

Motivation and Employee Performance in the Public Sector in Uganda: A Case Study of the Uganda Broadcasting Corporation

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Introduction

This study examined motivation and employee performance in the public sector in Uganda, and in particular, at the Uganda Broadcasting Corporation (UBC). Motivation is crucial for good employee performance and, therefore, it is very important to study what motivates employees for better performance. As such, this study is important for human resource managers, employers, companies, and organisations.

Research objectives

The study was guided by the following objectives;

- a) to examine how the UBC paid its remuneration package to motivate employees towards the desired performance,
- b) to assess how the UBC put in place communication and administrative structures to motivate employees towards the expected performance.
- c) to examine how the UBC established staff training and development to motivate employees towards desired the performance.

Methodology

The study adopted a phenomenology approach and was based on a case study design, which provided a deep understanding of the research study and was cost-effective and appropriate for investigating the questions of motivation and employee performance at the UBC.

Further, both qualitative and quantitative approaches were used. The qualitative approach was applied to verbal expressions and conceptualisations to explain events and describe findings. The quantitative approach, on the other hand, was applied where numbers, figures, and diagrams were required to quantify occurrences and situations. The study utilised a multi-pronged approach involving the use of descriptive and inferential statistics in the analysis, interpretation, and drawing of conclusions on the relationship between the variables of the study, namely; motivation and employee performance. This involved the use of frequencies, hypothesis testing, and Pearson's linear correlation coefficients in bivariate and multivariate regression analysis of findings on motivation and employee performance at the UBC.

Key findings

The study found a moderately positive relationship between the remuneration package and employee performance at the UBC given $r = 0.487$ with $p = 0.001$ less than 0.01 . This implies that an improvement in the remuneration package of the UBC caused a moderately similar improvement in employee performance. Hence, the null hypothesis H_{01} was rejected, and the alternative H_{11} . Similarly, the results of the correlation $r = 0.753$ with $p = 0.000$ less than 0.01 indicated a strong positive relationship between organisational communication and employee performance at the UBC—implying that an improvement in communication practices at the UBC caused a moderately

similar improvement in employee performance. Hence, the null hypothesis H_{02} was rejected, and the alternative H_{12} . The study also found a strong positive relationship between staff training and employee performance at the UBC ($r = 0.799$ with $p = 0.000$ less than 0.01)—which implies that an improvement in staff training practices at the UBC caused similarly strong improvement in employee performance. Hence, the null hypothesis H_{03} was rejected, and the alternative H_{13} .

Key recommendations

Broadcasting parastatals need to undertake pay surveys to compare their remuneration practices with other state corporations.

Managers at the UBC should develop effective communication strategies to frequently provide pertinent information and create avenues for suggestions, opinions, and feedback from staff.

Broadcasting Parastatals should undertake a more cost-effective training needs assessment, which subsequently helps to achieve value for money. There should be prioritisation of training needs and emphasis on those that have a strategic effect on employee performance in broadcasting parastatals.

Key references

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