

**GOVERNMENT ADMINISTRATION: MANAGEMENT OF
RECRUITMENT PROCESS AND EMPLOYEE JOB
PERFORMANCE IN UGANDA**

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Introductory Background

In today's globalization and workforce environment diversity, public sector performance is determined by the organization's capacity to obtain human resources with the necessary skills, abilities, and competencies. This is because employees are in charge of carrying out organizational tasks and responsibilities to attain organizational goals. Employee performance is defined as an employee's behavior in the workplace and how well they do the tasks that have been assigned to them. According to Tomczak, Lanzo, and Aguinis (2018), employee performance refers to the collective actions performed by employees to achieve organizational goals. Employee performance studies have mostly focused on employee outcomes and behavior (Tanjung, Rivai, & Siswandoko, 2018). Individual employee performance is measured by the quality and amount of output as well as the timely completion of obligations, according to Waris (2015) and Adebola & Banjo (2017). Employee performance in public organizations, including local governments, is deemed poor on a global scale (Gamage, 2014). Organizations in Indonesia, for example, are having difficulty attracting and selecting the proper personnel to fill open jobs, which has had a detrimental influence on employee performance (Sarinah, Gultom, & Thabah, 2016). Employee performance in Japan is likewise below agreed-upon norms and continues to deteriorate, which has been ascribed to organizations' incapacity to acquire the necessary skills (Gamage, 2014). According to studies carried out in Tanzania, the performance of public institutions has experienced a significant loss of performance as a result of bad recruitment methods (Karia et al. 2016). Similarly, in Uganda, poor recruitment and selection process marked by favouritism has impacted the performance of employees in Local Governments since recruiting authority was transferred to the Local Government level. (Ministry of Public Service Report 2017/2018).

Therefore, from the human capital theory perspective recruiting employees with a high degree of knowledge and abilities is critical and requires a rigorous recruitment process to ensure good employee performance (Armstrong et al. 2013). Human capital, according to Schultz (1960) as cited by Perepelkin et al. (2016), is the knowledge, skills, and talents that an organization needs to fulfill its goals and objectives. According to

Sitorus et al. (2021); Ezeali (2019); Selase (2018); the performance of any organization is determined by the quality of the personnel obtained during the recruitment process. Recruitment is the point at which personnel enters an organization (Abbas et al. 2021) and the path that an organization must take from there to ensure that the correct employees are attracted. Employees with the proper required skills and competence attracted from the pull of the available human resource assist the organization to accomplish its performance targets (Hemandez-de-Menendez et al. 2020). In that regard, recruitment involves all organizational practices and decisions that affect the number or types of individuals who are willing to apply for and accept a given vacancy (Bridges, 2018; Nesbit et.al, 2018; Berkelaar, 2017). This definition is in line with the conceptualization by Breugh (2009) who sees recruitment as involving organizational activities that influence the number and type of applicants who apply for a position and/or affect whether a job offer is accepted. Job analysis, attracting candidates, screening, choosing, and induction are all part of the recruitment process (Arifin et al, 2020; Goldstein et al, 2017; Breugh, 2017). However, there are no internationally accepted steps that all organizations follow during the recruitment process, some steps are omitted by different organizations.

In Uganda, job analysis, attracting candidates through advertising, screening, selection, and induction are the most expected ideal recruitment procedures in Ugandan local governments. However, according to studies like Nabaho (2013); Nassazi, (2013), the recruiting process in the Local Government is flawed because it lacks job analysis to gather detailed information about the position, the selection process is not based on merit, and induction is not properly carried out (Nabaho, 2013). Job analysis, according to Bako and Aladelusi (2017), is the first and most important step in the recruitment process. Orientation is the process of informing a new employee about the job's responsibilities and how to carry them out. Selection, on the other hand, is the process of selecting the best candidates for a job opening (Dany & Torchy, 2017). Internal and external recruitment are the two types of recruitment. Internal recruiting is concerned with sourcing individuals from within the organization, whereas external recruitment is concerned with attracting people from outside the organization (Okolie, 2020). According to Shenoy & Aithal (2018) employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, and social media are all examples of recruitment methods. Perhaps important to note is that most organizations use a combination of two or more of these as part of their hiring process (Sinha & Thaly 2013). They argued that the technique of recruitment to be employed is determined by the job vacancy, the resources available to the company's recruiting staff, and the amount of recruiting budget available. They further stressed that every organization collects relevant data on which recruitment strategies work best in a specific context.

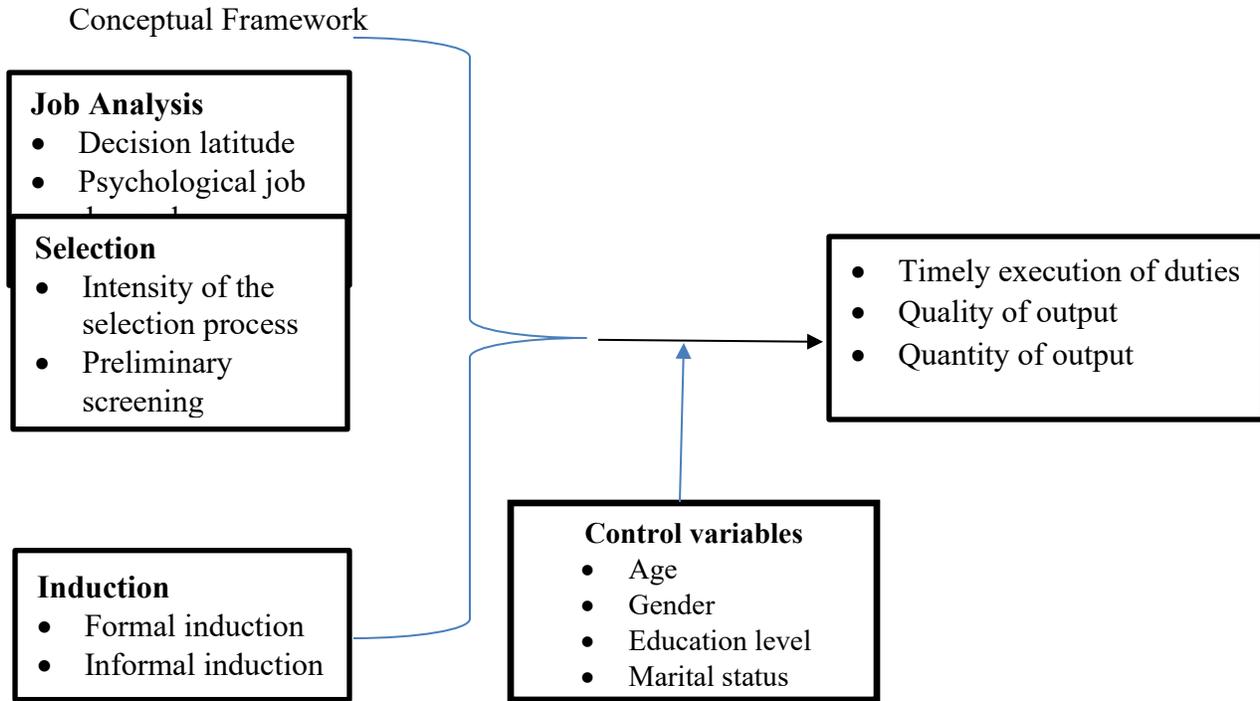
According to the existing literature, recruitment plays an essential role in identifying high-performing individuals (Gamage, 2014; Nasurdin, Ahmad & Tan, 2016). Employee performance in Uganda has been studied, and it has been discovered that recruitment has a major impact on performance (Deserranno, 2019; Nabaho, 2013). The transfer of personnel hiring and firing decisions to District Local Governments through the District Service Commissions (DSCs) was regarded as one of the cornerstones of Uganda's decentralization reforms from the standpoint of the Ugandan Local Governments (Nabaho & Kiiza, 2013). This is reflected in the Ministry of Local Government's Annual National Assessment Report (2017/2018), which indicated that worker performance in local

government has remained low; there is a general lack of willingness to perform, compromising service delivery to citizens as a result of patronage and favoritism, obstruct recruitment and selection processes in local governments which have affected employee performance (Adjei-Bamfo, 2018; Azfar et al, 2018). This study examined the impact of the recruiting procedure on employee performance in a decentralized Local Government environment.

Statement of the Problem

Employee recruitment in local government is handled by the District Service Commission (DSC), which focuses on identifying and selecting people with the necessary skills to meet district service delivery objectives, which are outlined in the performance handbook and communicated to each employee by their supervisor, who regularly evaluates their performance. The DSC is mandated by law to follow the standards set out by the Public Service Commission when carrying out its recruitment duty. The DSC is protected from foreign influence by Article 166(1) [d] of the Constitution and Section 58 of the Local Government Act (Cap 243) (GoU, 1997:5343), which specifies the minimum qualifications for members of the DSC. The public service commission approves members of the DSC based on the aforementioned minimal qualifications. However, according to the MoLG's Annual National Assessment Report (2017/2018), staff performance in local governments has been low, and there is general laxity among staff to perform, and reports have been late. This could be attributed to the fact that in Uganda, however, the recruiting system is characterized by patronage and nepotism, technical 'know-who' rather than 'technical know-how' rather than merit (Galiwango, 2008; Nabaho & Kiiza, 2013). As a result, local governments have lost their ability to recruit talent, resulting in poor employee performance. It was against this background that necessitated carrying out this study, to determine the impact of the recruitment process on performance. Therefore, the study examined the effect of job analysis on employee job performance; the effect of selection on employee job performance, and the effect of induction on employee job performance in Pallisa District Local Government in the period 2007-2019.

The conceptual framework is based on the human capital theory, which states that human capital is comprised of an organization's employees' knowledge, skills, and talents. According to the theory, when the recruitment procedure is rigorously followed, the organization acquires people with talents, knowledge, and capacities. It is assumed that if an organization conducts a job analysis, it will collect enough information about the work to be able to find a suitable person from a pool of candidates who will assist the organization to meet its goals. Induction is also thought to have a substantial impact on performance. Finally, it is hypothesized that employee work performance is influenced by the recruitment process.



Source: Adapted from Sarinah, Gulto,m & Thaba (2016) and modified by researchers, 2021

Literature Review

The Concept of the Recruitment Process

The concept of recruitment has received a lot of attention in the world of management to achieve organizational goals through employee performance. Employees join and leave the organization for several reasons, including retirement, retrenchment, temporary or permanent disability, and death (Dwesini, (2019). Regardless, corporate organizations must guarantee that qualified personnel is hired to fill vacant positions (Kazim & Nasira, 2016). Recruitment is defined as the process of identifying potential employees who meet the credentials and needs of a firm or organization (Aulia et al, 2022). According to Abiwu (2021), recruiting is the process of locating and attracting adequately qualified individuals to apply for job openings inside a business. It's a series of activities used by an organization to attract prospective seekers with the necessary skills and attitudes. The primary goal of the recruitment process is to find the best candidate for the open position to find someone who can work efficiently. Various researchers have described recruiting, but the majority of formulations centre on attracting the finest individuals to fill open positions. This study defines recruiting as the process of discovering and attracting suitable candidates from within and outside an organization to begin evaluating them for future employment, as defined by Hong, Zhao & Snell, (2019). The terms recruitment and selection are frequently used interchangeably since the ultimate purpose of recruitment is to find the most qualified individual, which necessitates selecting from among the candidates who have been attracted (Baykal, (2020); Delgadova & Gullerova, 2017). Recruitment and selection, according to Suwanto & Subyantoro, (2019);

Gamage, (2014); Gultom, et al., 2016), are components of the same system or process that can be considered individually, however they are not mutually exclusive. They define recruiting as a procedure aimed at attracting adequately qualified candidates for a certain post from which a competent person can be selected and appointed.

According to Bibi & Khan, (2019,); Palulungan, (2018) in their study recruitment entails locating candidates through advertisements or other means, screening potential candidates through tests and interviews, selecting candidates based on the results of the tests or interviews, and onboarding to ensure that the candidates can effectively perform their new roles. According to Goldstein et al. (2017), recruiting is a program that attracts a group of qualified applicants to nominate the best candidate among them. Fitri, Handaru & Yohana (2021) argue that selection as the final stage of the decision-making process in the recruitment process entails screening candidates to determine which of those who apply to meet the organization's requirements. As a result, the focus of this research was partly on selection as part of the recruitment process. There are two sorts of recruitment: internal and external. Internal recruitment is the process of identifying and attracting candidates from among those already employed by a company. Kadam et al, (2016) argue that this could take the shape of a promotion from one position to another, or a transfer or deployment from one department to another for additional responsibilities. According to Shafique (2012), the term "external recruitment" refers to the process of identifying and enticing employees from outside the company. Advertisements in national publications, recruitment agencies, trade unions, headhunting, referral methods, universities and colleges, and other methods are commonly used (Hamza et al. 2021). Recruitment is a procedure that entails a series of actions that must be followed to find the best-qualified applicants to fill open positions. According to Gamage (2014), a systematic recruitment process entails notification of openings, job analysis, job description, advertising mode, and conducting interviews, followed by screening and selection. All of these processes are interconnected and contribute to the success of the recruitment process, therefore they should be given special attention. As a result, the current study investigates the impact of various hiring techniques on employee job performance.

Job analysis on the other side is the initial step in the recruitment process, and it usually occurs when a company decides to fill a vacant position (Ashraf, 2017). It outlines work requirements and how a certain job fits within the organization's structure, attracting qualified candidates in the process (Bejer et al, 2017). The selection process consists of a set of processes that applicants must complete. Selection, according to Karim et al. (2021), is the process of selecting individuals with relevant qualifications to fill existing or anticipated vacancies. This study considered the four indicators of selection namely academic background, recommendation letters, work experience, and interview assessment (Erawati, 2008; Goldhaber et al. 2014; Jacob, 2016; Kelkay, 2018); (Goldhaber et al. 2014; Jacob et al., 2016); (Jacob et al., 2016; Kelkay, 2018); (Kelkay, 2018; Wambua and Genga, 2018).

The Concept of Employee Performance

Employee performance, according to Tomczak et al. (2018), is defined as the collective activities performed by employees by organizational goals, including their distinct behaviors in specific contexts. According to Adebola & Aladelusi (2017), performance is a collection of work behaviors that combine skills and knowledge to

produce valued outcomes. Six factors can be used to assess an employee's job performance i.e. quality, quantity, punctuality, effectiveness, and independence. Job performance (Jibrin-Bida, Majid & Ismail, (2016); Erniwati, Ramly & Alam, 2020). Job performance according to Pahos & Galanaki (2018) is an achievement that is both practical and measurable. Motowidlo (2003) proposed a model of job performance that reflected behaviors that were part of the job performance sphere and were characterized as task performance. Task performance was defined by Coleman and Borman (2000) as behaviors that contributed in a direct line to the organization's technical core and comprised acts that were commonly recognized as part of the job. Employee performance is defined in the current study by Tomczak et al. (2018) as the collective activities performed by employees according to organizational goals, including their distinct behaviors in specific scenarios. In this study, employee performance is categorized into three categories: quality, quantity, and task execution.

Theoretical Review

The study was based on a combination of theories i.e. the Resource-Based View (RBV) which was proposed by (Barney, 1991). According to resource-based theory, an organization can gain a long-term competitive advantage if it has an inimitable or un-substitutable pool of human resources (Donnellan & Rutledge, 2019). This idea asserts that an organization's human resources can be used to develop and maintain a competitive advantage (Pham, 2020). The primary purpose of recruitment is to find the best candidate from a pool of candidates to fill open positions. Therefore, when an organization utilizes the recruitment process to its full potential, it is capable of securing the greatest human resource for achieving organizational goals. In this study, the resources are potential human resources with the skills and competencies that the organization wants to acquire and keep. When a company obtains the necessary human resources, it can gain a competitive edge by pursuing its objectives. According to this research, the organization can obtain these resources by successfully utilizing the recruitment process. For example, the organization can obtain unique and valuable human resources by doing a job analysis to determine the skills required for the job, communicating the job analysis information through advertisements, and interviewing the best candidate with those talents. During orientation, the organization will provide new workers with the skills necessary to meet the individual employee goals outlined in the job analysis. As a result, the resource-based theory enables employee performance by seeking to acquire potential employees with the required skills by conducting a job analysis to lay out what is expected of the employee, then seeking the required skills and orienting the newly hired employee to achieve what is stipulated in the job analysis, thereby enabling employee performance.

Schultz's human capital theory (1960) as cited by Little (2003) was also used to guide the study. Human capital, according to the Human Capital Theory, is comprised of an organization's employees' knowledge, skills, and talents. The foundations of this idea can be found in macroeconomic development theory. The primary concept of the human capital theory is that people's learning abilities are equivalent to other resources used in the creation of goods and services (Werner, 2021). The human capital hypothesis assumes that people's learning abilities are of equivalent worth to other resources employed in the manufacturing process (Jackson, Schuler & Jiang, 20014). According to the human capital theory, people with a high degree of knowledge and skills are more productive than their

peers. According to this study, organizations can use the recruitment process to find and hire workers with the necessary knowledge, skills, and talents. For example, the organization can establish the knowledge, skills, and capabilities necessary for an employee to accomplish the tasks by doing a job analysis, which is the first step in the recruitment process. The results of the job analysis are subsequently presented to potential candidates through advertising and orientation, ensuring that only candidates with the needed abilities are chosen throughout the selection process. This, in turn, aids the organization in recruiting the necessary personnel with the necessary knowledge, abilities, and competence, allowing the employees to perform.

Empirical Review of Literature

Job Analysis and Employee Job Performance

Job analysis is an important topic in human resource management since it is the foundation of practically all human resource activities (Townley, 2019; Jackson, Schuler and Jiang, 2014; Dessler, 1999: 127). Organizations utilize job analysis to develop critical papers including job descriptions, job analyses, and performance standards because it is a rich source of information. The documents guide human resource decisions in a variety of areas, including recruiting and selection, which are based on job demand and characteristics. As a result, academics consider job analysis to be the first stage of the recruitment process because it gives information about the hiring choice (Gamage, 2014). The recruitment process will be successful if both the recruitment team and the incumbent have clear knowledge about the job. This information is obtained through the practice of job analysis. As a result, it's feasible to believe there's a link between job analysis and performance (Grossman & Feitosa, 2018). This is because job analysis provides the organization with a much greater understanding of their employees' strengths and limitations, allowing them to take early corrective action to rectify any skills or job behavior inadequacies (Argyris, 2017). By outlining the tasks to be performed as well as the timescales for completing them, a regular or proactive job analysis approach can assist the organization in establishing a proper infrastructure (Aggarwal, 2019). A clear delineation of roles and responsibilities through job analysis and its availability to job performance demands that everyone in the organization understands their role and brings value to product/service development and delivery with minimal overlap or resource waste (Bilotta et al, 2021). Proactive job analysis also helps organizations operate better by encouraging positive attitudes and work commitment. Employees have clear guidance and defined targets to pace their performance when they get timely and accurate information on job duties and responsibilities, as well as the degree of performance required to accomplish results. Regularly updating job descriptions and performance criteria with the most recent job analysis will greatly assist human resource professionals in identifying and eliminating needless work requirements, conflict, and discontent (Stone, Cox, & Gavin, 2020); Gatewood, Field & Barrick, 2015). As a result, employees gain a better knowledge of the company's performance goals.

Human resource management's ultimate purpose is to optimize human resources through performance (Han et al, 2019). Organizations process this data, which is then utilized to hire and recruit new personnel. During pre-employment examinations for selection and promotion, job analysis is critical. The examinations that are held must be

related to the work. Knowledge, competence, various skills, and character (personality) factors are among the traits for which people are tested. When a company knows what competencies are required to complete a job successfully, it can choose what knowledge, skills, and abilities to test for. Each position's knowledge, skills, and competencies are determined through a job analysis (Sanghi, 2016). A job analysis establishes the minimal educational, certification, or licensing requirements for a position. Job analysis also determines the core tasks of the job. Job Analysis, according to Newman and Lyon (2009), is a common need for establishing a suitable pool for staff selection. Job analysis entails creating a job description and job specifications that are relevant to the job's knowledge, skills, and abilities (KSA). Employee performance necessitates certain abilities. This argument is supported by existing research (Kehoe & Collins, 2017). Khatbeh (2020) for example, discovered that job analysis has a considerable impact on employee performance. The majority of this research, however, has concentrated on the methodological aspects of employment analysis. The goal of this research is to learn more about job analysis and how it affects employee performance.

Selection and Job Performance

Selection is the process of choosing the best candidate for the job from a pool of people that applied for the position. According to Brands et al, (2017), the selection is the final stage of the decision-making process in the recruitment process, which entails screening individuals to determine which of those who apply will most likely meet the organization's requirements. To Villeda et al (2019), is the process of determining whether a job candidate is qualified for a specific position in an organization whereas Blankson (2020), looks at the selection as the process through which an organization chooses an individual for a vacant job inside the company. An organization will not succeed unless its personnel is capable and well qualified. Mathis et al, (2016) argue that selection is a step in the recruitment process that entails screening candidates to determine those who will apply and those who are most likely to meet the organization's needs. Unconventional selection practices, such as poor policy in selecting candidates, inconsistency in the selection process, side-tracking employment tests and interviews, godfatherism in the selection process, and management influence on interviewers on whom to choose, can jeopardize an organization's business plan and pose performance challenges Bako & Aladelusi, 2017). Therefore, businesses should base their hiring decisions on merit so that they can select the best candidate for the job. When presented with an external applicant, a comprehensive selection system assesses a prospect's potential for the role and reduces the organization's level of uncertainty (Azizi et al, 2021). Employees are central to postmodern organizational management and therefore organizational employees should be carefully selected (Alansaari, Yusoff & Ismail, 2019).

Furthermore, it is stated that productivity may always be boosted when the best people are chosen for the task (Blankson, 2020). The procedure begins when applicants apply for a job and ends when a decision is made on whether or not they will be admitted. The selection procedure determines whether or not prospective applications will be accepted. According to Eysenck (2018); Simamora (2004), selection criteria can be divided into four categories: education, work experience, physical condition, and personality. According to Gamage (2014), there is a useful and significant relationship between recruiting and the selection and an organization's performance. The selection procedures

determine who will be hired. If all factors are considered, it will be able to identify qualified candidates and position them in the most appropriate employment. Using an effective selection procedure will increase the chances of finding a suitable person to fill a position. When the best applicants for the position are chosen, the output improves. The selection process for high-potential candidates for the suitable position should be meticulously planned and executed. According to Simamora (2004), staff selection factors are divided into education; references; experience; health; written tests; and interviews. Considering these factors while following the proper procedures delivers qualified human resources to a firm. According to a study conducted by Ekwoaba, Ikeje, & Ufona (2015), there is a substantial association between selections and organizational performance. Other research, such as Nebojsa, Mirija & Kristina (2020), and Karia et al. (2016), found that selection has a favorable impact on employee performance. Schneider, Powell & Bonaccio (2019) found, on the contrary, that selection did not predict employee performance. None of these studies, however, have looked at how selection affects employee performance in local government contexts, and according to Nabaho & Kiiza (2013), selection procedures vary depending on the organization's aims. As a result, the current study aimed at examining the impact of selection procedures on employee performance in the Pallisa District, which is a Local Government context.

Orientation/Induction and Employee Performance

Employee orientation is an important part of training that helps recruits get acquainted with their new work environment, coworkers, policies and procedures, and company rules and regulations (Bannett, 2001). Orientation is the process of presenting all staff employees with basic knowledge about the organization (Hayes & Ninemeier, 2009). The term "induction" has been invented and defined widely in the human resource management profession. Swanepoel et al. (2003) argue that "it is a structured process involving welcoming, receiving, and introducing newly appointed employees, providing them with the necessary information, and making them feel at ease so that they can settle down as quickly as possible, and become productive at work." It is the organization's processes that help new employees integrate into the organization, its members, and related duties (Kupias and Peltola, 2009: 18). In a similar vein, Foot and Hook (2008) agree with the premise that induction helps new employees settle into their jobs quickly and become active and productive. It's the last step in the employee recruitment process and the start of training and development. They went on to say that the induction procedure begins with the recruitment stage. (Nankervis et al. (2009) highlight that it is employees' first days on the job and continues throughout their career development in the company. According to the roles, rank, and range of program activities, induction programs vary (Wesson & Gogus, 2005). Induction is the process of bringing together the people and processes required to maximize the impact of a recruit on business outcomes. Employee orientation aims to familiarize recruits with the organization by providing an overview of the organization, coworkers, roles in the organization, familiarizing them with organizational rules and regulations, providing information on benefits, what is expected of them from the employer, and motivating them to perform well to achieve organizational objectives (Hayes & Ninemeier, 2009).

Employees' job performance is improved when they are familiarized with the job, tasks, and working environment through the orientation process (Rowland, 2017). The new orientation perspective is to change employee behavior and attitudes for them to mold expectations to achieve organizational goals (Asare, Bediako, 2008). Employee job performance is improved by orientation because employees know what to do and what not to do. They frame their behavior and expectations towards such parameters and establish goals on how to align with the organization's regulations and so meet the organization's objectives. Employee orientation improves job effectiveness through improving employee learning and behavior. Employees learn about the organization's goals and objectives as a result of their education. Studies by Raub et al, (2021); Aizzat, Ahmed & Tan (2016); Park et al, (2018); Rowland, Ruth & Ekot (2017) found an association between employee orientation and performance. Similarly, Mchete & Shayo (2020); Agbo (2020) found that induction and orientation have a substantial impact on employee job performance in corporate organizations. Other research conducted by Nabayinada & Matovu (2020) found a link between psychological orientation and employee performance in the Kampala city council. This study, however, only looked at psychological orientation, not overall staff orientation. However, important to note is that the studies reviewed are not exhaustive as it seems that there is limited research regarding the effectiveness of the recruitment process on employee performance in local government settings and more specifically Pallisa district local government administration justifying the need for this study.

Research Methodology

A research design is a blueprint for how the study will be carried out (Akcem, Guney & Cresswell, 2019). To establish the association between the study variables, the researchers used a cross-sectional survey approach. A cross-sectional design collects data at a single point in time (Zikmund Car & Griffin 2013). Ihuiebube-Splendor & Chikeme (2020); Hair, Black, Babin, & Anderson (2010), argue that it is appropriate for studies that seek to establish a causal relationship between variables to use a cross-sectional design because it allows the researcher to conclude the research findings using data that reflects what is happening at a specific time frame. Study population means the entire group of people that the researcher wishes to investigate and make inferences (Sekaran & Bougie, 2016). The target population in this study comprises the employees working in the nine departments at Pallisa District Local Government. The overall target study population was 158 employees working in the eleven departments at the district headquarters (Ministry of Public Service Report, 2018). Using Krejcie and Morgan (1970) table for sample size determination, a total of 108 participants were chosen to participate in the study. These were selected using stratified simple random sampling. This is a sampling technique where the target population is divided into homogeneous strata and a sample representing each stratum is selected using simple random sampling where each member has a known non-zero chance of being a participant (Sekaran & Bougie, 2016). The sample was stratified into departments and the members were proportionately chosen from each stratum.

Table 1: Sample Size Computation

Department	Target population	Sample size computation	Sample size
Administration	15	15/158*108	10
Production	29	29/158*108	20
Community based services	24	24/158*108	16
Education	08	08/158*108	06
Statutory bodies	08	08/158*108	06
Commercial and industry	03	03/158*108	02
Finance	31	31/158*108	21
Planning	05	05/158*108	03
Natural resources	12	12/158*108	08
Works	12	12/158*108	08
Health	11	11/158*108	08
Total	158		108

Source: Human resource Department 2021

Data Collection Instrument

The respondents' primary data was collected through questionnaires. Questionnaires allow researchers to collect more thorough information and differentiate responses based on age, job title, and gender. A questionnaire is objective and quick to administer, as well as offers useful information about the participants' attitudes and beliefs (Bird, 2009). On a 5-point Likert scale, the data was analyzed. According to (Zikmund, Car & Griffin, 2013), Likert scales with five points or more are preferable to those with fewer points since they provide greater variance, sensitivity, and measurement and information. Self-administered questionnaires were given out to selected employees. A self-administered questionnaire is a data-gathering method in which respondents are supplied with written questions that must be responded to in writing (Hair, Black, Babin, & Anderson, 2010). The data was collected using a structured questionnaire following the instructions of (Saunders et al., 2009). The questionnaires were delivered to staff in various departments, and responders were given enough time to complete them before being chosen after one month.

Validity of the Research Instruments

Validity refers to how well a concept measures what it claims to measure (Hair et al., 2007). Measurement of validity can be assessed in three ways: content validity (also known as face validity), construct validity, and criteria validity. Content validity was used in this investigation. The most crucial validity test is content validity (Hair et al., 2007). It was predicated on the degree to which a measurement accurately reflects the content's intended domain. To ensure content validity Factorability was done using the Bateletes test of sphericity and factors that loaded above 0.5 were retained for further analysis. Validity was computed by dividing the number of items that loaded above 0.5 by the total number of items. Because the data collection instrument was based on previously used items, it was modified to fit the study's needs, and factor analysis was used to confirm content validity. The content validity index of 0.7 was chosen as per Lynn's recommendations (1972). As shown in the table below, all of the items had a content validity index of greater than 0.8 and were thus used in the data analysis.

Table 2: Content Validity

Variable	Total number of items	Number of Valid items	CVI computation	CVI coefficient
Job performance	05	05	05/05	1.00
Job analysis	22	20	20/22	0.90
Selection	05	05	05/05	1.00
Induction	11	09	09/11	0.81

Source: Survey data (2021)

Reliability of Research Instruments

The study looked at the study variables' reliability to see if they could consistently produce consistent results. According to (Mugenda, 2008), an instrument's dependability is defined as the degree to which a research instrument produces consistent outcomes or data after multiple trials. The test-retest approach was used to assess the instrument's reliability before it was employed in the study. During the pilot trial, the questionnaire was given out. The Cronbach alpha was the statistical test used to determine reliability, and coefficients greater than 0.7 were considered dependable, according to Tabachnick and Fidel's writings (2010). The Cronbach alpha for the study variables is 0.7 or higher, as seen in Table 3 below. Employee job performance had a Cronbach alpha of 0.70, which was regarded as adequate. For job analysis, selection, and orientation, the Cronbach alphas were .74, .82, and .89, respectively. These findings suggest that the data is repeatable and that the same study may be repeated with consistent results.

Table 3: Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Employee job performance	.70	.85	05
Orientation	.89	.90	11
Selection	.82	.82	05
Job Analysis	.74	.90	22

Source: Survey Data (2021)

Data Analysis and Presentation

The process of giving order, structure, and meaning to a large amount of data is known as data analysis (Silva, 2008). For analysis, the acquired data were entered into the SPSS program version 23. Correlation and regression analysis were used in the data analysis. The degree of the association and direction between the study variables were measured using correlation analysis, and regression analysis was performed to examine the predictive potential of the independent variable (recruitment process) on the dependent variable (employee job performance). Descriptive and inferential statistics were used to present the findings. Descriptive statistics were used to offer information about the samples' characteristics, and inferential statistics were used to test hypotheses, make conclusions, and apply the findings to the entire study population (Burns & Burns, 2008).

Findings and Discussion

A total of 108 questionnaires were issued to the field, with 98 of them being returned. This equates to a 90.74 percent response rate. Four of the returned surveys were

incomplete and hence were not considered for study analysis. As a result, there were 94 usable surveys, representing an 87.3% response rate. According to Harrison et al, (2020), a response rate of more than 50% is satisfactory, 60% is good, and 70% and above is excellent. As a result, the study's response rate is excellent for statistical analysis.

Table 4: Response Rate

	Frequency	Percentage
Administered questionnaires	108	100
Returned questionnaires	98	90.74
Usable questionnaires	94	87.03

Source: Survey data (2021)

Demographic Profile of Respondents

The study carried out an analysis of the demographic characteristics of the respondents to understand the nature of respondents who provided data. The demographic characteristics are presented in Table 5 below.

Table 5: Demographic Characteristics of the Respondents

Category	Sub category	Frequency	Percent
Gender	Male	52	55.3
	Female	42	44.7
	Total	94	100.0
Education level	Certificate	32	34.0
	Diploma	28	29.8
	1st Degree	32	34.0
	Masters	02	2.1
	Total	94	100.0
Tenure	Less than 5 years	34	36.2
	6 - 10 years	20	21.3
	11 - 15 years	16	17.0
	16 - 20 years	15	16.0
	More than 20 years	9	9.6
	Total	94	100.0

Source: Survey data (2021)

According to the table above, the majority of the respondents (55.3%) were male, while the remaining 44.7 percent were female. This means that male employees outnumber female employees in the Pallisa District local government administration. The results however show a balanced representation in terms of sex as the females also took part in the study. The results therefore can be generalized to both male and female employees. The length of service for the respondents was also considered. The number of respondents who have been in service at the District for less than five years was the highest at 34%. The respondents who had worked in the organization between 6-10 years were 21%, between 11-15 years were 17%, and between 16-20 years were 16% whereas the respondents who had worked with Pallisa District local government for more than 20 years were 9.6%. The results imply the respondents understand the recruitment and selection process carried out in the organization and the performance indicators meaning that they can respond to the questionnaire items from an informed point of view. Regarding the education level of the respondents, the results in the table above show that the majority of the respondents had

certificates 32.0% and 1st degrees 34.0% followed by diplomas 29.8%. The findings show that only 2.1% of the respondents had obtained a master's degree. The results imply that the respondents had attained education and therefore had sufficient knowledge to read, understand and respond to the question items.

Descriptive Statistics

Before data analysis, the study sought to determine the opinion of the respondents as regards the questionnaire items and how they relate to employee job performance. The descriptive characteristics of the respondents help to reveal the direction of the respondents' responses to the question items. The items were measured on a five-point Likert scale of 1 - strongly agree to 5-strongly disagree.

Table 6: Responses on recruitment process

Statement	Mean	Std. deviation
Job Analysis		
my job requires me to learn new things	1.90	1.05
my job requires me to do routine work	1.92	1.08
my job requires creativity	1.84	1.09
my job requires high level of skill	1.93	1.19
my job requires a variety of skills	2.03	.90
I have the required ability to execute my job tasks	2.03	1.15
my job allows me to make decisions independently	2.94	1.28
I have freedom to make decisions	2.45	1.04
I have a lot of say regarding my job	2.47	.95
my job requires me to work fast	2.10	1.12
my job requires me to work hard	2.22	4.15
my workload is not excessive	3.19	1.35
I have sufficient time to do my work	3.95	7.41
there are no conflicting demands in my current job	2.67	1.14
my supervisor is concerned about my work performance	2.04	1.18
my supervisor pays attention to my work tasks	1.86	.85
my work supervisor is supportive	1.89	1.02
my co-workers have the required skills to perform work roles	2.44	3.31
my supervisor is good at organizing work tasks	2.03	.87
my co-workers are interested in supporting me	2.07	.87
my co-workers are friendly	2.03	.80
there is teamwork with my co-workers	1.95	.92
Selection		
this organization selects the right persons for the right job	2.20	1.12
there is a proper procedure of the selection process	2.17	1.04
there is no bias while selecting employees	2.62	.99
the selection process is fair and justifiable	2.53	.980
I am satisfied with the selection process	2.54	1.03
Orientation		
after attending the organisation's induction programme,	1.94	.95
I am aware of the organization's rules and policies	1.79	.84
I know what is required of me to in my job	1.69	.91
I know what my performance standards are	1.7660	.95
I see myself as a member of this organization	1.71	.95
I am pleased to be a member of this organization	1.86	.92

I feel strong ties with other members of the organization	2.19	.97
I identify with other members of the organization	2.10	1.09
I am not looking for another job outside the organization	2.74	1.35
I think about remaining employed in this organization	2.39	1.23
in general I found the induction programme useful	1.76	.84
Valid N (listwise)		

Source: Survey data (2021)

The findings in Table 6 above, indicates that majority of the respondents agreed with the statement that, 'my job requires me to learn new things' mean = 1.90 (SD = 1.05), 'my job requires me to do routine work' mean = 1.92 (SD = 1.08), 'my job requires creativity' mean = 1.84 (SD = 1.09), 'my job requires high level of skill' mean = 1.93 (SD = 1.19), 'my job requires a variety of skills' mean = 2.03 (SD = .90), 'i have the required ability to execute my job tasks' mean = 2.03 (SD = 1.15), 'my job allows me to make decisions independently' mean = 2.94 (SD = 1.28), 'i have freedom to make decisions', mean = 2.45 (SD = 1.04), 'i have a lot of say regarding my job' mean = 2.47 (SD = 1.04), 'my job requires me to work fast' mean = 2.10 (SD = 1.12), 'my job requires me to work hard' mean = 2.22 (SD = 4.15), 'there are no conflicting demands in my current job' mean = 2.67 (SD = 1.14), 'my supervisor is concerned about my work performance' mean = 2.04 (SD = 1.18), 'my supervisor pays attention to my work tasks' mean = 1.86 (SD = .85), 'my work supervisor is supportive' mean = 1.89 (SD = 1.02), 'my co-workers have the required skills to perform work roles' mean = 2.44 (SD = 3.31), 'my supervisor is good at organizing work tasks' mean = 2.03 (SD = .87), 'my co-workers are interested in supporting me' mean = 2.07 (SD = 0.87), 'my co-workers are friendly' mean = 2.03 (SD = 0.80), 'there is teamwork with my co-workers.' mean = 1.95 (SD = 0.92), 'this organization selects the right persons for the right job' mean = 2.20 (SD = 1.12), 'there is a proper procedure of the selection process' mean = 2.17 (SD = 1.04), 'there is no bias while selecting employees' mean = 2.62 (SD = .99), 'the selection process is fair and justifiable' mean = 2.53 (SD = .98), 'I am satisfied with the selection process' mean = 2.54 (SD = 1.03), 'after attending the company's induction programme' mean = 1.94 (SD = .95). However, the respondents were neutral with the statement that 'my workload is not excessive' mean = 3.19 (SD = 1.35). The respondents also disagreed with the statement that 'i have sufficient time to do my work.' mean = 3.95 (SD = 7.41).

Descriptive Statistics for Employee Job performance

Table 7: Descriptive Statistics for employee job performance

Statements	Mean	Std. Deviation
I always do my work on time	2.0319	.94416
my plans are often effective	2.0213	.71810
I am always focused on the intended results while doing my work	1.7766	.76417
I am able to separate main issues from side issues at work	2.0638	2.24714
I am able to perform my work well with minimal efforts	1.7979	.82410
Valid N (listwise)	94	

Source: Survey data (2021)

According to the data in the Table 7 above, the majority of respondents agreed with the statement, "I always complete my assignment on time." 'My plans are frequently

effective' mean = 2.02 (SD =.71), 'I am always focused on the intended results while doing my work' mean = 1.77 (SD =.76), 'I can separate main issues from side issues at work' mean = 2.06 (SD = 2.24), 'I can perform my work well with minimal effort' mean = 1.79 (SD =.82).4.6. Correlation Analysis. To determine the relationship between the study variables, the researchers used correlation analysis. The study looked at the relationship between job analysis, selection, and induction, as well as employee work performance, as the dependent variable. The results show that there is a positive moderate and statistically significant association between job analysis and employee performance (0.67, p-value 0.01), as shown in the table below. These findings suggest that job analysis is linked to employee job performance and that a change in work analysis will result in a change in employee job performance. The findings suggest that conducting a job analysis can help managers improve employee performance. The results also reveal that there is a favorable relationship between staff selection and work performance (0.54, p-value 0.01). As a result, the findings suggest that changes in employee selection are linked to changes in employee job performance. The findings also show that orientation has a favorable and statistically significant relationship with employee job performance (0.66, p-value 0.01). These findings suggest that a shift in employee job performance is linked to a shift in orientation.

Table 8: Correlations for study variables

	Employee performance	Job analysis	selection	orientation
Employee performance	1			
Job analysis	.677**	1		
selection	.545**	.525**	1	
orientation	.662**	.796**	.608**	1

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

Source: Survey data (2021)

Hypothesis Testing

Based on the study objectives, the hypothesis test tried to establish a direct impact relationship between the independent and dependent variables. The hypotheses were tested using regression analysis. The purpose of regression analysis was to figure out how much the independent variable explained the dependent variable. The goal of the study was to see how the selection procedure affected employee job performance in the Pallisa District Local Government. Work analysis has no significant effect on employee performance, selection has no significant effect on employee performance, and orientation has no significant effect on employee job performance, according to the hypotheses examined. Linear regression was used to test the direct effect between the study variables.

Regression Analysis for Job Analysis and Employee Job Performance

Table 9. Job analysis and employee job performance

Coefficients					
Model	B. Unstd	Std. Error	Beta. Std	t	Sig
(Constant)	-.180	.474		-.380	.705
gender	.194	.146	.113	1.331	.187
age bracket	.041	.134	.039	.308	.759
Education level	.012	.082	.012	.140	.889

	Tenure	.008	.073	.013	.115	.908
	Job analysis	.694	.079	.700	8.759	.000
Model summary statistics						
R					.686 ^a	
R square					.470	
Adjusted R square					.440	
Standard error of the estimate					.64088	
Change statistics			R square change		.470	
			F change		15.635	
			Sig.		.000	
a. Dependent Variable: employee performance						

Source: Survey data (2021)

The regression analysis shows that (R²=0.47), implying that 47% of variations in employee job performance is explained by the job analysis. The results imply that job analysis moderately predicts employee job analysis. Hypothesis (H01) stated that job analysis has no significant effect on employee job performance. The results in the above table show that job analysis has a positive and significant effect on employee job performance ($\beta=.144$, $p<.05$). These results imply that a unit increase in job analysis causes an increase in employee job performance by 0.14 units. Therefore the results confirm that job analysis has a significant effect on employee job performance.

Regression Analysis for selection and employee job performance

Table 10 Selection and employee job performance

Model Coefficients	B. Unstd	Std. Error	Beta. Std	t	Sig.
1 (Constant)	.068	.552		.123	.902
gender	.094	.164	.055	.574	.567
age bracket	-.046	.151	-.044	-.307	.760
Education level	.140	.094	.144	1.483	.142
Tenure	-.009	.083	-.014	-.104	.917
selection	.626	.099	.582	6.303	.000
Model summary statistics					
R				.563 ^a	
R square				.317	
Adjusted R square				.278	
Standard error of the estimate				.72780	
Change statistics			R square change	.317	
			F change	8.171	
			Sig.	.000	
a. Dependent Variable: employee performance					

Source: Survey data (2021)

The purpose of Hypothesis (H02) was to determine the impact of selection on employee work performance. (R²=0.31), according to the regression analysis. According to the R-square statistics, selection accounts for 31% of a change in employee job performance. The results in the table above reveal that employee work performance is affected by selection ($\beta=.62$, $p.05$). According to these findings, a unit increase in employee selection leads to a 0.31 unit improvement in employee job performance. As a result, the

findings support the hypothesis that there is a link between staff selection and job performance.

Regression analysis for orientation and employee job performance

Table 11 Orientation and employee job performance

Model Coefficients		B. Unstd	Std. Error	Beta	t	Sig.
1	(Constant)	-.368	.497		-.741	.460
	Gender	.163	.148	.095	1.104	.273
	Age bracket	.078	.137	.074	.572	.569
	Education level	.018	.083	.019	.218	.828
	Tenure	.017	.074	.028	.232	.817
	Orientation	.834	.099	.685	8.451	.000
Model summary statistics						
R				.673 ^a		
R square				.453		
Adjusted R square				.422		
Standard error of the estimate				.65145		
Change statistics		R square change		.453		
		F change		14.565		
		Sig.		.000		

a. Dependent Variable: employee performance

Source: Survey data (2021)

The purpose of the Hypothesis (H03) was to determine the impact of staff orientation on job performance. (R²=0.45), according to the regression analysis. According to the R-square statistics, orientation accounts for 45 percent of a change in employee work performance. The results in the table above suggest that employee orientation has a considerable impact on job performance (=0.83, p.05). These findings suggest that a unit improvement in employee orientation leads to a 0.83-unit increase in employee job performance. As a result, the findings support the hypothesis that there is a link between employee orientation and work performance. The findings are consistent with those of Nabayinda and Matovu (2020); Fathin, Ningrum, & Abas (2018) Kepha, Mukulu, & Waititu, (2014)), who discovered a link between psychological orientation and employee performance in the Kampala City Council. However, their study focused on psychological orientation, whereas the current study focused on general employee orientation.

Conclusion and Recommendations

The study's overall goal was to determine the impact of the recruitment process on employee job performance. The goal of the study was to determine the impact of job analysis, selection, and orientation on employee performance. The first goal was to determine the impact of job analysis on employee performance. Statistical investigation revealed that job analysis has a considerable impact on employee performance. As a result, it can be argued that job analysis aids in improving employee performance in the Pallisa District Local Government. This demonstrates the need to strengthen the human resource process so that organizational managers do job analyses so that employees and management have clear knowledge about the job, and employees perform and are evaluated

based on the information acquired during job analyses. The second goal was to determine the impact of selection on employee performance. The data show that employee selection has a favorable impact on employee performance, leading to the conclusion that employee selection aids in improving performance. The third particular goal of the research was to determine the impact of employee orientation on employee performance. Employee orientation has a considerable impact on employee performance, according to statistical studies. Therefore it is concluded that employee orientation has a significant effect on employee job performance. The research will aid current managers in developing recruitment policies and practices. From a management point of view, the current study implies that managers should collect data about the job before carrying out human resource decisions like recruitment. Second, Pallisa District LG management should use the authorized selection processes to objectively pick workers with the necessary competencies. From a practical standpoint, the research model might serve as a reminder for practicing managers to comprehend the recruitment criteria and methods. Finally, this research fills a gap in the literature by demonstrating that recruitment procedures have a major impact on performance in Pallisa District LG, and more specifically in Uganda, a developing nation. The study's findings show that the recruitment procedure has an impact on employee performance. Job analysis, selection, and orientation have a good and significant effect on employee performance, according to the data. Based on these findings, the Pallisa District LG administration should do a job analysis before engaging in human resource procedures such as recruiting and selection, and any human resource decisions should be based on the outcomes of the job analysis. This will give employees and management the knowledge they need to do their jobs and make educated decisions about human resource planning. Local government managers in Uganda should also ensure that they follow the public service recruiting procedure and guidelines to ensure that they cover all of the necessary steps in the recruitment process. Employees should be orientated by central magisterial bodies to ensure that they have the requisite abilities to accomplish their jobs. Employee performance will improve as a result of employees being introduced to their coworkers and learning how to do the newly acquired task.

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