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ANALYSIS OF FACTORS AFFECTING EMPLOYEES PERFORMANCE: IN THE CASE OF BUTAGIRA GENERAL PEBLIC HOSPITAL

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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 Butajita.. in the hospitals were selected by simple random sampling and the study subjects in the hospital. both primary and secondary data would be used. Primary data was gathered through questionnaire. Secondary data was collected

from books, journals articles and the Hospital's files and web site. Table and percentage were used to analyze the data. Simple Random Sampling (Lottery method) has more employees to obtain the participant from each working unit from monthly work schedule obtained from the head nurses in the hospital.

Key words: Employees performance, Organizational related factor, Social related factor.

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.

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 Butagira.

1.2 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?

1.3 Objectives of the Study

1.3.1 General objective

- ❖ Main objective of the study will be assess the explaining the determinants of the performance of nurses“ of public hospitals in Butagira.

1.3.2 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.

1.4 Significance of the Study

- ❖ This study is support Butagira 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.

1.5 Scope of the Study

- The study is concentrated on analysis of factors affecting employee's performance. Therefore, the scope of this study was limited to discuss the analysis of factors affecting employees performance, policies, procedures, and employee's operations on the hospital. In 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.

1.6 Limitation of the Study

- This research is limit to conceptualize significant effect different factors including individual, organizational and economical related factors for the performance of the nurses. The geographic boundary of the study was one public hospital in Butajira. 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.

1.7 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.

1.8 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

2.1 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.

2.2 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.

Performance Management

Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals.

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).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.

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).

2.2 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.

2.4 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.

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 Birnbaum, (1998) as cited in Memari, Mahdih 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, Mahdih 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.

2.5 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. The present study deals with work social support that may come from the work place within organizations including the supervisor and the co-workers.

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.

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

3.1 RESEARCH METHODOLOGY

3.3.1 Research 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.

3.3.2 Background of the Organization

- ❖ The study was conducted in the setudiy codudc Butajira was founded between 1926 when a missionary Pere Azaiz found nothing there, and 1935 when a German ethnographic expedition found a town laid out in straight lines and square shapes to serve as the administrative center of the Gurage people.[citation needed] After Ras Desta Damtew was taken prisoner on 24 February 1937 in the small village of Eya he was brought to Butajira where, after a perfunctory trial, he was executed that evening. Butajira (Amharic: ቡታጅራ) is a town and separate woreda in central Ethiopia. Located at the base of the Zebidar massif in the East Gurage Zone of the Central Ethiopia Regional State, Butajira has an elevation of 2131 meters above sea level. It is surrounded by Meskan woreda. It was part of former Meskanena Mareko woreda. Administratively the city comprises of 3 sub-cities, and 5 Kebel. There are 1 Government and 1 private hospitals in Butagira. Climate data for Butajira, elevation 2,100 m (6,900 ft), (1971–2000).

3.3.3 Target Group

The target population of the study was all nurses working currently in public hospitals in

Butagira. The study subjects are nurses that was selected and consented to participate in the study. The target groups of this study will be the loan clients of the hospital and the analysis of factors affecting employees performance of nurses.

3.3.4 Sample Technique

Multi stage sampling technique was employed to select the study subjects in the hospital. The researcher used non probability sampling approach particularly judgmental sampling technique. The sample size was determined using a formula of estimating a single population proportion for cross sectional study.

3.3.5 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).

3.3.6 Type of Data Collected and use

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 Butgira 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.

3.4 Method of Data Analysis

Both descriptive and inferential statistics were descriptive stastics more 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 .

In order to assess the analysis of factors affecting employees performance: in the case of butagira general public hospital, more of qualitative method of analysis employed in addition to quantitative method will be as to address the aforementioned problems of the hospital. Both methods of analysis used the data to be collect through the semi-structured questionnaires, interviews and secondary sources. The data collected through interview and questionnaires analyzed, presented, and interpreted using descriptive statistical tools like percentages, tables, and figures.

CHAPTER FOUR

4.1 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 one 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	54	47.68	90.32
	Masters	19	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.

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.

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).

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 Butara General public hospitals. Depending on the questionnaire consisting of 35 selected nurses of in the hospitals.

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.

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 the Butagera General 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..
- 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 Ethiopia of raising of salaries depends on the recommendations of the civil Services Commission.
- Recognition is seen as a key factor for job satisfaction as it improves the performance of nurses.
- 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 Recommendations 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. Interpersonal relations and communication skills, including

counseling skills, are very vital and important aspects of nursing.

- 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 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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APPENDIX I
WOLKITE UNIVERSITY COLLEGES OF BUSINESS
AND ECONOMICS DEPARTMENT OF
MANAGEMENT

Dear Sir/ Madam

This questionnaire is developed for an academic effort planned for the collection of data to Analysis of Factors Affecting the Employ Performance in Butajira Public Hospitals”, in order to fulfill the University’s (Wolkite University) requirement set for awarding of a Dgree 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 -3 years 4-6 years over 6 years

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

SOCIAL RELATED FACTORS				
	After work, I come home too tired to do some of the things I'd like to do.			
	On the job I have so much work to do that it takes away from my personal interests.			
	My family/friends dislike how often I am preoccupied with my work while I am at home.			
	My work takes up time that I'd like to spend with family/friends.			
	My job or career interferes with my responsibilities at home, such as cooking, cleaning, repairs, shopping, paying the bills and child care.			
	My job or career keeps me from spending the amount of time I would like to spend with my family.			
	I am often too tired at work because of the things I have to do at home.			
	My personal demands are so great that it takes away from my work.			
	My superiors and peers dislike how often I am preoccupied with my personal life while at work.			
	My personal life takes up time that I'd like to spend at.			
	My home life interfere with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.			
	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					
	I gain personal accomplishment through my work.				
	I have the tools and resources to do my job well.				
	I could clearly define quality goals in my work.				
	My skills and abilities are put into good use in my work.				
	I feel safe sharing my plans, programs and policies with my management.				
	My manager is committed to finding win win solutions to problems at work.				
	The workload is shared fairly.				
	The amount of work I am given to do is reasonable.				
	The level of responsibility I am given is reasonable.				
	There is sufficient time to provide the type of care I would like to.				
	Staffing levels are adequate for the workload.				
	I am satisfied with my job for the time being.				
	Most of the day, I am enthusiastic about my job.				
	I like my job better than the average worker does.				
	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					
	Understands duties and responsibilities of the work and complete the task with the level of proficiency required.				
	Extend to which employee can be counted on to carry out instruction and fulfil job responsibility accurately and efficiently.				
	Punctuality of workers Report to work as scheduled and follows established procedures for breaks.				

	Ability to be self-directed, efficient, creative, and resourceful.					
	Assumes extra work on own initiative, adapts quickly to new responsibilities.					
	Extent to which employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others.					