

Administrative Factors Influencing Employee Performance in Regional Referral Hospitals: A Case Study of Hoima Regional Referral Hospital, Uganda

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ABSTRACT

This study examines the administrative factors affecting employee performance at Hoima Regional Referral Hospital in Uganda. Utilizing a correlational study design, both quantitative and qualitative methods were employed to gather comprehensive data. From a population of 394, a sample size 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. Findings revealed a moderate positive significant relationship between the availability of physical facilities and employee performance ($R=0.443$; $P=0.000$). These results underscore the importance of well-maintained physical facilities in enhancing employee performance in healthcare settings. Recommendations include regular updates to hospital equipment and continuous professional development for staff.

Keywords: Employee Performance, Physical Facilities, Hoima Regional Referral Hospital, Administrative Factors and Correlational Study Design

INTRODUCTION

Administrative aspects can have a negative impact on employee achievement and organizational performance. [1], 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. After many State of the Nation addresses was conducted to address the issue, President Yoweri Kaguta T. Museveni issued an order to increase the salaries of scientists and healthcare professionals [2]. 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 [3]. 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 [4]. 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 [5, 6]. Funding mechanisms are the methods by which a company, group, foundation, or government obtains the money needed to continue operating [7]. According to [8], 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 [9].

Study Population

This is the totality of activities, possessions, or groups of subjects [10]. 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 but modest enough to allow respondents to be chosen efficiently based on accuracy, cost, and difficulty of information processing [11]. [12], 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 $n = N / (1 + e^2)$ 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 researcher used different methods to collect data for the study. Primary data collection methods

were applied here. These included; a questionnaire survey and interviews [13].

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 [14]. 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 accurately [15, 16].

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: Showing availability of physical facilities and employee performance

	SD	D	NS	A	SD	Mean	Std. Deviatn
Employees are trained on how to use laboratory equipment	13.7%	15.1%	17.8%	35.6%	17.8%	3.29	1.307
Equipment used in hospital is safe	4.1%	20.5%	34.2%	32.9%	8.2%	3.21	.999
Employees are satisfied with the well-equipped medical wards	2.7%	19.2%	31.5%	37.0%	9.6%	3.32	.984
Nurses provide special care to patients in a hospital	4.1%	8.2%	24.7%	49.3%	13.7%	3.60	.968
There are enough skilled birth attendants in the hospital	4.1%	13.7%	45.2%	23.3%	13.7%	3.29	1.007
Emergency care is provided with basic equipment, electricity and operating theatres	2.7%	19.2%	31.5%	37.0%	9.6%	3.32	.984

Source: Primary data (2023)

When it comes to the availability of physical facilities, respondents by 53.4% agreed that employees are trained on how to use laboratory equipment. This implies that, whenever physical facilities are purchased, there should always be someone qualified enough to operate such facilities. They are not qualified; they must be trained. There is one thing having the facilities and there is another having no one to operate them. Therefore, for effective performance, the both facilities and the expert knowledge to operate must all be in place. Respondents were also asked whether the equipment used in a hospital is safe. In response, only 41.1%

with a mean of 3.21 agreed with the statement. On whether employees are satisfied with the well-equipped medical wards, only 46.6% with a mean of 3.32 were in agreement with the statement. Respondents were also asked whether nurses provide special care to patients in a hospital, 63% with a mean of 3.60 confirming the statement agreed. This means that nurses are doing their work in providing much-needed care in the hospital. This portrays some level of satisfaction and signs that they are performing. Also, 70% of the respondents interviewed agreed that, nurses are doing a tremendous job in giving special care to the patients.

Table 2: Correlation matrix for availability of physical facilities and employee performance

Correlations		Availability of physical facilities	Employee Performance
Availability of physical facilities	Pearson Correlation	1	.443**
	Sig. (2-tailed)		.000
	N	73	73
Employee Performance	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	
	N	73	73

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

Source: Primary data (2023)

The results above show a positive correlation between availability of physical facilities and

employee performance ($r=0.443$, $p=0.000$). This indicates that there is a moderate positive

relationship between the availability of physical facilities and employee performance which is statistically significant at 0.01 significance level. This establishes that, to a moderate extent, the availability of physical facilities has a relationship with employee performance in Hoima Hospital. This is in agreement with hypothesis two which states

that there is a positive significant relationship between the availability of physical facilities and Employee Performance in Hoima Referral Hospital. The null hypothesis is therefore rejected and the alternative is accepted the availability of physical facilities and Employee Performance.

Table 3: Model summary of Regression analysis between availability of physical facilities and employee performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.443 ^a	.196	.185	.48236		
a. Predictors: (Constant), Availability of Physical Facilities						

Source: Primary data (2023)

Table 3 above provides the R-value of 0.443, representing simple correlation and therefore, indicates a weak degree of correlation. The R² value indicates how much of the dependent variable (employee performance) can be explained by the independent variable (availability of physical

facilities). Therefore, the adjusted R square value of 0.185 indicates that the availability of physical facilities predicts employee performance by 18.5%. The remaining 81.5% can explained by other factors other than the availability of physical facilities.

DISCUSSION

According to the findings, employees are trained on how to use laboratory equipment and that, they are satisfied with the well-equipped medical wards. This makes it favorable for the employees to effectively perform their duties well. This is in agreement with the literature reviewed. A study conducted in South Sulawesi Province found that physical facilities have a favorable effect on workers’ achievement. Recommendations include having a proper number of employees, letting go of underperformers, and using fair assessment techniques to evaluate outcomes [17]. The findings further state that, when physical facilities are in place, the work of health professionals is eased. This physical facility may include laboratories. Literature adds that

physical facilities, such as medical laboratories, medical wards, and maternity wards, may be of more strategic value in terms of fostering employee performance. This is supported by general study evidence and community experience. Public Hospitals use a range of ways to improve employee performance, but physical facilities are the most important factor. This research compared the availability of physical facilities and employee performance at Hoima Regional Referral Hospital in Hoima District, Uganda. [18, 19], found that employee layoffs were the most effective strategy for financially struggling public hospitals, followed by the availability of physical facilities

CONCLUSION

Based on the study, the outcome of the analysis and discussion was that there is a relationship between physical facilities on employee performance. Much as health care providers e.g. nurses and medical officers are needed in patient care for specialized services, continuous professional development is of paramount need. This is important as it improves

working conditions and staff safety as well, as enables them to perform their duties more effectively. That is to say, the quality of health workers, and the availability of good and functional physical facilities with up-to-date healthcare equipment are inseparable from providing good services to the communities attending HRRH.

Recommendation

There is a need to have up-to-date operational hospital equipment and proper storage equipment that are easily maintained within the hospital. Increasing human areas. The staff generally has to

be trained on the use of this equipment. The government resource size will help close the gap between Doctor/patient ratio.

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