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Job Performance of Healthcare Providers Working in Public Sector Hospitals in Pakistan

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Abstract

Purpose: This study sought to explore the job performance (JP) of health care providers (HCPs) working in public sector hospitals in Pakistan. **Methodology:** A descriptive cross-sectional study was carried out in Liaquat University Hospital, Hyderabad, and Jamshoro, Sir Cowasjee Institute of Psychiatry, Hyderabad, and Shah Bhattai Hospital, Hyderabad. A three-sectioned questionnaire containing the socio-demographic characteristics information regarding the job and an individual work performance questionnaire to measure job performance was used. The relationship between different job-related study variables and job performance was sought by applying a one-way ANOVA test at a p-value of 0.05. **Results:** Results on the job performance scale revealed that 60.6% of doctors had satisfactory performance, and only 39.4% had an unsatisfactory job performance. Job performance differs significantly by age ($F_{2, 357}=3.259$, $p_{2, 357}=3.583$, $p_{1, 358}=5.217$, $p_{1, 358}=1.819$, $p>0.05$), income ($F_{2, 357}=1.642$, $p>0.05$), beds under supervision ($F_{4, 313}=1.400$, $p>0.05$), current organizational tenure ($F_{3, 356}=1.576$, $p>0.05$), healthcare experience ($F_{3, 356}=1.363$, $p_{2, 357}=0.381$, $p>0.05$), weekly off days ($F_{1, 358}=0.421$, $p>0.05$) and dual practice ($F_{1, 358}=1.700$, $p>0.05$) have no significant effect on levels of job performance of the employee. **Conclusion:** Job performance was satisfactory and significantly associated with variables such as age, difficulties faced by respondents at work, and the number of patients treated per day.

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ABSTRACT

Purpose: This study sought to explore the job performance (JP) of health care providers (HCPs) working in public sector hospitals in Pakistan. **Methodology:** A descriptive cross-sectional study was carried out in Liaquat University Hospital, Hyderabad, and Jamshoro, Sir Cowasjee Institute of Psychiatry, Hyderabad, and Shah Bhattai Hospital, Hyderabad. A three-sectioned questionnaire containing the socio-demographic characteristics information regarding the job and an individual work performance questionnaire to measure job performance was used. The relationship between different job-related study variables and job performance was sought by applying a one-way ANOVA test at a p-value of 0.05. **Results:** Results on the job performance scale revealed that 60.6% of doctors had satisfactory performance, and only 39.4% had an unsatisfactory job performance. Job performance differs significantly by age ($F_{2, 357}=3.259, p<0.05$), patients treated per day ($F_{2, 357}=3.583, p<0.05$) and challenges faced during job execution ($F_{1, 358}=5.217, p<0.05$). Whereas, education ($F_{1, 358}=1.819, p>0.05$), income ($F_{2, 357}=1.642, p>0.05$), beds under supervision ($F_{4, 313}=1.400, p>0.05$), current organizational tenure ($F_{3, 356}=1.576, p>0.05$), healthcare experience ($F_{3, 356}=1.363, p<0.05$), working hours per day ($F_{2, 357}=0.381, p>0.05$), weekly off days ($F_{1, 358}=0.421, p>0.05$) and dual practice ($F_{1, 358}=1.700, p>0.05$) have no significant effect on levels of job performance of the employee. **Conclusion:** Job performance was satisfactory and significantly associated with variables such as age, difficulties faced by respondents at work, and the number of patients treated per day.

Key words: contextual performance, healthcare providers, public sector hospitals, task performance.

INTRODUCTION

One of the many resources that an organization has, the most essential asset is its employees.¹ The service based organizations, especially healthcare, is experiencing a rapid shift in organizational culture and structure, and public sector organizations are no exception.² The pressure on public sector organizations to become more efficient and productive translates into intense demands on their employees.³ The public healthcare sector of Pakistan is one of the most important and equally criticized sectors in terms of service delivery and performance.^{4,5} Most commonly, the ability of a person to perform their job well is termed "job performance" (JP).⁶ It is the most important indicator of the success of any organization and has gained the attention of researchers during the past decades.⁷ What people do in their jobs, their observable behaviors, comprise job performance, and those are the behaviors which are pertinent to the organizational goals.⁸

Job performance is a combination of "task performance" and "contextual performance," and both are required for an organization's effectiveness.^{9,10} The ability of an individual with which he or she performs the activities or technical tasks that add to the technical core of the organization is called task performance.⁶ It includes the behaviors that address the requirements that are specified in the job description of the employee, such as knowledge regarding the job, quality and quantity of work, job-related skills, ability, and experience.^{11,12} The hierarchical model comprises the five factors of task performance: management/administration, proficiency in written and oral communication, supervision, and job-specific and non-job specific task proficiency.¹¹ The contextual performance, on the contrary, refers to the activities that do not contribute to the technical core or are not formally required as part of the job but support the organizational psychosocial fabric.^{6,7} It is conceptualized as behaviors that go beyond the job requirements or the supplementary job skills that support the basic task performance to achieve the goals of the organization effectively.¹³ Often, employees during their jobs find themselves in situations which cannot be placed within the domain of their formal job requirements. That's exactly where contextual performance jumps in, where in situations you go beyond what is asked of you or the activities that are not mentioned in your job description. These activities certainly do not contribute directly to organizational performance, but they will act as a support system for the social, psychological, and organizational environment by facilitating task performance.¹³ Contextual performance has been further classified within five categories, i.e., giving unpaid assistance for non-job-specific activities, finishing the task requirements, showing persistence of zeal, passion, and application, helping others, abiding by the rules, even in uncomfortable situations, and defending the organization's objectives openly.¹³

The work of healthcare professionals is more crucial compared to other professions as it impacts the health and well-being of society and the people who are being served, as well as the health of the professionals who serve.¹⁴ Healthcare providers (HCPs) in general and doctors in particular go through a lot of stress while performing their jobs as compared to the general working population due to extreme work pressures.¹⁵ With the passage of time, the issues of the medical fraternity, i.e., lack of funds, infrastructure, manpower, harassment, lack of intersectoral approach, being overworked, political interference, lack of funds, manpower, and facilities, lack of comprehensive health policies, and, on top of that, lack of implementation of the existing health policies, have grown bigger and bigger, which is having an ultimate impact on the community's well-being and health, while at the same time, causing harm to the HCP in many aspects among which their job performance is on top of the list. These problems must be dealt with immediately in order to keep our health system from further deterioration.

Studying the determinants that affect HCPs' job performance in public hospitals is a critical necessity at the moment, but this idea has yet to be properly examined and explored, particularly in the health sector of developing countries. The purpose of this study was to determine if there is a link between the various job related variables and job performance of healthcare providers.

Study Objectives

- To identify and analyze the level of job performance of healthcare providers.
- To identify and analyze the job-related variables affecting performance.

METHODOLOGY

Selected Variables

This study aimed to find out the level of job performance of healthcare providers and the effect of various job-related variables on their performance. The dependent variable in this study is job performance. The independent variables are job title, doctors doing private practice, and difficulties faced by respondents while performing their duties. Job-related variables included weekly off days, total working hours per day, years of healthcare experience, current organizational tenure of respondents, and beds under supervision of the respondent.

Sampling Technique and Sample Size

A total of 360 people from three public hospitals in Hyderabad, Pakistan, were chosen to participate in the study using a convenient non-probability sampling technique.

Study Design, Duration, and Location

This is a cross-sectional study, and the area of analysis of current study was the health sector, which includes doctors who worked in public sector hospitals with at least two years of work experience in medical and surgical wards, including intensive care units (ICU) and casualty departments of Liaquat University Hospital, Sir Cowasjee Institute of Psychiatry and Shah Bhattai Hospital. Data was collected over a three-month period, from March 13th to June 12th, 2018. The study was designed to investigate if job performance levels (satisfactory and unsatisfactory) are affected by several job-related variables.

Data Collection Methods and Tools

Because the study population was limited to the care setting premises, the paper-based mixed method survey questionnaire was administered physically rather than online, along with the participants' written informed consents. Informed written consent was taken from respondents, and they were assured of anonymity by coding all the questionnaires numerically. All surveys were kept in the secure possession of the researchers only, ensuring that all information was kept confidential.

The first section of the questionnaire contained the healthcare professionals' socio-demographic characteristics. The second section featured information regarding healthcare providers' jobs. The final part was concerned with measuring HCPs' perceptions about their job performance using a self-reported individual work performance questionnaire (IWQP).¹⁶ (see Appendix). The questionnaire was adapted from the Individual Work Performance Questionnaire, with permission, from the concerned author via email.¹⁷ The IWQP consisted of a five-item task performance scale and an eight-item contextual performance component, and each item was again presented in a five-point Likert scale scoring from 2 to 5 (seldom =1 to always=5).¹⁶ The cutoff scores for classifying the job performance of study subjects are as follows: Unsatisfactory job performance ranges from 13 to 38 points; satisfactory job performance ranges from 39 to 65 points. The primary reason for using IWQP as a data collection instrument is that it has good internal consistency and adequate construct validity.¹⁸

Statistical Analysis

Data was analyzed using the Statistical Package for Social Science (SPSS) software version 23. For continuous variables such as age, descriptive results were compiled by computing means and standard deviations. Frequencies were calculated for categorical variables such as gender and job performance etc. The majority of the variables, inclusive of dependent and independent variables, were categorical in nature; however, those variables which were continuous, e.g., age of the respondents, etc., were also changed into categories. After making sure that the assumptions of the analytical tests were met, the one-way ANOVA test was used to investigate the relationship between job performance and various job-related variables such as years of healthcare experience, organizational tenure, beds under supervision, work hours, and so on. A p-value of 0.05 was used as the level of significance.

RESULTS

Table 1 shows the demographic characteristics of the respondents. The study participants' average age was 35.02 ± 7.42 . Most of the participants who responded to the survey were women, accounting for 61.1% of them.

Table 1: Demographic profile of the participants

	Category	Frequency (n=360)	%Age
1.	Age		
	25-35 yrs.	211	58.6%
	36-45 yrs.	101	28.1%
	>45 yrs.	48	13.3%
2.	Gender		
	Male	140	38.9%
	Female	220	61.1%
3.	Education		
	Graduate	150	41.7%
	Post graduate	210	58.3%
4.	Marital status		
	Single	161	44.7%
	Married	197	54.7%
	Divorced	2	0.6%
5.	Monthly income		
	50,000-100,000	268	74.4%
	100,000-150,000	78	21.7%
	>150,000	14	3.9%

The results obtained in the dimension of job performance are depicted in Figure I. The majority of participants (60.6%) scored well on the IWPQ scale, indicating that the workers were able to complete the assigned tasks and duties on time and efficiently.

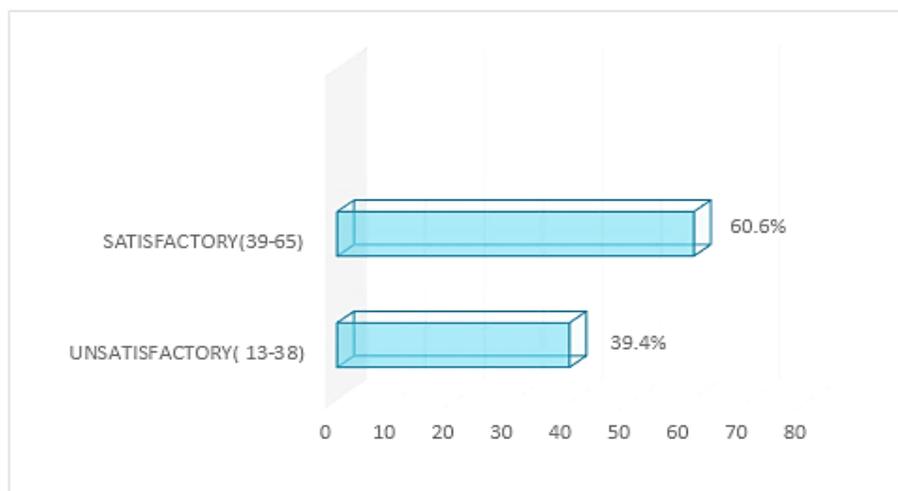


Figure 1: Level of job performance of the respondents

Table 2 reveals the demographic profiles of the participants in regard to their job and relationship among different job related variables with job performance.

Table 2: Cross tabulation of job-related variables and corresponding job performance levels among the studied population

Variables		Frequency and percentage	Job performance	
			Unsatisfactory (13-38)	Satisfactory (39-65)
Hospitals	Liaquat University Hospital	328 (91.1%)	141 (39.2%)	187(51.9%)
	Sir Cowasjee Jehangir Institute of Psychiatry and Mental Health	12 (3.3%)	1 (0.3%)	11 (3.1%)
	Shah Bhattai Hospital	20(5.6%)	0(0.0%)	20(5.6%)
P-value = 0.000				
Job title	Medical officer	242 (66.9%)	91 (25.3%)	151(41.9%)
	Registrar	33 (9.2%)	19(5.3%)	14(3.9%)
	Senior medical resident	39 (10.8%)	13 (3.6%)	26(7.2%)
	Assistant professor	29 (8.1%)	15 (4.2%)	14(3.9%)
	Associate professor	9 (2.5%)	2 (0.6%)	7(1.9%)
	Professor	8(2.2%)	2(0.6%)	6(1.7%)
P-value = 0.104				
Dual practice	Yes	115 (31.9%)	51(14.2%)	64(17.8%)
	No	245(68.1%)	91(25.3%)	154(42.8%)
P-value = 0.192				
Weekly off days	Yes	249(69.2%)	101(28.1%)	148(41.1%)
	No	111(30.8%)	41(11.4%)	70(19.4%)
P-value=0.517				
Total working hours per day	6-8 hrs.	163 (45.3%)	61 (16.9%)	102(28.3%)
	8-12 hrs.	159(44.2%)	64(17.8%)	95(26.4%)
	>12hrs.	38 (10.6%)	17(4.7%)	21(5.8%)
P-value= 0.683				
Healthcare experience	2-4 Years	170(47.2%)	76 (21.1%)	94(26.1%)
	5-7 Years	89 (24.7%)	29(8.1%)	60(16.7%)
	8-10Years	29 (8.1%)	11(3.1%)	18(5.0%)
	>10 Years	72 (20%)	26(7.2%)	46(12.8%)
P-value=0.252				
Current organizational tenure	<5 Years	200(55.6%)	75 (20.8%)	125(34.7%)
	6-10 Years	98(27.2%)	43(11.9%)	55(15.3%)
	11-20 Years	40(11.1%)	12(3.3%)	28(7.8%)
	>20 Years	22 (6.1%)	12(3.3%)	10(2.8%)
P-value=0.195				
Patients treated per day	20-30	196(54.4%)	73(20.3%)	123(34.2%)
	31-40	95(26.4%)	47(13.1%)	48(13.3%)
	41-50	55(15.3%)	21(5.8%)	34(9.4%)
	>50	14(3.9%)	1(0.3%)	13(3.6%)
P-value=0.014				

Beds under supervision.	<20 beds	158(49.7%)	69(21.7%)	89(28.0%)
	20-30 beds	96(30.2%)	44(13.8%)	52(16.4%)
	31-40 beds	46(14.5%)	21(6.6%)	25(7.9%)
	41-50 beds	11(3.5%)	2(0.6%)	9(2.8%)
	>50 beds	7(2.2%)	1(0.3%)	6(1.9%)
P-value=0.234				
Any challenges encountered during job execution	Yes	260(72.2%)	112(31.1%)	148(41.1%)
	No	100(27.8%)	30(8.3%)	70(19.4%)
Challenges faced on duty	Heavy work load	91(35.0%)	32(12.3%)	59(22.7%)
	Under assistance	76(29.2%)	35(13.5%)	41(15.8%)
	Poorly equipped	86(33.1%)	42(16.2%)	44 (16.9%)
	Others	7(2.7%)	3(1.2%)	4(1.5%)
P-value =0.023				

Table 3 reveals that the level of job performance differs significantly by age ($F_{2, 357}=3.259, p<0.05$), the number of patients treated per day ($F_{2, 357}=3.583, p<0.05$) and challenges faced during job execution ($F_{1, 358}=5.217, p<0.05$). Whereas the factors such as education ($F_{1, 358}=1.819, p>0.05$), monthly income ($F_{2, 357}=1.642, p>0.05$), beds under supervision ($F_{4, 313}=1.400, p>0.05$), current organizational tenure ($F_{3, 356}=1.576, p>0.05$), healthcare experience ($F_{3, 356}=1.363, p<0.05$), total working hours per day ($F_{2, 357}=0.381, p>0.05$), weekly off days ($F_{1, 358}=0.421, p>0.05$) and dual practice ($F_{1, 358}=1.700, p>0.05$) have no significant effect on levels of job performance of employee.

Table III: one-way ANOVA results

Predictor	Sum of squares	df	Mean square	F	Sig.
Age group	1.542	2	0.771	3.259	0.040
Monthly income	0.784	2	0.392	1.642	0.195
Education	0.435	1	0.435	1.819	0.178
Patients treated per day	2.520	3	0.840	3.583	0.014
Challenges faced during job execution.	1.235	1	1.235	5.217	0.023
Beds under supervision	1.371	4	0.343	1.400	0.234
Current organizational tenure	1.127	3	0.376	1.576	0.195
Healthcare experience	0.976	3	0.325	1.363	0.254
Total working hours per day	0.183	2	0.092	0.381	0.683
Weekly off days availed	0.101	1	0.101	0.421	0.517
Dual practice	0.406	1	0.406	1.700	0.193

DISCUSSION

Every Individuals' good or bad performance in an organization is influenced by a variety of factors.² The multifaceted nature of JP has been agreed upon by researchers.¹² Many contextual factors play a role here and can influence the JP.¹⁹ Job performance is employed as a dependent variable in this study, which has long been considered the most crucial measure of an organization's success. Lately, it has been given quite some attention by organizations to increase the efficiency of their employees in terms of job performance, which in turn increases their productivity, which is an established viewpoint for a successful organization.¹

We used the individual work performance questionnaire (IWPQ) in this study, which has received substantial scholarly research attention as an outcome measure in numerous occupational settings for the valid assessment of job performance. The results of the study reveals that on the IWPQ scale, 60.6% (n=218) of respondents have had satisfactory performance, while 39.4% (n=142) had unsatisfactory performance. Employees possessed the necessary drive to complete the duties at hand and were willing to take on any additional responsibilities or challenges that were handed to them. Employees expressed a strong desire to keep their

knowledge and skills up to date in order to meet the organization's objectives.²⁰ The findings of the study suggest that the level of job performance differs significantly by age, the number of patients treated per day, and challenges faced during job execution. This is consistent with what has been found in previous studies which reported the positive association between age, difficulties, challenges, working conditions, and facilities at the workplace and job performance.^{21,22} The factors such as education, monthly income, beds under supervision, current organizational tenure, healthcare experience, total working hours per day, weekly off days, and dual practice have no significant effect on levels of job performance of employee. These results are in line with the previous research.^{23,24} On the contrary, some studies have established that extended work hours, pay, well experienced employees and higher education, do affect the job performance of the physicians.^{20,21,25}

Limitations

There are some strengths and drawbacks to this study. First, the research design used in this study is cross sectional, which means it can only provide information about a specific point in time. Second, this study was restricted to one city alone, which may hinder the generalizability of the result. Finally, the data were collected using a self-reported questionnaire, which makes data interpretation less accurate because of misinterpretation and misrepresentation.

Strengths

An Individual work performance questionnaire (IWPQ) was used to analyze employees' job performance. One of the numerous advantages of employing a self-report questionnaire is the ease with which objective assessments of performance may be obtained, which is not always possible for certain jobs, such as high-knowledge or complex jobs. Employees are more aware of their own actions than their supervisors and managers are. Also, a halo effect occurs when a supervisor is biased towards an employee based on his or her liking or disliking. Data collection is easier with the self-reporting, missing data is less of a problem, and concerns about anonymity are also addressed. These are some of the reasons why self-report questionnaire was chosen over objective measures or managerial assessments.⁴ Along with this, the major strength of the study is its relatively large sample size.

Recommendations for Future Research

This research considered only a few facets of job performance, i.e., monthly income, working hours, job difficulties, etc. There may be both explicit and implicit factors that may affect job performance. Future research should be dedicated to empirically test the relationships between various job-related variables and job performance.

CONCLUSION

This study offers an estimated impression of how various facets may have an impact on the job performance of healthcare providers working in public sector hospitals in Pakistan. It can be concluded from the study that the majority of employees performed satisfactorily on the job. Facets of job performance, such as age, number of patients treated per day, and challenges faced during job execution significantly affect job performance. The findings from this study suggest that in order to enhance employee performance in public sector hospitals, the government, hospital administration/management, and human resources at the institutional level should work to mitigate all facets of job performance that affect performance.

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Appendix

Individual Work Performance Scale

Scale	Items
Task performance	<ul style="list-style-type: none"> • I was able to plan my work so that I finished it on time. • I kept in mind the work result I needed to achieve. • I was able to set priorities. • I was able to carry out my work efficiently. • I managed my time well.
Contextual performance	<ul style="list-style-type: none"> • On my own initiative, I started new tasks when my old tasks were completed. • I took on challenging tasks when they were available. • I worked on keeping my job-related knowledge up-to-date. • I worked on keeping my work skills up-to-date. • I came up with creative solutions for new problems. • I took on extra responsibilities. • I continually sought new challenges in my work. • I actively participated in meetings and/or consultations.

Permission email from the author of the IWPQ scale

Koopmans, L. (Linda) <linda.koopmans@tno.nl>

Mon 8/14, 1:52 PM

Dear Nimra,

Thank you for your kind e-mail. Yes you can use the IWPQ for your research. I have attached the manual of the IWPQ for you. It includes the English version of the questionnaire and scoring keys. Good luck with your research!

Best regards, Linda