ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ANALYSIS OF FACTORS AFFECTING EMPLOYEES PERFORMANCE: IN THE CASE OF ADDIS ABABA PUBLIC HOSPITALS

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Maru. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Name   **Signature**

St. Mary's University, Addis Ababa February, 2018

ENDORSEMENT

The thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

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Advisor   **Signature**

St. Mary's University, Addis Ababa February, 2018

ACKNOWLEDGMENT

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Abstract

Employee performance refers to measures that could be taken into consideration when measuring an employee's productivity, efficiency, effectiveness, and quality.". The study aimed at explaining the determinants of the performance of nurses' of public hospitals in Addis Ababa. To achieve this purpose, explanatory study design were used to analyze the data collected through cross sectional survey questionnaire from a sample of 365 nurses' of public hospitals. Six hospitals were selected by simple random sampling and the study subjects in each hospital. Simple Random Sampling (Lottery method) will be employed to obtain the participant from each working unit from monthly work schedule obtained from the head nurses of each hospital. The data collected from the questionnaire were analyzed using Statistical measures such as correlation and multiple regression analysis. The major findings of the study include low level overall employees performance in the organizations under study, three employees performance factors i.e., organizational related factor, social related factor and individual related factor and employees performance found to be inversely and significantly related. Therefore, the three work employees' performance affecting factors i.e. organizational related factor, social related factor and individual related factor interference statistically and negatively predict the variation in employees performance. Based on the findings of the study, it is recommended that Top management should realize the effect of organizational related factors on employees' performance and should implement the supervision mechanism for encouraging professional development and improving worker job satisfaction and motivation. It is necessary to encourage and advocate for institutional supportive supervision by introducing clear guidance on how to conduct supportive supervision. Tasks such as nursing audits should be done regularly, and the audit report should be used to identify gaps in nursing care. It is suggested that supervisors should be empowered by strengthening supervisory skills and developing tools and plans for supervision. Feedback skills are also very important. Short courses or in-service training programs for nurses especially who are in managers should be organized. .

Key words: Employees performance, Organizational related factor, Social related factor and Individual related factors

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Economists classify factors of production in to four categories namely: labor (employee), capital, entrepreneurship and land and other natural resources. Among these, employees are regarded as the most valuable assets of any organization without whom no production activity can take place. The success of an organization largely depends on the quality of its employees which is measured by their performance. In a knowledge economy, organizations rely heavily on their employees to survive. They can only win a competitive advantage through their people (Alo, 1999). The product or service of any organization is provided to customers with the involvement of people. However, as Mathis *et al.,* (1997) pointed out, people are not only essential resources that an organization has but also problematic ones to manage. This makes human resource management a key ingredient in fostering organizational competitiveness and the ability to fulfill its mission. Managing employee performance is an integral part of human resource management that all managers and rating officials perform throughout the year.

There are heterogeneities in the quality of employees in an organization, i.e. not all employees are equal in their working and they have different modes of working in that some have the highest capability regardless of the incentive while others may have an irregular tendency of working. If they are handled effectively, the result can be greater productivity and increased employee morale. Good employees' performance is the ingredient for the success of the organization. Nelson and Quick (2003) contend that a job with high motivation and hygiene factors leads to high performance and few complaints among employees. Employees' performance like all other systems, they do not function when their components do not work together smoothly and efficiently. Thus, understanding relationship between the organization and its employees is the key to improve the organization's ability to move through change effectively. Organizations need to understand the factors that affect employees' performance because such insight will help them make decisions that will inculcate improved performance from the employees and to an extension the overall performance of the organization (Mwangi, 2012).

Performance measurement systems are described as the overall set of metrics used to quantify both the efficiency and effectiveness of action (Shepherd and Gunter, 2006). Psychological studies made over time suggest meaningful variation in individual performance exists at within-person and between persons level. These studies contend that personal and social factors explain

individual performance. In other words, employee performance depends on individual and group behavior. According to Oreg (2003), factors determining individual differences in job performance include cognitive ability, conscientiousness, goal orientation and motivation. Yeo and Neal (2004) also suggest that over time, practice was significant linear and quadratic predictor of performance scores. That is, individuals improved their performance with practice until some point of experience is reached and performance diminishes thereafter. Similarly, they found that effort intensity was not a significant predictor of performance.

The work of Chris (2011) testifies the fact that employee performance management is important as managing financial resources and program outcomes because employee performance or the lack thereof has a profound effect on both the financial and program components of any organization. Although many factors contribute to productivity, job performance is viewed to be the most influential one. One of the indicators in enhancing and improving the service industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations' goals and the purpose under control of individual employees (Campbell *et al.,* 1993).

Nickols (2003), and Fort and Voltero (2004), identify factors that are closely related and affect provider's performance in the workplace. They include: clear goals and job expectations, suitable repertoire, immediate feedback, skills to perform, knowledge of the organizational structure, functional feedback system, sound metal models, sufficient motivation through self satisfaction and incentives. Job performance problems often start small and develop slowly. In the early stages there may be just a few isolated incidents and these may easily be overlooked. It is important to deal with a job performance problem in the early stages while the issues are small. Performance issues can deteriorate to the point of crisis if the early warning signals are not acknowledged and dealt with. The performance of one employee can affect the productivity of other employees. Poor job performance can place the employee, co-workers and the organization at risk. As a matter of fact most managers in organizations face with a crucial question of what factors influence employee performance and there is inadequate empirical information that might guide their efforts in enhancing overall job performance among employees (Salleh *et al*., 2011).

One of the health access indicators is number of health institutions delivering services for the people. The number of health institutions which were operational in Addis Ababa. Until 2004 E.C there were 49 hospitals (39 private and 10 government), 103 Health Centers (all government), 1,200 health clinics from low to higher (all Private), 535 drug store, 693 pharmacies and 2 health posts both government and private owns. Number of health care

personnel is one of the indicators of health access. As the data indicated, the number of doctors, health officers, nurses, pharmacist, dresser, laboratory technologist, X-ray technologist and health extension workers were 174, 342, 3936, 120, 34, 357, 46 and 1891 respectively.

Employee performance has been shown to have a significant effect on organizational performance (Collis and Montgomery, 1995). This is due to the reason that individual performance is the foundation of organizational performance (Ivancevich and Matteson, 1999:148). One of the major pitfalls in an organization occurs when managers believe their organizations are constantly operating at the highest level of efficiency, or that they do not require input from their employees (Foot and Hook, 1999). The traditional individual performance philosophy of ―bureaucratic orientation‖ was major driving force for the structural capital variation to explain changes in individual performance. Once structural capital is accumulated, Individual performance can be conceptualized in terms of intrapersonal and inter-personal factors (Oreg, 2003).

On the other hand, Yeo and Neal (2004) found that 57 percent of the variance in individual performance scores was within individuals, leaving the rest to be at the ―between persons level. That is, individual performance can be operationalized using intra-personal factors of motivation, role perception and ability (Robins, 1996 and Gebregziabher, 2009). Identifying factors that affect employees' performance can help improve recruitment, retention and organization result (Mohammed and Nimalathasan, 2011).

1.2 Statement of the Problem

According to Sharpley (2002) theoretical basis performance model, the variables and processes affecting performance of employees would include job expectations or design; goals and objectives organizational culture and support; management style, feedback and communication; and the physical environment. Intrinsic factors such as motivation, self perception, values and beliefs, incentives, rewards and employee benefits, knowledge and skills are also important.

Health care delivery is highly labor-intensive. The quality, efficiency, and equity of services are all dependent on the availability of skilled and competent health professionals when and where they are needed. It is essential that health workers be appropriately trained to deliver the required services at a high standard. The existing literature consistently report that African health workers are dissatisfied and lack motivation with the current situation (WHO, 2003:18). Many countries reported a decline in quality of health services, and long queues of clients and patients waiting to be seen (Awases, Gbary and Chatora 2004:58).

Different scholars pointed out the factors affecting employees' performance in different sectors in different countries see for example, Hilda, 2006; Mohammed & Nimalathasan, 2011; Imran *et.al*, 2011; Gebregziabher, 2009; Charity, 2011; Mohammed, 2011; Ali and Davies, 2003) they all probed the determinant factors and its impact on employees' performance and their finding indicated that performance of the employees has significantly affected by different factors including individual, organizational, and job related factors. One of the indicators in enhancing and improving the services industry is job performance.

Accordingly, this study analyzes the significant effect different factors including individual, organizational and social related factors for the performance of the nurses' of public hospitals in Addis Ababa.

1.3. Basic Research Questions

Hence to determine the factors which affect the performance of employees, the study tried to answer the following main research questions:

1. How does the significant effect of social related factors on the performance of nurses in the public hospitals?
2. How does the significant effect of individual related factors on the performance of nurses in the public hospitals?
3. How does the significant effect of organizational related factors on the performance of nurses in the public hospitals?

1.4 Objectives of the Study

1.4.1 General objective

This thesis is aim at explaining the determinants of the performance of nurses' of public hospitals in Addis Ababa.

1.4.2 Specific objectives

The objectives of this study were to:

➢ To assess the significant effect of social related factors on the performance of nurses in the public hospitals.
➢ To investigate the significant effect of individual related factors on the performance of nurses in the public hospitals.
➢ To identify the significant effect of organizational related factors on the performance of nurses in the public hospitals.

1.5. Hypotheses of the study

The study was tests the hypotheses that:

i.   Social factors that include expectations from the community, social values, and cultural beliefs have a significant positive influence on performance of employees.

ii. Individual factors that include issues of individual perception, experience of work and individual work outcomes has a significant positive influence on performance of employees.

iii. Organizational factors which include issues of performance management style, strategic coherence, norms and standards, communication, supervision and reward has a significant positive influence on performance of employees.

1.6. Significance of the Study

This study will support Addis Ababa City Health Bureau to identify factors that affect performance both nurse and managerial nurses concerning factors affecting the performance of nurses. It will also encourage and motivates them to improve the overall performance of nursing personnel to contribute to the achievement of organizational goals.

1.7. Scope and Limitation of the Study

Both the theoretical aspect and empirical evidence show that performance of the employees has significantly affected by different factors including individual, organizational, and job related factors.   However, this research is limit to conceptualize significant effect different factors including individual, organizational and social related factors for the performance of the nurses.

The geographic boundary of the study was six public hospitals in Addis Ababa; Black lion, Zawuditu, Alert, Yekatit12, Tirunesh Beijing and Menilik II Hospitals.

Even if the study has strong design and excellent method, it can go through from limited impact from factors such as a strong focus, being too population-specific, or the field being only conducive to incremental findings. In addition to this, the findings were not generalizable for other public hospitals in Ethiopia. So that it requires future research which broaden the sample size to include other businesses.

1.8. Organization of the Study

The study was divided into five chapters in order to provide clarity and coherence on the discussion of the study. The first part of the dissertation was discussing the background, problem statement, questions and objectives and the significance and limitations.

The second chapter was discussing the relevance of the study in the existing literature. After the presentation of the existing related literature, the researcher shall provide a synthesis of the whole chapter in relation to the study.

The third part of the study was discussing the methods and procedures use in the study. The chapter was comprises the presentation of the utilized techniques for data collection and research methodology. Similarly, it was also contains a discussion on the using techniques in data analysis as well as the tools used to acquire the said data.

The fourth chapter was discussion of the results of the study. Data to be presented was statistically treated in order to uncover the relationship of the variable involved in the study. With the said data, the chapter seeks to address the statement of the problem noted in the first chapter.

The last chapter was comprise three sections: the summary of the major findings, conclusions of the study, and the recommendations. With the three portions, the chapter was able to address the problem stated in the initial chapters of the study. Reference and annex also provided in the final part of the paper.

1.9. Operational Definitions of Key Terms And Concepts

For the purpose of this study, the following terms will be defined as follows:

Employee performance refers to measures that could be taken into consideration when measuring an employee's performance, for example his / her productivity, efficiency, effectiveness, and quality (Ali et al, 2010).

Organizational communication refers to exchange of information and ideas within the organization (Habib, etal, 2010).

Organizational culture refers to the collection of traditions, values, beliefs, policies, and attitudes that create a persistent environment for everything one does and thinks in an organization (Ongori, 2007).

Organizational commitment referred to the strength of the feeling of responsibility that an employee has towards the mission of the organization (Camilleri, 2002) .

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

This chapter reviews appropriate literature from referenced books, journals, magazines, newspapers, reports, dissertations and other publications. It examines how organizational culture, organizational commitment and organizational communication influences employee performance. This chapter is arranged under sub-sections that include the theoretical review, the literature review based on each of the themes derived from the objectives and then ends with a summary of literature review.

2.1 Theoretical Review

This study was further guided by Control theory that has multiple applications in understanding workplace dynamics related to cultural, commitment and communication influences. What is advanced within this theory is the need for managers to ensure that employees have specific and challenging goals to deliver better performance. Ambiguous goals such as ―do your best‖ or ―try harder‖ provide no good comparative standard and direct feedback (Campion & Lord, 1982), cited in Femi, 2013). Without any specific standard and clear feedback, an employee will not be able to recognize errors and will not engage in behavior changes that improve performance. Theoretical statements by Lord and Hanges (1987), Carver and Scheier (1981), as cited in Femi (2013), further support the role of Control theory in explaining employee performance. They, for instance, suggest that supervision in the workplace can be analyzed as a control system made up of supervisors and subordinates.

Similarly, the Management by Objectives (MBO) programs can utilize Control Theory ―to describe and organize the feedback loop between managers, their subordinates, and the tasks they are accomplishing as a team‖ (PSU, 2011). Within the theory, however, emphasis is given more to the notion of how people continually will seek feedback through arrangements such as weekly check-ins, and team meetings(PSU, 2011). The Control theory has also been used in human resource management where control of behavior, output and input are critical in influencing work behavior and performance. Specifically, in support of the role of the theory in human resource management, Snell (1992) argues that the major benefit with output control is its capacity to provide for lower level employee considerations, while still promoting encouragement and obligation among employees and in turn leading to higher performance.

Further, the theory allows lower-level employees' the ability to change their behavior and engage in the occasion, and bypass any hazards which may come up (Femi, 2013). The relevance of this theory to the research study is that it explains the importance of feedback on workers

performance and also centers on feedback as a determinant of behavior. This theory also relates to the role of feedback on employees performance -- when people receive feedback on their behavior, they are aware of the difference between their actual performance and expected performance for them to take corrective action where necessary (Ikemefuna, 2012). Thus in this study, feedback mechanism is conceptualized as an essential aspect in performance management. Goal theory also guided this study. The theory proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or behavior. The goal theory proposes that a reward at the end of a task acts as a motivation for the performance of that said task (PSU, 2014). The reward, however, should be clearly stated. The end state can be the reward itself. It is proposed that to have an efficient goal, three components must exist: proximity, difficulty, specificity and feedback (Femi, 2013). An ideal goal is a goal where the time between the reaching out and the end state is close. Further, it should be moderate in difficulty, neither too easy to present some challenge, nor too difficult, so that success can be possible. The theory also underscores the specificity of the goal. The individual must understand what is expected out of him, to start out for the goal. A specific goal gives direction of focus to that specific goal and away from distractions. Feedback is necessary for measuring progress towards the goal and makes it possible to know whether the level of efforts is adequate and in proper direction or needs corrections (Wanjala & Kimutai, 2015).

The relevance of this theory to the research study can be attributed to the works of (Kombo & Tromp, 2006) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities; that is when specific goals are set for workers, it drives their attention to priorities of achieving the goals. Second, they stimulate effort, whereby goals set are attached to specific reward system that stimulates workers to work better and effectively. Third, they challenge people to bring their knowledge and skills to bear and increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full range of skills.

2.2. Performance Management

Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), and/or the results of those products and services (outcomes) (GAO,1998:1).

The basic purpose of any measurement system is to provide feedback, relative to your goals, that increases your chances of achieving these goals efficiently and effectively. Measurement gains true value when used as the basis for timely decisions (Kotelnikov,2010).

According to Barr (2010), there are five steps to find the right measures of performance. These are:

STEP 1: Begin with the end in mind

Performance measures are objective comparisons that provide evidence of an important performance outcome. It is of the utmost importance to decide which outcomes are most worth tracking right now. As the first step in deciding how to measure an outcome, write down what the outcome is, what the difference is you are trying to create (and thus want to track using a measure). Focus on one outcome at a time.

STEP 2: Be sensory specific

When you have the end in mind, you are ready to get a handle on what specifically about your outcome you will measure. This is where you take care in your choice of words to describe the outcome as concretely as possible. Use "sensory" language - the language that describes what you and others would see, hear, feel, do, taste or smell if your outcome was happening now. Avoid those inert words that we so often see in our goal and objective statements, such as: efficient, effective, reliable, sustainable, and quality.

STEP 3: Check the bigger picture

Check the bigger picture for what could happen if you measure your outcome. What level of control do you have over achieving it? What might the unintended consequences of measuring the outcome be (both the positive and the negative)? What behavior would the measures drive? Which other areas of performance might be sabotaged or limited? This is your first chance to change your mind about what's most worth measuring.

STEP 4: What is the evidence?

Now, get ultra specific and figure out what the potential measures are that could let you (and everyone else) know that the outcome is being achieved. For each of your sensory rich statements from step 2, what could you count to tell you the extent to which it is occurring? Which of these potential measures would be the optimal balance between objectivity and feasibility?

STEP 5: Name the measure

Naming your performance measures marks the point at which you know exactly what you will be measuring. Be succinct, informative, and deliberate, as you need to be able to continually, and easily identify each measure as it moves through the steps of being brought to life and being used in decision-making.

It is important to understand that performance management is only a means to achieve an end and not a panacea. Performance management is based on an assumption that there is a link between organizational and individual performance (Armstrong, 1994:26).

However, despite the absence of fully integrated performance management systems, most health systems in developing countries attempt a design that focuses mainly on the enhancement of staff performance through staff or performance appraisal reviews (Martinez, 2003:221).

2.2.1 Performance Appraisal

A performance appraisal, employee appraisal, performance review, or (career) development discussion is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone (Wikipedia, 2009).

2.2.2 Purpose of Performance Appraisal

One of the main purposes of performance appraisals is to identify weaknesses in employee performance so a plan for improvement can be established. New employees may have their performance evaluated after 30 days to address any potential issues immediately and to acknowledge the employee's successes. Reinforcing good performance and addressing poor performance should be an ongoing task. However, mandatory annual performance appraisals can provide a structured opportunity for the employee and supervisor to communicate job performance (Raskauskas, 2010:1).

Wikipedia (2009) states the following as the main purpose of performance appraisal

- ➤ Give employees feedback on performance;
- ➤ Identify employee training needs;
- ➤ Document criteria used to allocate organizational rewards;
- ➤ Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, bonuses, etc.;
- ➤ Provide the opportunity for organizational diagnosis and development;
- ➤ Facilitate communication between employee and administration;
- ➤ Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements;
- ➤ To improve performance through counseling, coaching and development;

2.2.3. Reasons why performance appraisal fails

Bacal, (2000:5) stated the following are main factors for failure of performance appraisal:
- ➤ Attempt to make performance management accomplish too many conflicting goals;
- ➤ We treat performance management as a mechanical process that consists of filling out forms, doing mechanical ratings or rankings while missing the key point - it is about creating a relationship between manager and employee that promotes growth and improvement;
- ➤ We throw technology and faddish processes like 360-degree feedback at the problem under the false assumption that will address the core problems;
- ➤ We pretend that the ratings and rankings we use are objective, and they are not;

2.2.4. Performance Measurement

Performance measurement is the process whereby an organization establishes the parameters within which programs, investments, and acquisitions are reaching the desired results (Wikipedia, 2010). Based on balanced scored insatiate, Good Performance Measures (balanced scorecard institute, 2010):
- ➤ Provide a way to see if our strategy is working
- ➤ Focus employees' attention on what matters most to success
- ➤ Allow measurement of accomplishments, not just of the work that is performed
- ➤ Provide a common language for communication

➢ Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality,

    expected value(targets), and thresholds

➢ Are valid, to ensure measurement of the right things

➢ Are verifiable, to ensure data collection accuracy

2.2.5 Performance Appraisal Feedback

Performance feedback involve providing effective feedback to employees, where effective means that the feedback will a) be heard and listened to, and b) the feedback will actually help employees improve their performance. Providing feedback on performance is one of the critical aspects of appraisal. Do it right and things improve. Do it wrong, and...well...things get worse. Here is how to do it right (Coan, 2009:1).

Feedback can come from different sources: observation by managers and rating officials, measurement systems, feedback from peers, and input from customers, just to name a few. It will be up to rating officials to determine how best to gather the information, and from which sources, to ensure an effective rating of the employees under their supervision (US department of interior, 1995:10). Effective and timely feedback is essential. Feedback works well when it relates to a specific standard or indicator. It should be given as soon as the behavior has taken place and should be provided in a way that will contribute to improvement of performance (WCPS, 2001:62).

2.2.6. Performance Improvement

Performance improvement is a response to make services of an organization better, affordable, and faster. It seeks to rectify any problems that exist and build upon those performance levels that are already good Performance appraisals provide an opportunity for the supervisor and employee to tackle performance issues. The appraisal can also be used to boost or redirect performance for other purposes, such as promotion. When reviewing an employee whose performance is not up to par, the supervisor should be prepared to offer the employee guidance on how to improve. That could be in the form of training, mentoring, or job aides. A timeline should be established and performance reevaluated at three or six months to ensure the

recommendation and encouragement are making a positive impact on the employee's performance (Raskauskas, 2010:1).

2.2.7. Monitoring for Performance Enhancement

According to Swansburg and Swansburg (1999:694), monitoring is one of the most important tools in managing productivity of nurses. Performance monitoring and appraisal outcomes can be used to manage and enhance performance and productivity through training, counseling, and development.

According to the WCPS (2001:61), monitoring performance implies assessing the performance and providing feedback on an employee's performance level with the aim of jointly agreeing on how to address the aspects employees are struggling with as well as to reinforce the areas that are performed well. Part of the monitoring process includes conducting at least one formal progress review during each appraisal period at approximately mid-way through the rating cycle. The completion of this progress review should be noted on the employee's performance appraisal plan, with signature, and dated both the rating official and the employee. While only one progress review is required, rating officials are encouraged to discuss performance with subordinate employees frequently during the appraisal period. This is particularly critical in the case of an employee who is not performing at the "fully successful" level. In this case, it may be necessary to provide additional written criteria on performance expectations and/or set up regular feedback sessions with the employee. It is important to contact your servicing human resources office for advice and assistance before taking any action (U.S department of interior, 1995:10).

2.3. Effect of Organizational Culture on Employee Performance

The culture of the organization should be developed to support continuous improvement in employee's performance so that employees are able to identify with the values, norms and artifacts of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2006).

For two decades, many scholars have studied the nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies.

Earlier studies indicated a relationship between organizational culture and employee's performance. Magee (2002), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance but Hellriegel and Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the organization's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Ferris et al (1998) assert that effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviors which in turn influence their performance but from numerous ―surveys on culture‖, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2006).

Martin and Siehl (1990), cited in Agwu (2014), argue that organizational culture is theoretically related to performance and has a positive influence on it, as Bowen and Ostroff (1989) also observe that the role of culture involves nurturing, sustaining and enhancing employees' performance in organizations. Though Kopelmal et al (1990) observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization but in order to do this, the Hospitals employees require a supportive organizational culture in order to attain their individual objectives. According to Furnham and Gunter (1993, cited in Luu (2010), organizational culture functions as the internal integration and coordination between an organization's operations and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives (Osibanjo and Adeniji, 2013).

Therefore, to improve an organization's performance, there is need to have a clear sense of purpose and commitment towards its mission by reflecting its ultimate long-term objective which

is accomplished by conducting integrated operational and behavioral activities. In the current study, the researcher also views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace and also assumes that a positive organizational culture will enhance employees' performance as values shared by employees in the organization. Several academics and practitioners (Kotter and Heskett, 1992), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to predict employees' reactions to certain strategic options and reducing these values may bring undesirable consequences (Ogbonna, 1993).

Aluko (2003) asserts that organizational culture is divided into two major aspects -- material and nonmaterial cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society like of the Hospitals . They are not visible or tangible but they are manifested through the psychological states and behavior of the people.

Harris and Ogbonna, (2000) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture – performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory. Similarly, Alvesson (1990) has argued that the academic acceptance of culture, without the usual squabbles and skepticism associated with new concepts, is a major indication of the perceived importance of the concept. This means the culture exhibited by the Hospitals staff has important implications for their performance. Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 1992, as cited in Ogbonna and Harris (2000). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge (1994) and Ogbonna (1993) on whether organizational culture can be easily changed. But experience from the Hospitals of Hospitals suggests that culture can change especially when the people who introduce that culture have left the organization. Some scholars (Denison, 1990; Ouchi, 1981), as cited in Uddin et al (2013), have argued that the performance of an organization is dependent on the degree to which the values of the culture are widely shared.

According to Scholz (1987), as cited by Tameemi et al (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in

generating the Hospitals's competitive advantage. But Ogbonna (1992) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (1985), also cited by Tameemi et al (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

According to Awad and Saad (2013:172), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity.

The norms and values of an organization like Organization are based upon different culture's influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad and Saad, 2013). In addition, Shazad et al (2013) assert that a strong culture within the organization leads to raise then employee's commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational goals, which provide the opportunity to the employees to grow and perform well in the organization.

In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employee's job performance. Schein (1990), as cited in Ahiabor (2014), also states that an organization's norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible. But if the organizations like Hospitals want to improve the performance of the employees and profitability, norms are the first places to look at.

2.4 The effect of Organizational Communication on Employee Performance

Communication is considered an important ingredient in the work setting of the organization. Organizational communication is a way to develop a strong culture within the organization to achieve the set goals and objectives. In this regard, Scholfelder (1998), cited in Roos (2008), defines organizational communication as an approach in which everyone should participate to create an effective culture within the organization. This leads to sharing of knowledge, opinions and ideas which results into innovation, effective decision-making and also increase in the productivity of an organization. He also found in his study that managers spend 70-80 per cent of their daily time in communicating with others and if both the employees and managers' communication skills increase by 10 per cent, this would lead to 7 per cent increase in productivity.

According to Hellweg and Phillips (1982), cited in Mahdieh (2015), employee performance increases when there is communication within the organization and, besides other things, communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization leads to effective decision-making.

In their study, Smidts, Pruyn and Riel (2001) define communication as a transaction. They argue that employees who are well informed about organizational activities as goals and objectives, new developments and achievements can enable the organization's members to develop such characteristics which differentiates it from other organizations hence improving on the performance of employees. They also found that communication climate is an important variable in the relationship between organizational communication and employee performance; and where there is lack of communication, decision-making becomes difficult. According to them (Smidts, Pruyn and Riel, 2001), it is the foremost duty of the manager to pay serious attention towards the internal communication climate, by giving each employee opportunities to speak, get involved and listen and guide them to fulfill goals.

A study by Harshman and Harshman (1999) concludes that the structure of the organization is changing day by day as the environment is changing. The changing social and economic atmosphere in any country brings change in the work settings of any organization including the Hospitals of Hospitals. Organizational communication is the critical function, and it affects the

content and structure of any organization when these changes lead to change in formal and informal patterns of communication in the organization.

Previous researches show that there is a strong bond between communication and other organizational functions. More specifically, a study by Monge, Cozzens and Contractor (1992) shows that communication variables like information sharing and communication between group members lead to innovation in the organization. They found that communication variables have a strong effect on the organizational outcome which strengthens their arguments that the participative environment within the organization increases its productivity and also improves its performance and outcomes.

Effective communication in the work setting of any organization promotes trust in the employees especially if they are getting involved in decision-making; or when they are empowered, this automatically increases their confidence level and definitely has a positive effect on the performance of the employees. In another study, Dirks and Ferrin (2001), on the role of trust, their findings show that trust is an important element in the organizational settings as it positively relates to the attitudes, perceptions, behaviors and performance outcomes within the organizational settings. They found that trust is an essential building block in the functioning of an organization and directly relates to increased productivity, positive attitude of the employees, their good behaviors and more likely to the high level of cooperation between management and employees.

In the previous studies conducted on organizational communication, some scholars suggest a visible relation between trust and communication. In relation to this, Yamaguchi (2009) proposes that there exists a strong relation between organizational communication and trust. He predicts that bad news, such as failure of proposals or low performance, may result in developing a bad perception of employees about their bosses, whereas good communication between superiors and employees leads to good results in the organization. Furthermore, he explains that good communication can change the attitude of employees for the desired results. Therefore, communication decreases the uncertainty while effective communication enhances the trust and increases job satisfaction, employees' commitment and their loyalty towards work. He also found that effective communication breaks the wall of misunderstanding and conflicts in an organization.

Gray and Larry (2005) suggest that a CEO (Chief Executive Officer) is the supreme head in the organization and he/she leads the employees and workers to achieve the goals. CEOs give directions and their behavior sets the culture in the work setting on how to fulfil the objectives

and achieve the vision and mission of an organization. They found that employees were most satisfied with those executives, most especially those who were good communicators. The way these executives communicate influences the employees' perceptions; therefore they explain that communication is not only information sharing but also creates a sense of understanding. All organizations are nothing without their people and success of these organizations is not possible until there is a balance between employees and the tasks they are assigned to do. Employees therefore can only be able to get full results when they are clear about their assigned tasks and duties, and when there is a relation of trust and appreciation. The strong relation between management and employees results in many positive aspects in the organization.

According to Goris, Vaught and Pettit (2000), job performance and job satisfaction can be achieved only when there is a balanced relationship between employees' needs for growth and job characteristics. They found that high level of downward communication in organizations make employees feel dependent on their bosses, unlike when there is too much upward communication that employees sometimes assume that their superiors do not know how to perform their tasks and duties. They further argue that having excess of everything is dangerous in the same way as having excess of any communication direction in the organization because it creates trouble for workers. They further observe that if there is too much communication, employees start to compare themselves with their co-workers and this negatively affects their satisfaction and performance. Dinsbach, Feij and de Vries (2007) found that there is a positive and strong relation between communication, job satisfaction and organizational identification. They talk about the discrimination between employees where they found that those employees who were treated unequally led to negative outcomes; whereas those employees who were treated equally were more satisfied and committed to their organization. They examined a positive relation between communication and job attitudes and outcomes and their study demonstrated that communication is the best way to know about the attitudes of employees. They explain that communication among people is essential to all organizations because when there are good public relations, there is increase in productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification.

2.5. The effect of Organizational Commitment and Employee Performance

According to Akintayo (2010: 2), organizational commitment is the degree to which employees feel devoted to their organization, while Ongori (2007) describes organizational commitment as an effective response to the whole organization and the degree of attachment or loyalty

employees feel to the organization. Zheng (2010) described organizational commitment as simply employees' attitude towards the organization, whereas Allen and Meyer (1990) defined commitment as the employees feeling of obligation to stay with the organization. All these scholars (Akintayo, 2010; Ongori, 2007; Zheng, 2010; and Allen and Meyer, 1990) suggest three dimensions of organizational commitment as: affective commitment which measures an employee's emotional attachment to, identification with, and involvement in the organization; normative commitment which reflects pressures on an employee to remain with an organization resulting from organizational obligations; and continuance commitment that refers to commitment associated with the costs that employees perceive related to leaving the organization. Generally, organizational commitment is a broad term in the sense that employees' attitude encompasses various components as per the studies done by different scholars.

Commitment seems to be a crucial factor in improving performance of employees in an organization and this can be achieved by individuals with high levels of commitment because employees with low levels of commitment will do only enough without putting their hearts into it (Irefin and Mechanic, 2014). This category of employees seem to be more concerned with personal success than with the success of the organization as a whole and they mostly look at themselves as outsiders and not as long-term members of the organization and any attractive job offer elsewhere is very likely to result in their departure.

The relationship between organizational commitment and employee's performance has been studied by various scholars. Khan et al (2010) studied the impact of organizational commitment on employee job performance and revealed a positive relationship between organizational commitment and employee's job performance. He also found that job performance emerged as a major determinant of employee commitment and advised managers to pay special attention to antecedents of organizational commitment so as to increase employee performance and subsequently increase organizational productivity.

A study by Habib et al (2010) on the interdependency of job satisfaction and job performance investigated the effect of employee commitment and attitude towards work on performance using survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan) and found that employees having greater organizational commitment performed well and those with good attitude towards work were highly satisfied as compared to employees who were less motivated towards their work. On the same argument, Ali et al (2010) found that there was a positive relationship between corporate social responsibility and organizational commitment as well as between organizational commitment and employee performance; and hence both scholars

(Habib, etal, 2010 and Ali, et al 2010) concluded that organizations could improve their performance through employee's commitment by engaging in social activities since such activities also included the welfare of employees and their families.

There are other numerous factors that have been found to inspire organizational commitment, for instance, Ongori (2007) opines that the degree to which employees are committed to their organization depends largely on job enrichment, employee empowerment and compensation, while Camilleri (2002) investigated some of the major antecedents that contribute to employees' performance in an organization and found that educational level, personality and position determined an individual's level of commitment. His findings (Camilleri, 2002) further revealed that educational level and position are significantly stronger for the continuance and normative dimensions of commitment while personality is significantly stronger for the continuance and effective dimensions.

The study of organizational commitment and employee performance has attracted many scholars including Dex and Smith (2001) cited in Irefin and Mechanic (2014) who investigated the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family-friendly policies such as child care and working from home, improved employees' commitment and performance in the private sector but not in the public sector. Their findings showed that organizations with a caring attitude had an important factor of increased employee commitment which could be determined by the organizational culture, especially towards their family welfare, or the company which they work for and not by the attitude of their employer or supervisor towards them.

In another study, Lo (2009) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and organizational commitment and found that transformational leaders are more able to bring in commitment in employees than transactional leaders and his findings indicated that transformational leaders have a more significant and stronger relationship with employee commitment, implying that leaders who give advice, support, and pay attention to the individual needs of their followers will enhance the level of commitment and performance to employees. Similarly, Avolio (2004) examined the linkage between transformational leadership and organizational commitment by focusing on psychological empowerment and structural distance and found that there is a positive association between transformational leadership and organizational commitment, revealing that psychological empowerment strengthened the relationship between transformational leadership and organizational commitment, thus improving on the performance of employees.

In another study, Shastric et al (2010) examined the relationship between charismatic leadership and organizational commitment and found that charismatic leadership and job satisfaction have a strong effect on employee performance, indicating that people tend to perform better if their leader displays charismatic behavior which makes them more committed to their organization. Since it was found that leaders' sensitivity to members' needs is related to employee performance, managers need to be clear about the goals and values of the organization in order to align them with the needs of the employees. This will help to reduce the high turnover rates being experienced at the Hospitals of Hospitals (Organization) at Makere and in today's industrial world at large.

In some of the previous studies, for instance, Negin, Omid and Ahmad (2013) examined the impact of organizational commitment on employees' job performance and revealed that organizational commitment dimensions; affective, normative and continuance have positive and significant relationship with employees' job performance while Qaisar, Rehman and Suffyan (2012) also explored the effects of organizational commitment dimensions on employees' performance among Pakistan Police officers and indicated that organizational commitment dimensions jointly and independently predict employees' performance.

In addition, a study conducted by Chughtai and Zafar (2006) among university teachers of Pakistan concluded that organizational commitment dimensions have a positive and significant relationship with employee performance, whereas Suliman and Lles (2002) cited in Folorunso, Adewale and Abodunde (2014) explored the nature of organizational commitment and employees' job performance in three industrial units in Jordan and uncovered a positive relationship between commitment (all the three dimensions) and job performance. However, Somers and Birnbanm, 1998) as cited in Memari, Mahdieh and Marnani (2013) studied the relationship of work-related commitment and input on employee job performance. However, their findings suggested that career commitment is positively related to job performance but no relationship existed between organizational commitment and job performance. Both affective and normative commitments were found unrelated to job performance. In addition, Shore, Barksdale and Shore (1995), cited in Memari, Mahdieh and Marnani (2013) found that affective commitment and job performance are positively correlated, while normative and continuance commitment are not positively related to employees' job performance. Clarke (2006) also studied the commitment and employees' performance in UK-based healthcare units and found that commitment is likely to play a significant role specifically with performance outcomes. The researcher found that, statistically, both affective and normative forms of commitment have

significant impact on employee performance. Affective commitment was positively related to employee performance. The finding that continuance commitment was negatively related to employee performance suggests that the relationship between commitment and performance within organizations is certainly not straightforward.

2.6. Individual Related Factors and Employee Productivity

Contemporary literature on stress in the work environment typically focuses on psycho-social factors that affect job performance, strain and employee health. Some theoretical models of stress at work have included the physical environment as a factor (Matteson & Ivancevich, 1987). McCoy and Evans (2005) say that physical elements and workspace design have an important role in determining social relationships and networks that develop at work. In addition, the researcher increasingly found many links between employee health and aspects of the physical environment at work such as indoor air quality, ergonomic furniture and lighting (Dilani, 2004; Milton, Glencross, & Walters, 2000; Veitch & Newsham, 2000).

In their overview of stress related to the physical work environment, McCoy and Evans (2005) go beyond ergonomics to characterize as stressful those situations where elements of the physical environment interfere with the attainment of work objectives. Studies have found that aspects such as openness, noise, lighting and temperature can affect productivity. Lan et al., (2010); Niemela et al., (2002) have revealed that temperature has an effect as long as the task concerned lasts at least 60 minutes (Lorsch & Ossama (1994) in Lan et al., (2009). Lan et al. (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees felt slightly uncomfortable in both the coolest and warmest of these climates and were less motivated and that they experienced their workload as more onerous, with a consequent decline in productivity.

Leblebici (2012) acknowledges that higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Ryan and Deci (2000) also note that although compensation package is one of the extrinsic motivation tools, it has a limited short term effect on employees' performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Some factors in workplace environment may be considered keys affecting employee's engagement and productivity. It is found that working conditions are

attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees (Scott et al., 2000). Studies indicate that, the physical layout of the workspace, along with efficient management processes, is playing a major role in boosting employees' productivity and improving organizational performance (Uzee, 1999; Leaman and Bordass, 1993; Williams et al. 1985).

An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Statt (1994) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson & Chang, 2004).

Rowan and Wright (1995) highlight the importance of ergonomics in a workplace, as injuries and illnesses interface the employee and machine system. So, they opine the need for ergonomics in a workplace. They proposed that physical environmental factors like temperature, noise, flow of air, humidity, and furniture affects the employees" productivity. The office environment in which employees work and undertake most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment (Keeling & Kallaus, 1996), while Quible (2000) points out those poor environmental conditions can increase innefficiency as well as reduce their job satisfaction, which in turn will impact on the financial well-being of the organization. Huges (2007) survey of two thousand employees in various organizations and industries at multiple levels found that a better workplace affects attitude of employees and enhance their productivity. There are several elements of the physical work environment that may affect the productivity of the staff in the organisation. The next section of the study literature review covers these sub – themes.

2.7. Social Related Factors and Employee Productivity

There are several factors that influence job satisfaction include pay, promotion, recognition, working conditions, supervision and leadership, skills and abilities, organizational policies and procedures. The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and degree to which individuals succeed or fail in their work (Armstrong, 2006). Social support has been defined by Theorell et al (2003) as good relations between employees and between employees and managers. Support is also perceived as having two separate components, one being emotional and the other instrumental. Emotional support concerns the employee's personal feelings, while instrumental support refers to practical help and relief among employees.

Hall (2007) studying the relationship between supervisor support and Registered Nurses outcome in nursing care units found a positive correlation between perceived supervisor support and nurse occupation-related outcomes. According to Karasek & Theorell (1990) psycho-social stressors in the work environment, such as quantitative overload, qualitative under-load, lack of control and lack of social support, and the interaction of such conditions, may have harmful effects on an individual's health and well-being.

The term 'work environment' is used in stress research to incorporate psychosocial dimensions such as employee–employer relations, motivation and advancement, job demands and social support. The social support means the help that an individual receives from his/her co-workers, supervisor and colleagues to perform his/her work effectively. The literature reveals social support as the structure of relationships. Greenhaus and Parasuraman (1994) maintain it can be divided into two categories such as the work related social support and the personal social support. The present study deals with work social support that may come from the work place within organizations including the supervisor and the co-workers.

Research indicates that people having social support at work are more productive than people who do not have social support at work (Castilla, 2005). The co-workers provide a sense of identity, support and friendship to other individuals (Bowler and Brass, 2006). Lambert (2005) was able to show in his findings that it is the number of management functions in the work environment which appear to have been the key factor inhibiting higher productivity. Imtiaz and Ahmad (2010) study on the impact Of Stress On Employee Productivity, Performance and

turnover found many workers express that their job is prominent source of stress in their life but reduced workload, improve management and supervision, better pay, benefits, and vacation times can reduce the stress among employees.

Accordingly Lambert (2005) identifies the management functions to provision of adequate fringe benefits, supervision, work method and organization. Nwachukwu (1987) also identified supervision, subordinates, the environment and outcome as the major variables that influence productivity. In his study on the influence of the work environment on employee productivity in Nigeria Taiwo (2010) found that only a small fraction of employees' indicated strict supervision as an approach that would increase their productivity levels. Abualrub (2004) in a study of the nurse working environment found that, perceived social support from co-workers enhance job performance and decrease job stress. Similarly, it is suggested that supportive management practices are crucial to achieve high performance (Drach-Zahavy, 2004).

Another related aspect of social support is communication defined as the transmission of meaning from one person to another or many people, verbally or non-verbally. Chen et al. (2006) found that there are positive relationships between organization communication, organizational commitment and job performance. Effective interpersonal communication skills are essential for social interaction, building and maintenance of relationships. Poor communication skills can cause irrevocable damage to relationships; affecting productivity, satisfaction, performance, morale, trust, respect, self confidence and even physical health (Matin et al., 2010).

Backhouse and Drew (1992) discovered that 80 per cent of meetings between colleagues occur spontaneously – when, for example, they encounter each other by chance in a corridor or the staff canteen. Although communication is not the same as productivity, organisations often assume that the former promotes the latter. Collaborative learning can have a more positive effect than individual learning on deep learning of complex cognitive tasks (Kirschner et al., 2009) and according to Strubler and York (2007) collaboration can lead to an enhancement of productivity.

2.8. Conceptual Framework

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Svinicki, 2010). The main purpose of conceptual framework was to clarify concepts and purpose relationships among the variables in the study, provide a context for interpreting the study findings and explain observations. It illustrated the relationship between organizational factors and employee performance. Flanagan and Henry (1994:23) stress the notion of a healthy working environment as the responsibility of an organization, which should create and provide conditions conducive to good health and high performance. In other words, performance depends on whether staff perceives themselves as capable, whether they are willing to perform and whether they have the means to achieve.

Nickols (2003:2-3) and Fort and Voltero (2004:3) identify similar factors that are closely related and affect provider performance in the workplace. They include clear goals and job expectations, suitable repertoire, immediate feedback, skills to perform, knowledge of the organizational structure, functional feedback system, sound mental models, sufficient motivation through self-satisfaction and incentives, supportive or conducive environment, and manageable tasks. For the purpose of this study, a combination of the conceptual framework of Bennett and Franco (1999) and the model of Sharpley (2002) will be used as the theoretical basis on which this study is based and will be called the Performance Model illustrated in figure 1.4. This model consists of the following:

> * *Social factors* that include expectations from the community, social values, and cultural beliefs;
> * *Individual factors* that include issues of individual perception, experience of work and individual work outcomes; and
> * *Organizational factors* which include issues of performance management style, strategic coherence, norms and standards, communication, supervision and reward.

The Performance Model will guide the study as well as the development of a framework for monitoring and improvement of performance of nurses. According to this model, the variables and processes affecting performance of nurses would include job expectations or design; goals and objectives organizational culture and support; management style, feedback and communication; and the physical environment. Intrinsic factors such as motivation, self perception, values and beliefs, incentives, rewards and employee benefits, knowledge and skills are also important.
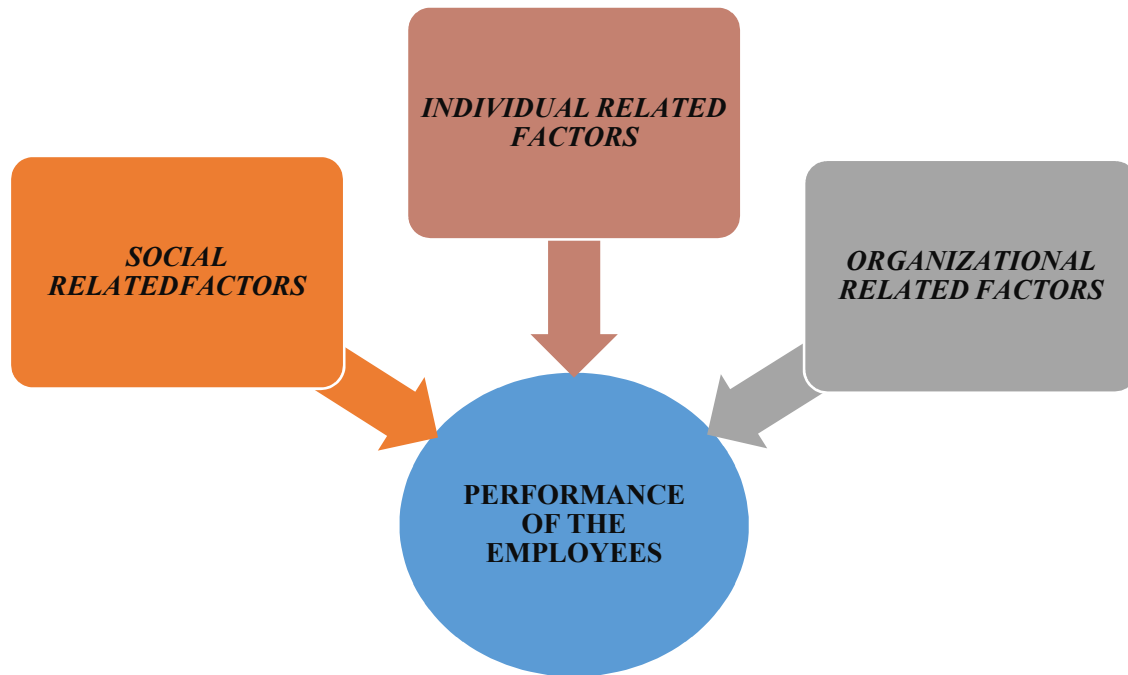
Figure 1.4: The performance model (adapted from Bennett & Franco (1999:4-5) and Sharpley (2002:2)

2.7. Summary of the Literature Review

Employee performance is one of the greatest challenges most managements face due to the competition in the world market. Some organizational management have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer (Foot and Hook, 2008).

From the literature reviewed, therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of organizational factors and employee performance in public universities although a few were conducted in industries, factories, and schools. The fact that there is scanty literature in this area especially regarding the relationship between organizational factors and employee performance and particularly on how it impacted on the performance of employees in a given organization shows a big gap in most of the studies

reviewed. It is against this background that the current researcher found it suitable to investigate the relationship between organizational factors and employee performance at the Organization not exceptional. Building on these studies, the current researcher wished to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role the factors play towards the improvement of employee performance at the organization.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This section provides an overview of the study's research approach discusses procedures and the study's research design, questionnaire design, data collection, sampling strategy, data processing and analysis.

3.2. Study Area

The study was conducted in the capital city of Ethiopia, Addis Ababa. The data obtained from the Agenda Addis Ababa City Administration printed in 2007 EC/ 2015 GC described Addis Ababa is located almost in the centre of Ethiopia with a total population of 3,195,000 of whom 1,515,002 males and 1,679,998 females which includes until Hamile,2006 EC/ July,2014 GC. Administratively the city comprises of 11 sub-cities, 99 districts and 116 Kebeles. The printed Agenda also described that the city covers the total area of 549.52 Kari kilometers (km) with an average of 5,814 people living on one Kari kilometer. The data obtained from the city profile of Addis Ababa City Administration stated that the city located at an altitude of about 2,400 meters above sea level, 9°1′48″N 38°44′24″E, and has complex mix of highland climate zones, with temperature difference of up to 10^0C depending on elevation and prevailing wind patterns.

There are 13 public hospitals (4 run by Addis Ababa City Health Bureau, 4 run by ministry of health, 2 by ministry of defense, 1 run by police force and 1run by Addis Ababa University), 34 private hospitals, 86 health centers and various NGOs and health institutions in the city. The public hospitals in Addis Ababa are:

1) Black Lion Specialized Hospital 2) St. Pauls Hospital 3) Zawuditu Memorial Hospital 4) Alert Hospital 5) Yekatit 12 Hospital 6) Ras Desta Damtew Memorial Hospital 7) St. Peters Hospitals 8) Menilik II Hospital 9) Tirunesh Beijing Hospital 10) Armed Forces Hospital 11) Bella Defense hospital12) Federal Police hospital 13) Amanuel Hospital and 14) Gandhi Hospital The study will be conducted in the selected public hospitals (Black lion, Zawuditu, Alert, Yekatit12, Tirunesh Beijing and Menilik II Hospitals.

3.3. Research Approach and Design

Research design is the blueprint for fulfilling research objectives and answering research questions (John *et al*., 2007:20-84). It ensures that the study would be relevant to the problem and that it uses economical procedures. In this study, a quantitative approach of doing research was employed, which has been recommended by (Creswell (2003).

A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data (Creswell, 2003). Given the fact that the main objective of the study is to investigate the factors that affect the performance of nurses, using a causal research design ensures the attainment of the research objective. The study employed a survey design administered through structured questionnaire. Survey was employed in order to generalize from a sample to population. This method is preferred because of its high-speed in data collection and its being economical. Moreover, the study utilizes cross-sectional in the sense that all relevant data were collected at a single point in time. The reason for preferring a cross-sectional study is due to the vast nature of the study. In addition to this, obtaining information from a cross-section of a population at a single point in time is a reasonable strategy for pursuing many researches (Ruane, 2006:94).

3.4. Population and Sampling Technique

The target population of the study was all nurses working currently in public hospitals in Addis Ababa. The study subjects are nurses that was selected and consented to participate in the study. Multi stage sampling technique was employed to select the study subjects in each hospital. The researcher used non probability sampling approach particularly judgmental sampling technique to selected six hospitals (Black lion, Zawuditu, Alert, Yekatit12, Tirunesh Beijing and Menilik II Hospitals) among 13 public hospitals that are found in Addis Ababa. The study population was all nurses working in admission wards (units) in the selected hospitals. The sample size was determined using a formula of estimating a single population proportion for cross sectional study.

$$n = \frac{(Z\ \alpha/2)^2\ P\ (1\text{-}\ P)}{d^2}$$

Where:

Z= 1.96, the confidence limits of the survey result (value of Z at α/2 or critical value for normal distribution at 95% confidence interval).

P= 0.5, the proportion of nurses' knowledgeable for pressure ulcer prevention

d= 0.05, the desired precision of the estimate

n= the total sample size.

Thus, n= $\frac{(1.96)^2\ (0.5)\ (0.5)}{}$ = 369

$$(0.05)^2$$

Finally, the number of nurses participating in each hospital was determined using the population proportionate sampling (PPS).

n= nf * N in a health facilities

     N total

Where, n= Proportion of nurses participate in the study in a given public hospital, nf= Final sample size obtained using correction formula (369), N=is the total number of nurses in selected public hospitals (534) i.e. N total = Total number of nurses in the selected public hospitals. Accordingly the respondent nurses from each hospitals' were selected by using non probability sampling approach specifically convenient sampling technique.

Table 3.1. Number of study participants from each hospital

S. No	Selected public hospitals	Number of nurses	Proportion participate	Sample Size
1	Black Lion Hospital	294	369x294 534	203
2	Zawuditu Hospital	43	369x43 534	30
3	Alert Hospital	56	369x56 534	39
4	Yekatit 12 Hospital	53	369x53 534	36
5	Tirunesh Beijing Hospital	46	369x46 534	32
6	Menilik II Hospital	42	369x42 534	29
	Total	**534**		**369**

3.5. Inclusion and Exclusion Criteria

3.5.1 Inclusion Criteria

   ➢ Nurses having at least one year of experience in clinical nursing service
   ➢ Having roles and responsibilities with admitted patient care units
   ➢ Nurses working as full time staff and consented

3.6. Questionnaire Design

The layout of the questionnaire was kept very simple to encourage meaningful participation by the respondents. The questions were kept as concise as possible with care taken to the actual wording and phrasing of the questions. The reason for the appearance and layout of the questionnaire are of great importance in any survey where the questionnaire is to be completed

by the respondent (John *et al*., 2007:128-42). Besides, all questions in the questionnaire were adopted from other sources. The questions that were used in the questionnaire are five-point Likert scale type and open ended questions. The type of scales was used to measure the items on the instrument is continuous scales (strongly disagree to strongly agree).

3.7. Data Collection

The study was employed both primary and secondary sources of data collection.

i. Primary Sources

In order to realize the target, the study was used well-designed questionnaire as best instrument. This was completed by nurses' who were works in Health Centers and Hospitals administrated by Addis Ababa city Health Bureau.

ii. Secondary Sources Secondary data from files, pamphlets, office manuals, circulars and policy papers were used to provide additional information where appropriate. Besides, variety of books, published and/or unpublished government documents, websites, reports and newsletters were reviewed to make the study fruitful.

3.8. Method of Data Analysis

Both descriptive and inferential statistics were used to analyze and interpret the findings. Demographic variables of the respondents and mean scores interpreted using descriptive statistics where as inferential statistics (linear regression) was used to find out the relationship between dependent and independent variables using correlation analysis via SPSS Version 20.

Multiple regression analysis takes into account the inter-correlations among all variables involved. This method also takes into account the correlations among the predictor scores. Multiple regression analysis more than one predictor is jointly regressed against the criterion variable (Cohen &Swerdlik, 2002). This method is used to investigate the effect of organizational related factor, social related factor and individual related factor and employees performance.

Employees performance = f (organizational related factor, social related factor and individual related factor)

$EP = \alpha + \beta_1 ORF + \beta_2 SRF + \beta_3 IRF + e$

Where

EP = Employees performance

ORF= organizational related factor

SRF= social related factor

IRF= individual related factor

e = model error term

Mathematically,

$Yi = \beta_1 + \beta_2X_2 + \beta_3 X_3 + \beta_4X_4$

Where Y is the dependent variable- Job Satisfaction

X_2, X_3, X_4, and X_5 are the explanatory variables (or the regressors)

β_1 is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

β_2, β_3 and β_4 refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

3.4. Reliability

The reliability of a scale indicates how free a certain scale from random error is. In order to check the reliability of the test the method Cronbach's Alpha is used. A test is considered reliable if the same results appear repeatedly. The coefficient is mathematically equivalent of all possible split-half estimates of a sample. If the measure is higher than 0.7 the scale is reliable (Nunnally, 1994). In this study the coefficient calculation is based on all questions constructed with Likert scale. The result on SPSS is shown below:

 Estimating reliability of a scale

Variable	Reliability
Organizational Related Factors	0.88
Social Related Factors	0.88
Individual Related Factors	0.80
Employees Performance	0.89

According to the theory, the scale which is used is reliable because the Cronbach's Alpha coefficient is higher than 0.7.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

The purpose of this research is to evaluate the impact of the organizational related factors, social related factor and individual related factors and tests the relationships with the employees' Employees performance of the nurses working in the six public hospitals. Data Analysis of the findings is generated from the results of survey which conducted in person or through the questionnaires. Among the distributed 369 questionnaire 365 was properly filled and returned with the return rate of 98.9%. This chapter will present a discussion of the final results and the process through which the results were obtained. In addition to this, background information of respondents will be presented. Finally, the statistical methods of analysis were discussed, which included inferential analysis through SPSS version 20.

4.1 Demographic Data of the Respondents

Table 4.1. Background of the Respondents

Item	Alternatives	Frequency	Percent	Cumulative Percent
1. Gender	Male	165	45.21	45.21
	Female	200	54.79	100.00
	Total	**365**	**100**	
2. Age	18-30	70	19.18	19.18
	31-40	86	23.56	42.74
	41-50	88	24.11	66.85
	51 and above	121	33.15	100.00
	Total	**365**	**100**	
3. Working experience in the Hospital	Less than 3 month	58	15.89	15.89
	3-6 month	81	22.19	38.08
	More than 6 year	226	61.92	100
	Total	**365**	**100**	
4. Educational Background	Diploma	152	41.64	41.64
	Degree	174	47.68	90.32
	Masters	39	10.68	100.00
	Total	**365**	**100.00**	

Source; Own Survey, (2017)

As can e seen on item 1 of table 4.1, 45.21% of the respondent nurses are male and 54.79% of them are female. The age distribution of the respondent infers that from the entire 80.82% of them are above 31 years and above and the rest 19.18% of them are between 18 and 30 years. On the item 3 the experience of the respondents indicates that the majority that is 61.92% of them are working for more than six years, 22.19% of them for three to six years and the rest 15.89% of them working for less than three years. On the item 4 of the same table the educational background of the respondent shows that 41.64% of them are graduated by diploma, 47% of them are graduated by bachelor degree and the rest 10.68% of them are graduated by masters degree. The result implies that the collected data can represent the all respondents who have in different demographic characters.

Table 4.2. Organizational Related Factors

Statements	Mean	Std. Deviation	Percentage				
			SD	D	N	A	SA
Performance standards expected from staff are clear and understood by all.	1.68	.885	50.7	38.9	2.7	6.8	0.8
Constructive feedback on performance appraisal results is provided on a regular basis.	1.75	.904	46.6	41.6	3.3	7.7	0.8
Feedback of how staff is performing is provided throughout the year.	1.58	.988	64.4	24.9	1.9	6.0	2.7
Prompt action is taken when performance falls below acceptable standards.	2.47	.971	14.0	41.6	31.5	9.0	3.8
My managers/supervisor inspires me to do my best.	2.80	.864	7.9	20.5	59.5	7.4	4.7
Staff are given opportunity to make comments on the results of their performance.	2.49	.834	7.1	50.1	30.4	11.0	1.4
The objective mission goal and core value of the hospital is clear and well understood.	2.32	.872	7.7	68.8	11.8	7.9	3.8
The hospital is careful to their people. Who will fit in and be comfortable with the job.	1.41	.813	75.9	11.0	9.3	3.8	0.0
Decisions are made explained in a manner that respects the right of individual's members.	1.90	.703	24.4	67.1	3.6	4.4	0.5
Within the organization there is excellent corporation between groups and department whose tasks are interdependent.	1.74	.651	34.8	59.2	3.3	2.7	0.0
The hospital pro-activity identifies and adjusts to changes in its business environment.	1.27	.553	78.9	15.6	5.5	0.0	0.0
The hospital shows interest in the professional growth and development of its people.	2.22	.867	16.4	57.5	14.5	11.0	0.5
Average	**1.97**	**0.83**	**35.73**	**41.42**	**14.77**	**6.48**	**1.60**

Source; Own Survey, (2017)

As it can be seen on the table 4.2 for the statements regarding the organizational related factors that affect the performance of the employees 77.15% gives their degree of agreement as disagree, 14.7% of them as neutral and the rest 8.08% of them as disagree. The mean and the standard deviation results were 1.97 and 0.83. Based on the data the majority of the respondent didn't agree for the statements. This implies that he employees didn't have clear understood the performance standards expected from them and objective mission goal and core values of the hospitals, didn't get regular basis constructive feedback on performance appraisal results throughout the year, didn't see the hospital taking prompt actions when performance falls below acceptable standards, didn't get opportunity to make comments on the results of their performance and didn't show interest in the professional growth and development of its people.

Table 4.3. Social Related Factors

Statements	Mean	Std. Deviation	Percentage				
			SD	D	N	A	SA
After work, I come home too tired to do some of the things I'd like to do.	3.25	.974	7.1	5.5	53.2	23.3	11.0
On the job I have so much work to do that it takes away from my personal interests.	1.84	1.043	48.8	31.5	9.6	7.7	2.5
My family/friends dislike how often I am preoccupied with my work while I am at home.	1.79	.997	47.9	37.5	3.6	9.3	1.6
My work takes up time that I'd like to spend with family/friends.	1.99	1.102	38.6	41.4	7.4	7.7	4.9
My job or career interferes with my responsibilities at home, such as cooking, cleaning, repairs, shopping, paying the bills and child care.	2.01	1.159	39.5	40.3	7.4	5.8	7.1
My job or career keeps me from spending the amount of time I would like to spend with my family.	1.97	1.092	39.2	40.8	8.8	6.0	5.2
I am often too tired at work because of the things I have to do at home.	1.97	1.071	38.6	41.6	7.4	8.5	3.8
My personal demands are so great that it takes away from my work.	3.54	.906	4.4	5.5	32.1	48.2	9.9
My superiors and peers dislike how often I am preoccupied with my personal life while at work.	4.17	.830	1.1	0.3	20.0	38.1	40.5
My personal life takes up time that I'd like to spend at.	2.44	1.032	7.7	68.2	3.0	15.1	6.0
My home life interfere with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.	2.04	1.125	34.8	46.6	2.5	10.4	5.8
My home life keeps me from spending the amount of time I would like to spend on job or career related activities.	2.00	1.088	35.1	48.5	2.5	9.0	4.9
Average	**2.42**	**1.03**	**28.56**	**33.97**	**13.11**	**15.75**	**8.61**

Source; Own Survey, (2017)

As table indicated on the table 4.3 regarding the social related factor 28.56% of the respondents strongly disagree and 33.97% of them disagree. Based on the data the majority that is 62.5% of the respondent affects their job performance and the average mean and standard deviation result that is 2.42 and 1.03 also indicate this result. This implies that the community expectation, social value, cultural value and the peer pressure are the major social related factors that affect the performance of nurses.

Table 4.4. Individual Related Factors

Statements	Mean	Std. Deviation	Percentage				
			SD	D	N	A	SA
I gain personal accomplishment through my work.	2.2	.8	9.6	75.9	3.6	8.8	2.2
I have the tools and resources to do my job well.	1.8	1.0	51.2	29.6	9.0	9.3	0.8
I could clearly define quality goals in my work.	3.25	.9	7.1	5.5	53.2	23.3	11.0
My skills and abilities are put into good use in my work.	1.8	1.0	48.8	31.5	9.6	7.7	2.5
I feel safe sharing my plans, programs and policies with my management.	1.8	.9	47.9	37.5	3.6	9.3	1.6
My manager is committed to finding win win solutions to problems at work.	1.9	1.1	38.6	41.4	7.4	7.7	4.9
The workload is shared fairly.	2.0	1.2	39.5	40.3	7.4	5.8	7.1
The amount of work I am given to do is reasonable.	1.9	1.1	39.2	40.8	8.8	6.0	5.2
The level of responsibility I am given is reasonable.	1.9	1.1	38.6	41.6	7.4	8.5	3.8
There is sufficient time to provide the type of care I would like to.	3.5	.9	4.4	5.5	32.1	48.2	9.9
Staffing levels are adequate for the workload.	4.2	.8	1.1	0.3	20.0	38.1	40.5
I am satisfied with my job for the time being.	2.4	1.0	7.7	68.2	3.0	15.1	6.0
Most of the day, I am enthusiastic about my job.	2.0	1.1	34.8	46.6	2.5	10.4	0.5
I like my job better than the average worker does.	2.0	1.1	35.1	48.5	2.5	9.0	4.9
I find real enjoyment in my work.	2.2	.8	9.6	75.9	3.6	8.8	2.2
Average	**2.3**	**1.0**	**27.5**	**39.3**	**11.6**	**14.4**	**6.9**

Source; Own Survey, (2017)

As can be seen on the tale 4.4 regarding the statements regarding the individual related factors 27.5%, 39.3% and 11.6% of the respondents gives their degree of agreement as strongly disagree, disagree and neutral respectively. Accordingly the majority i.e. 78.4% of them didn't agree and the mean and standard deviation results also confirms finding. This implies that the individual related factors like empowerment, motivation, stress, job satisfaction, perception, experience affects the nurses job performance.

Table 4.5. Employees' Performance

Statements	Mean	Std. Deviation	Percentage				
			SD	D	N	A	SA
Understands duties and responsibilities of the work and complete the task with the level of proficiency required.	1.8	1.0	51.2	29.6	9.0	9.3	0.8
Extend to which employee can be counted on to carry out instruction and fulfill job responsibility accurately and efficiently.	3.3	1.0	7.1	5.5	53.2	23.3	11.0
Punctuality of workers Report to work as scheduled and follows established procedures for breaks.	1.8	1.0	48.8	31.5	9.6	7.7	2.5
Ability to be self-directed, efficient, creative, and resourceful.	1.8	1.0	47.9	37.5	3.6	9.3	1.6
Assumes extra work on own initiative, adapts quickly to new responsibilities.	2.0	1.1	38.6	41.4	7.4	7.7	4.9
Extent to which employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others.	2.0	1.2	39.5	40.3	7.4	5.8	7.1
Average	**2.1**	**1.0**	**38.9**	**31.0**	**15.0**	**10.5**	**4.7**

Source; Own Survey, (2017)

As it can be seen on the table 4.6 for the statements regarding the performance of the respondents 38.9%, 31.0% and 15.0% of them gives their degree of agreement as strongly disagree, disagree and neutral respectively. Totally 84.8% of them didn't agree and the mean and the standard deviation results also confirm the result. This implies that the employees didn't understand duties and responsibilities of the work and complete the task with the level of proficiency required, didn't extend to which employee can be counted on to carry out instruction and fulfill job responsible accurately and efficiently and didn't punctual of workers Report to work as scheduled and follows established procedures for breaks.

4.2. Results of Inferential Statistics

The following sections demonstrate the results of inferential statistics employed in this study. So as to assess the objectives of the study, Pearson's Product Moment Correlation Coefficient was computed, and multiple regression analysis was conducted. With the help of these statistical tools, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypotheses.

4.2.1. Pearson's Product Moment Correlation Coefficient

On this study, Pearson's Product Moment Correlation Coefficient was used to determine the following relationships.

  ➢ The relationship between organizational related factors and Employees performance
  ➢ The relationship between social related factor and Employees performance
  ➢ The relationships between individual related factors and Employees performance

So as to determine whether there are significant relationships between the organizational related factors and Employees performance, Pearson's Product Moment Correlation was computed. Hence, Table 4.6 below presents the results of Pearson correlation on the relationship between organizational related factors and Employees performance.

Table 4.6.The relationship between organizational related factors and Employees performance; Correlations

		Organizational related factors	Social related factors	Individual related factors	Employees performance
Organizational related factors	Pearson Correlation	1	-.523**	-.494**	.574**
	Sig. (2-tailed)		.000	.000	.000
	N	365	365	365	365
Social related factors	Pearson Correlation	-.523**	1	.573**	-.616**
	Sig. (2-tailed)	.000		.000	.000
	N	365	365	365	365
Individual related factors	Pearson Correlation	-.494**	.573**	1	-.637**
	Sig. (2-tailed)	.000	.000		.000
	N	365	365	365	365
Employees performance	Pearson Correlation	.574**	-.616**	-.637**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	365	365	365	365

Source; Own Survey, (2017)

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

Table 4.6 above demonstrates the results of Pearson's Product Moment Correlation on the relationship between organizational related factors dimensions (Personal life to work interference, work to personal life interference, work over load and job autonym) and Employees performance for the sample respondents. It shows that, the correlation coefficients for the relationship between organizational related factors and Employees performance are linear, and positive and negative ranging from low to medium correlation coefficients. The results in table 4.6 indicate that, there is negative and significant relationship between organizational related factors and Employees performance ($r = -0.637$, $p < 0.01$), organizational related factors and

Employees performance (r = -0.460, P < 0.01), work overload and Employees performance (r = -0.616, P <0.01).

Unlike two factors (social related factors and individual related factors has a positive and significant relationship with Employees performance(r = 0.574, p < 0.01). The finding on table 4.6 above further indicates that the highest relationship is found between social related factors and Employees performance. Hypothesis testing is based on Pearson correlation coefficients r and P-value to test whether the hypotheses are rejected or not.

4.2.2. The Impact of Organizational related factors Dimensions on Employees performance

Regression analysis is used to predict the value of a variable based on the value of another variable. The variable the researcher wants to predict is called the dependent variable (or sometimes, the outcome variable). The variables are using to predict the other variable's value is called the independent variable (or sometimes, the predictor variable). Multiple regression analysis was employed to examine the effect of organizational related factors on Employees performance.

4.2.2.1. Multiple Regression

In order to determine the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed. Multicolinearity Test: in multiple regression analysis, multicollinearity refers to the correlation among the independent variables. According to the rule of thumb test, multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable, (Anderson et al., 2011). Before conducting the multiple regression analysis, the researcher examined the result of multiple correlations among the independent variables and found that, the pair wise correlation between the independent variables is below 0.7. Table 4.7 Regress organizational related factors, social related factor and individual related factors as independent variable on the Employees performance as dependent variable.

4.7. Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756a	.571	.566	.765

Source; Own Survey, (2017)

a. Predictors: (Constant), organizational related factors, social related factor and individual related factors

b. Dependent Variable: Employees performance

4.8 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	284.165	4	71.041	121.371	.000b
Residual	213.643	365	.585		
Total	497.808	369			

Source; Own Survey, (2017)

a. Dependent Variable: Employees performance

b. Predictors: (Constant), organizational related factors, social related factor and individual related factors

Table 4.9. Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficient of Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	4.348	2.75		15.825	.000		
Organizational related factors	-.299	.043	-.305	-6.867	.000	.595	1.681
Social related factor	-.203	.041	-.186	-4.935	.000	.826	1.211
individual related factors	-.246	.042	-.259	-5.795	.000	.589	1.699

Source; Own Survey, (2017)

a. Dependent Variable: Employees performance

Result of this multiple regression analysis shows that the value of F statistics 121.371 at 4 and 365 degrees of freedom is statistically significant at 99% confidence which means that model is statistically significant. The R^2 of the model is 0.571, which shows that approximately 57.1% of variance in dependent variable (Employees performance) can be explained by the linear combination of the independent variables organizational related factors, social related factor and individual related factors.

Hypothesis 1

Ho1: Organizational related factors will not have a positive and significant relationship with Employees performance.

Ha1: Organizational related factors will have a positive and significant relationship with Employees performance.

The results of Pearson correlation analysis, as presented in table 4.3 above, revealed that organizational related factors has a negative and significant relationship with Employees performance ($r = -0.637$, $p < 0.01$, at 99% confidence). Correlation analysis indicates that, there

is a negative, substantially strong, though statistically significant, relationship between organizational related factors with Employees performance. The result supports Ho1. Therefore, the researcher may fail to reject the null hypothesis and it is accepted that, organizational related factors interference has a negative and significant relationship with Employees performance.

Hypothesis 2

Ho2: Social related factor will not have a positive and significant relationship with Employees performance.

Ha2: Social related factor will have a positive and significant relationship with Employees performance.

The results in table 4.3 above, revealed that Social related factor has a negative and significant relationship with Employees performance (r = -0.460, P < 0.01, at 99% confidence). This proves Ho2, which stated that a negative relationship exists between Social related factor and Employees performance. Hence, the researcher may fail to reject the null hypothesis and it is accepted that, Social related factor has a negative, medium and significant relationship with Employees performance.

Hypothesis 3

Ho3: Individual related factor will not have a positive and significant relationship with Employees performance.

Ha3: Individual related factor will have a positive and significant relationship with Employees performance.

As shown in table 4.3 above, Individual related factor has a negative and significant relationship with Employees performance (r = -0.616, P < 0.01, at 99% confidence). The study result supports Ho3. So, the results of the correlation rejected our Alternative hypothesis 3(Ha3), which stated that a positive and substantially strong and significant relationship exist between Individual related factor and Employees performance. Hence, the researcher may fail to reject the null hypothesis and it is accepted that, Individual related factor has a negative and significant relationship with Employees performance.

4.3. Discussion of Results

This section discusses the findings of the statistical analysis in relation to the previous research and literature. According to table 4.6, the correlation result (r = -0.637, p < 0.01) shows that organizational related factors has a negative and significant relationship with Employee's performance. Correlation analysis indicates that, there is a moderately strong, though statistically

significant, relationship between organizational related factors with Employee's performance. The result in this study was in line with previous studies of [(Nadeem and Abbas (2009); Cabrita and Perista (2006); Jayaweera (2005); Janasz and Behson (2007); Perrewe et al (1999) and Ezra and Deckman 1996) who stated organizational related factor was negatively associated with levels of Employee's performance.

Current study shows that low level of organizational related factors more likely result higher level of Employee's performance. This indicates that the employees remain loyal to their organization, even if that job demands and practices produce organizational related factors interference, and thus, they do not have negative feelings about the job as the cause of work to private life interference.

As table 4.2 indicates, (r = -0.460, P < 0.01, at 99% confidence) social related factors has a negative and significant relationship with Employee's performance. This study also confirms with the study of [(Nadeem and Abbas (2009); Perrewe et al (1999); Beauregard (2006) and Ezra and Deckman (1996)] who stated that social related factors and Employee's performance are negatively correlated. This shows that if employees are not feeling burden from the social related factors as well as personal life interests so their overall satisfaction towards job is not being affected. Thus, an employee faces different non-working time problems along with their job responsibilities which decrease Employee's performance. Success at work requires that organizations must maintain the ways that minimize the interference of social related factors with job of their employees. In this context, employees' part of the employment contract could be to arrive at work every scheduled workday, on time, and ready to focus on their work.

Further, correlation result (r = -0.616, P < 0.01, at 99% confidence) in table 4.6 shows that individual related factors has a negative and significant relationship with Employee's performance. This study supported by findings of [(Mulu Miesho (2012); Nufar et al (2009); Nurit et al. (2008); Rita and Stephanie (2008); Duxbury and Higgins (2001); and Vinokur-Kaplan (1991)] who indicated that individual related factors negatively correlated with Employee's performance. However, current study is not free from inconsistency with the previous research. Therefore, this study is inconsistent with studies of Nadeem and Abbas(2009), who revealed that positive and insignificant relationship exists between Employee's performance and individual related factors, and Saira et al (2013), who revealed that the individual related factors and employee performance (here employee performance as a predictor of Employee's performance) are positively correlated. They pointed out that people who work more hours are more satisfied in their work. Consequently, they also pointed out in the research that income

mediates the relationship between workload and Employee's performance as higher income is positively correlated with longer working hours.

Contrarily, according to current study finding supports that work life balance and personal happiness do not necessarily depend on earning more money and being successful at work or in business. Rather, other things can have a much bigger impact on employees' well-being.

The result of this study is supported by the findings of the research that was conducted by [(Nadeemand Abbas (2009); Gronlund (2007); Cabrita and Perista (2006) and Kim (2001)]. Employees in the service sector both in public and private organizations felt highly satisfied if they have freedom to take the decision regarding their job. Nurses of the hospital reported that when they are given the freedom associated with job, Employee's performance gets raised.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

This study was aimed at investigating the impact of organizational related factors, social related factor and individual related factors on Employee's performance of nurses in selected in Addis Ababa public hospitals. Depending on the questionnaire consisting of 365 selected nurses of six hospitals.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is moderately strong and statistically significant relationship between organizational related factors and Employee's performance, personal life to work interference and Employee's performance, work overload and Employee's performance, and job autonym and Employee's performance which are statistically significant at 99% confidence level.

In terms of the stated research hypotheses, the following specific empirical findings emerged from the investigation: The three factors organizational related factors, social related factor and individual related factors and Employee's performance found to be inversely and significantly related whereas social related factor and individual related factors are the only remaining factor to have a strong, positive and significant relationship with Employee's performance.

In addition to this, three factors organizational related factors, social related factor and individual related factors significantly explain the variations in Employee's performance. However, except social related factor and individual related factors, which statistically and positively predicts the variation in Employee's performance, the organizational related factors dimensions statistically and negatively predict the variation in Employee's performance.

The model summary of multiple regression analysis revealed that the proportion of the variation in Employee's performance explained by the liner combination of the factors jointly is 57.1% (from R^2 value) which is statistically significant at 99% confidence level, as indicated from F-statistic. Moreover, when the other variables are controlled, all of the explanatory variables are statistically significant at 99% confidence level, and organizational related factors are the best predictor of Employee's performance with Beta-value of -0.305. This is followed by social related factors and individual related factors with Beta-values of - 0.259 and 0.229 respectively.

Finally, it was found out that, Job autonomy is directly related to Employee's performance or clear correlation with Employee's performance indicates that, more autonomy in a job leads to higher Employee's performance among employees

5.2. Conclusion

The study was conducted to examine the state and impact of organizational social and individual related factors on Employee's performance among nurses in Addis Ababa public hospitals among which six of them were selected, namely: Black Lion Hospital, Zawuditu Hospital, Alert Hospital, Yekatit 12 Hospital, Tirunesh Beijing Hospital and Menilik II Hospital.

Finally, the three factors that are organizational related factors, social related factor and individual related factors was found to be significantly explaining the variation in Employee's performance. Therefore, it can conclude that the four organizational related factors, social related factor and individual related factors are statistically explaining the variation in Employee's performance.

5.3. Recommendations

Based on the findings, summary and conclusions of the study, the following recommendations are forwards to the management of the hospital and suggestion for other researchers.

➢ A supportive management is required to minimize the conflict between work and non work life. To do so, management must recognize the employees` productivity.

➢ Top management should realize the effect of organizational related factors on Employee's performance and should implement work life balance programs, practices and policies such as time balance, involvement balance and satisfaction balance with work and non work roles.

➢ Higher job pressure was found to be one of the most important factors causing in low level Employee's performance. Thus, top management should avoid higher job pressure (work overload) by prioritization of activities, having consistent schedule, defining the work space and avoiding multi-tasking.

➢ A continuous education program is necessary to ensure that nurses are capable with regard to their knowledge and skills as well as are responsive to changing needs in the health sector. The Ministry of Health is responsible for overseeing the nursing services in the city. Both should develop a program and encourage nurses to develop themselves and thus enhance the nursing profession.

- To ensure that both nurses and managerial nurses are kept up-to- date with the needs of the organization it is very important preparing skill development program and development of short term-courses. In-service training is most likely to change nurses' behavior when it is interactive, based on real-life problems, and combined with continuing, intermittent support. The program may consist of short-term courses, workshops and long-term courses.

- In Ethiopia of raising of salaries depends on the recommendations of the civil Services Commission. It is therefore recommended that health authorities, regulatory bodies, nursing association and encourage some changes whenever reviews of remuneration are done. For example, the level of remuneration of nursing personnel should be reasonable, proportionate with the work done and responsibilities taken and comparable to equivalent jobs in others health institution within the country. Furthermore, the consideration could be given to scarce-skills allowances, and nurses should be compensated for taking on heavy workloads.

- Recognition is seen as a key factor for job satisfaction as it improves the performance of nurses. It is recommended that strategies for acknowledging, recognizing, and rewarding nurses, including other front-line workers, should be developed. Authorities should recognize and acknowledge nurses who are doing a good job under difficult conditions and not only mention the bad attitudes of nurses. This could be done by involving the nurses themselves in developing reward strategies. Some strategies could be borrowed from the private sector like granting leave for those working in stressful clinical areas for rest and recovery, or giving a yearly prize to the best nurse or using one criterion for selecting training opportunity.

- A safe physical environment contributes to job satisfaction and motivation. The Health Bureau should ensure the availability of basic supplies and materials, maintenance of equipment and appropriate protective wears. Even if most of respondent believed that there is a flexible working hour, some did not agree on this statement. Therefore, health centers and hospitals are expected to do more to satisfy all nurses by established flexible.

- The increasing demand of health care in the city means that the city health bureau and its partner should develop initiatives to meet the demand for more nurses and alleviate the workload from the existing nurses. It t is necessary that the city health bureau and its partners encourage giving more support on capacity building to the private health ,and

governments health colleges and higher institution in order to join more students in nursing profession . This will help to lessen the workload of nurses.

➢ If executed correctly, supervision could be a mechanism for encouraging professional development and improving worker job satisfaction and motivation. It is necessary to encourage and advocate for institutional supportive supervision by introducing clear guidance on how to conduct supportive supervision. Tasks such as nursing audits should be done regularly, and the audit report should be used to identify gaps in nursing care. It is suggested that supervisors should be empowered by strengthening supervisory skills and developing tools and plans for supervision. Feedback skills are also very important. Short courses or in-service training programs for nurses especially who are in managers should be organized.

➢ An important aspect of improving performance is the effective leadership skills of managers. Although there is some improvement in the management style, the autocratic approach is still practiced in nursing today. In the current changing environment where the individual's rights are recognized, it is important for the formation of an environment that enables participation in management and decision-making. It is also important for the leader to have some emotional commitment to staff, and promote them to do their best. To do this leadership courses which discussed the different styles of leadership and their implications should be organized by the Sub-division nursing services.

➢ There is an increasing recognition that managerial skills are important in making health systems work. Concerted efforts should therefore be made to develop and update the skills of nurses who are in management position at all levels of health care. In order to ensure effective strengthening of nursing services and care, it is important to employ a participatory approach in the organization to ensure that nurses are involved and consulted on issues regarding their work. Effective participation involves shared interest, improved coordination and communication. Given the crucial role nursing practitioners play within the health care delivery systems, their expertise should be called upon when decisions are made about enhancing the efficiency of health services. Program that will help to develop nurses as effective leaders should be implemented. It is also recommended that leadership's course be developed and that every nurse in a supervisory or management position should attend such a course to prepare them for this important role.

➤ Interpersonal relations and communication skills, including counseling skills, are very vital and important aspects of nursing. It is recommended that nurses and nurse who are in management should undergo at least one course on counseling and interpersonal skills to enhance communication skills. These skills are now seen as highly important for all health workers. To ensure that a critical mass of nurses and nurse who are in management position is equipped with skills, a course for training of trainers in counseling and interpersonal skills should be institutionalized by Addis Ababa city health bureau collaborate with training centers.

➤ It is essential that HR department responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve programs and policies of work life balance like locally attainable flexible work time arrangements.

➤ Therefore, the hospital should be interested in providing jobs with schedule control, control over pace of work and decision-making latitude, which collectively reduce the job dissatisfaction level.

5.4 Recommendations for Further Research

This research paper only covers the factors that affect performance of nurse who are working in public hospitals. Further research is needed to validate these results in health facilities administrated by other regions health bureau as well as health facilities administrated by Ministry Health of Ethiopia.

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APPENDICES

APPENDIX I
ST MARY'S UNIVERSITY
SCHOOL OF POSTGRADUATE
MBA PROGRAM

Dear Sir/ Madam

This questionnaire is developed for an academic effort planned for the collection of data to conduct a thesis paper on the title **"Analysis of Factors Affecting the Performance of Nurses in Addis Ababa Public Hospitals"**, in order to fulfill the University's (St Mary's University) requirement set for awarding of a Master of Business Administration. The information obtained from this questionnaire will be kept confidential and will not be used for any other purposes. No one in the organization will see the answer you give, so please answer the questions as honestly as possible. There are no 'right' or 'wrong' answers. It is your view that is important. The most honest you are, the more valuable your response will be.

NB:

> It is not necessary to write your name

> Try to address all the question given below

> For the closed ended questions use (√)mark for your choice in the given box

Thank you for your cooperation!

PART ONE: Demographic Information

1. Gender:

Male ☐   Female ☐

2. Age _____(Years)

3. Please indicate your level of education

Certificate ☐   Diploma ☐   Degree ☐   Master and above ☐

4. Years stayed at the Current Public Hospitals:

Under 1years ☐   1–3 years ☐   4–6 years ☐   Over 6 years ☐

PART II: QUESTIONS DIRECTLYRELATED TO THE STUDY

2.1. Here under the statements regarding organizational related factors. Please Indicate with an X in the appropriate answer box, according to the following code definitions: Strongly disagree=1, Disagree =2, Uncertain =3, Agree =4 and Strongly agree=5

	ORGANIZATIONAL RELATED FACTORS	**5**	**4**	**3**	**2**	**1**
1	Performance standards expected from staff are clear and understood by all.					
2	Constructive feedback on performance appraisal results is provided on a regular basis.					
3	Feedback of how staff is performing is provided throughout the year.					
4	Prompt action is taken when performance falls below acceptable standards.					
5	My managers/supervisor inspires me to do my best.					
6	Staff are given opportunity to make comments on the results of their performance.					
7	The objective mission goal and core value of the hospital is clear and well understood.					
8	The hospital is careful to their people. Who will fit in and be comfortable with the job.					
9	Decisions are made explained in a manner that respects the right of individual's members.					
10	Within the organization there is excellent corporation between groups and department whose tasks are interdependent.					
11	The hospital pro-activity identifies and adjusts to changes in its business environment.					
12	The hospital shows interest in the professional growth and development of its people.					

2.2. Here under the statements regarding social related factors. Please Indicate with an X in the appropriate answer box, according to the following code definitions: Strongly disagree=1, Disagree =2, Uncertain =3, Agree =4 and Strongly agree=5

No	SOCIAL RELATED FACTORS	5	4	3	2	1
1	After work, I come home too tired to do some of the things I'd like to do.					
2	On the job I have so much work to do that it takes away from my personal interests.					
3	My family/friends dislike how often I am preoccupied with my work while I am at home.					
4	My work takes up time that I'd like to spend with family/friends.					
5	My job or career interferes with my responsibilities at home, such as cooking, cleaning, repairs, shopping, paying the bills and child care.					
6	My job or career keeps me from spending the amount of time I would like to spend with my family.					
7	I am often too tired at work because of the things I have to do at home.					
8	My personal demands are so great that it takes away from my work.					
9	My superiors and peers dislike how often I am preoccupied with my personal life while at work.					
10	My personal life takes up time that I'd like to spend at.					
11	My home life interfere with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.					
12	My home life keeps me from spending the amount of time I would like to spend on job or career related activities.					

2.3. Here under the statements regarding individual related factors. Please Indicate with an X in the appropriate answer box, according to the following code definitions: Strongly disagree=1, Disagree =2, Uncertain =3, Agree =4 and Strongly agree=5

	INDIVIDUAL RELATED FACTORS	5	4	3	2	1
1	I gain personal accomplishment through my work.					
2	I have the tools and resources to do my job well.					
3	I could clearly define quality goals in my work.					
4	My skills and abilities are put into good use in my work.					
5	I feel safe sharing my plans, programs and policies with my management.					
6	My manager is committed to finding win win solutions to problems at work.					
7	The workload is shared fairly.					
8	The amount of work I am given to do is reasonable.					
9	The level of responsibility I am given is reasonable.					
10	There is sufficient time to provide the type of care I would like to.					
11	Staffing levels are adequate for the workload.					
12	I am satisfied with my job for the time being.					
13	Most of the day, I am enthusiastic about my job.					
14	I like my job better than the average worker does.					
15	I find real enjoyment in my work.					

2.4. Here under the statements regarding employees' performance. Please Indicate with an X in the appropriate answer box, according to the following code definitions: Strongly disagree=1, Disagree =2, Uncertain =3, Agree =4 and Strongly agree=5

	EMPLOYEES' PERFORMANCE	5	4	3	2	1
1	Understands duties and responsibilities of the work and complete the task with the level of proficiency required.					
2	Extend to which employee can be counted on to carry out instruction and fulfil job responsibility accurately and efficiently.					
3	Punctuality of workers Report to work as scheduled and follows established procedures for breaks.					
4	Ability to be self-directed, efficient, creative, and resourceful.					
5	Assumes extra work on own initiative, adapts quickly to new responsibilities.					
6	Extent to which employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others.					