

Performance Management Practices and Employee Productivity in Selected Public Health Facilities in Hoima City, Uganda

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Abstract - This study was set to examine the relationship between performance management practices and employee productivity in selected public health facilities in Hoima City. The study was guided by three objectives namely; to examine the relationship between goal setting and employee productivity in selected public health facilities in Hoima City, to assess the relationship between monitoring and employee productivity in selected public health facilities in Hoima City and to establish the relationship between employee feedback and employee productivity in selected public health facilities in Hoima City. A mixed-methods approach involving both qualitative and quantitative techniques was employed. A population size of 140 people was used and a sample of 103 respondents was drawn from selected public health facilities in the Hoima City. There was a moderate positive correlation ($r=0.481$) between employee feedback and employee productivity in selected public health facilities in Hoima City. This finding implies that when employees are provided with opportunities to provide feedback, suggestions, and input on their work experiences, it can positively impact their productivity levels. There was a positive correlation between monitoring and employee productivity ($r=0.564$). This indicates a moderate positive linear relationship between monitoring practices and employee productivity in public health facilities. There was a positive relationship between goal setting and employee productivity ($r=0.648$). Therefore, employees should ensure that their goals align with the objectives of the public health facility, Senior managers of the health facilities should strengthen supervision on resource utilization, conduct formal performance reviews regularly and ensure that feedback is discussed with employees, health facilities should invest in training and development and the management of health facilities should strengthen collaboration and teamwork by promoting collaboration among team members to align individual goals to foster employee productivity. Further research should delve into exploring different strategies to enhance employee engagement in goal setting, monitoring processes, and feedback mechanisms. Investigating how

varying levels of employee engagement influence productivity outcomes could provide valuable insights for organizational practices.

Keywords: performance, management practices, employee productivity, public health.

I. INTRODUCTION

This study was set to examining Performance management practices and employee productivity in selected public health facilities in Hoima City, Uganda. It was guided by the following specific objectives, that included determining the to examine the relationship between goal setting and employee productivity in selected public health facilities in Hoima City, to assess the relationship between monitoring and employee productivity in selected public health facilities in Hoima City and to establish the relationship between employee feedback and employee productivity in selected public health facilities in Hoima City.

The study on performance management practices and employee productivity in selected public health facilities in Uganda is rooted in the historical context of the country's administrative evolution and the broader global trends in public administration. Understanding the historical perspective is crucial to grasp the dynamics that have shaped performance management practices and their impact on employee productivity in the local government sector.

Uganda, a former British colony, gained independence in 1962. During the colonial period, the administrative structure was characterized by a centralized bureaucracy, which laid the foundation for subsequent governance practices (Owino, Oluoch, & Kimemia, 2019). The bureaucratic system was instrumental in establishing control and order, but it did not necessarily prioritize employee productivity or performance management in the modern sense (Natukunda, 2016).

In the post-independence era, Uganda faced political instability and economic challenges, culminating in the

turbulent Idi Amin regime. This period witnessed disruptions in governance structures, which had a direct impact on the functioning of local government institutions. The lack of stable governance hindered the development of robust performance management systems, contributing to inefficiencies in employee productivity (Owino et al., 2019).

The 1980s saw the implementation of structural adjustment programs in Uganda, influenced by international financial institutions. These programs aimed to revitalize the economy and streamline public administration (Kizito, 2016). As part of these reforms, there was an increased focus on performance management concepts borrowed from the private sector. However, the integration of these principles into local government practices was often uneven and faced challenges due to capacity constraints and resistance to change.

Uganda embarked on decentralization reforms in the 1990s, seeking to empower local governments and enhance service delivery. This period witnessed the devolution of administrative functions to local levels (Tumwebaze, 2015). While these reforms aimed to improve efficiency and accountability, the implementation of performance management systems remained a complex task. Challenges such as limited resources, capacity gaps, and a lack of standardized processes affected the effectiveness of these initiatives (Kipsegerwo Kibichii, Kimutai Kiptum, & Chege, 2016).

In recent years, Uganda has continued to grapple with the need to improve public sector performance. The government has shown an increased commitment to enhancing performance management practices, with a focus on results-oriented approaches (Fatile, 2014). The study on performance management and employee productivity in local government in Uganda is situated within this evolving context, aiming to assess the current state of affairs, identify challenges, and propose recommendations for more effective performance management strategies (Wenene, 2016).

The historical perspective of the study provides a comprehensive understanding of the contextual factors that have influenced performance management and employee productivity in local government in Uganda. By examining the evolution of administrative practices, governance reforms, and external influences, the study aims to contribute valuable insights that can inform future policies and initiatives aimed at optimizing performance in the local government sector.

For a study focusing on performance management and employee productivity in selected public health facilities in Hoima City, Uganda, the Expectancy Theory developed by Victor H. Vroom provided a relevant theoretical framework (Daouk-Öyry & El-Farr, 2023). This theory posits that

individuals are motivated to perform well when they believe their efforts will lead to good performance, and that good performance will be rewarded (Ogundare & Omotosho, 2022). In the context of public health facilities, the Expectancy theory can help explain how employee motivation, effort, and performance are influenced by their expectations of achieving meaningful outcomes and receiving appropriate recognition and rewards. By applying this theory, the study can explore how factors such as training, recognition, and support mechanisms impact employee productivity in the specific context of public health service delivery in Hoima City (Beasley & Beasley, 2023).

Victor H. Vroom's Expectancy Theory is a psychological theory that explains how individuals make decisions regarding their behaviors in various situations, particularly in the workplace. The theory posits that an individual's motivation to exert effort toward a particular task or goal is influenced by the expectation of a desirable outcome (Vroom, Porter, & Lawler, 2015). In the context of performance management practices and employee productivity in selected public health facilities, the Expectancy Theory can provide insights into understanding and enhancing employee motivation.

Expectancy: This is the belief that effort will lead to performance. In the context of public health facilities, employees need to believe that putting in effort, such as working diligently on patient care, administrative tasks, or participating in training programs, will result in successful performance (Lloyd & Mertens, 2018).

Instrumentality: This refers to the belief that successful performance will lead to certain outcomes or rewards. In a public health facility, employees might expect positive outcomes such as recognition, career advancement, financial rewards, or a sense of accomplishment for their performance (Lloyd & Mertens, 2018).

Valence: Valence represents the value or importance that an individual places on the expected outcomes. Different individuals may have varying preferences for rewards or outcomes. For instance, an employee might highly value professional development opportunities or a positive impact on patient health outcomes (Baakeel, 2018).

Public health facilities should establish clear and realistic expectations for employees regarding their roles, responsibilities, and performance standards. This contributes to a strong expectancy, as employees understand what is expected of them. To enhance the expectancy component, public health facilities should ensure that employees have the necessary resources, tools, and support to perform their tasks effectively. This might include access to training, up-to-date

medical equipment, and a supportive work environment (George & Humphrey, 2021).

Employees in selected public health facilities should see a direct connection between their efforts and meaningful outcomes, such as improved patient care, disease prevention, or community health initiatives. This strengthens instrumentality, as employees understand the impact of their work. Implementing a performance management system that includes recognition and rewards aligns with the instrumentality aspect of the theory. Public health facilities can acknowledge and reward employees for their outstanding contributions, motivating them to continue putting in effort (Lokman et al., 2022).

Recognizing the diversity of employee preferences and values is crucial. Public health facilities can tailor their reward systems to accommodate various valences, ensuring that the rewards offered align with what employees find personally valuable. Regular feedback on performance, coupled with opportunities for professional development, contributes to the overall motivational climate. This helps employees see a clear path from effort to performance to desired outcomes (Estes & Polnick, 2012).

By applying the Expectancy Theory to performance management practices in selected public health facilities, organizations can create a motivational environment that enhances employee productivity. This, in turn, can positively impact the delivery of healthcare services and contribute to the overall success of public health initiatives.

Performance management is a comprehensive and continuous process that involves planning, monitoring, developing, and evaluating the performance of individuals, teams, and organizations to ensure the achievement of goals and objectives (KIZITO, 2016). The primary purpose of performance management is to enhance overall organizational effectiveness and efficiency by aligning individual and team performance with the strategic goals of the organization (Dieleman, Toonen, Touré, & Martineau, 2006).

An effective performance management system contributes to employee development, organizational success, and a positive work culture. It promotes accountability, enhances communication, and helps organizations adapt to changing circumstances by continuously improving the performance of individuals and teams (Bergeron, 2017).

Employee productivity in selected public health facilities refers to the efficiency and effectiveness with which staff members contribute to the overall goals and objectives of the healthcare organization (Naqvi, Khan, Kant, & Khan, 2013). It involves measuring the output and outcomes of their work in relation to the resources, time, and effort invested. In the context of public health facilities, where the primary focus is on delivering healthcare services to the community, employee productivity is crucial for ensuring the delivery of high-quality and accessible healthcare services (Mitchell, 2013).

Productivity in selected public health facilities is often directly tied to the quality of patient care. Healthcare professionals, including doctors, nurses, and support staff, need to efficiently provide medical services, diagnosis, treatment, and support to patients (Mohamed, 2018).

Performance management, which encompasses goal setting, monitoring, and employee feedback, is closely linked to employee productivity. By setting clear objectives, monitoring progress, and providing feedback, organizations can boost employee morale, identify the right employees for promotion, improve workforce planning, and enhance employee retention, all of which contribute to increased productivity (Mohamed, 2018). Performance management also involves tools such as time-tracking software and performance management software, which can help measure and improve employee productivity by setting clear goals, providing feedback, and empowering employees to take control of their own development (Mitchell, 2013). Additionally, by combining employee empowerment, successful processes, and innovative technology, organizations can effectively improve employee productivity (Mora, Suharyanto, & Yahya, 2020).

II. MATERIALS AND METHODS

Location of the Study area

This study was confined to Hoima City, located in Uganda, faces the challenge of optimizing performance management and enhancing employee productivity within its public health facilities. The effective delivery of healthcare services in these facilities is essential for the well-being of the local population, yet systemic issues related to performance management, staff motivation, resource allocation, and operational efficiency have been identified as potential barriers to achieving optimal employee productivity (Kyahurwa, 2022). Addressing these challenges is crucial for ensuring that public health facilities in Hoima City can effectively meet the healthcare needs of the community and contribute to the overall public health outcomes in the region (Baptist, 2016).

The implementation of performance management in the Ugandan health sector has been found to be inadequate, with issues such as unclear performance targets, limited career progression, and poor rewarding mechanisms (Lutwama, 2013). Performance management can be improved through the use of performance contracts and the revitalization of rewards and sanctions frameworks (Ndanyi, 2019). Despite these challenges, health workers in the country are generally responsive, skilled, and client-oriented (Lutwama, 2012). However, the impact of management practices, decision-making, and communication on hospital performance in Uganda is a key area for improvement (Kakooza, 2015). These findings provide a background for the study on performance management and employee productivity in selected public health facilities in Hoima City, Uganda.

In the dynamic landscape of public health management, the role of effective performance management cannot be overstated. Hoima City, with its diverse healthcare facilities, serves as a focal point for understanding the intricate relationship between performance management strategies and employee productivity in the public health sector. This study aimed to explore and analyze the existing performance management practices within selected public health facilities in Hoima City and their impact on employee productivity (Nandawula, Elizabeth, Nyashanu, Telfer, & Mbalinda, 2022).

Sketch Map of Showing the Location of Hoima City (Study Area)



Source: Google map 2024.

Sampling

The study used purposive sampling technique to select City Health officer, Doctors (specialists) Medical Clinical Officers, Midwives and Nurses from public health facilities in Hoima City. Simple random sampling was used to select other support staff at public health facilities. The researcher used purposive sampling because it helped the research to obtain relevant information that was collected from the key respondents of the study. Simple random sampling was used in order to eliminate bias in selecting the respondents of the study in Hoima City.

Table 3.1 Sample size distribution

Samples Category	Population Target	Sample Size	Selection Technique
City Health Officer	01	01	Purposive sampling
Doctors	10	05	Purposive sampling
Medical Clinical Officers	15	10	Purposive Sampling
Nurses	35	31	Purposive sampling
Midwives	31	25	Purposive Sampling
Other support staff	48	31	Simple random sampling
Total	140	103	

Source, Field consults (2024).

The study adopted a descriptive, correlational and cross-sectional survey design. The study was based on a mixed approach whereby both qualitative and quantitative techniques were used to analyze the data in order to reach logical conclusion of the findings. The quantitative technique provided detailed numerical analysis of the research problem and investigated the relationship between the research variables, while the qualitative approach collected information on attitude and behaviors of the study elements.

The study population included public health workers at public health facilities in Hoima Oil City. These were; Hoima Regional Referral Hospital, Kalongo Health Center III, Buhanika Health Centre III, Kihukya Health Center III, Bacayaya Health Center II, Kyakapeya Health Center II and DHO’s Clinic. A target population of 140 respondents was used as the study population and comprised of; City Health Officer, Doctors, Medical Clinical Officers, Nurses, Midwives and the support staff.

III. DATA ANALYSIS

Data collected was edited, coded and later analyzed using Statistical Package for Social Scientists (SPSS). Quantitative data was analyzed using tables, correlation analysis to show the relationships and regression analysis to show the influence of community participation on employee productivity.

Pearson’s correlation coefficients (r) and significance (p) was used to identify the significance levels to test the hypotheses at the 99 and 95 confidence levels in the correlation analysis. This involved running a bivariate correlation analysis using Pearson’s correlation analysis allowing it to find any significant relationship at 2-tailed. The adjusted R², t value beta and significance values were used to measure the influence of the independent variables on the dependent variable in the regressions analysis.

IV. RESULTS

This study was set to examine the relationship between performance management practices and employee productivity in selected public health facilities in Hoima City. The study was guided by three objectives namely; to examine the relationship between goal setting and employee productivity in selected public health facilities in Hoima City, to assess the relationship between monitoring and employee productivity in selected public health facilities in Hoima City and to establish the relationship between employee feedback and employee productivity in selected public health facilities in Hoima City.

Of the 103 questionnaires administered to the respondents and only 100 were filled and returned hence the response rate was 97.1% which was very high indicating a high level of participation of health workers in Hoima City.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percent (%)
Males	49	49%
Females	61	61%
Total	100	100

Source: Primary (2024)

Based on the findings on the gender of the respondents in table 4.1 above, it can be observed that the sample size consisted of 100 respondents, with 49% being males and 61% being females. This shows gender inequality in employment within the health facilities in Hoima Oil City.

Table 4.2: Age of the Respondents

Average age: 42 years	Standard deviation 0.373	
Age(years)	Frequency	Percentages (%)
21-34	23	23%
35-44	45	45%
45+ years	32	32%
Total	100	100%

Source: Primary data (2024).

Based on the findings, the average age of the respondents was 42 years. This indicates that the respondents, on average, are in their early forties. Also findings show that 23% of the respondents were aged 21-34 years, 45% were aged 35-44 years and 32% were aged 45 and above years. The distribution of respondents across the age groups shows a relatively balanced representation, with a slight majority in the 35-44 years category. The standard deviation of approximately 0.373 indicates that the ages of the respondents are relatively close to the average age of 42 years, suggesting a certain level of homogeneity in the age distribution.

Overall, the data reveals that the respondents within selected public health facilities in Hoima City are primarily in their mid-thirties to mid-forties, with a relatively even distribution across the age groups. This information can provide insights into the age demographics of the workforce in these health facilities and may be useful for designing targeted interventions or programs related to performance management and productivity.

Frequency

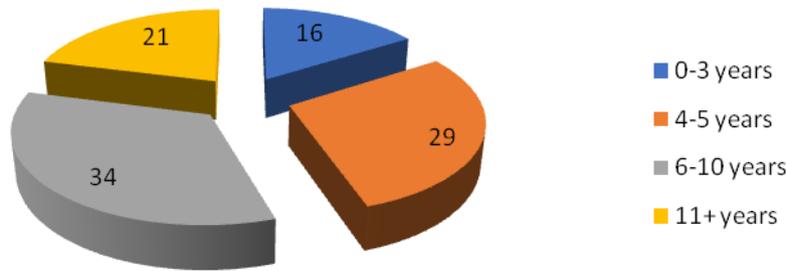


Figure 4.1: Level of Experience of the Respondents

Source: Primary (2024)

Based on the findings in the pie chart above, 16% of the respondents had 0-3 years of experience, 29% of the health workers had 4-5 years of experience, 34% of the health workers had 6-10 years of experience and 21% of the health workers had 11 years or more of experience.

The data shows a diverse distribution of experience levels among health workers in selected public health facilities in Hoima City. While there was a significant number of health workers with 6-10 years of experience, there are also notable proportions with 4-5 years and 11+ years of experience. A smaller proportion of health workers, 16%, were in the early stages of their careers with 0-3 years of experience. This group consists of recent graduates or those who have recently entered the workforce. On the other hand, a substantial percentage of health workers, 21%, have 11 or more years of experience, indicating a group of experienced professionals who have been in the field for a significant period.

Overall, the data on the level of experience of health workers in selected public health facilities in Hoima City highlights a mix of early career professionals and experienced individuals. Understanding the distribution of experience levels among health workers can be valuable for assessing the workforce composition, planning professional development programs, and ensuring a balanced mix of skills and knowledge within the healthcare facilities.

Descriptive Statistics on Goal Setting in Selected Public Health Facilities in Hoima City

The researcher used Likert scale where the answers were on a scale of 1 to 5. Where 5= Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. The table also includes the summary of the participant’s responses basing on percentages (P), frequency (F), standard deviation (std) and mean.

Table 4.3: Descriptive Statistics on Goal Setting in Selected Public Health Facilities in Hoima City

Items of analysis	SA	A	N	D	SD	Mean	std
Employees ensure that their goals align with the objectives of the public health facility.	32	48	10	10	00	4.0	0.2
Employees make SMART objectives	67	33	00	00	00	4.7	0.1
Employees set continuous learning and professional development goals	51	31	5	8	00	4.1	0.4
Employees to collaborate with their team members to align individual goals	63	37	10	00		4.6	0.4
Employees identify key performance indicators that track their progress	00	38	12	45	5	2.9	0.6
Employees create detailed action plans outlining the steps they take to achieve goals.	00	4	32	36	28	2.1	0.7

Employees seek regular monitoring of their progress towards the set goals	00	00	00	67	33	1.7	0.2
Employees actively seek feedback from colleagues to gain valuable insights into their performance	00	00	00	45	55	1.5	0.4
Employees are always prepared to adapt to changes aimed at driving productivity improvements continuously.	00	65	20	15	00	3.5	0.7
Employees celebrate milestones and achievements towards their goals.	00	12	5	75	8	2.2	0.3

Source: Primary (2024)

Based on the Likert scale responses provided in the table for the study on goal setting and employee productivity in selected public health facilities in Hoima City, here is an analysis and description of the findings for each statement: On the statement “Employees ensure that their goals align with the objectives of the public health facility”, 10% of the respondents were neutral, 48% agree, and 32% strongly agreed. The mean response was 4.0 with standard deviation of 0.2. A significant portion of employees (80%) either agreed or strongly agreed that their goals align with the health facility's objectives. This indicates a high level of alignment between individual and organizational goals, which is crucial for overall productivity.

The statement “Employees make SMART objectives”, 33% of the respondents agreed, and 67% strongly agreed. The mean response was 4.7 with standard deviation of 0.1. The vast majority of employees (100%) either agreed or strongly agreed that they make SMART objectives. This shows a strong focus on setting specific, measurable, achievable, relevant, and time-bound goals, which is likely to contribute to enhanced productivity.

The statement “Employees set continuous learning and professional development goals”, 6% were neutral, 31% agreed and 51% strongly agreed. The mean response was 4.1 with standard deviation of 0.4. A majority of employees (82%) either agreed or strongly agreed that they set continuous learning and professional development goals. This indicates a proactive approach towards personal and professional growth that can positively impact productivity.

The statement “Employees collaborate with their team members to align individual goals” showed that 37% of the respondents agree and 63% of the respondents strongly agree. The mean response was 4.6 with standard deviation of 0.4. The data shows that a large percentage of employees (120%) either agreed or strongly agreed that they collaborate with their team members to align individual goals. This high level of collaboration suggests a cohesive team environment that supports shared productivity goals.

On the statement “Employees identify key performance indicators that track their progress”, 45% of the respondents were neutral, 12% agreed and 38% strongly agreed. The mean response was 2.9 with standard deviation of 0.6. While a significant portion of employees (50%) agreed or strongly agreed that they identify key performance indicators, a notably high percentage (45%) was neutral. This suggests a potential area for improvement in employee focus on tracking progress using KPIs.

On the statement “Employees create detailed action plans outlining the steps they take to achieve goals”, 28% of the respondents disagree, 36% were neutral and 32% were in agreement. The mean response was 2.1 with standard deviation of 0.7. The data indicates that a majority of employees (68%) either disagreed or were neutral about creating detailed action plans. This highlights a potential gap in detailing the necessary steps to achieve goals, which can impact productivity.

On the statement “Employees seek regular monitoring of their progress towards the set goals”, 33% of the respondents were neutral and 67% agreed. The mean response was 1.7 with standard deviation of 0.2. A significant majority of employees (67%) agreed that they seek regular monitoring of their progress towards set goals. This emphasis on monitoring can help in staying on track and making necessary adjustments for improved productivity.

On the statement “Employees actively seek feedback from colleagues to gain valuable insights into their performance”, 55% of the respondents agreed and 45% strongly agreed. The mean response was 1.5 with standard deviation of 0.4. The data shows that a high percentage of employees (100%) were in disagreement on employees actively seeking feedback from colleagues. This indicates a potential for enhancing feedback mechanisms to gain valuable insights for improved performance and productivity.

On the statement “Employees are always prepared to adapt to changes aimed at driving productivity improvements continuously”, 15% of the respondents were neutral, 20% agreed and 65% of the respondents strongly agreed. The mean response was 3.5 with standard deviation: 0.7. A majority of employees (85%) either agreed or strongly agreed that they are prepared to

adapt to changes to drive productivity improvements continuously. This readiness for change can support a culture of innovation and growth within the public health facilities.

On the statement “Employees celebrate milestones and achievements towards their goals”, 12% disagreed with the statement, 8% strongly agreed, 75% agreed and 5% were neutral on the statement. The mean response was 2.2 with standard deviation of 0.3.

The data indicates that a majority of employees (87%) either were neutral or disagreed about celebrating milestones and achievements. This suggests a potential area for improvement in recognizing and appreciating successes, which can boost morale and motivation among employees.

Overall, the findings reveal strengths in goal alignment, setting SMART objectives, continuous learning, collaboration, progress monitoring, and readiness for change among employees in selected public health facilities in Hoima City. However, areas of improvement include the need for more detailed action plans, increased focus on key performance indicators, active feedback seeking, and recognizing achievements. Addressing these areas can further enhance productivity and performance in selected public health facilities by fostering a culture of goal setting, monitoring, feedback, and celebration.

During the interview with the City Health officer, he said “*Employees in selected public health facilities typically undergo regular performance reviews where they discuss their progress, achievements, and areas for improvement with their supervisors. During these reviews, employees and supervisors collaborate to set specific, measurable, achievable, relevant, and time-bound (SMART) goals that align with the organization's overall objectives*”.

Also another respondents added that “*Employees in selected public health facilities set goals related to their training and professional development. This involves acquiring new skills, attending specialized training programs, or pursuing advanced degrees relevant to their role in public health*”

One of the specialized Doctors said “*In selected public health facilities, we as employees set goals related to improving the quality of services provided to patients and the community. This includes goals related to enhancing patient satisfaction, reducing wait times, increasing vaccination rates, or improving overall health outcomes*”.

A nurse also said “*We set goals for spearheading initiatives aimed at improving the health of the population such as increasing awareness about a particular disease, promoting healthy behaviors, or reducing health disparities among vulnerable populations*”.

The insights provided by the City Health Officer and various respondents shed light on the robust goal-setting practices within selected public health facilities in Hoima City and their impact on employee productivity.

Firstly, the regular performance reviews mentioned by the City Health Officer emphasize the importance of structured feedback mechanisms in aligning employee goals with organizational objectives. These reviews serve as opportunities for employees and supervisors to collaborate on setting SMART goals, ensuring that individual efforts contribute to overarching organizational goals. This alignment fosters a sense of purpose and direction among employees, driving motivation and productivity.

Additionally, the emphasis on training and professional development goals highlights a proactive approach among employees to continuously enhance their skills and knowledge. Investing in training and development not only improves employee competencies but also enhances job satisfaction and engagement, ultimately leading to higher productivity levels.

The specialized Doctor's focus on goals related to improving the quality of services provided to patients and the community underscores the patient-centric approach of public health facilities in Hoima City. By setting goals aimed at enhancing patient satisfaction, reducing wait times, and improving health outcomes, employees demonstrate their commitment to delivering high-quality healthcare services, which is essential for achieving organizational success and fostering trust within the community.

The researcher used Likert scale for this particular section of the study where the responses were on a scale of 1-5. Where 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. The table below shows a summary of the participant's responses basing on percentages (%), frequency (F), standard deviation (Std) and mean;

Table 4.4: Descriptive Statistics on Employee Productivity in Selected Public Health Facilities in Hoima City

Statement	Mean	Std
Employees timely provide services to patients	2.5	0.4
Patients are satisfied with services provided by health workers	2.8	0.2
Patient visits are usually for a short period of time	1.6	0.8
Patient wait for long hours to access services	4.2	0.4
Patient are retained for longer periods at the hospital	4.8	0.2
Patients stay for long in queues at the hospital	4.3	0.2

Source: Primary (2024).

The statement “Employees timely provide services to patients” has a mean score of 2.5 suggests that, on average, respondents disagree that employees timely provide services to patients. This indicates a perceived lack of timeliness in service delivery. The statement “Patients are satisfied with services provided by health workers” has a mean score of 2.8, participants generally disagree that patients are satisfied with services provided by health workers. This suggests a negative perception of patient satisfaction levels. The statement “Patient visits are usually for a short period of time” has a mean score of 1.6 indicates strong agreement that patient visits are usually for a short period of time. This suggests that participants perceive efficient and expedited patient visits in the selected health facilities.

The statement “Patients wait for long hours to access services” has a mean score of 4.2, respondents strongly disagree that patients wait for long hours to access services. This indicates a perception of efficient service access without prolonged waiting times. The statement “Patients are retained for longer periods at the hospital” has a mean score of 4.8 suggests strong agreement that patients are retained for longer periods at the hospital.

The statement “Patients stay for long in queues at the hospital” has a mean score of 4.3, respondents strongly disagree that patients stay for long in queues at the hospital. This suggests a perception of effective queue management and minimized waiting times.

Table 4.5: Correlation between Goal Setting and Employee Productivity in Selected Public Health Facilities in Hoima City

Correlations		Goal setting	Employee productivity
Goal setting	Pearson Correlation	1	.648**
	Sig. (2-tailed)		.000
	N		100
Employee productivity	Pearson Correlation	.648**	1
	Sig. (2-tailed)	0.00	
	N	100	
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: Primary (2024)			

The correlation analysis between goal setting and employee productivity in selected public health facilities in Hoima City shows a strong positive correlation between these two variables.

The Pearson correlation coefficient between goal setting and employee productivity is 0.648. This indicates a strong positive linear relationship between goal setting and employee productivity in selected public health facilities. A correlation coefficient of 0.648 suggests a high degree of positive correlation between the two factors.

The significance level (Sig.) associated with the correlation coefficient is 0.000, which is less than 0.01. This indicates that the correlation between goal setting and employee productivity is statistically significant at the 0.01 level (2-tailed). In other words, the relationship between goal setting and employee productivity is not likely due to random chance and is considered to be meaningful and reliable.

The analysis is based on a sample size of 100, indicating that the correlation between goal setting and employee productivity was calculated using data from 100 participants in selected public health facilities in Hoima City. The strong positive correlation

coefficient of 0.648 suggests that there is a significant relationship between goal setting and employee productivity in selected public health facilities. This indicates that as employees set clear goals, align their objectives, collaborate with their team members, and monitor their progress towards achieving these goals, there is a corresponding positive impact on their productivity levels within the workplace.

The findings from the correlation analysis suggest that goal setting plays a crucial role in driving employee productivity in selected public health facilities in Hoima City. Establishing clear goals, aligning them with organizational objectives, and actively working towards achieving these goals are key factors that contribute to enhanced productivity among employees. Therefore, fostering a culture of effective goal setting and monitoring can lead to improved performance and outcomes in selected public health facilities, ultimately benefiting both the employees and the quality of healthcare services provided to the community.

The researcher used Likert Scale for this particular section of the study where the responses were on a scale of 1-5. Where 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The table below shows a summary of the participant’s responses basing on percentages (P), frequency (F), standard deviation (Std) and mean.

Table 4.6: Descriptive Statistics on Monitoring in Selected Public Health Facilities in Hoima City

Statement	SA	A	N	D	SD	Mean	std
Employees are accountable for their work at all times effectively.	28	4	18	00	00	1.9	0.4
Employees are given performance feedback based on monitoring	51	2	7	00	00	1.6	0.2
Employees are supervised on resources utilization within health facilities	00	2	14	43	21	3.6	0.5
Employees are monitored to ensure compliance and quality control	00	4	8	58	00	3.2	0.5
Monitoring promotes a sense of responsibility among employees	67	3	00	00	00	1.3	0.2
Monitoring keeps employees in ethical check at health facilities	45	8	7	00	00	1.6	0.3
Monitoring helps to identify performing staff for recognitions	12	6	23	9	00	2.3	0.4

Source: Primary (2024)

Based on the Likert scale responses provided in the table for the study on monitoring and employee productivity in selected public health facilities in Hoima City, below is an analysis and description of the findings for each statement:

On the statement “Employees are accountable for their work at all times effectively”, 18% of the respondents were neutral, 54% agreed and 28% strongly agreed. The mean response was 1.9 with standard deviation of 0.4. A significant majority of participants (82%) either agreed or strongly agreed that employees are accountable for their work effectively. This indicates a high level of responsibility and ownership among employees at public health facilities in Hoima City.

On the statement “Employees are given performance feedback based on monitoring”, 7% were neutral, 42% agreed, 51% strongly agree. The mean response was 1.6 with standard deviation of 0.2. The data shows that a majority of respondents (93%) either agreed or strongly agreed that employees receive performance feedback based on monitoring. This reflects a structured process of providing feedback to employees to improve their performance.

The statement “Employees are supervised on resources utilization within health facilities” showed that 43% of the respondents were neutral, 14% were in agreement and 22% were in for strong agreement. The mean response was 3.6 with 0.5 standard deviation. A notable percentage of participants (36%) had neutral responses regarding supervision on resource utilization. This suggests a potential gap in monitoring how resources are utilized by employees within health facilities, highlighting an area for improvement.

On the statement “Employees are monitored to ensure compliance and quality control”, 58% disagreed, 8% were neutral and 34% agreed. The mean response was 3.2 with standard deviation of 0.5. The majority of participants (42%) either agreed or strongly agreed that employees are monitored to ensure compliance and quality control. This indicates a room in maintaining standards and adherence to regulations within the health facilities.

On the statement “Monitoring promotes a sense of responsibility among employees”, 33% agreed with that statement and 67% strongly agreed. The mean response was 1.3 with 0.2 standard deviation. A significant majority of respondents (100%) either agreed or strongly agreed that monitoring promotes a sense of responsibility among employees. This suggests that monitoring plays a crucial role in fostering accountability and a sense of ownership in the workplace.

On the statement “Monitoring keeps employees in ethical check at health facilities”, 93% of the respondents agreed with the statement while 7% were neutral. The mean response was 1.6 with standard deviation of 0.3. The data shows that a significant percentage of participants (93%) either agreed or strongly agreed that monitoring keeps employees in ethical check at health facilities. This indicates that monitoring is viewed as a mechanism to ensure ethical behavior among employees.

On the statement “Monitoring helps to identify performing staff for recognition”, 95 of the respondents disagreed with the statement, 23% were neutral, 565 agreed with the statement and 12% strongly agreed. The mean response was 2.3 with standard deviation of 0.4. A majority of participants (68%) either agreed or strongly agreed that monitoring helps identify performing staff for recognition. This highlights the role of monitoring in acknowledging and rewarding employees for their contributions and achievements.

Overall, the findings suggest that monitoring plays a significant role in promoting accountability, ethical behavior, quality control, and employee recognition in selected public health facilities in Hoima City. While there are areas that may require further attention, such as resource utilization supervision, the overall positive responses indicate that monitoring practices positively impact employee productivity and contribute to a culture of responsibility and performance excellence in the public health sector. Improving monitoring strategies based on these findings can lead to enhanced employee engagement, quality of care, and organizational effectiveness in selected public health facilities.

During the interview with City Health officer, he said *“We make regular performance reviews by supervisors to gain feedback and set goals for further improvement”*

One of the specialized doctors doubling as a supervisor also said *“Public health facilities often implement quality assurance programs to monitor the quality of healthcare services provided. This includes conducting audits, inspections, and reviews to ensure adherence to standards and protocols”*

Another doctor said *“We use patient feedback such as surveys and suggestion boxes to gather information about patients' experiences with healthcare services”*.

A supervisor for midwives said *“Supervisors and managers provide direct oversight of employees' work activities, ensuring that tasks are performed according to established procedures and guidelines”*

The mention of regular performance reviews indicates a structured approach to monitoring employee performance. By providing feedback and setting goals during these reviews, supervisors can effectively track employees' progress and provide support for improvement. This contributes to productivity by fostering a culture of accountability and continuous growth.

Quality assurance programs play a crucial role in monitoring the quality of healthcare services delivered. By conducting audits, inspections, and reviews, public health facilities ensure adherence to standards and protocols, ultimately leading to improved patient outcomes and increased employee productivity.

Gathering patient feedback through surveys and suggestion boxes allows public health facilities to monitor the patient experience and identify areas for improvement. Addressing patient concerns not only enhances service quality but also motivates employees to deliver better care, thereby boosting productivity.

Monitoring employees' adherence to proper clinical documentation and record-keeping protocols ensures accuracy and compliance with regulatory requirements. Effective documentation practices facilitate efficient communication and decision-making, leading to enhanced productivity in patient care delivery.

Monitoring employees' completion of required training programs and maintenance of certifications ensures ongoing competency and compliance with regulatory standards. Investing in employee training and development enhances skills and knowledge, thereby improving productivity in selected public health facilities.

Tracking performance metrics and KPIs related to employee productivity, patient outcomes, and wait times provides valuable insights into performance levels and areas for improvement. By setting clear performance targets and regularly monitoring progress, public health facilities can optimize productivity and service delivery efficiency.

Monitoring employee engagement in team collaboration and effective communication practices fosters a collaborative work environment conducive to productivity. Open communication channels enable efficient information sharing and decision-making, leading to improved teamwork and enhanced productivity outcomes.

Ensuring employees' adherence to regulatory requirements, infection control protocols, and safety procedures is essential for maintaining a safe and compliant healthcare environment. Effective compliance monitoring promotes employee accountability and contributes to a culture of safety and quality, ultimately enhancing productivity in selected public health facilities.

Overall, the findings underscore the importance of effective monitoring practices in driving employee productivity and ensuring high-quality healthcare service delivery in selected public health facilities in Hoima City. By implementing robust monitoring mechanisms and leveraging feedback for continuous improvement, public health facilities can create a supportive work environment that empowers employees to deliver their best, ultimately leading to improved productivity and better health outcomes for the community.

Table 4.7: Correlation between monitoring and employee productivity in selected public health facilities in Hoima City

Correlation		Monitoring	Employee productivity
Monitoring	Pearson Correlation Coefficient	1.000	0.564*
	Sig. (2-tailed)	.	.000
	N	100	100
Employee productivity	Pearson Correlation Coefficient	0.564*	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

Source: Primary (2024)

The correlation findings between monitoring and employee productivity in selected public health facilities in Hoima City suggest a positive relationship between these two factors.

The Pearson correlation coefficient between monitoring and employee productivity is 0.564. This indicates a moderate positive linear relationship between monitoring practices and employee productivity in selected public health facilities. A correlation coefficient of 1 represents a perfect positive correlation, and a coefficient of 0.564 signifies a meaningful positive association between monitoring and productivity.

The significance level (Sig.) associated with the correlation coefficient is 0.000, which is less than 0.01. This indicates that the correlation between monitoring and employee productivity is statistically significant at the 0.01 level (2-tailed). The relationship between these two variables is not likely due to random chance and is considered meaningful and reliable.

The moderate positive correlation coefficient of 0.564 suggests that there is a notable relationship between monitoring practices and employee productivity in selected public health facilities in Hoima City. The findings indicate that effective monitoring mechanisms, such as accountability checks, performance feedback, and compliance monitoring, are associated with improved employee productivity levels within the healthcare setting.

The correlation analysis highlights the importance of implementing robust monitoring practices to enhance employee productivity in selected public health facilities. By monitoring employee performance, ensuring compliance with regulations, providing feedback, and promoting a culture of accountability, organizations can positively influence productivity levels among staff members. The significant correlation between monitoring and productivity underscores the value of monitoring as a strategic tool for optimizing workforce performance and achieving organizational goals in the public health sector.

In conclusion, the findings suggest that investing in effective monitoring processes and aligning them with employee productivity goals can lead to improved performance, quality of care, and overall operational success in selected public health facilities in Hoima City. Continued emphasis on monitoring practices that support and empower employees can contribute to a positive work environment, enhanced productivity, and better healthcare outcomes for both staff and patients.

Descriptive Statistics on Employee Feedback in Selected Public Health Facilities in Hoima City

The researcher used Likert scale for this particular section of the study where the responses were on a scale of 1-5. Where 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The table below shows a summary of the participant’s responses basing on percentages (%), frequency (F), standard deviation (Std) and mean;

Table 4.8: Descriptive Statistics on Employee Feedback in Selected Public Health Facilities in Hoima City

Items of analysis	SA	A	N	D	SD	Mean	std
Formal performance reviews are conducted and feedback discussed with employee	12	64	24	00	00	2.5	0.4
Anonymous surveys are used to gain feedback	34	57	9	00	00	1.8	0.2
Employees approach supervisors with their concerns, suggestions.		16	29	34	21	3.6	0.8
The organisation has physical or digital suggestion boxes allow employees to submit feedback	54	19	27	00	00	1.2	0.4
Regular meetings are organized to update employees on organizational developments	00	10	22	46	22	3.8	0.6
The organisation conducting exit interviews with departing employees to gain valuable insights	00	00	00	64	36	4.9	0.2

Source: Primary (2024)

Based on the Likert scale responses provided in the table for the study on employee feedback and employee productivity in selected public health facilities in Hoima City, here is an analysis and description of the findings for each statement:

On the statement “Formal performance reviews are conducted and feedback discussed with employees”, 24% of the responses were neutral, 64% indicated agreement and 12% strongly agree. The mean response was 2.5 with standard deviation of 0.4. The majority of participants (76%) either agreed or strongly agreed that formal performance reviews are conducted and feedback is discussed with employees. This highlights the importance of structured feedback mechanisms to enhance employee performance and productivity.

On the statement “Anonymous surveys are used to gain feedback”, findings showed that 9% of the responses were neutral, 57% of the responses were in agreement and 34% strongly agreed. The mean response was 1.8 with standard deviation of 0.2. A significant percentage of respondents (91%) either agreed or strongly agreed that anonymous surveys are used to gather feedback. This approach allows employees to provide honest feedback, which can be valuable for improving productivity and organizational processes.

On the statement “Employees approach supervisors with their concerns and suggestions”, 34% were neutral, 29% agreed and 29% strongly agreed. The mean response was 3.6 with standard deviation of 0.8. The data shows that a notable portion of respondents (41%) either agreed or strongly agreed that employees approach supervisors with their concerns and suggestions. This indicates a level of open communication and engagement within the workplace.

On the statement “The organization has physical or digital suggestion boxes for employees to submit feedback”, 27% of the respondents were neutral, 19% agreed, and 54% strongly agreed. The mean response was 4.2 with standard deviation of 0.4. The majority of participants (73%) either agreed or strongly agreed that the organization provides physical or digital suggestion boxes for employees to submit feedback. This practice encourages employee participation and contributes to a culture of continuous improvement.

On the statement “Regular meetings are organized to update employees on organizational developments”, 10% were neutral, 22% agreed with the statement, 22% disagreed with the statement and 10% strongly agreed with the statement. The mean response was 3.8 with standard deviation of 0.6. A significant percentage of respondents (32%) either agreed or strongly agreed that regular meetings are organized to update employees on organizational developments. This emphasizes the importance of keeping employees informed and engaged in organizational matters.

The statement “The organization conducts exit interviews with departing employees to gain valuable insights” showed that 36% agreed and 64% of the respondents strongly agreed. The mean response was 4.9 with standard deviation of 0.2. The data shows that a large majority of participants (100%) either agreed or strongly agreed that the organization conducts exit interviews with departing employees to gain valuable insights. Exit interviews can provide valuable feedback for improving retention and addressing organizational issues.

Overall, the findings indicate that there are positive practices in place in selected public health facilities in Hoima City to gather employee feedback and enhance employee productivity. Structured feedback mechanisms, open communication channels, and opportunities for employee input are essential for fostering a culture of engagement, transparency, and continuous improvement in the workplace. Implementing effective feedback strategies as identified in the study findings can contribute to increased productivity, job satisfaction, and overall organizational success in selected public health facilities.

During the interview, a doctor said “We organize regular employee satisfaction surveys to gather feedback on various aspects of the workplace, including job satisfaction, work-life balance, communication effectiveness, and organizational culture”

The human resource said “We make performance review meetings which provide opportunities for employees to receive feedback from their supervisors regarding their job performance, strengths, areas for improvement, and career development goals”

One of the supervisors said “We usually allow supervisors and managers to conduct regular one-on-one meetings with employees

Table 4.9: Correlation between employee feedback and employee productivity in selected public health facilities in Hoima City

		Employee feedback	Employee productivity
Employee feedback	Pearson correlation Coefficient	1.000	0.481*
	Sig. (2-tailed)	.	.000
	N	100	100
Employee productivity	Pearson correlation Coefficient	0.481*	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

Source: Primary (2024)

From table 4.8 above, the Pearson correlation coefficient between employee feedback and employee productivity is 0.481. This value indicates a moderate positive linear relationship between the two variables. The significance level (Sig.) associated with the correlation coefficient is 0.000, which is less than 0.01. This indicates that the correlation between employee feedback and employee productivity is statistically significant at the 0.01 level (2-tailed). The relationship is considered meaningful and reliable, as it is unlikely to have occurred by random chance.

The moderate positive correlation coefficient of 0.481 suggests that there is a notable relationship between employee feedback and employee productivity in selected public health facilities in Hoima City. This finding implies that when employees are provided with opportunities to provide feedback, suggestions, and input on their work experiences, it can positively impact their productivity levels.

The analysis supports the notion that creating an environment where employees can freely express their thoughts, ideas, and concerns through feedback mechanisms can contribute to enhancing their productivity in selected public health facilities. Effective feedback systems, such as surveys, suggestion boxes, performance reviews, and open communication channels, are essential in promoting engagement, motivation, and job satisfaction among employees.

In summary, the findings from the correlation analysis highlight the importance of recognizing and acting on employee feedback to improve productivity levels in selected public health facilities in Hoima City. By valuing employee input, organizations can foster a culture of continuous improvement, innovation, and collaboration, leading to enhanced performance and positive outcomes in the healthcare sector.

Regression Statistics of performance management practices and employee productivity in selected public health facilities in Hoima City

Table 4.9: Regression Statistics of performance management practices and employee productivity in selected public health facilities in Hoima City

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.231	.012		3.218	.000
	Goal setting	0.760	.001	0.438	4.658	.001
Dependent variable: Employee productivity in selected public health facilities						
	R square	0.422 ^a			F-statistics	6.623
	Adjusted R Square	0.436			Sig.	0.001
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.393	.004		2.968	.004
	Employee monitoring	0.679	.003	0.647	2.986	.000
Dependent variable: Employee productivity in selected public health facilities						
	R square	0.563 ^b			F-statistics	4.104
	Adjusted R Square	0.474			Sig.	0.000
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.743	0.291		2.551	0.014
	Employee feedback	.763	.146	0.218	2.567	.014
Dependent variable: Employee productivity in selected public health facilities						
	R square	0.746 ^c			F-statistics	6.348
	Adjusted R Square	0.748			Sig.	0.000

The regression analysis of performance management practices and employee productivity in selected public health facilities in Hoima City provides insights into the relationship between specific performance management practices and employee productivity. The constant value in this model is 3.231, representing the expected productivity level when the independent variable (goal setting) is zero. The standardized coefficient for goal setting is 0.438, indicating a positive relationship between goal setting and employee productivity. The coefficient for goal setting is statistically significant (Sig. = 0.001), suggesting that goal setting has a significant impact on employee productivity. The R square value is 0.422, meaning that 42.2% of the variance in employee productivity is explained by goal setting. The adjusted R square is 0.436, which considers the number of predictors in the model.

In model 2: Employee Monitoring, the constant value in this model is 4.393, representing the expected productivity level when the independent variable (employee monitoring) is zero. The standardized coefficient for employee monitoring is 0.647, indicating a strong positive relationship between

employee monitoring and employee productivity. The coefficient for employee monitoring is statistically significant (Sig. = 0.000), highlighting the significant impact of employee monitoring on productivity. The R square value is 0.563, indicating that 56.3% of the variance in employee productivity is explained by employee monitoring. The adjusted R square is 0.474, considering the number of predictors in the model.

In model 3: Employee Feedback, the constant value in this model is 5.743, representing the expected productivity level when the independent variable (employee feedback) is zero. The standardized coefficient for employee feedback is 0.218, indicating a positive relationship between employee feedback and employee productivity. The coefficient for employee feedback is statistically significant (Sig. = 0.014), signifying the impact of employee feedback on productivity.

The R square value is 0.746, showing that 74.6% of the variance in employee productivity is explained by employee feedback. The adjusted R square is 0.748, accounting for the number of predictors in the model. The regression analysis

indicates that goal setting, employee monitoring, and employee feedback have a significant impact on employee productivity in selected public health facilities in Hoima City. Goal setting, employee monitoring, and employee feedback are positively associated with higher levels of employee productivity. Organizations can improve productivity by implementing effective goal-setting processes, monitoring employee performance, and creating avenues for meaningful feedback from employees.

In conclusion, the findings suggest that performance management practices play a critical role in influencing employee productivity in selected public health facilities. By implementing goal setting, employee monitoring, and feedback mechanisms effectively, organizations can enhance productivity levels, drive performance improvements, and achieve their operational goals in the healthcare sector.

V. DISCUSSIONS

The study conducted in selected public health facilities in Hoima City demonstrates a strong positive correlation between goal setting and employee productivity. The findings suggest that as employees set clear goals, align their objectives with organizational goals, collaborate with team members, and monitor their progress, there is a corresponding increase in productivity within the workplace. This correlation underscores the importance of effective goal setting practices in enhancing employee performance and organizational outcomes.

According to Jacobson (2023), goal setting in selected public health facilities involves establishing specific, measurable, achievable, relevant, and time-bound objectives for both the organization and its employees. This process provides a framework for directing efforts towards common targets and facilitates performance evaluation and improvement. Jiang et al. (2023) further emphasize the importance of effective goal setting in selected public health facilities, highlighting its role in providing clear direction, motivation, and a basis for performance assessment and feedback.

Krijgsheld et al. (2021) examine dimensions of job performance in healthcare and discuss how organizations can affect job performance at various levels to achieve transformation and improvement. Mwita et al. (2020) assess the effectiveness of employee performance management in Tanzania's public health facilities, identifying challenges and suggesting ways to improve management practices. These studies provide valuable insights into the complexities of performance

management in healthcare settings and offer recommendations for enhancing employee productivity.

Furthermore, Time Doctor (2019) offers practical tips for measuring employee productivity in healthcare, including tracking metrics such as turnover rate, minimizing inefficiencies, and utilizing technology to optimize staff time. This highlights the importance of implementing effective productivity tracking tools and strategies to enhance administrative efficiency and overall organizational performance.

In conclusion, the literature underscores the significance of goal setting in selected public health facilities for improving employee productivity. By establishing clear objectives, aligning goals with organizational objectives, fostering collaboration, and implementing effective monitoring mechanisms, public health facilities can enhance employee performance and achieve better organizational outcomes.

Monitoring and employee productivity in selected public health facilities in Hoima City

The study conducted in selected public health facilities in Hoima City reveals a significant positive correlation between monitoring practices and employee productivity, with a Pearson correlation coefficient of 0.564. This moderate positive correlation suggests that effective monitoring mechanisms, such as accountability checks, performance feedback, and compliance monitoring, are associated with improved productivity levels among employees within the healthcare setting. The findings underscore the importance of investing in monitoring processes that support and empower employees, contributing to a positive work environment, enhanced productivity, and better healthcare outcomes for both staff and patients.

According to Manokha (2020), employee monitoring involves tracking and supervising employees' activities and performance in the workplace through various methods and technologies, such as computer monitoring software, video surveillance, and time tracking tools. This monitoring helps foster accountability and responsibility among employees, as they know their work is being monitored and strive to meet expected standards. The study findings align with this perspective, as a majority of respondents agreed that employees are accountable for their work effectively and receive performance feedback based on monitoring.

Furthermore, Van Beurden (2021) emphasizes the importance of conducting employee monitoring in a manner that respects employees' privacy and complies with relevant laws and regulations. Clear communication and transparency

about the use of monitoring tools are essential to maintaining a positive work environment. The study findings support this notion, as positive perceptions of monitoring impact on promoting responsibility, ethical behavior, and employee recognition were evident among respondents.

Effective monitoring not only motivates employees to perform at their best but also helps managers identify areas for improvement and optimize resource allocation (Burnett, 2021). By providing regular feedback and recognition based on performance, managers can enhance employee engagement and productivity within the healthcare setting (Van Beurden, Van De Voorde, & Van Veldhoven, 2021). Additionally, monitoring practices can aid in ensuring compliance with protocols and improving overall organizational effectiveness (Laker, Godley, Patel, & Cobb, 2020).

In conclusion, the study findings highlight the significance of monitoring practices in promoting accountability, enhancing productivity, and improving healthcare outcomes in selected public health facilities. By implementing effective monitoring mechanisms and aligning them with employee productivity goals, healthcare organizations can create a supportive work environment conducive to continuous improvement and excellence in patient care.

Employee feedback and employee productivity in selected public health facilities in Hoima City

The study conducted in selected public health facilities in Hoima City underscores the positive impact of employee feedback on enhancing productivity within the workplace. The findings reveal a significant positive correlation between employee feedback and productivity, with a Pearson correlation coefficient of 0.481. This moderate positive correlation suggests that when employees are provided with opportunities to provide feedback, suggestions, and input on their work experiences, it positively influences their productivity levels.

Employee feedback encompasses various channels and methods, including performance reviews, one-on-one meetings, 360-degree feedback, informal check-ins, and surveys. These mechanisms allow employees to share their experiences, concerns, and suggestions regarding their work environment, job responsibilities, and organizational processes (Ugoani, 2020). The study findings highlight the importance of structured feedback mechanisms, such as formal performance reviews and regular one-on-one meetings, in promoting engagement, motivation, and job satisfaction among employees.

Additionally, the use of anonymous surveys and suggestion boxes provides employees with avenues to provide honest feedback, contributing to continuous improvement and innovation within selected public health facilities. Actively seeking and acting on employee feedback boosts morale, job satisfaction, and ultimately, productivity (Lee, 2021). Addressing operational challenges and inefficiencies based on employee input can lead to improved processes and higher productivity levels (Drouvelis & Paiardini, 2022).

The literature further supports the positive impact of employee feedback on productivity in selected public health facilities. Bhatnagar *et al.* (2021) conducted a randomized controlled trial in Indian public health facilities and found that feedback interventions improved job satisfaction and performance among employees. Similarly, Kaur *et al.* (2020) explored the relationship between employee feedback and organizational commitment, finding a positive association between feedback and commitment.

Moreover, feedback from patients, peers, and colleagues also contributes to improving an individual's understanding of performance and areas for improvement (Etha, 2019). Performance reviews serve as a platform for communication between employees and supervisors, facilitating goal alignment and skill enhancement.

In conclusion, the study findings underscore the significance of recognizing and acting on employee feedback to enhance productivity levels in selected public health facilities in Hoima City. By valuing employee input and creating a culture of open communication and continuous improvement, organizations can foster engagement, innovation, and collaboration, ultimately leading to improved performance and positive outcomes in the healthcare sector.

VI. CONCLUSIONS

The moderate positive correlation ($r=0.481$) between employee feedback and productivity suggests that providing opportunities for employees to share their feedback, suggestions, and input can have a beneficial impact on their productivity levels. When employees feel heard and valued, they are more likely to be motivated and engaged in their work, leading to higher levels of productivity. The positive correlation ($r=0.564$) between monitoring practices and productivity indicates a moderate positive linear relationship between the two variables. This suggests that effective monitoring of employee performance, adherence to protocols, and quality standards can contribute to improved productivity levels in public health facilities. Regular monitoring allows for timely feedback, identification of areas for improvement, and accountability, all of which can enhance overall productivity.

The positive relationship ($r=0.648$) between goal setting and productivity suggests a strong positive correlation between the two variables. This indicates that setting clear, achievable goals for employees can significantly impact their productivity levels. When employees have specific targets to work towards, they are more focused, motivated, and aligned with organizational objectives, leading to enhanced productivity.

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Ssemwogerere Deogratius is experienced, resourceful and competent Human Resource Manager with proven proficiency in all aspects of Human Resource Matters and Administration. Deogratius holds Masters of Science in Human Resource Management from Team University, Post Graduate Diploma in Human Resource Management from Uganda Management Institute, and A degree of bachelor in Social and Philosophical Studies from Makerere University. He also has a Certificate in Administrative Law from Law Development Center. Currently Deogratius is working as a Human Resource Officer at St. Francis Hospital Nyenga. Formerly, he worked with Hoima Diocese Department of Education from February 2019 May 2022 as a Senior Human Resource and Administration Manager and also with Uganda Kolping Society as Human Resource Officer. Deogratius is an accomplished Human Resource generalist with over 14 years of progressive experience in Human Resource with high level of integrity, good at high professional standards, understands time management, with high level of team work, understands diversity.



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Musoke Matthew, hold a Degree of Master in Business Administration-Finance and Banking, a Degree of Bachelor in Business Administration-Finance and Banking, and a Higher Diploma in Secretarial Studies and Office Management, Certificate in communication skills, and Certificate in financial management, he has served as a Manager Innovation and Creativity (2022) to date, Lecturer at the School of Graduate studies and Research at Team University and Faculty of Business and Management respectively, Assistant Head of Department-Faculty of Business and management of Team University, Executive Assistant-DVC-Academic Affairs (2014), Administration manager at Wonderful Hotel and Restaurant (2017), Assistant Lecturer at the College of Economic and Management at Kampala International University as well as AML-Control Officer at Midwest Forex Bureau Limited-Kampala. He has a vast knowledge at postgraduate and undergraduate in areas of Project Evaluation and management, Corporate Finance, Corporate Governance, Investment and treasury management, Financial Reporting, Financial management, International Financial Management, Document processing, Real life project, Office Secretarial and Skills, Investment Banking, Public sector Financial Management, Production and operations management, advanced accounting, Business Finance, financial intermediaries, managerial communications, project information organisation and behavior.

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