
The Existing Level of Recruitment Practices in Uganda. A Case of Uganda Broadcasting Corporation (UBC).

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Abstract

The study conducted was about the existing level of recruitment practices in Uganda. A Case of Uganda Broadcasting Corporation (UBC). The objective of the research paper was to examine the existing level of recruitment practices in Uganda. A Case of Uganda Broadcasting Corporation. The study employed a descriptive survey research design based on both qualitative and quantitative research approaches. The study considered a sample size of 137 respondents who were selected to participate in the study. The respondents were selected using stratified and random sampling procedures. Data collection instruments involved questionnaires survey and interviews method. A quantitative data/surveys /questionnaires were administered to a sample of employees working at Uganda Broadcasting Corporation, Uganda; In-depth interviews conducted with key informants, including line Managers, Human Resources Managers and lower-level employees of Uganda Broadcasting Corporation (UBC). A total of 137 questionnaires were sent out and 109 were returned to the researcher representing a response rate of 79.6%. The study concluded that recruitment practices at Uganda Broadcasting Corporation should be reformed in order to employ people with talents and capacities to deliver quality services to the country other than basing on traditional methods of recruitment practices. Finally, based on the findings, it was recommended that, UBC should develop and implement a comprehensive recruitment practices/strategies and employee's retention plans that extends beyond the traditional scope of talent acquisition.

Key words: Recruitment Practices, Uganda Broadcasting Corporation (UBC)

Introduction

Most organizations have now recognized that human resources play an important role in gaining competitive advantage in today's highly competitive global business environment (Faridah et al., 2023). While all aspects of HRM are important, recruitment practices remain a core HRM activity that assists organizations in their pursuit of their goals and objectives. In this study, recruitment procedures will be limited to external sources, internal sources and headhunting (Winny et al., 2023). Radio broadcasting in Uganda has seen significant growth in recent years, contributing to the country's media landscape

(Ramadhan et al., 2023). However, this growth has also increased competition for skilled professionals in the field. The lack of specialized training programs and the evolving technological environment have further complicated the recruitment process in the industry (Ntirandekura & Christopher, 2022b).

The unique challenges facing broadcasting organizations, especially in a developing country like Uganda, require tailored recruitment and retention strategies. However, there is a dearth of research specifically addressing these issues in the context of UBC radio. Conducting a case study at UBC Radio,

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this research paper sought to fill this gap by examining the level of existing recruitment practices and their impact on organizational culture (Racheal, Kazaara, et al., 2023).

Statement of the problem

The current level of recruitment practices at the Uganda Broadcasting Corporation (UBC) has been the subject of academic scrutiny as highlighted by prominent scholars in recent years.

According to (Micheal et al., 2023), recruitment processes in Uganda and the Uganda Broadcasting Corporation in particular lack transparency and fairness, leading to a lack of trust among potential candidates and the wider public. Following on from this, (Lydia et al., 2023) argue that current recruitment practices at UBC fail to attract and retain diverse talent, which hinders the organization's ability to reflect the diverse perspectives and experiences of its audience.

According to (Tasha et al., 2023), good recruitment practices should lead to the selection of the right dedicated workforce that is capable of increasing organizational performance. But hiring people who

don't fit into the organization can lead to increased labor turnover, increased costs to the organization, and reduced morale of the existing workforce. Such people are likely to be dissatisfied, likely not to give their best, and eventually leave voluntarily or involuntarily when their unsuitability becomes apparent. They do not offer the flexibility and commitment that many organizations need (Racheal, Kazaara, et al., 2023). However, the recruitment problem explained above characterizes the Uganda Broadcasting Corporation (UBC) and the researcher states that poor utilization of recruitment resources and talent identification along with other factors are the cause of poor recruitment practices in organizations in Uganda. Therefore, the researcher was compelled to conduct a cross-sectional exploratory study in Uganda Broadcasting Corporation (UBC) to find out what could be the real cause of poor recruitment practices in Uganda Broadcasting Corporation and suggest action plans that can be used to avert the alarming challenges (Collins et al., 2023).

Specific objective

To examine the level of recruitment practices at Uganda Broadcasting Corporation.

Research question

What is the existing level of recruitment practices at Uganda Broadcasting Corporation?

Methodology

The study adopted a cross-sectional research design which involved collecting of data once over a period of days, weeks or months in an attempt to provide answers to a research question (Sekara, 2003). The cross-sectional design allows collection of data using different modes of data collection such as self-administered questionnaires and face-to face interviews (Lavrakas 2008). The study population was comprised of 180 respondents 123 including employees, 9-line managers and 5 human resource managers. These departments were considered because

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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).

The table below shows Population and Sample size

Respondents	Population size	sample size	techniques
Employees	180	123	Simple random sampling
Line Managers	9	9	Purposive sampling
Human resource managers	5	5	Purposive sampling
Total	194	137	

The sample size for the questionnaire survey included 123 employees for the questionnaire survey. The samples for interviews were 9 managers and 5 Human resource managers selected purposively. The findings of the study are presented through the use of descriptive statistics, examining the overall variables involved. These findings are detailed according to each objective. The questionnaire was designed with a rating scale where 1 stands for Strongly Agree, 2 for Agree, 3 for Not Sure, 4 for Disagree, and 5 for Strongly Disagree. Within the descriptive statistics, mean values near 1 or 2 indicate agreement with a statement, while mean values closer to 4 or 5 demonstrate disagreement. Data was analyzed in form of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022).

Results

In order to scrutinize this variable, the data was gathered using the survey questionnaire as well as the interview guide and it is shown below

Table 1: Descriptive Statistics on External Sourcing

	N	Mean	Std. Deviation
External sourcing recruitment saves time as the agency handles tasks	109	3.7664	1.06912
External sourcing allows organizations to tap into a diverse talent pool beyond their immediate network.	109	3.4673	1.16811
External sourcing demonstrates accountability	109	3.4206	1.31778
External sourcing Facilitates decision-making	109	3.3832	1.12136
They offer salary benchmarks, candidate availability, and competitor analysis to make informed hiring decisions.	109	3.3458	1.25970
External sourcing reduces the need for in-house HR teams to spend time on time-consuming recruitment tasks	109	3.3084	1.20855
Valid N (listwise)	107		

Source: Primary Data (2023)

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The descriptive statistics presented in table above encapsulates respondents' perceptions of external sourcing effectiveness within recruitment processes, surveyed from a sample of 109 individuals from Uganda Broadcasting Corporation (Winny et al., 2023). These statistics span various dimensions of external sourcing, from its time-saving attributes to its impact on the diversity of the talent pool.

The notion that external sourcing recruitment conserves time because the agency manages tasks is met with a moderately high consensus, as indicated by a mean score of 3.7664 and a standard deviation of 1.06912 (Innocent et al., 2023). This suggests that most respondents appreciate the time efficiency of external sourcing, with a relatively homogeneous view across the sample. *“External sourcing has significantly streamlined our recruitment process, allowing us to focus on strategic decision-making rather than administrative tasks,”* a senior manager at UBC reported, emphasizing the time-saving aspect.

Respondents moderately agree, with a mean of 3.4673 and a standard deviation of 1.16811, that external sourcing allows access to a varied talent pool (Musaibah et al., 2023). The higher standard deviation here reveals a broader range of opinions on this attribute, suggesting varied experiences with the diversity brought in by external agencies. *“We have been able to reach candidates we previously didn't have access to, which has enriched our talent acquisition immensely,”* another senior manager reflected, underscoring the benefits of diversity.

The average rating for external sourcing demonstrating accountability is 3.4206 with a standard deviation of 1.31778, showing moderate agreement but also the greatest variance in responses among all the items. This implies a diverse perception of how accountable external sourcing is perceived to be. A senior manager noted, *“There is a clear accountability trail when we use external agencies, but we need to ensure that the metrics we use to measure their performance are well-defined.”*(Oscar et al., 2023)

Considering the facilitation of decision-making, the mean score is 3.3832, with a standard deviation of 1.12136, reflecting moderate agreement that external sourcing positively influences recruitment decisions. However, this comes with a fair spread in responses, indicating that not all respondents are equally convinced of the benefits. *“The insights provided by external sources are valuable, but they don't replace the nuanced understanding our internal team has of our unique organizational needs,”* a senior manager expressed.

For the provision of salary benchmarks and market analysis, the mean score is 3.3458, which conveys a moderate level of agreement on the utility of external sourcing in making informed hiring decisions. The standard deviation, on the higher side, suggests that while some respondents see significant value in these insights, others are more skeptical (Racheal, Enock, et al., 2023).

The last aspect, external sourcing reducing the need for in-house HR to engage in time-consuming recruitment tasks, has a mean of 3.3084 and a standard deviation of 1.20855, the lowest mean of the items but still indicating moderate agreement. Opinions vary, as illustrated by a senior manager's statement: *“Relying on external sourcing can indeed*

reduce our day-to-day recruitment workload, yet we cannot overlook the importance of having an in-house team that understands our culture and long-term goals.”

These results collectively indicate recognition of external sourcing benefits among the respondents, albeit with varying degrees of enthusiasm. The variability in responses, especially in accountability and decision-making efficiency, points to the necessity for a more individualized approach to utilizing external agencies. It highlights the complexity of external sourcing, suggesting that while it can augment the recruitment process, it is not a panacea and must be judiciously integrated into the organization's broader recruitment and human resource strategy.

Internal Sourcing

In order scrutinize internal sourcing, the data was gathered using the survey questionnaire as well as the interview guide and it is shown below

Table 2: Descriptive Statistics on Internal Sourcing

	N	Mean	Std. Deviation
Announcing internal job opportunities boosts employee morale and motivation	109	3.3084	1.20855
Internal recruitment is often more cost-effective as it reduces or eliminates expenses associated with advertising	109	3.2710	1.58156
Internal recruitment typically results in a faster hiring process as candidates are already part of the organization.	109	3.1589	1.40182
It can lead to cost savings in onboarding and training.	109	2.8692	1.32526
Internal sourcing Builds support and ownership	109	2.8598	1.26974
Internal sourcing Provides valuable insights which helps in employee retention	107	2.8411	1.26752
Valid N (listwise)	107		

Source: Primary Data (2023)

The exploration of internal sourcing at Uganda Broadcasting Corporation (UBC) through descriptive statistics yields a multifaceted understanding of the staff's perceptions. The analysis of 109 responses indicates a belief that announcing internal job opportunities generally boosts employee morale and motivation, with a mean score of 3.3084, suggesting that such practices are moderately well-received within the organization (Christopher, Moses, et al., 2022). However, the standard deviation of 1.20855 points to a variation in responses, signifying differing degrees of enthusiasm or perhaps differing experiences among the staff regarding internal promotions' impact on morale.

The data suggests that internal recruitment is perceived as relatively cost-effective, with a mean of 3.2710, which is slightly lower than the score for morale and motivation. The notably higher standard deviation of 1.58156 here is

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indicative of a broad range of opinions on cost effectiveness, which could stem from varied departmental budgets and experiences with the actual costs incurred during internal recruitment processes (Ntirandekura & Christopher, 2022a).

Furthermore, the perception that internal recruitment accelerates the hiring process due to candidates' existing familiarity with the organization is somewhat endorsed, with a mean score of 3.1589. Yet again, the standard deviation of 1.40182 underscores a diversity of views, likely reflecting the different speeds of internal hiring in various departments or roles within UBC.

When it comes to on boarding and training, the belief in cost savings is more conservative, with a lower mean of 2.8692 and a standard deviation of 1.32526 (Derrick et al., 2023). This lower mean could reflect skepticism about the extent of savings achieved through internal sourcing, possibly due to the recognition that internal hires may still require significant training for new roles. Similarly, the idea that internal sourcing builds support and ownership receives a moderate mean rating of 2.8598, with a standard deviation of 1.26974. This indicates that while there is some agreement on this benefit, it is not universally recognized across the organization (Christopher, Muhindo, et al., 2022).

The notion that internal sourcing provides valuable insights that help in employee retention is also moderately supported, as evidenced by a mean of 2.8411, albeit with a standard deviation of 1.26752, suggesting again that opinions are varied and possibly influenced by individual departmental practices and outcomes.

A senior manager underscored the morale-boosting aspect, noting, *"When we announce internal opportunities, there's a tangible increase in energy and ambition among the staff. It's clear that our employees value growth and progression within the company."* Yet, another manager expressed a caveat regarding cost-effectiveness: *"While we've seen some cost savings in advertising and on boarding with internal recruits, these are not always as significant as we'd hope, especially when considering the training for up skilling."* These qualitative insights from senior management align with the statistical findings, emphasizing the recognized benefits of internal sourcing while also noting the variability and complexity of outcomes (Faridah et al., 2023).

The implications for UBC in this study are clear: internal sourcing has perceived benefits, but these are not uniformly experienced across the organization. This disparity in perceptions suggests that while internal sourcing has potential, its execution and the management of expectations around it need careful consideration to maximize its positive impacts. The varying opinions on cost savings and the speed of the hiring process suggest that UBC should examine its internal sourcing processes to identify and address inefficiencies (Annet et al., 2023).

Moreover, the moderate perception of internal sourcing's role in building support and providing insights for retention signals that internal recruitment practices at UBC might benefit from further refinement to fully harness these aspects. This could involve creating clearer career pathways within the organization, ensuring that internal

hires feel a strong sense of support and that their knowledge and insights are valued in their new roles, thereby reinforcing their retention.

Headhunting

In order to study headhunting practices, the data was gathered using the survey questionnaire as well as the interview guide and it is shown below

Descriptive Statistics on Headhunting

	N	Mean	Std. Deviation
I am guaranteed to work for this organization in the next three years as long as I still want	109	4.4037	.95374
I would wish to stay in this organization for much of my working career life	109	3.9633	.94209
Conditions provided by the organization give me satisfaction to continue working with this organization	109	3.6055	1.35413
I have been making attempt to move to another organization that is better than this one	109	3.2844	1.29165
Management has ensured that I see a future for myself within this organization	109	3.2752	1.38023
If I wanted to do another job or function, I would look first at the possibilities within this organization	109	3.1651	1.42409
Valid N (listwise)	109		

Source: Primary Data (202)

The analysis of headhunting practices and their impact on employee perspectives at Uganda Broadcasting Corporation (UBC), as reflected in the table above, offers a detailed view of the workforce's commitment and satisfaction levels. The data, collected from 109 respondents, suggests a strong sense of job security and organizational commitment among the staff. A high mean score of 4.4037 on the assurance of continued employment over the next three years, with a relatively low standard deviation of .95374, indicates a strong confidence among the employees in their job security, provided they wish to stay (Isaac et al., 2023). This is a significant indicator of employee contentment and loyalty. A senior manager reflected, *"Our employees generally feel secure in their roles. We believe this sense of stability is crucial for long-term commitment and productivity."*

The desire to remain with the organization for much of their working career, having a mean of 3.9633 and a standard deviation of .94209, further underlines a substantial level of employee commitment to UBC. However, the slight

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increase in the standard deviation compared to the previous item suggests a bit more variability in long-term commitment views among employees.

Regarding satisfaction with the conditions provided by the organization, the mean score is 3.6055, with a higher standard deviation of 1.35413. This indicates moderate satisfaction but also reveals a significant variation in perceptions, possibly reflecting diverse experiences or expectations regarding working conditions. A manager stated, *"We strive to create satisfying working conditions, but we also recognize that individual expectations can vary widely."*

The item measuring attempts to move to another organization scores a mean of 3.2844, with a standard deviation of 1.29165, showing that while some employees are exploring options elsewhere, this is not a predominant trend. The variation here could be attributed to career aspirations, job satisfaction levels, or perceptions of opportunities outside UBC.

Management's role in ensuring employees see a future within the organization is rated with a mean of 3.2752, suggesting moderate agreement but with a high standard deviation of 1.38023. This implies that while some employees clearly perceive a future for themselves at UBC, others may not share this view to the same extent (Kazaara & Kazaara, 2023).

Finally, the likelihood of looking for other job possibilities within the organization first scores a mean of 3.1651, with the highest standard deviation of 1.42409 in the table. This suggests a moderate inclination towards internal job mobility but also indicates a wide range of opinions on this matter, hinting at possible gaps in internal job visibility or career progression pathways (Alex & Kazaara, 2023).

Discussion of Findings

The existing level of recruitment practices at Uganda Broadcasting Corporation.

The descriptive statistics regarding external sourcing in recruitment at Uganda Broadcasting Corporation suggest a general consensus among the respondents on the benefits, with particular emphasis on the time efficiency and access to a diverse talent pool that external agencies provide. However, there is a noted variability in opinions on aspects such as accountability and the facilitation of decision-making. Senior managers have voiced that while external sourcing streamlines the recruitment process and introduce diverse candidates, it does not entirely replace the nuanced understanding of the organization's needs that an internal HR team provides. Furthermore, there is acknowledgment of the value of external insights for informed hiring, but with caution that these should complement internal HR practices, which align with the culture and long-term objectives of the organization. The overall sentiment reflects a cautious appreciation of external sourcing, recognizing its place as a strategic tool in recruitment rather than an all-encompassing solution.

The study at Uganda Broadcasting Corporation reveals a nuanced perspective on internal sourcing, with staff generally acknowledging its positive impact on employee morale and motivation when internal job opportunities are

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announced. However, there is a diverse range of opinions on its cost-effectiveness and the efficiency of the hiring process, indicating that experiences with internal recruitment vary across different departments and roles. Furthermore, there is moderate belief in the benefits of internal sourcing in terms of on boarding, training cost savings, and in fostering a sense of support and ownership among employees. These views are echoed by senior managers, who recognize the morale boost and potential cost savings of internal sourcing but also note challenges such as the variability in cost-effectiveness and the necessity for substantial training in some internal transitions. This suggests that while internal sourcing is valued at UBC, its implementation and outcomes are complex and not uniformly experienced, highlighting areas for potential improvement in the organization's internal recruitment strategies.

The analysis of headhunting at Uganda Broadcasting Corporation reveals a complex picture of employee perspectives. The workforce exhibits a strong sense of job security and organizational commitment, as indicated by their confidence in continued employment and a desire to stay with the organization for a significant part of their careers. However, there's noticeable variability in satisfaction with working conditions and perceptions of management's role in ensuring a future within the organization. This variability suggests that while some employees are content and see a clear path forward, others may not share this sentiment to the same extent, with a moderate number of employees considering opportunities outside the organization. Additionally, there's a general but varied inclination towards internal job mobility, highlighting potential areas for improvement in internal career development and job visibility. This mixed picture suggests that while UBC has strengths in fostering job security and long-term commitment, there are opportunities to enhance employee satisfaction and perceptions of career growth within the company.

The statistical analysis of the relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation reveals a significant and positive association between these two variables. The Pearson correlation analysis demonstrates a moderate to strong correlation, indicating that as recruitment practices improve, employee retention tends to increase. Furthermore, the regression analysis supports this finding, showing that recruitment practices are a significant predictor of employee retention. This suggests that effective recruitment strategies are crucial for enhancing employee retention, with a considerable portion of the variation in retention explained by how recruitment is conducted. These results underscore the importance of implementing robust and effective recruitment practices as a means to foster higher levels of employee commitment and reduce turnover.

Conclusions

In conclusion, the study at Uganda Broadcasting Corporation reveals a general endorsement of external sourcing for its time-saving potential and ability to diversify the talent pool, yet it also exposes the need for a careful evaluation of how external recruitment aligns with organizational culture and strategic objectives. The varying levels of

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agreement on accountability and decision-making highlight the complex interplay between external and internal recruitment practices. Also, the findings from Uganda Broadcasting Corporation regarding internal sourcing illustrate the perceived benefits in terms of employee morale and cost-effectiveness, but also highlight significant variability in experiences and perceptions across the organization. This indicates a need for a more nuanced approach to internal recruitment practices to maximize their effectiveness and alignment with organizational objectives. While headhunting at Uganda Broadcasting Corporation has successfully fostered a sense of job security among employees, it reveals a need for enhanced focus on employee satisfaction with working conditions and clear career progression opportunities.

Recommendations

The first recommendation is for Uganda Broadcasting Corporation to establish a comprehensive partnership framework with external sourcing agencies. This framework should include clear communication of the organization's culture, values, and strategic objectives to ensure that the agencies are not just filling positions but are also contributing to the enhancement of the organizational ethos. Such a framework would ideally be supported by regular reviews and feedback mechanisms that allow for the adjustment of strategies in response to the evolving needs of the organization and the performance of the external agencies. It is essential that these partnerships are seen as collaborative rather than transactional, in order to foster a sense of mutual investment in the recruitment outcomes.

Secondly, it is advisable for UBC to develop an integrated recruitment strategy that combines the efficiency and broad reach of external sourcing with the nuanced understanding of the company's culture that internal HR possesses. This could involve training sessions conducted by internal HR for external agencies, aimed at communicating the nuances of the company's work environment and expectations. Additionally, incorporating internal HR representatives in the final stages of the recruitment process could help ensure that candidates sourced externally align with the company's values and long-term objectives. By doing so, UBC can leverage the strengths of external sourcing while mitigating the risks associated with potential misalignments with organizational culture and strategic goals.

Thirdly, there is need for Uganda Broadcasting Corporation to enhance its internal communication strategies regarding career development and internal job opportunities. This would involve regularly disseminating information about available positions and the associated career paths within the organization, thereby fostering a transparent and inclusive environment that encourages employee participation and morale. Additionally, UBC should consider implementing a structured internal mentorship program that pairs less experienced employees with seasoned staff. This initiative could facilitate knowledge transfer, help in identifying potential internal candidates for future roles, and reinforce a culture of growth and development, further boosting morale and the perception of internal sourcing as a beneficial practice.

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Lastly, it is imperative for UBC to develop a rigorous internal evaluation system to assess the effectiveness and efficiency of its internal recruitment processes. This system should include metrics to evaluate the cost, time, and quality of hires, along with employee satisfaction and retention rates post-internal recruitment. By regularly reviewing these metrics, UBC can identify areas of inefficiency or misalignment and make informed adjustments to its internal sourcing strategies. Furthermore, the organization could benefit from workshops or training sessions for managers and HR staff focused on best practices in internal recruitment, ensuring fair and objective selection processes. These steps would not only enhance the effectiveness of internal sourcing but also align it more closely with the company's strategic objectives and cultural values, leading to more consistent and positive outcomes across the organization.

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