**MOTIVATION AND EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR IN UGANDA: A CASE STUDY OF UGANDA BROADCASTING CORPORATION**

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## DECLARATION

I, **Ingabire Annet**, do hereby declare that this dissertation on: *‘Motivation and employee performance in the public sector in Uganda: A case study of Uganda Broadcasting Corporation.’* is my original work and has to the best of my knowledge, not been published or submitted for any degree award to any other University before.

Signature: …………………………….. Date: ………………………………………

## APPROVAL

This is to certify that this dissertation titled: *‘Motivation and employee performance in the public sector in Uganda: A case study of Uganda Broadcasting Corporation.’* has been submitted with my approval as the Supervisor.

Signature: ……………………………. Date: ……………………………………

**Assoc. Prof. E. B. Mugerwa**

## DEDICATION

I dedicate this work to my son Ssekadde Elijah Luggya whom I would leave home when he was just a few weeks from birth and to my parents for the encouragement and support all through to achieve this.

## ACKNOWLEDGEMENTS

Acknowledgement is made of the Almighty God for enabling me go through the entire masters programme successfully. Let me also take this opportunity to thank my parents who always encouraged me to achieve this.

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## ACRONYMS

ANOVA - Analysis of variance

DMD - Deputy Managing Director

MD - Managing Director

NRM - National Resistance Movement

PDU - Procurement and Disposal Unit

SPSS - Statistical Package for Social Scientists

TRSD - Television and Radio Services Directorate

TSD - Technical Services Directorate

UBC - Uganda Broadcasting Corporation

## DEFINITION OF KEY TERMS

**Motivation** is the willingness to exert high levels of effort toward organizational goals conditioned by the effort’s ability to satisfy some individual need (Devadass, 2011). And according to Schenk, (2003), motivation is looked at as “a process both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behaviour”. Pinder (1998) describes work motivation as the set of internal and external forces that initiate work related behaviour, and determine its form, direction, intensity, and duration.

**Employee Performance** means employee productivity and output as a result of employee development. Employee performance will ultimately affect the organizational effectiveness. According to Newton et al. (2001) employee performance is defined as whether a person executes their duties and responsibilities well. Bodnor (1993) notes that performance can be measured by the quality of the work done, cost reduction, reduction of variances among others.

**Remuneration** ismoney paid for services or work done. Having appropriate remuneration or pay structures is important to better attract and retain employees and to ensure equity in your workplace (Meghan, 2017).

**Organizational communication** can be defined as an evolutionary, culturally dependent process of sharing information and creating relationships in environment designed for manageable, cooperative, goal-oriented behavior. Human resource need to decide for the right way to make the communication as effective and successful as possible for the task at hand to enhance employee performance (Welch and Jackson, 2007).

**Training** refers to a planned intervention aimed at enhancing the elements of individual job performance” (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training refers to bridging the gap between the current performance and the standard desired performance (Jie and Roger, 2005).

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## ABSTRACT

This study sought to examine motivation and employee performance in the public sector in Uganda. It based on a case study of Uganda Broadcasting Corporation (UBC). The study was guided by the following objectives: to examine how UBC pays its remuneration package to motivate employees towards desired performance, to assess how UBC has put in place communication and administrative structures to motivate employees towards expected performance, and to examine how UBC has established staff training and development Policies to motivate employees towards desired performance. The study adopted a phenomenological approach, cross sectional research duration, case study strategy using both quantitative and qualitative methods. A sample of 155 from a population of 271 was used and determined using Krejcie and Morgan’s table. The study used the *census, purposive, convenience* and *simple random* sampling techniques. Data was collected through survey, interview and document review methods using self-administered questionnaires, interview guides, and document review checklists as instruments. Findings of the study indicate that there is a moderately positive relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation given **r** = 0.487 with ***p*** = 0.001 less than 0.01; correlation results of **r** = 0.753 with ***p*** = 0.000 less than 0.01 indicated a strong positive relationship between communication and administrative structures and employee performance in Uganda Broadcasting Corporation; and results indicate a strong positive relationship between staff training and employee performance in Uganda Broadcasting Corporation since **r** = 0.799 with ***p*** = 0.000 less than 0.01. The critical value which was the cutoff value or boundary beyond which the null hypothesis **H0** is retained is 0.05. Since the sig. values of individual correlations, multiple regression and ANOVA results were all less than 0.01 (**p** < 0.01), this led to conclusion that there is a positive relationship between motivation and employee performance in broadcasting parastatals. The study recommends: Broadcasting parastatals need to undertake pay surveys; develop effective communication strategies to provide frequent pertinent information and create avenues for suggestions, opinions, and feedback from staff. UBC should also provide for employee participation in establishing and revising pay structures as well as providing fringe benefits, leave and holiday allowances in the remuneration package so as to motivate employees effectively.

## CHAPTER ONE

## INTRODUCTION

## 1.1 Background to the study

This study examines motivation and employee performance in the public sector in Uganda. It is based on a case study of 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. “Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their co-workers” (Gupta, 2003).  This co-operation can only be attained through appropriate employee motivation.

The study is important because it looks at the link between motivation and employee performance at UBC and examines the possible reasons that induce employees to go an extra mile to provide excellent service. According to Jones and George (2008), employee motivation plays a vital role in the management field; both theoretically and practically. Employees are motivated when they fully participate in the affairs of the organization where they are employed; feel a sense of accomplishment and receive recognition for their work; get opportunities for career and knowledge growth; and constantly communicate with their superiors. Employees are considered an important asset for good and effective performance in any organization. Guest (1997), as cited by Armstrong (2007), stated that improved performance is achieved through the employees in the organization.

The interaction of motivation and the organizational environment not only underscores the systems aspect of motivation but also emphasizes on how motivation both depends on and influences leadership styles and management practice. Leaders and managers must respond to the motivation of individuals if they are to design an environment in which people will perform willingly. “The instilling of satisfaction within workers is a crucial task of management. Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed” (Greenberg, 2000). This study therefore mainly focused on the factors that motivate employees in the workplace hence enhancing their productivity.

Stellar, and Stellar, (1985) note that, the modern concept of motivation derives from the historical need to account for the arousal and direction of behaviour. Human and animal activity occurs in peaks and troughs and it shifts its direction from one goal to another many times throughout a day. Even the ancients knew that these shifts in levels of activity and direction were the result of some combination of changes in external stimuli and internal state. What they did not know, however, was that the brain was the organ that integrated these inputs and was responsible for both behaviour and conscious experience. Plato (428–348 B.C.), for example, thought that reason was in the head, but that courage was in the chest and appetite in the abdomen. The temptation to think in terms of separate central-neural and peripheral physiological controls of motivated behaviour is still with us today.

Gary and Christopher (2006) note that, behavioral or human relations management emerged in the 1920s and dealt with the human aspects of organizations. It has been referred to as the neoclassical school because it was initially a reaction to the shortcomings of the classical approaches to management. The human relations movement began with the Hawthorne Studies which were conducted by Elton Mayo between 1924 and 1933. These studies showed that people responded to the way managers engaged with them. Around the same time, Max Weber developed Bureaucratic Management Theory (1922) and early understandings of how hierarchies worked. Bureaucracies are founded on legal or rational authority and clearly defined roles and responsibilities. Devadass (2011) also advances that, Chester Barnard developed his acceptance theory of authority. Barnard believed that each person has a zone of indifference or a range within which he or she would willingly accept orders without consciously questioning authority. It was up to the organization to provide sufficient inducements to broaden each employee's zone of indifference so that the manager's orders would be obeyed.

Beginning in the early 1950s, the human resources school represented a substantial progression from human relations. The behavioural approach did not always increase productivity. Thus, motivation and leadership techniques became a topic of great interest. One of the first people to develop a true motivational theory was Abraham Maslow. In his 1943 paper "A Theory of Human Motivation", Maslow states the five levels of the hierarchy of needs as Physiological, Security, Social, Esteem, and Self-actualizing. Vroom developed his Expectancy theory (1964) through his study of the motivations behind decision making. It proposes that an individual will decide to behave or act in a certain way because they are motivated to select a specific behaviour over other behaviours due to what they expect the result of that selected behaviour will be i.e., their expectations based on previous experience or observation. This theory emphasizes the needs for organisations to align rewards directly to the desired performance and to ensure that the rewards provided are both deserved and wanted by the recipients. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities (Schenk, 2003).

Schenk, (2003) advances that, in 1965, Herzberg theorized that satisfaction and dissatisfaction were affected by different factors and thus could not be measured on the same scale. This theory is known as the two-factor theory; Herzberg's motivation-hygiene theory; and/or the dual-factor theory. Hygiene factors need to be removed (cleaned up) before motivation factors can take effect. This theory was developed in the same timeframe as McGregor’s ‘Theory X - Theory Y’. In 1995, McClelland propounded the theory of needs - a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context. And 2011, Clayton Aldefer developed his ERG theory as Existence, Relatedness, and Growth to bring Maslow’s needs hierarchy into alignment with empirical research. He re-categorized Maslow’s hierarchy of needs into three simpler and broader classes of needs: Growth needs; Relatedness needs; and Existence needs. The Kirkpatrick Four-Level Training Evaluation Model created by Donald Kirkpatrick in 1959 updated in 1975, and again in 1994 also helps trainers to measure the effectiveness of their training programs in an objective way.

The current study on motivation and employee performance was centered on the Reinforcement theory by B.F. Skinner (1974), the 1995 David McClelland’s theory of needs, and the updated 1994 Kirkpatrick’s Four-Level Training Evaluation Model. In 1995, David McClelland propounded the theory of needs - a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context regardless of culture or gender. Whereas the reinforcement theory posits that motivation is purely a consequence of behavior and therefore justifies the role of remuneration in motivating employees to meet expected performance, McCelland’s theory justifies the role of communication in motivating employees’. The needs for achievement, power, and affiliation of McClelland’s theory affect the actions of people from a managerial context regardless of culture or gender. The theory addresses the premise that it is through well structured communication and administrative structures that standards of excellence, roles and responsibilities, and concrete and timely feedback can effectively motivate employees and provide a baseline for measuring employee performance. To bridge this gap, Kirkpatrick’s Four-Level Training Evaluation Model is an imminent model as it guides a holistic evaluation of the effectiveness of training programmes in terms of reaction, behavior, learning and results.

Devadass (2011) defines motivation as the willingness to exert high levels of effort toward organizational goals conditioned by the effort’s ability to satisfy some individual need. And according to Schenk, (2003), motivation is looked at as “a process both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behaviour”. Pinder (1998) describes work motivation as the set of internal and external forces that initiate work related behaviour, and determine its form, direction, intensity, and duration. Work motivation is a middle range concept that deals only with events and phenomena related to people in a work context. The definition recognizes the influence of both environmental forces (e.g., organizational reward systems, the nature of the work being performed) and forces inherent in the person (e.g., individual needs and motives) on work-related behaviour. An essential feature of the definition is that it views work motivation as an invisible, internal, hypothetical construct.

Performance is defined as the ability to achieve organizational goals more effectively and efficiently (Briscoe & Claus, 2008). Employee Performance means employee productivity and output as a result of employee development. Employee performance will ultimately affect the organizational effectiveness. According to Newton et al. (2001) employee performance is defined as whether a person executes their duties and responsibilities well. Many organisations assess their employee performance on annual and quarterly basis in order to define certain aspects that need improvement. Bodnor (1993) notes that performance can be measured by the quality of the work done, cost reduction, reduction of variances among others. Edvardsson (2005) also connotes that performance has different features such as continuity of the process and not an annual event, an individual’s contribution to the organisation as whole must be considered. Re’em (2011) further advances that employee performance comprises of the actual output or results of an employee as measured against his/her intended or expected goals and objectives. This enables the measure of employees with the strongest linkage to the strategic goals of an organisation, customer satisfaction and economic contributions.

According to Hawthorne studies and much other research work on productivity of worker highlight the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management finds it easy to motivate high performers to attain firm targets (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

Public confidence in government entities derives from demonstrated capability to deliver services in a way that meets national and public needs economically. The contribution of employees in government entities like Uganda Broadcasting Corporation towards meeting national service delivery needs and revenue returns is a source of credibility on their part. Conversely, government establishments and their employees face a critical test when they fail to meet peoples’ expectations of economic use of public resources and achievement of policy objectives. At the centre of service delivery is accountability to stakeholders, value for money, efficient and effective use of resources, improved communication, affordability, acceptability and decision-making processes. If accountability of employees and processes are weak, optimal service delivery will not be realized from the operations of public entities like Uganda Broadcasting Corporation.

The choice of UBC as a case study was premised on the fact that the findings of the study are significant and representative of issues concerning motivation and employee performance in the broadcasting sector in Uganda. UBC is the biggest broadcasting parastatal in Uganda operating two TV stations and a number radio stations distributed all over the country. As a corporation, it has countrywide network coverage employing a big number of people in various fields. The corporation always strives to perform to the public expectations through appropriate employee motivation to achieve high output. This is reflected in the UBC Human Resource strategy statement: *“To continuously develop a highly motivated and committed team through Human Resource best practices to become the employer of choice in the broadcasting industry in Uganda by succeeding through people”.* Therefore the choice of UBC as a case study brings out all the aspects of employee motivation as a driving force for performance and this provides an appropriate benchmark for other broadcasting parastatals. The study intended to analyse these aspects in order to come up with recommendations on how to improve employee performance at UBC.

The policy implementation framework of this study is based on the UBC Human Resource Policies and Procedural Manual 2015, Section 6.0 – 10.0. According to this manual, the following policies have been put in place at UBC in order to have a motivated work force:

1. Paying an attractive remuneration package including allowances and benefits.
2. Putting in place efficient communication and administrative structures.
3. Recruiting and retaining well trained, competent, skilled and committed staff.
4. Availing the necessary working tools.
5. Setting up a conducive working environment.
6. Establishment of a favorable staff training and development policy.

The operationalisation of this study specifically focused on the following policy objectives out of the above:

1. Paying an attractive remuneration package including allowances and benefits.
2. Putting in place efficient communication and administrative structures.
3. Establishment of a favorable staff training and development policy.

The influence of these three policies on motivation and employee performance at UBC was critically assessed. The inefficiencies in the implementation of these policies like poor remuneration led to failure in motivating employees towards desired and expected performance levels. Such inadequacies have seen a translation into employee performance gaps in UBC and the public in particular whom UBC owes a duty of effective service delivery. So, the need to boost the employee motivational levels in UBC and be able to realise improved morale, creativity and productivity, required an investigation into such noted inadequacies which were the focus of this study.

## 1.2 Statement of the problem

Despite the existence of a policy implementation framework at UBC, employee performance has often fallen below expectations. In the Auditor General’s Report (2016), it was observed that 275 members of staff were working at the Corporation without valid contracts with some having expired as far back as 2009 and a review of the UBC staff salary structure revealed that the salaries, terms and conditions of service of the Corporation were last revised in 2005 at the inception of UBC. If the salary structure gets out of sync with the overall labour market, UBC may find difficulty in attracting and retaining the desired staff.

The UBC Human Resource Audit Report (2017) and Ministry of ICT and National Guidance survey (2017) identified a number of challenges that need to be addressed. It was established that there is rampant delay and uncertainty in salary payment. Salaries take too long to be paid and at times employees are not even sure whether their salaries will be paid or not. There is a tendency for temporary or part time staff to take very long without their work tenure being regularized. Some of the employees take as long as three years instead of the stipulated six months. There is a communication gap; little feedback exists between the lower cadre employees and top management. There is lack of regular meetings and the junior workers are hardly involved in the decision making process of the corporation. There is a feeling that there is lack of recognition of the juniors by their bosses. Training opportunities are quite limited. In addition, there is very little or lack of encouragement to the lower employees to promote their creativity and this breeds low morale among them. It is against these employee motivational gaps that the current study on motivation and employee performance in public broadcasting agencies was built.

## 1.3 Purpose of the study

The purpose of the study is to examine motivation and employee performance in the public sector inUganda focusing on Uganda Broadcasting Corporation (UBC) as a case study.

**1.4 Research objectives**

The study was guided by the following objectives;

1. To examine how UBC has paid its remuneration package to motivate employees towards desired performance.
2. To assess how UBC has put in place communication and administrative structures to motivate employees towards expected performance.
3. To examine how UBC has established staff training and development to motivate employees towards desired performance.

## 1.5 Research questions

The study was guided by the following research questions;

1. How has UBC paid its remuneration package to motivate employees towards desired performance?
2. How has UBC put in place communication and administrative structures to motivate employees towards expected performance?
3. How has UBC established staff training and development to motivate employees towards desired performance?

## 1.6 Research hypotheses

The following hypotheses were tested in this study;

**Ho1**: There is no significant relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation.

**HI1**: There is a significant relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation.

**Ho2**: There is no significant relationship between communication, administrative structures and employee performance in Uganda Broadcasting Corporation.

**HI2**: There is a significant relationship between communication, administrative structures and employee performance in Uganda Broadcasting Corporation.

**Ho3**: There is no significant relationship between staff training, staff development and employee performance in Uganda Broadcasting Corporation.

**HI3**: There is a significant relationship between staff training, staff development and employee performance in Uganda Broadcasting Corporation.

## 

## 1.7 The scope of the study

The scope of the study includes time scope, geographical scope and content scope. These provide the limits within which the study operated.

## 1.7.1 Content Scope

The study focused on remuneration package including allowances and benefits, the role of communication; and how staff training and development contribute to the motivation of employees at UBC. The dependent variable is employee performance in Uganda Broadcasting Corporation with focus on measures such as: productivity, efficiency, commitment, improved morale, cost efficiency, action plan implementation, and low absenteeism. The constructs were considered because they are more strongly linked to the problem context within Uganda Broadcasting Corporation and therefore the adequate parameters to examine the relationship between motivation and employee performance.

## 1.7.2 Geographical scope

The study was conducted at Uganda Broadcasting Corporation, broadcast studios and main offices located at 17–19 Nile Avenue, [Nakasero Hill](https://en.wikipedia.org/wiki/Nakasero), in [Kampala](https://en.wikipedia.org/wiki/Kampala), Uganda's [capital](https://en.wikipedia.org/wiki/Capital_city) and largest city. The geographic coordinates of Uganda Broadcasting Corporation headquarters are: 0°18'59.0"N, 32°35'21.0"E (Latitude: 0.316389; Longitude: 32.589167).

## 1.7.3 Time scope

The study considered an assessment of relationship between motivation and employee performance in Uganda Broadcasting Corporation for the period 2015-2018. This period is considered appropriate because it is the period in which gross motivation and employee performance gaps in Uganda Broadcasting Corporation were identified.

## Significance of the study

Stakeholders may benefit from the findings of the study as identified below:

1. As far as researchers and academicians are concerned, the study serves as a basis for future research for those who may venture into similar area of assessing motivation and employee performance in the parastatals sector. Findings of the study enrich available knowledge on that relationship.
2. 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, investors, companies and organisations. Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their co-workers. Therefore the findings of this study are very important to those categories of people who employ others if they are to enhance output and service delivery of their enterprises.
3. The findings of this study are crucial to government policy makers as they can apply the knowledge in the policy formulation process as regards improving employee performance in public offices and government departmental offices.
4. Employees and the general public may equally benefit from this study by way of getting enlightenment on how to enhance their bargaining power towards better working conditions.
5. The study also helps the researcher fulfill the partial requirements for the award of a Master’s Degree in Human Resources Management of Nkumba University.

## 1.9 Setting of the study

Uganda Broadcasting Corporation (UBC) is located along Nile Avenue, Kampala - Uganda. The operations at the corporation comprise of radio and television broadcasting services and programmes. It is the Public Broadcaster Network of Uganda. UBC started as radio and television. The radio (Radio Uganda) studios were based along Nile Avenue, where they are situated to date, while TV (Uganda Television) studios were based at Nakasero Hill, but has now expanded countrywide. Radio was the first to be started in 1954. The radio operations, which were audio, went through transitional stages from Reel to Reel; Records; Cassette tapes; CDs and finally to Digital using flash discs to transfer content to other media devices.

Under the Uganda Broadcasting Corporation Act, 2005, Radio Uganda and Uganda Television were merged to form Uganda Broadcasting Corporation (UBC). This granted the corporation statutory mandate to become a sustainable national public broadcaster providing excellent services. The corporation has effectively reconciled its national responsibilities with the realities of operating in a competitive environment to become a leading broadcasting player in Uganda with a vision of broadcasting quality programmes for national development.

In 1998, UBC went on satellite under IntelSat. Under the NRM Media Liberalisation Strategy, UBC has moved from one radio station to eleven radio stations; and from one television stations to four stations. As a result UBC has coverage throughout the country. The radio stations are: UBC Red (the original Radio Uganda which covers the whole country); Star FM; Mega FM; Butebo; Voice of Bundibugyo; Ngeya FM; UBC West; Buruli FM; Magic FM; Totore FM; and West Nile FM. The TV stations are; UBC TV, which mainly covers national issues; Star TV, which covers national issues but of local content in nature and mainly uses Luganda; Magic 1 HD; AND U-24 TV both of which mainly target the youth. In 2015, TV in Uganda was migrated from Analogue to Digital Transmission and UBC was selected to be the certified signal distributor under the Department of Signet.

UBC is run under directorates and departments with a total number of 388 employees. At the top is the Board of Directors, charged with the overall oversight role of UBC Administration. Directly under the Board of Directors are the Managing Director, the Deputy Managing Director and the Internal Audit Department. Under the Managing Director (MD) and Deputy Managing Director (DMD), there are three major directorates; namely Technical Services Directorate (TSD); TV and Radio Services Directorate (TRSD); and Directorate of Finance and Administration (DF&A), each with several departments. The Legal Department and Corporate Affairs and Publicity Department (CAP) fall directly under the MD and DMD. This is illustrated in the macro organogram of the proposed UBC macro organisational structure, 2018 as shown in the diagram (Appendix V).

## 1.10 Arrangement of the study

This study is arranged in nine chapters as identified below:

Chapter One: Presents an introduction to the study.

Chapter Two: Presents Study literature. It highlights the literature survey, literature review and the conceptual framework of the study.

Chapter Three: Presents the research methodology. It highlights the research design, data collection and management.

Chapter Four: Presents the background characteristics of respondents.

Chapter Five: Presents findings in Objective One: To examine how remuneration motivates employees towards desired performance at UBC.

Chapter Six: Presents findings in Objective Two: To assess the role of organisational communication in motivating employees towards expected performance at UBC.

Chapter Seven: Presents findings in Objective Three: To establish how staff training contributes to motivation towards desired employee performance at UBC.

Chapter Eight: Links the findings to the literature review and suggests the way forward for motivation and employee performance at UBC.

Chapter Nine: Presents the Summary and Conclusion to the study.

## CHAPTER TWO

## STUDY LITERATURE

## 2.0 Introduction

This chapter consists of the literature survey, literature review and the conceptual frame of analysis. It entails review of literature relating to concepts, theories, models and views of motivation and employee performance in Uganda Broadcasting Corporation. It also establishes the gaps that this study intended to fill based on the review or survey of previous research work on the main variables of the study.

## 2.1 Literature Survey

Though a number of studies have been carried out on motivation and employee performance, they did not address the gaps that the current study sought to fill as established in the works of Kisitu Richard (2018), and Kasule Martin (2010).

Kisitu (2018) carried out research on Motivation and Employee Performance in Town Councils of Wakiso District: A Case study of Wakiso Town Council. The study centered on examining how recognition of training and employee skills, working conditions, administrative structures impacted on employee performance in Town Councils. A cross-sectional design was employed where both qualitative and quantitative methods were used in the study. The targeted sample size was 48 respondents out of a total population of 55 based on Slovin’s formulae of sample size determination. The findings indicated that Wakiso Town Council trains its employees mostly by providing lectures, apprenticeship and job rotation. Further in the study revealed that Wakiso Town Council engages highly motivated staff through providing leave and holiday allowances. Providing productive benefits and promoting employees who perform better. However, the study did not cover the role of communication, remuneration and the broad sense of training in employee performance. The study also centered on Town Councils and not the broadcasting sector. These gaps left by his study were the focus of the current study.

Kasule (2010) conducted a study on employee motivation and organisational performance in the public sector with a case study of the Ministry of Internal Affairs. The study focused on the general perspective of employee motivation adopting a descriptive, cross-sectional research design, with a target population of 178 and a sample size of 68 respondents. Data was collected using questionnaires, analyzed using SPSS and presented using charts, tables, and graphs. The study findings indicated that motivating employees for better performance encompasses several critical factors including: employee engagement, organisational vision and values, management acknowledgement and appreciation of work well-done, overall authenticity of leadership, financial reward and career development among others. The study left gaps on significance of communication and training in motivating employees. It also focused on organisational rather than employee performance which are central to current study on motivation and employee performance in Uganda Broadcasting Corporation.

## 2.2 Literature Review

Literature review is a critical discussion of all significant, publicly available literature that contributes to the understanding of a subject (Zikmund and William, 2002). The study comes up with an in-built body of the literature on motivation and employee performance. Specifically, a review of remuneration practices, communication and administrative structures, staff training and development was done in respect to their influence on employee performance. Motivating employees towards performance targets is a key focus area for public organisations like Uganda Broadcasting Corporation. Several theories ground the premise on relationship between motivation and employee performance. However, this study based on the reinforcement theory, McClelland’s Theory of Needs, and Kirkpatrick’s Four-Level Training Evaluation Model to examine the relationship between motivation and employee performance in Uganda Broadcasting Corporation.

## 2.2.1 The Reinforcement theory

Reinforcement theory: this approach to motivation is derived from learning theories of B.F. Skinner 1974. It is based on the idea that behaviors with positive consequences tend not to be repeated. Reinforcement theory suggests that the individuals’ inner drives, needs and expectation do not enter into motivation. Instead, the theory posits that motivation is purely a consequence of behavior. The theory thus looks at how the consequence of the past behavior affects future actions in cyclical learning process. Basing on this theory, Bussin (2002) continues to propose an evolvement of remuneration policies through a consistence process he calls the pay continuum. He describes a model of pay continuum as having five distinct stages. These stages typically present broad guideline or indicators of the way through which organizations develop their remuneration and further along the continuum an organization has moved, the stronger and more competitive their remuneration policy becomes.

During the *first* stage, pay is centrally managed by the organization and emphasis is placed on internal equity. Stage *two* is characterized by the fact that, the pay process has been decentralized by the organization and more emphasis has been placed in the external market. An organization’s pay system has progressed to stage *three* once performance becomes the focus. Team and organizational unit performance measures are introduced. Stage *four* is characterized by a pay system that communicates organization’s business goals and requirements. Finally, once pay and reward becomes the customer-focused and the team becomes the key organizational performance-based unit, the organization has reached the final stage in remuneration and reward design (Bussin, 2002). The reflection of these five stages in the remuneration system of Uganda Broadcasting Corporation was central to this study in evaluating employee motivation and performance levels at different levels of the organisational hierarchy.

## 2.2.2 McClelland’s Theory of Needs

In 1995, David McClelland propounded the theory of needs - a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context regardless of culture or gender. The need for achievement is characterized by the wish to take responsibility for finding solutions to problems, master complex tasks, set goals, get feedback on level of success. The need for affiliation is characterized by a desire to belong, an enjoyment of teamwork, a concern about interpersonal relationships, and a need to reduce uncertainty. The need for power is characterized by a drive to control and influence others, a need to win arguments, a need to persuade and prevail. Hence, the integration of these needs in the motivation efforts an organisation, questions the nature of communication and administrative structures as the means through which such needs can be best managed. And, evaluating the role of communication and administrative structures in motivating employees towards desired performance in Uganda Broadcasting Corporation became imminent to the current study.

According to McClelland, the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways. Therefore, from a manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated. In summary, people with achievement motives are motivated by standards of excellence, delineated roles and responsibilities and concrete, timely feedback. Those with affiliation motives are motivated when they can accomplish things with people they know and trust. And the power motive is activated when people are allowed to have an impact, impress those in power, or beat competitors. It is through well structured communication and administrative structures that those standards of excellence, roles and responsibilities, and concrete and timely feedback can effectively motivate employees and provide a baseline for measuring employee performance in Uganda Broadcasting Corporation.

## 2.2.3 The Kirkpatrick Four-Level Training Evaluation Model

The Kirkpatrick Four-Level Training Evaluation Model created by Donald Kirkpatrick in 1959 updated in 1975, and again in 1994 helps trainers to measure the effectiveness of their training programs in an objective way. The four levels raised by the model are: i) *Reaction* - measuring how your trainees react to the training; ii) *Learning* - measuring what trainees have learned i.e. how much has their knowledge increased as a result of the training?; iii) *Behavior* - evaluating how far trainees have changed their behavior based on the training they received; and iv) *Results*- analyzing the final results of your training (Kolomiyets and Hadden, 2013). This theory was critical to this study as it grounded the need and guided the systematic process of evaluating the effectiveness of employee training programmes in Uganda Broadcasting Corporation. Without evaluating employee training, organizational performance will not improve since training gaps that have to be closed to improve employee performance are not identified.

According to Kirkpatrick’s model in Kolomiyets and Hadden, (2013), measuring how trainees react and learn through training is critical to assessing the value of the training. In addition, at the behavioral level, evaluating how far trainees have changed their behavior, based on the training they received is the focus. Specifically, this looks at how trainees *apply* the information. Kolomiyets and Hadden, (2013) drawing from Kirkpatrick’s model note that, it's important to realize that behavior can only change if conditions are favorable. For instance, skipping measurement at the first two levels of Kirkpatrick and, when looking at trainee behavior, you determine that no behavioral change has taken place. At the results level, analysis of the final results of the training programme is done (Kolomiyets and Hadden, 2013). This includes outcomes that the organization has determined to be good for business, good for the employees, or good for the bottom line. This analysis indicates the need to evaluate behavioral change and the positive impact of training on employee performance in Uganda Broadcasting Corporation was critical to this study.

## 2.2.4 Motivation and employee performance

The phenomenon of motivation and employee performance is not unique to Uganda Broadcasting Corporation. A number of studies have been conducted in this field elsewhere in the world as reviewed. According to Abah and Nwokwu (2017) in their concept paper: “Work Place Motivation and Employee Productivity in the Nigerian Public Organizations: The Federal Radio Corporation of Nigeria (FRCN) Experience”, motivation has been variously seen overtime as the most vital tool, yet overlooked means of turning on the workers to give their best to attain organizational goals as well as achieve job satisfaction at the workplace. Their paper examines the effect of workplace motivation on employee performance in the Nigerian public organizations with special attention on the South Eastern Federal Radio Corporation.

Abah and Nwokwu (2017) further note that motivation has been conceived as a vital tool for turning on the workers to give their utmost best willingly and enthusiastically towards actualization of organizational goals while at the same time achieving job satisfaction. In other words, strengthening of workplace motivation is a powerful force for employees to achieve set goals. It elicits worker’s full participation and commitment to ensure that success is attained in the workplace. Motivation in the words of Rainey (1993:20) is “the degree to which a person is moved or aroused to act.” It is therefore, a set of psychological processes that triggers the arousal, direction and persistence of individual’s behaviour towards attainment of set targets (Greenberg and Baron, 2003; Robbins and Judge, 2008).

Simply put, motivation can be seen as the state or condition of being induced to act in certain profitable ways to actualize pre-determined set goals or objectives. Overtime, workplace motivation has been extended to employees in several forms viz: good training (capacity building) policies, promotion, pay rise, personnel recognition, favourable work conditions, incentives such as bonuses, leave allowances, etc geared towards addressing the varied needs of the workforce for enhanced productivity (Adi, 2000). Thus, any manager that intends to succeed in attainment of organizational set goals must be able to incorporate the individual needs of workers into the overall organizational goals. This to a large extent elicits workers’ commitment and resolve to ensure success of the organization.

It is noteworthy that individual worker’s needs always change and differ considerably from others and the ability of the management to apply appropriate motivational schemes to meet each worker’s needs will certainly go a long way to enhance organizational performance. An employee can be sufficiently satisfied with his job when his problems, needs and aspirations are identified and possible solutions given by the management to satisfy them.

In a study entitled: “Strategies used by the Kenya Broadcasting Corporation for employee retention” Elsie Atieno Onyango (November, 2016) made the following findings: According to a report by Kenya Information Communication Technology (ICT) action network (KICT, 2010), The Kenya Broadcasting Corporation has lost up to 410 highly skilled, qualified and talented employees to the local and global competitors between the year 2005 and 2008. This has been attributed mainly to the low and delayed salaries amongst other reasons. A report by GOK (2010) and BCG (2007) indicate that the public sectors experience difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers; that 87% of all authorities encountered difficulties in recruiting and retaining people with professional skills.

Due to the dynamic nature of organizations today employers must find ways and develop strategies that enable them find effective ways to do business through new forms of employment (Andreas, Daniel 2002). “Good to Great” author Jim Collins (2001) argues that for a company to experience increased growth it needs to have the ability to hire and retain the right employees. Skinner (1981) also contends that, the basic and most powerful strategic advantage an organization can have is creating a superior human resource. He believes that human resource management should therefore be the top priority of the organization and part of the organization strategy. According to Skinner (1981), a large number of organizations have ensured that their workforce is competitive and this has led to progress in the organization subsequently creating a competitive advantage.

## 2.2.5 Attractive remuneration package and employee performance

According Meghan, (2017) remuneration ismoney paid for services or work done. Having appropriate remuneration or pay structures is important to better attract and retain employees and to ensure equity in your workplace. She further notes that it’s as important to reward good performance as it is to motivate and monitor performance. Reward strategies determine the level and mix of financial and non-financial rewards required to attract, retain and encourage individuals with the skills, abilities and competence necessary to make your business successful. Reward and recognition strategies affect employee attitudes and behaviour. Panwar and Gupta, (2012) also note that, when it comes to our jobs, salary becomes the most obvious motivational factor. Employees compute constantly for position which offers quick and easy accessibility rewards. At times, employees scarify other motivational factors to attain job satisfaction.

Panwar and Gupta, (2012) go ahead and assert that, good remuneration or rather salaries that are paid at right time has been found over years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organization’s productivity. Further, money is one of the inducements which is fundamental; no other motivational method or rather incentive comes closer to it in regard to its influential nature. And according to Rynes et al., (2004) money has the preeminence to magnetize, uphold and inspire employees towards attaining high performance. Fredrick Taylor and his scientific management colleague affirm that, the most essential factor in inspiring the individual workers to achieve greater output in money (Adeyinka *et al.,* 2007)*.* All organizations use promotions, pay, bonuses or other types of rewards in order to inspire and push for high level of performance by their employees (Reena et al., 2009). So evaluating the holistic remuneration package of Uganda Broadcasting Corporation in motivating employee performance was a focal point in this study.

In order to use salary effectively as a motivator, managers must put into consideration the structure of the salary which should include the significance of the organization attached to each job, recompense according to employee performance, individual or unique allowance, pension and fringe benefit (Adenyinka et al., 2007). In addition, salary is also considered a vital determinant factor for performance increment of the employees and has also seen to influence the decision of employees in regards to the leaving or staying in the organization (Klein and Hsieh, 2007). Moreover, there is an effective relationship between performance improvement of employees and payment based on performance. So every employee tries to put in more effort in order to produce more units to run. Payments based on performance motivate employees to be more creative when it comes to effort generation. Due to payment based on performance, employees who are capable tend to earn more than worker who are simply ordinary (Leazer, 1999). The objective evaluation of these in Uganda Broadcasting Corporation required a review of a similar context elsewhere.

Bussin & Thabethe (2018), in their study: “Reward preferences in South Africa’s Media Industry**”** observed that employee remuneration is a key driver of employee engagement and thus organisational performance. A thorough understanding of employee needs is essential to enable management to develop an equitable mix in reward strategy. Their study was to examine context-specific reward preferences in order to determine the overall reward preferences of employees in the media industry with the aim of improving existing reward strategies. They noted that focus on reward preferences has emerged as a critical element in identifying what really motivates productive behavior within the workplace. A better understanding of reward preferences is required to find ways to improve performance within the world of work. Whether Uganda Broadcasting Corporation has focused on reward preferences of its employees as a motivating productive behavior was critical to this study.

Their findings revealed five reward preferences which were rated as most important: base pay or salary, merit increase that is linked to personal performance, incentives and bonus, safety and security at the workplace, and market-related salary. The results indicated that monthly salary (base pay) is the most preferred and/or significant reward category in attracting, retaining and motivating employees. Based on their study, they recommended that managers in South Africa’s media industry should investigate their organization’s rewards through the perspective of the total rewards concept to assess and develop an equitable mix in reward strategy. A comprehensive analysis of reward preferences is required to ensure that all aspects that promote the attraction, retention and motivation of employees are taken into consideration. The importance of base pay should not be under-estimated as it represents the most significant reward preference for employees in the South African media industry. Therefore, the evaluation of the pay grades, pay surveys, and job structures of UBC as components of its remuneration practices was a key aspect of this study.

## 2.2.6 How communication and administrative structures impact employee performance

Organizational communication and administrative structures can be defined as an evolutionary, culturally dependent process of sharing information and creating relationships in environment designed for manageable, cooperative, goal-oriented behavior. Human resource need to decide for the right way to make the communication as effective and successful as possible for the task at hand to enhance employee performance (Welch and Jackson, 2007). In order to perform all the tasks in their daily work, managers make the face to face channel effective when communicating with their employees. Much as face to face communication is highly emphasized, there are many who prefer the adoption of human resource approach. This approach includes all channels of communication and does not emphasize one specifically.

Charles (2005) claims that, the first function of the executive is to develop and maintain a system of communications. He did not only purport that managers have communication responsibility, he also authored the first key requirement for massage acceptance within the organization: communication must be understandable, massage need to be aligned with company purpose and employee interest, and the employees must be able to psychologically and physically act upon the massage. The notion that management’s role is to foster employee communication is still supported today. Organizations exist as a network of energies and interactions, much of which is communication. Organizational communication is the thread that weaves and constructs the fabric. Sense making can be understood as part of the cultural web of the organization and is an interpersonal process. According to Weick, Sutcliffe, and Obstfeld (2005), communication is a central component of sense making. Improving internal communication practices can increase sense making among employees which in turn can increase employee performance and job satisfaction, thereby increasing employee retention.

Employee retention may be influenced by several factors. These include skill recognition and acknowledging individual work accomplishments (Greenberg, 2000). This may involve affirming employees by giving verbal praise and/or incentives or rewards so that the employee can feel recognized or acknowledged. Welch and Jackson (2007) write that the absence of a formal strategy in the daily communication practices make all interaction less efficient in disseminating massages and understanding task related information. This calls for a new communication plan that can incorporate all employees’ needs without neglecting the main value and wants of the company. The employees’ fondness for a certain amount of information on various internal topics makes it difficult for the communicator to predict which massage meets the exact needs of the target group, being a communication is through an elaborated task communication plan, which can create commitment among the general employees, while a non-task related communication strategy will build a trustworthy work environment.

Hartley and Bruckmann (2002) observe that an organization that is silent can experience the worst outcomes as it forces employees to speculate, listen to the grapevine and turn to the media for information about their company. In times of charges and challenge, communication can be the key to sustaining the business as Hartley and Bruckmann elaborate, even in a time of crisis; good communication keeps employees motivated and the organization moving forwarded. Greenberg, (2000) in addition recognises that when there is effective communication between employee and employer, the employee is able to identify with the employer and this enhances openness and trust. Employers should inform their employees about the company’s core values, their mission statement, the laid down strategies, and the expected performance that should be competitive and desired changes. Hence, evaluating the role of communication in motivating employees of Uganda Broadcasting Corporation was imminent in this study.

With staff especially in engineering and construction industry a collaborative engaging communication model becomes a necessity to recruit and keep top performers. The younger worker force is paying attention to organizational culture which in influenced by internal communications. Most studies have been conducted abroad in countries like United Kingdom, China and Ghana. All of the studies found were observational studies that were conducted with the use of survey and some measurement tool for employee motivation, job satisfaction, and communication satisfaction. Satisfaction with internal communications was found to be related to higher scores of employee engagement and organizational commitment. In additional to an increase in employee performance, the study by White, Vance and Stafford (2010) found that internal communication satisfaction added a sense of community and gave employees a feeling of greater responsibility running headed.

Yates (2006) states that organizations that effectively communicate with employees experience higher levels of performance. Organizations that communicate effectively experience less turnover and resistance, higher shareholders returns, increased communication practices drive employee motivation, commitment, retention and productivity, which in turn translate into enhance business performance that generates superior financial returns. Merely communicating with employees on a regular basis does not secure an organization’s success; rather those who have a formalized method of effective communication find they stand out from the rest. The Watson Wyatt Worldwide (2004) survey found that, “Organizations that communicate effectively overall are significantly more likely to be effective in a number of aspects of communication.

The encouragement of employee involvement and performance can be best incorporated in team meetings and focus groups. Persons should engage in face to face situations such as interviews, presentations for business lunches and how to make the right use of technology in order to enhance and not dominate our personal and professionals life. May use the channels: email, phone and face to face with each other and also relate them to the handing of office politics. However one issue still and more than ever remains interesting for the deeper research is that of the importance and use that HR managers connect with these communication channels in the frame work of their employees and client. In appreciating colleagues, giving feedback, supporting conflict resolution and assigning responsibilities contact can make an important difference in the effectiveness of the respective communication.

## 2.2.7 How staff training and development impact employee performance

Effective training and development programs are aimed at improving employee performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers’ cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develop employees but also help an organization to make best use of their human resources in favour of gaining competitive advantage. Therefore, it seems mandatory by any firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed at the workplace (Jie and Roger, 2005).

Organizations that are offering employee development programmes are getting success with retaining employees. An effective design of training programmes can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term (Chaminade 2007). For the description of more effective retention, researchers have recommended that organizations may contain with training and development program that classifies volunteer assignments, requirements, and expectations (Seigel and DeLizia, 1994). “To retain employees, organizations need to think seriously about their investment in training and development” (Leonard, 1998).

Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger 1999). Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization (Wilson, 2000). Companies which are providing the training and development programmes for their employees are achieving high level of employee satisfaction and low employee turnover (Wagner, 2010). Training increase organization’s reliability for the reason that employees recognize their organization is spending in their future career (Rosenwald, 2000). The evaluation of UBC’s investment in training and how it has impacted on employee satisfaction and performance improvement was thus central to this study.

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover it also enables employees deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004). Training develops self efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006). Training refers to a planned intervention aimed at enhancing the elements of individual job performance” (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals.

Training needs identification or assessment is a primary requirement of a cost-effective training (Wagner, 2010). It must be the actual rather than the imagined needs of the job. And Wagner, (2010) defines assessment of training needs as finding the differences between what employees know and can do and what they should know and be able to do. Training needs assessment is the process of assessing employee competences that should be developed. Realizing the skills gaps that have to be filled in the broadcasting sector requires that a training needs assessment with the guiding metrics be based on the reflective indicators. Therefore, the need for employee training in a broadcasting parastatal like Uganda Broadcasting Corporation was based on the red flags raised by these indicators.

Hashim (2001) recognises that clear training programmes are core to equipping employees with skills necessary to operate effectively. Such programmes should provide a combined development of both technical and soft skills. Technical job skills, also referred to as [hard skills](https://www.investopedia.com/terms/h/hard-skills.asp), are specific talents and expertise an individual possesses, helping him perform a certain task or job. They are abilities an individual acquires through practice and learning. These skills differ from [soft skills](https://www.investopedia.com/terms/s/soft-skills.asp), which are character and personality traits. The development of both technical and soft skills of its employees through various training programmes is critical to the performance of employees in Uganda Broadcasting Corporation.

Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not add to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002) suggests that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and Tsai et al., (2007) notes that employees who learn as a result of training program show a greater level of job satisfaction along with superior performance.

Boulmetis and Dutwin (2000) defined evaluation as the systematic process of collecting and analyzing data in order to determine whether and to what degree objectives were or are being achieved. Schalok (2001) defined effectiveness evaluation as the determination of the extent to which a programme has met its stated performance goals and objectives. Evaluation, in its crudest form, is the comparison of objectives with effects answer the question of how far training has achieved its objectives. Evaluation can be difficult because it is often hard to set measurable objectives and even harder to collect the information on the results or to decide on the level at which the evaluation should be made. So, the evaluation of whether training and development programmes of Uganda Broadcasting Corporation improved the performance of its employees was a focal point in this study.

Evaluation of training and development is the most essential aspect of training programmes. Generally, all good training and development programmes start with identification of training and development needs and ends with evaluation of training (Gopal, 2009). Training evaluation ensures that whether candidates are able to implement their learning in their respective work place or to the regular routines (Nagar, 2009). Evaluation of training and development involves assessing whether it is achieving its objectives, it is effective or not. Training effectiveness refers to the benefits that the company and the trainees receive from training. Benefits for trainees may include learning new skills or behaviour. Benefits for the organisation may include increased sales and more satisfied customers. However, it is very difficult to measure the effectiveness of training and development because of its abstract nature and long term impact on the trainees and the organisation (Prasad, 2005). Hence, the effectiveness of training and development evaluation in Uganda Broadcasting Corporation was key element of investigation in this study.

## 2.3. The conceptual framework

Figure 2.1 illustrates the conceptual framework for the relationship between motivation and employee performance based on the reviewed literature.

**Figure 2.1: Conceptual framework**

**MOTIVATION**

* Remuneration package
* Communication and administrative structures
* Staff training and development

**EMPLOYEE PERFORMANCE**

* Employee productivity
* Improved commitment
* Improved quality of work and service
* Enhanced employee efficiency
* Cost efficiency
* Effective action plan implementation
* Employee empowerment
* Organisational policies
* Organisational structure
* Availability of resources

**Independent variable**

**Dependent variable**

**Intervening variables**

***Source****: Adapted with modification from Devadass (2011); and Welch and Jackson, (2007)*

The independent variable (motivation) is characterized by the constructs of: remuneration package; communication and administrative structures; and staff training and development. These were evaluated on how they affect the dependent variable (employee performance).

Employee performance is conceptualized in terms of; employee productivity, improved commitment, improved quality of work and service, enhanced employee efficiency, cost efficiency, and effective action plan implementation. However, the relationship between motivation and employee performance might also be influenced by employee empowerment, organisational policies, organisational structure, and availability of resources.

## CHAPTER THREE

## METHODOLOGY

## 

## 3.0 Introduction

This chapter presents the research methodology used for data collection and analysis upon which conclusions in this study were based. It describes in detail the overall research design that was adopted by the study, area of study, target population, sample size, sampling procedures, data collection methods, data collection instruments, data collection, processing, analysis and limitations of the study.

## 3.1 Research design

The research design provides the cement that holds the research project together. A design is used to structure and show all the major parts of the research project work together to try to address the central research questions (Trochim, 2006). It is includes the research approach, strategy, duration, and classification.

## 3.1.1 Research approach

According to Trochim (2006), this is the basic approach to research. The study adopted a phenomenological approach because it gives the experience of social phenomena by people involved in the investigation. It gives a greater understanding of what is something is happening and therefore yields valuable data. This made it ideal for the causal investigation on the relationship between motivation and employee performance in Uganda Broadcasting Corporation.

## 3.1.2 Research strategy

This is the general plan of how to carry out the research (Kothari, 2006). This study based on a case study design because it provides an opportunity for in-depth, face to face interviews with key respondents within the study area. The case study design provided a deep understanding of the research study and was cost effective and appropriate in addressing issues of motivation and employee performance in broadcasting parastatals in Uganda. Uganda Broadcasting Corporation was selected as a case study because it was adequately representative of broadcasting parastatals.

## 3.1.3 Research duration

The study adopted a cross-sectional research duration. According to Trochim (2006), as opposed to longitudinal studies, a cross-sectional study is one that involves studying an overall picture of phenomenon as it stands at the time of the study. It aims at finding out the prevalence of a phenomenon or problem or an issue by taking a cross-section of the population. A cross-sectional duration was adopted because a cross-section of the population made the research feasible involving only one study population which was contacted once for the required data. It also enabled the coverage of a wider area of the scattered elements of study population like radio staff at different radio stations operated by Uganda Broadcasting Corporation.

## 3.1.4 Research methods

Both qualitative and quantitative approaches were used in the study. The qualitative approach was based on verbal expressions and conceptualizations to explain events and describe findings of interviews. The quantitative approach was based on numbers, figures and diagrams to quantify occurrences and situations to describe current conditions in assessing motivation and employee performance at UBC. The study utilized the multi-pronged approach involving descriptive and inferential statistics in the analysis, interpretation and drawing conclusions on the relationship between variables; in this particular study the variables being motivation and employee performance. This involved using frequencies, hypothesis testing, and pearson’s linear correlation coefficients in bivariate and multivariate regression analysis of findings on motivation and employee performance at UBC.

## 3.2 Study population

The target population is the population that the researcher would like to generalize to (Oppenheim, 1996). The population studied was **271** including the 8 Directors, 13 Heads of Department, 46 staff of Finance and Administration; 3 Human Resource staff; 104 Television staff; 23 Radio staff; 59 Technical Services staff, 2 Internal Audit Staff, 3 Corporate Affairs staff, and 10 Casual workers as indicated in table 3.1.

Table 3.1 Study population

|  |  |
| --- | --- |
| **Category of respondents** | **Population Number** |
| Directors | 8 |
| Heads of Department | 13 |
| Human Resource Staff | 3 |
| TV Production Staff | 104 |
| Radio Production Staff | 23 |
| Internal Audit Staff | 2 |
| Technical Services Staff | 59 |
| Finance and Administration Staff | 46 |
| Corporate Affairs Staff | 3 |
| Casual Workers | 10 |
| **Total** | **271** |

*Source: Organisational Structure of UBC and customized by the researcher, 2019*

## 3.3 Sample Size

Oppenheim (1996) defines a sample as a collection of some of subset elements of the population. Dealing with the whole population would be costly, time consuming, faces limited cooperation, less accurate, among other limitations and therefore, dealing with a smaller group of population elements yields better research convenience and reliability upon generalizations that apply to the whole population would apply. A sample of **155** was used for the study determined using the table for sample size determination developed by Krejcie and Morgan (1970). According to Krejcie and Morgan’s table for any given population, they suggest a suitable sample to be considered for the study as appended in Appendix I. Basing on the table, a sample size of 155 was adequate for a target population 271 in Uganda Broadcasting Corporation.

## 3.4 Sampling methods and techniques

Determining the sample elements for the study to constitute the sample size of 155, both the *probability* and *non-probability* sampling methods were used in this study to constitute table 3.2. There is need for non-probability sampling method in which the elements of the population have no known probability of being selected (Bryman, 2001). Though biased, it offers a faster, cheap and less complicated approach to sampling besides not offering any chance to leaving out key informants in the study population.

Under the probability sampling method*, purposive* technique was used for key informants especially directors and heads of department who are charged with supervisory role and human resources management in their respective directorates and departments. This technique was used because according to Mcerudlen, (2004) it is judgmental such that it would enable the researcher to select only those members of the population with sufficient technical knowledge of the subject matter so as to access technically required information.

Table 3.2 Sampling techniques and size

|  |  |  |  |
| --- | --- | --- | --- |
| **Category of respondents** | **Population Number** | **Sample number** | **Sampling Technique** |
| Directors | 8 | 4 | Purposive & Convenience |
| Heads of Department | 13 | 8 | Purposive & Convenience |
| Human Resource Staff | 3 | 3 | Census |
| TV Production Staff | 104 | 60 | Simple random |
| Radio Production Staff | 23 | 18 | Simple random |
| Internal Audit Staff | 2 | 2 | Census |
| Technical Services Staff | 59 | 30 | Simple random |
| Finance and Administration Staff | 46 | 20 | Simple random |
| Corporate Affairs Staff | 3 | 3 | Census |
| Casual Workers | 10 | 7 | Simple random |
| **Total** | **271** | **155** |  |

*Source: Organisational Structure of UBC and customized by the researcher, 2019*

Together with purposive sampling, *convenience sampling* was used in the selection of directors and heads of various departments as well. This sampling technique according to Corbin and Strauss (1990), involves selecting whichever units of the population are easily accessible. The sample elements from these sections of the population were selected on the basis of how accessible and cooperative they were. Therefore, the technique was useful in guiding the study towards those heads of department and directors of UBC who were accessible and willing to cooperate during the investigation.

The *Census sampling* technique was used for key informants existing in small numbers especially Human Resource staff, Internal Audit Staff and Corporate Affairs whose responses would give critical examination of motivation and employee performance in UBC. This technique was used because according to Mcerudlen, (2004) it is judgmental such that it enabled the selection of only those members of the population with sufficient technical knowledge of motivation and employee performance in UBC.

The probability sampling method in which all the elements of the population have known probability of being selected (Bryman, 2001) was also applied to this study. In this, a *simple random sampling* technique was used in the selection of the respondents from each category where non probability sampling had not been applied including: Casual Workers, Radio Production Staff, Technical Services Staff, Finance and Administration Staff, and TV Production Staff. This technique was selected because it is advantageous in creating equal chances for all respondents to be selected and avoid bias.

## 3.5 Data sources and data collection methods

Two kinds of data were collected for this study that is, primary data and secondary data. Primary data were collected through survey, and interviews. Review of documents on human resource policies, and reports was done to collect secondary data. Multiple methods of data collection were used because triangulation of methods of data collection concretizes findings obtained as each method is a check against another.

## 

## 3.5.1 Interviewing

An interview is an oral questioning method of data collection where the investigator directly engages in a verbal interaction with participants (Amin, 2005). Interviews were conducted to obtain data on motivation practices in particular remuneration packages, communication structures and training and development programmes and how they link to employee performance in Uganda Broadcasting Corporation. These were conducted with key informants like the directors, heads of department, internal audit staff, and human resource staff. These gave vital and in-depth data on motivation and employee performance in UBC.

## 3.5.2 Survey/questionnaire method

Survey is a self reporting method of data collection involving the use of a questionnaire to gather data about the variables of interest in an investigation (Oppenheim, 1996). It gathers data in accordance with the specifications of the research objectives, questions and hypotheses. It was necessary for this study to give an in-depth and wider coverage of both the unit of investigation and the study variables, and also provide savings in time. Questions were coded following a likert scale of 1 to 5 as the translated progression from levels of disagreement to high levels of agreement.

## 

## 3.5.3 Document review

Documentary review is method that involves the research reading about other people’s work or already existing data in print or published form (Kothari, 2004). It was necessary to collect secondary data required by the study. The researcher reviewed documents including those relating to human resource practices, motivation and employee performance in Uganda Broadcasting Corporation. These documents include but not limited to: performance appraisal reports, performance appraisal reports, human resource manuals, and others of UBC. The data obtained, provided a backup and supportive role to the raw data that was obtained using primary data sources and methods.

## 3.6 Data Collection Instruments

The study needed both primary and secondary data and hence adopted several data collection instruments to include self administered questionnaires, interview guides, and document review checklists.

## 

## 3.6.1 The Self-Administered Questionnaires (SAQs)

Self administered questionnaires were used to collect primary data. These questionnaires were delivered physically by the researcher to respondents who filled them and later collected by the researcher from the point designated for their return. These tools contained questions on motivation and employee performance in UBC. The questions required the respondents to tick their favored options supplied on a five point Likert scale to which levels of agreement; Strongly Disagree, Disagree, Not Sure, Agree and Strongly Agree are weighed as *1, 2, 3, 4* and *5* in score were assigned. This instrument was chosen because it is easy to administer and responses could easily be analyzed.

## 3.6.2 Interview Guide

Interview guides were used to gather consistent general information about motivation and employee performance in UBC. In addition to answering questionnaires, the interviews targeted key respondents in UBC like the directors and heads of department. This method was appropriate because it ensured proper understanding and capturing detailed facts about motivation and employee performance in UBC. There were face-to-face interactions before the actual interview of respondents. Appointments with respondents were made, and time of the interview also agreed upon in advance. At analysis, the data obtained from the interviews was triangulated with the data from other methods before conclusions were made.

## 3.6.3 Document review checklists

Documentary review checklists are informational job aids that spell out what items and documents to be reviewed (Sarantakos, 2005). They were necessary because they ensured consistence and completeness of what was reviewed to gather data intended to be collected by them.

## 3.7 Administration of the instruments

A pre-test was carried out on the intended tools of data collection. Pre-testing allowed adjustments to the questionnaire by incorporating comments from the pre-test respondents in addition to assessing the language simplicity, ability to get information needed, acceptability and privacy of the respondents. This gave clues to the unforeseen in the study since a thorough check of planned procedures is appraised. Hence, content validity tests, reliability tests and guarantee of respondents’ privacy by data collection instruments were put into consideration. In addition, all the respondents that were issued with questionnaires and all participating in the study were informed and knowledgeable about motivation practices and employee performance in UBC.

## 3.7.1 Content Validity tests

Validity refers to the extent to which the quality of a research procedure or instrument is accurate, correct, meaningful and right. Content Validity focuses on the extent to which the content of an instrument corresponds to the content of the theoretical concept it is designed to measure (Bell, 1999). Content validity testing of the self administered questionnaire, interview guide and checklists for this study was carried out following computation of the Content Validity Index (CVI) with acceptance at CVI ≥ 0.7 and where it falls below, then revisions would be made following the advice of the experts and rerun of test done to reach an acceptable index. The content validity formula below was used:

CVI

Number of valid judgments

Total number of test Judgments

=

Test results yielded a CVI = 0.9 since 9 out of the 10 experts that judged the content of instruments had full consent on their ability to collect data needed to test the relationship between motivation and employee performance in UBC.

## 3.7.2 Reliability tests

Reliability is the measure of the internal consistency of the research instruments (Amin, 2005). The reliability of questionnaires as the major data collection instrument is concerned with the consistency of responses to the questions. Measuring the consistency of responses across all the scaled questions or group of the questions from the questionnaire was by establishing the Cronbach’s alpha (**α**) coefficient using SPSS. For the questionnaire and any instrument to be considered reliable, it would have to yield a Cronbach’s alpha (**α**) coefficient **α** ≥ 0.7 (Nunnaly, 1978). Any value less, would require a revision of the questions and scaling until the acceptable alpha coefficient is realized. Cronbach alpha results yielded an alpha value (**α**) = 0.831 greater than 0.7 that gave proof of reliability of data collection instruments.

## 3.7.3 Ethics and data collection procedures

Confidentiality and privacy of respondents was respected in this study. This was done by inserting confidentiality clauses into research instruments and adhering to corporate ethics and research procedures of both Nkumba University and Uganda Broadcasting Corporation. And because of the nature of the study being based on motivation in broadcasting parastatals, it was so sensitive in one way or the other; it assesses the personnel mandated to run such organizations. However, the researcher followed all the professional guidelines of researchers including acquisition of an introductory letter from the School of Business Administration, Nkumba University and permission from the Head of Department Human Resources of Uganda Broadcasting Corporation to conduct a research in the organization. At the same time the researcher before engaging particular respondents, the researcher sought oral consent of respondents.

## 3.7.4 Measurement of variables

The variables of the study in the questionnaire were measured on a five likert scale ranging from 1, 2, 3, 4, and 5 as ranking/weights to Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree respectively. The choice of this measurement is that each point on the scale carried numerical score which was used to measure the opinion of respondents and it is the most frequently used summated scale in the study of business and social attitude.

## 3.8 Data processing, analysis and presentation

Data collected was processed and analyzed using the SPSS data analysis program by running descriptive analyses to establish frequencies and percentages as well as hypothesis testing, and correlation/regression analysis. This yielded frequency tables, correlation matrices, and model summaries that are the mode of presenting and basis of interpreting findings. Qualitative data from the field was analyzed using critical judgment by considering those elements which tally with the study elements in the conceptual framework. Presentation also considers triangulation of findings obtained using various methods and instruments of data collection that were used in the study.

## 

## 3.9 Limitations of the study

Because the study intended to assess the relationship between motivation and employee performance in UBC, maximizing the participation of employees was a constraint to the study. However, the researcher tried to assure all respondents a high level of confidentiality to secure their cooperation. The study was also challenged by time constraint. However, in limiting the impact of the time constraint on the study, the researcher endeavored to obtain data from key respondents with the knowledge of the subject matter by sending them the questionnaires and interview questions in advance. This enabled them prepare themselves and minimized the contact time. The researcher endeavored to work within her means and exercised patience where appointments seemed so tight to fit into during the study.

## CHAPTER FOUR

## BACKGROUND CHARACTERISTICS OF RESPONDENTS IN UGANDA BROADCASTING CORPORATION

## Introduction

This chapter provides analysis, presentation and interpretation of findings obtained on background information and research objectives and questions, that is: to examine how has UBC paid an attractive remuneration package to motivate employees towards desired performance, to assess how UBC has put in place efficient communication and administrative structures to motivate employees towards expected performance, and to examine how UBC has established favorable staff training and development to motivate employees towards desired performance. To achieve this, a number of approaches to data analysis were used including descriptive statistics by way of generating frequency tables, and inferential statistics using correlation and regression analysis as presented in chapters 5, 6, and 7. This was necessary to draw conclusions from the test sample.

## 4.2 Response rate

The study did not receive a 100% response and therefore, analysis of the response rate was critical to this study as shown in table 4.1.

## Table 4.1: Response rate

|  |  |  |  |
| --- | --- | --- | --- |
| **Response rate** | Frequency | Percent | Cumulative Percent |
| Response  Non response  **Total** | 129  26  **155** | 82.2  16.8  **100.0** | 82.2  **100.0** |

*Source: Primary data, 2019*

Findings indicate that the information obtained gave a significant representation of the population studied and therefore reliance could be placed on the statistics to draw a conclusion on the relationship between motivation and employee performance in Uganda Broadcasting Corporation as investigated. Statistics in table 4.1 show that out of the 155 respondents sampled and reached 129 were able to respond to questionnaires and availed for collection by the researcher. 26 respondents did not return questionnaires indicating an 82.2% response rate and a 16.8% non response rate.

## 4.3: Background Information of Respondents

Establishing the background information of respondents such as their age, sex, level of education, occupation, and the period of work in their occupation within Uganda Broadcasting Corporation (UBC) was critical to this study. These were viewed to impact in one way or the other on their conceptualization and knowledge of motivation and employee performance in Uganda Broadcasting Corporation. The study came up with the following findings:

## 4.3.1 Age of respondents

The study sought to establish the age of respondents and findings were as indicated in table 4.2.

## Table 4.2: Age of respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Age of respondents (years)** | Frequency | Percent | Cumulative Percent |
| Below 26  26 - 35  35 – 46  46 - 55  55 and Above  **Total** | 15  69  28  12  05  **129** | 11.6  53.5  21.7  9.3  3.9  **100.0** | 11.6  65.1  86.8  96.1  **100.0** |

*Source: Primary data, 2019*

Results reveal that majority of the respondents that is 88.4% were above 26 years of age implying decisions and choices made are those likely to be based on maturity, experience and technical knowledge of motivation and employee performance in Uganda Broadcasting Corporation. From table 4.2, the age of respondents is given. 11.6% were below 26 years of age, 53.5% were 26-35 years, 21.7% were 35-46, 9.3% were 46-55 and 3.9% were 55 years and above.

## 4.3.2 Sex of respondents

The study sought to establish the sex of the respondents and findings as shown in table 4.3.

## Table 4.3: Sex of respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Sex of respondents** | Frequency | Percent | Cumulative Percent |
| Male  Female  **Total** | 83  46  **129** | 64.3  35.7  **100.0** | 64.3  **100.0** |

*Source: Primary data, 2019*

Gender bias in opinion was checked to facilitate a balanced view of the relationship between the variables studied. This is based on the findings in table 4.3 that, 83 of the respondents were male and 46 were female indicating a sex representation of 64.3% and 35.7%.

## 4.3.3 Level of education

The study also sought to establish the respondents’ level of education and results are as indicated in table 4.4.

## Table 4.4: Respondents’ level of education

|  |  |  |  |
| --- | --- | --- | --- |
| **Level of Education** | Frequency | Percent | Cumulative Percent |
| Other qualifications  Certificate  Diploma  Bachelors Degree  Masters Degree  **Total** | 8  12  22  69  18  **129** | 6.2  9.3  17.1  53.5  13.9  **100.0** | 6.2  1 5.5  32.6  86.1  **100.0** |

*Source: Primary data, 2019*

Findings implied a great degree of reliance the study could place on the information obtained as the number of educated respondents surpassed the confidence margin reducing the chance of error in responses given by them on motivation and employee performance in Uganda Broadcasting Corporation. Results in table 4.4 indicate majority respondents 53.5% were holders of a bachelor’s degree, 13.9% were masters’ degree holders, 17.1% Diploma holders, 9.3% certificate holders, and 6.2% had other qualifications including PhDs, Ordinary and Advanced Levels of Education inter alia.

## 4.3.4 Occupation of respondents

Establishing the respondents’ occupation was essential to assessing the technical knowledge of motivation and employee performance in Uganda Broadcasting Corporation. Results on this were as indicated in table 4.5.

## Table 4.5: Occupation of respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Occupation of respondents** | Frequency | Percent | Cumulative Percent |
| Directors  Heads of Department  Human Resource Staff  TV Production Staff  Radio Production Staff.  Internal Audit Staff  Technical Services Staff  Finance and Administration Staff  Corporate Affairs Staff  Casual workers  **Total** | 3  5  3  51  12  2  26  17  3  7  **129** | 2.3  3.9  2.3  39.5  9.3  1.6  20.2  13.2  2.3  5.4  **100.0** | 2.3  6.2  8.5  48.0  57.3  58.9  79.1  92.3  94.6  **100.0** |

*Source: Primary data, 2019*

The statistics therefore imply that the respondents were knowledgeable about motivational issues pertaining to their units of operation and employee performance in Uganda Broadcasting Corporation which gives data provided by them a qualified and reliable base for the study in UBC. This is based on the results in table 4.5 that show the distribution of respondents by occupation in Uganda Broadcasting Corporation. 2.3% respondents were Directors, 3.9% were heads of department, 2.3% were Human Resource staff, 39.5% TV Production staffs, 9.3% were Radio Production Staff, 1.6% were Internal Audit staff, 20.2% were Technical Services staff, 13.2% were Finance and Administration staff, 2.3% were from Corporate Affairs, and 5.4% were casual workers.

## 4.3.5 Period of work in UBC

The study also investigated the respondents’ period of work in Uganda Broadcasting Corporation yielding findings indicated in table 4.6.

## Table 4.6: Respondents’ period of work in UBC

|  |  |  |  |
| --- | --- | --- | --- |
| **Period of work (years)** | Frequency | Percent | Cumulative Percent |
| Valid Below 6  6 - 10  11-15  16 - 20  Above 20  **Total** | 6  26  68  17  12  **129** | 4.7  20.1  52.7  13.2  9.3  **100.0** | 4.7  24.8  77.5  90.7  **100.0** |

*Source: Primary data, 2019*

Findings implied that majority of the respondents have worked with Uganda Broadcasting Corporation for quite a long period of time and therefore, have adequate knowledge of motivation and employee performance issues of the Corporation. And given the scope of the study to be 5 years, reliance can be placed upon the information provided by them to answer the questions of the study. This follows results in table 4.6, where majority of the respondents that is 52.7% had worked in Uganda Broadcasting Corporationfor 11-15 years, 20.1% for 6-10 years, 13.2% for 16-20 years, 9.3% for over 20 years and 4.7% had served for less than 6 years.

## CHAPTER FIVE

## HOW UBC PAYS ITS REMUNERATION PACKAGE TO MOTIVATE EMPLOYEES TOWARDS DESIRED PERFORMANCE

## 5.0 Introduction

This chapter presents findings on how Uganda Broadcasting Corporation pays an attractive remuneration package to motivate employees towards desired performance. The presentation of data, its analysis and interpretation from the various methods employed in the study is as presented in sections 5.1 to 5.11.

## 5.1 Pay grades and scales provide salary ranges suited for job classifications

The study sought to establish whether the pay grades and scales of Uganda Broadcasting Corporation were adequate and suited to the job classifications adopted by it and findings were as indicated in table 5.1.

## Table 5.1: Pay grades and scales provide salary ranges suited for job classifications

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 5  49  15  52  8  **129** | 3.9  38.0  11.6  40.3  6.2  **100.0** | 3.9  41.9  53.5  93.8  **100.0** |

*Source: Primary data, 2019*

From table 6.1, 3.9% strongly disagreed, 38.0% disagreed to the pay grades and scales of Uganda Broadcasting Corporation providing salary ranges suited for job classifications. A response of that magnitude in disagreement coupled with the 11.6% not sure is indicative of lack of fairness in the remuneration package of UBC and therefore low motivation potential towards targeted employee performance. This further was evidently supported by interview results where one employee noted that,

*“….the pay grades of we the low cadre staff are not adequately supportive compared to work the work we do. It’s so demoralizing that even pay rises and promotions are rare. We are kept at the same scale amidst the rising cost of living”*

This implies remuneration systems of UBC do not adequately motivate employees towards better performance. However, with a significant number of respondents in agreement that is, 40.3% agreed and the 6.2% that strongly agreed, it’s indicative of UBC’s pay grades and scales setting a remuneration system that motivates desired employee performance.

## 5.2 Uganda Broadcasting Corporation reliably pays monthly salaries

The study investigated whether Uganda Broadcasting Corporation reliably pays the monthly salary and responses were as shown in table 5.2.

## Table 5.2: Uganda Broadcasting Corporation reliably pays monthly salaries

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 17  19  25  31  37  **129** | 13.2  14.7  19.4  24.0  28.7  **100.0** | 13.2  27.9  47.3  71.3  100.0 |

*Source: Primary data, 2019*

Findings in table 5.2 show that 28.7% of the respondents strongly agreed, 24.0% agreed, 19.4% from the table were not sure, 14.7% disagreed and 13.2% strongly disagreed. The majority of the respondents that is 52.7% agreed with the statement and this implies that Uganda Broadcasting Corporation reliably pays the monthly salary. The study through document review of the Internal Audit Report of UBC’s Human Resources Establishment of 2017 employee performance gaps attributed employee dissatisfaction with delayed salaries. Whereas the remuneration package of UBC may be offering relatively fair salaries, delayed salaries undermine its motivational potential thus slacken employee performance.

## 5.3 Pay surveys are conducted to compare remuneration practices

The study sought to establish whether Uganda Broadcasting Corporation undertakes pay surveys to compare its remuneration practices with other government entities and findings were as indicated in table 5.3.

## Table 5.3: Pay surveys are conducted to compare remuneration practices

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 42  37  19  22  9  **129** | 32.6  28.7  14.7  17.1  6.9  **100.0** | 32.6  61.3  76.0  93.1  **100.0** |

*Source: Primary data, 2019*

Pay surveys represent a form of benchmarking, a process whereby the organisation compares its own practices against those of the competition. From table 5.3, 32.6% strongly disagreed and 28.7% disagreed to Uganda Broadcasting Corporation undertaking pay surveys to compare its remuneration practices with other state corporations. With large percentage of respondents in disagreement and affirmed by the interview with one Head of Department who noted that,

*“There is need to benchmark the pay structures of UBC with other state corporations. Many have far better pay structures that have motivated workers perform better. Amendments to the pay structure should be proposed to have a better match and therefore motivate our staff to perform better”*

These imply that the remuneration package and practices of UBC have not matched the competition to motivate employees towards better performance levels. However, the 6.9% that strongly agreed and 17.1% who agreed imply limited efforts of UBC in conducting pay surveys. So deriving more motivation from its workforce, benchmarking and continuous reviews are necessary to register improved employee performance.

## 5.4. UBC provides staff with productive benefits

The study sought to establish whether Uganda Broadcasting Corporation provides its staff with productive benefits and responses were as shown in the table 5.4.

## Table 5.4: UBC provides staff with productive benefits

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 19  25  24  39  22  **129** | 14.7  19.4  18.6  30.2  17.1  **100.0** | 14.7  34.1  52.7  82.9  **100.0** |

*Source: Primary data, 2019*

Findings in table 5.4 indicate that 17.1% of the respondents strongly agreed, 30.2% agreed, 18.6% were not sure, 19.4% disagreed, and 14.7% strongly disagreed. The majority of the respondents (47.3%) agreed with the statement implying that Uganda Broadcasting Corporation provides its staff with productive benefits. The study revealed that when a staff performs better, he/she is given a special benefit such as extra allowance payment beyond the salary. However, this was contrary one employee from the TV Production Department hinting in an interview that,

*“Off-the station pay provisions are not adequate to support and motivate workers while in the field…and production innovations by staff have not been adequately rewarded”*

This view in rhythm with the 34.1% respondents who disagreed and 18.6% not sure imply that productive benefits are an inadequacy in the remuneration structure of Uganda Broadcasting Corporation that has hampered effective employee performance.

## 5.5. Employee participation in establishing and revising pay structures

The researcher asked respondents whether Uganda Broadcasting Corporation provides for employee participation in establishing and revising pay structures and their responses were as shown in table 5.5.

## Table 5.5: Employees participate in establishing and revising pay structures

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 16  51  10  40  12  **129** | 12.4  39.5  7.8  31.0  9.3  **100.0** | 12.4  51.9  59.7  90.7  **100.0** |

*Source: Primary data, 2019*

Findings in table 5.5 indicate that 9.3% of the respondents strongly agreed, and 31.0%agreed, 7.8% were not sure, 39.5% disagreed and 12.4% strongly disagreed. The majority of the respondents (51.9%) disagreed with the statement and this implies that Uganda Broadcasting Corporation does not provide for employee participation in establishing and revising pay structures. This may lure the motivation levels of employees and therefore low morale, low productivity and commitment levels since it is important when establishing or revising pay structures, to encourage employees participate and communicate their requirements and knowledge of the wages within the industry. This coincides with interview results in which one Head of Department in quoted saying,

*“….our section has lost critical and competent persons to private media companies whose pay has been found attractive.”*

This implies that employees are knowledgeable of pay structures in the industry. Therefore, the integration of such concerns requires their active involvement in establishing and revising remuneration structure. However, with the 40.3% in agreement, it implies UBC’s remuneration system involving employees in establishing and revising pay structures which may be a source of motivation by way of employee satisfaction in matching with pay standards in the broadcasting industry.

## 5.6 Uganda Broadcasting Corporation pays for extra work done by employees

The study sought to establish whether Uganda Broadcasting Corporation pays for extra work done by employees and responses were as shown in table 5.6.

## Table 5.6: UBC pays for extra work done by employees

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 19  25  15  38  32  **129** | 14.7  19.4  11.6  29.5  24.8  **100.0** | 14.7  34.1  45.7  75.2  **100.0** |

*Source: Primary data, 2019*

Results in table 5.6 show that 24.8% of the respondents strongly agreed, and 29.5% agreed, 11.6% were not sure, 19.4% disagreed and 14.7% strongly disagreed. The majority of respondents (54.3%) agreed with the statement and this implies that Uganda Broadcasting Corporation pays for extra work done by employees. Interviews with respondents revealed a similar position when one employee hinted that,

*“… When one works for extra time he/she is compensated. For example those working beyond 5.00 pm are paid a night duty allowance”*

This rhymes with document review results in which review of the Human Resource Policy and Operations Policy of UBC, they both had provisions for extra time pay. This implies the remuneration package of UBC motivates employees towards better performance levels. However, the 34.1% that disagreed and the 11.6% who were not sure were indicative of low levels of commitment to extra time pay provisions or employee lack of knowledge on such benefits that lowers the motivation levels of employees.

## 5.7 Uganda Broadcasting Corporation provides leave and holiday allowances

Respondents were asked whether Uganda Broadcasting Corporation provides leave and holiday allowances and their responses were as shown in table 5.7.

## Table 5.7: Uganda Broadcasting Corporation provides leave and holiday allowances

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 29  28  25  29  18  **129** | 22.5  21.7  19.4  22.5  13.9  **100.0** | 22.5  44.2  63.6  86.1  **100.0** |

*Source: Primary data, 2019*

Findings in table 5.7 show that 13.9% of the respondents strongly agreed, and 22.5% agreed, 19.4% were not sure, 21.7% disagreed and 22.5% strongly disagreed. The majority of respondents (44.2%) disagreed with the statement and this implies that Uganda Broadcasting Corporation does not provide leave and holiday allowances. With the denial of such allowances in the remuneration structure of UBC, employees have demonstrated low levels of commitment to the corporation and are less productive. However, the 36.4% in agreement indicate that leave and holiday allowances for example maternal, paternal and sick leaves are granted to employees thereby motivating them to higher levels of performance.

## 5.8 UBC offers fringe benefits in its remuneration package

The study sought to examine whether Uganda Broadcasting Corporation offers fringe benefits in its remuneration package and findings to this were as shown in table 5.8. From table 5.8, 31.0% strongly disagreed and 36.4% disagreed to Uganda Broadcasting Corporation providing fringe benefits in its remuneration package. Fringe benefits like allowing an employee to use a work car for private purposes, giving employees cheap loans, paying an employee’s gym membership, providing entertainment by way of free tickets to concerts, reimbursing expenses incurred by an employee, such as school fees, and giving benefits under a salary sacrifice arrangement with an employee should be a critical component of the remuneration structure of an organisation seeking to realise improvements in employee performance.

## Table 5.8: UBC offers fringe benefits in its remuneration package

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 40  47  14  16  12  **129** | 31.0  36.4  10.9  12.4  9.3  **100.0** | 31.0  67.4  78.3  90.7  **100.0** |

*Source: Primary data, 2019*

The denial of such fringe benefits in remuneration package of UBC lures its employee morale towards improved individual performance. The small percentage of respondents that is 21.7% in agreement may signal some degree of integration of fringe benefits in UBC’s remuneration package, but the results reflect significant variance levels that explain the low employee performance levels.

## 5.9 Testing the hypotheses

The study set out to test the hypothesis that: There is no significant relationship between remuneration and employee performance in Uganda Broadcasting Corporation. This was done by correlation analysis, regression analysis, and analysis of variance yielding results as indicated in matrices 5.9.1, 5.9.2, and 5.9.3 respectively.

## 5.9.1 Correlation analysis

On performing a bivariate Pearson correlation analysis, test results were as indicated in matrix 5.9.1. From matrix 5.9.1, correlation results of **r** = 0.487 with ***p*** = 0.001 less than 0.01 indicate a moderately positive relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in the remuneration package of UBC will bring about moderately similar improvement in employee performance. Hence, the null hypothesis HO1 that, there is no significant relationship between remuneration and employee performance in Uganda Broadcasting Corporation is rejected and the alternative HI1 that, there is a significant relationship between remuneration and employee performance in Uganda Broadcasting Corporation is adopted.

## Matrix 5.9.1: Correlation of remuneration package and employee performance in UBC

**Correlations**

|  |  |  |
| --- | --- | --- |
|  | **Remuneration package** | **Employee Performance** |
| **Remuneration**  Pearson Correlation  **package** Sig. (2-tailed)  N | 1  129 | .487\*\*  .001  129 |
| **Employee**  Pearson Correlation  **Performance**  Sig. (2-tailed)  N | .487\*\*  .001  129 | 1    129 |

## \*\*Correlation is significant at 0.01 level (2-tailed)

## 5.9.2 Regression analysis

Furthermore, the study went ahead to perform a regression analysis of remuneration and employee performance in Uganda Broadcasting Corporation. The linear regression analysis yielded a model summary as indicated in matrix 5.9.2.

## Matrix 5.9.2: Model Summary of the remuneration package and employee performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .487a | .237 | .223 | .20317 |

**a**. **Predictors**: (Constant), Remuneration Package

Following a linear regression analysis to build on other analyses, it can be concluded that remunerationhas a moderate positive relationship with employee performance in Uganda Broadcasting Corporation. Given ***r*** = 0.487 and the coefficient of determination i.e. adjusted ***R*** Square value of 0.223 from matrix 5.9.2, a positive change in integration and use of remuneration packageas a motivator will lead to 48.7% change in employee performance predictable at a level of 22.3% in Uganda Broadcasting Corporation.

## 5.9.3 Analysis of variance

An analysis of variance test to establish the F value and its statistical significance that indicate this variance was done, yielding results as shown in matrix 5.9.3.

## Matrix 5.9.3: Analysis of variance between the remuneration package and employee performance in Uganda Broadcasting Corporation

**ANOVAb**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of squares | df | Mean square | F | Sig. |
| 1 Regression  Residual  Total | 539.652  534.676  1074.328 | 1  128  129 | 539.652  4.177 | 19.904 | .000a |

**a.** **Predictors:** (Constant), Remuneration package

**b.** **Dependent Variables**: Employee performance

From matrix 5.9.3, it can be observed that **F** = 19.904 and **p =** 0.000 < 0.05. Hence, it was established that there exists a significant positive relationship between remuneration package and employee performance in Uganda Broadcasting Corporation. Hence, effectively constituting remuneration packages will lead to a significant positive change in employee performance i.e. employee performance is 19.90% a function of the effective constitution of the remuneration package in Uganda Broadcasting Corporation.

## CHAPTER SIX

## HOW UBC HAS PUT IN PLACE COMMUNICATION AND ADMINISTRATIVE STRUCTURES TO MOTIVATE EMPLOYEES TOWARDS EXPECTED PERFORMANCE

## 6.0 Introduction

This chapter presents analyses and interpretation of findings on how UBC has put in place efficient communication and administrative structures to motivate employees towards expected performance. This chapter sought to examine the role of communication and administrative structure as motivators towards desired employee performance as well as test the relationship between the two variables and findings were as indicated in sections 6.1 to 6.9.

## 6.1 Communication and administrative structures improve productivity of employees

The study sought to examine whether communication and administrative structures have enhanced employee productivity in Uganda Broadcasting Corporation and results were as indicated in table 6.1.

## Table 6.1: Communication and administrative structures improve productivity

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 18  15  12  38  46  **129** | 13.9  11.6  9.3  29.5  35.7  **100.0** | 13.9  25.5  34.8  64.3  **100.0** |

*Source: Primary data, 2019*

From Table 6.1, results indicate that 29.5% agreed and 35.7% strongly agreed since this is the majority it can be interpreted to mean that communication and administrative structures are key employee motivators because they keep employees informed about organizational changes, plans, goals, objectives and priorities. Respondents expressed that communicating has many motivational benefits including conflict resolution to foster team work, training and development and effective decision making by employees. In similar view, interview session one head of department observe that,

*“A typical workforce is made up of many different personalities and as such, workplace conflict is inevitable. The relationship between two coworkers who just cannot come to an agreement on a work process, for example, may eventually become so strained that collaboration between the two is impossible. In matters like this, poor communication further complicates issues and may even exacerbate the problem”.*

This implies that communication and administrative structures are key motivators of employees towards desired employee performance as expected outcomes are made clear. However, l3.9% strongly disagreed, 11.6% disagreed and 9.3% were not sure implying that there are other factors other than communication and administrative structures that improve employee productivity in Uganda Broadcasting Corporation.

## 6.2 Communication and administrative structures increase trust among employees

Respondents were asked whether communication and administrative structures in Uganda Broadcasting Corporation increase trust among employees. Results were as presented in Table 6.2.

## Table 6.2: Communication increases trust among employees

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 41  45  10  19  14  **129** | 31.8  34.8  7.8  14.7  10.9  **100.0** | 31.8  66.6  74.4  89.1  **100.0** |

*Source: Primary data, 2019*

Results in Table 6.2 indicate 14.7% agreed and l0.9% strongly agreed that if communication and administrative structures are properly structured in organisations results in increased trust among employees. However, 31.8% strongly disagreed, 34.8% disagreed, and 7.8% were not sure communication can increase trust among employees and subsequently improve their productivity. Communication and administrative structures are not effective motivators of employees at Uganda Broadcasting Corporation by way of increasing trust amongst employees. In support to this, one respondents expressed it that,

*“Other than receiving information more accurately from directors and sharing opinion amongst each other, we (employees) are reserved from one another due to competitive environment in the corporation. Each individual after own work success, so it is not easy join forces through personal interactions and improve of interpersonal communication to meet desired company goals, but each employee trusts their own input and knowledge.”*

This means that in Uganda Broadcasting Corporation communication and administrative structures have not stood out to be indispensable motivators by increasing trust among employees. UBC needs to come up with measures on how to improve its communication and administrative structures to create trust amongst employees that is critical improving their performance.

## 6.3 Communication and administrative structures have reduced labour turnover

The study sought to examine whether communication and administrative structures in Uganda Broadcasting Corporation have contributed to reduced labour turnover and results to this question were as presented in the table 6.3.

## Table 6.3: Communication and administrative structures have reduced labour turnover

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 35  49  15  19  11  **129** | 27.1  38.0  11.6  14.7  8.5  **100.0** | 27.1  65.1  76.8  91.5  **100.0** |

*Source: Primary data, 2019*

From Table 6.3, results indicate that 8.5% strongly agreed and 14.7% agreed implying that communication and administrative structures have a low contribution to labour turnover and therefore low motivation potential towards employee performance. This rhymes with the 38.0% that disagreed, 27.1% who strongly disagreed, and l1.6% that were not sure. This being the majority response, it can be interpreted to mean that among factors that reduce labour turnover, communication plays a less significant but relevant part in reducing labour turnover. Respondents stated that the communication and administrative structures are not greatly emphasized by management yet it can command attention, exert control over situations that guide company and motivate employees. This means that management and supervisors of Uganda Broadcasting Corporation have not utilized all communication potential so as to have motivated employees which can reduce on labour turnover.

## 6.4 Effective communication increases level of innovation

The study went ahead to investigate the contribution of communication to innovation abilities of employees of Uganda Broadcasting Corporation and responses to this question were as presented in Table 6.4.

## Table 6.4: Effective communication increases level of innovation

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 15  28  11  32  43  **129** | 11.6  21.7  8.5  24.8  33.3  **100.0** | 11.6  33.3  41.9  66.7  **100.0** |

*Source: Primary data, 2019*

Results in Table 6.4 indicate 24.8% agreed and 33.3% strongly agreed. Since this was the majority, it can be interpreted to mean that effective communication significantly motivates employees to innovate. When people within organizations communicate effectively, it opens the door for cooperation and innovation. Innovations happen when employees feel comfortable in a collaborative work environment with efficient flow of information. Without the proper workplace communication skills, staff may find it hard to convey ideas to their team or to management which hinders the advancement of new ideas. Similarly in interviews with one respondent, he expressed that,

*‘UBC management hosts hack weeks or hackathons to get employees focused on different areas and ideas of countering competition in the media industry.’*

This implies that communication enhances sharing of ideas which are key to motivating employee innovation. However, ll.6% strongly disagreed, 2l.7% disagreed and 8.5% were not sure noting that information shared at times is secondary and as it moves from one person to another, it tends to get obsolete and hence lure the potential to innovate.

## 6.5 Communication and administrative structures facilitate understanding of priorities

Establishing whether communication and administrative structures facilitate the understanding of priorities of Uganda Broadcasting Corporation was critical to this study. Responses to this investigation were as presented in Table 6.5.

## Table 6.5: Communication and administrative structures help understand priorities

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 14  17  19  35  44  **129** | 10.9  13.2  14.7  27.1  34.1  **100.0** | 10.9  24.1  38.8  65.9  **100.0** |

*Source: Primary data, 2019*

Results in Table 6.5 indicate that 34.1% strongly agreed and 27.1% agreed. Since this is the majority (61.2%), it can be interpreted to mean that priorities of the organisation are shared among employees for easy understanding so as to meet set goals and objectives as well as effective plan implementation. According to document reviews it was in Minutes of Meetings that communication of priorities is fostered, and necessary interventions to challenges of UBC are comprehensively discussed during such meetings. This allows clarity and creates mutual understanding and accomplishment of tasks. However, l0.9% strongly disagreed, l3.2% disagreed, and 14.7% were not sure implying that communication and administrative structures in Uganda Broadcasting Corporation have not fostered understanding of organisational priorities among employees. Thus, more efforts should be taken to optimize the motivational potential of communication and administrative structures to improve employee performance.

## 6.6 There is timely flow of information among workers

Respondents were asked whether there is timely flow of information among workers and responses were as presented in Table 6.6.

## Table 6.6: There is timely flow of information among workers

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 18  10  15  36  50  **129** | 13.9  7.8  11.6  27.9  38.8  **100.0** | 13.9  21.7  33.3  61.2  **100.0** |

*Source: Primary data, 2019*

Results in Table 6.6 indicate that l3.9% strongly disagreed, 7.8% disagreed and l1.6% were not sure to existence of timely flow of information among workers in Uganda Broadcasting Corporation. This was further supported by interview results where one staff of the TV Production department noted that,

*“…..sometimes the information needed in production preparations is delayed which halts operations, presentations and individual worker performance.”*

This implies that communication and administrative time inefficiencies have hampered effective motivation of employees towards attaining set operational standards and performance expectations. However, with 27.9% having agreed and 38.8% in strong agreement, majority respondents with a percentage of 66.7% imply that employees are motivated to execute their various tasks given the timely flow of information across the organisation. Further, during interviews one respondent from technical services unit stated that;

*“Uganda Broadcasting Corporation takes great concern in implementing policies that can strengthen inter-departmental communication to help underscore its importance and maintaining an efficient flow of information with use of various modes of communication to transfer information to employees in different locations. Even with onsite employees, information is disseminated in due time so as to ensure flexibility and efficiency of operations”.*

All these in concert demonstrated the undisputed role of communication and administrative structures as motivators of employees in Uganda Broadcasting Corporation to achieve superior employee performance.

## 6.7 Reliable information flow among workers

The study sought to examine whether communication structures of Uganda Broadcasting Corporation ensure reliable flow and sharing of information among workers and responses to this view are show in table 6.7.

## Table 6.7: Reliable information flow among workers

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 15  21  18  37  38  **129** | 11.6  16.3  13.9  28.7  29.5  **100.0** | 11.6  27.9  41.8  70.5  **100.0** |

*Source: Primary data, 2019*

Results in Table 6.7 indicate that 1l.6% of the respondents strongly disagreed, l6.3% disagreed and l3.9% were not sure that communication structures of Uganda Broadcasting Corporation ensure reliable flow and sharing of information among workers. However, with the majority respondents (58.2%) in agreement that is, 28.7% agreed and 29.5% strongly agreed, it can be drawn that communication structures of Uganda Broadcasting Corporation ensure reliable flow and sharing of information among workers. Information shared from one employee to another through the various forms of communication the company, is reliable. Respondents expressed that since they are all connected to the same corporation communication system, the information received is authentic and when shared to members who have not yet seen or received the messages it is still considered reliable. This can be interpreted to mean that, since communication is a vital motivator of employee performance, its reliability increases productivity and innovation of employees in Uganda Broadcasting Corporation.

## 6.8 Communication and administrative structures increase level of motivation

Evaluating whether employee levels of motivation can be increased through effective communication and administrative structures in Uganda Broadcasting Corporation, was a critical component of this study. Responses to this evaluation were as presented in table 6.8.

## Table 6.8: Communication and administrative structures increase level of motivation

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 19  14  21  34  41  **129** | 14.7  10.9  16.3  26.4  31.8  **100.0** | 14.7  25.6  41.9  68.2  **100.0** |

*Source: Primary data, 2019*

From Table 6.8, results indicate that 14.7% strongly disagreed, 10.9% disagreed, while 16.3% were not sure on employee levels of motivation can be increased through effective communication and administrative structures in Uganda Broadcasting Corporation. With the majority respondents (58.2%) in agreement that is 26.4% that agreed and 31.8% that strongly agreed, it can be interpreted that communication and administrative structures in the workplace can have a positive effect on the performance of employees by increasing their morale, retention rate and overall productivity. This was affirmed by interviews with the Head Human Resource where he noted that,

*“Motivation levels are increased by communication since it is a channel for respect and recognition which boosts productivity and efficiency of employees. …… communication reduces misunderstanding and employees who have more information about specific tasks know how to complete them, and are more motivated to get it done effectively.”*

This signals the significant role of effective communication and administrative structures as motivators of employee performance in broadcasting parastatals and specifically the Uganda Broadcasting Corporation.

## 6.9 Testing the hypotheses

The study set out to test the hypothesis that: There is no significant relationship between communication and administrative structures and employee performance in Uganda Broadcasting Corporation. This was done by correlation analysis, regression analysis, and analysis of variance yielding results as indicated in matrices 6.9.1, 6.9.2, and 6.9.3 respectively.

## 6.9.1 Correlation analysis

On performing a bivariate Pearson correlation analysis, test results were as indicated in matrix 6.9.1.

## Matrix 6.9.1: Correlation of Communication and administrative structures and Employee Performance in UBC

**Correlations**

|  |  |  |
| --- | --- | --- |
|  | **Communication and administrative structures** | **Employee Performance** |
| **Communication** Pearson Correlation  **and administrative** Sig. (2-tailed)  **structures** N | 1  129 | .753\*\*  .000  129 |
| **Employee**  Pearson Correlation  **Performance**  Sig. (2-tailed)  N | .753\*\*  .000  129 | 1    129 |

## \*\*Correlation is significant at 0.01 level (2-tailed)

From matrix 6.9.1, correlation results of **r** = 0.753 with ***p*** = 0.000 less than 0.01 indicate a strong positive relationship between communication and administrative structures and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in communication and administrative structures of UBC will bring about moderately similar improvement in employee performance. Hence, the null hypothesis HO2 that, there is no significant relationship between communication and administrative structures and employee performance in Uganda Broadcasting Corporation is rejected and the alternative HI2 that, there is a significant relationship between communication and administrative structures and employee performance in Uganda Broadcasting Corporation is adopted.

## 6.9.2 Regression analysis

Furthermore, the study went ahead to perform a regression analysis of communication and administrative structures and employee performance in Uganda Broadcasting Corporation. The linear regression analysis yielded a model summary as indicated in matrix 6.9.2.

## Matrix 6.9.2: Model Summary of communication and administrative structures and employee performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .753a | .567 | .553 | .20317 |

**a**. **Predictors**: (Constant), Communication and administrative structures

Following a linear regression analysis to build on other analyses, it can be concluded that communication and administrative structureshave a strong positive relationship with employee performance in Uganda Broadcasting Corporation. Given ***r*** = 0.753 and the coefficient of determination i.e. adjusted ***R*** Square value of 0.553 from matrix 6.9.2, a positive change in communication and administrative practicesas motivators will lead to 75.3% change in employee performance predictable at a level of 55.3% in Uganda Broadcasting Corporation.

## 6.9.3 Analysis of variance

An analysis of variance test to establish the F value and its statistical significance that indicate this variance was done, yielding results as shown in matrix 6.9.3.

## Matrix 6.9.3: Analysis of variance between communication and administrative structures and employee performance in Uganda Broadcasting Corporation

**ANOVAb**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of squares | df | Mean square | F | Sig. |
| 1 Regression  Residual  Total | 588.344  563.772  1152.116 | 1  128  129 | 588.344  4.404 | 23.222 | .000a |

**a.** **Predictors:** (Constant), Communication and administrative structures

**b.** **Dependent Variables**: Employee performance

From matrix 6.9.3, it can be observed that **F** = 23.222 and **p =** 0.000 < 0.05. Hence, it was established that there exists a significant positive relationship between communication, administrative structures and employee performance in Uganda Broadcasting Corporation. Hence, efficient communication and administrative structures will lead to a significant positive change in employee performance i.e. employee performance is 23.2% a function of efficient communication and administrative structures in Uganda Broadcasting Corporation.

## CHAPTER SEVEN

## HOW UBC HAS ESTABLISHED STAFF TRAINING AND DEVELOPMENT TO MOTIVATE EMPLOYEES TOWARDS DESIRED PERFORMANCE

## 7.0 Introduction

This chapter provides analysis, presentation and interpretation of findings obtained on how UBC has established favorable staff training and development to motivate employees towards desired performance. To achieve this data analysis using descriptive statistical approaches generated frequency tables and inferential statistical approaches involving correlation analysis, regression analysis, and analysis of Variance (ANOVA) generated matrices as presented in sections 7.1 to 7.9.

## 7.1 Performance appraisals are a key part of training needs assessment

The study sought to establish whether performance appraisals are a key component of training needs assessments in Uganda Broadcasting Corporation and findings were as shown in table 7.1.

## Table 7.1: Performance appraisals are a key part of training needs assessment

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 14  19  10  45  41  **129** | 10.9  14.7  7.8  34.9  31.7  **100.0** | 10.9  25.6  33.4  68.3  **100.0** |

*Source: Primary data, 2019*

Results in Table 7.1 indicate that 31.7% strongly agreed, 34.9% agreed, 7.8% were not sure, 14.7% disagreed, and 10.9% strongly disagreed. With the majority 66.6% in agreement, it was established that performance appraisals are a key component of training needs assessments in Uganda Broadcasting Corporation. In support to the view that performance appraisals are an important approach to training needs assessment in broadcasting parastatals, was the interview with the Human Resource Officer, who hinted that,

*“….performance appraisals are a routine practice the performance management activities of the corporation. These appraisals have provided a clear base for assessing training needs and deciding on which training courses should be organized for staff.”*

These imply that performance appraisals are an important approach to training needs assessment in broadcasting parastatals. Therefore, motivating its employees through training and development to improve their performance, UBC should make effective use of performance appraisals to establish training needs and appropriate training and development programmes. However, the minority in disagreement that is 25.6% and 7.8% not sure imply the need for diversity in approach to training needs assessment that will help identify needs necessary to have improved commitment, efficiency, effectiveness, as well as action plan implementation from employees.

## 7.2 Training needs assessment in UBC involves job analysis

Examining whether training needs assessment in Uganda Broadcasting Corporation involves job analysis to specify the main duties and skills level required of its employees was part of the investigation and findings were as indicated in Table 7.2.

## Table 7.2: Training needs assessment in UBC involves job analysis

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 11  19  15  49  35  **129** | 8.5  14.7  11.6  38.0  27.1  **100.0** | 8.5  23.2  34.8  72.9  **100.0** |

*Source: Primary data, 2019*

Results in Table 7.2 show that 27.1% strongly agreed and 38.0% agreed, indicating a majority 65.1% in agreement that training needs assessment in Uganda Broadcasting Corporation involves job analysis to specify the main duties and skills level required of its employees, training needs assessments in UBC incorporating document reviews, training being assessed as the most suitability option to dealing with human resource challenges of UBC, and results of training needs analysis being used to guide the filling of skills gaps and evaluating the effectiveness of training programmes in UBC. This evidently supported by the UBC Training and Activity Plans for FY 2017/18, that clearly reflect the skills needs and respective training programmes intended to be provided to its staff. This was further confirmed in interview with the Head Human Resource, who noted that,

*“…..employment and performance records are often review to identify the kind of training the staff of UBC should undergo. But also training plans upon review help identify which planned training was not undertaken to determine whether it should be considered in the new financial year.”*

These findings imply that document reviews are important in identifying training needs in broadcasting parastatals and to ensure that training does not produce employee performance results that conflict with job requirements, training needs assessment in UBC is aligned with the performance needs of UBC, and that it acts as a training guide and provides the criteria or benchmark against which the success of training programmes in UBC can be measured. This was in line with document reviews in which the review of Performance Appraisal Reports indicated major reliance being placed on tests and improvement in employee output than training needs assessment results to evaluate effectiveness of training and its ability to motivate employees in UBC.

## 7.3 Training needs assessment involving analysis of strategies, goals, and objectives

The motivation of employees through training and development requires that training needs assessment integrates an analysis of its strategies, goals, and objectives so as align employee training with its purpose. An investigation on this in Uganda Broadcasting Corporation findings were as indicated in table 7.3.

## Table 7.3: Needs assessment involving analysis of strategies, goals, and objectives

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 15  28  11  32  43  **129** | 11.6  21.7  8.5  24.8  33.3  **100.0** | 8.5  23.2  34.8  72.9  **100.0** |

*Source: Primary data, 2019*

Results in table 7.3 show that 33.3% strongly agreed and 24.8% agreed totaling to a majority 58.1% in agreement with training needs assessment in Uganda Broadcasting Corporation involving an analysis of its strategies, goals, and objectives so as align employee training with its purpose. This is critical to training and development contribution in motivating employees towards the attainment of such ends. This implies the lack of emphasis on training needs assessment aligning with corporate purpose and intensifying individual training needs analyses in order have optimal output from employee training and subsequently improve the performance of UBC employees. However, this was not in harmony with the interview results where one staff from the Directorate of Corporate Affairs noted that,

*“…. Before approving any training plan and activity we do check whether it is in line with the mandate of the Authority. It must reflect the true needs of the Authority.”*

This implies that, training needs assessment is a vital process to ensuring that training and development equips employees of UBC with necessary skills to help it achieve the vision through the improvement of staff performance.

## 7.4 Training and development programmes improving employee performance

The study sought to examine whether training and development programmes of Uganda Broadcasting Corporation have significantly improved employee performance and results were as indicated in table 7.4.

## Table 7.4: Training and development programmes improving employee performance

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 14  17  19  35  44  **129** | 10.9  13.2  14.7  27.1  34.1  **100.0** | 10.9  24.1  38.8  65.9  **100.0** |

*Source: Primary data, 2019*

Results in table 7.4 show that 34.1% strongly agreed and 27.1% agreed indicating a majority 61.2% in agreement that employee training and development programmes in Uganda Broadcasting Corporation are having a significant impact on employee performance in terms of improved costs efficiency across all departments and operations, improved staff-staff and staff-client relations, effective action plan implementation, improved quality of service among others. However, 10.9% strongly disagreed, 13.2% disagreed, and 14.7% were not sure. This implies that, whereas training and development programmes are a major motivator of employee performance in broadcasting parastatals, other factor have a significant role in motivating employees towards desired performance levels.

## 7.5 Training and development programmes reducing employee turnover

The study sought to evaluate the role of training and development programmes of Uganda Broadcasting Corporation in motivating staff and reducing employee turnover and results were as indicated in table 7.5.

Results in table 7.5 show that 38.8% strongly agreed and 27.9% agreed indicating a majority 66.7% in agreement that human resources training programmes are motivating UBC staff and are therefore reducing employee turnover. This is supported by review of UBC Performance Appraisal Reports of FY2017/18 that indicated a reduced rate of employee turnover in UBC.

## Table 7.5: Training and development programmes reducing employee turnover

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 18  10  15  36  50  **129** | 13.9  7.8  11.6  27.9  38.8  **100.0** | 13.9  21.7  33.3  61.2  **100.0** |

*Source: Primary data, 2019*

Also interviews had the Human Resource Director hinting that,

“…..Since the corporation started specialty training programmes for its staff, there have been improvements in productivity and reduced turnover of staff…….training programmes have enabled staff improve on the services they offer to the public”

This implies that, training and development programmes have a significant motivational impact on employees of UBC and their performance. However, the 21.7% in disagreement are indicative of the need to streamline training and development programmes of UBC and a commitment of UBC towards more customized and functional tailored programmes to ensure they deliver in line with the needs of employee and motivate them to get more committed to UBC.

## 7.6 Training and development programmes motivating strategic leadership

Examining whether training and development programmes in Uganda Broadcasting Corporation motivate strategic leadership towards achievement of its vision was part of the investigation and findings were as indicated in Table 7.6.

Results in Table 7.6 show that 29.5% strongly agreed and 28.7% agreed, indicating a majority 58.2% in agreement that training programmes of UBC provide strategic leadership towards achievement of its vision and its Human Resource strategy statement of continuously developing a highly motivated and committed team through Human Resource best practices to become the employer of choice in the broadcasting industry in Uganda by succeeding through people.

## Table 7.6: Training and development programmes motivating strategic leadership

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 15  21  18  37  38  **129** | 11.6  16.3  13.9  28.7  29.5  **100.0** | 11.6  27.9  41.8  70.5  **100.0** |

*Source: Primary data, 2019*

A review of UBC’s Training and Activity Plans of the 2016/17 and 2017/18 financial years, it was found out that special programmes like Administration Training were provided to top management staff. However, the minority in disagreement are indicative of the further need to align training with UBC’s vision and mission for optimal employee performance results. Also,the Strategic Planning Officer’s note that,

*“…we have great success in training our staff. Their performance has greatly improved since specialized training programmes were undertaken for them”.*

This implies that employee and organizational performance have been improved in UBC through employee training and development programmes. Hence, the motivational potential of training and development in the broadcasting parastatals cannot be underestimated.

## 7.7 Conformity of training and development to policy guidelines and documentation

The study sought to examine whether training and development conforms to policy guidelines and documentation of Uganda Broadcasting Corporation because in essence, motivating employees through training and development requires alignment with policy and documentation. Findings in respect of this view were as shown in table 7.7. Results in table 7.7 show that 34.9% strongly agreed and 31.8% agreed indicating that training and development conforms to policy guidelines and documentation of UBC supported by interview results in which one Human Resource staff noted that,

*“… All training in the corporation follows the human resource policy with performance expectations set out following the mandate embedded in the objectives of UBC laid down in the* Uganda Broadcasting Corporation Act, 2005, *…The Annual Training and Activity Plan is the operational point of reference for training in UBC”*

## Table 7.7: Conformity of training and development to policy

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 14  18  11  41  45  **129** | 10.9  13.9  8.5  31.8  34.9  **100.0** | 10.9  24.8  33.3  65.1  **100.0** |

*Source: Primary data, 2019*

This implies a high degree of concern for conformity to policy guidelines and documentation so as to enhance improvement in employee performance in UBC. However, 24.8% disagreed with training and development conforming to policy guidelines and documentation of UBC. This means, there are training inefficiencies that sub-optimize its potential to motivate employees as true training and skills needs are not identified to effective training implementation.

## 7.8 Training and development programmes mapping to the needs of trainees

For training and development programmes to motivate employees, they must be mapped to the needs of employees. Investigating this in Uganda Broadcasting Corporation yielded results as shown in table 7.8.

## Table 7.8: Training and development programmes mapping to the needs of trainees

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 19  25  24  39  22  **129** | 14.7  19.4  18.6  30.2  17.1  **100.0** | 14.7  34.1  52.7  82.9  **100.0** |

*Source: Primary data, 2019*

From table 7.8, 17.1% strongly agreed and 30.2% agreed to training programmes mapping to the needs of employees in UBC. This implies that training programmes of UBC are those that necessary to bridge the competence and skills gaps of its employees so that they are motivated to deliver better performance levels. However, 48.8% in disagreement, it indicates significant gaps in the mapping of training programmes with the skills needs of employees which if not bridged, training programmes may not motivate employees towards better performance levels.

## 7.9 Transfer of learning to employees

The study sought to examine whether training and development programmes in UBC are evaluated for the extent of transfer of learning to trainees and this yielded results as shown in table 7.9.

## Table 7.9: Transfer of learning to employees

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid Strongly Disagree  Disagree  Not Sure  Agree  Strongly Agree  **Total** | 16  12  10  40  51  **129** | 12.4  9.3  7.8  31.0  39.5  **100.0** | 12.4  21.7  29.5  60.5  **100.0** |

*Source: Primary data, 2019*

From table 7.9, 39.5% strongly agreed and 31.0% agreed that is a majority (70.5%) agreeing to evaluation of training and development programmes for the extent of transfer of learning to trainees in UBC. This was backed by the interview with the Corporate Affairs Officer, who noted that,

*“….one of the focal strategies for improved service delivery and overall performance is training of staff. Training has improved the quality of our workforce…. It has had a significant contribution towards employee performance of the corporation”.*

However, 21.7% respondents in disagreement and 7.8% not sure imply that employee training and development programmes in UBC are not evaluated for transfer of learning and their contribution towards the improvement of employee performance. This implies that, whereas employee training and development may play a significant role in motivating employees there are still gaps in evaluating its effectiveness and identify gaps for further improvement which should be exploited.

## 7.10 Testing the hypotheses

The study set out to test the hypothesis that: There is no significant relationship between training and development programmes and employee performance in Uganda Broadcasting Corporation. This was done by correlation analysis, regression analysis, and analysis of variance yielding results as indicated in matrices 7.10.1, 7.10.2, and 7.10.3 respectively.

## 7.10.1 Correlation analysis

On performing a bivariate Pearson correlation analysis, test results were as indicated in matrix 7.10.1.

## Matrix 7.10.1: Correlation of training and development and employee performance in UBC

**Correlations**

|  |  |  |
| --- | --- | --- |
|  | **Training and development** | **Employee Performance** |
| **Training** Pearson Correlation  **and**  Sig. (2-tailed)  **development** N | 1  129 | .799\*\*  .000  129 |
| **Employee**  Pearson Correlation  **Performance**  Sig. (2-tailed)  N | .799\*\*  .000  129 | 1    129 |

## \*\*Correlation is significant at 0.01 level (2-tailed)

From matrix 7.10.1, correlation results of **r** = 0.799 with ***p*** = 0.000 less than 0.01 indicate a strong positive relationship between training and development and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in training and development programmes of UBC will bring about similarly strong improvement in employee performance. Hence, the null hypothesis HO3 that, there is no significant relationship between training and development programmes and employee performance in Uganda Broadcasting Corporation is rejected and the alternative HI3 that, there is a significant relationship between training and development and employee performance in Uganda Broadcasting Corporation is adopted.

## 7.10.2 Regression analysis

Furthermore, the study went ahead to perform a regression analysis of training and development and employee performance in Uganda Broadcasting Corporation. The linear regression analysis yielded a model summary as indicated in matrix 7.10.2.

## Matrix 7.10.2: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .799a | .638 | .624 | .31117 |

**a**. **Predictors**: (Constant), Training and development

Following a linear regression analysis to build on other analyses, it can be concluded that training has a strong positive relationship with employee performance in Uganda Broadcasting Corporation. Given ***r*** = 0.799 and the coefficient of determination i.e. adjusted ***R*** Square value of 0.624 from matrix 7.10.2, a positive change in staff training and development practicesas a motivator will lead to 79.9% change in employee performance predictable at a level of 62.4% in Uganda Broadcasting Corporation.

## 7.10.3 Analysis of variance

An analysis of variance test to establish the F value and its statistical significance that indicate this variance was done, yielding results as shown in matrix 7.10.3.

## Matrix 7.10.3: Analysis of variance between training and development and employee performance in Uganda Broadcasting Corporation

**ANOVAb**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of squares | df | Mean square | F | Sig. |
| 1 Regression  Residual  Total | 592.112  583.742  1175.854 | 1  128  129 | 592.112  4.560 | 25.138 | .000a |

**a.** **Predictors:** (Constant), Training and development

**b.** **Dependent Variables**: Employee performance

From matrix 7.10.3, it can be observed that **F** = 25.138 and **p =** 0.000 < 0.05. Hence, it was established that there exists a significant positive relationship between training and development and employee performance in Uganda Broadcasting Corporation. Hence, effective training and development will lead to a significant positive change in employee performance i.e. employee performance is 25.1% a function of the effective staff training and development programmes in Uganda Broadcasting Corporation.

## CHAPTER EIGHT

## HAMORNIZING MOTIVATION AND EMPLOYEE PERFORMANCE IN UGANDA BROADCASTING CORPORATION

## 8.0 Introduction

This chapter sets out to link literature review and study findings on motivation and employee performance in broadcasting parastatals. It deduces implications of study findings against the ideal practice postulated by the literature in order to answer research questions. As a result, a way forward towards improved motivational strategies and practices towards employee performance is drawn.

## 8.1 Remuneration package and employee performance in UBC

Jones, and George, (2008) pointed out that employee payments are an important part of maintaining a compensated and skilled workforce and employees’ performance is a psychosomatic recognition dedication towards occupation. Uganda Broadcasting Corporation engages highly motivated workers through provision of monthly salary, appreciations and holiday allowances and these have created good leaders hence enhancing better employee performance and service delivery. According to Meghan, (2017) strong leadership is to the success of any change programme for strengthening service delivery. Findings from the study revealed that Uganda Broadcasting Corporation recognizes employee efforts towards self-development by giving them salaries and allowances. This is one of the best motivators and it entices other employees to work hard so as to win the same money.

Meyer, and Smith, (2000) also note that, though money payment has little value, many organizations still use money as a rewarding. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year’s work and are paid at the end of each month and these makes employee to work in order to achieve their financial. The study also discovered that, Uganda Broadcasting Corporation pays some of its employees per service produced in a certain period of time and this helps them to work hard for extra earning and this is in agreement with Rynes et al., (2004) who asserts that piece rate increases speed of work and therefore productivity. This was also supported by Reena et al., (2009) who notes that though the employees will care less about the quality of their work, their speed increases and this because the more the work done the more the pay.

The study also reveals that Uganda Broadcasting Corporation pays money to the performers mostly those employees who meet their set targets. The targets are often evaluated and reviewed in regular appraisals with managers and this is in line with Panwar and Gupta, (2012) who state that, this system is increasingly used by organizations worldwide because it reduces amount of time spent on industrial relations and therefore recommends its use. However, Knapp & Mujtaba, (2001) discourages the use of practice of motivation by asserting that it can be very difficult to measure employee performance more especially those in the service industry and that the practice doesn’t promote teamwork.

The study through interviews with respondents also revealed that, employees are paid additional money as bonus for the work done and this normally done when employees function as a team and the whole team is rewarded for a job well done. The human resource manager of Uganda Broadcasting Corporation stated that, this boost morale both personally and collectively. It was revealed that, employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied. This is in agreement with the study of Meyer, and Smith, (2000) which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

However, Reena et al., (2009) disagreed by stating that, non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals. The study in Uganda Broadcasting Corporation found out that non-financial incentives give more motivation to employees. It also found out that other factors like effective organisational communication and staff training are more effective sources of motivation for employees to deliver better performance.

## 8.2 Communication, administrative structures and employee performance in UBC

White et al, (2010) note that the importance of communication cannot be denied for organisations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity. In Uganda Broadcasting Corporation it was found that organisational communication motivates employee productivity. Results also show that organisational communication is a key motivator especially because it keeps employees informed about organisational changes, priorities, strategic thrusts, goals and objectives. Organisational communication also increases trust and productivity through collaboration. Among the factors that reduce labour turnover, organisational communication was found to play a small but relevant part in Uganda Broadcasting Corporation.

Weick. et al. (2005) state that the most important role of organisational communication is relationship building. Relationship building will provide strong basis in case of crisis management and help in facing the changes in the organisation. This will raise the morale of employees and make contribution to strategic goals of the organisation. Effective communication is very important for the creation of a successful company. If there is no communication in the company, the company can be considered as bad and unsuccessful. Bad communication between managers and employees will result in conflicts inside the company what will farther lead to moral declination and in the fail the company’s strategic goals. On the other hand, regular communication will stimulate employee creativity and experience shows it is better to work with creative employees. In Uganda Broadcasting Corporation, organisational communication was found to motivate employee innovation and sharing of such ideas amongst employees, made them more productive.

Welch and Jackson (2007) assert that managers have a very important role in controlling the ‘hearsay’ model. For example, they can find out who are the most important people in the communication chain and ensure that all people know all important information in order to stop rumors. With open communication channels, managers can hear rumors and incorrect information and stop it. In Uganda Broadcasting Corporation, organisational communication was found to have open structures in which managers would articulate and obtain necessary information to give strategic leadership to employees. They are also able to communicate performance expectations to employees which has enabled them focus on the set targets and strategic priorities of UBC.

Yates (2006) claims that, the first function of the executive is to develop and maintain a system of communications. He did not only purport that managers have communication responsibility, he also authored the first key requirement for massage acceptance within the organization: communication must be understandable, massage need to be aligned with company purpose and employee interest, and the employees must be able to psychologically and physically act upon the massage. The notion that management’s role is to foster employee communication is still supported today. In Uganda Broadcasting Corporation, organisational communication was still found to be a major management role and a key component of ensuring that employee activities align with corporate purpose.

This is supported by Greenberg, (2000) who states that communication in the workplace helps employees understand each other better and contributes to productivity and efficiency in an organization. Poor communication can affect work production because employees might not receive adequate information to complete a task. A coworker might forget to mention pertinent information, which can delay completion of a project or result in errors. In addition, poor communication at work might lead to unclear job descriptions and frustration among team members. In Uganda Broadcasting Corporation, timely flow of information was evidently supported and teamwork was aided by the organisational communication structures.

## 8.3 Employee training, development programmes and performance in UBC

This study revealed that performance appraisals were being used by Uganda Broadcasting Corporation, timely to establish training needs and that, performance appraisals are an important approach to training needs assessment in the aviation sector. Performance appraisal is the prime source of information about individual training and development needs (Chaminade, 2007). It is a continuous process of assessing an individual performance against the set standards using a critical incident technique. The report from the exercise therefore will reveal whether the individual has achieved his/her targets and the required action to be taken. In consent, Hashim (2001) advances that, performance analysis is essential to establishing a performance gap that is, ascertaining whether employees are performing up to the established standard, and if performance is below expectations, can training help to improve this performance.

In this study, Uganda Broadcasting Corporation was found to identify individual training needs of its employees to determine the kind of training programmes or courses necessary to fill the skills gaps identified in employees and trainers. The study also found training needs assessment in UBC to involve job analysis to specify the main duties and skills level required of its employees. This resonates with Bowes’ addition that undertaking a person analysis is critical to effective employee training. It involves and analysis of potential participants and instructors involved in the training process. Schalok (2001) co-notes that Job analysis for training purposes means examining in detail the content of jobs, the performance standards required in terms of quality and output and the knowledge, skills and competence’s needed to perform the job competently and thus meet the performance standards. The analysis of UBC’s strategies, goals, and objectives in identifying training needs is essential to aligning employee training with its corporate purpose and hence optimize employee performance.

This study revealed that performance appraisals were being used by UBC to establish training needs and that, performance appraisals are an important approach to training needs assessment in the broadcasting sector. Performance appraisal is the prime source of information about individual training and development needs (Hashim, 2001). It is a continuous process of assessing an individual performance against the set standards using a critical incident technique. The report from the exercise therefore will reveal whether the individual has achieved his/her targets and the required action to be taken. In consent, Wagner, (2010) advances that, performance analysis is essential to establishing a performance gap that is, ascertaining whether employees are performing up to the established standard, and if performance is below expectations, can training help to improve this performance.

It was established that in its human resource training programme, Uganda Broadcasting Corporation, timely offers management skills as well as change management training to its employees. On review of the 2017/18 Training and Activity Plan of UBC, it was revealed that strategic leadership training programmes and management that were conducted for its strategic planning staff. Chaminade (2007) adds that orientation training is given to newly hired employees of the organization in order to make themselves familiar with the organizations affairs. The employees are taught the culture, values, mission and processes and activities being followed in the organization. In broadcasting industry, orientation training may include showing the employees different stations, introducing him to different departments, organizational clients, rules and regulations governing the operations among others.

The study revealed that employee training programmes in Uganda Broadcasting Corporation, timely are evaluated for their contribution towards the improvement of employee performance and hence, training evaluation is of significant importance to the performance of employees. Boulmetis and Dutwin (2000) assert that an evaluation of a training programme can help an organisation meet different goals during the life of training programme. Evaluation of training programme has two basic rules aims - assessing training effectiveness, and using it as a training aid. The primary aim of evaluation is to improve training by discovering which training processes are successful in achieving their stated objectives. Since evaluation affects learning, it can also be put to use as a training aid that is, knowledge of results facilitates good learning.

Results from the study also indicated that most of the respondents feel competent to perform tasks required for their positions due to training they receive through rotation process. It was further discovered that, Uganda Broadcasting Corporation, timely carries out competency-based training to integrate employee into performance appraisals, hiring practices, succession planning, as well as on boarding orientations and other forms of employee communication. This is in agreement with Kathiravan, Devadason and Zakkeer, (2006) who state that, training and personnel development has long been seen as a way not only to ensure highly skilled staff but also to increase self esteem, commitment and motivation and embed a learning culture which in turn improves performance.

## 8.4 Recommendations

The recommends that:

Broadcasting parastatals need to undertake pay surveys to compare their remuneration practices with other state corporations. In addition, their remuneration package and practices should be matched with industrial competition in order to retain and motivate employees towards better performance levels.

Broadcasting Parastatals should provide for employee participation in establishing and revising pay structures as well as providing fringe benefits, leave and holiday allowances in the remuneration package so as to motivate employees effectively.

Managers at Uganda Broadcasting Corporation should develop effective communication strategies to provide frequent pertinent information and create avenues for suggestions, opinions, and feedback from staff. Employees often have expertise that should be utilized.

Managers in broadcasting parastatals should also evaluate and assess their attitude and performance of employees with the understanding that attitudes and emotions are contagious to their staff.

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

In addition, greater emphasis should be on aligning training needs assessment with corporate purpose. This is necessary to close gaps in skills needed to have employees work towards the achievement of organizational goals, strategies and objectives in broadcasting parastatals.

In their approach to training needs assessment, broadcasting parastatals should intensify the use of individual training needs analyses in order have optimal output from employee training and subsequently improve their performance. Similarly, intensified use of suitability analysis is necessary in prioritizing training as an option of dealing with human resource and performance challenges so that other options available to improve employee performance in broadcasting parastatals are not ignored.

Broadcasting parastatals should not use training evaluation as a single approach to determining future training programme design and development but rather integrate other approaches to employee training and programme design. If not, then they should streamline their training evaluation processes to have more objective and valuable results to guide future training and employee performance improvement.

In their evaluation of training, broadcasting parastatals should have more concern for evaluating the transfer of learning by its training programmes. This essential to identifying appropriate training methods and redesign of programme content that help optimize performance of both employees and the organisation

Generally, as broadcasting parastatals pursue their employee training, focus should be on the contribution of training programmes to effective management of operations. Other factors that affect employee performance need to be addressed in harmony with employee training in order to have more optimal performance levels.

## CHAPTER NINE

## SUMMARY AND CONCLUSION OF THE STUDY

## 9.1 Introduction

The study sought to examine the relationship between motivation and employee performance in broadcasting parastatals in Uganda with focus on Uganda Broadcasting Corporation. This chapter presents the summary and conclusion of findings based on the objectives of the study.

## 9.2 Summary of findings

The summary of findings centers on objectives that guided the study including the following;

1. To examine how the remuneration package motivates employees towards desired performance at UBC.
2. To assess the role of organisational communication in motivating employees towards expected performance at UBC.
3. To examine how training contributes to the motivation towards desired employee performance at UBC.

## 9.2.1 Remuneration package and employee performance in UBC

The study set out to examine how the remuneration package motivates employees towards desired performance at Uganda Broadcasting Corporation. Findings indicate a moderately positive relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in the remuneration package of UBC will bring about moderately similar improvement in employee performance. Uganda Broadcasting Corporation reliably pays the monthly salary, its pay grades and scales were found adequate and suited to the job classifications; pays for extra work done by employees, and provides its staff with productive benefits. However, Uganda Broadcasting Corporation has not adequately undertaken pay surveys to compare its remuneration practices with other state corporations; its remuneration package and practices have not matched the competition to motivate employees towards better performance levels, has not provided for employee participation in establishing and revising pay structures; it has not provided fringe benefits in its remuneration package; and does not provide leave and holiday allowances.

## 9.2.2 Communication, administrative structures and employee performance in UBC

The study sought to assess the role of organisational communication in motivating employees towards expected performance at UBC. Results indicate a strong positive relationship between organisational communication and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in communication practices of UBC will bring about a proportionate improvement in employee performance. It was established that communication is a key employee motivator because it keeps employees informed about organizational changes, plans, goals, objectives and priorities. The study also found out that effective communication significantly motivates employees to innovate; priorities of the organisation are shared among employees for easy understanding so as to meet set goals and objectives as well as effective plan implementation.

The study also found out that employees are motivated to execute their various tasks given the timely flow of information across the organisation; communication structures of Uganda Broadcasting Corporation ensure reliable flow and sharing of information among workers; and communication structures in the workplace can have a positive effect on the performance of employees by increasing their morale, retention rate and overall productivity. However, organisational communication has low contribution to labour turnover in Uganda Broadcasting Corporation and therefore low motivation potential towards employee performance; communication failed to increase trust among employees and subsequently improve their productivity; and communication is not an effective motivator of employees at Uganda Broadcasting Corporation by way of increasing trust amongst employees.

## 9.2.3 Employee training, development and performance in UBC

The study set out to examine how staff training and development contributes to the motivation of employees towards desired performance at Uganda Broadcasting Corporation. Findings indicate a strong positive relationship between training and development programmes and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in staff training practices of UBC will bring about moderately similar improvement in employee performance. It was established that performance appraisals are a key component of training needs assessments in Uganda Broadcasting Corporation; involves job analysis to specify the main duties and skills level required of its employees; results of training needs analysis being used to guide the filling of skills gaps and evaluating the effectiveness of training and development programmes; and involves an analysis of its strategies, goals, and objectives so as align employee training with its purpose.

The study also established that employee training and development programmes in Uganda Broadcasting Corporation are having a significant impact on employee performance in terms of improved costs efficiency across all departments and operations, improved staff-staff and staff-client relations, effective action plan implementation, improved quality of service among others. It was further established that training and development programmes are motivating UBC staff and are therefore reducing employee turnover; training programmes of UBC provide strategic leadership towards achievement of its vision and its Human Resource strategy statement; training conforms to policy guidelines and documentation of UBC; training programmes mapping to the needs of employees in UBC; and evaluation of training and development programmes for the extent of transfer of learning to trainees is undertaken in UBC. Implying that staff training is a strong motivator of employees towards desired performance in Uganda Broadcasting Corporation.

## 9.3 Conclusion

Based on the testing of the hypothesis, the following are the conclusions of this study: Correlation results indicate a moderately positive relationship between the remuneration package and employee performance in Uganda Broadcasting Corporation given **r** = 0.487 with ***p*** = 0.001 less than 0.01. This implies that, an improvement in the remuneration package of UBC will bring about moderately similar improvement in employee performance. Hence, the null hypothesis HO1 is rejected and the alternative HI1 that, there is a significant relationship between remuneration and employee performance in Uganda Broadcasting Corporation is adopted. Similarly, correlation results of **r** = 0.753 with ***p*** = 0.000 less than 0.01 indicated a strong positive relationship between organisational communication and employee performance in Uganda Broadcasting Corporation. This implies that, an improvement in communication practices of UBC will bring about moderately similar improvement in employee performance. Hence, the null hypothesis HO2 is rejected and the alternative HI2 that, there is a significant relationship between organisational communication and employee performance in Uganda Broadcasting Corporation is adopted. And correlation results indicate a strong positive relationship between staff training and employee performance in Uganda Broadcasting Corporation since **r** = 0.799 with ***p*** = 0.000 less than 0.01. This implies that, an improvement in staff training practices of UBC will bring about similarly strong improvement in employee performance. Hence, the null hypothesis HO3 is rejected and the alternative HI3 that, there is a significant relationship between staff training and employee performance in Uganda Broadcasting Corporation is adopted.

## 9.4 Areas of further research

The research suggests that the following areas should be of concern for further studies:

1. The role of human resource management practices in compliance with broadcasting standards;
2. Career training and employee performance in the broadcasting industry with focus on training methods, broadcasting courses, and selection of trainees;
3. The multi-cultural facets of employee training and training effectiveness in the broadcasting industry.
4. The impact of advanced technology forms of communication on organizational performance.

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## APPENDICES

## APPENDIX I: Table for determining sample size from a given population

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | S | N | S | N | S | N | S | N | S |
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

Note: “N” is population size

“S” is sample size.

Source: *Krejcie, Robert V., and Morgan, Daryle W., (1970): “Determining Sample Size for Research Activities”: Educational and Psychological Measurement:*

## APPENDIX II: QUESTIONNAIRE

**Dear Sir/Madam,**

I am **Ingabire Annet**, a student of Master of Science in Human Resource Management at Nkumba University. I am conducting a research on *‘Motivation and employee performance in the public sector in Uganda: A case study of Uganda Broadcasting Corporation.’* in partial fulfillment of the requirements for the Award of the above Degree. You have been selected to participate and hereby requested respond to the questions in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

Thank you so much for your cooperation.

**Section A: Background Information**

Pleas mark the applicable box with a tick

1. **Age (years)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Below 25 | 25-36 | 36-45 | 45-56 | 56 and Above |
|  |  |  |  |  |

1. **Sex**

Female Male

1. **Level of Education**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Masters | Bachelors | Diploma | Certificate | Others (specify) |
|  |  |  |  |  |

1. **What is your post/department of occupation**?

Directors Head of Department Human Resource

TV Production Staff Radio Production staff

Technical Services Internal Audit Finance and Administration

Corporate Affairs Casual worker

1. **Marital status**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Single | Married | Divorced | Separated | Widowed | Others (specify) |
|  |  |  |  |  |  |

1. **Your period of work or relation with Uganda Broadcasting Corporation (years)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Below 6yrs | 6-10yrs | 11-15yrs | 16-20yrs | Above 20yrs |
|  |  |  |  |  |

***For sections B, C, D and E use the scale/ranking below to tick in the box that corresponds with number that best indicates your opinion on the statement or question.***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Scale*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** |
| ***Opinion*** | *Strongly Disagree* | *Disagree* | *Not Sure* | *Agree* | *Strongly Agree* |

**SECTION B: How remuneration packages motivates employees at UBC**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | Pay grades and scales of UBC provide salary ranges suited for job classifications |  |  |  |  |  |
| 2. | Uganda Broadcasting Corporation reliably pays monthly salaries |  |  |  |  |  |
| 3. | Pay surveys are conducted at UBC to compare remuneration practices with industry practices |  |  |  |  |  |
| 4. | UBC provides staff with productive benefits |  |  |  |  |  |
| 5. | Employees of UBC participate in establishing and revising pay structures |  |  |  |  |  |
| 6. | Uganda Broadcasting Corporation pays for extra work done by employees |  |  |  |  |  |
| 7. | Uganda Broadcasting Corporation provides leave and holiday allowances |  |  |  |  |  |
| 8. | UBC offers fringe benefits in its remuneration package |  |  |  |  |  |

**SECTION C: How communication and administrative structures motivate employees at UBC**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | Communication and administrative structures in UBC improve productivity of employees |  |  |  |  |  |
| 2. | Communication and administrative structures increase trust among employees in UBC |  |  |  |  |  |
| 3. | Communication and administrative structures have reduced labour turnover in UBC |  |  |  |  |  |
| 4. | Effective communication increases level of innovation in UBC |  |  |  |  |  |
| 5. | Communication and administrative structures facilitate understanding of priorities in UBC |  |  |  |  |  |
| 6. | Communication and administrative structures in UBC facilitate timely flow of information among workers |  |  |  |  |  |
| 7. | Communication in UBC facilitates reliable information flow among workers |  |  |  |  |  |
| 8. | Communication and administrative structures in UBC increase the level of motivation among employees |  |  |  |  |  |

**SECTION D: How training and development motivates employees at UBC**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | Performance appraisals are undertaken in UBC to establish training needs |  |  |  |  |  |
| 2. | Work or job analysis is done in UBC to specify the main duties and skills level required of its employees |  |  |  |  |  |
| 3. | Training needs assessment in UBC involves an analysis of its strategies, goals, and objectives so as align employee training with its purpose. |  |  |  |  |  |
| 4. | Training and development programmes of UBC have improved staff and organizational performance |  |  |  |  |  |
| 5. | Administration training and development programmes have enabled strategic leadership of UBC staff towards its vision |  |  |  |  |  |
| 6. | Human resources training and development programmes have motivated UBC staff and reduced employee turnover |  |  |  |  |  |
| 7. | Evaluating training and development conformity to policy guidelines and documentation is done in UBC. |  |  |  |  |  |
| 8. | Training and development programmes are evaluated to determine if the training maps to the needs the trainees in UBC. |  |  |  |  |  |
| 9. | Evaluation of training and development programmes in UBC involves a check on the extent of transfer of learning to trainees. |  |  |  |  |  |

**SECTION E: Employee performance at Uganda Broadcasting Corporation**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | UBC has realized improved productivity of its employees |  |  |  |  |  |
| 2. | Action plans have been effectively implemented by UBC employees |  |  |  |  |  |
| 3. | UBC employees have improved the quality of their service |  |  |  |  |  |
| 4. | UBC has realised more cost effectiveness from its employees |  |  |  |  |  |
| 5. | Employees of UBC are efficient in executing their job tasks |  |  |  |  |  |
| 6. | There is reduced employee turnover at UBC |  |  |  |  |  |
| 7. | UBC employees are highly committed to their jobs and work assignments |  |  |  |  |  |
| 8. | Employee performance in UBC has significantly improved |  |  |  |  |  |

***Thanks for your participation.***

## APPENDIX III: INTERVIEW GUIDE

**Dear Sir/Madam,**

I am **Ingabire Annet**, a student of Master of Science in Human Resource Management at Nkumba University. I am conducting a research on *‘Motivation and employee performance in the public sector in Uganda: A case study of Uganda Broadcasting Corporation.’* in partial fulfillment of the requirements for the Award of the above Degree. You have been selected to participate and hereby requested respond to the questions in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

Thank you so much for your cooperation.

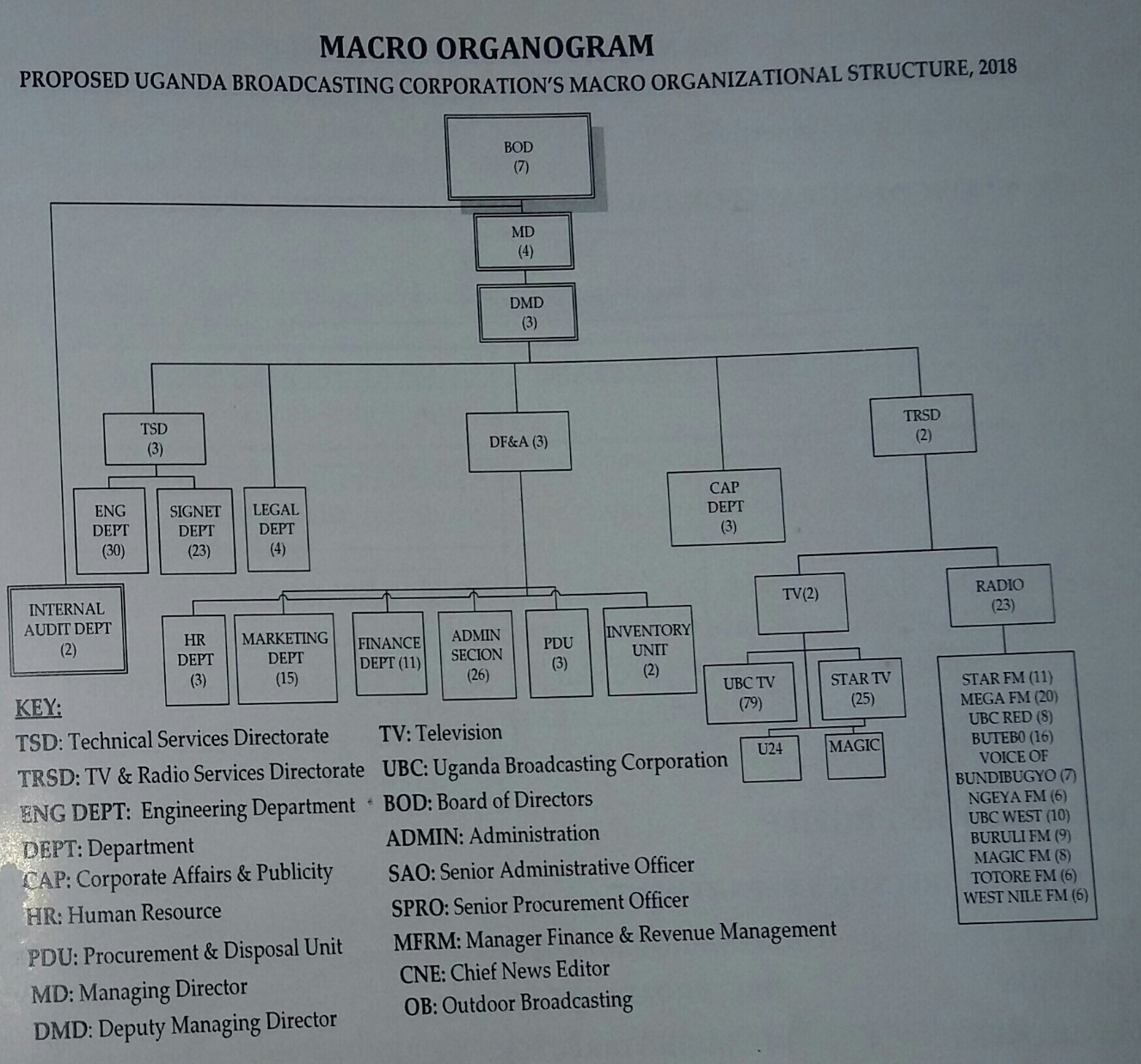
1. What is your position at Uganda Broadcasting Corporation?
2. How would you rate employee training and development programmes as far as improving employee performance in Uganda Broadcasting Corporation is concerned?
3. How has the evaluation of training and development programmes affected employee performance in Uganda Broadcasting Corporation?
4. What is effect of training needs identification and analysis on the performance of employees in Uganda Broadcasting Corporation?
5. How do you evaluate remuneration systems and practices of Uganda Broadcasting Corporation towards employee performance?
6. What communication and administrative aspects are so important to the achievement of improved employee performance in Uganda Broadcasting Corporation?
7. What is your view of the forms of communication and administrative styles used by Uganda Broadcasting Corporation?
8. Generally, how has motivation affected employee performance in Uganda Broadcasting Corporation?

***Thank you so much for your cooperation.***

## APPENDIX IV: Document review checklist

1. Uganda Broadcasting Corporation performance appraisal reports
2. Employee Training and Development Reports
3. Human Resource Audit reports
4. Training and Activity Plans
5. Minutes of site meetings
6. Others as may be found relevant

## APPENDIX V: UBC Structure (ORGANOGRAM)



***Source: UBC Handbook on New Approved UBC Structure (ORGANOGRAM)***