
**THE IMPACT OF EMPLOY MOTIVATION ON MEDIA PERFORMANCE. A CASE STUDY OF
UBC RADIO**

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ABSTRACT

The study examined the impact of employ motivation on media performance, a case study of Uganda Broadcasting Corporation (UBC) Radio. The objectives of the study were to examine the relationship between employee motivation and media performance; to assess factors that increase employee motivation of UBC Radio and to establish the challenges in motivating employees UBC Radio. A cross sectional research design which employed both quantitative and qualitative techniques was employed in data collection and data analysis purposive and simple random sampling techniques were employed to attain responses from 73 respondents including managers and operational staff. The study revealed that there is a positive relationship between motivation and the performance of an organization because motivation enhances better productivity and lowers the levels of staff absenteeism. Motivation also lowers stall turnover levels. lends to improved industrial relations, enhances a good organizational reputation and improves the product quality It also revealed that salary is the primary factor which increases the motivation of employees but is more effective when it is coupled with non-monetary incentives such as housing, insurance and others. It also concluded that a good relationship with the leadership of the organization, Learning and development opportunities and meaningful work coupled with a company's good culture also increase the motivation of employees and finally il revealed that motivation is highly challenged by poor leadership structure in the organization, lack of challenging work, workplace conflicts and lack of confidence especially in the leadership of the organization and its ability to grow the organization into a success story

The researcher recommended that organizations should invest in motivation of their employees so as to increase on their organizational performance. It also recommends that organization should prioritize the motivation to ensure competitive advantage over

their rivals in the market place. The researcher further recommends that organizations should use both monetary and non-monetary incentives to motivate their employees.

Key words: *employee motivation, managers and operational staff and media performance*

Background of the study

Globally, good remunerations have found over the years to be one of the policies the organizations can adopt to increase their workers performance and thereby increase the organizations productivity (Akankwasa et al., 2022). Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes as long way in determining the success of the organization on the other hand, performance of employees in any organization is vital, not only for growth of the organization, but also for the growth of individual employees (Isaac et al., 2023). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personal decision relating to promotion, job rotation, job enrichments etc. (Moses, 2023). In Africa, interest in effective use of rewards to influence workers performance to motivate them began in the 1970's. The performance of workers has become important due to the increase

concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity (Ntirandekura & Christopher, 2022).

In Uganda, very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, it declines. Unless and until the employees of any organization are satisfied with it, they are not motivated for the tasks fulfillment and goals achievement and encouraged none of

the organization can progress or achieve success (Paul & Kazaara, 2023).

This led to an exodus of many experienced employees from the competitors heading to UBC Radio. Their impact on market growth of the company cannot be overstated (Tumusume,

2016). The researcher is therefore compelled to investigate the impact of motivation on the Performance of the media taking UBC Radio as i case study

Problem Statement

There is an ongoing crisis in both the public and private sector of Uganda an sing due to disgruntlement over motivational systems of the employees Most companies have in the recent times registered a slowdown in the productivity of employees (Oromo et al., 2023) Whereas different parties attribute the poor performance of employees to factors such as poor quality education, Lack of experience inadequate resources, and others: labour unions like UNATU attribute the poor performance to the low motivation levels of the workers (Mark et al., 2023). According to UNAT (2019). workers are not motivated enough to commit all their energies to their jobs (Winny et al., 2023). Organizations are doing everything to improve on the performance without giving equate attention to the motivation of their workers and therefore their performance by not significantly changed respective of the changes in their systems of operations (UNATU, 2010), the researcher is therefore intrigued to examine the impact of employee motivation on media performance (Winny et al., 2023)

Specific objectives

- 1. To examine the relationship between employ motivation and media performance of UBC Radio*
- 2. To determine the factors that increase the motivation of employees in UBC Radio*
- 3. To establish the challenges in motivating employees*

Research Questions

- 1. What is the relationship between motivation of employees and the performance of*

media in UBC Radio?

2. *What are the factors that increase employ motivation in UBC Radio? III)What are the challenges that are laced in motivating employees?*

Methodology

Research Design

The study adopted a descriptive correlation a cross-sectional and case study survey research design. The descriptive design was used to establish the impact of employ motivation on the media performance The ex-post facto design was used because respondents were asked things that had already happened. The cross-sectional design was employed because a cross-section of respondents was selected to participate in the study all at once

Quantitative Design

Quantitative design was used to process data which could be quantified and was numeric nature. For example, the respondents age, income, costs and revenues related to material handling. According to Creswell et al (2013), quantitative search helps in getting an in-depth analysis of the problem under investigation

Qualitative Design

This was used to describe qualitative data which couldn't be quantified in numbers. This included respondents' opinions and ideas. Qualitative research was also applied in order to describe current conditions or to investigate relationships, including effects, relationships. In addition, it helped in answering questions concerning the current state of the subject under study.

Study Population

The study population constituted mainly the workers of UBC radio, managers and listeners.

This population was chosen because it was assumed to have adequate knowledge of the subject under investigation and the research variables under investigation.

Sampling Technique, Sampling Procedure and Sample size and Composition

Sampling Technique

The researcher employed several techniques to select the appropriate sample for the study.

These included both probability and non-probability sampling techniques. In this study a purposive sampling, a non-probability sampling was employed in selecting respondents from the population. This technique enabled the study to give an opportunity to only eligible participants by selecting from each unit within the population of the study. In this case, the researcher ensured that participants from different categories staff especially the news room manager and the operation managers had equal chance to participate

Sampling procedure

This study employed purposive sampling, cluster sampling and simple random sampling procedures. Purpose sampling was used to identity respondents like the UBC managers who were few and hard to access. Cluster sampling was used to classily the respondents according to the relevant departments like UBC listeners in Kampala.

Sample Size and Composition

The sample size was 73 respondents of which 63 were, listeners, 3 were the newsroom managers, 6 were editors and 1 general manager of UBC Radio.

Table 1 sample Size and selection of respondents

<i>Category</i>	<i>Sample size</i>	<i>Method of selection</i>
<i>Newsroom manager</i>	<i>3</i>	<i>Purposive sampling</i>
<i>General manager</i>	<i>1</i>	<i>Purposive sampling</i>
<i>UBC radios listeners</i>	<i>63</i>	<i>Convenient sampling</i>
<i>News editors</i>	<i>6</i>	
<i>Totals</i>	<i>73</i>	

Data Analysis

Data is presented in form of tables, graphs, pie charts and triangulation using SPSS (Nelson et al., 2022).Qualitative data analysis was done by narrative as was recorded during face-to-face interview and through observation. The researcher would use a quick impressionist summary on analyzing qualitative data, he would summarize key findings

by noting down the frequent responses of the respondents during the interview on various issues concerning materials handling systems and how the whole process of materials handling affects the profitability of the organization.

RESULTS

Relationship between Motivation and organizational performance of UBC Radio

From the table o above, it can be observed that 53(73%) of the respondents strongly agreed t to the fact that motivation enhances better productivity, 12(17a) agreed, 4(5°o) were not sure and 4(5%)

disagreed. It therefore implies that enhances better productivity in an organization.

45(62) Strongly agreed to the assertion that motivation lowers he levels of absenteeism 4(35Yo) agreed; while 4(5%) were not sure. This therefore implies that motivation lowers the levels of absenteeism. It can also be observed that 55(75%) of the sample strongly agreed that motivation lowers levels of stall turnover, 115(20%) agreed to the assertion and 4(5) disagreed. This implies that indeed motivation lowers levels of staff turnover since the majority agreed to the assertion

Furthermore, 51(70%) strongly agreed that motivation leads to improved industrial relations. The organization, 15(20%) agreed while 4(5%) disagreed to the assertion. This implies that indeed motivation leads to improved industrial relations. 37(50%) of the sample strongly agreed that motivation enhances a good organizational reputation, 29(40%) agreed to the assertion and 7(10%) disagreed to the assertion. 1t can conclusively be stated that motivation enhances a good organizational reputation. This implies that motivation reduces on the idle time for labour since materials are made available to their work stations on time. Finally, 45(62%) strongly agreed that motivation improves product quality, 15(20%) agreed to the assertion, 7(10o) were not sure and 6(8%) disagreed. It can therefore imply that motivation improves product quality.

Table 1: showing the factors that increase the motivation of employees in UBC RADIO

Factors that increase the motivation of employees	RESPONSE							
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Total		
Salary increases the motivation of employees	55	75.	18.	25.	-. -.	-. -.	-. -.	-. -.
Non-monetary incentives increases the motivation of employees	73.	100						
Good relationship with the leadership of the organization	66	90	7	10			73	100
Performing meaningful work increases motivation of employees	55.	75.			18.			25.
Company culture increases employee's motivation	73.	100						100.

Source: primary data 2021

Table 7 shows that 55(75%) of the respondents strongly agreed to the fact that salary increases the motivation of employees of UBC Radio, while 18 (25%) agreed to ascertain. None of the respondents' disagreed and none was sure. It implies that indeed, salary increases the motivation of employees leading to their increased performance. 58(80%) strongly agreed that non-monetary incentives increase the motivation of employees and 15(20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. his implies that the motivation of employees can be increased by non-monetary incentives. 66(90%) of the respondents strongly agreed to the fact that good relationship with the leadership of the organization increases employee motivation while 7(10%) of the respondents agreed to the assertion, implying that indeed a good working relationship with the leadership of the organization increases employee motivation.

69(75%) of the respondents strongly agreed to learning and development opportunities in an organization increase the motivation of employees while 4(5%) of the respondents

agreed to the use of positioning equipment. This implies that whenever employees have learning and development opportunities, their motivation is enhanced. 55(75%) strongly agreed to the fact that performing meaningful work increases motivation or employees. This strongly implies that when employees Perform meaningful work, their motivation is greatly enhanced. Finally, 73(100%) of the respondents strongly agreed that organization's culture fosters their motivation. Since all the respondents agreed to this fact, it can therefore be implied that a good company culture increases employee motivation.

Challenges laced in motivating employees in UBC Radio

Table 2 Showing the challenges faced in motivating employees of UBC Radio

Challenges faced-in motivating employees in UBC radio	Strongly agree	Agree	Not Sure	Disagree	Strongly Disagree	Total
Poor leadership structure	53. 73	12. 17	4. 5	-. -	-. -	73. 100
Lack of challenging work	45. 62	24. 33	5. -	-. -	-. -	73. 100
Work place conflicts	55. 75	15. 20	-. -	4. 5	-. -	73. 100

lack of confidence in the organization	37.	50	29.	40	-.	-	7.	10	-.	-	73.	100
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Source: Primary data 2021

From the table 2 above, it can be observed that 53(73%) of the respondents strongly agreed to the fact that a poor leadership structure would challenge the motivation of employees, 12(17%) agreed, 45%) were not sure and 4(5%) disagreed. It implies that organizations would find it challenging to motivate employees if the leadership structure is poor. 45(62%) strongly agreed to the assertion that lack of challenging work structure would make it challenging to motivate employees, 24(33a) agreed and 4(5"a) were not sure This therefore affirms the fact that lack of challenging work is a challenge to motivating employees. It can also be observed that 55(75%) of the sample strongly agreed that work place conflicts are a challenge to motivating employees in an organization, 15(20%) agreed to the assertion and 4(5%) disagreed. This implies that indeed lack of confidence in the organization is a challenge in motivating employees. Finally, 37(50%) strongly agreed that lack of confidence in the organization makes it difficult to motivate employees ,29(40%) agreed while 7 (10%) disagreed to the assertion. This implies that indeed when employees lack confidence in the organization, it is difficult to motivate them.

Conclusions

The study concluded that salary is the primary factor which increases the motivation of employees but is more effective when it is coupled with non-monetary incentives such as housing Insurance and others. It also concluded that a good relationship with the leadership of the organization, learning and development opportunities and meaningful work coupled with a company's good culture also increase the motivation of employees. The study concluded that motivation is highly challenged by poor leadership structure in the Organization, lack of challenging work, workplace conflicts and lack of confidence

especially in the leadership of the organization and its ability to grow the organization into a success story

Recommendations

The researcher recommends that organizations should invest in motivation of their employees so as to increase on their organizational performance. The researcher also recommends that organizations should prioritize the motivation to ensure competitive advantage over their rivals in the market place. The researcher further recommends that organizations should use both monetary and non-monetary incentives to motivate their employees.

RESULTS

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