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**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
PRODUCTIVITY IN PUBLIC INSTITUTIONS: A CASE STUDY OF UGANDA BROADCASTING
CORPORATION**

BY

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23/HD02/MPA/KC

**A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE
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DECLARATION

I NABUGUDDE SUZAN, declare to the best of my knowledge that this research is my original work and has not been submitted for examination in this university or other universities for an award of any other degree. Though the use of other authors work has been acknowledged at the point of their use and a list of reference included at the last pages.

Nabugudde Suzan

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Signature:

Date:

APPROVAL

This research has been submitted for review with my approval as the supervisor

Signature:

Date:

Dr. Kiwanuka Rashid

Supervisor

DEDICATION

I dedicate this research report to my mother and brothers who have been so supportive and guided me in fulfilling my dreams. Thank you for motivating me in times of hardships and your prayers which made me stand on my feet and fight again.

ACKNOWLEDGEMENT

I wish to acknowledge all those persons who have been in one way the other to assist me in all terms so as I accomplish this study. My special appreciation goes to my research supervisor Dr. Kiwanuka Rashid for his personal commitment and efforts to support me.

Special-thanks are extended to my course mates for the support, academic and encouragement which greatly contributed to this milestone. Special thanks also do to my fiancé who gave me moral and spiritual guidance. I wish to thank the management of Metropolitan International University for the opportunity to do this course. Above all I give honor and glory back to God the Almighty

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LIST OF ABBREVIATIONS

APA	American Psychological Association
APR	Performance Appraisal
CPD	Continuous Professional Development
HRM	Human Resource Management
IRB	Institutional Review Board
MTV	Employee Motivation
PRD	Employee Productivity
RAS	Recruitment and Selection
RBV	Resource-Based View
SOE	State-Owned Enterprises
TSD	Training and Staff Development
UBC	Uganda Broadcasting Corporation

CHAPTER ONE

INTRODUCTION

1.0 Overview

Human Resource Management (HRM) plays a central role in determining the success and sustainability of public institutions, and in today's competitive and performance-driven environment, effective HRM practices are crucial for enhancing employee productivity, motivation, and institutional effectiveness (Madhuri et al., 2024). Public organizations, such as the Uganda Broadcasting Corporation (UBC), face increasing demands to improve service delivery, accountability, and operational efficiency, making strategic HRM more relevant than ever (Basheka & Kihamba, 2023).

This chapter presents the background to the study, the statement of the problem, objectives of the study, the scope of the study, the conceptual; framework, as well as the significance of the study.

1.1 Background to the Study

1.1.1 Historical Background

Human Resource Management (HRM) has experienced a significant transformation over the past century, evolving from traditional personnel administration to a more strategic and integrated organizational function (Ntirandekura et al., 2022). Initially, HRM emerged during the early 20th century in response to the demands of the industrial revolution, which necessitated the formal management of labor relations and workplace productivity (Storey, 2007; Adeniyi, 2024). The earliest personnel departments primarily focused on welfare and record-keeping tasks, but as industrial economies advanced, the HR function expanded to incorporate key areas such as recruitment and selection, performance appraisal, employee development, compensation, and workforce planning (Armstrong & Taylor, 2014; Bratton & Gold, 2017).

Globally, HRM practices have developed along diverse trajectories, shaped by cultural norms, historical legacies, economic systems, and institutional frameworks (Nicholas & Nancy, 2024). In North America, particularly in the United States and Canada, HRM has evolved into a highly formalized and legally grounded function (Ramadhan et al., 2023). The emphasis has been placed on individual performance, performance-based rewards, and strategic alignment of human capital with business goals (Jackson, Schuler, & Werner, 2012). Legal compliance, meritocracy, employee autonomy, and continuous learning are also fundamental aspects of HR practice in this region, supported by well-established labor laws and corporate governance structures (Schuler & Jackson, 2014).

In East Asia, particularly China, HRM practices have undergone rapid evolution due to the twin forces of economic liberalization and globalization (Kazaara, 2025). Historically rooted in Confucian principles of hierarchy, collectivism, and loyalty, modern Chinese HRM reflects a hybrid of traditional values and Western managerial principles, especially within multinational corporations (Kim, Zhu, & Hill, 2017). Key HR functions such as employee relations, training and development, and compensation are increasingly aligned with global standards (Christopher, Moses, Muhindo, et al., 2022). However, challenges persist in state-owned enterprises (SOEs), where centralized decision-making, bureaucratic rigidity, and limited performance-based advancement remain prevalent (Cooke, 2009).

Similarly, in North Africa, HRM systems are heavily influenced by colonial legacies, particularly French administrative traditions (Ntirandekura & Christopher, 2022b). In countries like Egypt and Morocco, public sector employment remains predominant, marked by job security, centralized control, and limited performance incentives (Assaad & Barsoum, 2019). Recruitment and promotion in many public institutions are often based on seniority and political patronage rather than merit and competence, resulting in inefficiencies and weak accountability structures (Beblawi, 2001).

South Africa presents a contrasting case where HRM has played a transformative role in the post-apartheid reconstruction process. Legal instruments such as the Labour Relations Act and the Employment Equity Act have institutionalized principles of equality, diversity, and redress, fostering inclusive HRM practices across public and private sectors (Horwitz, 2013; Bendix, 2019). HRM in South Africa now emphasizes employee development, affirmative action, and the creation of equitable workplaces (Winyi, Kazaara, et al., 2023).

In East Africa, HRM practices are reflective of a complex mix of colonial administrative structures, post-independence governance reforms, and externally driven structural adjustment programs. Countries such as Uganda, Kenya, and Tanzania have adopted various HRM reforms aimed at enhancing efficiency and accountability in public administration (Moses et al., 2025). While there has been notable progress in areas like training, performance management, and decentralization, challenges persist in recruitment transparency, capacity development, and staff motivation especially within public institutions (Munene, 2009; Kiragu & Mukandala, 2005).

In Uganda, the evolution of HRM has been closely intertwined with public service reform initiatives launched in the 1990s, which sought to enhance efficiency, accountability, and service delivery in the public sector. These reforms emphasized restructuring public institutions, professionalizing civil service, and introducing results-oriented management practices (Kukunda, 2002; Tumwesigye, 2010). Nonetheless, the implementation of these reforms has often been constrained by bureaucratic inertia, inadequate funding, and capacity deficits.

A pertinent example is the Uganda Broadcasting Corporation (UBC), established through the UBC Act of 2004, following the merger of Uganda Television and Radio Uganda. UBC is mandated to inform, educate, and entertain the

public, while also promoting national development and cultural heritage. However, like many state-owned enterprises, UBC has encountered persistent HRM challenges that undermine its institutional effectiveness (Julius et al., 2024). These include outdated recruitment procedures, limited investment in staff training and development, low employee morale, and weak performance management systems (Mugisha, 2015; Okello & Ssemakula, 2020). Such challenges negatively impact employee productivity and the quality of service delivery, highlighting the urgent need for a critical re-examination of HRM practices within the corporation.

Ultimately, the Ugandan public sector UBC inclusive requires a comprehensive and contextually appropriate HRM framework that aligns with modern best practices while addressing local institutional constraints. Enhancing recruitment transparency, investing in continuous professional development, and adopting performance-based appraisal systems could significantly improve employee output and organizational effectiveness.

1.1.2 Theoretical Background

This study is grounded in human resource and organizational behavior theories that explain how HRM practices influence employee performance and productivity. Two key theories underpinning this research are Herzberg's Two-Factor Theory and the Resource-Based View (RBV) of the firm.

The Herzberg's Two-Factor Theory, developed by Frederick Herzberg in 1959, distinguishes between motivators (such as recognition, achievement, growth) and hygiene factors (such as salary, working conditions, job security). Motivators are intrinsic and drive job satisfaction and improved performance, while hygiene factors, though extrinsic, must be adequately met to avoid dissatisfaction (Herzberg et al., 1959).

The strengths of the theory lie in its clear separation of factors that cause satisfaction from those that prevent dissatisfaction, offering practical guidance for HR interventions, as well as its relevance to studies involving performance appraisal, motivation, and job enrichment, which are central to this research. The theory's weaknesses lie in oversimplification of complex employee behaviors and ignoring of individual differences, as well as its classification of factors as either motivators or hygiene which can sometimes be blurred in real-world contexts. The theory is however relevant to the study as it explains how performance appraisal systems, staff motivation, and working conditions at UBC affect employee morale, attitudes, and ultimately productivity; the theory is particularly useful in examining the second objective of the study.

The Resource-Based View (RBV) of the Firm which was popularized by (Barney, 1991), suggests that an organization's internal resources whether valuable, rare, inimitable, and non-substitutable (VRIN) can lead to sustained competitive advantage. In HRM, employees are viewed as strategic resources who, when properly recruited, trained, and developed, contribute significantly to organizational success.

The strengths of the theory lie in its provision of a strategic lens to view employees not just as costs, but as assets to be nurtured for long-term institutional success, as well as its encouragement for investment in training among employers, skills development, and talent retention, aligning well with strategic HRM practices. The theory's weaknesses lie in its probability to understate the role of external factors such as political interference or public sector constraints, which are relevant in a Ugandan context, as well as its difficulty in implementation especially in resource-limited institutions that struggle to attract or retain talent. Nevertheless, the RBV theory informs especially the first Objective of the research by linking effective recruitment, training, and staff development practices to employee productivity at UBC. It emphasizes the strategic importance of developing human capital in a competitive and rapidly changing media environment.

In conclusion, while both theories offer valuable insights, Herzberg's Two-Factor theory serves as the guiding framework for this study, as it directly addresses the motivational dimensions of HRM and provides a practical foundation for analyzing how intrinsic and extrinsic factors at UBC impact employee performance. Given the study's focus on performance appraisal, motivation, and productivity, this theory aligns more closely with the central themes and objectives.

1.1.3 Conceptual Background

Human Resource Management (HRM) refers to the strategic and coherent approach to managing an organization's most valued assets its people in ways that improve both employee and organizational performance(Musaibah et al., 2023). HRM practices encompass a wide range of activities including recruitment and selection, training and development, motivation, and performance appraisal, all of which are essential for enhancing productivity in organizations (Armstrong & Taylor, 2014).

Employee productivity is generally conceptualized as the output of employees in relation to the input provided, such as time, resources, and effort(Muhamad et al., 2023). In public institutions, productivity is not only measured by quantity of output but also by the quality and efficiency of service delivery to the public (Osborne & Gaebler, 1992).

In the context of Uganda Broadcasting Corporation (UBC), understanding how HRM practices affect productivity involves analyzing the alignment between human resource functions and institutional goals. Recruitment practices influence the quality of talent hired; training and development enhance employee skills and adaptability; motivation and performance appraisal shape employee behavior and commitment (Dessler, 2017). Each of these elements interacts to create either a productive or demotivated workforce(Winny, Ariyo, et al., 2023).

This study conceptualizes HRM practices as the independent variables (recruitment, training, motivation, performance appraisal), and employee productivity as the dependent variable(Paul & Kazaara, 2023). The interaction between these

variables forms the foundation for examining how HRM strategies contribute to public sector efficiency, particularly within UBC.

1.1.4 Contextual Perspective

Uganda Broadcasting Corporation (UBC) is a state-owned public broadcaster established by an Act of Parliament in 2004 through the merger of Radio Uganda and Uganda Television. Its mandate is to provide professional broadcasting services that inform, educate, and entertain the public while promoting national unity and development (UBC Act, 2004). As a public institution, UBC operates within a politically and economically sensitive environment, which significantly influences its internal management practices (Moses et al., 2025).

UBC, like many public sector organizations in Uganda, faces persistent challenges in implementing effective Human Resource Management (HRM) systems. These include inefficient recruitment processes, limited opportunities for continuous training and development, inconsistent performance appraisal mechanisms, and low staff motivation (Winyi, Ariyo, et al., 2023). Such challenges often lead to reduced employee morale, poor service delivery, and underutilization of human capital (Muwanga, 2012).

In recent years, the Government of Uganda has emphasized public sector reforms aimed at improving performance and accountability (Julius, 2024). However, implementation at institutional levels like UBC has been inconsistent, with HRM practices often lagging behind strategic objectives. Understanding the specific HRM dynamics at UBC is therefore critical to identifying institutional weaknesses and opportunities for improving employee productivity and organizational efficiency (Christopher, Moses, Enosh Muhindo, et al., 2022a). This study is situated within this institutional context, focusing on how UBC's HRM practices affect employee output, staff attitudes, and overall service delivery in a public broadcasting environment.

1.2 Problem Statement

In the 21st century, organizations that fail to invest in effective Human Resource Management risk stagnation, inefficiency, and eventual collapse (Boxall & Purcell, 2016). In the public sector where bureaucracy, political interference, and under-resourcing are common, HRM remains one of the most underutilized tools for driving employee productivity and institutional performance (Hope, 2001). The Uganda Broadcasting Corporation which is the country's primary public media institution, exemplifies this dilemma (Frank et al., 2023). Despite its critical mandate to inform, educate, and unite Ugandans, UBC has for years struggled with human capital issues such as poor staff motivation, outdated recruitment practices, and ineffective performance management systems (Kakande, 2018). Existing studies have examined HRM practices in Uganda's public service more broadly (Muwanga, 2012; Langseth, 1995), highlighting structural inefficiencies, weak institutional capacity, and a lack of accountability. Some researchers have focused on public sector reforms (Mukasa, 2017) or performance management in government agencies

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(Turyakira & Kamugisha, 2020), but few have critically explored HRM within public media institutions like UBC. Even fewer have investigated how these HRM practices directly affect employee productivity through a qualitative, case-based lens(Winny, Kazaara, et al., 2023).

Without empirical insights into how HRM practices shape staff output at UBC, reforms will remain disconnected from the realities on the ground(Javed Ali et al., 2017). If this gap in knowledge persists, UBC risks continued underperformance, which could erode public trust, compromise national communication objectives, and hinder the development of a competent public media workforce(Julius et al., 2024). Furthermore, the absence of context-specific data weakens policy formulation and human resource planning, leaving HRM reforms ineffective and unsustainable. This study, therefore, seeks to fill this critical gap by providing an in-depth analysis of HRM practices – specifically recruitment, training, motivation, and performance appraisal – and how they influence employee productivity at UBC. Its findings are expected to guide both institutional reforms and broader public sector HRM strategies in Uganda.

1.3 Objectives of the Study

1.3.1 General Objective

To examine how human resource management practices influence employee productivity in public institutions, with a specific focus on Uganda Broadcasting Corporation.

1.3.2 Specific Objectives

- i) To explore the recruitment, training, and staff development practices at Uganda Broadcasting Corporation and how they affect employee productivity.
- ii) To examine the role of motivation and performance appraisal in shaping employee attitudes and performance at UBC.
- iii) To identify the challenges and opportunities in implementing effective human resource management practices within UBC.

1.4 Research questions

- i) What recruitment, training, and staff development practices are employed at Uganda Broadcasting Corporation, and how do they affect employee productivity?
- ii) How do motivation and performance appraisal practices influence employee attitudes and performance at UBC?
- iii) What are the key challenges and opportunities in implementing effective human resource management practices within UBC?

1.5 Study Hypotheses

H1: Recruitment, training, and staff development practices at Uganda Broadcasting Corporation do not affect employee productivity.

H2: Motivation and performance appraisals do not shape employee attitudes and performance at UBC.

H3: There are no significant challenges and opportunities in implementing effective human resource management practices within UBC.

1.6 Scope of the Study

This study is specifically delimited to investigating Human Resource Management (HRM) practices and their implications for employee productivity within the Uganda Broadcasting Corporation (UBC), a prominent public media organization. The inquiry centers on core HRM functions such as recruitment, training, staff development, motivation, and performance appraisal, with the intention of understanding how these practices influence employee work output and behavioral attitudes. These HR functions are widely recognized as critical determinants of organizational efficiency and staff commitment (Armstrong & Taylor, 2014; Boxall & Purcell, 2016; Dessler, 2020; Torrington, Hall, & Taylor, 2017). By concentrating on the internal HR mechanisms of UBC, the study aims to uncover operational realities and organizational behaviors that contribute to or hinder productivity outcomes within the public sector (Marchington & Wilkinson, 2012; Bratton & Gold, 2017; Wright & McMahan, 2011; Becker & Huselid, 2006).

Geographically, the study is confined to UBC's headquarters in Kampala District, where strategic human resource functions and centralized operations are predominantly managed. Although UBC has regional offices across Uganda, these locations are excluded from the study due to constraints related to time, accessibility, and financial resources—a limitation common in qualitative case studies (Creswell & Poth, 2018; Merriam & Tisdell, 2016; Yin, 2018; Patton, 2015). Focusing on the headquarters allows for the examination of key decision-making processes and direct engagement with central HR personnel and managerial staff who play an instrumental role in policy formulation and implementation (Miles, Huberman, & Saldaña, 2014; Simons, 2009; Thomas, 2011; Bryman, 2016).

Thematically, the study emphasizes three major dimensions of HRM within UBC. First, it explores the design, implementation, and perceived impact of recruitment, training, and development strategies on workforce performance. Second, it investigates how motivation mechanisms and performance appraisal systems shape employee attitudes and organizational commitment. Third, the study identifies and analyzes institutional challenges and opportunities encountered in executing HRM functions within a public broadcasting context. These themes align with established HRM research frameworks that link effective people management practices to improved organizational performance and employee satisfaction (Ulrich et al., 2013; Torraco & Swanson, 1995; Guest, 2011; Paauwe, 2004).

Methodologically, the study adopts a mixed study approach, employing semi-structured interviews and questionnaires as the principal tools for data collection. This methodological orientation is appropriate for exploring the nuanced experiences, perceptions, and contextual realities of HR personnel and employees in a specific organizational setting (Denzin & Lincoln, 2018; Silverman, 2015). The approach is intended to produce statistically generalizable results and deep, context-rich insights into HRM practice within UBC.

1.7 Significance of the Study

This research makes a valuable contribution to the expanding body of literature on Human Resource Management (HRM) in the public sector by contextualizing its investigation within Uganda's state-owned media landscape. While significant scholarly attention has been directed toward HRM practices in private enterprises and broader government ministries (Armstrong & Taylor, 2014; Boxall & Purcell, 2016; Bratton & Gold, 2017; Wright & McMahan, 2011), relatively few empirical studies have critically examined how HRM practices affect employee productivity within public media institutions. The Uganda Broadcasting Corporation (UBC), as a national broadcaster, presents a unique case through which to explore the intersection between HR strategies and public service delivery outcomes. This study, therefore, addresses an existing gap by providing sector-specific insights into HRM dynamics in state-owned media institutions (Paauwe, 2004; Marchington & Wilkinson, 2012; Guest, 2011; Ulrich et al., 2013).

Practically, the study offers actionable recommendations for policymakers, administrators, and human resource practitioners at UBC. By critically examining the implementation and effectiveness of key HRM functions – such as recruitment, employee training and development, motivational strategies, and performance appraisal mechanisms—the study identifies organizational strengths and operational deficiencies that directly influence employee engagement and institutional performance (Torrington, Hall, & Taylor, 2017; Dessler, 2020; Becker & Huselid, 2006; Noe et al., 2017). These insights can inform the formulation of more effective HR policies and managerial practices aimed at enhancing service delivery, staff morale, and overall organizational efficiency (Storey, 2007; Wright, Gardner, & Moynihan, 2003; Lawler, 2003; Boselie, 2010).

Beyond UBC, the findings may have broader applicability for other public-sector organizations in Uganda and similar settings facing related HRM challenges. The study's exploration of systemic issues such as resource constraints, bureaucratic inertia, and performance gaps offers transferrable lessons for enhancing human resource capacities across public institutions (Meyer & Hammerschmid, 2010; Pollitt & Bouckaert, 2017; Dobbins, 2010; Schay & Fisher, 2013). By documenting HRM experiences within a state-owned enterprise, the study provides a knowledge base that can support institutional reforms and performance improvement initiatives in comparable environments within the public sector (Barney & Wright, 1998; OECD, 2015; Ingraham, 2005; Andrews & Hill, 2003).

Academically, the study serves as an important resource for future researchers interested in public administration, human resource development, and organizational performance in developing countries. Its qualitative design provides a rich, context-specific analysis that captures the lived experiences of HR personnel and staff at UBC, contributing to methodological diversity and empirical depth in HRM research (Creswell & Poth, 2018; Denzin & Lincoln, 2018; Merriam & Tisdell, 2016; Yin, 2018). By situating the inquiry within a Ugandan public broadcasting institution, the study bridges a contextual gap in the literature and enhances our understanding of how HRM systems function in politically and operationally complex public-sector organizations in Sub-Saharan Africa (Ng & Burke, 2010; Kamoche, Debrah, Horwitz, & Muuka, 2012; Budhwar & Debrah, 2009; Horwitz, Kamoche, & Chew, 2002).

1.8 Justification of the Study

Human Resource Management (HRM) is a critical component of organizational performance, yet its implementation across Uganda's public institutions is often marked by inconsistency, inefficiency, and limited empirical investigation (Armstrong & Taylor, 2014; Becker & Huselid, 2006; Guest, 2011; Opio, 2016). Within Uganda Broadcasting Corporation (UBC), persistent issues such as low staff morale, inadequate training opportunities, and reduced service delivery outcomes highlight the urgent need to examine existing HRM practices (Kasumba, 2021; Tumwesigye, 2010; Mwebesa, 2019; Kamugisha, 2013). These indicators point to systemic gaps in policy design and implementation.

This study is warranted by the lack of sector-specific research focusing on HRM and productivity within public media institutions like UBC. Much of the existing literature in Uganda has primarily focused on the private sector or central government institutions, neglecting nuanced challenges within state-owned broadcasters (Ssewanyana & Kasirye, 2014; Muhangi, 2018; Kakumba & Fourie, 2007; Budhwar & Debrah, 2009). UBC's role in shaping public discourse and civic awareness further underscores the significance of studying its internal HRM systems.

By addressing this gap, the study will generate empirical data on the link between HRM practices – such as recruitment, training, and motivation – and employee productivity in UBC. These insights will inform HRM policy reforms that align more closely with Uganda's institutional and socio-economic realities (Boxall & Purcell, 2016; Noe et al., 2017; Lawler, 2003; Wright, Gardner, & Moynihan, 2003). Furthermore, the research aims to provide evidence-based recommendations to strengthen strategic HRM within similar public-sector organizations.

The study also offers practical value to HR professionals, policymakers, and institutional leaders by examining key HRM functions and their effect on employee performance. Through analysis of real-world HR challenges and opportunities, the findings will help develop actionable strategies to enhance institutional efficiency and public service delivery (Torrington, Hall, & Taylor, 2017; Barney & Wright, 1998; Storey, 2007; Schay & Fisher, 2013). These findings can serve as a benchmark for broader reforms across Uganda's public sector.

Finally, this study contributes academically by applying HRM theories—such as the Resource-Based View and Human Capital Theory – within a qualitative framework to understand the public-sector HRM landscape. This context-driven approach adds theoretical and methodological depth to existing literature and enhances understanding of HRM in African public institutions (Paauwe, 2004; Creswell & Poth, 2018; Merriam & Tisdell, 2016; Ulrich et al., 2013). It also lays the foundation for future research on HRM in state-owned media enterprises.

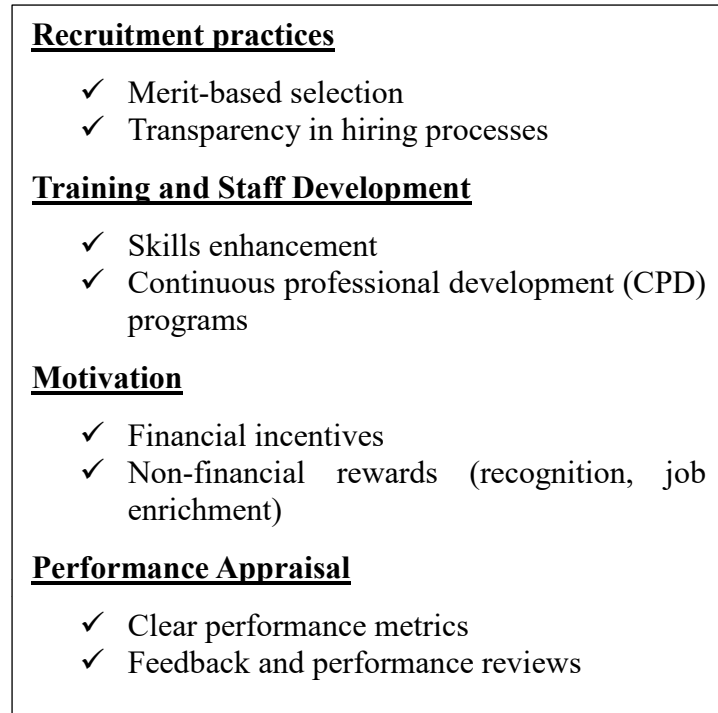
1.9 Definition of key terms

- Human Resource Management: A strategic approach to managing people in an organization effectively, involving functions such as recruitment, training, performance appraisal, and employee motivation to enhance productivity (Armstrong & Taylor, 2014).
- Employee Productivity: The measure of an employee's output in relation to the input used, often reflected in the efficiency, quality, and quantity of work delivered within a specific time frame (Dessler, 2017).
- Recruitment: The process of attracting, shortlisting, and selecting suitable candidates to fill job vacancies within an organization (Boxall & Purcell, 2016).
- Training and Development: Organized efforts by an institution to improve employees' knowledge, skills, and competencies for current and future roles (Noe, 2013).
- Motivation: The internal or external factors that stimulate an individual to act or perform a task with commitment, enthusiasm, and persistence (Herzberg et al., 1959).
- Performance Appraisal: A formal assessment process used by organizations to evaluate employees' job performance, often linked to promotion, compensation, and development decisions (Aguinis, 2013).
- Public Institution: An organization owned and operated by the government, established to provide public goods and services, often non-profit in nature, and accountable to citizens and public authorities.

1.10 Conceptual framework

The conceptual framework for this study is based on the idea that employee productivity in public institutions is significantly influenced by the quality and implementation of Human Resource Management (HRM) practices. These practices include recruitment, training and development, motivation, and performance appraisal. The framework is summarized in Figure 1.1 below.

Independent Variables (HRM Practices)



Dependent Variable

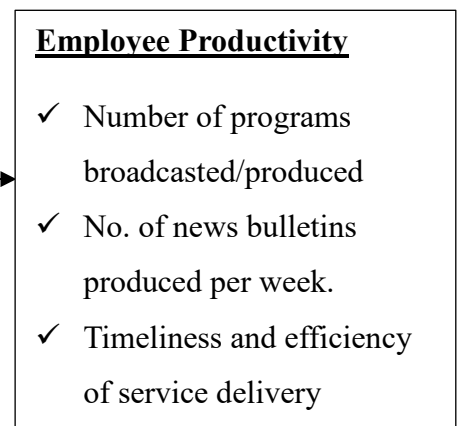


Figure 1. 1: Conceptual framework

The conceptual framework of this study is designed to illustrate the relationship between Human Resource Management practices and employee productivity in a public institution – specifically, Uganda Broadcasting Corporation. It identifies the key HRM components believed to directly influence productivity and outlines possible contextual factors that may affect this relationship.

Recruitment practices involve how employees are sourced and selected. Transparent, merit-based recruitment can lead to a more competent workforce and higher performance.

Training and staff development refers to the structured efforts to build employee skills and capabilities. Well-trained employees are likely to be more effective and efficient in their roles.

Motivation includes both financial (such as salaries, bonuses) and non-financial incentives (for example recognition, career advancement). Motivated employees tend to be more productive and committed to the organization.

Performance Appraisal involves assessing employee performance against set objectives and providing feedback. When done effectively, it enhances accountability, encourages development, and improves output.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of existing literature related to Human Resource Management practices and their influence on employee productivity, with specific focus on public institutions. The literature review provides a theoretical and empirical foundation for the study by examining key HRM functions such as recruitment, training and development, motivation, and performance appraisal, and their documented impact on organizational performance and workforce output. The chapter begins by discussing the theoretical framework that guides HRM and employee productivity, followed by a synthesis of global, regional, and local studies and present their key findings empirically. Additionally, the review critically examines challenges and opportunities in implementing HRM strategies within the public sector, particularly in sub-Saharan Africa.

2.1 Theoretical Review

This study is underpinned by Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, formulated by Herzberg, Mausner, and Snyderman (1959). The theory distinguishes between two categories of factors that influence employee attitudes toward work: motivators and hygiene factors. Motivators are intrinsic elements such as achievement, recognition, responsibility, and opportunities for personal growth, which contribute positively to job satisfaction (Winy, Kazaara, et al., 2023). On the other hand, hygiene factors such as salary, organizational policies, working conditions, and supervision do not motivate employees directly but are essential to prevent job dissatisfaction (Herzberg et al., 1959; Robbins & Judge, 2019).

A central premise of the theory is that satisfaction and dissatisfaction are not simply opposite ends of a continuum; rather, they stem from fundamentally different factors (Dessler, 2017). Thus, the absence of dissatisfaction does not equate to satisfaction, and vice versa. For example, improving extrinsic factors like salaries or supervision may reduce grievances but will not inherently lead to higher motivation or job satisfaction unless intrinsic motivators are also enhanced (Armstrong & Taylor, 2020).

The theory posits that true motivation is internally driven. When employees experience opportunities for achievement, recognition, and advancement, they are more likely to be engaged and perform better. Conversely, merely eliminating dissatisfiers, such as unfavorable working conditions or rigid policies, is insufficient to inspire high performance (Herzberg et al., 1959; Robbins & Judge, 2019). This necessitates a dual focus from employers addressing both hygiene factors to maintain baseline satisfaction and motivator factors to drive engagement and productivity (Christopher, Moses, Enosh Muhindo, et al., 2022b).

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Another assumption of the theory is that employees react differently to hygiene and motivator factors. This dual-response system suggests that while one set of conditions may lead to dissatisfaction, another is required to generate satisfaction and motivation. Therefore, organizations must manage both dimensions independently to sustain a motivated workforce (Dessler, 2017; Armstrong & Taylor, 2020).

Job enrichment is also emphasized as a strategic tool for enhancing motivation. By redesigning jobs to include greater autonomy, increased responsibility, and skill variety, organizations can make work more meaningful and stimulating for employees (Robbins & Judge, 2019). Finally, Herzberg acknowledges that while motivational needs are generally universal, their prioritization and expression may vary across individuals, cultural settings, and organizational environments (Herzberg et al., 1959; Armstrong & Taylor, 2020).

Support for this theory is widespread in modern organizational behavior literature. Stephen P. Robbins, a leading scholar in this field, underscores its practical relevance by highlighting how understanding the distinction between hygiene and motivator factors can guide managerial efforts to reduce turnover and enhance employee satisfaction (Paul & Kazaara, 2023). He emphasizes that while hygiene factors such as pay and policy may curb dissatisfaction, only intrinsic motivators like achievement and recognition can inspire superior performance. Robbins advocates for the use of job enrichment strategies to instill purpose and autonomy in employees' roles (Robbins & Judge, 2019).

Similarly, Gary Dessler, a prominent voice in human resource management, applies Herzberg's model in shaping HR practices related to performance appraisal, job design, and career development. He contends that while hygiene improvements may ensure employee retention, genuine productivity gains require investment in motivator factors (Isaac et al., 2023). Dessler further recommends that organizations incorporate employee recognition, clear career pathways, and continuous professional development into their HR systems to align with the intrinsic needs of staff (Dessler, 2017).

In the context of this study, Herzberg's theory offers a relevant and practical lens for analyzing the influence of HRM practices – particularly in the domains of motivation and performance appraisal—on employee attitudes and productivity at Uganda Broadcasting Corporation (UBC). The distinction between hygiene and motivator factors aligns well with the study's objective of identifying key drivers and constraints of employee performance in a public sector institution. Thus, this theoretical framework not only supports the analytical approach of the study but also informs the interpretation of findings within the organizational context of UBC.

2.2 Empirical Review

In recent years, Human Resource Management (HRM) has emerged as a key pillar for enhancing employee productivity in public institutions. Effective HRM practices such as recruitment, staff development, motivation, and performance appraisal are widely recognized for improving both employee commitment and organizational efficiency.

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However, the implementation of these practices in public entities remains a challenge, especially in African contexts, where systemic constraints and institutional inertia persist. Studies by Armstrong and Taylor (2020), Okafor, Akinyemi, and Uche (2016), and Dessler (2017) emphasize the significance of aligning HRM strategies with employee needs to realize productivity gains, particularly in sectors like public broadcasting which demand creative and technical proficiency.

Recruitment and selection form the foundation of any effective HRM system. In the context of public institutions, recruitment practices are often hindered by political interference, limited autonomy of HR departments, and weak accountability frameworks. In Uganda, concerns have been raised regarding the transparency and fairness of recruitment processes, especially in state-owned enterprises such as Uganda Broadcasting Corporation (UBC). Kariuki and Makori (2015) assert that recruitment based on competence and meritocracy leads to improved public service delivery. Similarly, Aswathappa (2013) notes that flawed recruitment undermines institutional performance, while Tumwebaze (2019) points to the frequent influence of patronage in Uganda's public sector recruitment as a cause of employee dissatisfaction and inefficiency.

Training and staff development are indispensable for equipping employees with relevant skills and competencies, especially in dynamic fields like media and communications. Nonetheless, many public institutions in Uganda lack structured training programs, and those that exist are underfunded and rarely aligned with institutional goals. Research by Najjoba (2017) at Uganda Clays Limited showed that mentoring and job rotation significantly enhanced employee performance. Abdullahi (2010), studying MTN Uganda, confirmed that consistent training led to higher motivation and reduced errors, while Opatha (2019) observed that training in public institutions often lacks continuity and follow-up due to budgetary limitations. At UBC, despite the growing demands of digital broadcasting, staff development remains inconsistent, thereby affecting service quality.

Employee motivation is central to achieving organizational productivity. Both extrinsic and intrinsic motivators play an important role in shaping employee behavior and performance. Yet in many Ugandan public institutions, including UBC, low morale, delayed salaries, and lack of recognition continue to demotivate staff. Muthusi (2019) established a strong link between well-structured appraisal systems and enhanced motivation in Kenyan universities. Likewise, Muriuki (2016) emphasized the need to link employee appraisal outcomes to rewards, while Armstrong and Taylor (2020) argue that true motivation stems from intrinsic drivers like achievement, recognition, and autonomy. When these are absent, employees are less likely to align their efforts with institutional objectives.

Performance appraisal remains one of the most contested HRM practices in Uganda's public sector. In theory, appraisals are designed to evaluate employee performance and inform decisions on promotions and capacity development. However, at UBC, the appraisal process has been criticized for being routine and rarely informing

professional growth or incentives. Azah, Namuyiga, and Kagaba (2024) found that many civil servants perceive performance appraisals as ceremonial and disconnected from productivity. Nvene, Okoro, and Lawal (2019) recommend adopting multi-source feedback systems and objective criteria to enhance credibility, while Chaponda (2014) highlights the role of regular appraisals in boosting performance and reducing turnover in NGOs. Without such improvements, the UBC appraisal system risks undermining rather than enhancing staff engagement.

Despite the challenges, literature highlights emerging opportunities for strengthening HRM practices in the public sector. Notably, digitization, decentralization, and culturally sensitive HRM approaches are increasingly gaining recognition. Muzanenhamo and Mavedzenge (2023) observed that electronic HRM systems introduced in South African public enterprises enhanced transparency and tracking. Chilunjika, Mutizwa, and Dube (2022) advocated for the incorporation of African value systems such as Ubuntu into HRM, emphasizing communal leadership and employee welfare. Similarly, Simac and Shiri et al. (2023) reported that digital HR platforms and performance-based reforms in public institutions contributed to better service delivery, especially where traditional bureaucratic systems had failed.

2.3 Research Gap

Although Human Resource Management (HRM) is widely acknowledged for its role in improving employee productivity, much of the literature focuses on private sector organizations in developed countries (for example, Armstrong & Taylor, 2020; Dessler, 2017; Boxall & Purcell, 2016). In contrast, public institutions in Sub-Saharan Africa, such as Uganda Broadcasting Corporation (UBC), operate under different institutional realities including bureaucracy, limited funding, and political influence (Mutahaba, 2011; Okafor et al., 2016). These conditions present unique challenges for implementing strategic HRM models. Yet, scholarly inquiry into such contexts remains limited. This study seeks to fill that contextual and empirical gap.

Existing studies on HRM in African public institutions tend to generalize findings without accounting for sector-specific complexities. For example, the broadcasting sector demands creativity, adaptability, and technical expertise, which are rarely addressed in mainstream HRM literature (Kariuki & Makori, 2015; Opatha, 2019). In Uganda, UBC has a dual responsibility to inform the public and remain competitive, making HRM both strategic and operationally complex (Kaggwa, 2018; UBC, 2021). However, empirical studies focusing specifically on HRM practices in Uganda's public broadcasting sector are scarce. Moreover, previous research has often examined HRM practices in isolation, such as focusing only on recruitment or training (Najjoba, 2017; Rashidi et al., 2023; Muriuki, 2016). This fragmentation limits understanding of how integrated HRM systems influence employee productivity. Public institutions like UBC require a coordinated HRM approach due to their hybrid mandates and structural constraints.

This study aims to explore how various HR practices—when viewed together—shape workforce outcomes in public broadcasting hence this shall fill the conceptual gap.

Methodologically, the reliance on quantitative methods in HRM research has resulted in a lack of in-depth, qualitative insights, especially in African public sectors (Simac & Shiri et al., 2023; Muzanenhamo & Mavedzenge, 2023). While useful for trend analysis, quantitative approaches often miss the lived realities of employees navigating institutional and political challenges (Chilunjika et al., 2022). This study responds to that gap by using a mixed study design to gain deeper insights into employee experiences with HRM at UBC. It centers staff perceptions to uncover policy-practice disconnects.

By addressing these gaps, the study contributes to a more grounded understanding of HRM in public institutions. Specifically, it explores how HRM practices affect employee productivity within Uganda's public broadcasting framework. It draws on lived experiences to generate practical recommendations for institutional reform. In doing so, it extends HRM scholarship beyond its current limitations and informs policy in similar African settings.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the methodological framework that were employed to examine how human resource management (HRM) practices influence employee productivity in public institutions, with a specific focus on Uganda Broadcasting Corporation (UBC). The chapter presents the research design, study population, sampling methods and sample size, data collection instruments and procedures, as well as methods for data analysis. It also discusses the validity and reliability of the instruments that were used and the ethical considerations that were taken during the research process. The selection of methodology was guided by the need to obtain in-depth, reliable, and context-specific data on HRM practices such as recruitment, training, motivation, and performance appraisal, and how these elements impact employee performance at UBC. By employing a well-structured methodological approach, the study aimed at generating insights that are both practical and applicable to the enhancement of HRM in public sector institutions.

3.1 Research design

This study adopted a mixed research design to examine the relationship between human resource management (HRM) practices and employee productivity at the Uganda Broadcasting Corporation (UBC). A mixed approach was appropriate because it allowed the researcher to collect numerical and categorical data, test hypotheses, and establish measurable relationships between variables using statistical techniques, as well establishing an in-depth understanding of how HRM practices affect employee productivity through multiple responses (Creswell, 2014; Bryman, 2016; Saunders, Lewis, & Thornhill, 2019).

The design was based on a descriptive and correlational survey strategy, in which standardized questionnaires were administered to a representative sample of employees and HR personnel, as well focused-group discussions (FHDs); to enhance the collection of objective and subjective data on HRM practices and their impact on employee productivity indicators(Nafiu et al., 2017). The study ensured a fairly large sample size to enhance generalizability of the findings (Fowler, 2014).

Correlation and regression analysis was performed to determine the strength and direction of relationships between HRM practices and employee productivity as well as documentary review(Ntirandekura & Christopher, 2022a). Data collection relied primarily on structured questionnaires and interview guides which are cost-effective, easy to administer among participants (Saunders et al., 2019; Kothari, 2004).

3.2 Area of the study

This research was conducted at Uganda Broadcasting Corporation (UBC), the national public broadcaster mandated to inform, educate, and entertain citizens across the country. Headquartered in Kampala, the capital city of Uganda, UBC operates several television and radio stations with nationwide coverage, serving diverse linguistic and cultural communities (UBC Act, 2005; Mwesige, 2011; Uganda Communications Commission, 2020). As a multifaceted organization, UBC is composed of key departments such as Human Resources, Finance, Programming, News, and Engineering, providing an ideal institutional setting for examining the influence of human resource management (HRM) practices on employee productivity (Mugisha, 2019; Twinoburyo & Odhiambo, 2018). The organizational structure and functional diversity at UBC offer a comprehensive framework to analyze recruitment, training, performance appraisal, and motivation in a public-sector context (Christopher, Moses, Enosh Muhindo, et al., 2022b).

UBC was purposefully selected for this study as it exemplified the operational and administrative characteristics of public institutions in Uganda, particularly regarding the challenges and expectations tied to employee performance and service delivery (Musaaizi, 2006; Balunywa, 2003; Mamdani, 2016). Public broadcasting institutions often face structural and procedural limitations in human resource practices, including bureaucratic delays, insufficient training, and performance management issues (Mutebi, 2021; Muhumuza, 2015; Asimwe, 2014). Investigating HRM practices at UBC allowed the researcher to uncover practical challenges and opportunities related to enhancing staff productivity in similar government-run entities. Furthermore, the study was contextually relevant as UBC, like many public institutions in Uganda, grapples with aligning employee performance with national development and information dissemination objectives (Karyeija, 2012; Bwire, 2010; Nabaho & Oonyu, 2020).

The decision to locate the study in Kampala was informed by several logistical and research-oriented considerations. Kampala, as the administrative and commercial hub of Uganda, hosts UBC's central offices and primary operations, thereby providing access to key personnel and institutional records essential for this qualitative case study (Tumushabe et al., 2013; Nannyonjo, 2007; Othieno, 2016). Additionally, the capital city ensures proximity to national policymakers, regulators, and media oversight bodies whose perspectives may enrich the contextual understanding of HRM within the public broadcasting sector (UCC, 2020; Mwesige & Kalinaki, 2010; Kakuba, 2011). The accessibility of respondents and archival data in Kampala supports the feasibility of sustained fieldwork, making it a strategic and pragmatic choice for this research.

3.3 Study population

The target population for this research comprised employees and human resource personnel at Uganda Broadcasting Corporation (UBC), selected across various functional departments. These departments included Human Resources, Administration, Finance, Technical Services, and Programming, ensuring a representative cross-section of the

organization’s operational and strategic units (UBC Act, 2005; Mugisha, 2019). The rationale for choosing this group was grounded in the need to engage participants who were either responsible for crafting and implementing HRM policies or who are significantly influenced by such practices in their daily functions (Armstrong & Taylor, 2014; Mutebi, 2021). Engaging a diverse pool of respondents enhances the validity of the study by capturing a wide range of experiences and perceptions related to HRM and its impact on organizational performance.

The study specifically targeted human resource officers, departmental heads, middle-level managers, and selected operational staff, who were deemed to possess practical insights into the HRM functions of recruitment, employee development, performance evaluation, and motivation strategies at UBC (Guest, 2011; Armstrong, 2009). These categories of staff were strategically positioned within the organizational hierarchy to provide both policy-level and operational perspectives on the effectiveness and challenges of HRM practices (Nabaho & Oonyu, 2020). By involving participants across different levels and departments, the study aimed to gather comprehensive and contextually grounded data on the institutional mechanisms shaping employee productivity.

The total study population and distribution of participants across relevant departments is illustrated in Table 3.1, which categorizes respondents according to their roles and organizational functions.

Table 3. 1: Study respondents

Respondent Category	Population	Sample	Sampling technique
HR Officers	2	2	Purposive sampling
Departmental heads	10	10	Purposive sampling
Operational staff	53	48	Stratified random sampling
Total	65	60	

Source: UBC Annual Report, (2024)

3.4 Sampling procedure

3.4.1 Sample size

The sample size was generated from Krejcie & Morgan, (1970) formula for determining the sample size, given by:

$$n = \frac{x^2 N p (1 - P)}{e^2 (N - 1) + x^2 p (1 - p)}$$

Where;

x^2 = the Chi-square value.

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N = the population size.

p = the probability of success of choosing a representative sample.

e = the margin of error.

Considering the population of 65, a sample of 60 representatives is yielded.

3.4.2 Sampling techniques

This study employed probability and non-probability sampling techniques, particularly stratified random sampling and purposive sampling, to select respondents from Uganda Broadcasting Corporation (UBC). Probability sampling was appropriate for quantitative research because it ensured that every member of the target population has a known and non-zero chance of being included in the sample, thereby enhancing representativeness and reducing sampling bias (Creswell & Creswell, 2018; Saunders, Lewis, & Thornhill, 2019). On the other hand, non-probability sampling assists in obtaining a deeper understanding of the variables under study through multiple responses.

Stratified random sampling was used to divide the population into strata based on departments and job categories (for example, Engineering, News Room, Production Department). This ensured that key sub-groups are proportionally represented in the sample, reflecting the diversity of roles within UBC (Bryman, 2016). From each stratum, respondents were then selected using simple random sampling, which gave all individuals within the stratum an equal chance of selection. This combined approach improves precision and allows meaningful comparisons across groups (Sekaran & Bougie, 2016; Fowler, 2014).

3.5 Data collection methods and instruments

This study employed qualitative and quantitative data collection methods, specifically the use of structured questionnaires, to gather data on the relationship between human resource management (HRM) practices and employee productivity at Uganda Broadcasting Corporation (UBC). Structured questionnaires and interview guides were suitably used for gathering quantitative and qualitative data respectively.

The questionnaire consisted of closed-ended items based on a five-point Likert scale (ranging from “strongly disagree” to “strongly agree”), designed to measure respondents’ perceptions of HRM practices such as recruitment, training and development, motivation, performance appraisal, and compensation, while interviews guides will consist of open-ended questions.

3.6 Data quality control methods

To ensure the validity, reliability, and accuracy of findings, this study employed several quality control strategies throughout the data collection and analysis processes. First, a pilot test of the structured questionnaire was conducted

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with a small group of UBC employees who did not form part of the final sample. Pilot testing is supported by (Lewis, & Thornhill, 2019) to assess clarity, wording, and relevance of items, as well as the suitability of the Likert-scale format, and revision was made based on feedback to minimize ambiguity and ensure the instrument captures the intended constructs.

Reliability of the questionnaire was measured using Cronbach's alpha coefficient, which tests the internal consistency of items within each construct, such as recruitment, training, motivation, performance appraisal, and productivity. A coefficient of 0.70 or higher was considered acceptable, ensuring the instrument consistently measured what it is intended to measure (Pallant, 2020; Sekaran & Bougie, 2016). Dependability of the interview guide was assessed through peer debriefing with the research supervisor.

Validity was ensured in several ways. Content validity was established through expert review of the questionnaire by HRM professionals and academic supervisors to confirm that items adequately cover the study variables, while face validity was confirmed during the pilot study when respondents assess whether the questions appear appropriate and understandable (Creswell & Creswell, 2018; Bryman, 2016).

To maintain objectivity, all responses were collected using standardized procedures, minimizing interviewer bias. Data entry was double-checked to reduce errors, and statistical analysis was conducted using SPSS, applying descriptive and inferential statistics consistently across the dataset (Kothari, 2004; Fowler, 2014).

3.7 Data management and processing

After data collection, the researcher followed a structured process of data management and preparation to ensure the dataset was ready for rigorous statistical analysis. The first step involved checking all returned questionnaires for completeness, consistency, and legibility. Any incomplete or invalid responses was identified and handled according to predefined criteria to avoid bias in the analysis (Kothari, 2004; Saunders, Lewis, & Thornhill, 2019).

Next, the validated responses from the questionnaires were coded and entered into the Statistical Package for Social Scientists (SPSS) software package (Nelson et al., 2022). Coding involved assigning numerical values to the Likert-scale items and categorical variables, ensuring that data can be systematically processed. To minimize human error, double-entry verification was carried out, and discrepancies were cross-checked with the original questionnaires (Fowler, 2014; Bryman, 2016). Following data entry, the researcher conducted data cleaning to identify and correct potential errors such as missing values, outliers, and inconsistencies.

Once cleaned, the dataset was prepared for analysis through the computation of descriptive statistics (means, standard deviations, and frequency distributions) to provide an overview of the variables. Reliability testing using Cronbach's

alpha was performed to ensure internal consistency of the scales, while validity checks will be supported by factor analysis where necessary (Sekaran & Bougie, 2016; Creswell & Creswell, 2018).

Finally, in line with ethical standards, data confidentiality was preserved through secure storage. Digital datasets were kept in password-protected files, and physical copies of questionnaires were locked in secure cabinets accessible only to the researcher. These measures ensured both data integrity and the anonymity of participants (Israel & Hay, 2006; Saunders et al., 2019).

3.8 Data analysis

The data collected were analyzed using quantitative and qualitative statistical techniques, which were appropriate for examining the relationship between human resource management (HRM) practices and employee productivity. The analysis begun with descriptive statistics such as frequencies, percentages, means, and standard deviations to summarize the demographic characteristics of respondents and provide an overview of key study variables (Pallant, 2020; Saunders, Lewis, & Thornhill, 2019).

Following this, inferential statistical methods were employed to test the study's hypotheses and establish relationships between HRM practices (such as recruitment, training, motivation, and appraisal) and employee productivity (Nelson et al., 2023). Specifically, correlation analysis was used to examine the strength and direction of associations between variables, while regression analysis helped to determine the predictive power of HRM practices on productivity outcomes (Creswell & Creswell, 2018; Kothari, 2004).

All analyses were conducted using the Statistical Package for Social Sciences (SPSS) or a similar statistical tool, which provides robust functions for both descriptive and inferential analysis. Tables, graphs, and charts were generated to clearly present the results, making it easier to interpret and compare findings against existing literature and theoretical frameworks (Field, 2018; Saunders et al., 2019).

The findings were interpreted in line with the research objectives, with emphasis on how specific HRM practices contribute to variations in employee productivity at Uganda Broadcasting Corporation (UBC). This structured approach ensured that the conclusions drawn are empirically supported, statistically valid, and relevant for both academic inquiry and practical organizational application.

3.9 Ethical considerations

This study adhered to rigorous ethical standards to ensure that the rights, dignity, autonomy, and welfare of all research participants are respected throughout the research process. Prior to commencing fieldwork, the researcher obtained ethical clearance and an introductory letter from the relevant institutional review board (IRB) or university ethics committee, which was then formally presented to the Uganda Broadcasting Corporation (UBC) to request permission

for access to the study site. Ethical approval served as a critical procedural safeguard, affirming the study's compliance with ethical norms concerning human subject research (Israel & Hay, 2006; Resnik, 2011; Orb, Eisenhauer, & Wynaden, 2001; Wiles, Heath, Crow, & Charles, 2005). Securing authorization from gatekeepers such as UBC management ensures institutional transparency and respects organizational protocols (Babbie, 2013; Ryen, 2011; Flick, 2018; Diener & Crandall, 1978).

Informed consent was a cornerstone of the research engagement with all participants. Prior to each interview or observational session, the researcher provided a detailed explanation of the study's objectives, procedures, potential risks, and benefits in clear and accessible language to ensure full participant understanding (Creswell & Poth, 2018). Emphasis was placed on the voluntary nature of participation, and each respondent was asked to sign a consent form to formally affirm their willingness to participate. Informed consent not only protects participants' autonomy but also reflects respect for individual agency in research contexts (Silverman, 2015).

Data confidentiality and integrity will be ensured through strict ethical protocols. Completed questionnaires will be securely stored, with digital records kept in password-protected files and physical copies in locked cabinets accessible only to the researcher. This will protect respondent anonymity and ensure consistency in data handling throughout the study (Saunders et al., 2019).

3.10 Limitations of the study

This study, while aiming to provide useful insights into the relationship between human resource management (HRM) practices and employee productivity at Uganda Broadcasting Corporation (UBC), has several limitations. First, it is confined to a single institution, which may reduce the generalizability of findings to other public or private organizations in Uganda.

Second, the use of non-probability sampling techniques may introduce selection bias, limiting the extent to which results can represent the wider employee population. Third, the reliance on self-reported data through questionnaires may be affected by social desirability bias or inaccurate responses, potentially influencing the validity of results.

Lastly, logistical and time constraints may have limited the sample size and scope of analysis. Despite these challenges, careful instrument design, pilot testing, and statistical analysis will help minimize errors and enhance the reliability of the findings.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents, analyses, and interprets the findings of the study on the relationship between human resource management (HRM) practices and employee productivity at Uganda Broadcasting Corporation (UBC). The analysis is based on data collected from 60 respondents using questionnaires and key informant interviews. Quantitative data are presented using tables and graphs, while qualitative findings are integrated to support and explain the statistical results.

4.1 Response Rate

Out of the 60 questionnaires administered, all were returned duly completed, representing a response rate of 100%. This response rate was considered adequate for analysis and generalisation of the findings to the study population.

4.2 Descriptive Statistics

Variable description:

RAS - stands for Recruitment & Selection (respondents were rating the degree to which this is done Based on merit and qualifications), TSD - stands for Training and Staff Development (respondents were rating the extent to which Employees are regularly given Continuous Professional Development - CPD), MTV - stands for Employee Motivation (respondents rated the extent to which employees are provided with incentives e.g. bonuses, promotions, allowances), APR - stands for Appraisal (respondents rated the extent to which performance appraisal is conducted fairly, regularly, and used for improvement), and PRD stands for Employee Productivity (rated at the extent to which employee meets the performance targets timely).

The study used a five-point Likert scale, and Table 4.1 presents the descriptive statistics.

Table 4. 1: Descriptive Statistics

Stats	RAS	TSD	MTV	APR	PRD
Min	1	1	1	1	
Mean	3.5	1.9	3.1	3.2	3.3
Median	4	2	3	3	3

Stats	RAS	TSD	MTV	APR	PRD
Max	5	3	5	5	5
SD	1.2	0.8	1.2	1.5	1.1

Source: author’s analysis based on primary data

The results indicate that recruitment and selection practices at UBC are generally perceived to be merit-based, as reflected by a mean score of 3.5 and a median of 4. This suggests that most employees agree that qualifications and competence are considered during recruitment, although the relatively high standard deviation implies some inconsistency in how these practices are experienced across the organization. Employee motivation and performance appraisal also registered moderate mean scores of 3.1 and 3.2 respectively, indicating that incentive provision and appraisal processes exist but are not uniformly strong. The wide variation in responses, particularly for performance appraisal, points to differences in appraisal frequency, feedback quality, and perceived fairness among staff.

In contrast, training and staff development recorded a notably low mean score of 1.9 with limited variability, suggesting a general consensus that continuous professional development opportunities are inadequate. This shortfall may hinder employees’ ability to update skills and adapt to evolving job demands. Despite this, employee productivity was rated moderately high with a mean of 3.3, indicating that many employees meet performance targets in a timely manner. However, the moderate dispersion in productivity scores suggests that productivity levels may be influenced by disparities in access to training, motivation, and appraisal practices within the institution.

4.3 Correlation analysis

Correlation was done using Pearson Matrix Correlation Coefficient due to the quantitative nature of the data in the questionnaires. The findings are presented in Table 4.2 below.

Table 4. 2: Correlation matrix

Stats.	RAS	TSD	MTV	APR	PRD
RAS	1.000				
TSD	-0.033	1.000			
MTV	0.894*	-0.057	1.000		
APR	0.226	-0.077	0.202	1.000	

PRD	0.896*	-0.058	0.800*	0.163	1.000
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Source: author's analysis based on primary data

The correlation results indicate a strong and positive relationship between recruitment and selection (RAS) and employee productivity (PRD) ($r = 0.896, p < 0.05$). This suggests that merit-based recruitment and selection practices are closely associated with higher levels of employee productivity at UBC. Employees who perceive recruitment processes as fair and qualification-driven are more likely to meet performance targets in a timely manner. The strength of this relationship underscores the importance of transparent and competence-based hiring in enhancing organizational performance.

Similarly, employee motivation (MTV) exhibited a strong positive and statistically significant relationship with employee productivity ($r = 0.800, p < 0.05$). This finding implies that the provision of incentives such as bonuses, promotions, and allowances plays a critical role in improving employee output. Motivated employees are more committed to their duties and demonstrate greater effort toward achieving performance targets. In contrast, training and staff development (TSD) showed a weak and negative relationship with productivity ($r = -0.058$), suggesting that the limited CPD opportunities at UBC may not be sufficient to positively influence productivity. Performance appraisal (APR) also demonstrated a weak positive relationship with productivity ($r = 0.163$), indicating that appraisal practices may exist but are not strong enough to significantly drive employee performance.

4.4 Trend analysis

The analysis is shown in Figure 4.1 below. The chart illustrates variations in responses across the key human resource management practices; recruitment and selection, training and staff development, motivation, performance appraisal, and employee productivity. Overall, the visual pattern shows that recruitment and selection (RAS) and employee motivation (MTV) consistently record higher response levels compared to the other variables across the dataset. This indicates that respondents generally rated merit-based recruitment practices and motivational incentives more positively than other HRM practices. The relatively elevated peaks associated with these variables suggest stronger perceived implementation and influence within the organization.

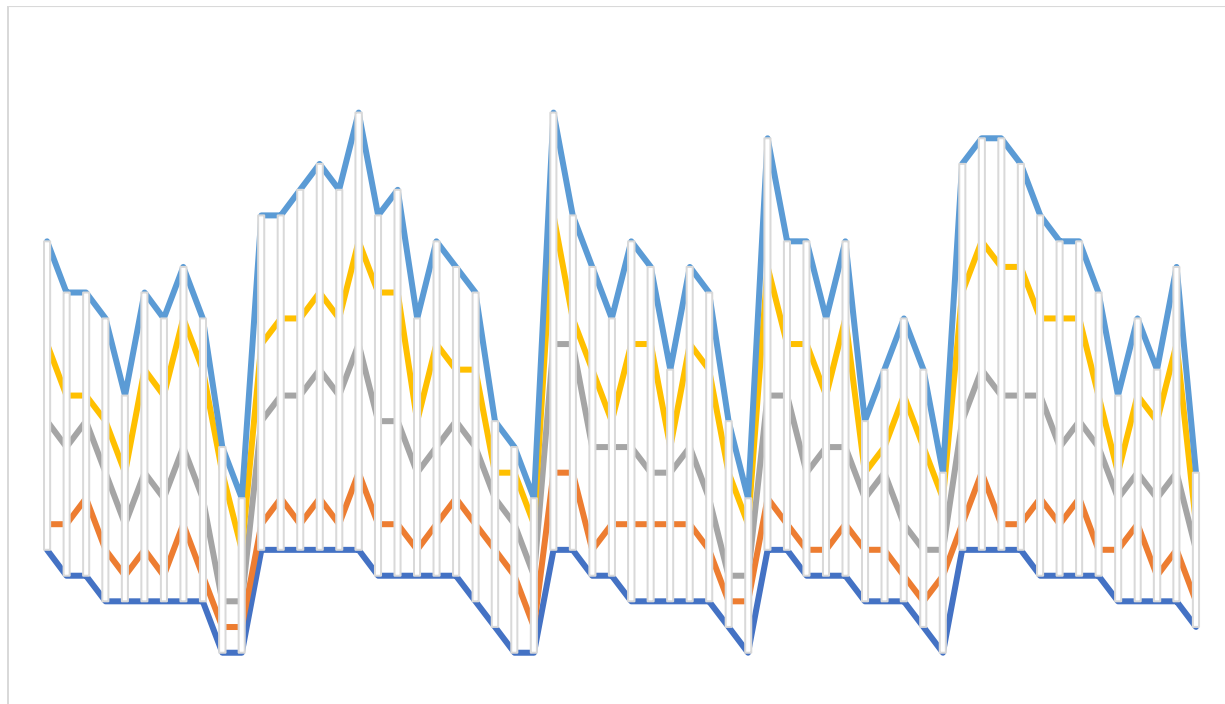


Figure 4. 1: Variations in HRM practices and employee productivity across respondents

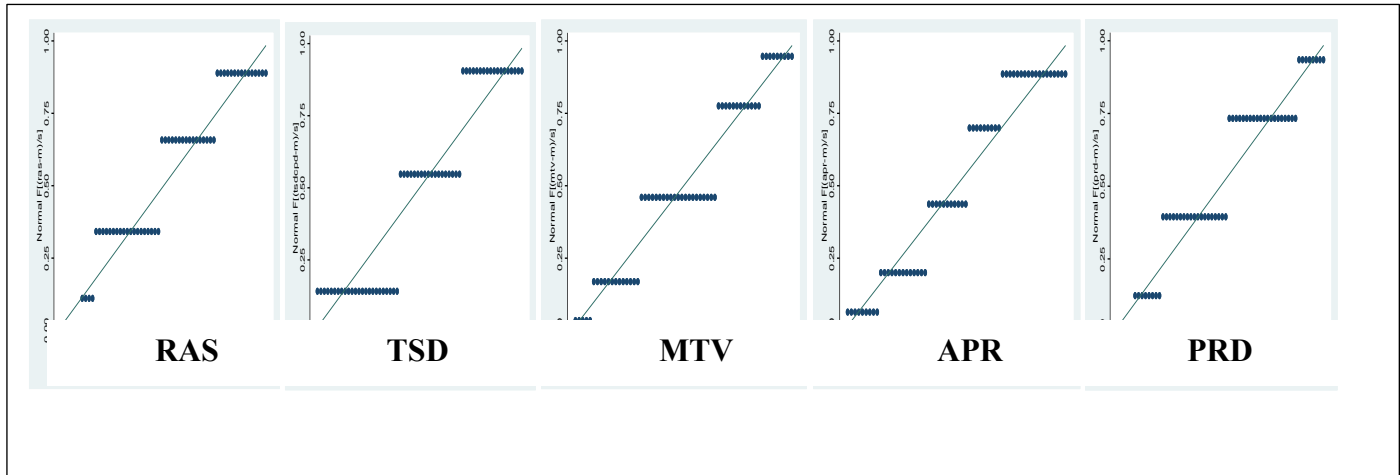
In contrast, training and staff development (TSD) exhibits noticeably lower and less stable values throughout the chart, reflecting respondents' consistent perception of limited continuous professional development opportunities at UBC. Performance appraisal (APR) shows moderate fluctuations, suggesting that appraisal practices are present but inconsistently experienced among employees. Importantly, employee productivity (PRD) appears to follow patterns similar to recruitment and motivation, implying that higher productivity levels tend to align with stronger recruitment and motivational practices. Overall, the chart visually reinforces earlier statistical findings that recruitment and selection, as well as employee motivation, are more strongly associated with employee productivity than training and appraisal practices at UBC.

4.5 Examination of data for linear regression model assumptions

Before regressing the data, they were checked if conformed to the classical linear regression model assumptions of stationarity and multicollinearity, such that if the data was conforming, then the results of the fitted model would not be spurious.

4.5.1 Stationarity test

Stationarity is the situation in which the variance of the error remains constant/consistent without trends. Data were checked if it's normally distributed, using standardized normal probability plots, and the findings are presented in Figure 4.2 below.



employee motivation (MTV), performance appraisal (APR), and employee productivity (PRD); was assessed using normal probability plots generated in Stata. Visual inspection of the plots indicates that the observed values generally follow the diagonal reference line, with no evidence of extreme deviations, pronounced curvature, or significant outliers. Although the plots display step-like clustering of points, this pattern is expected due to the use of Likert-scale data, which are discrete in nature. Overall, the distributions of all variables were considered approximately normal, and the assumption of normality was therefore deemed satisfactory for subsequent correlation and regression analyses.

4.5.2 Multicollinearity

Multicollinearity is the condition in a regression model in which two or more explanatory variables are highly correlated, meaning they provide similar information, and making it difficult to isolate the unique effect of each on the dependent variable, and so, calling for the need to drop one of the independent variables that are highly related. Multicollinearity examined using the Variance-Inflationary Factor (VIF), and the findings are presented in Table 4.3 below.

Table 4. 3: Variance-Inflationary Factors

Variable	VIF
RAS	5.03
MTV	4.99

APR	1.06
TSD	1.01
Mean VIF	3.02

The findings indicate that the VIF values range from 1.01 to 5.03, with a mean VIF of 3.02. According to commonly accepted statistical thresholds, VIF values below 10 suggest the absence of serious multicollinearity, while values below 5 indicate an acceptable level of correlation among independent variables.

Recruitment and Selection (RAS) recorded the highest VIF value of 5.03, closely followed by Motivation (MTV) with a VIF of 4.99. Although these values suggest a moderate level of correlation between these variables and others in the model, they remain within acceptable limits and do not indicate problematic multicollinearity. Performance Appraisal (APR) and Training and Staff Development (TSD) recorded very low VIF values of 1.06 and 1.01, respectively, implying that these variables are largely independent and free from multicollinearity concerns.

Overall, the mean VIF of 3.02 confirms that multicollinearity is not a serious issue in the regression model. Therefore, all independent variables were retained for regression analysis, and the estimated coefficients can be considered reliable for explaining the influence of HRM practices on employee productivity at Uganda Broadcasting Corporation

4.6 Objective Analysis

The objectives were analyzed by fitting the regression model, and the findings are presented in Table 4.4 below.

Table 4. 4: Regression coefficients

performance	Coef.	Std. Err	t	P> t 	95% Conf. Interval	
RAS	0.833	0.122	6.82	0.000	0.588	1.078
TSD	-0.042	0.080	-0.52	0.602	-0.202	0.119
APR	-0.034	0.047	-0.73	0.471	-0.128	0.060
MTV	0.783	0.141	5.76	0.000	0.486	1.008
Cons	0.591	0.284	2.08	0.042	0.022	1.161

Objective One: Recruitment, training, and staff development practices and employee productivity

The regression results indicate that recruitment and selection (RAS) has a positive and statistically significant effect on employee performance ($\beta = 0.833, p < 0.05$). This implies that improvements in merit-based recruitment and transparent hiring practices significantly enhance employee productivity at UBC. The positive coefficient suggests that when employees perceive recruitment processes as fair and competence-based, they are more likely to be productive and committed to organizational goals.

These findings are consistent with Kariuki and Makori (2015), who found that meritocratic recruitment improves service delivery in public institutions. Similarly, Aswathappa (2013) argues that effective recruitment enhances organizational performance by ensuring that competent individuals occupy key roles. The results also align with Tumwebaze (2019), who observed that transparent recruitment reduces dissatisfaction and inefficiency in Uganda's public sector. Therefore, the study confirms that recruitment practices at UBC play a critical role in shaping employee productivity.

However, training and staff development (TSD) showed a negative but statistically insignificant relationship with employee performance ($\beta = -0.042, p = 0.602$). This indicates that, although training programs exist at UBC, they do not have a measurable impact on productivity within the current institutional framework. The insignificance suggests that training initiatives may be irregular, inadequately funded, or poorly aligned with employees' actual job requirements.

This finding deviates from studies by Najjoba (2017) and Abdullahi (2010), which reported that consistent training significantly improves employee performance. However, it supports Opatha (2019), who noted that training in public institutions often lacks continuity and follow-up due to budgetary constraints. In the context of UBC, the result suggests that training and staff development have not yet been institutionalized strongly enough to translate into improved productivity.

Objective Two: Role of motivation and performance appraisal in shaping employee attitudes and performance

The results show that motivation (MTV) has a strong, positive, and statistically significant effect on employee performance ($\beta = 0.783, p < 0.05$). This implies that both financial and non-financial motivational mechanisms such as recognition, career growth, and incentives; play a crucial role in enhancing employee productivity. Employees who feel motivated are more likely to demonstrate commitment, initiative, and higher performance levels.

This finding is strongly aligned with Armstrong and Taylor (2020), who argue that intrinsic motivators such as recognition and achievement are central to sustained employee performance. It also supports Muthusi (2019), who found a strong link between motivation and employee performance, and Muriuki (2016), who emphasized that

motivated employees align their efforts more closely with organizational objectives. Thus, the results affirm the relevance of Herzberg's Two-Factor Theory within the UBC context, particularly regarding motivation as a key driver of productivity.

In contrast, performance appraisal (APR) exhibited a negative and statistically insignificant relationship with employee performance ($\beta = -0.034$, $p = 0.471$). This suggests that performance appraisal systems at UBC do not meaningfully influence employee attitudes or productivity. The negative coefficient, although insignificant, indicates that appraisal processes may be perceived as routine, ceremonial, or disconnected from rewards and professional development.

This finding is consistent with Azah, Namuyiga, and Kagaba (2024), who reported that many public servants view appraisals as formalities with little impact on productivity. It also aligns with Chaponda (2014) and Nvene et al. (2019), who observed that appraisal systems only enhance performance when linked to incentives, feedback, and career development. Therefore, the results suggest that unless appraisal outcomes at UBC are tied to tangible rewards and growth opportunities, their influence on performance will remain limited.

Objective Three: Challenges and opportunities in implementing effective HRM practices

Qualitative data obtained from interviews and focus group discussions provided valuable insights into the challenges and opportunities affecting HRM implementation at UBC.

The insignificant effects of training and performance appraisal observed in the regression analysis reflect broader institutional challenges identified during interviews, including limited funding, bureaucratic procedures, delayed decision-making, and weak linkage between HRM policies and practice. These challenges are consistent with observations by Okafor et al. (2016) and Opatha (2019), who highlight systemic constraints affecting HRM effectiveness in African public institutions.

At the same time, opportunities such as digitization of HR processes, adoption of performance-based reforms, and incorporation of culturally sensitive HRM approaches were identified. These opportunities echo findings by Muzanenhamo and Mavedzenge (2023) and Simac and Shiri et al. (2023), who argue that digital HR systems and reform-oriented practices can enhance transparency and employee productivity in the public sector.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the study, key conclusions drawn from the findings, and recommendations based on the results of the investigation into Human Resource Management (HRM) practices and employee productivity at Uganda Broadcasting Corporation (UBC). The chapter also highlights the study's contributions to public administration practice and proposes areas for further research. The conclusions and recommendations are aligned with the study objectives and informed by both quantitative and qualitative findings.

5.1 Summary of findings

- ✦ On recruitment, training, and staff development practices and employee productivity, the study found that recruitment and selection practices have a significant and positive influence on employee productivity at Uganda Broadcasting Corporation. Employees reported that merit-based selection and transparency in hiring processes enhanced commitment, competence, and work efficiency. Regression results confirmed this relationship, showing that recruitment and selection were statistically significant predictors of employee performance. In contrast, training and staff development were found to have an insignificant effect on employee productivity. Although some training opportunities existed, respondents indicated that such programs were irregular, inadequately funded, and not well aligned with job requirements or technological changes in the broadcasting sector. As a result, training initiatives did not translate into measurable productivity improvements.
- ✦ On motivation, performance appraisal, and employee attitudes and performance, the findings revealed that employee motivation has a strong and significant positive effect on employee productivity at UBC. Both financial incentives and non-financial rewards such as recognition and job enrichment were found to enhance employee morale, commitment, and performance. The regression analysis supported this finding, indicating that motivation was one of the strongest predictors of employee performance. Conversely, performance appraisal practices were found to have an insignificant influence on employee productivity. Qualitative findings showed that appraisal processes were perceived as routine, administrative, and weakly linked to rewards, promotions, or professional development. Consequently, performance appraisals did not significantly shape employee attitudes or improve productivity.
- ✦ Regarding challenges and opportunities in implementing effective HRM practices, the study identified several challenges affecting the effective implementation of HRM practices at UBC. These included limited financial resources, bureaucratic procedures, delayed decision-making, and weak integration between HRM policies and

actual practice. Such challenges constrained the effectiveness of training and performance appraisal systems. Despite these challenges, the study also identified opportunities for improving HRM practices at UBC. These included the potential adoption of digital HRM systems, greater managerial commitment to HR reforms, and increased use of non-financial motivational strategies. These opportunities provide a basis for enhancing employee productivity within the public-sector context.

5.2 Conclusions

The study concludes that:

- ✚ Recruitment and selection practices at UBC have a significant and positive influence on employee productivity. Merit-based and transparent recruitment processes contribute to the acquisition of competent employees who are better positioned to meet performance expectations. This finding underscores the importance of fairness and professionalism in public-sector recruitment. However, the study also concludes that training and staff development practices at UBC do not significantly influence employee productivity. Although training opportunities exist, they are irregular, inadequately funded, and not consistently aligned with employees' job requirements. As a result, training initiatives have not translated into measurable productivity gains. This suggests that Employee motivation plays a critical role in shaping employee attitudes and performance at UBC. Both financial and non-financial motivational factors significantly enhance employee productivity, confirming that motivated employees are more committed, engaged, and willing to exert extra effort in their roles. In contrast, the study concludes that performance appraisal systems at UBC have minimal influence on employee performance. The appraisal process is largely perceived as routine and administrative, with limited linkage to rewards, promotions, or professional development. Consequently, performance appraisals do not effectively motivate employees or improve productivity.
- ✚ Several challenges are faced in implementing effective HRM practices; including limited financial resources, bureaucratic procedures, weak integration between HRM policies and practice, and delayed decision-making processes. Such challenges undermine the effectiveness of training and performance appraisal systems. Despite these constraints, the study identifies opportunities for strengthening HRM practices at UBC. These include the potential for digitizing HR processes, improving managerial commitment to HRM reforms, and leveraging non-financial motivational strategies such as recognition and job enrichment. These opportunities provide a pathway for enhancing employee productivity within existing institutional limitations.

5.4 Recommendations

There is need to:-

- ✦ Strengthen merit-based recruitment and selection by enhancing transparency and fairness in recruitment processes through strictly adhering to merit-based criteria and minimizing external interference. This will ensure the attraction and retention of competent personnel.
- ✦ Reform training and staff development programs by developing a structured and continuous training policy aligned with institutional goals and emerging technological demands in broadcasting. Training needs assessments should be conducted regularly to ensure relevance and impact.
- ✦ Enhance employee motivation mechanism by prioritizing both financial and non-financial motivational strategies, including recognition programs, career development opportunities, and job enrichment initiatives, to sustain high employee morale and productivity.
- ✦ Revitalize performance appraisal systems by ensuring that performance appraisal outcomes are clearly linked to rewards, promotions, and professional development opportunities. Regular feedback mechanisms should be strengthened to make appraisals meaningful and developmental rather than procedural.
- ✦ Increase investment in HRM systems as the government and oversight authorities should allocate adequate resources to strengthen HRM systems in public institutions such as UBC.
- ✦ Adopt digital HR solutions as electronic HRM platforms can potentially improve efficiency, transparency, and accountability in recruitment, appraisal, and staff development processes.

5.6 Areas for further research

Future studies could replicate this research in other public institutions or compare public and private broadcasting organizations to enhance generalizability. Longitudinal studies are also recommended to assess the long-term impact of HRM reforms on employee productivity. Additionally, future research could explore the role of leadership style and organizational culture as moderating variables in the relationship between HRM practices and performance.

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APPENDICES

Appendix A: Questionnaire

Title: Human Resource Management Practices and Employee Productivity in Public Institutions: A Case Study of Uganda Broadcasting Corporation (UBC)

Introduction:

Dear respondent, my name is Nabugudde Susan, a student of Metropolitan International University pursuing a Master of Public Administration. This questionnaire is designed to collect information on Human Resource Management (HRM) practices and their influence on employee productivity at UBC. The responses will be used strictly for academic purposes. All information will be kept confidential. Kindly respond honestly.

Section A: Demographic Information

(Please tick or fill in as appropriate)

1. Gender: Male Female Prefer not to say
2. Age: Below 25 25–34 35–44 45–54 55 and above
3. Education Level: Diploma Bachelor’s Degree Master’s Degree Other (specify) _____
4. Department: HR Finance Administration Production Marketing Other (specify) _____
5. Years of Service at UBC: Less than 1 year 1–5 years 6–10 years Above 10 years

Section B: Human Resource Management Practices

(Use the scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

B1. Recruitment and Selection

1. Job vacancies are advertised internally and externally to attract the best candidates.
2. Selection is based on merit and qualifications rather than favoritism.
3. New employees are well-oriented before assuming their duties.

B2. Training and Development

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4. Employees are regularly given opportunities for training.
5. Management supports employees in pursuing further professional development.

B3. Performance Appraisal

6. Performance appraisals are conducted regularly at UBC.
7. Feedback from performance appraisals helps me improve my work.
8. Good performance is recognized and rewarded after appraisals.

B4. Employee Motivation

9. UBC provides incentives (e.g., bonuses, promotions, allowances) to motivate employees.
10. There are opportunities for career growth and advancement.

Section C: Employee Productivity

(Use the same scale: 1 = Strongly Disagree ... 5 = Strongly Agree)

11. I always meet the performance targets set for my role.
12. I actively contribute to problem-solving and innovation in my department.

Closing Note:

Thank you for your time and honest responses

Appendix B: Interview Guide

Challenges and Opportunities in HRM Practices

1. What major challenges does UBC face in implementing effective HRM practices?
2. How do financial constraints and bureaucratic procedures affect HRM implementation?
3. What opportunities exist for improving HRM practices at UBC?
4. How can technology or digital HR systems improve HRM effectiveness at UBC?
5. What changes would you recommend to enhance employee productivity through HRM practices?

End of Interview Questions