

Organisational Factors And Job Performance Among Nurses In Murtala Mohammed Specialist Hospital Kano, Nigeria

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Abstract: This study examines the effect of organisational factors on job performance among nurses in Murtala Mohammed Specialist Hospital Kano, Nigeria. A cross-sectional survey research design was adopted. Primary data collection method was used in which self-administered questionnaires were distributed to a total sample of 191 respondents selected from the target population of 379 nurses. Pearson correlation was used to determine the relationship between organisational factors and job performance among the respondents. The study found that majority of the nurses reported that their work environment was safe and free from hazards, they were given opportunity to advance their career, the hardworking nurses were recognised, but they reported that there was lack of good work layout in their work environment and their remuneration or salary was not competitive compared to other similar organizations which affected their performance. The study also found that majority of the nurses reported that there was flexible work schedule for them, the overall work schedule was fair, and they accepted overtime work, but majority of the nurses reported that there was insufficient staffs to cover the current workload, and they were not given opportunities to make inputs into staffing policies and procedures which seriously affected their performances. The study also found that majority of the nurses reported there was availability of necessary instruments and they were working properly, the antiseptic hand solution for protection of staff and patients were available, and the infection control strategy guidelines were also available which highly improved their performances. The study also found that majority of the nurses reported that they had good opportunities to further their education, the necessary training was given to ensure job effectiveness, the in-service training adequately addressed their skill gaps, and the incompetent nurses were identified and provided with the necessary support, but majority of the nurses reported that there was no problem of job specific refresher courses which affected their performances. Furthermore, this study found that all the organisational factors (working environment, work load, resources/equipment, and training) were statistically significant factors that determined job performance among nurses. The study recommended that: good remuneration or salary package should be provided to the nurses because this will motivate them to perform better and also be as competitive as in other organisations, good work layout should be created as this will ease movement of nurses from one area to another which in turn increases the nurses' job performance, sufficient staff should be provided or employed to cover all the current workloads as this will go a long way in improving nurses' job performance.

Keywords: organisational factor, job performance, nurse, workload, training

I. INTRODUCTION

Nurses' job performance is very crucial for the growth and development of a hospital or health care organisation to make sure that the lives of the patients are protected or leave out. Performance means to carry out or accomplish an action or task. In other word, performance is an indication of what is

done and how well it is done (Winch et al. 2003). Therefore, job performance is being defined as to how effectively an employee or individual carries out his/her roles and responsibilities related to his/her job (Abu-Alrub, 2004). Improving the performance of nurses to ensure quality and efficient service delivery has always been a major challenge to the health institutions or organisations all over the world. For

example, Ayse and Guses (2008) conducted a study on factors influencing nurses' job performance among nurses in US. It was reported that nurses' job performance in US was very low and several patients' lives were at risk. The researchers identified the factors that had caused low job performance among nurses as physical environment and family relation. Therefore, it is against this background that this study sought to examine the organisational factors that influence job performance among nurses working in Murtala Mohammed Specialist Hospital Kano, Nigeria as well as providing solution on how to improve the nurses' job performances.

II. LITERATURE REVIEW

ORGANISATIONAL FACTORS AND JOB PERFORMANCE

Organizational factors are factors that relate to the day today environment where nurses and other health workers carry out their duties (Awases, 2006) and the level of nurses' job performance could be affected by the following factors; working environment, workload, resources and equipment, as well as training. These will be reviewed from different studies as follows;

WORK LOAD

Work load refers to the amount of work given, assigned to or expected from a nurse in a specified time period to perform, a common measure of workload is the number of patients that a nurse oversees, indexed as the ratio of nurse to patients (Page, 2004). The workload increases as a result of shortness in the nurse's staff working in the health organisations; it also occurs as a result of absenteeism due to the sick leaves, maternity leaves, annual leaves, turnover and retirements. The shortage of staff or nurses naturally makes the work very difficult to handle and causes the quality and standard of nursing care provided to the patients very low. In other words, excessive workload leads to poor performance of nurses (Bhaga, 2010). Kamati, Cassim and Karodia (2014) reported that referral hospitals in Namibia were facing serious problems of enough or available nurses to cater for high demand of hospital workload as evidenced by a total of 94% of the respondents who indicated that the hospital did not have enough staff to meet the needs of patients. They showed that this increased of high workload causes serious problem of poor nurses' job performance. Petterson and Arnets (1998) study in South Africa found that nurses' work load had steadily increased since the restructuring of health care services which led to treating more patients and caused poor quality of services delivered to the patients. This study implies that the more the workload allocated to the nurses the less quality of services they will deliver. Therefore, high workload has a negative influence on the nurses' job performance.

WORKING ENVIRONMENT

Flanagan and Henry (1994) reported that healthy working environment as the responsibility of an organization which

supposes to create and provide conditions conducive to good health and high performance. Nickols, 2003; Fort and Voltero, 2004, have identified factors that were seen as major issue that influenced the ability of nurses to perform effectively in their environment. The factors 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. In a study conducted in Namibia by Kamati, Cassim and Karodia (2014) to examine the influence of working environment on nurses' job performance and reported that working environment had significant effect on the performance of nurses. They revealed that factors such as lack of motivation, having to deal with frustrated patients, long working hours, and lack of appreciation from superiors were among the factors that had negatively affected the nurses' job performance.

RESOURCES AND EQUIPMENT

Resources and equipment in any health care organization is very vital for the proper performance of the nurses. This is because if the nurses perceive that the resources at their disposable are adequate to meet their work demand they will feel satisfy and perform better. On the other hand, If there are not adequate resources the nurse will find it difficult to get their work done, and this will affect their performance negatively which causes work dissatisfaction (Bhaga, 2010). Kamati, Cassim and Karodia (2014) reported that More than 70% of the nurses working in national referral hospitals in Namibia did not have adequate equipment and resources that enabled them to effectively perform their duties. They also revealed that lack of adequate resources/equipment was one of the contributing factors that caused poor nurses' job performance in the study area.

TRAINING

Kamati, Cassim and Karodia (2014) studied the influence of training on nurses' job performance in national referral hospital in Namibia. They reported that lack of training as a significant contributing factor to the poor performance of nurses in national referral hospital in Namibia. They revealed that to improve the performance of nurses in the study area adequate training needs to be provided. According to Fort & Voltero (2004), a study conducted in Armenia, revealed that factors such as: training in the use of clinic tools and receiving recognition from the employer or the client/community are factors strongly associated with performance, followed by receiving performance feedback.

III. RESEARCH METHODOLOGY

This study adopted a cross-sectional research design because necessary information about the organisational factors influencing job performance among nurses were gathered through the use of self-administered questionnaire and interview guide at a go. This choice of the research design is

supported by the statement of Sekaran (2003) that when a researcher is faced with a situation where he/she will gather data just once from a cross-section of different respondents for the purpose of answering research questions the appropriate research design for him/her is cross-sectional research design. The cross-sectional research design required one to use a number of data collection methods and collect information from a cross-section of respondents (Sekaran, 2003). Therefore, this study also employed both the quantitative and qualitative approach.

This study adopted a mixed methodology approach which involves using quantitative and qualitative approach. The quantitative method aspect of the study involved the use of random sampling technique, self-administered questionnaire for data collection, as well as the use of statistical tools for presentation and analysis of data from various respondents (nurses) in order to draw inference about the organisational factors that influence nurses' job performance in Murtala Mohammed Specialist Hospital Kano, Nigeria. On the other hand, qualitative method was used to complement the quantitative method where the self-administered questionnaire was not able to capture other necessary and relevant information.

STUDY POPULATION

The target population of this study consists of 379 nurses working in Murtala Mohammed Specialist Hospital Kano, Nigeria. There are five (5) departments in Murtala Mohammed Specialist Hospital Kano, Nigeria. These are surgical department, medical department, orthopaedic department, paediatric department, and maternity department.

SAMPLE SIZE DETERMINATION

The sample size of 191 was determined using Krejcie and Morgan (1967)'s formula as follows;

$$s = \frac{x^2 Np(1-p)}{d^2(N-1) + x^2 p(1-p)}$$

Where s = required sample size

x^2 = the table value of chi-square for degree of freedom at the desired confidence level (3.841)

N = the population or target population = 379

P = the population proportion (assumed to be 50% or 0.50 since this would provide the maximum sample size)

d^2 = the degree of accuracy expressed as a proportion (5% or 0.05)

$$s = \frac{3.841 \times 379 \times 0.50 (1-0.50)}{(0.05)^2 (379-1) + 3.841 \times 0.50 (1-0.50)}$$

$$s = \frac{363.935}{1.905}$$

$$s = 191$$

IV. SAMPLE SIZE DISTRIBUTION

For proper distribution of these 191 sample size the proportional stratified random sampling technique was used under which the sizes of the samples from the different strata or departments were kept proportional to the sizes of the

departments or strata (Kothari and Garg, 2014). This can be shown in table 1;

S/N	Departments	Population	Sample Size
1	Surgical Department	88	45
2	Medical Department	82	41
3	Orthopaedic Department	60	30
4	Paediatric Department	64	32
5	Maternity Department	85	43
Total		379	191

Sources: Researcher's calculation from MMSH, 2015

Table 1: Allocation of 191 Sample Size to Five Different Departments/Strata

DATA COLLECTION METHOD

This study used primary data collection method which involved survey/questionnaire and personal interview. The data collection instruments used in this study were questionnaire and interview guide.

FINDINGS PRESENTATION, INTERPRETATION AND DISCUSSION

In this section of the paper, findings and interpretation were first handled and then discussion was presented later. Hence, the univariate analysis of organisational factors was first presented and then the bivariate analysis followed.

UNIVARIATE ANALYSIS OF ORGANISATIONAL FACTORS

Working Environment	SD	D	N	A	SA	Total
My work environment is safe and free from hazards.	26 (14.4%)	63 (35%)	2 (1.1%)	77 (42.8%)	12 (6.7%)	180 (100%)
Good workplace layout	31 (17.2%)	68 (37.8%)	4 (2.2%)	67 (37.2%)	10 (5.6%)	180 (100%)
Your remuneration is competitive compared to other similar organizations.	25 (13.9%)	72 (40%)	6 (3.3%)	65 (36.1%)	12 (6.7%)	180 (100%)
Opportunities exist for career advancement.	17 (9.4%)	44 (24.4%)	3 (1.7%)	96 (53.3%)	20 (11.1%)	180 (100%)
Hardworking nurses are recognised.	14 (7.8%)	43 (23.9%)	5 (2.8%)	103 (57.2%)	15 (8.3%)	180 (100%)
Workload	SD	D	N	A	SA	Total
You get opportunities to make inputs into staffing policies and procedures.	24 (13.3%)	78 (43.3%)	3 (1.7%)	62 (34.4%)	13 (7.2%)	180 (100%)
Opportunities exist for a flexible work schedule.	19 (10.6%)	52 (28.9%)	4 (2.2%)	85 (47.2%)	20 (11.1%)	180 (100%)
The overall work schedule is fair.	16 (8.9%)	52 (28.9%)	7 (3.9%)	92 (51.1%)	13 (7.3%)	180 (100%)
The allocated staff in my unit is sufficient to cover the current workload.	22 (12.2%)	91 (50.6%)	7 (3.9%)	43 (23.9%)	17 (9.4%)	180 (100%)
Overtime work is acceptable.	14 (7.8%)	50 (27.8%)	8 (4.4%)	98 (54.4%)	10 (5.6%)	180 (100%)
Resources/Equipment	SD	D	N	A	SA	Total
Necessary instruments are available.	20 (11.1%)	45 (25%)	7 (3.8%)	91 (50.6%)	17 (9.4%)	180 (100%)
Instruments are working properly.	15 (8.3%)	49 (27.2%)	6 (3.3%)	99 (55%)	11 (6.1%)	180 (100%)
Antiseptic hand	16	42	3	109	10	180

solution for protection of staff and patients are available.	(8.9%)	(23.3%)	(1.7%)	(56.7%)	(5.6%)	(100%)
Infection control strategy guidelines available.	12 (6.7%)	42 (23.3%)	2 (1.1%)	102 (56.7%)	22 (12.2%)	180 (100%)
TRAINING	SD	D	N	A	SA	Total
Good opportunities for continuing education are available.	16 (8.9%)	52 (28.9%)	7 (3.8%)	92 (51.1%)	13 (7.3%)	180 (100%)
The necessary training is given to ensure job effectiveness.	22 (12.2%)	43 (23.9%)	7 (3.8%)	91 (50.6%)	17 (9.4%)	180 (100%)
Job specific refresher courses are available.	14 (7.8%)	100 (55.6%)	6 (3.3%)	49 (27.2%)	11 (6.1%)	180 (100%)
In-service training adequately addresses the skill gaps.	12 (5.6%)	45 (25%)	3 (1.7%)	111 (61.7%)	8 (4.4%)	180 (100%)
Incompetent nurses are identified and provided with the necessary support.	10 (5.6%)	44 (24.4%)	2 (1.1%)	106 (58.9%)	18 (10%)	180 (100%)

Sources: field research, 2016.

Table 2: Organisational Factors

Table 2 shows that working environment as an organisational factor that influence nurses' job performance as majority of the nurses (49.5%) agreed that their work environment was safe and free from hazards. A good number of nurses (55%) reported that there no good workplace layout in their work environment. Many nurses (53.2%) indicated that their remuneration was not competitive compared to other similar organizations. A number of nurses (64.4%) reported that there were opportunities for career advancement for them. Majority of the nurses (65.5%) said that hardworking nurses were recognised.

Table 2 also reveals that workload as an organisational factor that influence nurses' job performance as majority of the nurses (56.6%) reported that they were not given opportunities to make inputs into staffing policies and procedures. A good number of nurses (58.3%) said that there was flexible work schedule. Many nurses (58.4%) agreed that there was the overall work schedule was fair. A large number of nurses (62.8%) reported that the allocated staffs in their units were not sufficient to cover the current workload. Majority of the nurses (60%) indicated that overtime work was acceptable.

Furthermore, table 2 depicts that resources/equipment as an organisational factor that influence nurses' job performance as a large number of nurses (60%) reported that necessary instruments were available. Majority of the nurses (61.1%) said that the instruments were working properly. A good number of nurses (62.3%) agreed that antiseptic hand solution for protection of staff and patients were available. Many nurses (68.9%) reported that infection control strategy guidelines were available.

Finally, table 2 indicates that training as an organisational factor that influence nurses' job performance as majority of the nurses (58.4%) said that good opportunities for continuing education were available. A great deal of nurses (60%) reported that the necessary training was given to ensure job effectiveness. A large number of nurses (63.4%) said that job specific refresher courses were not available. Many nurses (66.1%) agreed that in-service training adequately addressed the skill gaps. Majority of the nurses (68.9%) reported that incompetent nurses were identified and provided with the necessary support.

BIVARIATE ANALYSIS OF ORGANISATIONAL FACTORS

Variable	1	2	3	4	5
Working Environment (1)	.175*				
Work Load (2)	- .378**	1			
Resources/Equipment (3)	.378**	.286**	1		
Training (4)	.498**	.378**	.781**	1	
Job Performance (5)	.175*	-.378**	-.378**	.498**	1

Sources: field research, 2016. *. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlation between Organisational Factors and Job Performance

The results from table 3 show that there was a positive significant relationship [$r(180) = 0.175, p < 0.05$] between working environment and nurses' job performance. This implies that as working environment improves nurses will perform better. The results also show that there was a negative significant relationship [$r(180) = -0.378, p < 0.01$] between workload and nurses' job performance. This signifies that the more workload is reduced the higher the nurses will perform. However, the results reveal that there was a positive significant relationship [$r(180) = 0.378, p < 0.01$] between resources/equipment and nurses' job performance. This implies that as more resources/equipments are provided the more nurses will perform better. Finally, the results depict that there was a positive significant relationship [$r(180) = 0.498, p < 0.01$] between training and nurses' job performance. This implies that the more nurses are trained the more they perform better.

V. DISCUSSION OF RESULTS OF ORGANISATIONAL FACTORS AND JOB PERFORMANCE

The results of univariate analysis on working environment and nurses' job performance show that majority of the nurses reported that their work environment was safe and free from hazards (49.5%), they were given opportunity to advance their career (64.4%), hardworking nurses were recognised (65.5%), but they had reported the problem of lack of good work layout in their work environment (55%) and their remuneration or salary was not competitive compared to other similar organizations (53.2%) which affected their performance. This study also found that there was a positive significant relationship [$r(180) = 0.175, p < 0.05$] between working environment and nurses' job performance. This implies that as working environment improves nurses' performance increases. The finding of this study supported the finding of Nickols, (2003); Fort and Voltero, (2004); and Kamati, Cassim and Karodia, (2014) who argued that working environment had significant effect on the performance of nurses.

The results of univariate analysis on workload and nurses' job performance show that majority of the nurses reported that there was flexible work schedule for them (58.3%), the overall work schedule was fair (58.4%), and they accepted overtime work (60%), but majority of the nurses reported the problem of insufficient staffs to cover the current workload (62.8%), and they were not given opportunities to make inputs into

staffing policies and procedures (56.6%) which seriously affected their performances. This study also found that there was a negative significant relationship [$r(180) = -0.378, p < 0.01$] between workload and nurses' job performance. This signifies that the more workload is reduced the higher the nurses will perform. This finding is similar to the finding of Petterson and Arnets, (1998), and Kamati, Cassim and Karodia, (2014) who established that the more the workload allocated to the nurses the less quality of services they will deliver. Therefore, high workload has a negative influence on the nurses' job performance.

The results of univariate analysis on resources/equipment and nurses' job performance show that majority of the nurses reported that the necessary instruments were available (60%), the instruments were working properly (61.1%), the antiseptic hand solution for protection of staff and patients were available (62.3%), and the infection control strategy guidelines were also available (68.9%) which highly improved their performances. However, this study found that there was a positive significant relationship [$r(180) = 0.378, p < 0.01$] between resources/equipment and nurses' job performance. This implies that as more resources/equipments are provided to the nurses the more they will perform. This finding is in agreement with the findings of Bhaga, (2010), and Kamati, Cassim and Karodia, (2014) who argued that lack of adequate resources/equipment was one of the contributing factors that caused poor nurses' job performance in their study areas and resources/equipment in any health care organization is very vital for the proper performance of the nurses.

Finally, the results of univariate analysis on training and nurses' job performance show that majority of the nurses reported that they had good opportunities to further their education (58.4%), the necessary training was given to ensure job effectiveness (60%), the in-service training adequately addressed their skill gaps (66.1%), and the incompetent nurses were identified and provided with the necessary support (68.9%), but majority of the nurses reported that there was no problem of job specific refresher courses which affected their performances. However, this study found that there was a positive significant relationship [$r(180) = 0.498, p < 0.01$] between training and nurses' job performance. This implies that the more nurses are trained the more they perform better. This finding supported the findings of Voltero and Fort, (2004), and Kamati, Cassim and Karodia, (2014) who established that providing of adequate training is one of the important factors that determine nurses' job performance.

VI. CONCLUSION

This paper aimed at examining the relationship between organisational factors and job performance among nurses in Murtala Mohammed Specialist Hospital Kano, Nigeria. The study found that majority of the nurses reported that their work environment was safe and free from hazards, they were given opportunity to advance their career, the hardworking nurses were recognised, but they reported there was lack of good work layout in their work environment and their remuneration or salary was not competitive compared to other similar organizations which affected their performance. The

study also found that majority of the nurses reported that there was flexible work schedule for them, the overall work schedule was fair, and they accepted overtime work, but majority of the nurses reported that there was insufficient staffs to cover the current workload, and they were not given opportunities to make inputs into staffing policies and procedures which seriously affected their performances.

The study also found that majority of the nurses reported there was availability of necessary instruments and they were working properly, the antiseptic hand solution for protection of staff and patients were available, and the infection control strategy guidelines were also available which highly improved their performances. The study also found that majority of the nurses reported that they had good opportunities to further their education, the necessary training was given to ensure job effectiveness, the in-service training adequately addressed their skill gaps, and the incompetent nurses were identified and provided with the necessary support, but majority of the nurses reported that there was no problem of job specific refresher courses which affected their performances. Furthermore, this study found that all the organisational factors (working environment, work load, resources/equipment, and training) were statistically significant factors that determined job performance among nurses.

VII. RECOMMENDATIONS

The followings were recommended to the Ministry of Health, Government and other stakeholder:

- ✓ Good remuneration or salary package should be provided to the nurses because this will motivate them to perform better and also be as competitive as in other organisations.
- ✓ Good work layout should be created as this will ease movement of nurses from one area to another which in turn increases the nurses' job performance.
- ✓ Sufficient staff should be provided or employed to cover all the current workloads as this will go a long way in improving nurses' job performance.

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