

Relationship Between Career Development and Employee Productivity at Uganda Broadcast Corporation (UBC), Kampala, Uganda

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Abstract

Capacity building focuses on the form of process consultation, organizational communication, leadership development, promotion of networking and collaboration, action learning, advocacy and awareness creation, on the job training technical advice, training course, and educational and continued professional development to enhance different organizational abilities for implementing strategic programs. This study aimed at establishing the relationship between career development on employee productivity in Uganda Broadcasting Corporation. The study adopted both descriptive and cross-sectional survey research designs with both qualitative and quantitative methods of data collection and was carried out at Uganda Broadcasting Corporation. The study population was 256 out of which a sample of 168 respondents was selected as study sample and it was randomly and purposively selected. Questionnaires and interviews were used as data collection methods. The content validity index was 0.73 while the reliability value was 0.71. The results of the study revealed a strong positive and significant correlation between career development and employee productivity ($r= 0.747$, $p=0.000$) in Uganda Broadcasting Corporation (UBC). In conclusion, the findings of the study indicated that, career development is an influential factor of employee productivity at Uganda Broadcasting Corporation. It was recommended that; Management of Uganda Broadcasting Corporation should organize training and seminars for the employees to increase employee skills.

Keywords: Communication, Broadcasting, Career Development, Corporation, Employee Productivity.

Introduction

Uganda Broadcasting Corporation is among the public organizations in Uganda that have been hit by poor employee productivity. According to the Mukisa (2020), the employee productivity was found to be low and unsatisfactory whereby more than 50% of the employees perform below the expectation (UBC Annual Report, 2020). This was evident by grievances among customers regarding poor service delivery by the National Broadcast, poor supervision of employees, low employee morale, and deteriorating employee productivity and reduced levels of employee commitment (Mukisa, 2020). Therefore, the persistent failure to achieve the annual performance targets by the employees' points to whether the available capacity

building programs are productive. It is against this background that this was conducted to examine the career development program on productivity of employees of Uganda Broadcast Corporation (UBC).

Career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. In addition, a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This promotes employee satisfaction and optimal use of

employee abilities leading to improved employee productivity. Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu & Thomas, 2018).

In most firms, it is becoming increasingly evident that career development programmes are cost justified because they contribute to improved utilization of employees and overall organizational effectiveness (Leach, 2000). Thus, the purpose of career development is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2008). The interest of career development also entails a successful placement of employees in positions that meet their needs as well as the organization's needs. Therefore, employee career must be of concern to organizations and managers as a strategy aimed at improving employee's performance.

According to Xu & Thomas (2018) training as a career development method provides staff with knowledge and expertise relevant to their areas of operation and translates into increased output. It also enhances the quality of the human resources by keeping staff abreast with the state-of-the-art development in their areas of operation. It also enables staff members realize their full potential and enhances their professional development and work environment (Salancik, 2007).

Pareek and Rao (2012) concur and argue that career development of employees should be seen as an investment that is aimed at improving employees' performance. It is pointed out that the key to high levels of performance lies in having employees who are willing to work, are well

managed, well led, well-motivated and are always re-skilling. According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built, (Robbins, 2010).

Smit et al. (2007) agree and note that the prospect of career advancement might in itself motivate employees to work hard leading to improved employee productivity. Mullins, (2007) also confirm that employees aspire to progress steadily in organizations for which they work. Under common belief, career advancement would involve the existence of alternative career paths based on the individual employee's and organizational needs. As Saari and Judge, (2004) point out lack of advancement, for any reason may damage a manager's chance to ascending the ranks within an organization.

Munjuri (2018) researched the effect of career development and concluded that career development has a positive impact on employee productivity and the overall firm's productivity. A study by Kelley (2012) focused on effect of career development practices on performance of Commercial Banks in Kenya there by ignoring the fact that career development programs affect employee productivity.

Merchant (2012) did a survey on the role of career development in improving organizational effectiveness and employee productivity. This research examined the career development process and focus on those methods and techniques that have been successfully used by organizations in establishing Career Development Programs. The study found that 57% of the employees left to work for other police agency or cited personal reasons.

The study also found that approximately 60% of the target group had less than four years of service with the agency. The study thus concluded that, if the agency was able to have the employee enter his/her fourth year, there was a good chance they will remain with the department.

Kemboi (2014) looked at the perceived effect of career development practices on employee productivity at the Kenya post office savings bank. The study found out that career development practices that are being practiced in Post Bank include; existence of career growth information for employees, treating career development as a core HR function, practicing career counseling,

incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives. These are geared towards boosting the productivity of employees in the bank. The study found that these practices help in promoting decision-making, providing guidance to staff on career related rights and obligation, development of a healthy self-concept among individual employees hence contributing to improved employee productivity.

Statement of the Problem

Management of Organizations has, over time been a contentious issue but more contentious however, has been the productivity of employees at work. The employees of Uganda Broadcast Corporation (UBC) have over the years been criticized for low performance and lack of commitment to their work. Many employees have been known to absent themselves from work without leave for a long time while others report late for work. This could greatly affect the quality of performance as evidenced in poor service delivery and low employee morale as well as commitment (Mukisa, 2019). Also, the established an ad-hoc committee by Minister to look into the affairs of the broadcaster found that UBC was in debt and had too many employees, whom it paid poorly and utilized them sub-optimally, among other infractions (Misairi, 2018). A number of measures have been taken by the organization's management

to improve on the performance of the employees. These programs include among others career development, mentoring, coaching and training (Mukisa, 2014).

Despite all the initiatives put in place by the UBC management some staff members continued to come late for work, absenting themselves for work without permission, delays in submitting performance reports and not attending to customer complaints. Therefore, if such challenges are not addressed, may continue hurting the institution and consequently organisation's performance. Previous studies have not concentrated on the influence of capacity building programs on employee productivity, leaving out the role of these programs on the employee productivity. Hence this study seeks to investigate the employee capacity building programs on the productivity of employees at Uganda Broadcast Corporation (UBC).

Objective of the Study

To examine the relationship between career development and employee productivity in Uganda Broadcast Corporation (UBC).

Research Question

What is the effect of career development on employee productivity in Uganda Broadcast Corporation (UBC)?

Methodology

The research adopted a descriptive research design. This design was preferred because it enables the researcher to describe the relevant aspects of the phenomena under consideration and provide detailed information about each relevant variable (Mugenda and Mugenda, 2003). This method was also suitable because the study involves coming up with questions that are as precise as possible in getting accurate answers. Under this design, the researcher was able to establish the relationship between capacity building programs and employee productivity by the use of descriptive statistics, standard deviations, mean frequencies and Pearson correlation coefficient. The study also used both quantitative and qualitative methods for data collection and analyses.

The study targeted a total population of 256 employees in different departments of work in Uganda Broadcast Corporation Kampala that is employees from Engineering and Operations, Finance and Administration, Human resource department, marketing, Signet, Television and radio, public relations and corporate affairs, Directors. These departments were considered because employees in those departments contribute immensely to the productivity of UBC. Thus, the employees in the selected departments were deemed representative of the employees in Uganda Broadcast Corporation (UBC).

Questionnaires were used as the major method for data collection. Questionnaires were used to enlist responses from employees on how capacity building programs have impacted on the performance levels. The use of questionnaires was justified because they afford an effective way of collecting information from a large literate sample in a short span of time and at a reduced cost than other methods. Questionnaires were also preferred because information could be obtained easily and the responses were easily coded (Amin, 2005). Face-to-face interviews were used for Heads of Department to establish the capacity building programs which were in place and how they impacted on the employees' performance. The advantage of using interviews was that the researcher could prompt and probe deeper into the given situation and respondents were given opportunity to express a wider view about their understanding of the problem.

Results

A high survey response rates help to ensure that survey results are representative of the target population. Table 1 below represents response rates of the targeted population.

Table 1: Showing response rate

Response Rate	Frequency	Percentage
Response	140	83.3
Non-Response	28	16.7
Total	168	100.0

Source; Primary data (2022)

Referring to Table 1 above, out of the 168 questionnaires administered to the respondents, 140 respondents filled and returned the questionnaires thus creating 83.3% response rate. According to Bryman and Bell (2015) and also Mugenda and Mugenda (2009), a feedback rate of amounting to 50% is enough for data analysis and drawing conclusions while equally a feedback rate of 60% is good and feedback above 70% is excellent.

Referring to Table 4.1 Above and recommendations of scholars, the feedback rate was concluded to be excellent. Therefore, based on the arguments of Mugenda and Mugenda (2009), the feedback rate in this study of 83.3% is excellent.

The objective of this study was to assess the effect of career development and the employee productivity at Uganda Broadcast Corporation (UBC) and respondents were asked a number of questions to indicate the extent to which they agreed, were uncertain and disagreed. Mean scores greater than 4.5 imply that the respondents strongly agreed to the statement, means between 3.5 and 4.5 imply that the respondents agreed to the statement, means between 2.5 and 3.5 imply that the respondents were not sure about the statement, mean between 1.5 and 2.5 imply that respondents disagreed to the statement and mean scores less than 1.5 imply that the respondents strongly disagreed to the statement. A standard deviation greater than 1 implies a significant variance meaning there was no consensus in the responses while a standard deviation less than 1 shows that there was significance variance hence consensus in responses. The findings of the study are presented in the table below.

Table 2: Descriptive Statistics on career development and the employee productivity

	N	Mean	Std. Deviation
Career development enhances my managerial and capability skills	168	2.8274	1.26679
Through career development my work capacity is built leading to better performance	168	2.8393	1.34623
Through career development, I acquire experience which enhances my job performance	168	2.7560	1.25492
Career development reduces turnover intentions and absenteeism at workplace	168	2.8274	1.24293
The prospect of career development motivates me to work hard	168	3.0655	1.34093
Career development offers me the opportunity for promotion	168	2.8452	1.26201
Career development increases my commitment to the organization	168	2.8571	1.25391
Career development increases my knowledge leading to better performance	168	3.0476	1.36162
Through career development, employees are placed in positions compatible with their interests	168	2.9345	1.26273
Career development prepares employees for future positions	168	2.9405	1.18222
Average score	168	2.8940	1.2774

Source; Primary Data (2022)

Respondents were asked whether career development enhances their managerial and capability skills and the study results indicated that most of the respondents agreed (Mean = 2.8274 and S.D = 1.26679 with the statement implying that respondents are satisfied that career development enhances their managerial and capability skills at Uganda Broadcast Corporation (UBC) resulting into high level of employee performance. This finding is in line with Williams (2001) who argued that the important role of capacity building in school reform is evidenced by referring to the involvement of people and the role of motivation in the teaching profession

Respondents were asked whether through career development their capacity is built leading to better performance and the study results indicated that most of the respondents agreed (Mean = 2.8393 and S.D = 1.34623) implying that the respondents agreed that this implies that through career development their capacity is built leading to better performance at Uganda Broadcast Corporation (UBC). This finding is in line Xu &

Thomas (2011) who argued that career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions.

Respondents were asked whether through career development, they acquire experience which increases their job performance and the study findings show that most of the respondents (Mean = 2.7560 and S.D = 1.25492) agreed with the statement. This means that Uganda Broadcast Corporation (UBC) staff through career development, they acquire experience which increases their job performance at the Organisation. This finding is in line with Leach (2000) who argued that career development programmes are cost justified because they contribute to improved utilization of employees and overall organizational effectiveness (Leach, 2000).

Respondents were asked whether career development reduces turnover intentions and absenteeism at workplace in Uganda Broadcast Corporation (UBC) and the findings revealed that most of the respondents (Mean = 2.8274 and S.D = 1.24293) agreed on the statement. This means that career development reduces turnover intentions and absenteeism at the workplace in Uganda Broadcast Corporation (UBC) which contributes to high level of employee productivity in the organization. This finding concurs with Xu & Thomas (2011) who noted that training as a career development method provides staff with knowledge and expertise relevant to their areas of operation and translates into increased output.

Study respondents were asked as to whether the prospect of career development motivates them to work hard at Uganda Broadcast Corporation (UBC) and the majority of the respondents agreed (Mean = 3.0655 and S.D = 1.34093). Since majority of the respondents agreed, it implies that at Uganda Broadcast Corporation (UBC), the prospect of career development motivates staff to work hard which contributes to high level of employee and organization performance. This finding is in line with Salancik, (2007) who argued that Career development enhances the quality of the human resources by keeping staff abreast with the state-of-the-art development in their areas of operation. It also enables staff members realize their full potential and enhances their professional development and work environment (Salancik, 2007).

Also, respondents were asked as to whether career development increases their commitment to the organization and results of the study revealed that majority of the respondents agreed (mean 2.8452 and S.D=1.25391). This implies that career development increases Uganda Broadcast Corporation (UBC) staff commitment to the organization resulting to high level of organization performance. Pareek and Rao (2012) concur and argue that career development of employees should be seen as an investment that is aimed at improving employees' performance. It is pointed out that the key to high levels of performance lies in having employees who are willing to work, are well managed, well led, well-motivated and are always re-skilling

Furthermore, respondents were asked as to whether career development increases their knowledge leading to better performance at Uganda Broadcast Corporation (UBC) and results of the study revealed that majority of the respondents agreed (mean 3.0476 and S.D=1.36162). This implies that Career development increases Uganda Broadcast Corporation (UBC) staff knowledge leading to better performance. This finding is in line with Smit et al. (2007) who argued that the prospect of career advancement might in itself motivate employees to work hard leading to improved employee performance

When asked as to whether through career development, employees are placed in positions compatible with their interests and the findings of the study revealed that majority of the study participants agreed (Mean=2.9345 and S.D=1.26273). This implies that through career development, employees are placed in positions compatible with their interests at Uganda Broadcast Corporation (UBC) leading to high level of employee performance. Munjuri (2011) researched the effect of career development and concluded that career development has a positive impact on employee productivity and the overall firm's productivity.

On whether career development prepares employees for future positions, majority of the respondents were not sure (Mean =2.9405 and S.D=1.18222), this implies that respondents were not sure whether career development prepares employees for future positions at Uganda Broadcast Corporation (UBC).

Generally, respondents agreed to a moderate degree that Career development affect employee productivity with an overall mean score of 2.890. An overall standard deviation of 1.2774 indicates that, there was much consensus in the responses. Since majority of the study participants agreed, this means that career development affects employee productivity at Uganda Broadcast Corporation (UBC).

Inferential Findings on Correlation and regression

To establish the relationship between Career development and employee productivity at Uganda Broadcast Corporation (UBC), the researcher carried out a correlation and linear regression test. The results are presented in Table 3 below;

Table 3: Correlation between Career development and employee performance

		Career development	Employee performance
Career development	Pearson Correlation	1	-.177*
	Sig. (2-tailed)		0.022
	N	168	168
Employee performance	Pearson Correlation	-.177*	1
	Sig. (2-tailed)	0.022	
	N	168	168
**. Correlation is significant at the 0.01 level (2-tailed).			

Source; Primary Data, 2022

Correlation results in Table 3 above show that there is a positive strong significant associative relationship between Career development and employee productivity at UBC order consideration Pearson correlation coefficient of $r = -.177$ and Sig= 0.022 which is less than 0.01. The positive correlation implies that the positive change in career development results into a corresponding positive change in employee productivity at Uganda Broadcast Corporation (UBC) and vice versa. Therefore, there is a statistical relationship between career development and employee productivity at Uganda Broadcast Corporation (UBC). According to Xu & Thomas (2011) training as a career development method provides staff with knowledge and expertise relevant to their areas of operation and translates into increased output.

Table 4: Model summary for Career development and employee performance

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.177 ^a	.031	.025	.48603

a. Predictors: (Constant), CDEP Career development

Source; Primary Data, 2022

The Regression results as presented in Table 4 above show the, adjusted R square value is 0.177; it implies that 18% of employee productivity at Uganda Broadcast Corporation (UBC) is influenced by career development; the remaining 82.3% of employee productivity at Uganda Broadcast Corporation (UBC) is being explained by other factors. This hence means that there is a relationship between career developments and employee productivity at Uganda Broadcast Corporation (UBC).

Table 5: ANOVA values for Career Development and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.266	1	1.266	5.359	.022 ^b
	Residual	39.214	166	.236		
	Total	40.480	167			
a. Dependent Variable: EP Employee performance						
b. Predictors: (Constant), CDEP Career development						

Source; Primary Data (2022)

Results of the study in Table 5 above indicate that the regression model predicts the dependent variable significantly well. There is a statistical significance of the regression model indicated by $F=5.359$ and $P=0.022$ which is less than 0.05. This is also supported by the regression mean square value of 1.266 compared to the residual mean square of .236. This hence means that there is a relationship between career developments and employee productivity at Uganda Broadcast Corporation (UBC).

Table 6: Coefficients of Career development and employee performance

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.365	.262		.000
	CDEP	-.207	.089	-.177	.022

a. Dependent Variable: EP Employee performance

Source; Primary Data, 2022

Results from Table 6 indicates that the t-value for career development is 12.865 which is greater than 1.96. This implies career development affects performance of employee at Uganda Broadcast Corporation (UBC). Also, the standardized beta coefficients -.177 imply that an increase one unit in employee productivity is caused by -.177 units increase in career development based on the equation $Y=\beta x + C$ where Y = employee performance, x

= career development. This therefore means that there is a statistical relationship between career developments and employee productivity at Uganda Broadcast Corporation (UBC).

Conclusions

The objective of this study was to establish the effect of career development and the employee productivity at Uganda Broadcasting Corporation (UBC). The findings of the study indicated that -17.7% of employee productivity at Uganda Broadcasting Corporation (UBC) is influenced by career development, the remaining employee productivity being explained by other factors which need to be investigated. The study thus concludes that there is no relationship between career developments and employee productivity at Uganda Broadcasting Corporation (UBC).

Recommendations

It was recommended that the organization should provide adequate career advisory services to its employees as well as have adequate and proper career development plan for its staff to improve on their overall productivity. This would help them in reconciling of job descriptions and roles. In addition, to improve the employee productivity in the organization, career advancement should be based on competencies of employees, equity and merit and more scholarships should be awarded to the employees to enable them advance career-wise. Further, Uganda Broadcasting Corporation should have a proper performance appraisal system that can be used to determine attainment of set goals like training needs and career needs of their employees among others.

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