of correlations is greater than 0.5. If there is correlation between any two of the predictor (independent) variables one of them must be dropped from the analysis. As shown in table 4.7, none of the predictor variables had coefficient of correlation between themselves more than 0.5 hence the variables were included in the model.

Table 4.7. Pearson's correlation between the educational levels, experience. Personal training and financial status

		Employee Performance				
Educational level	Pearson Correlation	1	.247**	.404**	.172	.528**
	Sig. (2-tailed)		.005	.000	.053	.000
	N	127	127	127	127	127
Experience	Pearson Correlation	.247**	1	.339**	.150	-.037
	Sig. (2-tailed)	.005		.000	.092	.678
	N	127	127	127	127	127
Personal training/skills	Pearson Correlation	.404**	.339**	1	.039	.343**
	Sig. (2-tailed)	.000	.000		.507	.000
	N	127	127	127	127	127

Financial Status	Pearson Correlation	.172	.150	.039	1	.320**
	Sig. (2-tailed)	.053	.092	.507		.000
	N	127	127	127	127	127

** . Correlation is significant at the 0.01 level (2-tailed).

The study tested the relationship between the educational level and Employee Performance. The findings from the study revealed that there was significant relationship between them. Since $p = 0.00 < 0.01$ at $r = 0.247^{**}$. This implies that there is positive linkage between the educational level and Employee Performance. The findings on the relationship between the experience and employee performance indicates that there was significant relationship between them. Since $p = 0.00 < 0.01$ at $r = 0.339^{**}$ an indication that there is positive linkage between the experience and employee performance as reflected in table 4.7. The study tested the relationship between personal training and employee performances. However, the study findings showed that there is an important relationship between the two variables. This is because $p = 0.000 < 0.05$ at $r = 0.343^{**}$ this means that, personal training of the respondents affects the employee performance positively. Finally, the result indicates that, the relationship between Financial Status and employee performance. The findings from the study revealed that there was significant relationship between them. Since $p = 0.00 < 0.01$ at $r = .320^{**}$ an indication that there is positive linkage between financial status and employee performance.

Summary, conclusions and recommendations

Summary of findings from the study

Majority of the respondents agreed that level of education is the key aspect for employee performance in an organization with 50.4% employees said education level acts as a better tool for recruitment in the organization. Thus organization considers the level of education when searching for employees for recruitment. The sources of recruitment used include advertising, and direct methods. The sources of recruitment have a positive effect on employee performance because of the “new blood” that comes in with new ideas and innovations and through competition its ushers in quality staff, promotes effectiveness, commitment and it is fair other factors remaining constant.

Majority of the respondents agreed that experience is the best tool for employee performance in an organization with 47.2%; employee’s experience affects job performance in an organization. Thus, employee experience, time keeping, commitment and team working spirit are positively correlated with employee performance and hence organization performance. The more an employee gain experience at work such employee is capable of performing much better in an organization. Majority of the respondents agreed that trained employee tend to keep time and commitment in an organization with 53.5%, employees who are highly trained perform better in an organization than those who are not. Thus, employee performs better if the teams he/she is working with are subjected to Personal training in an organization. However, many other factors in organizations also play an important role.

Service delivery is enhanced by the staff whose performance is enhanced by the recruitment process. The findings indicate that the communities in WDLG benefit from government services including provision of farm inputs, capital, source of income, employment, production extension services and access to social services including health, water, roads, education, agriculture, environment protection and production through programmes. Majority of the respondents agreed that availability of funds helps to improve employee performance with 52.8%, of employee said a well-financed organization performs better than a poorly financed one. Thus, the organization financial status has an impact on employee performance in an organization. Promotion depends on financial status of the organization. In the same vein, the district motivates her employees through provision of allowances, transport, training, awards, periodic leave, promotions, prompt salaries and transfers.

Conclusions

Employee recruitment in WDLG has a positive impact on employee’s performance because the organization believes that employee’s level of education improves its performance. Thus, they consider recruiting qualified employees because they believe that education level of employee’s acts

as a better tool for employee performance in the organization. It can also be concluded that employees at WDLG are given the opportunity to move upward which encourages them to remain with the organization hence encouraging employee retention.

The study can be concluded that employee experience is the tool for better performance. The higher the level of experience the higher the employee performance other factors remaining constant. Experienced workers have a high chance of being employed as they are likely to perform better than the un-experienced counterparts. Personal training is an element of employee performance. In an organization, employees who are highly trained perform better than those who are not. The study found out that a well-financed organization performs better than a poorly financed one. Therefore, organizational performance depends on the financial status of the organization. Recruitment is also done better in a well-financed organization. Highly qualified employees tend to work with financially stable organizations. This indicates that the more the financial status of the organization the higher the likely employee performance.

Finally, the level of service delivery in WDLG is still poor. Primary schools are performing poorly and this is due to lack of teachers' commitment, experienced teachers, school inspectors and qualified teaching staff. Poor school conditions, congestion in classes, language barriers for both pupils and teachers, long distance from dwelling homes to schools also affect the performance. Health centers are still few, roads are still poor and piped water is limited to some few areas. Generally, there is a lot to be done to improve on service delivery in Wakiso District.

Recommendations

To improve on service delivery and employee performance, Wakiso district needs to explore all avenues, thus the need to motivate the employees and to ensure socio-economic infrastructures are equally distributed. And such services should be accessible to both the community and the employees.

There is need to adopt a general policy of transparency that is, ensuring that employees know what happens in the organization at all times, why it is happening and the impact it will make on their employment, development, prospects and performance.

Encourage the development of performance personal training processes that ensure that performance expectations are agreed upon and reviewed regularly. Encourage the use of personnel development plans that spell out how improvement of performance can be achieved mainly by self-personal training learning. Use training and personal training development programmes to underpin core values and defined performance expectations.

Finally, WDLG should improve on inspection of schools and health centers in order to improve on service delivery. The Local Government should also make sure that developmental infrastructures are equally distributed within the District and also properly maintained.

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