

An Assessment of the Recruitment Process in Local Councils: A Case Study of Lusaka District.

(Paper ID: CFP/1130/2019)

By Duncan Zangata
duncan.zangata@gmail.com

School of Humanities
Information and Communications University,
Lusaka, Zambia

Advisor, Mr. Kelvin Chibomba
Kelvin.chibomba@gmail.com

School of Humanities
Information and Communications University,
Lusaka, Zambia

ABSTRACT

This study assessed the recruitment process in local councils, a case study of Lusaka district. Improperly conducting recruitment and selection can result in corruption, favoritism, nepotism and other conflicts of interest. The recruitment and selection process is likely to be questionable. We noted, however, that recruitment and selection policies were available at the commission; however, members of the commission were appointed by the president. Because of this, it is apparent that there was some form of political interference in the operations of the commission. Further, recruitment and selection policies are also likely not to be adhered resulting into the recruitment and selection of ill-qualified personnel. In addition, despite the policies being in place, other factors, such as poor salaries and conditions of service could have led to the shortage of qualified personnel in the local government service. Therefore, this can have a negative impact on the recruitment and selection process resulting into the shortage of sufficiently qualified personnel in the local government service. Organizational policies and practices, organizational image, while external factors may include: government and union restrictions, labor market conditions and the location of the organization.

ABBREVIATIONS AND ACRONYMS

LCC	<i>Lusaka City Council</i>
LGSC	<i>Local Government Service Commission</i>
MOLG	<i>Ministry of local government</i>

1.0 Overview

This chapter contains the background to the problem, statement of the research problem and research objectives. This chapter also discusses the significance of the study, delimitation of the study, limitations, conceptual framework and definition of the key terms and concepts

2.1 Background

Recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expended to attract and retain such talent. This chapter discusses the background of the study, statement of the problem, objectives of the study, research questions, significance of the study and scope the study.

In order to recruit and select sufficiently qualified personnel, local authorities should endeavor to have recruitment and selection policies in place. These are essential in providing policy direction on how recruitment and selection should be conducted. It is, therefore, important for local authorities to have well-defined recruitment and selection policies in order to respond to their human resource needs. In view of this, Lusaka City Council should adopt and have clear and

concise recruitment and selection policies in place which can be executed effectively when recruiting qualified personnel. Therefore, the availability of recruitment and selection policies is essential for improved recruitment and selection of both professional and non-professional staff.

Butler, et al (1991) defines recruitment as “encompassing the array of organizational practices and decisions used to affect the number or types of individuals who are willing to apply for, or to accept, employment in a given vacancy”. Thus defined, recruitment combines with selection and placement procedures to bring people into positions, specified by some type of job analysis, that were previously unfilled. If, through recruitment, a large number of candidates can be identified for a particular position, selection procedures may be used to determine which are most likely to pass the test provided by future performance evaluations in local governments; it is thus possible to skin the cream off the top of the applicant pool. But if recruiting yields only just enough people to fill vacancies, there will be a long way from the cream level. Successful recruiting thus is the *sin qua non* for successful selection and staffing. Without it, local governments will not have the human resources to implement their projects and strategies effectively (Miner, et al, 1995).

Noe, et al (2003) conceptualized “recruitment as a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it”. Usually local governments do not conduct recruitment exercises all year around but at a designated time when the need arises. The need arises as a result of vacant positions created by those who left the service as a result of their retirement, withdrawal from the service, death or other reasons. During this process, efforts are

made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organization can provide the employee. However, this study is looking at recruitment as process of attracting individuals to serve in the local government of Uganda by focusing mainly on processes such as skills analysis, competency mapping, needs assessment and identification of potential human resource. Maicibi (2007) considers recruitment to involve all prospective applicants for the job position in the organization. He is of the view that a good recruitment program is one that is properly planned and well operated. He concludes that poor recruitment efforts could lead to the selection of poor applicants because positions are to be filled quickly.

The success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experience. These applicants are usually recent high school or university/ technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels (Armstrong, 2009)

Francis and James (2003) defined local governments as the level of government which is commonly defined as a decentralized, representative institution which is general and

specific powers devolved to it by higher tier of government, central or provincial, with a geographically defined area. According to Francis & James (2003), it is also defined as a political subdivision of a nation or in a federal system state which is constituted by law and has substantial control of local affairs, including powers to impose taxes to exact labor for prescribed purposes.

1.2 Statement of the Problem

According to the Lusaka District Situational Analysis Report (2005), the manpower strength at Lusaka City Council stood at 2,142 employees. The approved establishment staff structure was much higher than the actual staff. The approved establishment staff structure had 5,000 employees, whilst the current (actual) staff levels in the Council were only 2,858 employees. The total number of the established staff structure stood at 743 employees while that of classified employees stood at 1,399 employees. There is a difference of 2,142 between the existing staff and the approved establishment. This is a very unfortunate because the success of any undertaking depends largely upon the efficiency with which organizations are run by competent personnel. The shortage of staff needs to be addressed in order to effectively provide social services to the residents of Lusaka. In view of the above, what then are factors impeding recruitment and selection of personnel?

1.3 Objectives of the study

1.3.1 General Objective

The main objective of the study is to assess the recruitment process in public sector in local councils. A case study of Lusaka City Council (LCC).

1.3.2 Specific objectives

The specific objectives of this study are to;

1. To determine whether or not recruitment and selection policies exist at Lusaka City Council.
2. To identify the recruitment and selection methods used at Lusaka City Council.
3. To find out who is responsible for the recruitment and selection of qualified personnel at the Lusaka City Council.
4. To identify constraints faced in the recruitment and selection of qualified personnel at Lusaka City Council.

1.4 Research Questions

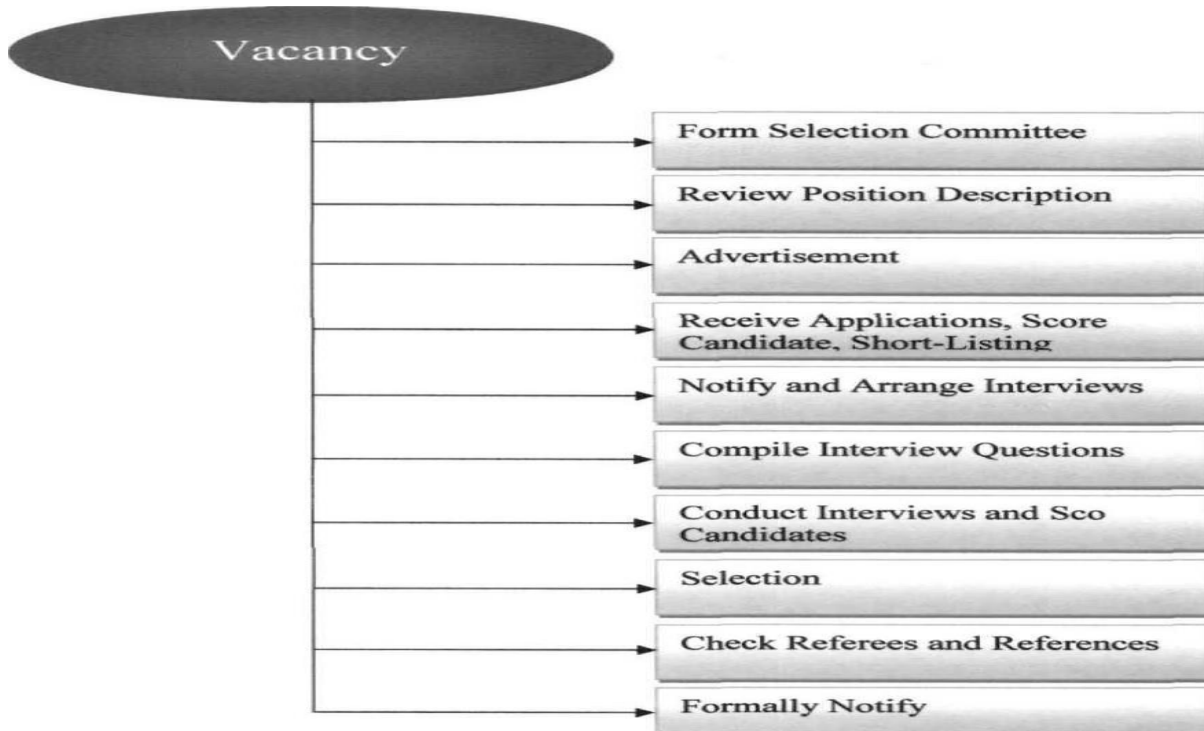
1. Is there a recruitment and selection policy at Lusaka City Council?
2. What are the recruitment and selection methods used at Lusaka City Council?
3. Who is responsible for the recruitment and selection of qualified personnel?
4. What are some of the challenges that the Lusaka City Council faces in the recruitment and selection of qualified personnel?

1.5 Conceptual Framework

The study used a conceptual framework on recruitment and selection which focused on

factors which may affect the recruitment and selection of qualified personnel in the local government service. The factors include the following; corporate recruitment and selection policies, budget/ funding, completion, recruitment plan, expense, labor market conditions, political interference.

The conceptual framework has shown that recruitment and selection policies are crucial in guiding local authorities in engaging qualified personnel. The conceptual framework has also shown that some of the factors which may affect the recruitment and selection of personnel in the local government service include: corporate policies, political interference, budgeting / funding, recruitment plan, and perception of local authorities. Other factors may include: forecasting demand and supply and poor remuneration and conditions of service. In view of such realities Lusaka City Council may not have been able to attract and retain sufficiently qualified personnel.



1.6 Significance of the study

The research will be beneficial to the community, the government and to other researchers in many ways. First it will enable one to gain more knowledge on the selection process at local councils, it will also assist, enable the community get information on how the local councils recruit their employee. The government may also find the findings useful and informative in developing strategies and programs that will help local authorities to develop great recruitment procedure. The finding may also form a basis for future researchers who may be interested in this line of study. And finally, it is a partial fulfillment of the requirement for the award of Bachelor's degree in Public administration of Information and Communication University.

In addition, the researcher decided to undertake the study due to the following reasons. First, to provide adequate explanation on factors that impede the recruitment and selection of personnel in local authorities. Second, to provide evidence based on information gathered on the constraints faced in the recruitment and selection of qualified personnel at Lusaka City Council. Third, to identify the recruitment and selection methods used for engaging personnel. Fourth, to establish the sources of recruitment and selection at LCC. Lastly the information which has been generated by this study is useful to researchers and scholars as it builds on existing knowledge of recruitment and selection in local authorities.

1.7 Research Scope of the Study

The study on the assessment of the recruitment process in public sector in local councils, a case study of Lusaka City Council (LCC) was carried out between 2019 April to June 2019. The study specifically determined the assessment of the recruitment process in public sector in local councils.

1.8 Definition of terms

Recruitment: Refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for either permanent or temporary within an organization

City: is a large human settlement, it generally has extensive systems for housing, transportation, sanitation, utilities, land use, and communication.

Selection: The action or fact of carefully choosing someone or something as being the best or most suitable.

Policies: are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible.

Council: a group of people elected or chosen to make decisions or give advice on a particular subject, to represent a particular group of people, or to run a particular organization. It can also be a body of persons specially designated or selected to act in an advisory, administrative, or legislative capacity.

Constraints: Are any restriction that defines a project's limitations; the scope, for example, is the limit of what the project is expected to accomplish.

CHAPTER TWO: LITERATURE REVIEW

2.0 Overview

This chapter discusses the theoretical literature review, empirical literature review and the conceptual framework. There are so many theories to be reviewed that which guides the study of each research paper. In this section of the paper, we reviewed the appropriate theory that guides this research paper in order for us to have the anticipated findings. As stated earlier the literature is divided into two namely theoretical review and empirical literature review. The first section reviews the theory and exposes the theoretical

foundations. The second section looks at the studies that have been carried out on the subject.

2.1.1 The Concept of Recruitment and Selection

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior

executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age.

Researchers indicate that effective recruitment practices and policies enable boards to find the

best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of prescreening and identification will not likely improve (Mullins, 1999).

2.1.2 Corporate policies

The policies of an organization can affect its recruitment and selection of personnel. A recruitment and selection policy will state whether the organization will recruit from within or outside the organization. A recruitment and selection policy will also state the requirements for particular positions in the organization. Bhaskar (2007) states that policies and practices of every organization affect recruitment and selection. This is because a policy statement for recruitment will

state, for example, whether or not Lusaka City Council will seek candidates on the basis of their qualifications for the vacant position that may be available. A recruitment and selection policy that reminds recruiters and selectors about the implications of recruiting ill- skilled personnel can go a long way towards ensuring that the right people with the right qualifications are hired. (Cole, 2002). A lack of a recruitment and selection policy can make it difficult to recruit and select the most desired human resources. This may result into staff shortages for qualified people in the organization.

2.1.3 Budgeting / Funding

Recruitment and selection activities require budgeting and funding. Inadequate funding in the local government service may constrain the recruitment and selection process. This can result in failure to address manpower shortages. The lack of sufficiently qualified personnel can result in poor service delivery of services to the people. Having adequate personnel should be accompanied by qualifications because without qualifications, Lusaka City Council may fail to provide the required services. However, qualified personnel may not be easily recruited due to, among other things, budget constraints and poor funding. In addition, the expenses involved may be beyond the capacity of the government in terms of recruitment funding. Generally, recruitment activities require financial resources.

2.1.4 Competition

The labor market is comprised of professional and non- professional staff. Organizations including councils, compete for personnel. However, organizations that offer competitive salaries and conditions of service are likely to compete favorably for qualified personnel. Conversely, organizations that do not offer competitive salaries and conditions of service may find it difficult to

attract qualified personnel. Lloyd and Leslie (2006) observed that organizations that offer low salaries have much difficult time in finding qualified personnel than organizations that pay higher salaries. They add that organizational inducements are all the positive features and benefits that organizations offer to attract job applicants. According to Lloyd and Leslie other important organizational inducements are: the organization's compensation system, career opportunities and organizational reputation, starting salary, frequency of pay rises, incentives and the nature of fringe benefits which influence the number of people attracted through the recruitment process.

2.1.5 Political Interference

Recruitment based on appeasing political supporters in the local government service may result into recruiting ill-qualified personnel. Therefore, because of political interference, ill-qualified people may be recruited and placed in positions where they fail to perform. Political interference may arise from, for example, councillors or ministers serving in the government. In view of the above, it becomes difficult for councils to recruit adequately qualified personnel based on merit.

Lolojih (2008) noted that during the reigns of governors in particular councils such as Lusaka

City Council, councils were influenced to employ party cadres in order to appease UNIP supporters and that the employment of party functionaries had nothing to do with the need to boost output and service delivery. Therefore, because of political interference Lusaka City Council may be compelled to recruit party cadres that are not qualified.

2.2 Empirical Literature Review

Pelekamoyo (1977) conducted a study entitled: Local Autonomy and Central Control in Zambian Urban Authorities; He provided a detailed description of the development of local government in

Zambia and its structure. On the recruitment and selection side, the study noted difficulties in terms of the inability by local authorities to recruit and select qualified personnel due to factors such as low salaries, poor conditions of service and political interference from the Ministry of Local Government and Housing. The creation of a centralized recruitment panel to recruit skilled staff from overseas was also expensive. This was, however, done in view of the shortage of qualified personnel in Zambia after independence. Pelekamoyo further observed that most local authorities in Africa were characterized by a shortage of qualified professional and technical staff. He pointed out that in Kenya, for example, this fact was confirmed by the Minister of Local Government in 1971 when he addressed the International Union of Local Authorities seminar. Central government had to take over some of the services that were provided by local authorities.

Local authorities in Kenya had no administrative capacity to enable them prepare long-term development programs. This argument implied that central government alone had the trained manpower needed by local authorities to carry out their functions. The lack of trained personnel has an effect on the quality of services provided to the communities by local authorities? This study benefited from Pekemoyo's study in that he brought out relevant information. The study noted constraints in the recruitment of qualified personnel such as low salaries, poor conditions of service and political interference from the Ministry of Local Government and Housing. In

line with Pelekamoyo's study, this research was not only interested in establishing some of the constraints faced in the recruitment and selection of qualified personnel at Lusaka City Council but also methods used to recruit and select personnel. This study was also interested in establishing the sources of recruitment and selection at LCC. Therefore, this study endeavored to fill the gaps identified.

Lolohih in his PhD Thesis (2008) conducted a research study entitled: Local Government Administration and Service Delivery in the Third Republic in three local authorities, namely Lusaka City Council, Choma Municipal Council and Luwingu District Council. For Lusaka City

Council the study found that the local authority's inability to compete effectively for qualified staff on the open labor market was because of the authority's inability to offer attractive conditions of service. The study found that the council had over the years failed to fill the positions, especially at the middle and lower levels with appropriately-qualified staff in critical departments such as Engineering Services and City Planning. According to Lolohih, ordinarily staff serving at middle management level were required to have qualifications at diploma level and a minimum of two years' experience in their respective professions. He did also observe that individuals with qualifications in law, engineering and administration were usually in high demand and local authorities, including Lusaka City Council, were not able to compete for such personnel on the open labor market.

Lolohih (2003) conducted a study on behalf of Transparency International Zambia entitled: Making Local Authorities More Effective, Transparent and Accountable. He endeavored to make policy recommendations based on an analysis of opinions; public, radio and television

discussions. The study found that generally, the failure by local authorities to attract and retain qualified and experienced personnel, was due to the prevailing poor salaries and conditions of service. The study noted that few qualified staff were available in key positions. Some local authorities lacked the necessary motivation to work towards achieving great and positive results. Given the high levels of unemployment prevailing in the country, it was plausible to assume, therefore, that most of the few well-qualified staff working for local authorities were doing so because "greener pastures" were not readily available. Such employees cannot reasonably be expected to be dedicated to their work.

Because of the problems that local authorities faced in the recruitment and retention of qualified personnel, there is need to develop capacity in local authorities by, among other things, adequately paying skilled personnel and developing staff recruitment guidelines for local authorities. These are some of the challenges that should be addressed by the government. The implementation of the decentralization policy constitutes an official admission that central government, as a principal player in public service delivery, has not created an environment in which local authorities can effectively meet the challenges associated with, among others things, recruitment and retention of qualified personnel. Government efforts being undertaken to enhance the performance in local authorities, recognize that all local authorities in the country, whether city, municipal, or district, have been adversely affected by these problems. (National Decentralization Policy, 2002) Mbangweta (2003), in his presentation entitled: Problems of Effectiveness in Service Delivery,

Accountability and Transparency of Local Authorities in Zambia observed that, overall, local authorities lamentably failed to perform the

functions conferred on them. "Thus they failed to maintain, health standards, to provide clean safe water, to collect garbage, to provide street lighting, to enforce planning laws, to run markets, to regulate business, to control street vending etc." The result has been chaotic local government system which is characterized by lack of accountability and transparency and rife with corruption. This poor service delivery, according to

Mbangweta, was attributed to the lack of qualified human resource in local authorities. He further observed that due to poor salaries and conditions of service councils were not able to attract and retain qualified staff that are critical to the running of any institution.

Moonga (2005), in his Masters dissertation entitled: The Impact of Changes of Central Government Policies on Operations of Local Councils established why Chipata Municipal Council was said to be more successful in its operations than Ndola City Council, despite the negative impact that may be brought about by the change of policies or legislation by central government. Okello (1990) conducted a study entitled: Progress and Problems in Implementing the Local Administration Act. He observed that the operations of most councils in Zambia had been hit for a long time, by the shortage of qualified staff. He noted, for example, that Lusaka Urban District Council was one of the councils that were experiencing this crisis. This was a very unfortunate because the success of any undertaking depends largely upon the efficiency with which the organizations are run by qualified and competent personnel. According to Okello, it was against this background that the Local Administration Act (1990) was enacted to provide for staffing or procuring of personnel for new district councils. The Act had the objective of affording new councils the opportunity to directly

procure qualified personnel. The Act further sought to remove the red tape which characterized the system. Before the Act was enacted, there was the Local Government Service Commission (LGSC) which was the sole authority performing personnel functions of all councils in the country. The commission was responsible for staff crisis in the councils. However it was evident that the establishment of the LGSC did not end the staff crisis in local authorities. The government, through the Act, intended to empower councils to directly procure personnel.

Mutungwa (2011), in his Masters dissertation entitled: Fiscal Decentralization and Service Delivery, observed that among the internal problems that LCC faced in the delivery of services was the lack of adequately qualified personnel. The study found that inadequate manpower constituted another problem in the delivery of services to Lusaka residents by the council. The study found that LCC did not have enough qualified manpower, and efforts to train and develop the available staff were insignificant. There was no training and development of employees such as plumbers.

Mukwena and Lolojih (2002) in their journal entitled: Governance and Local Government Reforms in Zambia's Third Republic, observed that poor service conditions made it difficult for local authorities to attract qualified staff in Zambia's third republic. They argued, therefore, that few qualified staff were available in key positions in some of the local authorities. They add that personnel lacked the necessary motivation. They further noted that dedication to duty and willingness to initiate efforts to ensure an efficient and effective local government system cannot reasonably be expected to come from such workers.

Mukwena and Lolojih's work also helped this study in that they brought out some of the factors that led to the shortage of qualified personnel in local authorities in Zambia's third republic which according to them, was generally due to poor service conditions prevailing at the time. Literature was also important in directing this research which had a similar focus. Mukwena and Lolojih did not establish the existence of recruitment and selection policies in the local government service. They did not also identify the recruitment and selection methods that could have been used at the time. Another major limitation of Mukwena and Lolojih's work lies in its generality. Therefore, our study attempted to fill these gaps through a case study approach.

In order to ensure adequate supply of qualified personnel in local authorities, the Moroccan Government established several vocational and administrative training centers. Between 1991 and 1992 alone, a total of 1.5m people were trained, a number equivalent to 12.5% of those trained over the previous 35 years. Although there was still a marked disparity in the caliber of personnel between rural and urban communes, urban communes were usually given special attention with regard to the allocation of professional staff. (United Nations Study, 1993).

The Local Government Commission of the Republic of Mauritius, together with responsible officers from the various departments of the council, is responsible for recruitment and selection. In the exercise of its powers, the commission considers recommendations from responsible officers before an individual is recruited. The practice is that on vacancies arising, the responsible officers of the respective Local authorities report to the commission. It is the responsibility of the commission to process applications and the selection exercise which could eventually lead to the appointment of one or

more suitable candidates, depending on the number of vacancies. (Local Government Service Commission; Republic of Mauritius (1985), Recruitment and Selection. lgsc.gov.mu/English/Services accessed on 12/03/2011).

In New Zealand, the local government recruitment and retention programme is a sector-wide, national programme aimed at addressing recruitment and retention issues. In 2005, a national project was undertaken by The New Zealand Society of Local Government Managers (SOLGM) to investigate the growing issues facing talent recruitment and to develop and implement recruitment and retention strategies for the local government sector. Based on the research, conducted in 2005, the factors that contributed to key skill shortages in local government were: tight labour market, ongoing competition for talented people between the private sector and central government, more and more people going overseas for better work opportunities, public perception of the local government being bureaucratic and rigid, lack of awareness about local government and the diverse career opportunities available in the sector and lack of industry training for local government professionals.

Alikipo (1987), in his Master's dissertation entitled: A Comparative Study of Recruitment and Selection Policies and Practices for Academic Staff at first Appointment in Higher Education endeavoured to explore and analyse recruitment and selection policies and practices with emphasis on the extent of formality in the processes of manpower planning, implications of budgetary situations on recruitment and selection, effects of various influences like government intervention, the economy and trade unions on recruitment and selection and further determining adjustments and adaptations in policy and practices arising from those changes. The study established that among

the major factors that influenced recruitment in the two university colleges were: corporate policy, the economy, labour market, government intervention, remuneration and management style.

Although the subject area for the study was broad, this investigation benefited from it because it highlighted factors that influenced recruitment and selection of professional staff at the two higher institutions of learning in the United Kingdom. It was also important in directing this research. The study found that influences such as the labour market affected the recruitment and selection of lecturers in accounting, computer sciences and engineering, whereas it was relatively easy to find Arts or English language lecturers. However, unlike Alikipo's study, this one sought to establish factors that affected recruitment and selection in the local government service, as opposed to higher learning institutions.

Janeson (1964), in her book entitled: *The Machinery of Local Government*, observed that there is a tendency by local authorities to depend on locals for recruitment. She argued that talent may be inevitable with regard to junior positions, but for the middle and higher grades it is essential that when there is a vacancy, the authority should be willing to consider applicants from other local authorities. Applications should be considered for promotions from other councils. However, she adds that it is also a wise plan to advertise the vacancies even when there is a member of staff who could well be given the post as a promotion; it may be that someone even better could be found from outside the organization.

Literature by Janson was important to this study because it brought out information on how local authorities can recruit their staff. It suggests that there are two main sources of recruitment namely: internal (promotion) and external through advertising. Local authorities can recruit their staff

either from within or outside their ranks, even in cases where there is a member of staff meeting the job requirements. However, the literature did not establish some of the constraints that local authorities may experience during the recruitment and selection process. Garth and Gorge (2008), in their book entitled: *Contemporary Management* observed that recruitment is what managers do to develop a pool of qualified candidates for open positions. In doing so, managers can use two main types of recruiting: external and internal, which is now supplemented by recruiting over the internet. They observed that when recruiting externally, advertising in the newspapers, magazines, career counsellors at high schools and career fairs at colleges, and recruitment meetings can be adopted. External recruitment can take place through informal networks such as current employees informing friends about vacant positions in the organization. They added that some organizations use employment agencies for external recruitment and some external recruitment takes place simply through walk-in, job seekers coming to an organization and inquiring about employment opportunities.

According to Gareth and Gorge, external recruiting has both advantages and disadvantages for managers. Advantages include; having access to a potentially large applicant pool, being able to attract people who have skills, knowledge and abilities that an organization needs to achieve its goals and being able to bring new comers who may have a fresh approach to problem solving and be up to date with the latest technology. They stress that these advantages have to be weighed against the disadvantages, including the relatively high costs of external recruitment. However, Gareth and Gorge observed that employees recruited externally lack knowledge about the inner workings of the organization and may need to receive more training than those recruited

internally and that when employees are recruited externally, there is always uncertainty on whether they will actually be good performers.

This study benefited from Gareth and Gorge's work in that they highlighted the various recruitment methods that organizations can use when recruiting staff. They also highlighted the advantages and disadvantages of both internal and external recruitment, including its high cost. In line with Gareth and Gorge's literature, this study was not only interested in establishing the recruitment and selection methods used at Lusaka City Council but also establishing the sources of recruitment and selection. General as their work was, it helped in directing this research. Peterson and Tracy (1979), in their book entitled: *Systematic Management of Human Resources*, observed that there are many ways of conducting recruitment, for instance newspaper and magazine advertisement, speakers addressing high school and college students, prospective employers talking to graduating students, word-of-mouth, advertisement by current employees, notices of vacancies sent to the public and private employment agencies and head hunters luring executives away from other organizations, but to name a few. The choice of the method depends on factors such as the scarcity of the skill being sought and the existence of specific places to look (for example college campus) or to advertise (for example trade journals). They further observed that advertisements in newspapers and journals are quite effective for skilled labor, white collar and executive jobs. People who are unemployed or looking to chance jobs tend to look for such advertisements. According to Peterson and Tracy, if the advertisement is written carefully to give a clear description of requirements, applicants will be able to pre-screen themselves.

Literature by Peterson and Tracy was important to this study because it provided information on the

various recruitment methods, as well as the sources of recruitment that organizations can use in general. However, they did not bring out information on the constraints that organizations may face during the recruitment and selection of qualified personnel. In addition, literature provides a general, rather than specific, view on recruitment and selection. Our study was interested in filling the gaps identified through a case study approach.

According to Cole (2002), in his book entitled: *Personnel and Human Resource Management*, noted that one of the first steps in planning for recruitment of employees into the organization is to establish adequate policies and procedures. He stressed that a recruitment policy represents the organization's code of conduct in this area. An example of a typical policy statement for recruitment may include: advertising all vacancies internally, replying to every job applicant with minimum delay, informing potential recruits in good faith, about the basic details and job conditions of every job advertised, processing all applications with efficiency and courtesy, seeking candidates on the basis of their qualifications.

Literature by Cole was important to this study because it provided information on the importance of developing adequate policies on recruitment and selection. These are necessary in order to ensure that recruitment practices are consistent, systematic and responsive. This is also important for local authorities. In view of the observation made by Cole, this study was not only interested in establishing whether or not recruitment and selection policies exist at Lusaka City Council, but also establishing factors, examining constraints and identifying recruitment and selection methods used.

2.2.1 Factors Governing Recruitment

Given its key role and external visibility, recruitment is naturally subject to influence of several factors. These include external as well as internal forces.

External Factors, the condition of the labor market plays a big role in determining the recruitment sources for the organization. During periods of high unemployment, organizations may be able to maintain an adequate supply of qualified applicants from unsolicited resumes alone. A tight labor market, one with low unemployment, may force the employer to advertise heavily and/or seek assistance from local employment agencies (Snell, 2012).

Labor-market conditions in a local area are of primary importance in recruiting for most non-managerial, supervisory and middle-management positions. (Mandy, 1981) However, so far as recruitment for executive and professional positions is concerned, conditions of all India market are important.

Another external factor is political and legal considerations. Reservation of jobs for SCs, STs, minorities, and OBCs is a political decision. There is a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation has been accepted as inevitable by all sections of the society. The Supreme Court also has agreed upon 50 percent reservation of seats and jobs.

In India, we have central and state acts dealing with labor. They cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial establishments. There are acts which deal with recruitment and selection. We have the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, which mandates the another external factor

is political and legal considerations. Reservation of jobs for SCs, STs, minorities, and OBCs is a political decision. There is a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation has been accepted as inevitable by all sections of the society. The Supreme Court also has agreed upon 50 percent reservation of seats and jobs.

In India, we have central and state acts dealing with labor. They cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial establishments. There are acts which deal with recruitment and selection. We have the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, which mandates that employers (industrial establishments employing 25 workers each and above) must notify the vacant positions to the employment exchanges. The Apprentices Act 1961, the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, the Factories Act, 1948, and the Mines Act, 1952 also deal with recruitment. Above all these, we have the Constitution which prohibits discrimination in matters of employment and also provides for protective discrimination to the less-privileged sections of the society. Preferences to sons of the soil is another political factor. Political leaders clamour that preferences must be given to the people of their respective states in matters of employment.

The employment brand of the organization also matters in attracting large number of job seekers. Blue chip companies attract large number of applications. Often, it is not at employers (industrial establishments employing 25 workers each and above) must notify the vacant positions to the employment exchanges. The Apprentices Act 1961, the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, the Factories Act, 1948, and

the Mines Act, 1952 also deal with recruitment. Above all these, we have the Constitution which prohibits discrimination in matters of employment and also provides for protective discrimination to the less-privileged sections of the society. Preferences to sons of the soil is another political factor. Political leaders clamour that preferences must be given to the people of their respective states in matters of employment.

The employment brand of the organization also matters in attracting large number of job seekers. Blue chip companies attract large number of applications. Often, it is not

Another external factor is political and legal considerations. Reservation of jobs for SCs, STs, minorities, and OBCs is a political decision. There is a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation has been accepted as inevitable by all sections of the society. The Supreme Court also has agreed upon 50 percent reservation of seats and jobs.

In India, we have central and state acts dealing with labour. They cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial establishments. There are acts which deal with recruitment and selection. We have the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, which mandates that employers (industrial establishments employing 25 workers each and above) must notify the vacant positions to the employment exchanges. The Apprentices Act 1961, the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, the Factories Act, 1948, and the Mines Act, 1952 also deal with recruitment. Above all these, we have the Constitution which prohibits discrimination in matters of employment and also provides for protective discrimination to

the less-privileged sections of the society. Preferences to sons of the soil is another political factor. Political leaders clamour that preferences must be given to the people of their respective states in matters of employment.

The employment brand of the organization also matters in attracting large number of job seekers. Blue chip companies attract large number of applications. Often, it is not the money that is important. It is the perception of the job seekers about the company that matters in attracting qualified prospective employees.

The above are some of the external factors influencing the recruitment function of an organization. In addition to these, there are certain internal forces which deserve consideration while recruiting personnel. One such internal factor is the recruiting policy of the organization. Most organizations have policies on recruiting internally (from own employees) or externally (from outside the organization). Generally, the policy is to prefer internal sourcing, as own employees know the company well and can recommend candidates who fit the organization's culture.

Another related policy is to have temporary and part-time employees. "Temps" are typically used for short-term assignments or to help when managers cannot justify hiring a full-time employee, such as for vacation fill-ins, for peak work periods, or during an employee's pregnancy leave or sick leave. Increasingly, temps are being employed to fill positions once staffed by permanent employees. This practice is growing because temps can be laid off quickly, and with less cost, when work lessens. (Snell, 2012)

In multinational corporations (MNCs), there is the policy relating to the recruitment of local citizens. MNCs operating in our country prefer local citizens as they can understand the local

languages, customs, and business practices well. Major internal factor that can determine the success of the recruiting program is whether or not the company engages in Human Resource Planning. In most cases, a company cannot attract prospective employees in sufficient numbers and with required skills overnight. It takes time to examine the alternatives regarding the appropriate sources of recruits and the most productive methods for obtaining them. Once the best alternatives have been identified, recruiting plans may be made. (Mandy, 1981) Effective HRP greatly facilitates the recruiting efforts.

Size is another internal factor having its influence on the recruiting process. An organization with one hundred thousand employees will find recruiting less problematic than an organization with just one hundred employees.

Cost of recruiting is yet another internal factor that has to be considered. Recruiting costs are calculated per new hire and the figure is considerable now-a-days. Recruiters must, therefore, operate within budgets. Careful HRP and forethought by recruiters can minimize recruitment costs. One cost saving measure, for instance, is recruiting for multiple job openings simultaneously. The best solution is to use proactive personnel practices to reduce employee turnover, thus, minimizing the need for recruiting. Evaluating the quality, quantity and costs of recruitment helps ensure that it is efficient and cost-effective. (Werther, 1993)

Finally, an organization registering growth and expansion will have more recruiting on hand than the one which finds its fortunes declining.

CHAPTER THREE: METHODOLOGY

3.0 Overview

This chapter presents the methodology that was used in order to assess the recruitment process in public sector in local councils. It look on how data of the research was gathered, the research method employed in the study, the data collection techniques that was employed, target population, the sample size as well as the data analysis method employed. It was finally look at the procedures used in gathering evidence.

3.1 Research Design

Research design is the structure of enquiry to get answers to questions of research. Descriptive research design was used for this study. Descriptive designs describe what exists with respect to variables in a situation, by asking individuals about their perceptions of a phenomena. A descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables (Cooper and Schindler, 2003). This study used both qualitative and quantitative research methods in order to acquire information and comprehend conclusions about the evaluation of the recruitment process in public sector in local councils, therefore, this is a case study carried out in Lusaka district.

To achieve the proposed objectives, the researcher visited the Ministry of Local government (MOLG) and the Local Government Service Commission (LGSC).

3.2 Sample Population

A population is a well-defined or set of people that are being investigated. The target population in this study comprised of the management employees of the Lusaka City Council.

3.3 Sample Size

Sample size is the number of members of an accessible population that is representative of the whole population. The list obtained served as the sampling frame from which a representative sample of the population will be obtained. Simple random sampling procedure will be used to pick the sample because it reduced biasness and accorded the research more scientific features that validate its findings more concrete. According to Mugenda and Mugenda (2003), 10-30% of the population makes a good representation of the entire population. The study used 20% of the population, giving a sample of 50.

3.4 Sampling procedure

A simple random sampling was applied to select respondents in the study. This approach is appropriated as it prevents bias (Lay, 1976). The simple random technique had the advantage of allowing each pupil an equal chance of being selected for the sample and was a better way of obtaining a more representative sample of respondents for this kind of the study.

3.5 Data collection instruments

A questionnaire was be designed by the researcher to solicit an in-depth data from selected respondents. The closed ended items in the questionnaire gave an advantage to the researcher to process data using the data processing system on a computer to generate the findings of the study. (Tromp and Kombo, 2009) suggests that in the use of a questionnaire, respondents have adequate time to give well thought of answers and a questionnaire is free from bias of the researcher. The questionnaire was further enhanced free expression of unique attitudes by respondents, ensured maximum participation and was more economical in terms of time.

3.6 Data collection procedures

The primary data that was used in the stud, was collected using self-administered questionnaire which was given to the management at the LCC.

3.7 Data Analysis

Data was be analyzed using both descriptive and inferential statistics. Descriptive analysis provide frequency, mean, mode and percentages of variables while inferential was used to give more information about the variables. In this study, the researcher used Statistical Package for Social Sciences (SPSS) Version 21.0 to analyze data. The results were presented in form of tables showing frequency, mean, standard deviation.

3.8 Limitations of the Study

Limitations of a study identify potential weaknesses of a study. Kasonde-Ng'andu (2013) emphasizes that the aim of this section is to inform the reader that every study is limited in scope; as no scientist on earth can completely and adequately study everything in a single time. Meredith et al (2003), also asserts that limitations of a study are factors which the researcher foresees as restrictions and problems. Consequently, these in most cases, if not all, affect the validity and the objectivity of the research findings.

In undertaking this study, the researcher may find it difficult to get data from LCC because most of them are afraid that the questions were coming from the central government and not for academic purposes. The other limitation was unlimited resources such as time and money to carry out the research.

3.9 Ethical Consideration

Privacy has an intrinsic value tied to human dignity and security and distinct from its relationship to autonomy (Beauchamp et al., 1982). According to Arthur Caplan, "Privacy is a

basic human need. Without privacy, it is not possible to develop or maintain a sense of self or personhood." Thus, the attempt to derive privacy from autonomy puts "the cart before the proverbial horse" (Caplan, 1982, p. 320). Save the limiting case of not choosing to be observed, the value of privacy may have little or no connection to self-determination. It is the value of having "private space" (Kelman, 1982), of being free from surveillance, from looking over one's shoulder, from humiliation and embarrassment, and the like, that privacy protects.

Protecting individual autonomy has long been a central principle in Western moral-political thought. That it should also occupy a central place in Western thought about the ethics of research, particularly research involving human participants, should thus come as no surprise. The traditional controversy about autonomy has been cast in terms of Kantian versus utilitarian ethical frameworks. The Kantian (also non consequentialist or deontological) framework employs categorical ethical principles, the most general of which is the following: "Always treat persons as ends in themselves and never solely as means." In this framework, individual autonomy is fundamental, since respecting autonomy is tantamount to treating individuals as ends in themselves. By contrast, the utilitarian (also consequentialist or teleological) framework employs hypothetical ethical principles that are subsidiary to the uniform goal of maximizing the balance of benefits over harms. Thus, "always treat persons as ends" is subject to the condition "if this maximizes benefits." In this framework, autonomy is instrumental; respecting it must serve the overall utilitarian goal.

Therefore, the researcher used an introductory letter and an official letter from the Information and Communication University Zambia. All respondents remained anonymous; and

information was kept private and treated with confidentiality.

Recruitment and selection policies in local authorities can be traced back to the 1970s when Councils were recruiting staff from the United Kingdom. The term recruitment refers to the process of attracting sufficient and suitable potential candidates for vacant positions in the organization. The aim is to ensure that the organization's demand for employees is met by attracting employees in a cost-effective manner. Selection on the other hand, is the process of identifying the most suitable candidates that meet the requirements for the vacant positions in the organization. The aim is to identify, individuals that are most likely to fulfill the requirements of the organization (Cole, 2004).

The procedure for recruiting staff, both local and expatriate, was similar in all major local authorities before the centralized recruitment system was established in 1970. In the department where there was a vacancy, the chief officer informed the Town Clerk via a vacancy form. Upon receipt of the form, the Town Clerk's office would, in conjunction with the chief officer concerned, decide whether the vacancy should be advertised locally or overseas. (Pelekamoyo, 1977). The procedure for recruiting staff from overseas was different from the one used to recruit staff locally. Whenever an advertisement for a post overseas was found necessary, the personnel officer would arrange for insertion of the advertisement in the overseas newspapers. When applications were received, instead of the applicants being interviewed by the establishment committee of the local authority in Zambia, as was the case with local candidates, the shortlisted candidates were often interviewed overseas by a panel sent from Zambia by the Council (Pelekamoyo, 1977). The panels in most cases consisted of chief officers and councilors. It was

common for most expatriate staff to be recruited from the United Kingdom.

In 1970, the Ministry of Local Government and Housing directed local authorities to stop recruiting expatriate staff from abroad. Local authorities were required to submit to the Ministry of Local Government and Housing the number of vacant positions they wanted the centralized panel to fill. Local authorities were also required to provide detailed information about the vacancies to the panel. In 1971, the Ministry of Local Government and Housing changed the system of recruiting expatriate staff. The 1971-1973 centralized panels did not provide a solution to the staff shortages in local authorities. The reasons that the Ministry of Local Government and Housing gave for establishing the Centralized Recruitment Panel were largely economical.

The Ministry argued that it was not in order for one local authority to recruit for another. It was also observed that local authorities were abusing their powers of recruiting staff overseas. In fact, it was alleged that one local authority sent a team of four people to the United Kingdom to recruit only two officers (Pelekamoyo, 1977). It was felt that this was a waste of public resources because the cost of flying four people to and from the United Kingdom was more than the cost of flying two people to and from Zambia. Another economic reason given for the setting of the Centralized Recruitment Panel was that, if recruitment overseas was done by the panel, there would be a saving on advertisement costs. There would be no need for local authorities to advertise for the same

post separately. It would be cheaper to advertise together and only show the number of vacancies required to be filled. Another reason given for centralizing recruitment was that the Ministry of Local Government and Housing felt that some local authorities were not financially viable to recruit the required staff overseas on their own. Consequently, they had staff shortages which made it difficult for them to perform their functions. In 1973, Lusaka City Council complained to the Ministry of Local Government and Housing about a serious shortage of staff. The council requested the ministry to grant them permission to recruit their own staff.

However, permission to do so was not granted (Okello, 1990). This was because government had put in place a policy aimed at conserving funds by not allowing each individual local authority to recruit expatriate staff from abroad. In the meantime, the shortage of qualified staff continued. The centralized recruitment panel was disbanded in 1973.

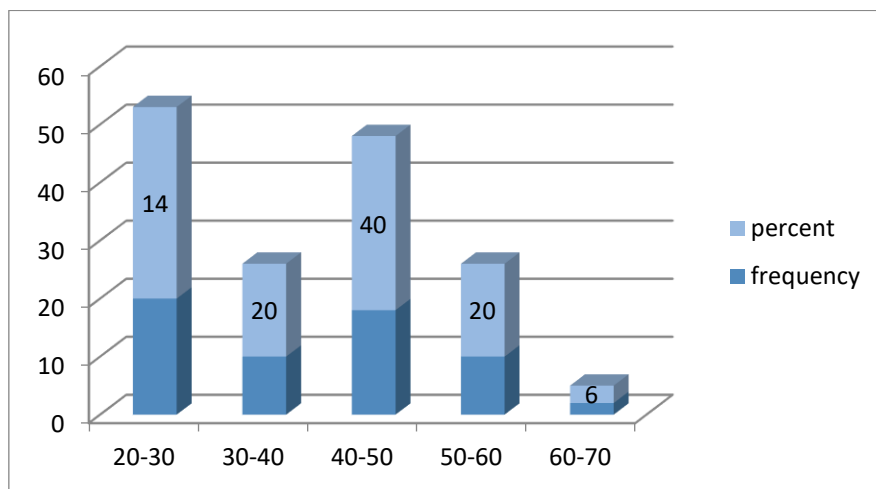
The Local Government Service Regulations Act Number 191 of 1975 established the Local Government Service Commission which was the sole authority performing personnel functions for all councils in the country. The objective behind establishing such a body was to create a unified and centralized recruitment system and standardized conditions of service. It was hoped that the commission would recruit enough personnel for all councils in the country. However, staff shortages continued in local authorities.

CHAPTER FOUR: PRESENTATION OF FINDINGS

4.0 Overview

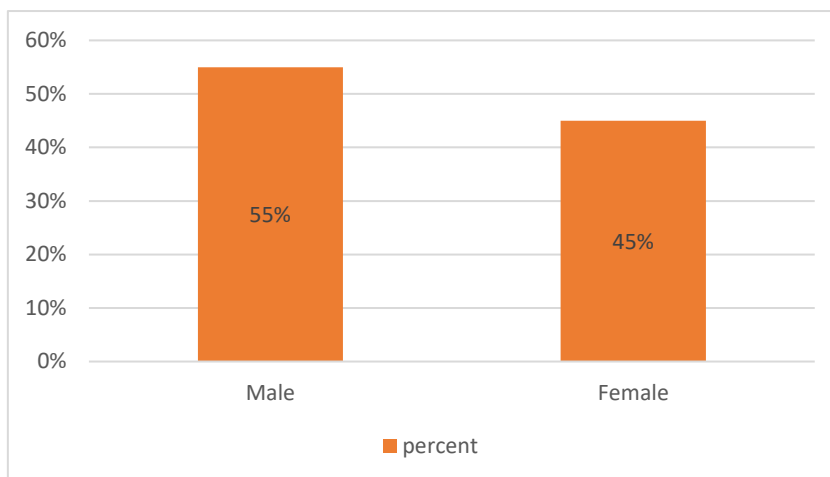
The purpose of this chapter is to provide an analytical presentation of findings of the study in relation to the assessment of the recruitment process in local councils. The chapter also gives the demographic characteristics of the respondents such as sex and locality. Below therefore, is the presentation of the findings.

Figure 4.1: Percentage distribution of study respondents by background characteristics.



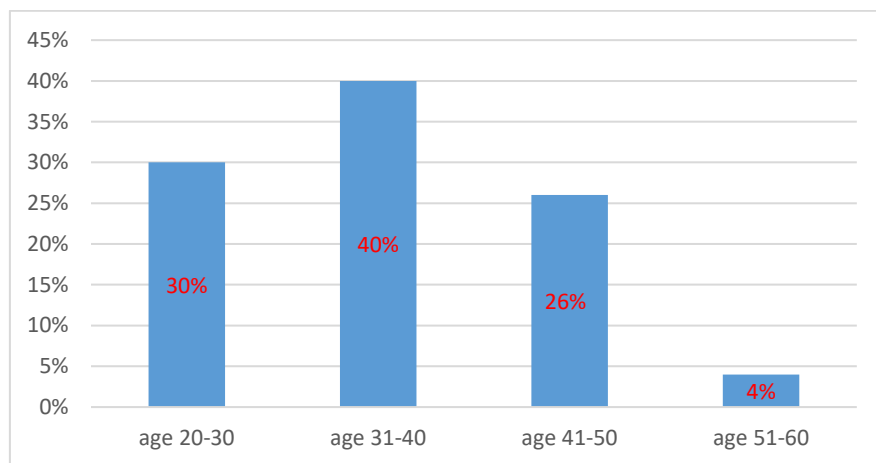
Information on the age–sex and marital distribution of the study population is of great importance in the analysis of the assessment of the recruitment process in local councils. This is mainly due to the fact that the impacts may vary by age and sex as well as marital status. Age and sex differentials may exist in certain factors influencing the behavior of respondents regarding recruitment process. Figure 4.1 above shows that half of the respondents were females, while the other half were male. The table further shows that, three quarters of respondents fell in the age group 20-30, while the minority of respondents were in the age group 40-50. The table above also indicates that more than three quarters of respondents were married. The table also shows that, they was no record of single, separated and divorced respondents.

Table 4.2: Percentage distribution on knowledge of recruitment process in local councils according gender



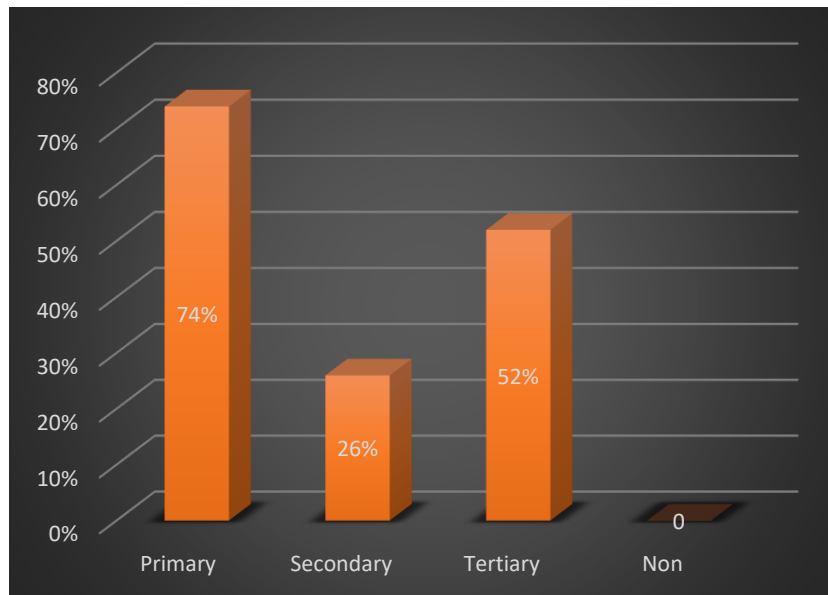
The major focus on recruitment process is a behavior change to stem up awareness regarding the recruitment process in council. For this reason information, education and communication messages are important in making appropriate decision regarding to recruitment. Knowledge is a major key and has a bearing effect on the people if not made aware, the above shows percentage distribution of people in relation to their knowledge on the recruitment process in councils.

Figures 4.3: Percentage distribution on knowledge of recruitment process in local councils according to age.



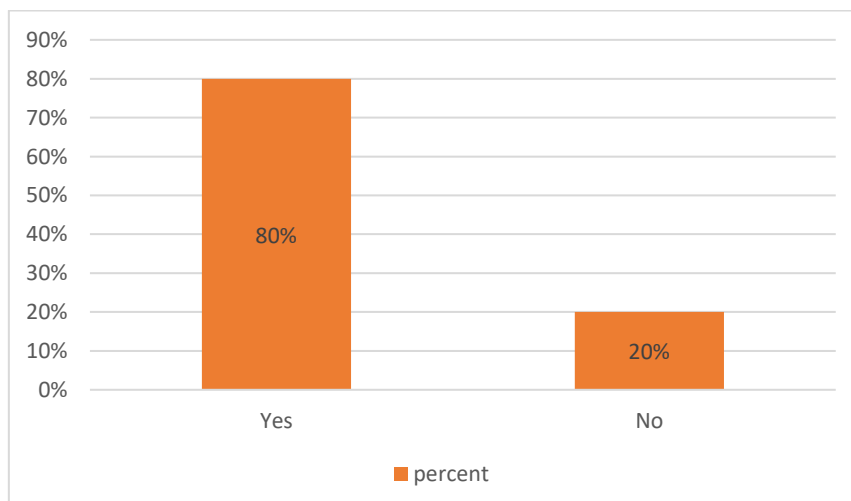
From 30 percent of the age group 20-30, 31-40, 41-50 and 51-60 amount to 100 percent of the study population. Research therefore shows that, respondents from the Lusaka City Council LCC had knowledge on the recruitment process that takes place at the council.

Figure 4.4: Respondents distribution of level of education



From the look of figure 4.3, research shows that the level of education also matters when we talk about recruitment and selection process. Out of the 50 population or respondents that were interviewed, the inquiry indicates that, 11 respondents obtained primary education which could be grade one (1) only or up to grade seven (7), 13 respondents obtained secondary education and 26 obtained tertiary education.

Figure 4.5: Percentage distribution on council's recruitment and selection policy



From the above figure, it is apparent that the majority of respondents (40 out of the 50 interviewed) acknowledged the existence of recruitment and selection policies at LCC, on the other hand, the 10 did not know whether the recruitment and selection policies existed at the council. Therefore, the research indicates 80% of the respondents said yes and the 20% said no.

Table 4.6 distribution of findings of respondents on *how beneficial has the policy been to your council*

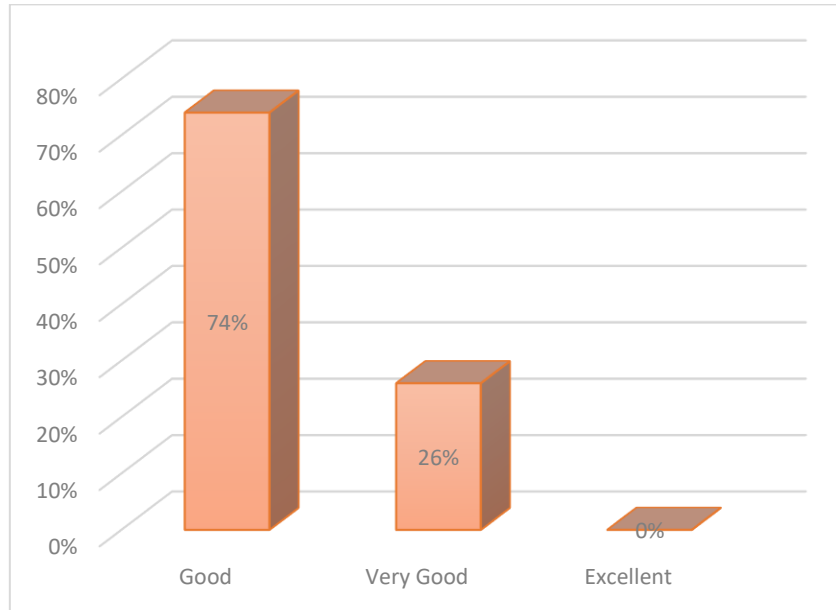
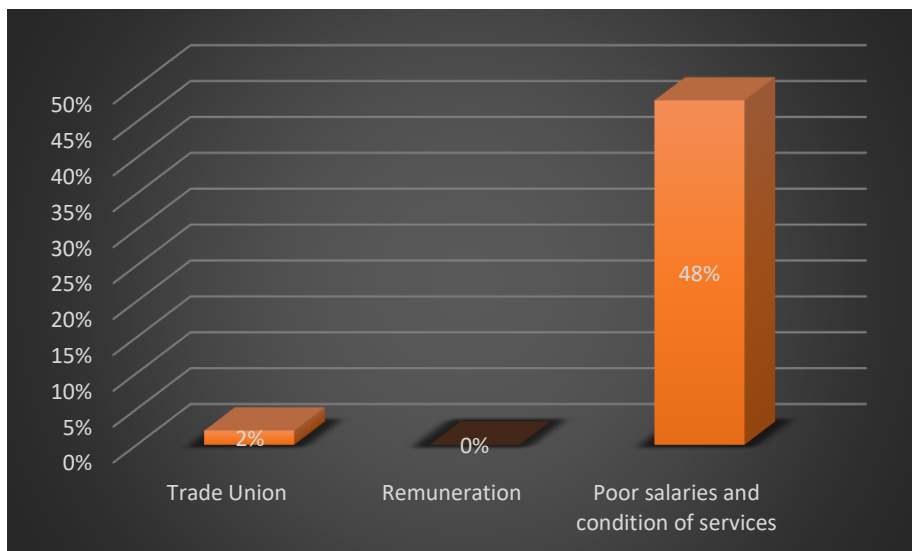


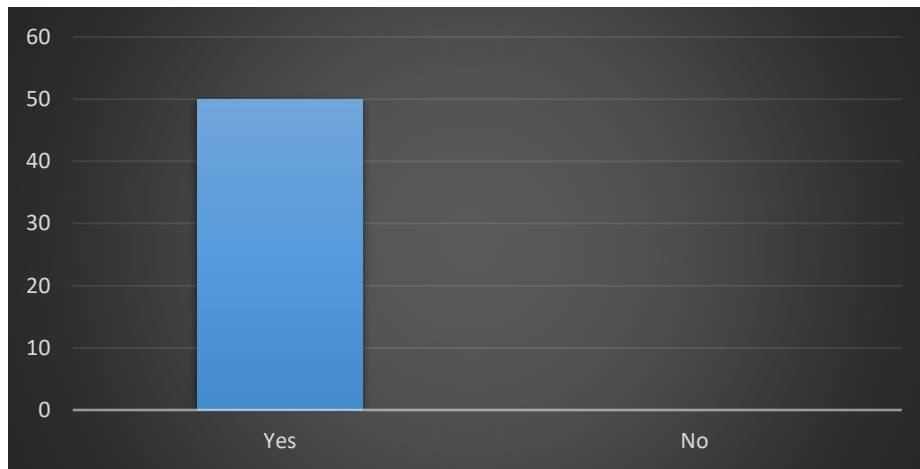
Figure 4.6 shows that, the policy formulated towards the recruitment and selection process was good in terms of its benefit to the recruitment of the qualified personnel. It is therefore shows 74% of it being beneficial.

Figure 4.7: distribution of findings of respondents on *which factors that has influence on recruitment*



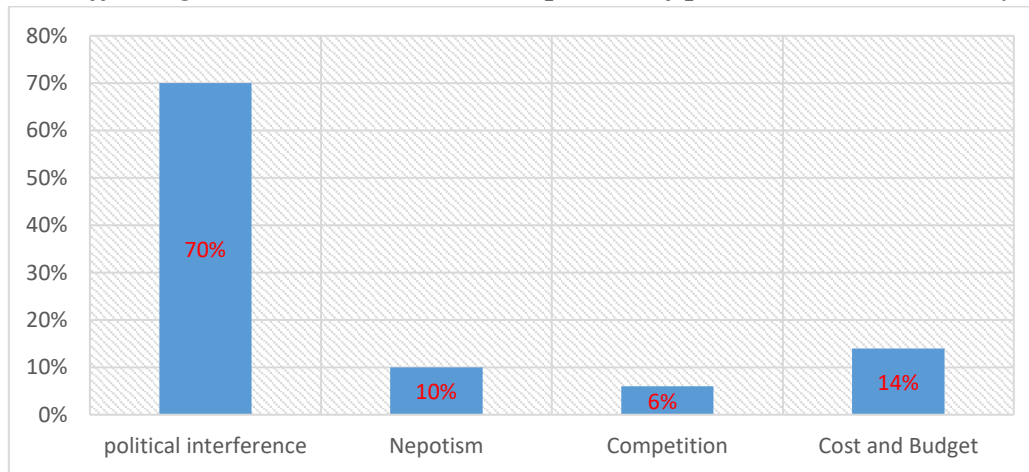
When asked to mention some of the challenges the council faced during the recruitment and selection of its personnel, the Chief Administrative Officer in the Public Health Department disclosed that the council failed to recruit the required number of classified daily employees due to financial constraints. It was further disclosed that the council, over the years, struggled to pay salaries for this category of employees due to limited sources of income at LCC.

Figure 4.8: Is the council able to compete with other organization for qualified personnel



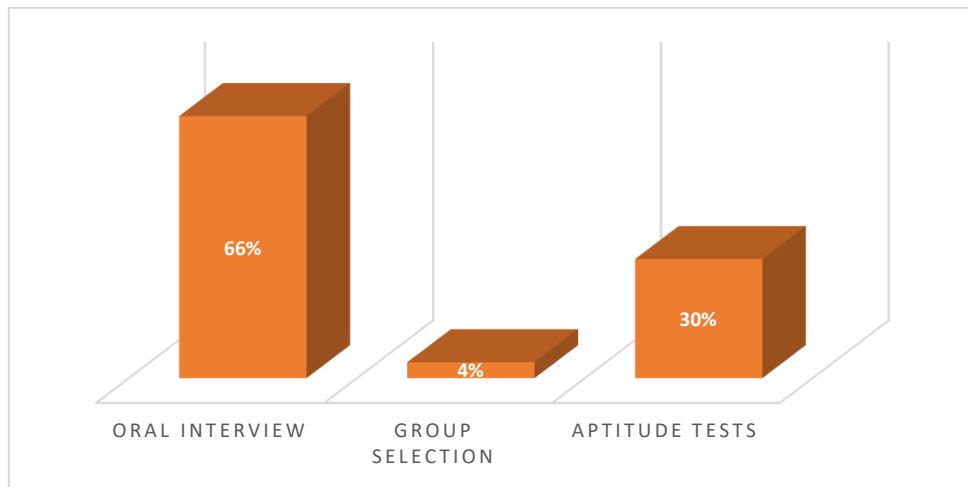
When asked to state whether or not LCC was able to compete for qualified personnel with other organizations on the labour market, it was stated that the council was able to do that. He explained that the Ministry of Local Government and Housing had improved remuneration and conditions of services for its employees since January 2013. However, according to the LCC Annual Report of 2010, the department had a total of 279 vacancies. There existed 20 management vacancies, 54 division 1 vacancies, 115 division 2 vacancies and 50 division 3 vacancies.

Table 4.9 Factors affecting recruitment and selection process of personnel at Lusaka City Council



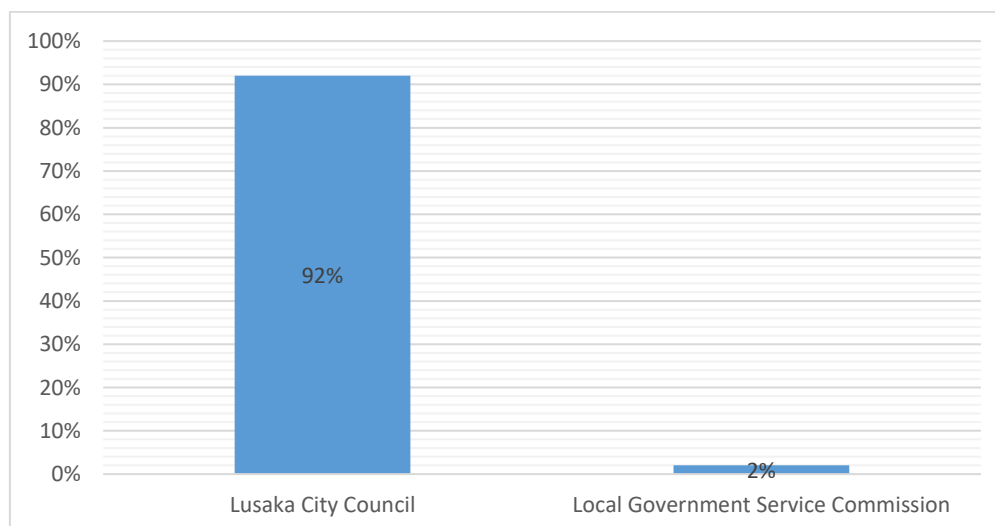
In the interviews conducted at LCC, in order to establish factors that affected the recruitment and selection of personnel, interviewees were asked to state some of the factors they thought could have been affecting the recruitment and selection of personnel. Respondents were asked to mention some of the challenges LCC faced in the recruitment and selection of personnel. Of the 50 respondents interviewed, 35 (70%) were able to mention that political interference was the major factor, 5 (10) respondents were able to say that nepotism was other factor affecting the recruitment and selection of its personnel. The study found that political interference was the major factor that impeded the recruitment and selection of personnel at the council.

Figure 4.10: distribution of findings of respondents on which below the methods the council uses



In the interviews that were conducted at LCC, interviewees were asked to state the major recruitment and selection methods used to attract personnel. A follow-up question on the weaknesses and strengths of the methods used was also asked. The study found that recruitment advertising remained by, far, the most common method of attracting human resource at Lusaka City Council. Of the 50 respondents interviewed, 33 respondents said that oral interviews were the major selection method used. Responding to the same question, 15 respondents mentioned aptitude tests and the 2 stated that, the selection methods that were used at LCC are group selection. The study further revealed that walk-ins and referrals were other recruitment methods used. Research further revealed that the LGSC recruited on behalf of LCC therefore, similar question from other key respondents from the LGSC.

Figure 4.11: Who is responsible for the recruitment and selection of qualified personnel



From the table above, it can be seen that, the council was responsible for the recruitment and selection of the qualified personnel, showing a frequency of 46 respondents amounting to 92%. In the discussion that was held at LCC, the Chief Administrative Officer in the Planning department explained that her role was to inform the human resource department once she had identified vacancies.

CHAPTRE FIVE: DISCUSSION, CONCLUSION AND RECOMENTATIONS

5.0 Overview

This chapter examines the constraints faced in the recruitment and selection of personnel at Lusaka City Council. The chapter also examines the constraints faced at the Local Government Service Commission. This is because research found that the LGSC was responsible for the recruitment of professional staff.

5.1 Discussion

Recruitment and selection may be affected by a number of factors. These may be either internal or external influences. Internal factors may include:

Organizational policies and practices, organizational image, while external factors may include: government and union restrictions, labor market conditions and the location of the organization. (Bhaskar, 2007). In the interviews conducted at LCC, in order to establish factors that affected the recruitment and selection of personnel, interviewees were asked to state some of the factors they thought could have been affecting the recruitment and selection of personnel. Respondents were asked to mention some of the challenges LCC faced in the recruitment and selection of personnel. Of the 50 respondents interviewed, 65 (70) were able to mention some of the challenges while, 5 (10) respondents were able to say that nepotism was other factor affecting the recruitment and selection of its personnel.

The study found that political interference was the major factor that impeded the recruitment and selection of personnel at the council. The majority of key respondents interviewed indicated that recruitment and selection of employees in division one to three was influenced by politics from councilors and other government officials. The

study also found that other factors included: nepotism, competition, cost and budget implications involved in the recruitment and selection of personnel. Key respondents from the commission were asked the same question. In contrast, the two key respondents were able to mention some of the challenges, for instance poor salaries and conditions of service, lack of a recruitment plan, competition and the creation of new councils. From the interviews conducted at LCC, responding to a question concerning factors that affected the recruitment and selection of personnel, the Human Resource Registry supervisor said that political interference from councilors and Ministry of Local Government and Housing had greatly affected the recruitment process at Lusaka City Council.

He justified that even before the re-establishment of the Local Government Commission in 2010, the recruitment and selection of both professional and classified daily personnel was also influenced by politicians from the Ministry of Local Government and Housing and councilors. Responding to a question on how political interference affected recruitment and selection, the Human Resource Registry Supervisor stated that councilors were interested in appeasing their supporters in their respective wards hence, compelling council management to recruit cadres. He further argued that political interference had especially become rampant during the Patriotic Front (PF) regime. He explained that this was meant to appease political supporters before the run up to the general elections in 2011. "Councilors would also want some of their political supporters to be employed by council management, so they influence the process; moreover it is a well-known fact that local authorities are political organizations. We cannot run away from that, besides some relatives of the council's "top" employees have been employed

over the years, some of whom are not as qualified as one would expect". This, according to him, was 'killing' the organization (Interview with the Human Resource Registry Supervisor, 30th April, 2013). Similarly, Mondy et al (2002) observed that policies related to employment of relatives may also affect a firm's recruitment efforts. He adds that it is, therefore, important for companies to adopt anti-nepotism policies that discourage the employment of close relatives, especially when related employees would be placed in the same department, under the same supervisor, or in supervisor-subordinate roles.

In the same vein, the Chief Human Resource Officer disclosed that the board of directors for Lusaka City Council were councilors. Consequently they had influence on the day-to-day operations of the council. She explained that political interference could not be avoided. "We are part of the political arena but I can't say much". When asked if the human resource department was adequately staffed and if personnel were qualified, the Chief Human Resource Officer stated that her department was adequately staffed with qualified personnel. In this regard, manpower levels in the department, as at 30th June 2012, stood at a total 446 employees. The department had 27 management staff, 20 division one employees, 15 division two employees, 164 division three and 240 division four employees. Manpower levels in the department were adequate. (LCC Manpower Levels Audit: 2012). She disclosed that her department comprised certificate, diploma and degree holders respectively. The Chief Human Resource officer disclosed that another challenge for the council was that the recruitment and retention of qualified personnel in the council was difficult to achieve. She argued that it was difficult for the council to retain qualified staff due to poor salaries and conditions of service. She stated

further that the harmonized salaries and conditions of service also posed a challenge as this could not be resolved by her department (Human Resource and Administration Department). The harmonized salaries and conditions of service posed a challenge, in the sense that most problems of reduced salaries, omissions of position and abolished allowance could not be resolved by the Human Resource and Administration Department because they required consultation with the Ministry of Local Government and Housing and the Local Government Service Commission. Some issues remained unresolved, as responses were still being awaited from the Ministry of Local Government and Housing (LCC Annual Report, 2010).

Responding to a question on the challenges that the council faced in the recruitment and selection of daily classified employees/ general workers, the Chief Human Resource officer explained that although her department had to work in liaison with administrative officers during the recruitment and selection of personnel, it was difficult to ascertain the actual numbers of staff shortages. She, however, disclosed that a budget was prepared by the human resource department meant for the recruitment and selection of employees in division four but she could not disclose how much income was approximately budgeted for. She further stated that although the budget was in place, it was not adequately funded by the council. "The problem we have had over the years is poor funding and, therefore, we fail to recruit the desired number of general workers for the council". Further, during the interview the Chief Human Resource officer reported that Lusaka City Council had a human resource plan, although it was difficult to implement due to financial constraints. She explained that all the departments in the council were required to submit the number

of vacancies annually that were available in their respective departments.

Armstrong (2009) agrees that the number of categories of people required by an organization may be set out in formal human resource or work plans from which are derived detailed recruitment plans. According to Armstrong, a recruitment plan should cover: the number and types of employees required to cater for expansion or new developments and make up for deficits; the likely sources of candidates, plans for tapping alternative sources and how the recruitment programme would be conducted. As the interview progressed, the Chief Human Resource Officer stated that the human resource department did also conduct among other things, an inventory of the available talent in the council, forecasting human resource needs, counting of vacancies and estimating losses in terms of staff that had left the organization both professional and non-professional. Responding to a question on whether or not LCC was able to compete for qualified personnel, the Chief Human Resource Officer further stated that the Council was not able to compete with other organizations for qualified personnel in the labor market. She added that for high-paying positions such as quantity surveyors, lawyers and engineers, it was more difficult to retain them. She disclosed that after one had gained experienced they would leave for “greener pastures” and join organizations that offer better pay. She explained that this was because of the low salaries and poor conditions of service at the council. She justified that it was difficult for the council to compete for qualified personnel in the labour market (Interview with the Chief Human Resource Officer, 6th May, 2013). In the same vein, Beardwell and Claydon (2010) define the labour market as that which consists of workers who are working for paid employment and employers who are seeking to fill the vacancies. They add that the demand for labor is

determined by the demand for the goods and services produced by firms in the market. The simplest view of the labor market is that it is an arena of competition. Workers enter the arena in search for jobs and employers enter it in search of skilled workers. Generally speaking, a higher wage will attract more people into the labour market while a lower wage will attract fewer people into the labour market, as long as other factors such as the level of welfare benefits and people’s attitudes towards work remain constant.

Responding to the same question on whether or not LCC had adequately qualified personnel in its human resource department, the Senior Human Resource officer (1) reported that the department had adequate personnel. She disclosed that personnel in the department were adequate and qualified. In line with the Senior Human Resource officer’s claim that manpower levels in the Human Resource and Administration Department were adequate, manpower levels stood at the total of 466 employees. The department had 27 management employees, 20 division 1 employees, 15 division 2 employees, 164 division 3 employees and 240 division 4 employees (LCC Manpower Levels Audit: 2012). When asked if resources were made available for recruitment and selection of general workers, the Senior Human Resource officer stated that the budget was drawn and that the department recruited within the budget. She explained that the budget was financed by the council, through its finance department although funding was not adequate. Responding to a question on whether or not the human resource department conducted the inventory of available talent, counting vacant positions, estimating losses, turnover/ retirement, forecasting requirements and making projects of labour supply and demand, the Senior Human Resource officer said that the department did conduct manpower audits quarterly and annually.

She explained that, with the help of administrative officers, in the respective department, the human department was able to estimate losses arising from individuals separated from the council among others. She explained that this made it easier for the human resource department to draw up monthly and quarterly returns on the human resource requirements of the council. She further disclosed that forecasting human resource needs was also conducted by the department because the department was able to establish the number of people that had been separated from the council. She added that the department was also able to determine training needs for personnel, indicating that once this was done, selected employees would be sent for training in colleges and universities. The interviewee was further asked to state whether or not LCC was able to compete for qualified personnel on the labour market. She argued that LCC was able to compete for qualified personnel on the labor due to improved salaries and conditions of service. (Interview with the Senior Human Resource Officer, 18th June, 2013).

Responding to the question on whether or not LCC had a recruitment plan in place, the Senior Administrative Officer in the Engineering Department reported that the council had a human resource plan in place. He explained that human resource records in the engineering department were updated monthly, quarterly and annually to determine human resources needs for the department. The data would then be made available to the human resource department. He explained that the audits contained information about employees who were for example; sick, retired, dead, acting appointments, secondments and those who had resigned. Therefore, between 2010 and 2012 the engineering department recorded 10 acting appointments, 11 deaths, 23 retirements, 25 secondments, 20 temporal employees, and 24 transfers, 16 employees on

probation and 11 vocational employment (LCC Annual Report, 2012).

When asked to state whether or not LCC was able to compete for qualified personnel with other organizations on the labour market, he stated that the council was able to do that. He explained that the Ministry of Local Government and Housing had improved remuneration and conditions of services for its employees since January 2013. However, according to the LCC Annual Report of 2010, the department had a total of 279 vacancies. There existed 20 management vacancies, 54 division 1 vacancies, 115 division 2 vacancies and 50 division 3 vacancies. The inability to attract professional staff was due to the perceived poor working conditions which negatively affected the recruitment of professional staff.

The Senior Administrative Officer Engineering further argued that potential candidates in the labor market preferred to work in organizations where there was security of tenure of office and that Lusaka City Council was such one organization. He added that as a result, the council was able to attract and retain qualified personnel. According to him, potential candidates preferred to undertake pensionable jobs that were accompanied by employ benefits rather than non-pensionable jobs. Armstrong (2009) agrees that factors that are likely to attract and repel candidates include: security of employment, employee benefits and working conditions, the intrinsic benefits of the job including pay among others. Regarding other factors that constrained recruitment and selection at LCC, he stated that the recruitment and selection of personnel were constrained by the high cost involved. He explained that it was expensive for the council to undertake recruitment due to financial implications involved (Interview with the Senior Administrative Officer, Engineering Department, and 17th May, 2013). Similarly, Dessler (2011)

noted that challenging economic times are prompting employers to rethink how they can go about recruiting with emphasis on cost-cutting because of the expensive financial costs involved in procuring human resources.

When asked to mention some of the challenges the council faced during the recruitment and selection of its personnel, the Chief Administrative Officer in the Public Health Department disclosed that the council failed to recruit the required number of classified daily employees due to financial constraints. She further disclosed that the council, over the years, struggled to pay salaries for this category of employees due to limited sources of income at LCC. Responding to a question on whether or not her department drew a budget for recruitment and selection, the Chief Administrative Officer stated that an annual budget for recruitment was prepared by the department to recruit, among others; cleaners, sweepers and garbage collectors. She, however, argued that the budget was not adequately funded due to limited resources in the council. She added that the sources of income such as central government grants, personal levies, rates, bill board charges, license fees were unreliable, hence making it difficult for the council to pay salaries on time. Moomba (2002) agrees that because of the unreliable funding from central government in form of grants in lieu of paying rates, councils had a number of problems generating funds from their own sources. He adds that for a number of reasons councils have not been generating funds from own sources. The most serious problem facing councils with regard to generating their own sources is the inability by facility users to honor financial obligations to councils. This has serious budgetary implications as councils may fail to draw up comprehensive budgets on for example recruitment and selection. Moomba adds that the critical shortage of funding has led to another

problem facing councils; poor salaries and erratic payment of wages and salaries for employees. Consequently, almost all councils have not been able to pay their employees regularly. In a number of councils, employees have gone for over six months without being paid, leading to serious industrial unrest and generally very low morale among workers which ultimately affects productivity.

Responding to a question on whether or not LCC was able to compete with other organizations for qualified personnel, the Chief Administrative Officer Public Health stated that the council failed to attract qualified personnel due to unattractive remuneration and poor conditions of service. She argued that because of poor salaries and conditions of service, the council lost a number of qualified staff. She added that the labor turnover among university graduates was unprecedented, yet she argued that the council still had a good number of qualified staff. "However we do have a good number of qualified staff due to high unemployment levels in the country". She further disclosed that another challenge that was making it difficult for LCC and councils in general to attract qualified personnel was the negative perception by the general public about the councils. She explained that there was a negative perception about working for councils and, therefore, qualified personnel did not want to work for councils. She pointed out that councils have been stereotyped as organizations that were not well-paying and this made it difficult for the LCC to attract and retain qualified personnel. According to the Chief Administrative Officer Public Health, the negative perception by members of the public on local authorities was also another factor that made it difficult for LCC to attract and retain qualified personnel. (Interview with the Chief Administrative Officer Public Health, 21st May, 2013). This is in line with Bhaskar's (2007)

observation that the image of the employer held by the public also affects recruitment. He adds that the favorable or unfavorable, well-known or unknown images of enterprises determine very largely how they are perceived on the one hand, by the public and on the other, by potential employees. The image of an organization is complex but its principal determinants are twofold: (a) the kind of business of the organization and (a) the kind of job environment and benefits it provides. The larger the organization, the more likely it is to have a well-developed image. Bhaskar further contends that the number and quality of job applicants depend crucially on the image perception of the firm. He adds that the better the image and better known the firm, the better the quality of applicants and the greater their number. In addition, Agarwala (2007) agrees also that the organizational image can either repel or attract potential candidates to the organization. He points out that the constraints that impede recruitment and selection in organizations are external and internal factors. According to Argarwala, external factors are factors external to the firm and have an impact on the ability of the firm to hire employees.

Regarding the people that received application letters for qualified personnel, the Commissioner pointed out that the commission secretary was the one who received the application letters for employment. Responding to the question on how representative recruitment and selection panels were, Commissioner Simpokolwe explained that the commission did constitute panels responsible for recruitment and selection. He stated that the panels were made up of a commissioner and appropriate institution representatives from, for instance, Engineering Institute of Zambia and Law Association of Zambia. He explained that panels were constituted based on the kind of professionals that were selected for job interviews.

He disclosed that interviewing panels reported to the full commission on the candidates who best meet the job requirements. (Interview with Commissioner Simpokolwe, 7th May, 2013).

Improperly conducting recruitment and selection can result in corruption, favoritism, nepotism and other conflicts of interest. The recruitment and selection process is likely to be questionable. We noted, however, that recruitment and selection policies were available at the commission; however, members of the commission were appointed by the president. Because of this, it is apparent that there was some form of political interference in the operations of the commission. Further, recruitment and selection policies are also likely not to be adhered resulting into the recruitment and selection of ill-qualified personnel. In addition, despite the policies being in place, other factors, such as poor salaries and conditions of service could have led to the shortage of qualified personnel in the local government service. Therefore, this can have a negative impact on the recruitment and selection process resulting into the shortage of sufficiently qualified personnel in the local government service.

The findings of the study were not similar to those of Alikopo (1981). The study found that there was lack of conclusive evidence about the existence of formalized and agreed recruitment and selection policies for academic staff in what he termed as University A in the United Kingdom. However, the findings of the study at LCC and the LGSC were similar to those at University B. The study concluded that as regards general recruitment statements on which practices are based, these were contained in the staff hand books. The study found that for University B, recruitment and selection policies were available.

Responding to the question on whether or not LCC had a recruitment plan in place, the Senior Administrative Officer in the Engineering Department reported that the council had a human resource plan in place. He explained that human resource records in the engineering department were updated monthly, quarterly and annually to determine human resources needs for the department. The data would then be made available to the human resource department. He explained that the audits contained information about employees who were for example; sick, retired, dead, acting appointments, secondments and those who had resigned. Therefore, between 2010 and 2012 the engineering department recorded 10 acting appointments, 11 deaths, 23 retirements, 25 secondments, 20 temporal employees, and 24 transfers, 16 employees on probation and 11 vocational employment (LCC Annual Report, 2012). When asked to state whether or not LCC was able to compete for qualified personnel with other organizations on the labour market, he stated that the council was able to do that. He explained that the Ministry of Local Government and Housing had improved remuneration and conditions of services for its employees since January 2013. However, according to the LCC Annual Report of 2010, the department had a total of 279 vacancies. There existed 20 management vacancies, 54 division 1 vacancies, 115 division 2 vacancies and 50 division 3 vacancies.

Regarding recruitment advertising, the Vice-Chairman explained that after the preparation of descriptions and specifications, the commission advertised on behalf of the councils where vacancies have been created as a result of, for instance; death, resignation, dismissal, termination of contract or retirement, to mention but a few. He added that vacancies would also be created as a result of promotions and transfers in the councils.

He explained that in such circumstances, the commission would decide to appoint a junior officer to take up a senior position in another council based, on academic qualifications and experience. He stated that these were normally internal movements among council employees. He argued that in circumstances where a middle manager employed by a given council is a holder of a bachelors or master's degree for example, and met the requirements for a position available in another council the commission did not rush to advertise externally but would conduct an internal search using the data bank "We only go outside and advertise if there is no one meeting the job requirements for a given position." He stated that the advantage of recruiting from within Councils was that it was cheaper and that the candidates already had the required experience. Bateman and Zeithal (1990) agree that recruitment may either be internal to the organization (i.e. considering current employees for promotions and transfers) or external to the organization. There are advantages and disadvantages for each approach. The chief advantage of internal recruitment is that current employees have a work history with the organization that can readily be explained. A second advantage is that current employees have been socialized in and are familiar with the organization. External candidates who are not familiar with the organization may not like working there. Third, the opportunity to move within the organization may encourage employees to remain in the company. Bateman and Zeithal add that a policy of promotion from within creates a more loyal workforce. Internal staffing does have some drawbacks. If talent is lacking, internal staff provide a limited pool, leading to poor selection decisions. In addition, a company may choose to change the nature, goals or focus of the business by bringing outside candidates. Some organizations prefer to give internal recruiting a low profile. External recruitment brings in "new

blood” to a company and can inspire motivation. Similarly, Basu (2003) adds that there are two main methods of recruitment, one is recruiting from outside and the other is through departmental promotion. The latter is one in which appointment to the higher posts which is made only from within, either through a system of promotion or through restricted competitive examinations.

5.2 Conclusion

The study, therefore established that recruitment and selection policies exist at LCC. Other factors such as the lack of financial resources could have contributed to the shortage of personnel. There was some form of procedure that was followed in the recruitment and selection of non-skilled personnel. There was a staff document in place for example, that was used as a guide for recruitment and selection. However, we noted that some key respondents such as the Chief Human Resource and Assistant Director Human Resource could not state in what form or where the policies were drawn from. This was because others felt it was “too sensitive” to do so. It is important for LCC to have a written policy that outlines how recruitment should be conducted. This is crucial in making the council respond to its human resources needs. The lack of recruitment and selection policies on the other hand can result in the council recruiting wrong people for the vacancies that may be created. This can lead to, among others increased turnover, especially for qualified personnel because wrong people will be occupying positions that they are not qualified for. Recruiting people who are wrong for the organization can also be a cost to the council because such people are not likely to give their best and this can negatively affect service delivery. Cole (2002) adds that establishing adequate policies and procedure should be one of the first steps in planning for

recruitment of employees in the organization. Policies, in whatever.

It has been found that the recruitment and selection methods used at Lusaka City Council were internal advertisements (notice board posters within the council premises), word-of-mouth, walk-ins and oral interviews, proficiency tests, physical health and age respectively. These recruitment and selection tools were used to attract and select nonprofessional staff at LCC. The study concluded that internal advertisement and oral interviews were the major recruitment and selection methods used at LCC. The study revealed that Lusaka City Council was no longer responsible for the recruitment and selection of qualified personnel, as discussed in this chapter. The study has also established that the recruitment and selection methods used at the Local Government Service Commission were advertisements (internal and external). For internal purposes promotions, secondments and transfers were used, while for external purposes national newspapers and walk-ins (unsolicited applications) were used. The study found that advertisements were the major recruitment method used to attract qualified personnel at the commission. For selection purposes the study found that oral interviews and aptitude tests were used.

The study has concluded that there are a number of constraints that affect recruitment and selection of personnel at Lusaka city council and the local government service in general. The major factors included: political interference, high cost of recruitment and inadequate funding. Other factors included: fixed and unattractive salaries, perceived poor image about the councils and creation of new councils and competition

5.3 Recommendations

The study recommends:

a) That recruitment and selection of qualified personnel in local authorities should be decentralized. Local authorities are in a better position to know their human resource needs than the Local Government Service Commission. Lusaka City Council, through its human resource department, did submit quarter and annual reports to the commission about their human resource needs. This current practice where recruitment and selection is conducted by the LGSC tends to lead to bureaucratic tendencies, thereby delaying the recruitment and selection process. As earlier alluded to, councils are in a better position to determine their recruitment needs as compared to the Local Government Service Commission.

b) That in the event that recruitment and selection is decentralized, local authorities should adhere to job descriptions so that individuals with the right qualifications are put in the right positions.

c) That in the event that recruitment and selection is decentralized, recruitment and selection panels should be drawing up personal specifications after analyzing the requirements for each job to avoid hiring ill-qualified personnel to positions requiring academic qualifications.

e) That in circumstances where ill-qualified /skilled personnel have been recruited; let such personnel be sent for re-training in order to equip them with the requirements of the job. This can enhance employee skills and performance in the councils.

e) That members of the Local Government Service Commission be appointed by parliament, rather than by the President. This will enable the commission to operate independently, devoid of political interference; and

f) That there is need to improve the financial capacity of Lusaka City Council. Central government should begin supplementing the income-base for councils, as the current sources of income are not adequate. By and large, the recruitment and selection of personnel is dependent on the financial capacity of the respective local authorities.

ACKNOWLEDGEMENTS

At the outset, from beneath of my heart, I thank the Almighty God for the blessings showered on me in all the stages in the journey of my task of completing this study, without who absolutely nothing would have been done. I would like to convey my sincere thanks to my thesis supervisor Mr. Klevin Chibombo for his valuable suggestions and feedback throughout my thesis process.

REFERENCES

- [1] Abdullah, W. and Mahamed F. (2002), Human Resource Management, Cape Town: Heinemann Publishers
- [2] Armstrong, M. (2009), Handbook of Human Resource Management and Practice, 11th edition, New-Delhi: Replika Press Pvt Ltd
- [3] Beauchamp, T. L., Faden, R. R., Wallace, R. J., & Waiters, L. (1982). Introduction. In T. Beauchamp, R. Faden, R. Wallace, & L. Waiters (Eds.), Ethical issues in social science research (pp. 3-39). Baltimore: Johns Hopkins University Press.
- [4] Bhaskar, C. (2007), Human Resource Management, New Delhi: Sterling Publishers Ltd
- [5] Caplan, A. (1982). On privacy and confidentiality in social science research. In T. Beau- champ, R. Faden, R. Wallace, & L. Waiters (Eds.), Ethical issues in social science research (pp. 315-328). Baltimore: Johns Hopkins University Press.
- [6] Cheatle, k. (2006), Human Resource Management, New York: Palgrave Master Series
- [7] Cole, G.A. (2004), Management Theory and Practice, London: Book Power Publishers
- [8] Chartered Institute of Personnel and Development, (2005). Recruitment, Retention and Turnover: London
- [9] Chartered Institute of Personnel and Development, (2008). Recruitment, Retention and Turnover: London
- [10] Daily Mail Newspaper 21st March 2013, p15
- [11] Daily Mail Newspaper 23rd 2012, p13-15
- [12] Dessler, G. (2003), Human Resource Management, 9th edition, New-Jersey: Prentice Hall
- [13] Dessler, G. (2011), Human Resource Management, Harlow: Pearson Education Ltd
- [14] Gayol, R.C. (2000), Human Resource Management in Hospitals, 3rd edition, New-Delhi Prentice Hall
- [15] Hannagan, T. (2008), Management Concepts and Practice, London: Pearson Education Ltd
- [16] Heinrich, M. (2004), An Evaluation of the Recruitment and Selection Policy and Practice in the Department of Water Affairs and Forestry. A Masters of Arts Dissertation, Port Elizabeth Technikon: Cape Town.
- [17] Kelman, H. (1982). Ethical issues in different social science methods. In T. Beauchamp, R. Faden, R. Wallace, & L. Waiters (Eds.), Ethical issues in social science research (pp. 40-100). Baltimore: Johns Hopkins University Press.
- [18] Lloyd, B. and Leslie, R. (2006), Human Resource Management, 8th edition, New York: Mc-Graw- Hill
- [19] Lusaka City Council (2012), Minute Number C/60/01/12.
- [20] Lusaka City Council (2008), Minute Number C/145/05/10.
- [21] Lusaka City Council (2012), Annual Report
- [22] Lusaka City Council (2010), Annual Report
- [23] Okello E. (1990), Progress and Problems in Implementing the Local Administration Act No.15 of 1980. A Masters of Arts Dissertation, University of Zambia, Lusaka
- [24] Peterson, R. and Lane, T. (1979), Systematic Management of Human Resources, New York: Addis-Wesley
- [25] Republic of Zambia (2010), Local Government Amendment Act No. 10 of 2010, Lusaka: Government Printers
- [26] Argawala, T. (2007), Strategic Human Resource Management, New York: Oxford University Press
- [27] Armstrong, M. (2009), Handbook of Human Resource Management and Practice, 11th edition, New-Dehli: Replika Press Ltd
- [28] Beardwell, J and Claydon, T. (2010), Human Resource Management: Contemporary Approach, Harlow: Prentice Hall Ltd