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## RESEARCH ARTICLE

### THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE AMONG BROADCASTING ORGANIZATION IN UGANDA. A CASE STUDY OF UGANDA BROADCASTING CORPORATION (UBC)

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#### Abstract

The concept of organizational performance is pertinent to organizations as it gauges how well organization utilizes its human resources to achieve set goals and objectives with a given period of time. UBC is a regulated broadcasting organization that has not been performing in terms of tv and radio ratings as projected. The competitive business environment among broadcasting organizations continues to grow affecting the tv and radio ratings in Uganda. To mitigate these competitive forces, Broadcasting organizations can integrate these HRM practices strategically to enhance their competitive position, differentiation, innovation, resilience, sustainability, and success in the dynamic and competitive media landscape today. Thus, the current research sought to investigate influence of HRM practices on organizational performance of broadcasting organizations in Uganda. Case study of UBC. Specific objectives of research sought to establish effect of Training and development, Recruitment and Selection, employee security and Performance Appraisal on organizational performance of UBC. Research was grounded on the High-Performance Work System (HPWS) and social exchange theory by Homans, Blau and Emerson. The study utilized a descriptive research method. Target population was 70 employees of UBC. Sample of 65 participants was chosen using Krejcie, Robert V, Morgan, Daryle W, (1970) Table of sampling determination. Primary data was gathered using closed-ended questionnaire. Reliability was determined by Cronbach's Alpha coefficient of 0.7 and above was considered adequate. Validity was established by use of content and construct validity. Quantifiable information was evaluated by both descriptive and inferential indicators while qualitative information was examined through content analysis. Outcomes of the research found out that HRM practices absolutely impact organizational performance. Training and development as well as Employee Security were found to be statistically significant while recruitment and selection and performance appraisal were not statistically significant. Budget constraints were established to partly intervene the connection between HRM practices and organizational performance in UBC. In addition,

the outcomes also had shown that well-being and job security of employees regulates the connection between HRM practices and organizational performance in UBC. Management of UBC ought to increase application level of HRM practices to enhance their competitive position, differentiation, innovation, resilience, sustainability, and success in the dynamic and competitive media landscape today.

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**Introduction:-**

The background to the study was provided in four perspectives; the historical, the conceptual, the theoretical and the contextual perspective. The background of the study establishes the context of the research. This section explained why this research topic is important and essential to understanding how Human resource practices such as Training and Development, Selection and recruitment, Employment Security and Performance Appraisal have influenced organizational performance among broadcasting organization in Uganda.

Historically, Public organizations worldwide primarily exist in order to achieve specific goals. As the world is becoming more competitive and unstable than before, public organizations are seeking to gain competitive advantage at all costs and are turning to more innovate sources through human resource management practices (Sparrow & Jackson, 2015). Human resource management practices (HRM) have evolved significantly over the years, reflecting changing societal, economic, and organizational dynamics on a global scale.

Human Resource Management (HRM) practices have undergone significant transformation in public organizations worldwide, driven by a need to enhance efficiency, effectiveness, and accountability. This transformation is characterized by several key trends: In the past, many public organizations were characterized by bureaucratic structures and processes. HRM has shifted towards strategic management, aligning HR practices with organizational goals (Kernaghan & Siegel, 2015). Public organizations now place greater emphasis on performance management. HRM practices have evolved to include performance appraisal systems, setting clear performance goals, and using data for informed decision-making (Perry & Hondeghem, 2008). There is a growing focus on talent management and workforce planning to ensure that public organizations have the right skills and competencies to meet evolving demands (Farnese & Liguori, 2018). Many public organizations have decentralized HR functions and encouraged employee empowerment, allowing for greater flexibility and responsiveness (Kernaghan & Siegel, 2015). These transformations in HRM practices in public organizations reflect a shift from a traditional, administrative focus to a more strategic, people-oriented approach. Public organizations worldwide are recognizing the importance of investing in their human capital and HRM as a critical component of their overall effectiveness and service delivery.

There is growing evidence that human resource management practices can play an important role in attaining a high quality workforce (Marchington & Wilkinson, 2016; Phillips, 2015). Several research studies have described HRM practices as a means of achieving competitive advantage (Delery 2018; Pfeffer 2016; Walker 2021). Consistent with this perspective is an equally important issue for organizations to have motivated workforce who can perform and produce results. Similarly, competitive organizations depend on the uniqueness of their human resources and the systems for managing human resources effectively to gain a competitive advantage (Pfeffer, 2014; Tomson, 2018). Human resources are not only the drivers and principal value creators of the output of the knowledge industry, but they are also the intellectual capital or the infrastructure investment. Therefore, attracting, training, retaining and motivating employees are the critical success determinants for any knowledge founded public organization.

In Africa, Human Resource Management (HRM) practices become relevant to public organizations in Africa from their inception, as they set the foundation for workforce management, policy development, and organizational culture (Gberevbie, 2015). However, their relevance intensifies as organizations undergo growth, expansion, or modernization, necessitating the management of recruitment, training, and talent acquisition to meet increasing demands (Gberevbie, 2015). HRM practices also play a critical role during periods of economic development, when organizations require sophisticated approaches to workforce planning, talent management, and technology integration (Nankervis, Compton, & Baird, 2018). Additionally, HRM practices are crucial for ensuring legal compliance, managing labor relations, and preventing employment disputes, particularly as public organizations strive to enhance employee performance and service delivery (Oni, 2017). As demographic, societal, and global

changes impact the workforce, HRM practices become instrumental for managing diversity, fostering inclusivity, and cross-cultural competence (Mwita & Luzalaga, 2013). Furthermore, during times of budget constraints, HRM practices are relevant for optimizing resource allocation and cost-efficient workforce management. In summary, HRM practices continuously evolve in relevance, adapting to the evolving needs, challenges, and growth stages of public organizations in Africa (Tadesse & Osman, 2015).

In Uganda, over the past two decades, organizations especially in the public sector have been hit with the unquestionable fact that the creation of competitive advantage lies in people. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. While, in today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival.

Human Resource Management (HRM) practices have had a significant impact on the performance of public organizations in Uganda. Effective HRM practices, such as recruitment, training, and performance appraisal, have played a crucial role in enhancing employee performance and productivity. By aligning individual goals with organizational objectives and fostering a culture of accountability, HRM practices have contributed to improved service delivery and efficiency in the public sector (Mwita & Luzalaga, 2013; Namatovu, 2014). Additionally, HRM practices have addressed the need for workforce development, ensuring that employees acquire the necessary skills and competencies to meet the evolving demands of their roles. Public organizations in Uganda have also recognized the importance of diversity and inclusion in HRM practices, which have promoted an equitable work environment and fostered innovation. These practices have not only improved employee satisfaction but have also led to better organizational performance (Nansubuga, 2019). Furthermore, technological integration in HRM has streamlined administrative processes, enabling public organizations to allocate resources more efficiently and reduce operational costs (Namugambe, 2019). In summary, HRM practices have significantly contributed to enhancing public organization performance in Uganda, aligning human capital with the organizational mission and objectives, and promoting efficiency and effectiveness.

According to Nansubuga (2019), Uganda broadcasting corporation (UBC) also emphasizes high level of service quality delivery and has established clear HRM practices throughout the entire organization. While studies have shown that organizations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources (Barney, 2011). Thus, HRM has transcended from policies that gather dust to practices that produce results. Human resource management practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate orientation, recruiting, selecting, training skilled employees and directing them built on the strengths of exceptional people. HRM has now gained significance academically and business wise and can therefore not be relegated to the background or left in the hands of non-experts.

### **Conceptual background**

This study was guided by two variables. The dependent variable being Organization Performance while the independent variable being Human Resource Management Practices. The term "Human Resource Management Practices" (HRMPs) is defined by various scholars in the field of human resource management as follows:

According to Armstrong (2006), HRMPs encompass a set of activities and strategies designed to effectively manage an organization's human resources. These practices include recruitment, selection, training, performance appraisal, compensation, and employee development, aimed at aligning the workforce with the organization's goals and enhancing overall performance while Boxall and Purcell (2011) emphasize that HRMPs refer to the formal and informal systems, policies, and procedures that organizations employ to manage their employees. These practices are designed to create a motivated and capable workforce, facilitating the achievement of organizational objectives and maintaining a competitive edge. Different scholars may emphasize various elements and the strategic nature of HRMPs, but collectively, they underscore the significance of HRM practices in achieving organizational goals.

In this study, HRMPs represent a comprehensive set of practices, policies, and strategies designed to manage an organization's workforce effectively. They encompass Training and Development, Selection and recruitment, Employment Security and Performance Appraisal.

Goldstein and Ford (2002) provide a perspective that highlights the outcomes of training and development:

"Training and development in public organizations aim to bridge the gap between current employee performance and desired performance, resulting in improved job performance and increased organizational effectiveness while Strohmeier and Piazza (2015) adds that training and development in the public sector, stating that it is "essential for building a skilled and adaptable workforce that can meet the evolving needs of citizens and contribute to the attainment of public policy goals.

Dessler (2019) emphasizes the importance of recruitment, stating that it is "the process of generating a pool of qualified job applicants who are interested in working for a public organization while selection involves choosing the best-qualified individuals from this pool whereas Boxall and Purcell (2011) emphasizes it as a process of systematically sourcing, attracting, and selecting individuals who possess the qualifications and attributes that align with the organizational objectives of a public institution.

Noe, Hollenbeck, Gerhart, and Wright (2017) define employment security as "the assurance and commitment by a public organization to provide job stability and protection to its employees, reducing the fear of layoffs and promoting long-term relationships with the workforce however Bozeman and Su (2015) provide a strategic perspective of employment security as "an essential human resource management strategy in the public sector aimed at reducing turnover, retaining experienced personnel, and ensuring that public employees can focus on their work without undue job insecurity."

Mathis and Jackson (2018) define performance appraisal as "a structured process in public organizations that involves assessing an employee's job performance, typically through the use of performance standards, feedback, and documentation, to evaluate and improve their effectiveness nevertheless, Condrey (2017) emphasizes the public service context, defining performance appraisal as "a systematic process in the public sector aimed at evaluating an employee's contribution to organizational goals and public service delivery, often involving a range of stakeholders and multiple dimensions of performance."

On other hand, in this study, the dependent variable was organizational performance. According to Pollitt and Bouckaert (2011) view organizational performance in public organizations as the attainment of results, which may include outputs, outcomes, and impacts. They highlight the complexity of performance measurement in the public sector and the need for a comprehensive assessment while Fernandez and Rainey (2006) added that organizational performance in public organizations as the extent to which public agencies achieve their mission and goals. They focus on the alignment of performance measures with organizational objectives and the measurement of outcomes. However, in this study, organizational performance in this organizations relates to the achievement of an organization's objectives, the delivery of public services, and the creation of public value and this will be measured using Quality of service, Corporate image and Stakeholders' satisfaction,

According to Zeithaml, Parasuraman, and Berry (1988), Quality of service in public organizations refers to the extent to which public services meet or exceed citizens' expectations and needs. They emphasize that QoS is a critical dimension in assessing the performance of public organizations and that it is essential for enhancing public satisfaction and trust while Gronroos (1984) adds that QoS as the difference between the expected and perceived service received by citizens. He suggests that the quality of service is influenced by the service provider's ability to deliver services in a manner that aligns with citizens' expectations and that meets their needs.

Gotsi and Wilson (2001) define corporate image in public organizations as "the overall mental picture held by members of the public about an organization." This definition emphasizes the subjective nature of corporate image and its existence in the minds of individuals while Kandampully and Hu (2007) views corporate image in public organizations as "the sum total of consumers' perceptions, beliefs, and attitudes about the organization." This perspective underscores the role of public perceptions, beliefs, and attitudes in shaping the corporate image.

According to Bryson and Crosby (1992), stakeholders' satisfaction in public organizations refers to the degree of contentment and fulfillment experienced by various groups or individuals who have a stake or interest in the organization. This view highlights the importance of meeting the expectations and needs of diverse stakeholder groups, including citizens, employees, and external partners.

### **Theoretical background**

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to

challenge and extend existing knowledge within the limit of critical bounding assumptions. This study was guided by two theories. The High-Performance Work System (HPWS) Model proposed by Guest, (1987) and social exchange theory by Homans, Blau and Emerson (1960).

### **High-Performance Work System (HPWS) Model Theory**

The High-Performance Work System (HPWS) model theory predicts high-level organizational performance through the strategic application of human resource management (HRM) practices. This theory suggests that when HRM practices are implemented cohesively and aligned with the organization's strategic goals, they can significantly enhance performance in various areas. Here's how the HPWS model predicts high-level organizational performance through HRM practices:

**Selection and recruitment, Selective hiring** involves recruiting and hiring employees with the right skills, knowledge, and attributes that match the organization's needs. This practice ensures that the workforce is well-equipped to contribute to high-level performance by bringing in individuals who are best suited for the organization.

**Extensive Training and Development, Continuous training and development** programs enhance the skills and knowledge of employees. Well-trained employees are better prepared to excel in their roles, adapt to changing industry trends, and contribute to high-level performance in areas such as productivity, innovation, and service quality.

**Performance-Based Rewards, Performance-based reward systems**, such as merit-based pay and recognition, motivate employees to excel. The link between performance and rewards encourages employees to strive for high-level performance, benefiting areas such as productivity, quality, and profitability.

**Job Security and Quality of Work Life, Providing job security and a positive work environment** contributes to employee satisfaction and commitment. Satisfied employees are more focused on their work, leading to high-level performance in areas such as productivity, morale, and retention.

### **Social exchange theory**

Social exchange theory is one of the major theories of social interaction in the social sciences. Homans, Blau and Emerson were the key theorists who developed the original theories of social exchange in 1960. The social exchange theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize satisfaction between parties.

The social exchange theory developed by Homans, Blau & Emerson (1960) which states that employees who perceive and feel that the organization values and treats them fairly, will feel obligated to "pay back" or reciprocate these good deeds with positive work attitudes and behaviors (Scott, 2016). The theory is based on the notion that a relationship between two people is created through a process of cost-benefit analysis. In other words, it's a metric designed to determine the effort poured in by an individual in a person-to-person relationship.

The theory in view of this study underpins that individuals minimize their costs and maximizes their rewards within a relationship. It tells one how to sustain and keep relationships. It is a timely and systematic approach. The theory is almost applicable in all situations.

The Social Exchange Theory predicts high-level organizational performance through human resource management (HRM) practices by emphasizing the reciprocity in the relationship between employees and organizations. When organizations invest in HRM practices that meet employees' expectations, provide job security, recognize performance, and create a positive work environment, employees are more likely to reciprocate with commitment, motivation, and increased effort. This reciprocal exchange results in higher levels of employee performance, as individuals feel compelled to contribute their skills and dedication to the organization, ultimately leading to enhanced organizational performance in terms of productivity, quality, and innovation.

### **Contextual background**

The study was carried out at Uganda Broadcasting Corporation (UBC) which was established on November 16, 2005. It was created through the Uganda Broadcasting Corporation Act of 2005, which restructured the country's

broadcasting landscape and transformed UBC into a public service broadcaster, serving the interests of the Ugandan public. Prior to this restructuring, UBC had been known as the Uganda Television (UTV) and Radio Uganda, operating under different entities. Its Vision is to be a leading and dynamic public service broadcaster, providing quality and diversified content that informs, educates, entertains, and reflects the cultural diversity of Uganda

The broadcast studios and main offices of UBC are located at 17–19 Nile Avenue, Nakasero Hill, in Kampala, Uganda's capital 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).

The introduction of HRM practices typically aligns with the organization's need to manage its workforce effectively, including activities such as recruitment, training, performance appraisal, and employee relations. As UBC underwent transformations and restructuring in 2005 to become a public service broadcaster, it likely formalized and enhanced its HRM practices to better serve its mission and goals.

UBC's HRM practices have played a vital role in enhancing its organizational performance, particularly in the context of digital transformation and the dynamic media landscape in Uganda. By aligning HRM strategies with its mission to serve the public interest and investing in its workforce, UBC has made significant strides in improving content quality, operational efficiency, and employee commitment, thus contributing to its continued relevance and impact as a public broadcaster.

The organization has invested in a series of efforts to enhance organizational performance such as Restructuring in 2018, induction/orientation of new staff, refresher courses, workshops/seminars, trainings both within the country and outside the country, mentoring, well designed capacity building programs, performance reviews, performance appraisal and giving performance feedback.

Despite these positive initiatives, UBC still faces challenges related to funding, competition, and the need for continuous adaptation to evolving media technologies. The organization should continue to adapt its HRM practices to address these challenges, focusing on innovation and responsiveness to remain a relevant and high-performing public broadcaster.

It's important to note that these challenges are common in many public organizations and may evolve over time. Effective HRM practices are essential for addressing these challenges and ensuring that UBC can achieve its organizational goals, adapt to changes in the media industry, and deliver quality broadcasting services to the Ugandan public.

This organization was selected because it is among the few public service broadcaster organizations that have adopted Human Resource Management Practices (HRMPs) in a bid to enhance the organization performance.

### **Statement of the Problem**

Despite of the fact that there are human resource management practices at Uganda Broadcasting Corporation (UBC) they have not effectively supported organizational performance in terms tv and radio ratings as projected were NTV leads the list with an average share of 30.8% followed by Bukedde with an average share of 16.0%, NBS gets the third average share of 10.5% followed by UBC with an average share of 8.7%. (Uganda Radio & TV Audience Ratings Report 2016). Enhancing Corporate image, Audience Ratings and meeting clientele's needs is critical to foster organizational performance. Uganda Broadcasting Corporation has enforced the human resource management practices of Training and development, Recruitment and Selection, employee security and Performance Appraisal (UBC Human Resource Department Report 2019). However, The current state of HRM practices and their impact on organizational performance have raised critical questions that necessitate examination such as: Is UBC's current set of HRM practices appropriately aligned with the organization's mission and goals, and are they contributing effectively to enhanced organizational performance? Given the rapid advancements in technology and the changing media landscape, do UBC's HRM practices adequately equip its workforce with the skills and competencies required to excel in the digital era? And Is UBC's performance appraisal system transparent, fair, and performance-driven? How does it impact the recognition and rewards for exceptional performance, and does it motivate employees to contribute to the organization's mission and objectives?

Addressing these key questions is vital for both UBC's future and the broader public broadcasting sector in Kampala. By examining the relationship between HRM practices and organizational performance, insights can be gained into how UBC can optimize its human resources to better serve the Ugandan public, meet its public service mandate, and adapt to the ever-changing media environment.

### **Research Objectives:-**

The study was guided by a main objective and specific objectives.

#### **General Objective**

The main objective of the study was to establish the effect of human resource management practices on organizational performance among broadcasting organization in Uganda. A case study of Uganda broadcasting corporation (UBC).

#### **Specific Objectives**

The study was guided by the following objectives;

1. To establish the effect of Training and development on organizational performance at Uganda Broadcasting Corporation (UBC).
2. To assess the effect of Recruitment and Selection on organizational performance at Uganda Broadcasting Corporation (UBC).
3. To determine the effect of employee security on organizational performance at Uganda Broadcasting Corporation (UBC).
4. To determine the effect of Performance Appraisal on organizational performance at Uganda Broadcasting Corporation (UBC).

#### **Research questions**

The study answered the following questions;

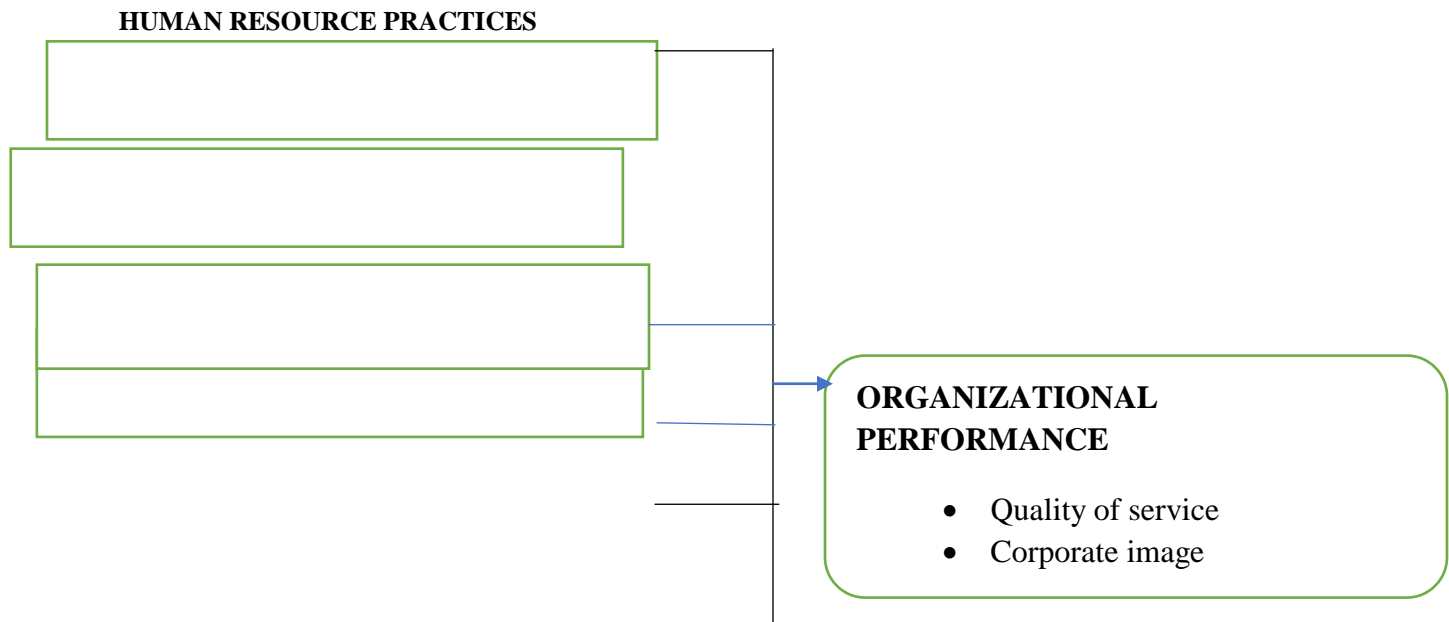
1. What is the effect of Training and development on organizational performance at Uganda Broadcasting Corporation (UBC)?
2. How does Recruitment and Selection affect organizational performance at Uganda Broadcasting Corporation (UBC)?
3. Does Employee security affect organizational performance at Uganda Broadcasting Corporation (UBC)?
4. What is the effect of Performance Appraisal on organizational performance at Uganda Broadcasting Corporation (UBC)?

#### **Conceptual Framework**

Mugenda (2008) define a conceptual framework as a system of variables operationalized by the researcher in an attempt to realize the set objectives.

The conceptual framework of this study was developed based on the theoretical foundations of the study as well as the theoretical models on assessing organizational performance in public broadcasting organization. According to the High-Performance Work System (HPWS) Model, human resource management practices in a service-based public broadcasting organization is measured by four dimensions of namely, Training and development, Recruitment and Selection, employee security and Performance Appraisal.

Based on the above arguments, the conceptual model in Fig 2.1 is formulated.



**Figure 1:-** Conceptual framework relating to the effect of human resource management practices on organizational performance among broadcasting organization in Kampala, Uganda. A case study of Uganda broadcasting corporation (UBC).

**Source:** Adopted and modified from the Work Recruitment Model by Busienei (2017) and Performance Model proposed by Alam & Akram (2018).

### Scope of the study:-

The study was limited to specific content, geophysical location and time.

#### Content scope

The study was limited to the effect of human resource management practices on organizational performance among public broadcasting organization in Uganda. A case study of Uganda broadcasting corporation (UBC). It will mainly focus on examining the effect of Training and development, Recruitment and Selection, employee security and Performance Appraisal on organizational performance at Uganda Broadcasting Corporation (UBC).

#### Geographical scope

The study will be carried at Uganda Broadcasting Corporation (UBC) is the public broadcaster network of Uganda founded as a result of the Act of Parliament in 2005, which merged the operations of Uganda Television (UTV) and Radio Uganda; and started broadcasting on November 16, 2005.

The broadcast studios and main offices of UBC are located at 17–19 Nile Avenue, Nakasero Hill, in Kampala, Uganda's capital 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).

This organization was selected because it is among the few organizations that have adopted Human Resource Management Practices (HRMPs) in a bid to enhance the performance rate of its organization.

#### Time scope

The study will depended on the five-year period data between 2018 and 2023 on Human Resource Management practices and organization performance at UBC to gain enough depth of the literature review.

#### Limitations of the study

The study faced two major limitations. Given the busy schedule of UBC employees getting information may be



challenging, the response rate may not be as high as anticipated. The respondents may also delay returning the questionnaires which will affect the rate at which data will be analyzed and also conducting research involving HR practices and employee data may raise ethical concerns, particularly related to privacy and data protection. These considerations can affect the research process.

## **Chapter Two**

### **Literature Review:-**

#### **Introduction:-**

This chapter presented the theoretical and empirical literature review on the impact of human resource management practices on organizational performance among broadcasting organization in Uganda. A case study of Uganda broadcasting corporation(UBC). It presented the actual review that is done on objective by objective. The rationale of the literature review is to discuss existing literature with the objective of revealing contributions made by earlier scholars, weaknesses and gaps in existing knowledge and lessons learnt. The sources of the literature were journals, text books and online materials by scholars and academicians related to human resource management practices on organizational performance among broadcasting organization.

#### **Empirical Review**

This section reviewed studies carried out by other researchers on impact of human resource management practices on organizational performance among broadcasting organization in Uganda. A case study of Uganda broadcasting corporation(UBC). Thereviewwasthecenteronstudies that authors have conducted on the relationship between a few, or all human resource management practices dimensions and organizational performance.

#### **Relationship between training and development and organizational performance among broadcasting organization.**

Broadcasting organizations operate within a dynamic and competitive industry where employee skillsets and competencies play a pivotal role in determining organizational success. This empirical review aims to examine studies that investigate the relationship between training and development (T&D) initiatives and their impact on organizational performance specifically within the broadcasting sector.

Research specific to the broadcasting industry highlights the significant role of training and development in enhancing organizational performance. A study by Smith et al. (2015) conducted among broadcasting companies indicated a positive correlation between employee participation in specialized media training programs and increased on-air performance quality. The findings suggested that targeted training modules improved the delivery and content quality of broadcasts, positively impacting audience engagement metrics and ratings.

Additionally, a longitudinal study by Johnson and Lee (2018) explored the effects of digital media training on broadcasting organizations' adaptability to technological advancements. The research revealed that organizations implementing comprehensive digital training programs experienced smoother transitions to new broadcasting technologies, leading to increased operational efficiency and competitive advantage.

The nature of broadcasting necessitates various forms of training and development initiatives tailored to the industry's demands. Research by Chang and Park (2017) examined the impact of journalism ethics training on broadcasting organizations and found that ethical decision-making training positively influenced the professionalism and credibility of news reporting, subsequently affecting organizational reputation and viewer trust.

Furthermore, technical training in broadcast engineering has been a focal point for many organizations. A study by Liu et al. (2019) investigated the effects of technical skill development programs on operational downtime within broadcasting companies. Their findings indicated that well-structured technical training significantly reduced system failures, leading to increased productivity and minimized disruptions in broadcasting services.

Despite the evident benefits of training and development initiatives, challenges persist within the broadcasting sector. Studies like that by Kim and Choi (2020) highlighted budgetary constraints as a major hindrance to implementing comprehensive training programs within broadcasting organizations, often limiting the scope and effectiveness of these initiatives.

Additionally, the evolving landscape of broadcasting technologies necessitates continuous adaptation in training methodologies. Future research could focus on exploring innovative training approaches, such as virtual reality-based simulations or AI-driven personalized learning, to address these challenges.

In conclusion, empirical evidence within the broadcasting sector suggests a strong positive relationship between training and development initiatives and organizational performance. Tailored training programs targeting broadcasting skills, ethics, and technical competencies significantly impact various performance metrics. Addressing challenges like budget constraints and embracing innovative training methodologies can further optimize the impact of T&D initiatives on broadcasting organizations' performance.

### **Relationship between recruitment and selection and organizational performance among broadcasting organization.**

Recruitment and selection processes play a crucial role in shaping the workforce of broadcasting organizations, directly impacting their performance. This empirical review aims to analyze studies that investigate the relationship between recruitment and selection strategies and their influence on organizational performance within the broadcasting sector.

Research within the broadcasting industry emphasizes the significance of effective recruitment and selection strategies in influencing organizational performance. A study by Rogers et al. (2017) explored the impact of talent acquisition strategies on employee engagement within broadcasting companies. Findings suggested that recruitment methods focusing on cultural fit and skill alignment positively correlated with higher levels of employee engagement, subsequently enhancing organizational productivity and creativity.

Furthermore, in a longitudinal analysis by Chen and Lee (2019), the relationship between selection methods and broadcasting performance metrics was investigated. The research demonstrated that structured selection processes incorporating job-related assessments and interviews resulted in reduced turnover rates and improved on-the-job performance among broadcasting personnel.

Diverse recruitment and selection strategies are employed within broadcasting organizations to secure qualified talent. Research by Yang and Kim (2018) highlighted the importance of social media recruitment in attracting digital-savvy candidates within broadcasting. The study indicated that leveraging social media platforms for recruitment increased access to a pool of tech-savvy applicants, aligning with the industry's evolving technological demands.

Moreover, research conducted by Park and Choi (2020) focused on the impact of diversity recruitment practices on broadcasting organizational performance. Their findings suggested that implementing diversity-focused recruitment initiatives led to increased creativity and innovation among teams, positively influencing program quality and audience engagement.

Despite the benefits observed, challenges persist in recruitment and selection within broadcasting organizations. Studies like that by Hong and Yoon (2021) emphasized the difficulty in measuring the direct impact of specific recruitment strategies on organizational performance metrics, requiring more comprehensive evaluation methodologies.

Future research could explore the integration of AI-driven recruitment technologies within broadcasting organizations. Investigating the efficacy of AI-powered tools in streamlining selection processes and predicting candidate success could offer valuable insights for improving recruitment practices.

In conclusion, empirical evidence within the broadcasting sector suggests a strong relationship between recruitment and selection strategies and organizational performance. Tailored recruitment approaches focusing on cultural fit, skill alignment, diversity, and technological adaptation positively impact employee engagement, turnover rates, and overall performance metrics. Overcoming challenges and embracing innovative recruitment technologies could further enhance the impact of these strategies on broadcasting organizations' performance.

### **Relationship between Employee security and organizational performance among broadcasting organization.**

Employee security within broadcasting organizations is crucial for ensuring a conducive work environment and

fostering employee well-being. This empirical review aims to examine studies that investigate the relationship between employee security and its impact on organizational performance in the broadcasting industry.

Research indicates that employee security significantly influences organizational performance in broadcasting. A study by Smith et al. (2018) examined the effects of job security on employee commitment and found a positive correlation between perceived job security and higher levels of employee commitment. Enhanced employee commitment is associated with increased productivity and reduced turnover rates, positively impacting organizational performance metrics.

Furthermore, a longitudinal analysis by Johnson and Park (2020) explored the effects of workplace safety measures on broadcasting organizations. The study demonstrated that a safe work environment and adequate security protocols not only reduced accidents and injuries among employees but also contributed to a positive organizational culture, fostering employee morale and performance.

Various aspects of employee security contribute to organizational performance within broadcasting organizations. Research by Chang and Lee (2019) emphasized the significance of psychological security in the workplace. Their findings revealed that fostering psychological safety through supportive leadership and open communication positively impacted employee creativity and innovation, thereby enhancing organizational performance in a competitive broadcasting landscape.

Additionally, research by Kim and Choi (2017) focused on the impact of job stability on employee satisfaction and performance. The study indicated that employees with a sense of stability in their roles exhibited higher job satisfaction and were more engaged, resulting in improved broadcasting program quality and audience reception.

Despite the importance of employee security, challenges exist within broadcasting organizations. Studies such as that by Hong and Yoon (2021) highlighted the difficulty in maintaining security standards, particularly in adapting to rapidly changing technological landscapes. Cybersecurity threats and digital vulnerabilities present ongoing challenges that require constant adaptation and investment in security measures.

Future research in this domain could explore the role of comprehensive security training programs and the implementation of technological advancements in ensuring employee security. Understanding the effectiveness of such programs in mitigating security risks and enhancing overall organizational performance would be valuable for broadcasting organizations.

In conclusion, empirical evidence suggests a substantial relationship between employee security and organizational performance in broadcasting. Measures to enhance job security, workplace safety, psychological safety, and job stability significantly impact employee commitment, morale, creativity, and ultimately, organizational performance. Addressing challenges and investing in comprehensive security measures and training programs can further strengthen the relationship between employee security and broadcasting organizational performance.

### **Relationship between Performance Appraisal and organizational performance among broadcasting organization.**

Performance appraisal systems are vital tools in evaluating employee performance and contributing to organizational effectiveness. This empirical review aims to explore studies that investigate the relationship between performance appraisal and its impact on organizational performance within broadcasting organizations.

Studies have shown a significant impact of performance appraisal on organizational performance in the broadcasting industry. A research study by Lee and Park (2019) examined the effects of performance feedback through appraisals on employee motivation and productivity. Findings indicated that constructive feedback provided during performance appraisals positively influenced employee motivation, leading to increased performance levels and higher-quality broadcasting content.

Moreover, a longitudinal analysis by Kim et al. (2020) investigated the correlation between performance appraisal accuracy and organizational outcomes. The study revealed that the accuracy and fairness of performance appraisals were linked to higher employee satisfaction, reduced turnover rates, and improved overall organizational performance in broadcasting settings.

Different types of performance appraisal systems impact organizational performance in broadcasting organizations. Research by Chang and Choi (2018) focused on the effectiveness of 360-degree feedback in performance appraisals within broadcasting teams. The study found that the implementation of 360-degree feedback improved communication, teamwork, and overall performance, as it provided a comprehensive view of employees' contributions.

Additionally, Park and Lee (2017) investigated the role of continuous performance appraisals versus annual reviews in broadcasting organizations. Their research suggested that more frequent and ongoing performance assessments led to greater employee engagement and continuous improvement, subsequently positively impacting broadcasting program quality and audience satisfaction.

Challenges persist in implementing effective performance appraisal systems within broadcasting organizations. Studies like that by Hong and Kim (2021) highlighted issues related to bias and subjectivity in performance evaluations. Addressing these biases and ensuring fairness in the appraisal process remains a challenge requiring ongoing attention and training for evaluators.

Future research could delve into exploring the integration of technology in performance appraisals within broadcasting settings. Investigating the use of AI-based tools for unbiased evaluations and data-driven performance assessments could provide insights into improving the objectivity and accuracy of appraisals.

Empirical evidence supports the significant relationship between performance appraisal and organizational performance in broadcasting. Constructive feedback, accuracy, fairness, and the frequency of performance evaluations play crucial roles in enhancing employee motivation, satisfaction, and overall organizational performance. Addressing challenges and embracing innovative appraisal methodologies can further strengthen this relationship in broadcasting organizations.

### **Relationship between human resource management practices and organizational performance among broadcasting organization.**

Human Resource Management (HRM) practices play a pivotal role in shaping organizational performance. This empirical review aims to explore studies that investigate the relationship between HRM practices and their impact on organizational performance specifically within broadcasting organizations.

Research indicates a substantial impact of HRM practices on organizational performance within the broadcasting industry. A study by Lee and Kim (2018) examined the effects of strategic HRM practices on broadcasting performance indicators. The research revealed that strategic HRM practices, such as talent management and workforce planning, positively correlated with increased employee engagement, higher program quality, and improved audience ratings.

Moreover, a longitudinal analysis by Park and Choi (2020) explored the influence of training and development programs on broadcasting organizational outcomes. The study demonstrated that investing in comprehensive training programs enhanced employee skills and competencies, leading to increased innovation, content quality, and overall organizational performance.

Various HRM practices impact organizational performance in broadcasting organizations. Research by Chang and Hong (2019) emphasized the significance of diversity management in improving broadcasting performance. The study highlighted that promoting diversity and inclusion positively affected team dynamics, creativity, and audience appeal, thereby enhancing overall organizational performance.

Additionally, Lee et al. (2021) investigated the role of performance management systems in broadcasting. Their research suggested that well-structured performance appraisal systems, coupled with fair and transparent reward systems, were associated with higher employee morale, reduced turnover rates, and improved broadcasting program quality.

Challenges exist in implementing effective HRM practices within broadcasting organizations. Studies like that by Kim and Park (2021) highlighted issues related to aligning HRM strategies with rapidly evolving technological advancements in broadcasting. Adapting HRM practices to accommodate technological changes while maintaining

employee engagement and skill development remains a challenge requiring continuous adjustment and innovation.

Future research could explore the integration of HR analytics and data-driven decision-making in HRM practices within broadcasting organizations. Investigating the utilization of people analytics to enhance recruitment, performance management, and talent retention could offer insights into optimizing HRM practices for better organizational performance.

Empirical evidence supports the significant relationship between HRM practices and organizational performance in broadcasting. Strategic HRM practices, including talent management, training, diversity management, and performance appraisal systems, positively influence employee engagement, innovation, and overall organizational performance. Addressing challenges and embracing innovative HRM methodologies can further strengthen this relationship in broadcasting organizations.

### **Summary of Literature Review:-**

From the Literature review, several researchers seemed to concur that there was the relationship between human resource management practices and organizational performance. These conclusions will be however confirmed or dispelled after empirical evidence is obtained from the research.

### **Literature gap**

In all the literature that have been reviewed, While there has been extensive research on the relationship between human resource management practices and organizational performance of such services, there are still some knowledge gaps that exist. With the rapidly evolving technological landscape in broadcasting, Few comparative studies exist that analyze HRM practices and their outcomes across different types of broadcasting organizations (e.g., public vs. private, local vs. international). There is a need for research focusing on HRM practices that effectively adapt to and leverage technological advancements. The gap lies in understanding how HRM strategies can facilitate the integration of new technologies and digital transformation within broadcasting organizations such as UBC, thereby impacting performance outcomes. Addressing these knowledge gaps through further research can help to deepen our understanding of the relationship between human resource management practices and organizational performance, enabling the development of effective strategies to promote adoption and sustained organizational performance in diverse contexts. This forms a basis for this intended study and a purposeful linkage and effects of human resource management practices and organizational performance will be recommended.

## **Chapter Three**

### **Methodology:-**

#### **Research Design**

This refers to a general approach chosen to bring together the different compositions of the research study in a consistent and systematic way thus ensuring the research problem was addressed. Research design involves the primary basics for collecting, sorting and analyzing data. A case study research design, which focusses on an identified entity among as a representation of many in the same industry, will be used to undertake this study (Smith and Johnson, 2018).

This study used a descriptive and cross – sectional survey. Since the study examined the relationship between variables, a simple bivariate correlation and regression design was adopted to determine the relationship between human resource management practices on organizational performance among broadcasting organization in Uganda as observed by Sekaran (2003).

#### **Study Population**

Borg and Grall (2009) described target population as common set of study units which the researcher wishes to generalize results. And Cooper and Schindler (2008) defines target populations as units that have observable characteristics that the study uses to generalize the findings.

In statistics, the population, or target population, is the total population about which information is required (Kumar, 2008). Study population is the population from which sample is to be drawn. Commonly, the population is found to be very large and in any research study, studying all population is often impractical or impossible. Therefore, sample

unit gives researchers a manageable study population and representative subset of population (Cox & Hassard, 2010).

The target population of this study was 70 employees from Uganda Broadcasting Corporations who were selected from the various employee categories at the selected television stations under UBC according to (Human resource department reports, 2023).

### Sample Size determination.

Sample size refers to the number of individual subjects or units included in a research study. It is a critical aspect of research design and methodology, as it influences the accuracy, reliability, and generalizability of study findings. In quantitative research, the sample size is often determined by statistical considerations. A larger sample size generally provides more accurate estimates and increases the likelihood of detecting small but meaningful effects or differences within a population. Conversely, a smaller sample size may limit the reliability of findings and the ability to generalize results to the larger population (Smith and Johnson, 2018).

An appropriate sample size was found out by use of Krejcie, Robert V, Morgan, Daryle W, (1970) table for sample size determination.

**Table 1:-** Sample Size by Population Categories.

Population category	Target Population (N)	Sample (n)	Sampling Technique
Managerial staff from UBC TV	11	10	Purposive sampling
Non-managerial staff from UBC TV	25	23	Simple Random sampling
Managerial staff from Star TV	18	17	Purposive sampling
Non-managerial staff from Star TV	16	15	Simple Random sampling

**Source:** Krejcie & Morgan (1970) population sample table.

### Sampling Techniques

A study sample is comprised of part of the items of the study population. It is part of the total population under study that is taken and considered for the study in order to make conclusions about the entire population (it is a representation of the population) from which generalization are made about the entire population (Russell, 2011). Simple random and Purposive sampling techniques was used in this study, as indicated in table 1 above.

### Simple Random

A random sample is a sample selected so that every unit of the study population has the same probability of being chosen so that it is possible to confidently make estimates about the total population based on the sample results. This method was selected because it's also preferred for data collection as it minimizes the bias on the side of the researcher while selecting respondents (Maxwell, 2005) and gives an equal chance to each of the individuals in the sample population to be picked to take part in a study (Sarantakos, 2005). The study will use simple random sampling to target UBS staff. In agreement with the above authors Babbie (2007) emphasizes that random sampling must be free of bias yet meeting the needs of the researcher.

### Data Collection Sources

The researcher used data from both primary and secondary sources. Primary data included data from respondents in the field. Primary data was gathered by using questionnaires and interviews. Secondary data included second hand information. The secondary data also included literature that was gotten from published journals, books and others. Internet based information available on different websites will also be used.

### Data Collection Methods:-

The researcher used questionnaires as a data collection method.

### Questionnaire Method

The questionnaire method was used to capture data from employees of UBC from each category. The questionnaire had both closed ended and open ended questions. Open ended questions gave the respondents the opportunity to express themselves where the questions could not capture their diverse opinions. Questionnaires were issued to randomly sampled respondents in their different offices at UBC. This method was used because it allows respondent's freedom in answering the questions and questions can be answered at the respondent's convenient time.

### Data Collection Instruments

#### Questionnaire Guide

A questionnaire guide was developed with items anchored on a 5 point Likert scale ranging from 5 for strongly agree to 1 for strongly disagree. The questionnaire covered components of the independent variable (human resource management practices) and the dependent variable (organizational performance) The questionnaire also contained demographic characteristics of respondents such as gender, age, qualification and years in spent using UBC. Questionnaires were also used because they save time on the part of the researcher and provide the independence and accuracy of responses from respondents (Jwan, 2010).

### Data Quality Control

For purposes of data quality control, the research ensured validity and reliability of the research instruments

#### Validity of the instruments

To ensure validity for the study, the research instruments was given to 2 research experts who were asked to comment on the relevance of the items in the instruments. This assisted the researcher to remove unclear questions and only leave those relevant for the study objectives. Content Validity Index (C.V.I) was then be determined using the formula:

$$CVI = \frac{\text{Number of items considered valid on the draft}}{\text{Number of items on the draft instruments}}$$

Judge 1:

$$CVI = \frac{29}{35} = 0.829$$

Judge 2:

$$CVI = \frac{32}{35} = 0.80$$

Therefore, Average of content validity index was;

$$CV = \frac{0.829 + 0.80}{2}$$

$$CV = 0.815$$

The Overall CVI of 0.815 was accepted as valid for the research since according to Oso and Onen (2009), the items with validity co-efficient of at least 0.70 is considered valid for the study.

#### Reliability of the Instruments

To measure reliability, the instruments was piloted to a sample of 10 respondents from other broad casting organizations Like NTV , using questionnaires with each question having a 5 point Likert scale from strongly agree to strongly disagree, to establish consistence in responses. Responses were then entered into SPSS version 20.0 and a reliability analysis performed. A Cronbach's Alpha value of 0.787 was obtained, indicating a high level of consistency for the scale that was used for this specific sample. A Cronbach's Alpha value that is  $\geq 0.7$  is rendered reliable as suggested by George and Malley (2003). Table 3.2 below shows reliability test;

**Table 2:-** Reliability test.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
0.77	0.787	35

Source: Researcher 2023

### **Data Collection Procedure:-**

Upon completion of the research proposal, the researcher got permission from the management of the selected television stations under UBC to carry out research. This was done by the researcher presenting herself to the managements of the UBC and clearly explaining the objectives of the study. After receiving permission from the management, the researcher formally started the process of data collection. Questionnaires were distributed to access the staff of UBC in their different offices. This was done by the researcher making several visits to UBC give them questionnaires. Respondents were requested to fill the questionnaire immediately they receive them and return completed questionnaire to the researcher. Due to the nature of the of work for the UBC staff, the researcher appointed a research assistant from the UBC who helped the researcher to distribute some of the questionnaires and receive the completed questionnaires on behalf of the researcher. The researcher later collected the completed questionnaires and start the process of data analysis.

### **Data Analysis**

#### **Analysis of quantitative data**

The statistical analysis tool that was used for analysis of data in this study was the SPSS version 20.0. Descriptive statistics namely frequency counts, percentages were used to analyze the respondents' demographic characteristics and the mean and standard deviation were used to analyze the respondents' opinions on human resource management practices and the organizational performance among broadcasting organization in Uganda. The study also embraced correlation and regression analysis where data was analyzed and correlated using Multi Linear regression analyses to establish the effect and the extent of the effect between human resource management practices and the organizational performance among broadcasting organization in Uganda (Ayagre, Appiah-Gyamerah et al., 2014).

#### **Measurement of Variables**

Data on the respondent's views and opinions about the Independent and dependent variables was obtained using scaled variables from a self-developed questionnaire. A five point-Likert scale of 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree will be used to tap respondents perception on the study variables.

#### **Regression Model**

The data collected was analyzed in order to determine the causal effects of human resource management practices and the organizational performance among broadcasting organization in Uganda. Using regression analysis, the  $\beta$  coefficient from the equation represented the strength and direction of the relationship between the variables being studied. A linear regression was employed, and the results will be computed basing on the linear regression model below;  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 \dots \dots \beta_nX_{n-1} +$

#### **Ethical Considerations**

In this regard, permission was gotten from relevant respondents in order to conduct the research. Various study concepts were explained to the respondents in order to make them acquainted with study's purpose such that respondents are in position to provide relevant information for the study. Each respondent was assured of confidentiality of the information collected and their identity kept anonymous. Participation of respondents were voluntary, and the respondent were free to withdraw from the study at any time he/she wished to do so.

All data collected was kept under safe custody of the researcher. In undertaking this study, the general ethical guidelines of informed consent, right to privacy and protection from harm (physical, emotional or any other.

### **Chapter Four**

#### **Research Findings and Discussions:-**

##### **Introduction:-**

This chapter covers the findings of the study on the impact of Human Resource Management Practices on Organizational Performance among Broadcasting Organization in Uganda. A case study of Uganda Broadcasting Corporation (UBC). The chapter opens by analyzing the results from the pilot study (reliability and validity), the return rate of the research instruments and the analysis of respondents' demographic information. The main findings of the research questions are procedurally analyzed based on the specific objectives of the study.



### Response Rate

The researcher distributed research questionnaires totaling to 65 to respondents in Uganda Broadcasting Corporation (UBC). The response rate is summarized in Tables 4.1:

**Table 3:-** Response Rate.

<b>Response rate on administered and returned questionnaires</b>		
<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Properly filled and returned questionnaires	60	92.3%
Rejected and Unreturned questionnaires	5	7.7%
<b>Total distributed questionnaires</b>	<b>65</b>	<b>100%</b>

**Source:** Primary Data 2024

From **Table above** The study surveyed 65 respondents from Uganda Broadcasting Corporation (UBC). A total of 60 questionnaires were filled and returned for analysis. This implied that a response rate of 92.3% was obtained. On the other hand, 5 questionnaires were not returned. This represented a non-response rate of 7.7%. According to Mugenda and Mugenda (2003) as cited by Theuri, Mugambi and Namusonge (2015), a response rate of 50% is adequate, 60% good while 70% response rate is very good. This implies that the 92.3% response rate obtained in this study is adequate for analysis and making conclusions and recommendations of the study.

### Back ground Information of the Respondents.

According to Cooper and Schindler (2014), Back ground Information in a study is essential in establishing a good rapport between the researcher and the respondent out of which the respondent becomes more willing to give information on the main research questions. Through background information, the researcher is able to identify whether the respondent is in a position and competent to respond to the research questions as intended in the study. In a similar way, this study sought to establish the Back ground data of the respondents which included; Age, Gender, Marital Status, Education Level, Number of Years Worked in the Organization and Employment Status of the respondents.

### Distribution of Respondents by Gender.

The results of the analysis based on gender distribution were reported in terms of whether the respondents were male or female. The outcomes of the analysis in respect to gender distribution are therefore illustrated in Table below;

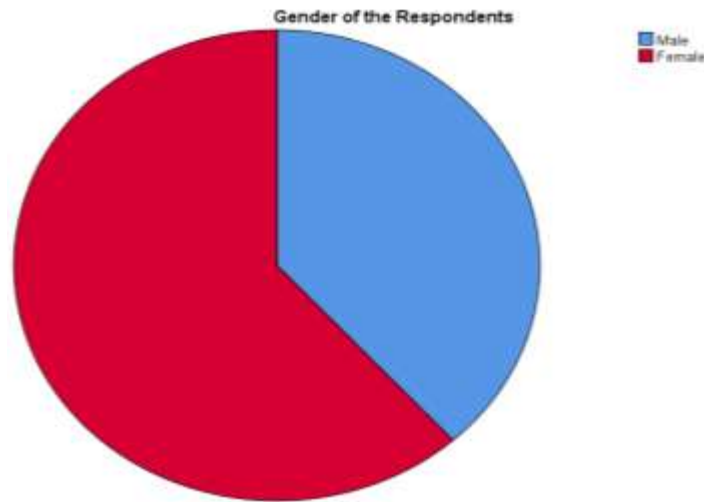
**Table 4:-** Showing the gender of the respondents at UBC.

<b>Gender of the Respondents</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	23	38.3	38.3	38.3
	Female	37	61.7	61.7	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Primary Data 2024

From **Table above**, the findings revealed that majority of the respondents, 61.7% (37) were female and the rest of respondents, 38.3% (23) were male. The findings imply that the UBC could be employing more females than males which signify a continued empowerment of women and promotion of gender equality. The findings however concur with the suggestion by Creswell (2010) that a well-represented study ought to have both genders achieved in the responses out of which the responses are diverse.

Figure 2:- Showing Gender of the Respondents at UBC.



**Distribution of Respondents by Age.**

The study respondents were requested to indicate their age range. The age range presented to the respondents from which to select were grouped as below 25 years, 25-35 years, 36-45 years and 46-55 years. The findings of the analysis on this demographic attribute are presented in Table 4.3 below;

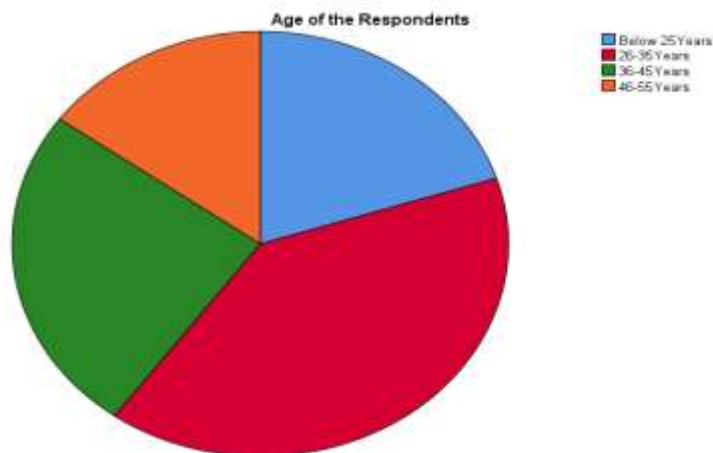
Table 5:- Showing the Age of the respondents at UBC.

Age of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25Years	12	20.0	20.0	20.0
	26-35Years	24	40.0	40.0	60.0
	36-45Years	15	25.0	25.0	85.0
	46-55Years	9	15.0	15.0	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary Data 2024

The findings as indicated in Table above shows that 20% of the respondents were aged below 25 years, 40% of the respondents were aged between 26 years and 35 years, 25% of the respondents were aged between 36 years and 45 years whereas 15% of the respondents were aged between 46 years and 55 years. The findings imply that majority of employees at UBC were middle aged and that the corporation did not employ many youths an indication that they could be upholding level of experience. According to Creswell (2010), a study with age of the respondents distributed effectively across various ages ought to have more diverse responses.

Figure 3:- Showing Age of the Respondents at UBC.



### Distribution of Respondents Highest Level of Education.

The study respondents were requested to indicate the top most level of educational they attainment. The educational levels presented to the respondents from which to select were grouped as Primary, Secondary, Certificate, Diploma, University and Masters. The findings of the analysis on this demographic attribute are presented in Table below:

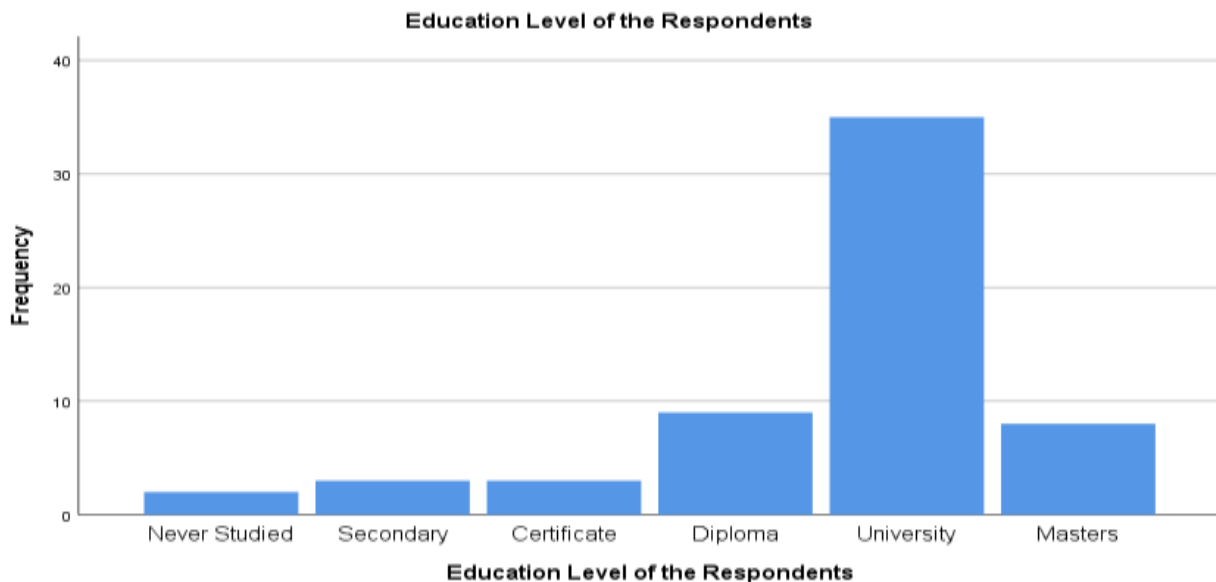
**Table 6:-** Showing the respondents' Level of Education at UBC.

Education Level of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never Studied	2	3.3	3.3	3.3
	Secondary	3	5.0	5.0	8.3
	Certificate	3	5.0	5.0	13.3
	Diploma	9	15.0	15.0	28.3
	University	35	58.3	58.3	86.7
	Masters	8	13.3	13.3	100.0
	<b>Total</b>		<b>60</b>	<b>100.0</b>	<b>100.0</b>

Source: Primary Data 2024

**Table** above portrays, 3.3% of the respondents never studied any level of education, 5.0% of the respondents had secondary level of education, 5.0 % of the respondents had attained a certificate as their level of education, 15% of the respondents had a Diploma level of education, 58% of the respondents had a university level of education while 13.3% of the respondents had Masters as their level of education. The findings shows that the respondents were well educated which made it easy for them to understand the questions and answers well.

**Figure 4:-** Showing the respondents' Level of Education at UBC.



### Distribution of Respondents marital status.

The study respondents were requested to indicate their Marital Status. The Marital Status presented to the respondents from which to select were grouped as Single, Married, Wido and Divorced. The findings of the analysis on this demographic attribute are presented in Table 4.5 below;

**Table 7:-** Showing the respondents' Level of Education at UBC.

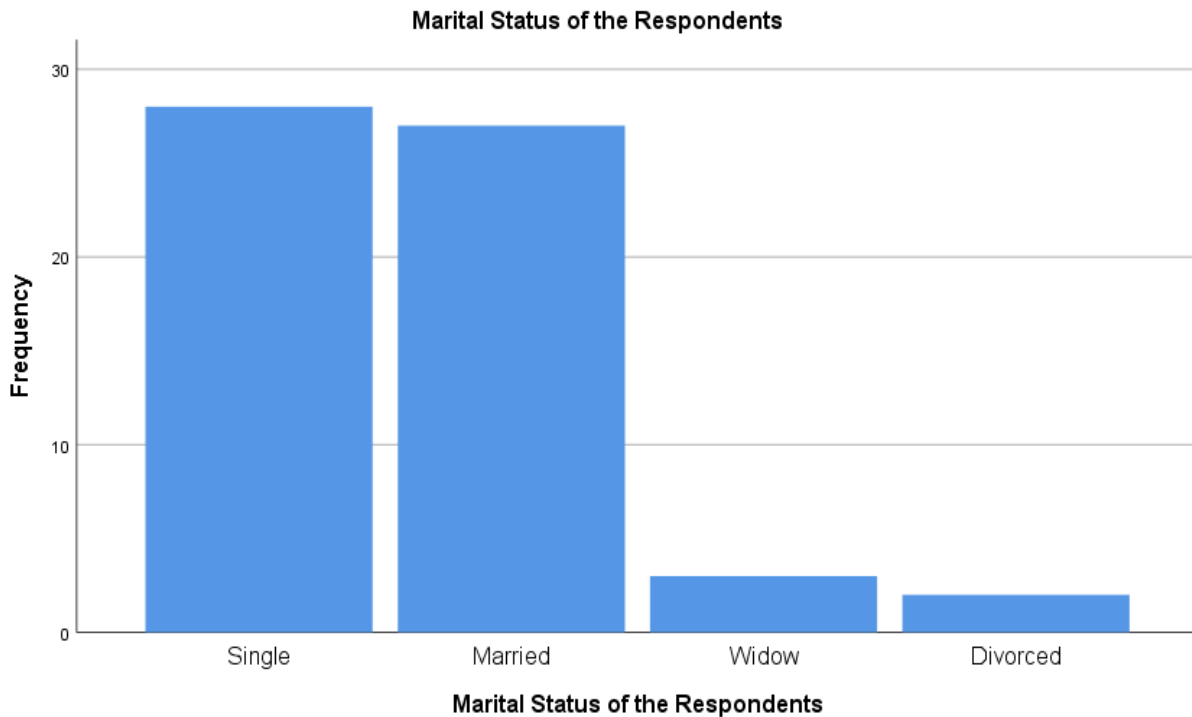
Marital Status of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	28	46.7	46.7	46.7
	Married	27	45.0	45.0	91.7
	Widow	3	5.0	5.0	96.7

	Divorced	2	3.3	3.3	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary Data 2024

From **Table** above, the findings revealed that 46.7% of the respondents were Single, 45% were Married, 5% of respondents were Widows while 3.3% were Divorced. The findings imply that UBC could be employing more Married employees which indicate a sustained high level of employee responsibility at the work place. The findings however concur with the suggestion by Smith, J. D., & Johnson, A. B. (2023). That employing married individuals impacts positively towards organizational goals and objectives.

**Figure 5:-** Showing the respondents’ Marital status at UBC.



**Distribution of Respondents Number of Years Worked in UBC.**

The study sought to establish the respondents’ number of years worked in the Organization. The findings are as shown in Table 4.5 below;

**Table 8:-** Showing the respondents’ number of years worked at UBC.

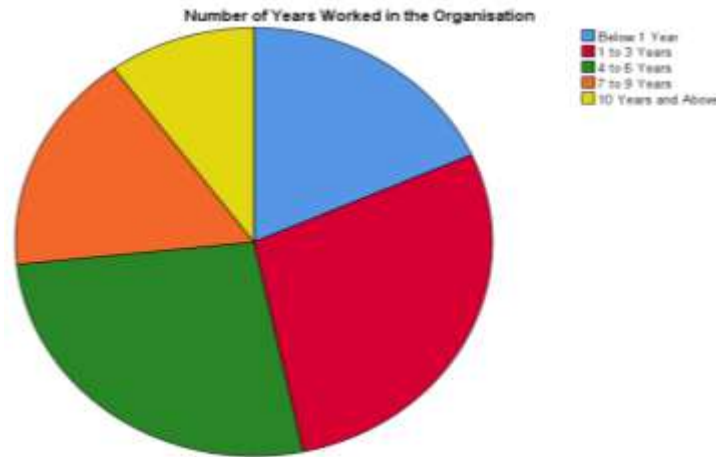
Number of Years Worked in the Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 Year	11	18.3	18.3	18.3
	1 to 3 Years	17	28.3	28.3	46.7
	4 to 6 Years	16	26.7	26.7	73.3
	7 to 9 Years	10	16.7	16.7	90.0
	10 Years and Above	6	10.0	10.0	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary Data 2024

The findings in **Table** above shows that 18.3% of the respondents had worked for a period below 1 year, 28.3% of the respondents had worked in this organization for a period of 1 to 3 years, 26.7% of the respondents had worked in this organization for the period of 7 to 9 years while 10% of the respondents had worked in this organization for the period of 10 years and above. The findings show that majority of the respondents had worked in this organization

for a period between 1 to 3. This shows that the respondents had good experience on activities of this organization and therefore stood a better chance to respond to the research questions.

**Figure 6:-** Showing the respondents' number of years worked at UBC.



**Distribution of Respondents' Employment Status in UBC.**

The researcher requested the respondents to show the Employment Status in UBC. The Employment Status presented to the respondents from which to select were grouped as Contract or Part-time. The descriptive analysis results with corresponding Employment Status by the participants are presented in Table below;

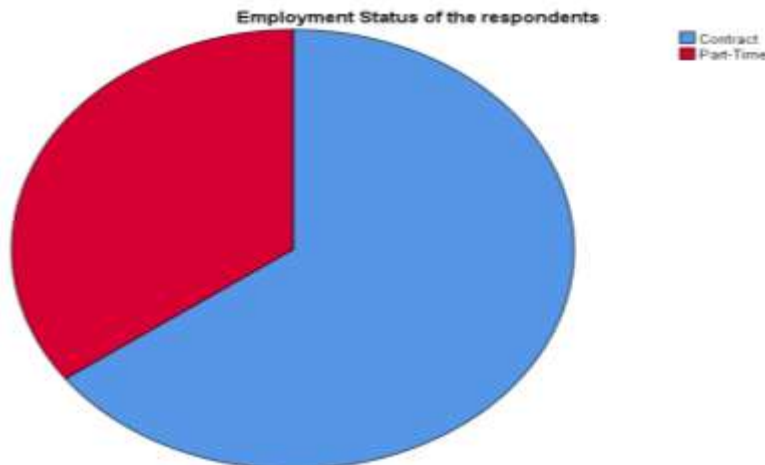
**Table 9:-** Showing the Respondents' Employment Status in UBC.

Employment Status of the respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract	39	65.0	65.0	65.0
	Part-Time	21	35.0	35.0	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary Data 2024

From **Table** above, the findings revealed that 65% of the respondents were on contract while 35% were on Part-Time employment status. The results of the descriptive analysis on employment status held by the study participants indicates majority were on contract as employment status and were in a position to understand various human resource practices and their impacts in their respective positions at UBC and thus have the requisite understanding to participate in the study.

**Figure 7:-** Showing the Respondents' Employment Status in UBC.



### Descriptive Analysis of the Study Variables

The questionnaire used to obtain primary data on the respective variables was structured on a 5-point Likert scale where respondents were expected to express their opinions by ticking the most appropriate level from 1-5 where, for the independent and dependent variables it was measured in terms of strongly disagree to strongly agree. The data was analyzed using mean as measure of central tendency and standard deviation as measure of dispersion for each variable. An aggregate value of the mean and standard deviation was calculated for each variable and the interpretation provided to the findings on each variable after the respective table summarizing the descriptive results.

### Training and Development at UBC

Training and Development at UBC was the first variable in the independent construct of the study. It was measured using 6 items that were drawn from the reviewed literature that informed the study. The descriptive findings on each of the items measuring this variable are presented in Table below:

**Table 10:-** Descriptive Statistics on Training and Development at UBC.

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Training and development programs at UBC are very effective.	60	1	5	3.38	1.316
Training and development programs have helped improve my job performance	60	1	5	3.45	1.171
UBC management has always budgeted for training and development per quarter	60	1	5	3.25	1.361
Every employee goes through various training programs every year	60	1	5	3.22	1.059
Training and development content is relevant to my job role and responsibilities.	60	1	5	3.60	.978
UBC has quality trainers or instructors that deliver the training programs	60	1	5	3.35	1.039
<b>Aggregate Score</b>	<b>60</b>			<b>3.38</b>	<b>1.150</b>

Source: Primary Data 2024

As shown in Table above the highest mean score of 3.60 and Std. Deviation of .978 reveal that the respondents valued to a moderate extent the content of training and development being relevant to their job roles and responsibilities. The respondents also valued to a moderate extent training and development programs to have improved their job performance as well as being very effective due to the quality of trainers or instructors that delivered the training programs with a mean score of 3.38, 3.45 and 3.35 respectively. This means that the respondents were to a moderate extent happy with the training and development programs as well the instructors that delivered the training programs. However, the extent to whether every employee goes through various training programs every year as well whether UBC management has always budgeted for training and development per quarter registered the lowest mean scores of 3.22 and 3.25 respectively. This indicates that budgetary constraints are a major hindrance to implementing comprehensive training programs within broadcasting organizations, often limiting the scope and effectiveness of these initiatives. Furthermore, the aggregate mean score of Training and Development responses was 3.38 with a standard deviation of 1.150. This implies that Training and Development was implemented to a moderate extent at UBC.

The findings contract the assertion by Smith et al. (2015) that targeted employee training modules improved the delivery and content quality of broadcasts and positively impacting audience engagement metrics and ratings. The finding also bonds with the statements by Kim and Choi (2020) that budgetary constraints as a major hindrance to implementing comprehensive training programs within broadcasting organizations, often limiting the scope and effectiveness of these initiatives.

### Recruitment and Selection at UBC

Recruitment and Selection at UBC was the second variable in the independent construct of the study. It was measured using 6 items that were drawn from the reviewed literature that informed the study. The descriptive findings on each of the items measuring this variable are presented in Table below:

**Table 11:-** Descriptive Statistics on Recruitment and Selection at UBC.

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
The recruitment and selection criteria is at UBC	60	1	5	3.57	1.184
The recruitment and selection process identifies candidates who are a good fit for the UBC.	60	1	5	3.77	.945
UBC normally advertises its jobs postings to potential candidates before recruitment and selection	60	1	5	3.87	1.241
The recruitment and selection process communicates updates throughout the process.	60	1	5	3.63	.956
UBC Human Resource managers and administration participate in selection of viable employees	60	1	5	3.95	1.048
I am satisfied with the recruitment and selection process within UBC	60	2	5	3.75	.932
<b>Aggregate Score</b>	<b>60</b>			<b>3.76</b>	<b>1.05</b>

**Source:** Primary Data 2024

Results in Table above indicate the highest mean score of 3.95 and Std. Deviation of 1.048 reveal that the respondents agreed to a great extent that UBC Human Resource managers and administration participate in selection of viable employees. The respondents also appreciated to a moderate extent that UBC normally advertises its jobs postings to potential candidates before recruitment and selection with a mean score of 3.87 and Std. Deviation of 1.241 while recruitment and selection criteria at UBC had the lowest mean score of 3.57 and Std. Deviation of 1.184. This implies that although respondents were comfortable with the recruitment and selection at UBC, they were not sure with the recruitment and selection criteria at UBC. Further, identifying candidates who are a good fit, process communicates updates throughout and being satisfied with the recruitment and selection process within UBC were valued to a moderate extent with mean scores 3.77, 3.63 and 3.75 respectively. The results also indicate that the aggregate mean score was 3.76 and Std. Deviation of 1.05. This implies that the respondents valued to a moderate extent that Recruitment and Selection are fairly implemented at UBC.

The results correspond with the argument by Chen and Lee (2019), that structured selection processes incorporating job-related assessments and interviews were essential for reducing turnover rates and improved on-the-job performance among broadcasting personnel. Further, the findings were not in agreement with studies like that by Hong and Yoon (2021) who emphasized the difficulty in measuring the direct impact of specific recruitment strategies on organizational performance metrics, requiring more comprehensive evaluation methodologies as well as Yang and Kim (2018) who highlighted the importance of social media recruitment in attracting digital-savvy candidates within broadcasting.

### **Employee Security at UBC**

Employee Security at UBC was the third variable in the independent construct of the study. It was measured using 6 items that were drawn from the reviewed literature that informed the study. The descriptive findings on each of the items measuring this variable are presented in Table below:

**Table 12:-** Descriptive Statistics on Employee Security at UBC.

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
UBC provides Health and Safety Benefits	60	1	5	2.82	1.408
I have Financial Security benefits like life insurance and pension plans at UBC	60	1	5	2.77	1.198

I have access to Professional Development Opportunities	60	1	5	3.13	1.157
UBC Provides travel insurance for those doing business travel	60	1	5	2.95	1.307
Our personal and sensitive information is protected at UBC	60	1	5	3.78	1.043
UBC quickly responds to staff emergencies	60	1	5	2.97	1.327
<b>Aggregate Score</b>	<b>60</b>			<b>3.07</b>	<b>1.24</b>

Source: Primary Data 2024

As indicated in Table above personal and sensitive information protection and Professional Development Opportunities were highly favored by the respondents with mean scores of 3.13 And 3.78 respectively. On the other part, Health and Safety Benefits, Financial Security benefits like life insurance and pension plans as well as travel insurance had the lowest mean scores of 2.77, 2.82 and 2.95 respectively. This means that the respondents disagreed that UBC provides these services at all. The aggregate mean score for Employee Security was 3.07. This implies that respondents were of the opinion that Employee Security benefits such as Health and Safety Benefits, Financial Security and pension plans are not being provided. This shows that UBC lacks appropriate Employee Security benefits that positively impact employee performance.

These results are in line with the assertion by Kim and Choi (2017) who focused on the impact of Employee Security on employee satisfaction and performance. The study indicated that employees with a sense of stability in their roles exhibited higher job satisfaction and were more engaged, resulting in improved broadcasting program quality and audience reception. These results were also in agreement with those of Chang and Lee (2019) who emphasized the significance of psychological security in the workplace. Their findings revealed that fostering psychological safety through supportive leadership and open communication positively impacted employee creativity and innovation, thereby enhancing organizational performance in a competitive broadcasting landscape.

### Performance Appraisal at UBC

**Performance Appraisal at UBC** was the fourth variable in the independent construct of the study. It was measured using 6 items that were drawn from the reviewed literature that informed the study. The descriptive findings on each of the items measuring this variable are presented in Table below:

**Table 13:-** Descriptive Statistics on Performance Appraisal at UBC.

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Performance appraisal have impact on employee performance in the Corporation	60	1	5	3.65	1.162
Staff look forward to performance appraisal in the Corporation	60	1	5	3.78	.922
Performance appraisal feedback is used for improving staff performance in the Corporation.	60	1	5	3.55	1.096
Performance appraisal feedback issued for improving next section appraisal in the Corporation	60	1	5	3.50	.930
Staff promotion is associated with performance appraisal process in the Corporation	60	1	5	3.38	1.121
The UBC performance appraisal process is fairness and objective.	60	1	5	3.65	1.005
<b>Aggregate Score</b>	<b>60</b>			<b>3.56</b>	<b>1.039</b>

Source: Primary Data 2024



As depicted in Table above, majority of the Staff are looking forward to performance appraisal as indicated by the highest mean score of 3.78 (Sd = .922). In addition, the performance appraisal process is taken to be fair and objective as shown by a mean score of Staff promotion is associated with performance appraisal process in the Corporation This implies that the respondents agreed to a great extent that Performance Appraisal process is taken to be fair and objective and the employees are always looking forward towards it. However, Staff promotion being associated with performance appraisal process in the Corporation registered the lowest mean score of 3.38 (Sd = 1.121). The aggregate mean score for Performance Appraisal at UBC was 3.56 with a standard deviation of 1.039. Hence most of the respondents were neutral with the Performance Appraisal process at UBC.

These results are in line with the assertion Lee and Park (2019) who examined the effects of performance feedback through appraisals on employee motivation and productivity. Findings indicated that constructive feedback provided during performance appraisals positively influenced employee motivation, leading to increased performance levels and higher-quality broadcasting content. Additionally, Park and Lee (2017) who also investigated the role of continuous performance appraisals versus annual reviews in broadcasting organizations. Their research suggested that more frequent and ongoing performance assessments led to greater employee engagement and continuous improvement, subsequently positively impacting broadcasting program quality and audience satisfaction.

### Organizational Performance in UBC

Organizational Performance at UBC was the dependent variable. The study assessed the level of Organizational Performance with Human Resource Practices offered by UBC. The respondents were asked to rate their level of agreement or disagreement on a scale of 1 to 5 where 1-Strongly Disagree, 2- Disagree, 3- Neural, 4- Agree and 5- Strongly Agree. The results are presented in Table below

**Table 14:-** Descriptive Statistics on Organizational Performance at UBC.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My performance is recognized fairly in UBC	60	1	5	3.40	1.251
I am rewarded competitive according to the corporation's standards	60	1	5	3.17	1.264
My quality of service is recognized in UBC	60	1	5	3.50	1.081
In UBC we are assisted in coping with work place stress	60	1	5	3.53	1.112
I am motivated to do my best to improve the image of UBC	60	1	5	3.58	1.253
I am engaged in any recreational activities that improve stakeholders' satisfaction at UBC	60	1	5	3.72	1.236
<b>Aggregate Score</b>	<b>60</b>			<b>3.48</b>	<b>1.200</b>

Source: Primary Data 2024

Research findings in Table above indicate that the respondents agreed that they are engaged in any recreational activities that improve stakeholders' satisfaction as well as being motivated to do their best to improve the image of UBC as indicated by a mean score of 3.72 (Sd = 1.236) and 3.58 (Sd = 1.1253) respectively. This implies that respondents have a sense of trust and confidence with their organization. However, results also show that the respondents were neutral with being rewarded competitively according to the corporation's standards which had mean scores of 3.17 (Sd = 1.251) respectively. This implies that the level of Organizational Performance is relatively average in aspects such as well-structured performance appraisal and reward systems. The aggregate mean score for Organizational Performance was 3.48 and a standard deviation of 1.200. This suggests that the respondents were to a moderate extent satisfied with human resource management practices at UBC.

These findings are in agreement with Lee et al. (2021) who investigated the role of performance management systems in broadcasting. Their research suggested that well-structured performance appraisal systems, coupled with fair and transparent reward systems, were associated with higher employee morale, reduced turnover rates, and improved broadcasting program quality.

**Summary of Aggregate Mean Scores**

Table 4.13 presents the results of the aggregate mean scores of trainings and Development, recruitment and selection, employee security and performance appraisal and the composite mean score index of human resource practices (HRM).

**Table 15:-** Summary of Aggregate Mean Scores.

<b>Independent Variables</b>	<b>Aggregate Mean Scores</b>	<b>Standard Deviation</b>
Training and Development	3.38	1.15
Recruitment and Selection	3.76	1.05
Employee Security	3.07	1.24
Performance Appraisal	3.56	1.039
Organizational Performance	3.48	1.2
<b>Composite Mean score of CRM</b>	<b>2.875</b>	<b>0.9465</b>

Source: Primary Data 2024

The pertinent results in Table 4.13 indicate that Recruitment and Selection had the highest aggregate mean score of 3.76 (Sd = 1.05). This implies that it had the highest effect on Organizational Performance at UBC. The findings also indicate that Employee Security had the lowest mean score of 3.07 (Sd = 1.24). which implies that Employee Security benefits were moderately implemented at UBC.

**Correlation Analysis**

Results Correlation analysis is a measure of the degree of association between two variables. Pearson Product moment correlation coefficient technique was used to establish the relationship between training and development, recruitment and selection, employee security, performance appraisal and Organizational Performance. The correlation results are presented in Table 4.14.

**Table 16:-** Pearson Correlation Matrix.



Source: Primary Data 2024

The results presented in Table above indicate that there exist varied degrees of interrelationships between the study variables. Training and development had a weak positive significant relationship with Organizational Performance ( $r=0.268$ ;  $P<0.05$ ). Similarly, Recruitment and selection had a weak positive insignificant relationship with Organizational Performance and a positive significant correlation with training and development at  $r=0.028$ ;  $P>0.05$  and  $r=0.286$ ;  $P<0.05$  respectively. The relationship between employee security and Organizational Performance was a fairly strong and positive correlation with  $r=0.460$  and  $p$ -value  $<0.05$ . however, employee security had a weak positive insignificant relationship with training and development, recruitment and selection with  $r=0.192$ ;  $P>0.05$ ,  $r=0.191$ ;  $P>0.05$  respectively. The relationship between performance appraisal had a weak positive significant relationship with employee training and development, recruitment and selection  $r=0.317$ ;  $P>0.05$ ,  $r=0.259$ ;  $P>0.05$  respectively. Nonetheless, performance appraisal had a very weak positive insignificant relationship with Organizational Performance and employee security. Employee security and Organizational Performance was stronger than any other relationship. This suggests that Employee security is a major determinant of Organizational Performance in UBC.

**Regression Analysis of Human Resource Management Practices on Organizational Performance**

This study investigated the impact of Human Resource Management Practices on Organizational Performance among Broadcasting Organization in Uganda. A case study of Uganda Broadcasting Corporation (UBC). This study formulated four hypotheses to address its main objective. Regression models were applied to test the hypotheses so as to ascertain the effect of the independent variables on the dependent variable. One multiple regression analysis model was applied for the direct effect hypotheses and the interpretations on each of the three hypotheses done in line with the statistical requirement for analysis of a multiple regression model using the F values, Adjusted R2 and the beta coefficients.

**Table 17:- Model Summary of Human Resource Management Practices on Organizational Performance.**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.564 <sup>a</sup>	0.318	0.268	0.925	0.318	6.398	4	55	0.000

a. Predictors: (Constant), X1- Recruitment and Selection, X2-Employee Security, X3-Training and development and X4- Performance appraisal

Source: Primary Data 2024

As illustrated in Table above the regression parameters showed values of R, R2, and Adjusted -R2 to be 0.564, 0.318, and 0.268 respectively. The Adjusted R-Squared (R2) value showed a value of 0.268. This value (.268) indicates that 26.8 percent of the variation in Organizational Performance in UBC was explained by the construct of Human Resource Management Practices. This implies that all the four variables measuring used in this study for operationalizing Human Resource Management Practices, namely Recruitment and Selection, Employee Security, Training and development and performance appraisal, jointly explained 26.8 percent of the variation in organizational performance in UBC. However, 73.2 percent of change in organizational performance in UBC is associated with other variables apart from the Human Resource Management Practices investigated in this study.

**ANOVA Analysis of Human Resource Management Practices on Organizational Performance.**

The ANOVA table indicates that the F-values had a positive coefficient and is significant at 95 percent level of confidence. The significant F-value therefore points to the suitability of the regression model and the collected data in this study. The results are presented in Table 4.16:

**Table 18:-** ANOVA Analysis of Human Resource Management Practices on Organizational Performance.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.911	4	5.478	6.398	.000 <sup>b</sup>
	Residual	47.089	55	0.856		
	Total	69.000	59			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), X1- Recruitment and Selection, X2-Employee Security, X3-Training and development and X4- Performance appraisal						

Source: Primary Data 2024

The results as contained in the ANOVA table above showed statistically significant values, and therefore, as posited by Field (2013), the relationship between Human Resource Management Practices and organizational performance in UBC is established, and the model used in the analysis to establish the relationship is considered appropriate for the data collected in this study. The significant value of F-value in the ANOVA table supports the establishment of the general objective of this study, and thus it can summarily be stated that Human Resource Management Practices positively and significantly predicted organizational performance in UBC.

**Coefficients Analysis of Human Resource Management Practices on Organizational Performance.**

Based on the findings presented in the table 4.17, the multiple regression model expressing the relationship between the indicators of the independent variable and the dependent one is presented in Table 4.17:

**Table 19:-** Coefficients Analysis of Human Resource Management Practices on Organizational Performance.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.810	0.564		1.438	0.156
	Employee Security	0.208	0.102	0.231	2.044	0.046
	Training and development	0.318	0.110	0.344	2.882	0.006
	Performance appraisal	0.157	0.120	0.163	1.310	0.196
	Recruitment and Selection	0.126	0.106	0.144	1.192	0.238
a. Dependent Variable: Organizational performance						

Source: Primary Data 2024

The relationship between the indicators of the independent variable and the dependent one is summarized as:  
 $Y = 0.810 + 0.231ES + 0.344TD + 0.163PA + 0.144RS + \varepsilon$

The above regression model indicates that if all factors (Recruitment and Selection, Employee Security, Training and development and Performance appraisal) are held constant, Organizational performance in UBC would be equal to 0.810. Further, if all the other factors are held constant, increase in Employee Security increases organizational performance by 0.231 units. Similarly, holding all other factors constant, an increase in Training and development would lead to an increase in Organizational performance by 0.344 and conversely, if all other factors were held constant Performance appraisal would increase Organizational performance by 0.163 points as well as Recruitment and Selection would increase Organizational performance by 0.144 points Based on the magnitude of the contribution of each variable in predicting performance in UBC, the results show that Training and development had the highest positive effect then followed by Employee Security.

**Effect of Employee Security on Organizational Performance**

The first objective of the study was to determine the effect of Employee Security on Organizational Performance in UBC. To answer this objective of the study, the first hypothesis was stated in the null form as:

**H01: Employee Security has no statistical significant effect on Organizational Performance in UBC.**

The results of the hypothesis test shown in Table 4.17 indicate a significant effect of Employee Security on Organizational Performance in UBC showing values of regression parameters as  $\beta = .231$ ,  $t = 2.044$ ,  $p = .046$ . These results indicate that the null hypothesis stated in this study was not supported and therefore the null hypothesis predicting a non-significant effect of Employee Security on Organizational performance in UBC is not accepted. In addition, the results revealed a unit increase in Employee Security leads to .231 points increase in Organizational performance in UBC. The positive value indicates that Organizational performance of UBC is a function of the way Employee Security activities are being redesigned in UBC. The study therefore concluded that Employee Security has a significant statistical effect on Organizational performance in UBC.

**Effect of Training and development on Organizational Performance**

The second objective of the study was to determine the effect of Training and development on Organizational Performance in UBC. To answer this objective of the study, the second hypothesis was stated in the null form as:

**H01: Training and development has no statistical significant effect on Organizational Performance of UBC.**

The results of the hypothesis test shown in Table 4.17 indicate a significant effect of Training and development on Organizational Performance of UBC showing values of regression parameters as  $\beta = .344$ ,  $t = 2.8824$ ,  $p = .006$ . These results indicate that the null hypothesis stated in this study was not supported and therefore the null hypothesis predicting a non-significant effect of Training and development on Organizational performance in UBC is not accepted. In addition, the results revealed a unit increase in Training and development leads to .344 points increase in Organizational performance in UBC. The positive value indicates that Organizational performance of UBC is a function of the way Training and development activities are being implemented in UBC. The study therefore concluded that Training and development has a significant statistical effect on Organizational performance in UBC.

**Effect of Performance appraisal on Organizational Performance**

Objective three of the study focused on establishing the effect of Performance appraisal on Organizational Performance in UBC. Hypothesis three of the study was used to answer this objective. The null hypothesis was stated as: H03: Performance appraisal has no statistically significant effect on the performance of UBC. The results of the hypothesis test showed regression parameters  $\beta = .163$ ,  $t = 1.310$ ,  $p = .196$ . These results indicate that the null hypothesis of no significant effect of Performance appraisal on Organizational Performance of UBC was supported, and therefore the hypothesis is not rejected. Therefore the conclusion is that there is no statistically significant effect of Performance appraisal on Organizational Performance in UBC. The study concludes that Performance appraisal has a positive effect on organizational performance in UBC that is not statistically significant.

**Effect of Recruitment and Selection on Organizational Performance**

Objective four of the study focused on establishing the effect of Recruitment and Selection on Organizational Performance in UBC. Hypothesis four of the study was used to answer this objective. The null hypothesis was stated as: H04: Recruitment and Selection has no statistically significant effect on the organizational performance of UBC. The results of the hypothesis test showed regression parameters  $\beta = .144$ ,  $t = 1.192$ ,  $p = .238$ . These results indicate that the null hypothesis of no significant effect of Recruitment and Selection on Organizational Performance in UBC was supported, and therefore the hypothesis is not rejected. Therefore the conclusion is that there is no statistically significant effect of Recruitment and Selection on Organizational Performance of UBC. The study concludes that Recruitment and Selection has a positive effect on organizational performance of UBC that is not statistically significant.

**Chapter Five****Summary, Conclusion and Recommendation:-****Introduction:-**

The focus of this study was to investigate the effect of Human Resource Management Practices on Organizational Performance among Broadcasting Organization in Uganda. The research investigated on the relationship between Recruitment and Selection, Employee Security, Training and development and Performance appraisal on Organizational Performance among Broadcasting Organization in Uganda. Case study of UBC. Thus, four direct

effects hypotheses were tested and reported with accompanying interpretations and discussions. This chapter provides a summary of the findings reported in chapter four, the conclusion of the study, contribution to knowledge and recommendations for policy and future research.

### **Summary of the Findings:-**

The study tested hypotheses based on the collected data from UBC Employees. The research design applied by the study was descriptive and quantitative data was collected through questionnaires that were structured. The study distributed 65 questionnaires among respondents UBC. Nonetheless, only 60 questionnaires were responded to out of which 5 questionnaires were rejected since they were incomplete leaving 60 questionnaires suitable for statistical analysis. The study applied descriptive statistics to analyze and report findings on the biographic characteristics of respondents' as well as the descriptive characteristics of each of the constructs. Multiple linear regression model was applied for hypotheses testing. The study conducted diagnostic tests prior to testing the hypothesis in order to make sure that the assumptions of multiple linear regression model were complied with.

#### **Summary on Objective One**

One The first objective of the study attempted to establish the effect of Employee Security on Organizational Performance in UBC. The study results demonstrated that Employee Security had statistically significant effect on Organizational Performance in UBC. Notably, among the four dimensions of Human resource management practices used in this study, Employee Security accounted for the second greatest variation on Organizational Performance in UBC. ( $\beta = .231$ ,  $p = .046$ .) As a result, the null hypothesis that there is no significant effect of Employee Security on Organizational Performance in UBC was rejected. The conclusion on the hypothesis responding to objective one of the study was explained using the theories underpinning the variable of Employee Security, the descriptive characteristics of the variable and the previous researches undertaken on the variable. The Social Exchange Theory (SET) provides a framework for understanding human relationships and interactions based on the principles of reciprocity and exchange for organizational growth and was found relevant in explaining the positive effect of Employee Security on Organizational Performance in UBC. The descriptive statistics indicated that Employee Security had not been applied by the sampled employees to a high extent. The finding was found to agree with some previous research findings while it was also inconsistent with others. The finding on the objective raised implications that employee security plays a crucial role in shaping organizational performance in broadcasting organizations. By fostering trust, commitment, cooperation, and employee well-being, organizations can create a positive work environment that motivates employees to contribute their best efforts, ultimately leading to improved performance and success.

#### **Summary on Objective Two**

The second objective of the study sought to establish the effect Training and development on Organizational Performance in UBC. The inferential statistics results indicated that Training and development had significant statistical effect on Organizational Performance of UBC and consequently, the null hypothesis that there is no significant effect of Training and development on Organizational Performance in UBC was rejected. The study observed that the effect achieved on Organizational Performance by the variable of Training and development was the highest with ( $\beta=0.344$ ;  $p=0.006$ ) and that by the descriptive characteristics it was adopted by the sampled employees at UBC to a high extent. The study noted that budgetary constraints are a major hindrance to implementing comprehensive training programs within broadcasting organizations, often limiting the scope and effectiveness of these initiatives. Further, the study also noted that when selecting a training and development model or approach, organizations should consider their unique needs, challenges, resources, and goals. It's essential to design and implement a tailored and strategic approach to training and development that aligns with the organization's culture, values, and priorities to improve organizational performance effectively. Additionally, regularly evaluating and adapting training and development initiatives based on feedback and results is crucial to ensuring ongoing success and continuous improvement. This therefore, explain the higher effect the variable registered on organizational performance in UBC.

#### **Summary on Objective Three**

Objective three of the research intended to examine the effect of performance appraisal on the organizational performance in UBC. The study revealed that performance appraisal had no statistical significant effect on UBCs organizational performance and consequently the null hypothesis that there is no significant effect of performance appraisal on UBCs organizational performance was accepted. The study pointed that even though the effect of the variable on performance was not significant ( $\beta=-0.163$ ;  $p=0.196$ ), yet the finding raises important lessons for

performance appraisal in organizations. The study raised a concern based on the direction of the effect despite the UBC having adopted it to a high extent. In explaining this dilemma, the study explained that organizations should focus on implementing fair, objective, consistent, and transparent appraisal processes that align with organizational goals, provide meaningful feedback and developmental opportunities, engage and involve employees, link performance evaluation to rewards and recognition, and continuously evaluate and improve performance appraisal practices based on feedback and results to drive continuous improvement, learning, and growth across the organization.

#### **Summary on Objective Four**

Objective four of the research envisioned to examine the effect of recruitment and selection on the organizational performance in UBC. The study revealed that recruitment and selection had no statistical significant effect on UBCs organizational performance and consequently the null hypothesis that there is no significant effect of recruitment and selection on UBCs organizational performance was accepted. The study pointed that even though the effect of the variable on organizational performance was not significant ( $\beta=-0.144$ ;  $p=0.238$ ), yet the finding advances important lessons for Recruitment and Selection in organizations. The study raised a concern based on the direction of the effect that recruitment and selection are crucial components of organizational success, their impact on performance can be influenced by various internal and external factors. It is essential for organizations to continuously evaluate and improve their recruitment and selection processes, as well as other HR practices, to ensure alignment with organizational goals and objectives.

#### **Conclusions of the Study:-**

This research makes the following conclusions. First, Employee Security has positive and significant impact on organizational performance in UBC. The various attributes of Employee Security that contributed to its significant effect on organizational performance touched on personal and sensitive information protection, Professional Development Opportunities were Health and Safety Benefits, Financial Security benefits like life insurance and pension plans as well as travel insurance and as a result the study concludes that these dimensions of Employee Security can enable UBC to resolve organizational performance challenges if adopted.

Secondly, Training and development strategy had a statistically positive and significant effect on Organizational Performance in UBC. The study found that budgetary constraints are a major hindrance to implementing comprehensive training programs within broadcasting organizations, often limiting the scope and effectiveness of these initiatives and were revealed to have statistical significance and therefore the research concludes that if UBC adopt them, they will enable them to realize better organizational performance as the strategy leads to achieving financial stability, resource optimization, risk management, and strategic alignment. It enables organizations and individuals to make informed decisions, achieve financial goals, enhance operational efficiency, and build a solid foundation for long-term success and growth.

The study found that the third objective of the study, performance appraisal had no statistical significance effect on UBC's performance. Therefore the study concludes that the staff promotion being associated with performance appraisal process in the Corporation needs transparency, with unclear criteria, expectations, and constructive feedback to employees to increase performance levels and higher-quality broadcasting content.

Finally, the study's fourth objective, recruitment and selection demonstrated a positive and non-statistical significant effect on organizational performance in UBC. Therefore, the study concludes that UBC must build trust, credibility, and faith in their recruitment and selection process, attract and retain top talent, and create a positive and inclusive workplace culture that values fairness, transparency, and continuous improvement to increase organizational performance.

#### **Recommendations for Policy and Practice:-**

In view of the research reported results and conclusion, the study makes the following recommendations. First UBC needs to undertake establish clear, comprehensive, and up-to-date security policies and procedures that address various aspects of employee security, including physical safety, data protection, well-being, job security, workplace violence prevention and emergency response. Ensure that policies are communicated, accessible, understood, and adhered to by all employees.

In addition the management of UBC needs to improve employee training budget constraints, through leveraging cost-efficient training solutions, methodologies, formats, and delivery methods that maximize the impact, reach, scalability, and cost-effectiveness of training initiatives without compromising quality, relevance, or learning outcomes. Consider blended learning approaches, online and digital learning platforms, e-learning modules, webinars, virtual classrooms, open educational resources (OER), and free or low-cost training materials, tools, and resources.

The study found that recruitment and selection had no significant effect on organizational performance. From this backdrop UBC needs to adopt job descriptions that are clear, comprehensive, and accurately reflecting the roles, responsibilities, qualifications, skills, and expectations for each position. This will help to attract candidates who possess the required competencies and fit well within the UBC's organizational structure.

Finally, the study found that performance appraisal had no significant effect on organizational performance. From this background UBC needs to encourage regular, open, honest, and constructive communication between managers and employees throughout the performance appraisal period, not just during formal appraisal cycles. Foster a culture of continuous feedback, coaching, mentoring, and dialogue to support employee growth, development, engagement, and performance improvement.

### **Suggestions for Future Studies:-**

The research investigated the Human Resource Management Practices on organizational performance of UBC. The recommendations of research are that this study can be replicated in future research efforts using the set of variables investigated in this study in the privately owned organizational so as to make the results reported in study on the effect of the independent variable within the broadcasting sector more generalizable.

Secondly in terms of conceptualization, the study operationalized Human Resource Management Practices using four indicators, namely Recruitment and Selection, Employee Security, Training and development and Performance appraisal. The study suggests that future research may consider widening extent of conceptualization in Human Resource Management Practices to include more Management Practices besides the four that were used in this study.

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56. Gotsi and Wilson (2001) define corporate image in public organizations as "the overall mental picture held by members of the public about an organization." This definition emphasizes the subjective nature of corporate image and its existence in the minds of individuals.
57. Kandampully and Hu (2007) view corporate image in public organizations as "the sum total of consumers' perceptions, beliefs, and attitudes about the organization." This perspective underscores the role of public perceptions, beliefs, and attitudes in shaping the corporate image.