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The Impact of Work Environment on the Job Performance of Health
Care Professionals' in Amanuel Mental Specialized Hospital

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Abstract

The problem of poor working environment couple with low performance health care professional in the health sector became a major obstacle to provide quality service. The main objective of this study was to assess the impact of working environment on the performance of health care professionals' of Amanuel Mental Specialized Hospital by taking the variables physical work environment, work load and availability of medication and medical equipment. In order to achieve this cross sectional study was conducted in which 182 questionnaires were distributed to different health care professionals" who were selected using stratified random sampling technique. But from 182 questionnaires 147 were responded. The data collected were entered and analyzed by using SPSS version 20.0 and the results were presented by using descriptive and correlational analysis. The findings show that availability of medication and medical equipment and physical work environment do have significant relationship towards health care professional performance while work load doesn't shows significant relationship with the health care professional performance. In conclusion the management of Amanuel mental specialized hospital should focus on how work load is managed by the health care professionals'. Finally a conducive work environment, which creates harmony to achieve the goals of the organization, is recommended.

Key word: work load; availability of medication and equipment; physical work environment; health care professionals' performance.

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Abbreviations and Acronyms

AMSH: Amanuel Mental Specialized Hospital

CEO: Chief Executive Officer

EFY: Ethiopia Fiscal Year

HR: Human Resource

OPD: Outpatient Department

CHAPTER ONE: INTRODUCTION

1.1. Background

In today's rapidly changing work environment, it's important that manager do all they can so as to assure employees do their best on their job performance. Employees are the main human resource an institution cannot do without. They make a sufficient contribution to an institution. Attention should therefore be given to their well-being in turn influence the productivity of the institution which eventually will lead to achieving the institutions vision and goals (Asigele, 2012).

Environment includes surroundings and all those things that impact human being during life time. A work environment can be identified as a place where people work together so as to achieve organizational goal. It is the social and professional environment in which a person is supposed to interact with a number of people. By work environment we mean those processes, systems, structures, tools or conditions in the workplace that affect individual performance positively or negatively. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence the ways those employees perform their job functions (Asigele, 2012).

The work environment plays a significant role in the life of an employee. Noblet states that more attention should be paid in identifying and dealing with working conditions because when employees have a negative perception of their environment, they sometimes suffer from chronic stress (Noblet, 2003). Improving the work wellbeing of workers doesn't only give advantage to the workers but also it gives a strategic advantage to the company (Nordic council of ministers, 2014).

Job performance is defined as behaviors or activities that are performed towards achieving the organization's goals and objectives. Performance is important for organizations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction. Inefficient job performance will bring about a disaster to the organization as associated with lower productivity, profitability and impairment of overall organizational effectiveness (Hushel, 2003).

The working environment in health care comprises of two major components, namely, physical and psycho-social. During early days of development of health organization psychology only physical environment in work place was given importance and was considered as a predominant determinant of employee performance. Earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on performance of the workers (Asigele, 2012).

The recognition of the significant role of psycho-social environment led to the emergence of organizational psychology, and furthers the concept of „quality of work life“. The importance of physical work environment has now been realized. Therefore, the modern health care industries are making all possible efforts to make work environment more comfortable, safe and healthy. cc and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter with working conditions problems related to environmental and physical factors. Pech and Slade argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce (Asigele, 2012). According to Pech and Slade the focus is on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes. The working environment is perhaps a key root causing employee’s engagement or disengagement. Another research indicates that improving the working environment reduces complaints and absenteeism while increasing productivity (Asigele, 2012).

1.2. Problem statement

Employees’ performance is the most important aspect in maintaining good services so as to get better profit in service providing organization. In health institutions like Amanuel mental specialized Hospital (AMSH), poor performance could contribute to poor diagnosis and even death. Even though there are different reasons that could result poor performance, work environment is the main factor that seeks a better attention when talking about performance of employees’ of AMSH. AMSH is the only mental special hospital in Ethiopia which serves a huge number of clients from different parts of Ethiopia But no study has been conducted to examine the environmental conditions on job performance in the context of health care professionals of Amanuel mental specialized hospital.

1.3. Significance of the study

This study is significant to uncover the actual impact of work environment on health care professionals' performance which will contribute to understand ways in which managers can enhance job performance of workers especially at this time where the hospital faces a large number of patients from different parts of Ethiopia who seeks a better treatment. Therefore, in an attempt to fill this research gap and as a base for future further studies, this study investigates the impact of work environment factors on performance related matters within the context of Amanuel mental specialized hospital.

1.4. Research questions

- Does the availability of medicine and medical supplies affect the job performance of health care professionals of Amanuel Mental Specialized Hospital?
- Does the workload affect job performance of health care professionals of Amanuel Mental Specialized Hospital?
- Does the physical work environment affect job performance of health care professionals of Amanuel Mental Specialized Hospital?

1.5. Objective of the study

1.5.1. General Objective of the Study

- To assess the impact of work environment on health care professionals' job performance of Amanuel mental specialized hospital.

1.5.2 Specific objectives

- To identify whether the availability of medication and medical supplies affect the job performance of healthcare professionals of AMSH.
- To determine whether the workload affects the job performance of healthcare professionals of AMSH.
- To evaluate whether the physical work environment affects the job performance of AMSH.

1.6. Scope and limitation of the study

This study focuses only on three work environment variables from different variables that has been discussed in the conceptual frame work, this is because three of the variables were found to be most related considering the hospital

The result of this study relied only on self-administered questionnaire so the response of the respondents may not be as quality as it should be in which there could be a reporting bias which can be as a result of carelessness when filling the questionnaire. This limitation of the study was tried to be minimized by using simple and easy to understand words throughout the design of the questionnaire.

The other limitation of this study was difficulty in interviewing the clients/patients because all patients who came to get medical service were mentally ill and most of them were not willing to participate in this study and those who showed willingness were not coherent and consistent with their response.

CHAPTER TWO: LITERATURE REVIEW

2.1. Work and Working environment

Work is very important to people and it plays a fundamental role in their lives. Morin (2004:3) explains that work provides for basic sustenance needs and decent living conditions, but above all work is an activity through which an individual fits into the work, creates new relations, uses his/her talents, learns and develops his/her identity and a sense of belonging . Work can therefore be seen as a major activity for human beings that meets several needs in their lives. These needs include economic survival, life satisfaction and the provision of a sense of reality. According to the Social Work Dictionary a workplace is a setting in which one's employment or other work activity occurs. It is where people in different roles and with different functions interact all the time (Asigele, 2012). People work in different work settings with different situations. Kahn explains that the workplace is a complex environment with different situations such as having too much or too little to do, being subjected to conflicting demands, feeling distracted by family problems, having family problems, and working for demanding and unhelpful managers (Asigele, 2012). The work environment and the working conditions are very important in any organization. If employees have a negative perception of their working environment they are likely to be absent, have stress-related illnesses, and their work performance, productivity and commitment tend to be lowered. On the other hand, organizations that have a friendly, trusting and safe environment, experience greater productivity, communication, creativity and financial health (Kreitzer et al., 1997).

In addition, supportive work environments provide conditions that enable workers to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality health services (Ishabari et al., 2008). Working environment can be divided into two components namely physical and behavioral components (Stallworth & Kleiner, 1996). The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan versus cellular offices) and office comfort

(matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction (Barry & Haynes, 2008). These components can further be divided in major attributes and operationalized in the form of different independent variables. These variables will be used for analysis of their impact on dependent variable. It is generally understood that the physical design of offices and the environmental conditions at work places are important factors in organizational performance (Stallworth & kleiner, 1996). The empirical research by Stall also shows that when human needs are considered in office design, employees work more efficiently.

One survey conducted by Brill in particular has suggested that improvements in the physical design of office buildings may result in a 5-10 percent increase in productivity and eventually increase performance. Other studies have examined the effect of physical work environment on workers' job satisfaction, performance, and health. For example Scott, (2000) reported that working conditions associates with employees' job involvement and job satisfaction. Strong et al (1999) in a study observed that social, organizational and physical context serve as the impetus for tasks and activities, and considerably influence workers' performance (scott, Jusanne& Steven, 2000). Researches on quality of work life have also established the importance of safe and healthy working conditions in determining employees' job performance (Strong et al., 1999).

The influence of working environment, which is mostly composed of physical, social and psychological factors, has been extensively examined in past two decades. In a number of studies, employees' motivation, job satisfaction, job involvement, job performance, and health have been found to be markedly influenced by psycho-social environment of work organization (Franco et al., 2000). According to Franco performance relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards (Asigele, 2012).

2.2. Health provider performance

Performing service providers are defined according to the WHO definition in the World Health Report of 2006: as a workforce that "works in ways that are responsive, fair and efficient to

achieve the best health outcomes possible, given the available resources and circumstances” (Asigele, 2012). Performance can be defined as a combination of equipment and staffs being available, competence, productive and responsiveness (Asigele, 2012; Franco et al., 2000). Health care is a labour intensive making human resources one of the most important inputs in health care delivery (WHO, 2000). The 2006 World Health Report and a range of other reports find that the performance of health workers in many low income countries including Tanzania is sub-optimal (Dieleman et al., 2007). Hence, African countries including Tanzania, are trying to improve the functioning of healthcare delivery system to ensure that the populations they serve receive timely quality care using qualified and enough human resources. In health care, the problem of increasing performance and making the work environment more pleasant has been approached through the introduction of changes in working environment.

Furthermore Alfredo summarize a model which can be used to influence workers performance in low income countries including Tanzania, this model outlines the five key factors believed to influence performance outcomes. These factors include job expectations, performance feedback, environment and tools, motivation and incentives, and knowledge and skills. Each of these factors should be supplied by the health organization in which the provider works, and thus, organizational support is considered as an overarching element for improving performance (Asigele, 2012).

2.3. Performance indicators as per WHO definition

2.3.1. Availability

Improved performance is assessed by looking at the availability of staff, in terms of presence at work (as opposed to absence). Absenteeism by health providers is a frequently occurring phenomenon in many health facilities, especially in resource-poor areas. When staff cannot concentrate and stay on their work because of poor working condition, it can benefit a health facility to offer support. A study done by WHO reports that one of the way to improve retention is by increasing job satisfaction at facility level and by addressing the living and working conditions of health workers. It further suggests that opportunities to improve retention include addressing the needs of specific groups of health workers (Asigele, 2012).

2.3.2. Competence

Competence encompasses knowledge, skills, abilities, and traits. It is gained in the healthcare professions through pre-service education, in-service training, and work experience. Competence is a major determinant of provider performance as represented by conformance with various clinical, non-clinical, and interpersonal standards. Measuring competence is essential for determining the ability and readiness of health workers to provide quality services (Alfredo & voltero, 2002).

Although competence is a precursor to doing the job right, measuring performance periodically is also crucial to determine whether providers are using their competence on the job. A provider can have the knowledge and skill, but use it poorly because of individual factors (abilities, traits, goals, values) or external factors (unavailability of drugs, equipment, organizational support).

The study conducted in Somalia on competence of health worker in detecting malnutrition, shows that Maternal and Child Health (MCH) clinic workers showed deficiency in their competence to detect malnourished children. They misclassified 10 percent of the children, which was worse among the malnourished, due to incorrect plotting of the child's current weight on the growth chart This was due to lack of training skills on how to plot weight on growing chart so this study associate performance of these worker with their skills to perform the job (competence) and conclude that the performance was suboptimal and hence there is a need to conduct in service training so as to improve performance of these worker (Asigele, 2012). Furthermore a study conducted in Malaysia reports that In any workplace, consistent employee absenteeism can be a potential problem. Consistent absenteeism can be a result of a poor performance (Mohammed, 2005).

2.3.3. Responsiveness

Responsiveness is considered as how well the health system meets the legitimate expectation of both clients and health providers for the non-health enhancing aspects of the health system. It includes seven elements which are dignity, confidentiality, autonomy, and prompt attention, social support, basic amenities, and choice of provider. Another way of looking at responsiveness as a measure of health system performance is to compare it to health measures. When assessing health one looks at health outcomes or reviews the clinical processes of care or

health systems" disease prevention and health promotion programs. With the current state of the art in measuring responsiveness, one asks consumers within the health system to report on their experience with elements of care and other health system services that are as much measures of system performance, as are health measures. Within the WHO framework for assessing health system performance, the measurement of responsiveness is restricted to those elements that relate to the individuals well-being and do not account for any health enhancing aspect. This is done so as to measure the achievement of the responsiveness goal apart from its impact on achieving the health goal (Nowier, 2006).

2.3.4. Productivity

Productivity could be defined in terms of the relationship between health outcomes achieved (health status protection or improvement for individuals or populations) and the health human resource inputs (time, effort, skills and knowledge) required.

The modern healthcare sector makes up roughly one-tenth of the economic activity of modern economies, and labour inputs make up a relatively large share of its costs, relative to other industries. It is thus understandable that the measurement, tracking and improvement of labour productivity in this industry, or if one prefers, Health Human Resources Productivity should be of policy concern (Asigele, 2012). An employee's workplace environment is a key determinant of their level of productivity. How well the workplace engages an employee impacts their level of motivation to perform (Mohammed, 2005).

2.4. Working environment factors affecting employee performance

Research has shown that working environment factors has a direct impact on employee performance.

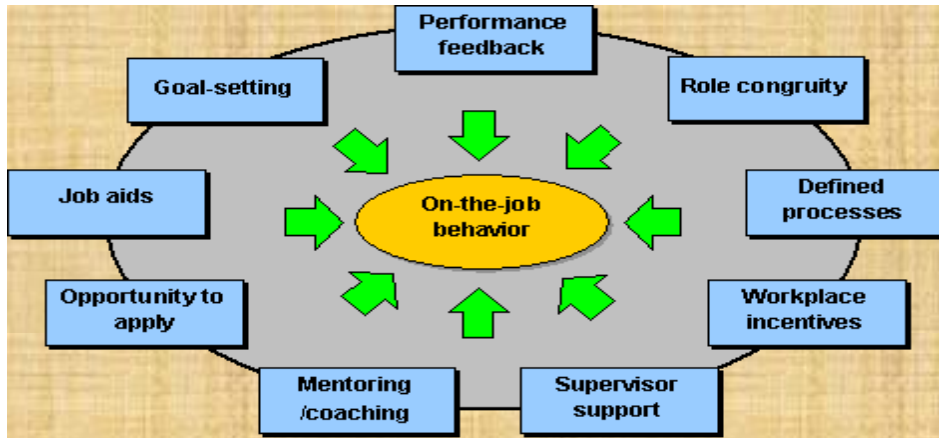


Figure 2.4 – Workplace factors affecting employee performance

These factors are as explained below.

2.4.1. Goal-setting

is an important tool to attract motivation of the employee. The two important purposes of goals in organizations are to guide the behavior of individuals and to motivate them to perform at higher levels of effectiveness (Asigele, 2012). Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process. The key here is that each employee is actively engaged in the goal-setting process and takes ownership of the final agreed goals and measures. A study done in Agalapa India shows that workplace environment plays a vital role in motivating employees to perform their assigned work. Given that money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training .It also advice that in order to drive their organizations to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Asigele,

2012). Also research done by Erez reports that Specific goals are more effective than generalized goals, difficult goals lead to greater performance than do easy goals, as long as the goals are accepted (Asigele, 2012). Moreover Latham report that frequent, relevant feedback is important for goal setting effectiveness (Nowier, 2006). Effective goals, those with the above characteristics, are likely to promote a greater frequency of the work style behaviors. They help generate commitment, both to the goals and to the organization, which results in people doing more than they are required to do that is increased performance (Erez, Earley & Hulin, 1985; Nowier, 2006).

2.4.2. Performance feedback

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance (Asigele, 2012). Employees' roles and task should be allocated consistently by his / her supervisor, which is defined as role congruity, the organization's role expectations are typically reflected in formal documents, such as Job Descriptions and Role Specifications. A study done by Chandrasekhar report that performance feedback is an information exchange and conflict resolution process between the employee and supervisor. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Asigele, 2012).

2.4.3. Workplace incentives

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition. Studies in some Sub-Saharan countries show that the overall performance of professional nurses is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employee who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome (Awases, 2006) . Also a study from Malaysia report that

significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production (Mohammed, 2005).

2.4.4. Supervisor support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nina & Mohammed, 2013). Chandrasekhar (2011) defines the situation as mentoring/coaching, Mentors and coaches may be internal to an organization or external. Either way, they possess the necessary facilitation skills to assist employees develop and apply new skills. Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done (Asigele, 2012). A study conducted by Namuba report that supportive supervision is very crucial for the employee to perform better in his or her tasks (Namuba, 2008). In contrary to this a study conducted in Malaysia indicates that there is no significant relationship between supportive supervision and performance (Nina & Mohammed, 2013).

2.4.5. Job aids

A job aid is the external aid to an individual. The purpose of this job aid is to support the work activity. According to Harless which is also known as the father of job aid had stated that a job aid can reduce the number of time taken compared to attending a training program. The time taken by the training program is four to five time more than using a job aid. Therefore, by using a job aid, it will help by not wasting the employees' time(Nina & Mohammed, 2013). A study done in Nigeria shows that working environment factors such as interpersonal relationships, availability of tools and equipment to work with, managerial fairness and support for staff welfare appear to play a significant role in affecting health worker performance. Health facilities, which ignore the necessity for tools like drugs, equipment's, will run the risk of diminished employee productivity (Chandrasekhar, 2011; Mohammed, 2005).

Furthermore a study done in Armenia show that Human Resources Management interventions like improved working condition and availability of medical supplies can contribute positively to health workers' performance and the most important results established were that combined

interventions of participatory, interactive training, job aids and strengthening health systems can be successful in improving health workers' performance (Asigele, 2012).

Also a study that has focused on work place environment that affect employees performance in Miyazu Malaysia stated the job aids have positive relationship with performance (Nina & Mohammed 2013).The experience of not seeing the realization of the expected working conditions clearly generates strong perceptions of unfairness which perpetuates low performance (Songstad et al., 2011).

2.4.6. Defined processes

Is the organization's responsibility to explain the workflow through documenting and communicating (Chandrasekhar, 2011).The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees. The organization verifies on a regular or random basis that the work is actually performed in the way required.

2.4.7. Other factors

Physical factors (Office building)

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

Among the factors affecting health workers performance, Physical factors like office building space have also been strongly associated with workers performance in the private sector office employees. These environmental factors like office layout, level of interaction and the comfort level of office have had a significant effect on workers performance in Pakistan (Franco et al., 2000).

Comfort level

Comfort level factors such as temperature, lighting, presence of privacy and ventilation can have a direct impact on employees' health; for example very high temperatures can lead to heat stress and heat exhaustion as a result poor performance. A study conducted in Malaysia report that the brightness of office light effects alertness, concentration, and task performance. Adjusting the type and quality of light can significantly improve working experience and performance

(Chandrasekhar, 2011; Mohammed, 2005). Study done in Mbeya city showed that 14 percent of health staff had a good perceived performance of reproductive and child health care and the rest which is 86 percent didn't perform well due to poor working conditions (Dialo, 2010). While a study in Muhimbili National Referral Hospital showed that 50 percent of workers were not satisfied with their working condition and as a result leads to decrease morale for work hence sub optimal performance (Franco et al., 2000).

As it has been seen in different literatures there was no previous study that addresses working environment in relation to job performance of health care professionals'. Therefore it was important to conduct a study on the impact of working environment on the job performance of health care professionals' Amanuel mental specialized hospital.

2.5. Conceptual framework

This conceptual framework tries to explain how work environment influences health care professionals' performance. It assumes that work environment has two components which are physical environment and behavioral component. Physical work environment consists of comfort level (presence of office building and working tools) which influences health care professionals' availability, productivity and competence. Also office layout (presence of privacy) influences health care professionals' productivity and competence. The other one is behavioral component of the environment which is work load work interaction and absence of noise which influence productivity and responsiveness, and as a consequence they may increase or decrease health care professionals' performance.

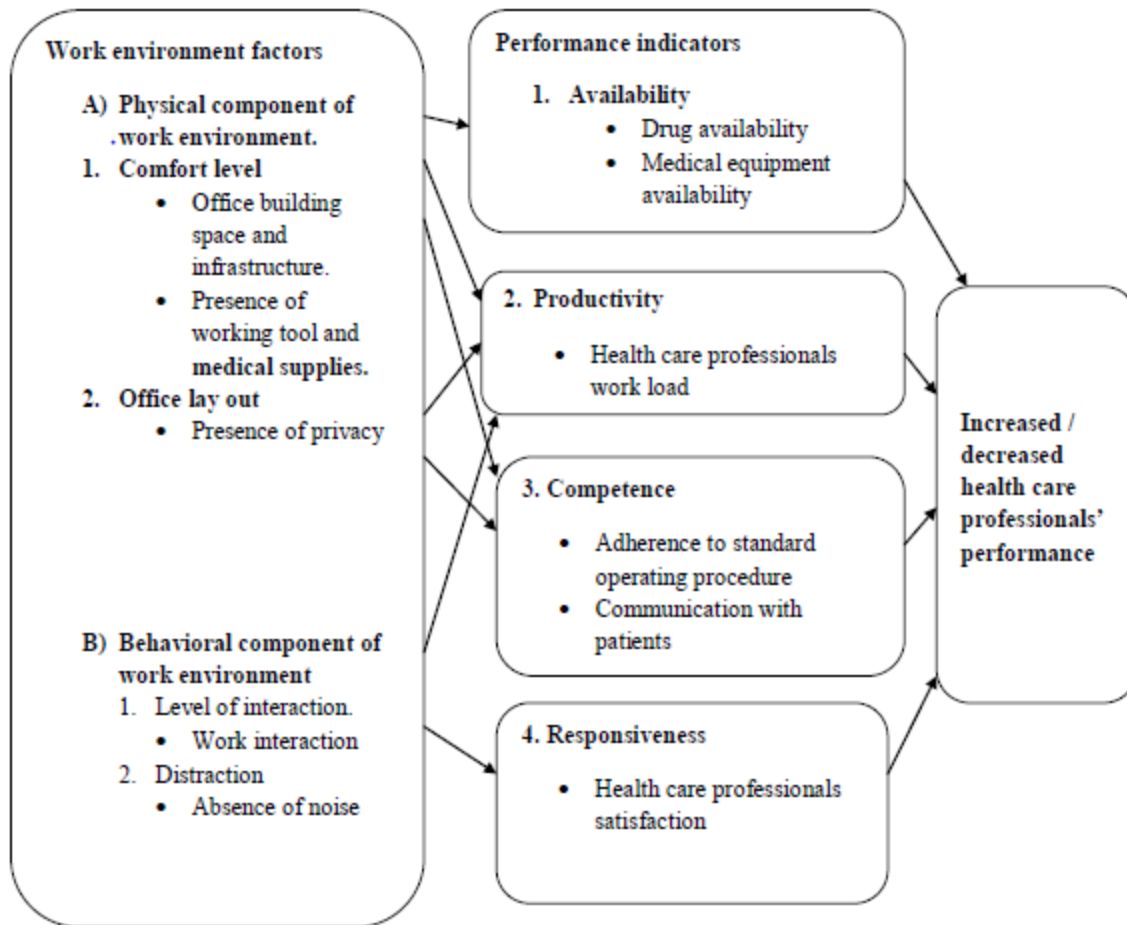


Figure 2.5: Conceptual framework: impact of work environment on health care professionals' performance (Asigele, 2012)

CHAPTER THREE: METHODOLOGY

In this chapter, the approaches and techniques used to collect data and investigate the research problem will be presented. The chapter includes; the research design, data type and sources, measurement of variables, sample design, data collection methods, data analysis and presentation and of the study.

3.1. Study Area and Period

The study was conducted from April 15 to April 25 in Amanuel Mental Specialized Hospital which is one of the oldest hospitals established in 1930 E.C. by Italian colonizers to serve the nations of Ethiopia unlike other the preceding Hospitals serving the white only. It is located in western part of Addis Ababa in Addis Ketema sub city kebele 08. The hospital established on an area of 15,660.6 km² with two G+1 buildings & 15 blocks. There are around 614 staffs and 270 inpatient beds and outpatient services for about 400 clients per day currently.

The hospital is increasing the efficiency and effectiveness of the service to be the center of excellence for mental health services by providing treatment for those who have mental and general health problems, training mental health professional of different level of skill and knowledge, conducting research, and other administrative services; in order to integrate mental health services to the level of primary health care in Ethiopia. The common mental & neurological disorder seen in 2006 EFY in a descending frequency are schizophrenia, epilepsy, depression, acute psychotic disorder, mania and OPD disease respectively.

Training master's program in psychiatry has been established in collaboration with Gondar & Jimma University by the year 2001 while BSc psychiatry training has been running on Gonder, Mekele, Jimma, Haromaya and Hawassa Univeristy. The hospital is giving technical support for the program. Since 2001 the Hospital managed to integrate the clinical services through facility renovation & expansion, HR development, leadership commitment, decentralization of mental health care & while excelling the service.

3.2. Study design

The purpose of this study was to investigate the impact of work environment on the performance of healthcare professionals' in AMSH. And, the findings of the study will be used as an input to

fill the gap and improve the service. In order to achieve this objective, a descriptive research design was employed which was cross-sectional taken at one point in time.

3.3. Data type and sources

The data for this study was obtained from primary and secondary sources. Concerning primary source, relevant data was collected from respondents (nurses, health officers, laboratory technicians, physicians, psychiatrists, pharmacists and clinical psychologists). Regarding to secondary source, relevant documents to the study topic was reviewed.

3.4. Sample design

3.4.1. Source population

All employees who work in Amanuel Mental Specialized Hospital were the source population in this study.

3.4.2. Study population

Health care professionals' who work in Amanuel Mental Specialized Hospital were the study population in this study.

3.4.3. Eligibility criteria

Inclusion criteria

- All Health care professionals' of Amanuel Mental Specialized Hospital who has work experience greater than six months.

Exclusion criteria

- All Health care professionals' of Amanuel Mental Specialized Hospital who has work experience less than six months.

3.4.4. Sampling techniques and sample size

According to Catherine, the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled. In this study to select sample size, a list of

healthcare professionals who had at least 6 months of experience at AMSH were taken. Where the total population of the study is N(384) healthcare professionals, which include: nurses (N1), health officers (N2), laboratory technicians (N3), general practitioners (N4), psychiatrists (N5), pharmacists (N6) and clinical psychologists (N7). And the following formula was used for the calculation of the sample size since it was relevant to studies where a probability sampling method is used;

$$n = \frac{\left(\frac{P [1-P]}{A^2 + P [1-P]} \right)}{\frac{Z^2}{N} R} = 182$$

Where, n = sample size required

N = total number of healthcare professionals

N1= nurses

N2= health officers

N3= laboratory technicians

N4= general practitioners

N5= psychiatrists

N6= pharmacists

N7= clinical psychologists

P = estimated variance in the population = 50%

A = margin of error = 5%

Z = confidence level = 1.96 for 95% confidence

R = estimated response rate = 96%

Accordingly, n (182) respondents were selected from the total of N (384). Then after, stratified random sampling was used to get information from the various samples of the target population. This technique is preferred because it is used to assist in minimizing bias when dealing with the population. With this technique, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements for the sample. According to Janet

(2006), this step increases the probability that the final sample will be representative in terms of the stratified groups. The strata's are healthcare professionals of AMSH including: nurses, health officers, laboratory technicians, general practitioners, psychiatrists, pharmacists and clinical psychologists.

These **n** respondents were selected from nurses (N1), health officers (N2), laboratory technicians (N3), general practitioners (N4), psychiatrists (N5), pharmacists (N6) and clinical psychologists (N7) on proportional basis. Therefore, $[(N1/N) \times n] = n1(65)$ nurses out of N1(136), $[(N2/N) \times n] = n2(16)$ health officers out of N2(33), $[(N3/N) \times n] = n3(8)$ laboratory technicians out of N3(15), $[(N4/N) \times n] = n4(21)$ general practitioners out of N4(43), $[(N5/N) \times n] = n5(36)$ psychiatrists out of N5(74), $[(N6/N) \times n] = n6(20)$ pharmacists out of N6(41) and $[(N7/N) \times n] = n7(16)$ clinical psychologists out of N7(33) were selected. The sample size selected here is considered as representative of each stratum and is enough to allow for precision, confidence and generalizability of the research findings.

3.5. Study Variables

The independent variables in this study were

- Socio demographic factors (sex, age, profession and years of experience)
- Availability of medication and medical supplies
- Work load
- Physical work environment

The dependent variable in this study was

- Performance of Health Care Professionals'

3.6. Operational Definitions

For the purpose of this study:

1. Availability refers to a presence of mediation and medical equipment which are necessary to perform work appropriately.
2. Performing health providers is defined as a workforce that “works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, given the available resources and circumstances” (Asigele, 2012).

3. Working environment is considered as the composite of the two components; physical and behavioral. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other (Asigele, 2012).

4. Work load is the amount of work to be done by a particular health care professional within a limited working hour per a day.

3.7. Data Collection Methods and Instruments

Structured questionnaire was the data collection instruments. In the design of this instrument, the literature review was used as a base. Quantitative methods were used to gather the primary and secondary data's to be used by the study.

Questionnaire: Questionnaire was the main instrument used to collect data for the study. It was prepared based on the existing literature to collect data from the various categories of respondents. The questionnaire was designed with Likert type scale closed ended questions.

Document analysis: as a supplementary to the information collected through different means, relevant documents related to work environment impact on healthcare professionals' performance were analyzed.

3.8. Data collection procedures

After an official letter of recommendation was received from St. Mary's University, the letter was given to the chief executive officer of AMSH for approval in order to conduct the study. After getting approval by the CEO of the hospital, the closed-ended questionnaires were administered in a period of 2 weeks to all categories of respondents.

3.9. Data Processing and Analysis

The data from the respondents were reviewed and analyzed by using SPSS version 20.0 which were presented using descriptive and correlational analysis.

3.10. Ethical Consideration

Participation in this study was completely voluntary in order to make sure that participants were requested to sign a consent form after they have been informed about the purpose and procedure of the study before actually participating. To respect the privacy of the participants' names were not allowed to be mentioned in the questionnaires and it was explained to the participants.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1 Result

4.1.1. Socio-demographic characteristic of the study population

A total of one hundred eighty two self-administered questionnaires were distributed to health care professionals of AMSH. Most of the female respondents were between the age group of 20-30(56 %) and most of male respondents were also aged between 20-30 years (44%). In addition Table 1 indicates that majority of the female respondents were nurse (71.2%) and most of male respondents were Msc psychiatrists (60%). As for years of experience, (50.5%) of female respondents had the experience of above 2 year while male respondents who had the experience of above 2 years were (49.5%). Among the 182 study participants, 147 respondents filled the questionnaire which makes the response rate of the survey 80.7%.

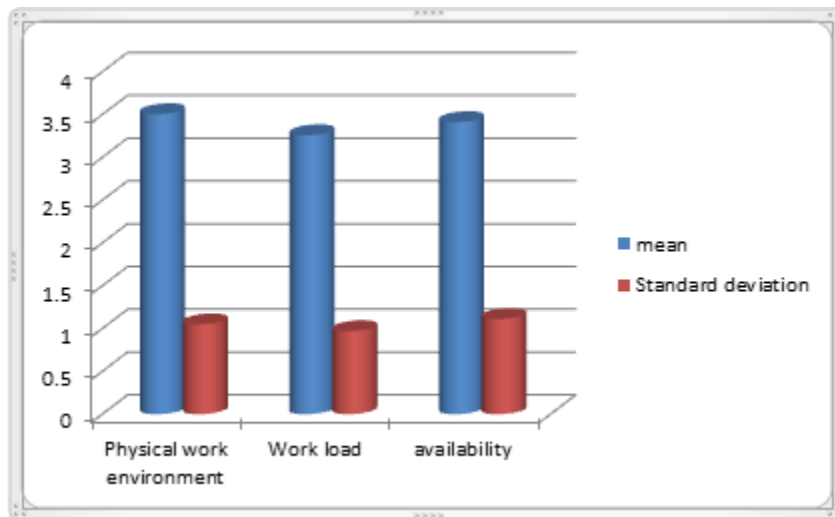
Table 4.1.1: Socio-demographic characteristics of health care professionals of AMSH (N=147), 2016.

Socio demographic variable		Male N (%)	Female N (%)
Age(in years)	20-30	40(44)	51(56)
	31-40	26(57.8)	19(42.2)
	41-50	8(88.9)	1(11.1)
	>50	1(1)	1(50)
profession	Health Officer	9(62.9)	4(30.8)
	Laboratory technician	3(60)	2(40)
	Msc Psychiatrist	18(60)	12(40)
	Nurse	17(28.8)	42(71.2)
	Pharmacist	12(60)	8(40)
	Physician	6(60)	4(40)
	Clinical psychologist	10(100)	0(0)
Years of experience	6 months-2 years	23(54.8)	19(45.2)
	> 2 years	52(49.5)	53(50.5)

4.1.2. Descriptive Analysis

The following figure shows the result of the descriptive analysis for the research variables. The mean value of these variables is in between 3.26 to 4.12. In which the highest mean value is in the physical work environment which indicates most of the respondents were considerably affected by physical work environment. A standard deviation is the dispersion value which indicates the gap in between one respondent to another respondent. The standard deviation can be considered as good when the value is smaller. According to figure1 the highest standard deviation was recorded in the availability of medication and medical equipment (1.112), while the lowest standard deviation is recorded in the work load which is 0.970.

Figure 4.1.2 composite mean and standard deviation of the study variables



4.1.3. Correlation analysis

In order to examine the relationship between all the variables in the research model, the correlations analysis was used. Based on the correlation, the significance is at the level 0.01. Based on the table, there is strong relationship between availability of medication and medical equipment and employees' performance and also physical workplace environment and employees performance with the correlations of 0.856 and 0.871 respectively.

Table 4.1.2: correlation analysis of the study variables

	Health care professionals performance
Availability of medications and medical equipment	0.856**
Physical work environment	0.871**
Work load	0.16

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

4.2. Discussion

This study tried to identify the impact of work environment on the performance of health care professionals' in Amanuel mental specialized hospital. A self-administered questionnaire was used to collect the quantitative data in examining whether availability of medication and medical equipment contributes to health care professionals' performance, to determine whether work load contributes to health care professionals' performance and to identify whether physical environment contributes to health care professionals' performance. A study on the importance of work environments on hospital outcomes in nine countries shows that Poor hospital work environments are common and are associated with negative outcomes for nurses and quality of care. Improving work environments holds promise for nurse retention and better quality of patient care. (Linda et al., 2011).

4.2.1 Availability of medication in relation to Performance of health care professionals'

The result of this study shows that majority of the study participants reported that presence of medication influences their Performance. Hereafter the management of AMSH should focus on finding ways to make sure that drugs are sufficiently available whenever they are needed so as to improve health care professionals' performance. Without availability of drugs, especially in AMSH professionals cannot perform effectively and this may threaten the quality of service

offered and in the long run patients become dissatisfied with the service and start to lose confidence in medical service.

A study done in Tarime district come up with a results similar to AMSH in which the availability of drugs significantly influences the availability performance of health care providers, in contrary to this a study done in Mbeya come up with different results, in which although half of respondents reported drugs to be rarely available, availability of drugs had no significant relationship with the performance of maternal health care providers (Asigele, 2012) The different result was due to different sample population that is a study done in Mbeya include Assistant Medical Officers and Medical Doctors Who specialize in maternal health while the present study included all health care professionals working in AMSH.

4.2.2 Availability of equipment in relation to Performance of health care professionals'

The results of this study showed that most of the study participants reported that absence of equipment affect their Performance. This implies that for an employee to be efficient and effective in his/her job availability of all necessary equipment is mandatory. Both the study done in Armenia and Tarime district (Asigele, 2012) found similar result , where they found out that lack of important structural and furniture such as water, electricity, toilets, examination tables affect performance.

The similarity between the study done in Armenia, Tarime district and the present study may be due to the same study design where by both studies use cross -sectional study.

4.2.3 Relationship between performance and working environment factors and social demographic characteristics of Health care professionals of AMSH

The findings from this study report that a number of variables namely office building space, availability of drugs and availability of equipment has significant effect on health care providers performance. Previous studies report different result, they states that availability of drugs and equipment had no significant relationship with the performance of maternal health care providers (Asigele, 2012). On the other hand the study done in Tarime district reported a similar result when it comes to the question whether socio demographic characteristics of respondent had significant effect on health worker performance. The similarity of these studies may be due to same study design and analysis methods. Both previous and present studies use cross-sectional

study design and regression analysis in their studies. Also as far as socio demographic effect on employee performance was concerned, the findings from the study done by Namuba (Asigele, 2013) similarly found a result, which reports that years spent on the job (years of experience) does not matter because health worker who had been employed in less than 1 year had better perceived performance compared to those employed in 2 years.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The result of this research shows that there is a positive significant relationship between health care professionals' performance of Amanuel mental specialized Hospital with physical environment and availability of medication and medical equipment. However, health care professionals' performance doesn't that significantly affected by work load. Hence we can conclude that the management of Amanuel mental specialized hospital should focus on how work load is managed by the health care professional', in order to explore how this result of insignificance between the two variables existed.

5.2. Recommendations

This study draws baseline information on the effect of working environment on health care professionals' performance therefore the following recommendations are proposed.

- ✓ The management of Amanuel mental specialized hospital is recommended to provide working environment to its health care professionals', which is conducive in terms of facilities, equipment and as large, an environment which creates harmony to achieve the goals of the organization.
- ✓ The management and the responsible bodies like ministry of health should also focus in availing medication which is the main stay of treatment in mental illness. This will contribute towards the improvement of health care professionals' performance.
- ✓ Further research to assess other factors which affect employee performance should be done on regular intervals and plan should be done based on the results.

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Appendices

St. Mary's University College

Department of General management and business administration

Appendix 1: Informed consent form

Consent to participate in this study

Greetings! My name is Blen Tadesse I am working on this research with the objective of determine relationship between work environment and performance level of health care professionals in Amanuel Mental Specialized Hospital. This study has the purpose of collecting information concerning relationship between work environment and performance level of health care professionals. You are being asked to participate in this study because you have particular knowledge and experiences that may be important to the study. I assure you that all the information collected from you will be kept confidential. I will be compiling a report, which will contain responses from several clients without any reference to individuals. Your name or other identifying information will not appear on the records of the information.

Do you agree? Yes / No, if yes please continue.

APPENDIX 2: Questionnaire

Section A: social demographic information

1. Sex Male (1) Female (2)
2. Age (1) 20-30 (2) 31-40 (3) 41-50 (4) >50
3. Profession (1) Health officer
 (2) Msc psychiatrist
 (3) Laboratory technician
 (4) Nurse
 (5) Pharmacist
 (6) Physician
 (7) Psychologist
4. Years of experience in this job-----

SECTION B: PERFORMANCE MEASURES

1. AVAILABILITY

Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	Not at all	Slightly	Moderately	Consider ably	Extensive ly
5	To what extent availability of drugs (Po medications) affect your performance	1	2	3	4	5
6	to what extent availability of drugs (injectable) affect your performance					
7	Does availability of equipment affect your performance					
8	Does availability of electricity affect your performance					
9	Does availability of water affect your performance					
10	Does the office building space affect you in working comfortably					

2. COMPETENCE

Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	Strongly disagree	Disagree	I don't know	Agree	Strongly agree
11	Presence of privacy influences your communication with patients.	1	2	3	4	5
12	Presence of working tools influences your adherence to standard operating procedure.	1	2	3	4	5
13	Communicate with client throughout the procedure	1	2	3	4	5
14	Give clients feedback about their findings	1	2	3	4	5
15	Counsel patients about their medication and follow up	1	2	3	4	5
16	You have been in training and development programs that helps you to your working capacity	1	2	3	4	5

3. PRODUCTIVITY

a) Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	Very low	Low	Moderate	Heavy	Very heavy
17	How would you describe the workload you have?	1	2	3	4	5
18	How does your perception of the workload affect your performance in general?	1	2	3	4	5
19	How can you describe the average number of patients you see per day	1	2	3	4	5

b) Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	None of the time	A little of the time	Some of the time	Most of the time	All of the time
20	How often do you find yourself not working as carefully as you should?	1	2	3	4	5

C) Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	Very poor	Poor	Neutral	High	Very high
21	If you were to judge your own performance, how would you rate yourself?	1	2	3	4	5
22	If I had to ask your supervisor how would she/he rate your performance?	1	2	3	4	5

4. RESPONSIVENESS.

Rate the following questions with respect to frequency (Circle the correct answer)

S.N	Statement	Very bad	Bad	Moderate	Good	Very good
23	How would you describe your relationship with fellow workers?	1	2	3	4	5
24	How would you describe your relationship with patients/clients?	1	2	3	4	5
25	How would you describe your relationship with your supervisor?	1	2	3	4	5
26	At what level did noise affect your performance?	1	2	3	4	5
27	What is the level of support that you receive from your supervisor in performing your work?	1	2	3	4	5
28	What is the level of feedback that you receive from your supervisor?	1	2	3	4	5

“THANK YOU FOR YOUR PARTICIPATION”

