

Coaching Program and Employee Productivity: A Case of Uganda Broadcast Corporation (UBC),

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Abstract

This study is about the employee capacity building programs in terms of coaching and employee productivity in the current changing world and particularly in corporate organizations in Uganda. It is aimed at examining capacity building programs (coaching) on employee productivity in corporate organizations in Uganda, a case of 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 0.800 while the reliability value was 0.825. Out of the 168 questionnaires administered to the respondents, 140 respondents filled and returned the questionnaires thus creating 83.3% response rate and 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 results of the study revealed a moderate positive relationship between coaching and employee productivity in Uganda Broadcasting Corporation ($r = 0.627$, $p = 0.000$). The study concluded that, coaching is an important or influential factor on 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, loyalty and competence making them more willing to work harder for the success of the university and that management of Uganda Broadcasting Corporation should consider instituting career counseling programs which will assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities and organizational opportunities.

Keywords: Communication, Broadcasting, Coaching, Corporation, Employee Productivity.

Introduction

This study is about the employee coaching program and employee productivity in the current changing world and particularly in corporate organizations in Uganda. Coaching has been defined as a process for improving worker performance through providing focused feedback, encouragement and raising awareness among the employees. This enables and empowers and opens new opportunities for learning through which improved performance is attained (Ellinger et al., 2003).

A growing number of businesses use coaching because the practice responds to the needs and

demands of the workplace and is also effective in other ways, such as correcting and improving poor performance or conflict resolution in the workplace (Gravina & Siers, 2018). Coaching further equips employees experience necessary to perform the job better and it can also be used to accelerate career learning or to ensure sustainable leadership hence contributing to improved productivity of employees (Boyatzis et al., 2006).

Many empirical studies agree on this point and consider coaching to be effective because it offers employees an intense way of learning that is suited

to their individual needs and thus leads to superior employee productivity (Zaleska & De Menezes, 2007). Likewise, Moen and All good (2018) note that this practice makes participating managers more efficient and effective in their leadership roles, as employee productivity will improve if the coaching process is prepared and implemented properly.

According to Pérez et al. (2006) coaching can give employees strategic value by transmitting a firm's strategy to individual employees and helping, they understand the firm's potential mission and values. Thus, the competencies, capabilities and knowledge that are transferred in coaching programmes, which are designed to serve a firm's needs, have the to create resources that are capable of generating improved productivity of employees (Núñez-Cacho et al., 2012).

Hammervoll (2018) observes that coaching is a tool that is capable of creating value that consequently improves the capabilities of employees. Coaching converts employees into an asset that is unique and valuable to the organization and that is difficult for competitors to imitate thus leading to improved productivity of coached employees. Luthans and Peterson (2003) highlight those coaches will apply his/her new knowledge to daily tasks in his workplace, improving positively his individual performance.

Hannafey and Vitulano (2013) explain that coaching is a partnership between a management-level client and a coach hired by an organization to assist the employee in becoming a more effective. According to North et al. (2007) coaching is a process designed by an organization that involves two parties—a coach and a coach—and that aims to correct performance work-related problems and

to improve the coacher's skills and capabilities to assist in career development.

McCracken and Heaton (2012) recognize the importance of coaching for employees and firms, viewing the practice as an important tool for improving employee productivity. They argue that coaching to be a process that equips people with the tools, knowledge and opportunities that they need for professional development and to increase their effectiveness. This also leads to enhancement of professional skills, and personal awareness that boosts the overall performance of the employees (Gil & Carrillo, 2013).

According to Núñez-Cacho et al. (2012) coaching can give human resources strategic value because the practice renders this asset rare and more inimitable, thus transmitting a firm's strategy to individual employees and helping them understand the firm's mission and values. This translates into increased employee productivity and performance because they quite well understand the values and objectives of the organisation and work towards achieving them. This is also because the competencies, capabilities and knowledge that are transferred in coaching programmes, which are designed to serve a firm's needs, have the potential to create resources that are capable of generating a sustainable competitive advantage through superior productivity of employees (Pérez et al., 2006).

A study conducted by Núñez-Cacho & Grande (2012) on a sample of 498 Spanish firms, noted that coaching has an influence on both individually performance and the organizations. Consequently, it was concluded that employees that effectively are likely to exhibit higher levels of performance. In addition to improving the employees' performance the study further noted that coaching helps firms improve their competitive position via effects on

organizational performance, sales increases and productivity growth.

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' 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).

General Objective

To examine the employee capacity building programs on employee productivity in Uganda Broadcast Corporation (UBC).

Objective of the Study

To examine the relationship between coaching and employee productivity in Uganda Broadcast Corporation (UBC)

Research Question

What is the relationship between coaching and 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).

A sampling design is the list of elements from which the sample is drawn (Cooper and Schindler, 2002). The researchers used both probability and non-probability sampling design during the study.

The sample size was determined using Krejcie and Morgan's (1970) Table of Sample Size determination as shown below;

Table 1: Sample Size of Respondents and Sampling Technique

Category of Population	Population Size	Sample Size	Sampling Technique
Engineering and operations	20	11	Purposive sampling
Finance & Administration.	30	18	Purposive sampling
Human Resources.	10	06	Total Purposive sampling
Marketing.	50	44	Simple random sampling
Signet	22	13	Purposive sampling
Television & Radio	110	67	Simple random sampling
PR & Corporate affairs	10	06	Total Purposive sampling
Directors	4	3	Total purposive sampling
Total	256	168	

Source: UBC Staffing records, 2021

Results

The objective of this study was to examine the relationship between coaching and the employee productivity at Uganda Broadcast Corporation (UBC). Respondents were provided with a number of statements and asked to indicate to what extent they agreed with them. To obtain this data, a 5-point Likert Scale was used. According to the scale, 1 point was accorded to strongly disagree; 2 points = disagree; 3 points = not sure; 4 points = agree; and 5 points = strongly agree.

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

Probability sampling design is technique in which sample from a large population are chosen using method based on a theory of probability while non-probability sampling is where the odds of any member being selected for a sample cannot be calculated.

The sampling design for this study was a list of all employees in the departments of Uganda Broadcast Corporation (UBC), who totaled 256. This list was obtained from the Human Resource Department which provided the number of staff within a department but not by name.

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 no significance variance hence consensus in responses.

Table 2: Descriptive Statistics for coaching and the employee productivity

	N	Mean	Std. Deviation
Coaching enables me to get a higher performance level	168	2.8452	1.39712
Through coaching, my managerial skills are improved	168	3.0060	1.31549
Coaching is effective in correcting and improving bad performance	168	3.1310	1.32031
Coaching builds my capacity to perform better	168	3.0536	1.29605
Through coaching, I learn how to carry out work well and this enhances my performance	168	3.0298	1.09120
Coaching improves my innovativeness leading to better performance	168	2.8929	1.28107
Coaching equips me with experiences necessary to produce better results	168	2.9881	1.28085
Average	168	2.9923	1.2832

Source; Primary Data, 2022

Respondents were asked whether Coaching enables me to get a higher performance level, the study results indicated that most of the respondents agreed (Mean = 2.8452 and S.D = 1.39712) with the statement implying that Coaching enables me to get a higher performance level, at Uganda Broadcast Corporation (UBC) and this enhance high level of employee and organization performance. This finding is in line with Ellinger et al., (2003) which revealed that coaching enables, empowers and opens new opportunities for learning through which improved performance is attained.

Respondents were asked whether through coaching, their managerial skills are improved the and the study results indicated that most of the respondents agreed (Mean = 3.0060 and S.D = 1.31549) with the statement implying that, through coaching, managerial skills of Uganda Broadcast Corporation (UBC) employees are improved. This finding concurs with Hannafey and Vitulano (2013) findings which revealed that coaching is a partnership between a management-level client and a coach hired by an organization to assist the employee in becoming a more effective

Respondents were asked whether coaching is effective in correcting and improving bad performance and the study results indicated that most of the respondents agreed (Mean = 3.1310 and S.D = 1.32031) with the statement implying that coaching is effective in correcting and improving bad performance amongst Uganda Broadcast Corporation (UBC) employees. According to North et al. (2007) coaching is a process designed by an organization that involves two parties—a coach and a coach—and that aims to correct performance work-related problems and to improve the coacher's skills and capabilities to assist in career development.

Respondents were asked whether coaching builds their capacity to perform better and the study results indicated that most of the respondents were consistent (Mean = 3.0536 and S.D = 1.29605) with the statement implying that employees at Uganda Broadcast Corporation (UBC) agreed that coaching builds their capacity to perform better which contributes to the overall organization success. As stated by Núñez-Cacho et al. (2012)

coaching can give human resources strategic value because the practice renders this asset rare and more inimitable, thus transmitting a firm's strategy to individual employees and helping them understand the firm's mission and values.

Respondents were asked whether through coaching, they learn how to carry out work well and this enables them to perform better. and the study results indicated that most of the respondents agreed (Mean =3.0298 and S.D = 1.09120) with the statement implying that through coaching, staff at Uganda Broadcast Corporation (UBC) learn how to carry out work well and this enables them to perform better .. This finding is in line with Boyatzis et al., (2006) who argued that Coaching quips employees experience necessary to perform the job better and it can also be used to accelerate career learning or to ensure sustainable leadership hence contributing to improved employee productivity.

Respondents were asked as to whether coaching improves their innovativeness leading to better performance at Uganda Broadcast Corporation (UBC) and the findings of the study revealed that respondents were not sure (Mean=2.8929 and SD=1.28085) implying that Uganda Broadcast Corporation (UBC) employees are do not know whether coaching improves their innovativeness leading to better performance. Thus, the organization needs to design and provide employees with different coaching programs in order to enhance their performance.

In addition, study respondents were asked as to whether coaching equips the, with experiences necessary to perform better and the results of the study revealed that respondents agreed (Mean=2.9881 and S.d=1.28085). This implies that Coaching equips Uganda Broadcast Corporation (UBC) employees with experiences necessary to perform better. This finding is in line with a study conducted by Núñez-Cacho & Grande (2012) on a sample of 498 Spanish firms, which revealed that coaching has an influence on both individually performance and the organizations. Consequently, it was concluded that employees that have been coached are likely to exhibit higher levels of performance. In addition to improving the employees' performance the study further noted that coaching helps firms improve their competitive position via effects on organizational performance, sales increases and productivity growth.

Generally, the results of the study have presented in table above indicated that respondents agreed to a high degree on all aspects of coaching at Uganda Broadcast Corporation (UBC) with an average overall mean score of 2.9923 while an average overall standard deviation of 1.2832 means that there was no consensus. Since majority of the respondents on average agreed, this implies that coaching influence the performance of Uganda Broadcast Corporation (UBC) employees.

Inferential Findings on Correlation and regression

To establish the relationship coaching and performance of Uganda Broadcast Corporation (UBC) employees, the researcher carried out a correlation and linear regression test. The results are presented in the table below;

Table 3: Correlation between coaching and employee productivity

		Coaching	Employee performance
Coaching	Pearson Correlation	1	-0.119
	Sig. (2-tailed)		0.124
	N	168	168

Employee performance	Pearson Correlation	-0.119	1
	Sig. (2-tailed)	0.124	
	N	168	168
**. Correlation is significant at the 0.01 level (2-tailed).			

Primary data (2022)

Results in table 3 above show the relationship coaching (independent Variable) and employee productivity (Dependent variable). It shows that through bivariate means, the correlation between coaching and performance of Uganda Broadcast Corporation (UBC) employees is $(r) = -0.119$. This implies that there is a moderate positive relationship between the two variables since the p-value is 0.000 which is less than 0.01 ($p < 0.01$). The positive value implies that a positive change in coaching results in a positive change in the performance of Uganda Broadcast Corporation (UBC) employees and vice versa. This finding is in line with Pérez at al., (2006) finding which revealed that coaching programs, which are designed to serve a firm's needs, have the potential to create resources that are capable of generating a sustainable competitive advantage through superior employee productivity.

Table 4: Model summary for coaching and employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119 ^a	.014	.008	.49029

a. Predictors: (Constant), CPE

Source; Primary Data, 2022

The Regression results as presented in table 4 above show the, adjusted R square value 0. .014, it implies that coaching only contributes 1.4% towards performance of Uganda Broadcast Corporation (UBC) employees, the remaining 98.6% employee productivity is being explained by other factors which needs to be investigated. This generally shows that there is no relationship between coaching and performance of Uganda Broadcast Corporation (UBC) employees.

Table 5: ANOVA values for coaching and employee performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.576	1	.576	2.394	.124 ^b
	Residual	39.904	166	.240		
	Total	40.480	167			

a. Dependent Variable: EP

b. Predictors: (Constant), CPE

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 $F = 2.394$ and Sig

=0.124 which is less than 0.05. This is also supported by the regression mean square value of 0.576 compared to the residual mean square of 0.240 which is significant to zero. This, therefore, confirms that, there is a relationship between coaching and performance of Uganda Broadcast Corporation (UBC) employees.

Table 6: Coefficients of coaching and employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.106	.223		13.912	.000
	CPE	-.114	.074	-.119	-1.547	.124

a. Dependent Variable: EP

Source Primary data, 2022

Results from table 6 above give t values and Beta. The t-values test the hypothesis that the coefficient is different from 0. To reject this, you need a t-value greater than 1.96 (for 95% confidence). The t-value for Coaching is -1.547 which less than 1.96 is. This implies that coaching does not influences the performance of Uganda Broadcast Corporation (UBC) academic considering a significant factor (Sig =0.124). Also, the standardized beta coefficients of -.119 imply that one-unit improvement in the performance of Uganda Broadcast Corporation (UBC) employees is caused by -.119 units' improvement in coaching based on the equation $Y = \beta x + C$ where Y= employee productivity (Dependent variable), x = Coaching (Independent variable), $\beta = -.119$ and C= constant. This, therefore, means that there is no statistical relationship between coaching and the performance of Uganda Broadcast Corporation (UBC) employees.

Conclusions

The results of this study indicated that coaching only contributes 38.7% towards the performance of Uganda Broadcasting Corporation (UBC) employees; the remaining 61.3% of employee productivity is being explained by other factors which need to be investigated. This generally shows that there is a relationship between coaching and the performance of Uganda Broadcasting Corporation (UBC) employees.

Recommendations

The study recommends that Uganda Broadcasting Corporation (UBC) should regularly implement coaching programmes in order to improve employee productivity and overall organizational performance.

The study recommends that the management of Uganda Broadcasting Corporation (UBC) should focus on providing different incentives for the employees as well as training and development in order to enhance employee retention within organization.

Further, Uganda Broadcasting Corporation (UBC) can develop regular coaching programmes as a part of their training and development scheme in order to promote future leaders and capable workforce for the current competitive business atmosphere in the media sector.

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