

# Administrative Factors Affecting Employee Performance in a Regional Referral Hospital in Uganda: A Case Study of Hoima Regional Referral Hospital

David Percy Wabuna<sup>1,2</sup>, Stella B. Kyohairwe<sup>3</sup>, Felix Adiburu Andama<sup>4</sup>, Nakato Rehemah<sup>1</sup> and Asiimwe Aisha<sup>5</sup>

Corresponding Author Email: [wabunapercy2013@gmail.com](mailto:wabunapercy2013@gmail.com)

<sup>1</sup>School of Management Science, Kampala International University, Uganda

<sup>2</sup>School of Public Service and Management Uganda Management Institute

<sup>3</sup>Public Administration & Management/ Political and Administrative Science Department, School of Management Sciences, Uganda Management Institute

<sup>4</sup>Public Administration and Decentralization Uganda Management Institute

<sup>5</sup>Department of Public Administration and Development Studies Kampala International University, Uganda.

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## ABSTRACT

This study investigates the administrative factors impacting employee performance at Hoima Regional Referral Hospital in Uganda. Employing a correlational study design, both quantitative and qualitative methodologies were utilized to comprehensively explore the dynamics at play. From a population of 394, a sample of 198 participants was selected using simple random and purposive sampling techniques. Data collection involved questionnaires and interviews, with quantitative data analyzed through descriptive and inferential statistics, and qualitative data through thematic analysis. The findings indicated a weak but significant positive relationship between funding mechanisms and employee performance ( $R=0.332$ ;  $P=0.004$ ). Based on these findings, the study recommends the evaluation of electronic procurement systems to mitigate delays in emergency situations.

**Keywords:** Funding Mechanisms, Employee Performance, Hoima Regional Referral Hospital, Correlational Study Design and Administrative Factors

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## INTRODUCTION

Administrative aspects can have a negative impact on employee achievement and organizational performance [1]. [2], found that organizations operate in a symbolic relationship with their surroundings, using both human and natural resources. Physical facilities, funding mechanisms, and performance Management Mechanisms are the main obstacles to successful administration. Between March and June 2022, Ugandan healthcare workers went on strike; as a result, their pay increased without any compensation plans being created [3]. After many State of the Nation addresses were conducted to address the issue, President Yoweri

Kaguta T. Museveni issued an order to increase the salaries of scientists and healthcare professionals [4]. The study concentrated on financial systems, physical facilities, and performance management procedures to understand how these elements affect the performance of administrators and personnel in Uganda's medical sector, notably at Hoima Regional Referral Hospital [5]. Modern human resource management and public administration are now increasingly interested in industrial relations, and industrial workers and behavioral social scientists are voicing more theoretical concerns [6]. Studies explain employee performance in public enterprises.

The most crucial information is the measurements of overall employee performance in public organizations, such as BPM, Walk Me Team, Firoozeh and Tahere, and Jessica. Various nations use these metrics to gauge employee performance in public firms. Firoozeh and Tahere in 2014, the Walk Me Team in 2022, the BPM Team in 2022, and Jessica in 2022 [7, 8]. Funding mechanisms are the

methods by which a company, group, foundation, or government obtains the money needed to continue operating [9]. According to [10], the proposed study will operationalize funding mechanisms in terms of revenue raising, fund pooling, and service purchasing. A fund is a collection of resources set aside by a body, group, foundation, or government.

## METHODOLOGY

### Research Design

The study adopted a correlational study design because it intended to determine the relationship

between two or more variables [11].

### Study Population

This is the totality of activities, possessions, or groups of subjects (Se. At the Hoima Regional Referral Hospital, the population is 394, including 12

members of the Board of Directors, 337 employees, and 45 clients.

### Sample Size

This is a subset of participants chosen from the whole population required for the investigation. It should be appropriate to represent the population under investigation [12], but modest enough to allow respondents to be chosen efficiently based on accuracy, cost, and difficulty of information processing [13]. [14], opinion states that a representative size can be optimal to satisfy the

criteria of effectiveness, and reliability to changes. The Slovene formula was used to estimate how many participants would be taken from each sample. Slovene's formula  $n = N / (1 + N(e^2))$  was used to calculate the sample size, research population, and sampling error at 0.05. A sample size of 198 participants was taken into account, with a total population of 394.

### Sampling Techniques and Procedure

The investigation used stratified and straightforward random sampling techniques to select respondents from three strata of the population. The number of responders for each group was determined through stratified sampling, and the identification number, code, interview number, and random number for each demographic stratum were listed in columns on an Excel spreadsheet. The formula `RAND () ENTER` will create a random number when all data for every

strata is entered in corresponding columns. The numerical figure in the column was chosen, sorted, and filtered to create a random sample, which included custom sorting and expanding the selection. The researcher selected randomly dispersed respondents using a purposeful sampling technique to reach the required sample size for each stratum. All Hoima Board members were chosen using this method, increasing the overall sample size.

### Data Collection Methods

The researchers used different methods to collect data for the study. Primary data collection methods

were applied here. These included; a questionnaire survey and interviews [15].

### Data Analysis

Data analysis is the procedure of reviewing survey information and making conclusions and inferences. It involves examining the data and identifying relationships between the data categories. To increase the validity and reliability of the investigation, the investigator used mixed research

methods [16]. This helped to increase the investigator's consistency. Mixed Method Research (MMR) is a research procedure that utilizes quantitative and qualitative information to provide feedback in an accurate way [17, 13, 18].

### Ethical Considerations

The Uganda Management Institute's Institutional Research Ethics Committee must approve the study,

which must be obtained from Hoima Regional Referral Hospital before it can be conducted.

## RESULTS

Table 1: Response rate

Instrument	Target	Actual Response Rate	Response Rate
Questionnaire	163	136	83.4%
Interviews	35	22	63%
<b>Total</b>	<b>198</b>	<b>158</b>	<b>79.7%</b>

Source: Primary data (2023)

Table 1 above indicates the response rate from the study. The number of questionnaires distributed was 163 and 136 were returned making a response rate of 83.4%. Face-to-face interviews were also carried out and a total of 35, only 22 were participated in the exercise making a response rate of 63%. Overall, the response rate was 79.7%. This implied that the study had a high response rate that enabled the researcher to come up with concrete findings. According to [19], the researcher should use all means to increase

the response rate to have a representative sample for meaningful generalization. If the response rate is 50% or less, it shows that the data is inadequate for analysis, but if the response rate is 60% and above, it indicates that the data is good for analysis. If the rate is 70% and above, then the data is considered to be very good for analysis. This therefore implies that the data presented by the researcher is very good for analysis.

Table 2: Demographic characteristics

Variable	Frequency	Percent (100%)
<b>Gender of the respondents</b>		
Female	77	37
Male	86	63
<b>Total</b>	<b>136</b>	<b>100</b>
<b>Age group of Informants</b>		
20-30 Years	22	16.4
31-40 Years	26	19
41-50 Years	58	42.6
Above 50 Years	30	22
<b>Total</b>	<b>136</b>	<b>100</b>
<b>Education level of the respondents</b>		
Masters and above	22	16.2
Bachelors	43	31.6
Diploma	55	40.4
Certificate	10	7.3
Secondary	6	4.4
<b>Total</b>	<b>136</b>	<b>100</b>
<b>Years spent at the district</b>		
Less than 1 year	8	5.9
1-5 Years	35	25.7
5-10 years	43	31.6
10 years and above	50	36.8
<b>Total</b>	<b>136</b>	<b>100</b>

Source: Primary Data (2023)

The outcomes showed that the majority of respondents 63% were male. This implies that Hoima Hospital employs more males compared to females (37%). However, viewpoints were provided by both males and females in the Hospital, meaning both genders were represented in the study in investigating how administrative factors affect employee performance. In the age group, the majority of respondents (42.6%) were between 41-50 years. This was followed by 22% who are in the age bracket of over 50 years. The results of the findings in relation to age imply that Hoima Hospital has employs that are mature enough to understand the dynamics of the Hospital and therefore can tell which administrative factors have a great effect on their performance. Either way, all age groups were

represented in the study. On education level, the table shows the majority of respondents (40.4%) were Diploma holders followed by Bachelor's holders (31.6%). This implied that respondents were qualified enough to understand the concepts of the study and their opinions regarding administrative factors and employee performance were representative and well captured in the study. The study also probed the duration of stay at the Hospital. It was revealed that the biggest number of respondents have been in the Hospital for 5-10 years (36.8) and over 10 years (31.6). This shows that the level of commitment under these categories is high, and would be inquisitive to know how administrative factors affect employee performance.

**Table 3: Funding mechanisms on employee performance**

	SD	D	NS	A	SA	Mean	Std. Deviation
The hospital raises revenue through out-of-pocket (OOP) Payments	8.2%	16.4%	8.2%	47.9%	19.2%	3.53	1.214
The hospital raises revenue through meetings, seminars, and workshops held in the hospital	4.1%	5.5%	8.2%	57.5%	24.7%	3.93	.962
The level of pre-paid funds is a key factor in the success of this hospital	5.5%	12.3%	6.8%	56.2%	19.2%	3.71	1.086
The pooling of funds in the hospital is influenced by risk pooling, financial protection, and equity in hospital use	0.0%	13.7%	6.8%	53.4%	26.0%	3.92	.939
The pooling of funds in the hospital is influenced by payments made for health services tailored to individual needs	0.0%	1.4%	11.0%	58.9%	28.8%	4.15	.660
Pooling of funds in the hospital is influenced by efficiency and equity in the distribution of a health system's resources	0.0%	8.2%	34.2%	37.0%	20.5%	3.70	.893
The Purchasing services is affecting employee performance through the treasury is responsible for timely release of funds	1.4%	6.8%	28.8%	45.2%	17.8%	3.71	.889
The Purchasing Services are affecting employee performance through the hospital use of E-Procurement	4.1%	26.0%	8.2%	42.5%	19.2%	3.47	1.191
The Purchasing Services are affecting employee performance through user departments are involved in procurement planning	1.4%	6.8%	12.3%	54.8%	24.7%	3.95	.880

Source: Primary data (2023)

From the findings, it can be observed that 67.1% of the respondents were in agreement that, the hospital raises revenue through out-of-pocket (OOP) Payments. This is confirmed by the mean of 3.53 which according to the Likert scale is in agreement. This implies that the Hospital charges money for

some of the services it renders to the. These are monies that help the Hospital run its operations, without which, it would have affected their Budget which would have affected the performance of employees.

**Table 4: Correlation matrix for funding mechanism and employee performance**

Correlations			
		Funding mechanisms	Employee Performance
Funding mechanism	Pearson Correlation	1	.332**
	Sig. (2-tailed)		.004
	N	73	73
Employee Performance	Pearson Correlation	.332**	1
	Sig. (2-tailed)	.004	
	N	136	136

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Primary data (2023)**

The results above show a positive correlation between funding mechanisms and employee performance ( $r=0.332$ ,  $p=0.004$ ). This indicates that there is a weak positive correlation between funding mechanisms and employee performance which is statistically significant at 0.01 significance level. This establishes that, to a weak extent, funding mechanisms have a relationship with employee

performance in Hoima Hospital. This is in agreement with hypothesis one which states that there is a positive significant relationship between Funding Mechanisms and Employee Performance in Hoima Referral Hospital. The null hypothesis is therefore rejected and the alternative is accepted that funding mechanisms has a significant relationship with employee performance.

**Table 5: Model summary of Regression analysis between funding mechanism and employee performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 <sup>a</sup>	.110	.098	.50754

a. Predictors: (Constant), Funding mechanism

**Source: Primary data (2023)**

Table 5 above provides the R-value of 0.332, representing simple correlation and therefore, indicates a weak degree of correlation. The R<sup>2</sup> value indicates how much of the dependent variable (employee performance) can be explained by the independent variable (funding mechanisms).

Therefore, the adjusted R square value of 0.098 indicates that funding mechanisms predict employee performance by only 9.8%. The remaining 90.2% can be explained by other factors other than funding mechanisms.

**DISCUSSION**

According to the findings, the pooling of funds in the hospital is influenced by risk pooling, financial protection, and equity in hospital use and also by efficiency and equity in the distribution of a health system's resources. This is in agreement with the literature reviewed which stated that the pooling of funds by the government involves accounting proprietary funds to record transactions involving interactions that resemble those in the corporate world, such as inter-fund loans, bonds backed by

taxes, and transfers from other relevant governments. The focus is on determining if the organization has improved financially. The findings of the study state that, the pooling of funds in the hospital is influenced by payments that are made for health services tailored to individual needs and also that, the Purchasing of services is affecting employee performance through the treasury which is responsible for the timely release of funds. Sometimes, the Purchasing services affect employee

performance through user departments that are involved in procurement planning. The reviewed literature states that Health funding is an essential component of health systems, providing money or resources to healthcare professionals. It can help reduce the cost of services and improve care

delivery, coordination, and quality. Contracting and payment arrangements can improve care delivery, coordination, and quality. Funding for the health system is essential for Uganda Health Care (UHC), but coordinated activities are also needed to ensure sufficient manpower and medication.

### CONCLUSION

The study concludes that, much as there is an effort by the government to increase the hospital budget, pooling of funds through various organizations to improve patient care. The study reveals that funding mechanisms have an impact on employee performance. Government financing over the past 10

years has tremendously increased, but it's still not enough given the continued rise of the population in Uganda. The results of the study revealed a positive and moderate correlation between funding mechanisms and employee performance.

### RECOMMENDATION

From the study, HRRH, recommends the following:

- a. The government should build a health workforce that responds to population requirements/demands and this will require financing.

- b. The government should ensure the timely disbursement of resources to the MOH, for fresh recruitment
- c. Mobilize domestic resources to support various necessary/urgent health projects.

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