

**RECRUITMENT AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF
LOCAL GOVERNMENT**

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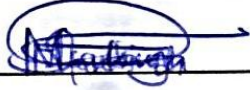
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DECLARATION

I, **NANSUBUGA SHAKIRAH MUTONI** , hereby declare that this work has not been submitted for an award of a degree in any other institution or university.

Signed: _____




DATE: 23rd / 04 / 2026 .

APPROVAL

I confirm that this Research Dissertation was prepared under my direct guidance and supervision, and I am satisfied that it is now ready for examination and submission.

Supervisor: Asta Arjamaña

Signature: 

Date: 23/02/2026.

ABBREVIATIONS

ACAO	Assistant Chief Administrative Officer.
CAO	Chief Administrative Officer.
CSRP	Civil Service Reform Programme.
DSC	District Service Commission.
DCP	District Chairperson.
HOD	Heads of Department.
DLG	District Local Government.
LG	Local Government.
LGA	Local Governments Act.
MoLG	Ministry of Local Government.
MoPS	Ministry of Public Service.
MoFPED	Ministry of Finance, Planning and Economic Development.
JARD	Joint Annual Review of Decentralization.
PS	Public Service.
PSC	Public Service Commission.
PSRRC	Public Service Review and Reorganization Commission.
HR	Human Resources.

HRD	Human Resource Development.
HRM	Human Resource Management.
IGG	Inspector General of Government.
NRM	National Resistance Movement.
MPs	Members of Parliament.
UN	United Nations.

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ABSTRACT

This study examined the effect of recruitment on employee performance in the Ministry of Local Government in Uganda. Specifically, the study assessed the role of internal recruitment, examined the effect of external recruitment, and established the relationship between recruitment practices and employee performance. A descriptive research design was adopted, employing both qualitative and quantitative approaches. Data were collected from a sample of 109 employees across various departments using questionnaires and interviews, with a response rate of 89.9%. Quantitative data were analyzed using SPSS, while qualitative data were analyzed through thematic content analysis.

The findings revealed that recruitment practices in the Ministry are generally inadequate, characterized by lack of transparency, limited merit-based decision-making, and political interference. Internal recruitment was found to have minimal positive impact on employee performance due to favoritism in promotions and transfers, which negatively affected employee motivation and morale. External recruitment, on the other hand, was found to introduce new skills and innovation, although its effectiveness was undermined by procedural weaknesses and inadequate orientation of new employees. The study further established a moderate to strong positive relationship between recruitment and employee performance ($r = 0.624$), with recruitment practices explaining 38.9% of the variation in employee performance.

The study concludes that effective, transparent, and merit-based recruitment is critical in enhancing employee performance and improving service delivery in public institutions. It recommends strengthening merit-based recruitment systems, minimizing political interference, improving transparency in both internal and external recruitment processes, and enhancing onboarding programs for new employees

CHAPTER 1: INTRODUCTION

1.0 Introduction

The background of the study, problem statement, objectives, research questions, scope, significance of the study, and conceptual framework form the main content of this chapter. This chapter forms the basis of knowledge on the impact of recruitment on performance in the ministry of local government.

1.1 Background of Study

Recruitment refers to the act of sourcing, screening, choosing, and hiring qualified individuals for job positions (either permanent or temporary) in the organization (Armstrong & Taylor, 2020).

Recruitment can be considered the backbone of human resource management since it enables the organization to obtain the right individuals who have the necessary qualifications required to meet organizational objectives. In the public sector, specifically ministries of local governments, recruiting determines the quality of human resources, which affects service delivery and organizational performance.

Whereas recruitment was once considered just an administrative activity, the modern recruitment process has now become a key aspect of human resource management that impacts the productivity of organizations through the performance of its members. As per Armstrong (2019), the development of robust recruiting methods is essential for any organization because they help the organization recruit and retain competent employees whose performance will positively contribute to organizational objectives. In the international context, both public and private sector organizations are currently embracing creative recruiting practices such as e-recruiting, competency-based recruiting, and psychological testing as means of recruiting competent individuals. Nevertheless, numerous organizations around the world are faced with problems such as biases and nepotism, among others (Dessle, 2020).

Therefore, it is imperative to ensure that recruitment is fair, open, and based on merit in order to enhance the effectiveness and efficiency of organizations.

In Africa, the recruitment process in the public sector plays a vital role in determining the productivity of employees. According to the African Development Bank (2020), ineffective recruitment practices such as corrupt practices, favoritisms, and political Patronage have led to the appointment of unqualified individuals to work in the public service. The above practice has resulted in low productivity, lack of accountability, and poor performance in the public service sector. In various African countries such as South Africa, Ghana, and Botswana, recruitment processes have been reformed to ensure that they are based on merit. However, in most African nations, the issue of policy implementation has been challenging, thereby causing poor human resource management and poor employee performance (Kamoche et al., 2018).

The importance of quality human resource in the public sector has become more apparent in its significance to development in recent times. Governments in Kenya, Tanzania, and Uganda have set up public service commissions that ensure fair and transparent processes in recruitment and selection of staff. Nonetheless, research carried out by the East African Community Secretariat (2021) indicates that obstacles like political influence, inadequate institutional capabilities, and weak monitoring processes impede their effectiveness. In consequence, local government bodies across the region struggle with low levels of staff motivation, performance, and accountability. These inefficiencies associated with recruiting processes emphasize the importance of developing regionally coordinated approaches for strengthening recruitment policies and enhancing performance among employees in public service.

The recruitment and selection processes within the Ugandan Public Sector are regulated by the Public Service Commission Act of 2008, emphasizing aspects such as meritocracy, transparency, and equal opportunities in job placement. Despite the presence of an appropriate legislative framework, the process of recruiting individuals for employment within Uganda's public service, especially in local governments, has been associated with malpractices such as favoritism, nepotism, and even political interference (Ministry of Public Service, 2022). This has contributed significantly to inefficiency and poor employee performance due to the employment of people who lack competence. Consequently, public trust in local governments has deteriorated due to inconsistent and unreliable service delivery. In order to overcome these problems, the government is implementing reforms that seek to professionalize the public service through performance-oriented recruitment and use of technology in hiring.

Given that Kampala is the administrative and economic capital city of Uganda, it is imperative that all government policies be implemented through effective service delivery by the employees. Service delivery in this case relies on the competence of the employee, their motivation, and performance. Despite these being important determinants of effective service delivery, recruitment mechanisms adopted by the ministry of local government have been accused of lacking transparency, inefficiencies, and favoritism. This has led to underperformance and ineffective service delivery. Hence, there is a need to analyze current recruitment mechanisms to assess their efficiency.

Therefore, this study endeavors to establish the correlation between recruitment and employee performance in the Ministry of local government. Specifically, it is intended to identify the types of recruitments that exist, evaluate their efficiency and influence on the employees' performance. It is hoped that the results of this research will be of importance in the development of human resource management practices in local governments, as well as in making recommendations on the issue.

1.2 Problem Statement

The process of recruitment and selection in the public service would be purely based on meritocracy where no form of favoritism or nepotism will be allowed in the process of recruiting and selecting personnel (Namakula & Ssekamanya, 2022). All jobs would be filled by very competent persons who have the required qualifications and competence to perform the job effectively. This will lead to improved efficiency in service delivery in line with the needs of citizens.

The performance of employees in the Ministry of Local Government has consistently displayed potential for excellence, complemented by the government's initiatives in improving its service delivery. The findings from internal audit reports and the Public Service Commission (PSC, 2022) identify areas where there is room for improvement, especially concerning the issue of absenteeism and lack of motivation amongst local government workers. Various studies have commended the developments in recruitment processes and human resource management within the Ministry, providing an excellent platform for continued pro

In addition, it is important to note that according to Auditor General's report (2023), delays in recruitment processes, insufficient advertising of job openings, and lack of transparency in selection procedures remain persistent factors that affect the achievement of performance goals within the Ministry of Local Government. The recruitment process issues have resulted in high rates of employee turnover, poor staff morale, and low accountability among departments. It is crucial to study the impact of recruitment on the performance of employees in the Ministry of Local Government for the purpose of determining the shortcomings of existing policies and making relevant recommendations.

1.3 Objectives of the study

The study seeks to examine the effect of recruitment on employee performance in Ministry of Local government.

1.3.1 Specific objectives

In specific terms, the study seeks;

1. To assess the role of internal recruitment on employee performance
2. To examine the effect of external recruitment on employee performance
3. The relationship between recruitment and employee performance

1.3.2. Research Questions

The study seeks to answer the following questions;

- i. To what extent does internal recruitment (promotions, transfers, and redeployments) affect employee performance in the Ministry of Local Government?
- ii. How does external recruitment (open competitive hiring) impact on the performance of employees within the Ministry of Local Government?
- iii. What is the comparative effect of internal versus external recruitment methods on employee performance outcomes (productivity, absenteeism, motivation and service delivery) in the Ministry of Local Government?

1.4 Scope of Study

1. 1.4.1 Geographical scope

The study will be conducted in Ministry of local government focusing on various departments and administrative divisions. It is limited to an inquiry into recruitment and employee performance because of the claim that its representative in its recruitment of personnel in the Civil Service.

1.4.2. Content scope

The study will focus on recruitment such as internal recruitment, external recruitment and merit-based selection and their impact on employee performance indicators like productivity, efficiency and service delivery.

1.4.3. Time Scope

The study will cover the period from 2020 to 2025, a time during which several recruitment and staffing reforms have been implemented in Ministry of local government.

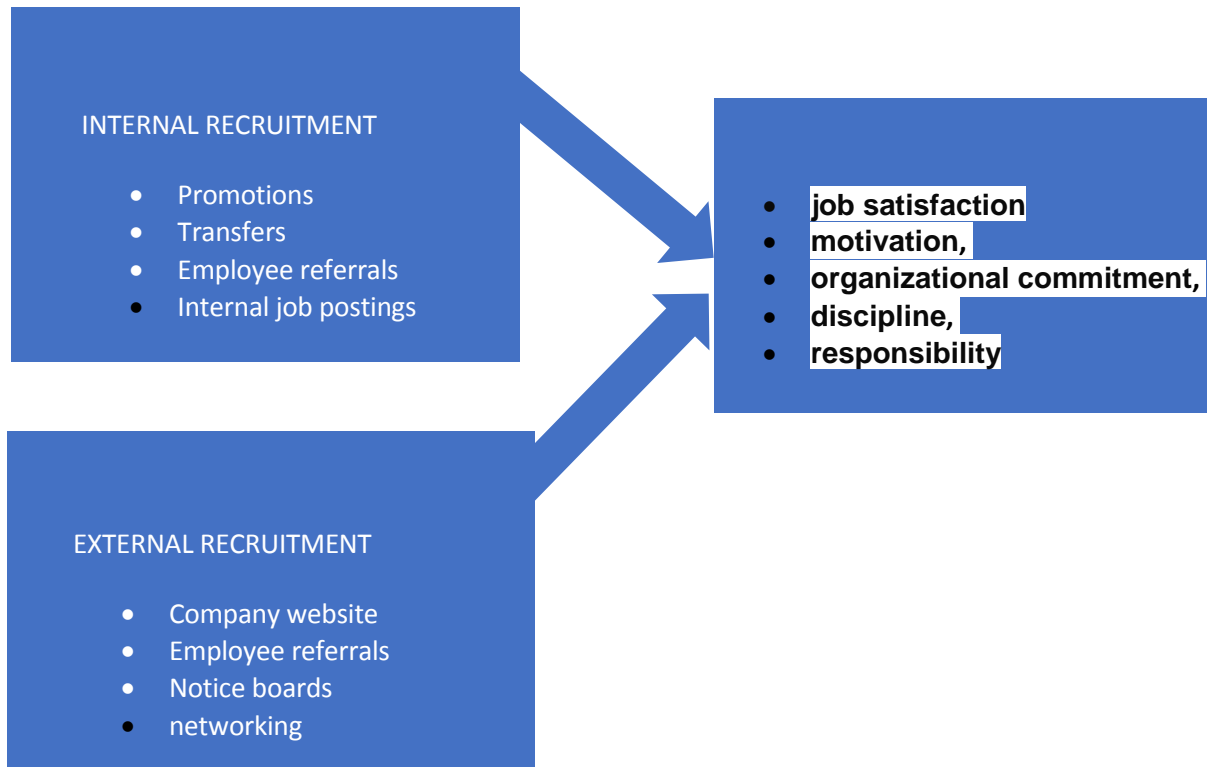
1.5 Significance of the study

The findings of this study will be significant to several stakeholders including the Ministry of local government administrators; to improve recruitment policies and enhance staff performance. Human resource managers; to adopt effective and transparent recruitment strategies. Policy makers; to formulate better guidelines for recruitment in public sector. Researchers and academicians; to serve as a reference for future studies related to recruitment and employee performance.

1.6 Conceptual framework

RECRUITMENT

EMPLOYEE PERFORMANCE



CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of existing literature related to recruitment and employee performance, guided by the study objectives as presented in Chapter 1. It discusses theoretical perspectives, empirical evidence, and conceptual linkages on how internal and external recruitment influence employee performance, particularly within the context of Ministry of local government.

The section concludes with the conceptual framework illustrating the many to one relationship between recruitment and performance outcomes.

2.1 The Role of Internal Recruitment on Employee Performance

An understanding of the Civil Service system in Uganda will help us to know its character, its mandate and contributions toward good governance, democratic accountability and national unity. The centrality of the Civil Service in the management of modern societies cannot be over-emphasized. In modern states, including Uganda, the primary function of the Civil Service is to analyze, recommend, implement and evaluate public policy. The success of any government depends on the professionalism, dedication, effectiveness and capacity of its Civil Services to deliver services to the public promptly and efficiently, and to ensure good governance that, in turn, creates an enabling environment for development and modernization (Langseth and Mugaju, 1996).

Internal recruitment refers to filling vacancies by selecting candidates from within the organization, through promotions, transfers, or internal job postings. According to Becker (1964) under the Human Capital Theory, organizations that promote from within retain employees with valuable firm-specific knowledge, which enhances overall performance and efficiency. Internal recruitment ensures continuity, minimizes training costs, and fosters loyalty and motivation among employees (Armstrong, 2014).

Empirical studies reveal that internal recruitment positively influences employee performance because internally promoted employees already understand the organizational culture and processes (Dessler, 2020). Employees need less supervision and take shorter time to adapt to

their new positions. In addition, internal hiring increases employee morale because there are many opportunities for career advancement (Noe et al., 2017).

However, the literature also cautions that excessive reliance on internal recruitment may limit innovation and diversity. Khan (2018) argues that promoting only insiders may perpetuate existing inefficiencies and reduce creativity in problem-solving. Furthermore, in public institutions where internal recruitment is influenced by favoritisms or corruption, performance outcomes tend to decline because merit is disregarded (Mafabi et al., 2022). The public service in developing countries has been growing about four times as fast as in developed countries in recent years. This is partly in response to demands for improved services and partly because of the desire of some governments to improve tribal, ethnic or regional representation or to use public employment as means to combat unemployment. However, on a per capita basis developed countries still have more than twice the number of public servants than the developing countries (Ozgedi 1983). It is generally acknowledged that public sector staffing is a fundamental issue at the macro- institutional level. Scholarly literature identifies the following as some of the main issues that affect staffing at the macro-level as well as local governments' impact on public expenditure, incentives and motivation. Addressing such issues in such a manner is even more complex under decentralization; significant changes in the public sector employment policies might result. Opportunities might be created for rationalization of such policies. However, without a conscious effort, the likelihood is that local governments will repeat the employment sins of central government by copying both staffing patterns and qualifications criteria. Among these are: formalistic and rigid employment policies, inefficient employment procedures; misallocation of staff by function and sector; inadequate financing; lack of autonomy on the one hand, yet lack of integration and coordination, on the other hand; and scarcity of skilled staff (Rondinelli et.al. 1984).

They further note that low salaries may cause field as well as headquarter staff to look to additional employment or to bribes or other corrupt practices to solve their financial problems. Adequate salary, promptly paid, will reduce the propensity to accept gifts or fees. Similarly, other nationwide measures for improvement of the quality of personnel such as the creation of a career service, with recruitment and promotion on the basis of merit, a common classification and common pay scale for all Departments at central and local levels, in-service training, a

pension scheme, legal protection against political interference, with increased tenure of office of civil servants and the prohibition of their participation in political activity – will have beneficial effects throughout a country.

Recent scholarly studies have acknowledged these problems too. For example, Prud'homme (1995) notes that decentralization transfers power not only from central to local governments, but also from central to local bureaucracies. Central bureaucracies are likely to attract more qualified people, not so much because they offer higher salaries but because they offer better careers, with a greater diversity of tasks, more possibilities of promotion, less political intervention and a longer view of issues.

The act of devolving the employment function to local jurisdictions does not ensure more rational employment policies nor improve the capacity to implement such policies significantly. Increased reliance on local governments to undertake an expanding array of governmental functions is likely to strain local government capacities; not least the capacity to establish rational employment policies (Rondinelli, Nellis & Cheema, 1984). In the context of Ministry of local government, where corruption in promotions and transfers has been reported, internal recruitment may fail to achieve its intended purpose of improving employee performance and service delivery. In summary, internal recruitment can significantly enhance performance when based on merit and fairness, but may be counterproductive if guided by bias or patronage.

2.2 The impact of external recruitment on the performance of employees

External recruiting entails sourcing potential recruits from outside the company via advertising, employment agencies, or online job search websites. It broadens the talent pool and allows the organization to acquire new knowledge and skills. According to the Resource-Based View (RBV) by Barney (1991), external recruitment helps organizations access unique human resources that are rare and valuable, creating a competitive advantage.

HRM has become one of the most discussed approaches to the practice and analysis of the employment relationship in contemporary times. It has become a pervasive and influential approach to the management of employment in a wide range of market economies yet it has generated a lot of debate.

The type of questions raised by the HRM debate indicates the extent to which it has disturbed many formally accepted concepts in the employment relationship. For some, it has become a model for action and application, for others it is no more than a map which indicates how the management of employees might be worked out in more and specific ways than HRM can adequately deal with (Beardwell, 1992).

Whatever the perspective taken on HRM, there is a cognate body of prescription policy and analysis, which is directed at the notion of HRM as a perspective that is central to the employment relationship. Whether HRM is driven by ideological, strategic, operational, market or other goals, its language, practice and adoption suggest that it is perhaps the most significant perspective on the employment relationship to emerge in the last forty years (Armstrong, 1996). The quality of a company's personnel is frequently the single factor that determines whether the organization is going to be successful, whether it will realize a satisfactory return on its investment, and whether it will reach its basic objectives (Stanton, 1977; Armstrong, 1996). Managing human resources is one of the key elements in the co-ordination and management of work organizations. The personnel function contributes to the creativity of added value by ensuring that people with the required competences and levels of motivation are available and help to create a culture and environment that stimulates quality performance. Whatever means are used to ensure the creation and delivery of services and goods in modern economies, the role of individuals and groups as employees and the ability of management to effectively deploy such a resource is vital to the interests of both the employees and organization alike.

To a large extent this fundamental issue has been at the heart of a great deal of the analysis of how organizations are run and it is as important an issue facing organizations as those of markets, finance and strategy. For these reasons the question of how to manage employees has remained as a constant element in organization and managerial thought and prescription throughout this century.

The research findings of Torrington et al. (2019) indicate that outside recruitment provides innovation and new insights that improve organizational effectiveness. The benefits of external recruitment include the filling of any technical or managerial gaps present among internal employees to provide better public services (Mutonyi, 2021).

However, external hiring carries risks as well. It might lead to initial underperformance due to the adaptation period for the newly hired personnel (Cole, 2016). Additionally, if recruitment processes are not transparent or merit-based, especially in public service contexts, external hiring can lead to resentment among internal staff and increased turnover (Mwenda, 2020).

Uganda's employment policy also gives Ugandans priority to take up any job that may occur in the labour market. All citizens are given equal opportunity to compete openly for any job where they possess the necessary qualifications. All recruitment in the public service is guided by merit whereas discipline and removal of officers is affected by application of fair play and justice (MoPS, 2001). The merit principle presupposes that the choice of a recruit is the outcome of an unbiased assessment of an individual's value as measured against stated requirements and not dependent on ethnicity, religion, relationship or political affiliation or patronage of the candidate (MoLG, 2004).

Whereas this seems to be the ideal situation, in practice a lot is left to be desired as local governments embark on an „autonomous“ drive and biased decision-making process with disregard to principles in personnel recruitment and management.

Crispin (1990) notes, that the importance of personnel selection as an integral aspect of human resources development and employment is not sufficiently appreciated in Africa. He argues that personnel selection is a critical factor in human resources development and employment especially when it involves bringing fresh entrants into service regardless of the level at which they are being recruited. If at this stage the mistake is made of bringing in the wrong person in spite of any provisions for a probationary period, the possibility of resorting to measures like dismissal or even suspension after recruitment is very difficult indeed. He, therefore, stresses the importance of having proper personnel selection methods and procedures regardless of their levels and ethnicity. What is important is whether they can deliver to the expectation of the organization.

Therefore, the effect of external recruitment on employee performance depends on how transparent, merit-driven, and inclusive the recruitment process is. A well-structured external recruitment system enhances employee performance through competence and innovation, while a corrupt or politicized process undermines productivity.

Kiiza Amooti (1997) further notes that in many organizations, Districts and Urban Councils inclusive, one of the neglected tasks of HRM is that of handling the exit. Article 60, sub-section (2) of the Local Governments Act (1997) provides for a person aggrieved by a decision of the DSC, to appeal to the PSC. This Article 60 safeguards the stay of the employee in the service of the local government by protecting them against arbitrary dismissals/termination. The cost of arbitrary dismissals to an organization is the loss of experienced staff that is replaced by inexperienced ones in an effort to ensure the continuity of the organization. Furthermore, as the organization gains the reputation of arbitrary dismissal, it gets difficulties in attracting new staff and retaining them. In some local governments, for example, there have been many cases of witch-hunting employees especially by some politicians who believe they should not be working in their districts for various reasons including ethnic background, political patronage and mainly personal conflicts. This has been backed up by many unfounded claims of mismanagement of public funds, and corruption that has led to interdiction of officers, unfair and unjust dismissals without a fair hearing.

Such wrangles have made some local governments unpopular and hence unable to attract qualified and experienced personnel. This negatively impacts on the level of service delivery and national development

To establish the relationship between recruitment and employee performance

Recruitment, whether internal or external, directly affects employee performance through the mechanisms of selection accuracy, person–job fit, and organizational justice. Kristof (1996) emphasizes that when employees’ skills and values align with job and organizational demands, performance improves. Similarly, Blau’s (1964) Social Exchange Theory posits that fair recruitment practices create a sense of obligation in employees, motivating them to reciprocate through higher performance levels.

Empirical evidence by Schmidt and Hunter (1998) shows that valid recruitment and selection methods (such as structured interviews and psychometric tests) predict better job performance. The relationship between recruitment and performance is also influenced by post-recruitment factors such as onboarding, training, and employee engagement (Armstrong & Taylor, 2020).

The literature reviewed indicates that before independence, Uganda's Civil Service that was based on the Westminster model was considered „the best in Africa south of the Sahara“ (Langseth and Mugaju, 1996). It was based on the principle of meritocracy, integrity, neutrality, patriotism, and incorruptibility among others. However, after independence, all the above principles were eroded and issues of class, ethnicity, race, sex, political patronage and religion, among others, took a centre stage. This changed the national character of the Civil Service to an ethnic character. Employment into the Civil Service was no longer based on merit but on other factors as earlier mentioned.

When the NRM government assumed power in 1986, it introduced many reforms and notably among them was the decentralization programme. Under this programme, powers were devolved to the local governments including the power to hire, remunerate and fire staff (personnel decentralization).

The literature also revealed that there is still some misunderstanding from both the citizens and DSCs about the concept of personnel decentralization and it is this misconception that has eroded the intentions/objectives of personnel decentralization, and has instead given the local government Civil Service a biased out-look of exclusionism. The literature laid a foundation for the study as most of the findings were in agreement with what earlier scholars had already established. For instance, as Tukahebwa (1998) posited, the problem of „tribalizing“ personnel through district selective recruitment cuts across all districts. The findings agree with this assertion, but also revealed that, the practice is relative in some districts. In the case of Gulu, it is believed that the principle of merit is upheld by the DSC being members of proven integrity; and that there is little/no political interference in the activities of the Commission. However, this does not disqualify the diverse opinions held by other respondents who still believe merit is not always considered in personnel recruitment in local governments, but that, the process is marred by tribalism and nepotism. In the public sector, however, this relationship is often weakened by corruption, nepotism, and political interference. Okello (2022) found that in some Ugandan local governments, recruitment decisions are influenced by personal connections rather than competence, resulting in underperformance and poor service delivery. Thus, recruitment has the potential to enhance performance only when guided by fairness, transparency, and meritocracy. In conclusion, the relationship between recruitment and performance is positive when processes

are credible and competency-based. Conversely, recruitment malpractice leads to demotivation, poor fit, and inefficiency in service delivery.

Summary of Literature review

As per the literature, recruitment, whether internal or external, is vital in influencing the performance of employees. Internal recruitment builds loyalty and stability, whereas external recruitment introduces innovations and new skills.

The relationship between recruitment and performance is positive when guided by transparency, fairness, and merit, but negative when characterized by corruption or bias. The gaps identified in the literature justify the current study's focus on Ministry of Local Government where recruitment malpractice continues to affect service delivery.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter presents research methodology. It includes a number of sub-sections namely; the research design, the study area, study population, sample size and sampling techniques/procedure, data collection methods, study procedure, data analysis and the limitations of the study.

3.2 Research Design

The study is adopting a descriptive research design. Descriptive studies are basically interested in detailed description of a phenomenon, group or community. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of variables of interest in a situation (Uma Sekaran, 2003: 119). Also, descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation.

3.3 Study Population

The population consisted of both men and women in the service of the ministry of Local Government. It is assumed that employees in this category have acquired a certain education level and have some skills. Specifically, the study will focus on staff involved in recruitment processes and those directly affected by recruitment decisions and these include; Heads of Departments, HR Personnel officers.

3.4 Sampling Technique/Procedure

The study is employing both simple random sampling and purposive sampling technique to select the study respondents. Purposive sampling is used on various categories of respondents from whom the researcher wishes to get specific information.

These will include the Heads of Departments, Personnel Officers among others

Table 1: Distribution of the Study Population According to Departments and the Proportion Selected into the Sample.

Department	Total Population	Proportion Selected
Health	20	16
Education	31	16
Natural Resources	37	16
Work and Technical service	18	17
Finance and Administration	17	15
Production & Marketing	12	9
Community Services	20	18
Planning	5	3
Key Informants		20
Total	150	

2. Proportional Allocation of Sample Size

The proportional allocation method distributes the total sample size (109) according to the weight of each department within the total population using the formula:

$$n_i = (N_i / N) \times n$$

Department	Population (N _i)	Proportion Allocated (n _i)
Human Resource Management	20	15
Finance and Administration	31	23
Local Council Department	37	27
Local Economic Development	18	13
Urban Administration	17	12

Urban Inspection Departments	12	9
Parish Development Model Secretariat	20	15
Internal Audit Unit	5	4

Source: Primary data 2026

Data Collection Methods

Both qualitative and quantitative methods will be used to collect data. The study will basically employ three methods of data collection namely; the questionnaire method, interviewing and documentary review.

3.4.0 Questionnaire

A self-administered questionnaire (administered by the researcher) will be used to collect data. This helped in collecting primary data. The questionnaire will consist of both closed and open-ended questions. The questionnaires will be delivered at the respondents' place of work and will be collected at appointed time by the researcher.

The questionnaire will cover issues related to the concept of personnel recruitment and HRM. Questionnaires will be administered basically on the respondents from the different departments because of their busy schedules.

Interview Method

Interviewing will be done with the help of an interview guide. This will be used to capture data from the key informants. This is because much detailed information will be needed from this category of respondents.

Data Analysis

There will be two ways of analyzing the information and data. Qualitative data will be analyzed by content after transcribing and developing themes, while quantitative data will be analyzed using Statistical Package for Social Sciences (SPSS).

Qualitative Data

At the end of each day, field notes will be transcribed. Qualitative data will be analyzed by content after transcribing and developing themes. The respondent's views will be quoted verbatim to give their actual feeling about the issues that are raised.

Quantitative Data

In the case of open-ended questions, all responses to questions will be noted and arranged into meaningful trends. All questionnaires will be numbered to make coding easier. After editing, coding will be done for easy analysis. In the analysis, the researcher will employ the SPSS programme that helps in the generation of frequency tables, percentages, graphs and charts, which will be used in the analysis and interpretation of findings.

3.5 Limitations of the Study

The research anticipates Potential limitations which include non-response from some employees, bias in self-reported data, and constraints due to time and resources. In addition, for various reasons some respondents might fail to return questionnaires. Some respondents leave some questions unfilled. This results into some inaccuracies in the processing, analysis and interpretation of data.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.0 Introduction

This chapter presents the analysis, presentation, and discussion of findings from the field study on recruitment and employee performance in the Ministry of Local Government. The chapter is organized according to the research objectives: to assess the role of internal recruitment on employee performance, to examine the effect of external recruitment on employee performance, and to establish the relationship between recruitment and employee performance. Data were collected using questionnaires and interviews from a sample of 109 respondents drawn from various departments within the Ministry.

4.1 Response Rate

4.1: Questionnaire Response Rate

Category	Frequency	Percentage (%)
Returned questionnaires	98	89.9
Unreturned questionnaires	11	10.1
Total	109	100

Source: Primary data 2026

Out of the 109 questionnaires distributed to respondents across various departments in the Ministry of Local Government, 98 were successfully completed and returned, representing a response rate of 89.9%. The success in achieving such a high rate of responses was due to good follow-ups and respondent cooperation. Mugenda & Mugenda (2012) indicate that a response rate of more than 70% is considered very good in social sciences.

4.2 Demographic Characteristics of Respondents

4.2.1 Gender Distribution

Gender of Respondents

Source: Primary data 2026

Results showed that there were 54 respondents who were male, representing 55.1% of the total participants, and 44 respondents who were females, representing 44.9%. This implies that the gender distribution in the Ministry of Local Government is relatively balanced.

4.2.2 Age Distribution

Source: Primary data 2026

Majority of the interviewees (38.8%) fell in the age group of 36-45 years, while 29.6% belonged to the age group of 26-35 years. It is indicative that the Ministry has an aging workforce.

4.2.3 Education Level

Table 1: Showing Education Level of Respondents

Education Level	Frequency	Percentage (%)
Diploma	12	12.2
Bachelor's degree	51	52.0
Master's degree	31	31.6
PhD	2	2.0
Other	2	2.0
Total	98	100

Source: Primary data 2026

Respondents were all diploma holders, most of whom were holders of bachelor's degree (52.0%) and masters' degree (31.6%). From this, we can conclude that the staff employed by the Ministry is adequately educated to engage in recruitment and performance-related discussions.

4.2.4 Years of Service

Table 2: Showing Years of Service

Years of Service	Frequency	Percentage (%)
Less than 1 year	4	4.1
1-3 years	12	12.2
4-6 years	16	16.3
7-10 years	38	38.8
Above 10 years	28	28.6
Total	98	100

Source: Primary data 2026

A significant number of respondents (38.8%) had been with the organization for seven to ten years, while others (28.6%) had been there for more than ten years. These figures demonstrate that the respondents had sufficient experience to comment on recruitment and performance issues.

4.3 Descriptive Analysis of Recruitment Practices

The respondents were required to respond with their level of agreement on certain statements on recruiting procedures within the Ministry of Local Government. The results have been shown through means and standard deviations such that when the mean is 3.0, it is neutral, while above 3.0 shows agreement and below 3.0 shows disagreement.

Table 3: Showing Recruitment Practices in the Ministry of Local Government

Statement	Neutral	Disagree	Mean	Std Dev.
The recruitment process in the Ministry is transparent	49	60	2.45	1.12
Job vacancies are clearly advertised to all potential candidates	74	35	2.68	1.08
The selection criteria are clearly defined	97	12	2.89	1.15
Recruitment decisions are based on merit	38	71	2.35	1.21
The interview process is fair and unbiased	57	52	2.52	1.18
The Ministry uses appropriate recruitment methods to attract qualified candidates	77	32	2.71	1.06
Recruitment policies are consistently followed	46	63	2.42	1.14
The recruitment process selects candidates with the right skills	63	46	2.58	1.09
Background checks are conducted before employment	102	7	2.94	1.22
Orientation and onboarding are well conducted after recruitment	66	43	2.61	1.17

Source: Primary data 2026

According to the results, the recruitment processes in the Ministry of Local Government appear to be considered insufficient. The most negatively rated aspects included “recruitment decisions are made on the basis of merit” (mean score = 2.35) and “recruitment policies are implemented consistently” (mean score = 2.42). The study’s results agree with the statements made by Namakula and Ssekamanya (2022) about the problems associated with recruitment in local government institutions and political influence on the selection process. In its turn, the report by the Auditor General (2023) described the issues related to the recruitment process.

In the course of interviewing the key informants, the HR officer mentioned:

"It should ideally be a transparent process, but the truth of the matter is that there will always be political pressures by politicians and other senior officers on certain candidates. It defeats the principle of merit".

Another participant in the District Service Commission commented:

"The vacancies are published, but sometimes the ads are not well circulated, and the time is too short, reducing the number of qualified candidates."

These qualitative findings confirm the quantitative findings and are consistent with the literature review, suggesting that even with such legislation as the Public Service Commission Act (2008), recruitment in the Ugandan public service is fraught with irregularities (Ministry of Public Service, 2022).

Respondents were encouraged to assess employee performance measures at the Ministry. Below are the research findings.

4.4: Employee Performance in the Ministry of Local Government

Statement	Agree	Neutral	Disagree	Mean	Std. Dev.
Employees clearly understand their job responsibilities	54	37	18	3.45	1.08
Employees meet their performance targets	31	40	38	2.85	1.12
Employees demonstrate high levels of productivity	27	35	47	2.72	1.15
Employees are motivated to perform their duties effectively	23	31	55	2.58	1.21
There is a strong link between recruitment quality and employee performance	44	33	32	3.12	1.18
Regular performance appraisals are conducted	25	26	58	2.48	1.24
Training improves employee performance	43	41	25	3.28	1.06
Employees recruited through formal procedures perform better than others	40	34	35	2.95	1.19
Poor recruitment negatively affects performance	75	25	9	3.85	0.95
Overall, recruitment practices influence employee performance	78	25	6	3.92	0.88

Source: Primary data 2026

From the results, it is clear that although the employees are aware of their duties (mean = 3.45), there is an issue in terms of productivity (mean = 2.72), motivation (mean = 2.58), and performance evaluations (mean = 2.48). Significantly, the respondents strongly believe that ineffective recruitment impacts the performance of the employees (mean = 3.85), and the process of recruitment has an impact on the performance of the employees (mean = 3.92). The theoretical framework by Armstrong (2019) is thus supported.

4.5 Role of Internal Recruitment on Employee Performance

In order to evaluate the effect of internal recruitment on employee performance, respondents were asked several questions related to internal recruitment policies.

Table 4: Showing Internal Recruitment Practices and Their Effect on Performance

Statement	Neutral	Disagree	Mean	Std. Dev.
The Ministry frequently uses internal recruitment (promotions, transfers) to fill vacancies	93	16	2.85	1.14
Internal promotions are based on merit and performance	35	74	2.32	1.21
Transfers are handled transparently and fairly	49	60	2.45	1.18
Internal recruitment has improved my motivation to perform better	74	35	2.68	1.22
Promoted employees demonstrate better performance than external hires	100	9	2.92	1.09
Internal recruitment reduces staff turnover	85	24	2.78	1.15

Source: Primary data 2026

The results reveal that there are problems regarding the effective implementation of internal recruitment in the Ministry. One of the worst rated items was that "internal promotions are based on merit and performance" (mean = 2.32), showing that political favors play an important role when it comes to promotions. Such a result corresponds with the research done by Mafabi et al. (2022), according to whom favoritism impacts performance.

Comment from one of the department heads:

"Sometimes there are delays in promotions, while other times the person promoted is not always the most deserving one. It lowers morale and commitment levels of employees towards their jobs."

One other respondent mentioned that:

"Transfers can be used as a punitive measure, not necessarily for development purposes. The transfer is often made from one station to another, without consultations or valid reasons."

Such findings stand contrary to Human Capital Theory (Becker, 1964), according to which organizations that practice internal promotion benefit from retaining knowledge that cannot easily leave the organization as well as improve their performance through this process. As for the Ministry, internal recruiting seems to be rather harmful to its performance since it lacks transparency and merit.

In essence, it is possible to state that internal recruitment does not seem to positively influence employees' performance as practiced in the Ministry of Local Government at the moment. Indeed, it is quite similar to what was found in literature by Khan (2018), who warned about the inefficiency of excessive internal recruiting if the company lacked merit-based mechanisms. At the same time, it was stated that internal recruiting could bring positive results in terms of creating loyalty and cutting down on costs when used appropriately (Dessler, 2020; Noe et al., 2017).

4.6: Effect of External Recruitment on Employee Performance

To test the influence of external recruiting on employee performance, questions regarding open competitive hiring were posed to the respondents.

Table 5: Showing External Recruitment Practices and Their Effect on Performance

Statement	Agree	Neutral	Disagree	Mean	Std. Dev.
The Ministry openly advertises vacancies to attract external candidates	24	38	47	2.72	1.08
External recruitment brings new skills and innovation to the Ministry	48	42	19	3.35	1.12
External hires perform better than internal candidates in technical roles	41	45	23	3.18	1.05
The external recruitment process is free from political interference	17	18	74	2.15	1.18
External recruitment has improved overall service delivery	31	40	38	2.85	1.14
New employees receive adequate orientation to adapt quickly	25	34	50	2.68	1.2

Source: Primary data 2026

From the above analysis, there is evidence of mixed perceptions concerning external recruiting. Although the participants were in agreement on the fact that external recruitment ensures innovation and skills (mean score of 3.35), and that employees hired externally exhibit higher performance when dealing with technical tasks (mean score of 3.18), they strongly disagree that external recruiting is free from politics (mean score of 2.15).

According to a senior personnel manager, *"We have hired external staff for technical positions such as engineers and IT professionals, and we have gained their knowledge. Nevertheless, this procedure has been quite hurried, and we are also under pressure from the higher-ups to hire specific individuals."*

According to another participant, *"External candidates can find it difficult to adapt due to poor orientation. They lack full knowledge of how the public sector functions, which impairs their performance initially."*

The results provide some justification for the Resource-Based View (RBV) theory (Barney, 1991) whereby external recruiting enables organizations to utilize rare human resources that generate a competitive edge. The understanding that externally recruited employees bring innovations and excel in technical positions is consistent with the work of Torrington et al. (2019) and Mutonyi (2021). On the other hand, the fact that political influences negatively impact external recruiting corroborates the views advanced by the East African Community Secretariat (2021).

As noted by the participants' poor orientation, there is confirmation of Cole's (2016) claim about how new employees may require more time to adjust to organizational culture in the absence of sufficient support. This means that recruiting alone does not suffice; it should be complemented by good orientation.

4.7 : Relationship Between Recruitment and Employee Performance

In order to establish the relationship between recruitment and employee performance, correlation analysis was performed between the scores of recruitment and employee performance.

Table 6: Showing Correlation Between Recruitment and Employee Performance

Variable	Mean	Std. Dev.	Recruitment Score	Performance Score
Recruitment Practices	2.62	0.85	1.000	-
Employee Performance	3.12	0.78	0.624	1.000

The strength of the positive relationship is moderate to high due to a correlation coefficient of 0.624. The results show that changes in recruitment practices result in favorable effects on employee performance. Nevertheless, the correlation alone cannot establish a causal relationship between the two variables.

4.7.1 Regression Analysis

In order to find out the predictive strength of recruitment practices on employee performance, simple linear regression analysis was performed.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.624	0.389	0.383	0.612

Value of R Square is 0.389, which means that the recruitment process accounts for 38.9 percent of variation in performance of employees. The rest 61.1 percent is attributed to other determinants, such as working environment, leadership style, remuneration, and corporate culture.

4.7.2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.456	1	22.456	59.87	0.000
Residual	35.214	96	0.367		
Total	57.670	97			

According to the ANOVA table above, the regression analysis was found to be statistically significant (F-statistic = 59.87, p-value < 0.001). This implies that the recruitment process significantly predicts employee performance.

Model	Unstandardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	B	Std. Error	Beta	
(Constant)	1.854	0.215	8.62	0.000
Recruitment Score	0.486	0.063	0.624	7.74

Regression Equation

$$\text{Employee Performance} = 1.854 + 0.486(\text{Recruitment Score})$$

In essence, an increase in one unit of recruitment score leads to an increase of 0.486 units of employee performance.

As one of the informants noted:

"If you hire the right man for the right position, he will do his work, but if you hire people based on your knowledge of them rather than your qualifications, that person won't be able to work."

One other respondent observed:

"Those who perform well are those who are recruited in an open and fair manner. But they are not the majority".

The connection between recruitment and employee performance is in agreement with the theory of Person-Job Fit by Kristof (1996) and the concept of Social Exchange Theory by Blau (1964). If employees believe that recruitment practices are just and that they were hired because of their qualifications, they will respond positively in terms of high performance and commitment (Schmidt & Hunter, 1998).

Nonetheless, the conclusion that recruitment can explain 38.9% of performance variance indicates the importance of other variables. It is consistent with the view of Armstrong and Taylor (2020), which stressed that other variables after recruitment such as induction, training, and engagement are crucial determinants of performance.

These findings are consistent with the argument made by Okello (2022), that the appointment of unskilled people for their relationships rather than their capabilities is the reason behind inefficiencies in local government structures in Uganda. This is further evidence of how the issues of Uganda's decentralization process continue to persist, as seen in the discrepancy between policy and practice (Langseth & Mugaju, 1996; Tukahebwa, 1998).

4.8 Summary of Key Findings

1. Recruitment processes in the Ministry of Local Government are mostly ineffective since the respondents rejected the assertion that recruitment processes are transparent, merit-based, and non-political (mean = 2.62).

2. The process of internal recruitment does not positively impact the performance of employees because of non-merit promotions, politics in transfers, and low employee motivation (mean = 2.67).
3. External recruitment adds innovation to the organization but is negatively impacted by political influences and poor orientation programs (mean = 2.82).
4. There is a positive correlation between recruitment and employee performance ($r = 0.624$, $p < 0.01$) whereby recruitment accounted for 38.9% of the variation in employee performance.
5. External recruitment is seen as more effective than internal recruitment in increasing productivity, motivation, and innovation.
6. Bad recruitment adversely impacts performance, and the respondents strongly agreed that recruitment processes impact employee performance (mean = 3.92).

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

The conclusions of this study will be drawn in this chapter through a summary of the findings, based on the objectives of the research. Recommendations to address the research problem will be highlighted in this chapter along with the study's weaknesses.

5.1 Summary of the Study

The research was conducted to determine the impact of recruitment on employee performance in the Ministry of Local Government. The study aimed at determining whether (a) the process of internal recruitment had an effect on the performance of employees, (b) the process of external recruitment impacted on employee performance, and (c) there was a relationship between recruitment and employee performance.

The research used a descriptive design. The population for the study comprised 150 employees from different departments. From this population, a sample size of 109 was obtained using Yamane's formula. Data collection involved the use of questionnaires and interviews. The response rate was 89.9%, with 98 respondents.

The recruitment procedures in the ministry are considered ineffective as they lack merit, openness, and consistency.

Recruitment from within does not improve the performance of employees mainly because of favoritism and politics during promotion and transfer.

Recruitment from outside introduces innovation but it has been compromised by political influence and weak induction processes.

There is a significant correlation between recruitment and employee performance ($r = 0.624$, $p < 0.01$); recruitment accounts for 38.9% of the variance in employee performance.

Respondents strongly agree that ineffective recruitment impacts performance negatively and that recruitment processes impact employee performance.

5.2 Conclusions

According to the study, current approaches to internal recruitment have failed to improve employee performance in the ministry of local government. In particular, internal recruitment fails to positively affect employee performance due to the lack of a reward system based on merit and political interference. The findings of the research thus prove the caution issued by Khan (2018) about the inability of internal recruitment to enhance the performance of employees without a merit-based system in place.

According to the study, external recruitment offers better opportunities for improving employee performance. Indeed, external recruitment allows introducing new skills and innovations to the organization, which can improve organizational performance. Nevertheless, current processes of external recruitment at the Ministry are associated with political interference, which undermines the effects of external recruitment. Furthermore, new employees at the Ministry are poorly oriented, which makes the process of external recruitment less effective than internal recruitment.

The study thus establishes that there exists a positive relationship between recruitment and performance of employees in the Ministry of Local Government. Through regression analysis, the research established that recruitment is an important determinant of employee performance. Nonetheless, the low explanatory power of recruitment on employee performance suggests that apart from recruitment, several other factors such as the working environment, supervisory practices, remuneration packages, training opportunities, and organizational culture also contribute significantly to employee performance. The study further concludes that the positive relationship between recruitment and performance depends on the integrity of the recruitment process through fairness, meritocracy, and transparency. Absence of this attribute leads to a negative relationship between recruitment and performance.

5.3 Recommendations

Recommendations based on the findings and conclusions include the following:

Merit-based Recruitment: The Ministry needs to strictly adhere to the provisions of the Public Service Commission Act (2008), ensuring that all recruitments, whether internal or external, are

purely merit-based. This would involve setting up independent mechanisms for monitoring the recruitment process and addressing issues related to political interference.

Transparency in Internal Recruitment: The Ministry is encouraged to develop clear promotion and transfer policies and inform all its staff members about these policies. There is also a need for an appeal process that can be accessed by any staff member who feels he or she has been treated unjustly in promotion and transfer processes.

Enhance External Recruitment Procedures: Vacancies in the organization need to be advertised across different means such as print media, internet, and community announcements with adequate application periods. Interviews and competency tests as well as background checks will form part of the selection process.

Enhance Orientation and Onboarding: In light of the fact that external recruits have difficulties integrating into the organizations, the Ministry can consider initiating proper orientation for recruits on how the organization works, its culture, policies, and procedures. Mentorship programs can help with the integration process.

Tackle Political Interference: It is advisable for the Ministry to partner with the Public Service Commission and the Inspector General of Government in establishing systems that will protect the recruitment process from political interference. These may include whistleblower policies for whistleblowers of recruitment malpractices and penalties for guilty civil servants.

Establish Competency-Based Recruitment Systems: HR managers need to establish competency-based recruitment systems that outline the competencies needed for each position. Such competencies can be assessed through assessment processes that will measure them objectively.

Recruitment Policies to be Reviewed Annually: HR managers need to carry out an annual review of the recruitment policies being used by them, and take employee opinions on how the policy can be improved.

Development of Interview Panel Members: Members of the interview panel need to be trained in unbiased interviewing methods and equal opportunity employment laws.

Implement Performance Based Promotion Systems: It is recommended that the Ministry implements performance-based promotion systems where promotion will be dependent on individual's performance, competency, and future potential as opposed to their seniority.

Enhance Legal Safeguards: Parliament must examine and enhance the legal regime for local government employment, ensuring that there are repercussions for those who do not conduct recruitment based on merit.

Enhance Oversight and Transparency: The Public Service Commission should have sufficient capacity to oversee recruitment policies throughout all local governments, including the Ministry of Local Government. Recruitment procedures should be subjected to audit and published for all to see.

Harmonizing Recruitment Activities: The government through its Ministry of Public Service needs to harmonize the process of recruitment in all counties, making sure that it is consistent and impartial.

Integration of Information Technology in the Process of Recruitment: Government policy makers need to ensure that information technology is integrated in the process of recruitment to minimize human errors.

Future Research: Future studies need to focus more on longitudinal approaches to establish how recruitment practices influence employee performance.

Comparative Research: The examination of recruiting practices within a number of local administrations or even comparing local and central administrations might reveal practices that can improve recruiting success.

Additional Variable Consideration: Further research should consider additional variables, such as pay rates, leadership styles, organization culture, and working conditions, among others, to gain a fuller picture of what influences employee efficiency.

Further Use of Mixed Methods: Although this paper applied the mixed-methods approach, future research could adopt an ethnographic study of the recruiting process, as well as other qualitative measures.

5.4 Limitations of the Study

However, the following are some of the limitations of the study, which should be recognized as such:

Cross Sectional Approach: The use of the cross sectional approach does not allow one to make any causal assumptions since it is a one-point-in-time approach.

Self-Report Bias: Since the study makes use of self-report data, there could be cases where social desirability bias would result in over- or under-estimation of perceptions or performance.

Only One Institution Examined: Only one institution was examined in the study.

Sample Size Limitations: Although there was a sufficient sample size for analysis purposes, the few numbers in some departments made it difficult to carry out analysis at the departmental level.

Sensitivity of Subject Matter: This is a sensitive subject matter, and there might be instances where participants felt reluctant about expressing themselves openly due to fear of breach of confidentiality.

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Appendix

QUESTIONNAIRE ON RECRUITMENT AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS.

SECTION A: Demographic Information

1. Gender:

Male

Female

2. Age Group:

18–25

26–35

36–45

46–55

56 and above

3. Highest Level of Education:

Diploma

bachelor's degree

master's degree

PhD

Other

4. Years of Service in the Ministry:

Less than 1 year

1–3 years

4–6 years

7–10 years

Above 10 years

SECTION B: Recruitment Practices

NO.	Statement	Strongly disagree	Disagree	neutral	agree	Strongly agree
1	The recruitment process in the Ministry is transparent					
2	Job vacancies are clearly advertised to all potential candidates.					
3	The selection criteria are clearly defined					
4	Recruitment decisions are based on merit.					
5	The interview process is fair and unbiased.					
6	The Ministry uses appropriate recruitment methods to attract qualified candidates					
7	Recruitment policies are consistently followed.					
8	The recruitment process selects					

	candidates with the right skills.					
9	Background checks are conducted before employment.					
10	Orientation and onboarding are well conducted after recruitment.					

SECTION C: Employee Performance

NO	Statement	Strongly disagree	disagree	neutral	agree	Strongly agree
1	Employees clearly understand their job responsibilities.					
2	Employees meet their performance targets					
3	Employees demonstrate high levels of productivity.					
4	Employees are motivated to perform their duties effectively.					
5	There is a strong link between recruitment quality and employee performance.					
6	Regular performance appraisals are conducted.					
7	Training improves employee					

	performance					
8	Employees recruited through formal procedures perform better than others.					
9	Poor recruitment negatively affects performance.					
10	Overall, recruitment practices influence employee performance in the Ministry.					

Thank you for participating.