



## Effect of Organizational Culture on the Performance of Tertiary Health Institutions in Enugu State

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*The study evaluated the effect of organizational culture on the performance of tertiary health institutions in Enugu State. The specific objectives are to; examine the effect of task allocation on access to healthcare and evaluate the effect of reporting relationships on operational safety of tertiary health institutions in Enugu State. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of the study was three hundred and twenty three (323) staff of the selected tertiary health institutions in Enugu State for the study. The study used the descriptive survey design approach. Two hundred and eighty four (284) staff returned their questionnaire and accurately filled. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - test statistic tool. The findings indicated that task allocation had significant positive effect on access to healthcare of tertiary health institutions in Enugu State,  $Z(95, n = 284), 8.545 < 9.613, P. >.05$ . Reporting relationships had significant positive effect on operational safety of tertiary health institutions in Enugu State,  $Z(95, n = 284), 6.349 < 8.129, P. >.05$ . The study concluded that task allocation and reporting relationship had significant positive effect on access to healthcare and operational safety of tertiary health institutions in Enugu State. The study recommended among others the management of tertiary health institutions and other organizations should allocate work based on skills and expertise, to enhance efficient and effective use of resources to maximize productivity.*

←  
ABSTRACT

**Keywords:** Organisational Culture; Performance; Task Allocation; Tertiary Health Institutions; Operational Safety; Enugu State

## **Background**

Establishing a strong organizational culture is crucial for maintaining market position and fostering continuous improvement. Organizational culture plays a vital role in employee commitment and retention, impacting overall organizational progress (Salihu, Salihu, & Musa, 2016). According to Yusuf (2022), organizational culture encompasses conventions, values, and beliefs that guide employee behavior, reflecting unique working methods and interpersonal interactions. Cancialosi (2017) notes that it sets expectations, experiences, philosophies, and values governing personnel conduct, manifested in self-image, internal activities, relationships, and long-term expectations.

In today's competitive business landscape, fostering a positive and robust organizational culture has emerged as a primary focus for companies aiming to enhance employee performance (Iskamto, 2021; Jufrizen et al., 2021). Organizational culture encompasses values, norms, beliefs, and practices that shape a company's identity and operations. A strong organizational culture provides clarity of purpose, motivates employees, and influences their behaviors (Adam et al., 2020). Its alignment with company goals is paramount, as it significantly impacts both employee and overall organizational performance. Employees who resonate with a positive organizational culture are more likely to be engaged, experience job satisfaction, and actively contribute to achieving organizational objectives (Iskamto, 2023).

Furthermore, organizational cultures are aimed at creating the best atmosphere for performance. Performance is the ultimate measure of an organization's success and competitiveness (Armstrong & Taylor, 2019). It encompasses various aspects, including financial performance, operational efficiency, customer satisfaction, and employee productivity. High-performing organizations consistently achieve their goals, exceed customer expectations, and outperform competitors in the marketplace (Kaplan & Norton, 2020). Therefore, understanding the factors that contribute to organizational performance, such as organizational culture, is essential for devising strategies to drive sustainable growth and success (Barney, 2018). By investigating the relationship between organizational culture and performance, this study seeks to provide valuable insights that can inform organizational leaders and decision-makers in their efforts to optimize performance and achieve strategic objectives.

## **Statement of the Problem**

In any organization, optimal performance is expected, characterized by efficient task allocation and clear reporting relationships. However, in the context of tertiary health institutions in Enugu State, Nigeria, there exists a gap in understanding how organizational culture influences these aspects. While effective task allocation is crucial for ensuring equitable access to healthcare services, inefficient practices may lead to disparities in service delivery and patient outcomes. Similarly, unclear reporting relationships within these institutions can undermine operational safety measures, posing risks to both healthcare providers and patients.

The negative aspects of organizational culture, as outlined in the study objectives, compound these challenges further. Poorly managed task allocation may result in overburdened staff, leading to burnout, decreased morale, and compromised patient care. Likewise, unclear reporting relationships can contribute to miscommunication, delays in decision-making, and increased incidents of errors or accidents within tertiary health institutions. These issues not only hinder the delivery of quality healthcare but also jeopardize the safety and well-being of both healthcare workers and patients.

Ultimately, these challenges culminate in a negative performance outcome for tertiary health institutions in Enugu State. The lack of efficient task allocation and clear reporting relationships perpetuates inefficiencies, compromises patient safety, and undermines overall organizational effectiveness. As a result, the intended goals of providing accessible, high-quality healthcare services are hindered, impacting the institution's reputation, stakeholder trust, and ultimately, the health outcomes of the communities it serves. Addressing these issues requires a comprehensive understanding of how organizational culture influences performance, emphasizing the need for targeted interventions and policy reforms to improve the functioning of tertiary health institutions in Enugu State.

### **Objectives of the Study**

The main objective of the study was to evaluate the effect of organizational culture on the performance of tertiary health institutions in Enugu State. The specific objectives are to;

- i. Examine the effect of task allocation on access to healthcare of tertiary health institutions in Enugu State.
- ii. Evaluate the effect of reporting relationships on operational safety of tertiary health institutions in Enugu State.

### **Research Questions**

The following research questions guided the study;

- i. What is the effect of task allocation on access to healthcare of tertiary health institutions in Enugu State?
- ii. What is the effect of reporting relationships on operational safety of tertiary health institutions in Enugu State?

### **Statement of Hypotheses**

The following hypotheses guided the study;

- i. Task allocation has effect on access to healthcare of tertiary health institutions in Enugu State.
- ii. Reporting relationships has effect on operational safety of tertiary health institutions in Enugu State.

### **Significance of the Study**

This study carries significant implications for stakeholders within the healthcare sector, particularly tertiary health institutions, policymakers, administrators, healthcare professionals, and patients in Enugu State. Policymakers and administrators can utilize insights into the influence of organizational culture on performance to devise policies and strategies aimed at improving healthcare delivery efficiency and effectiveness. Healthcare professionals stand to benefit from understanding how task allocation and reporting relationships affect healthcare access and operational safety, enabling them to optimize their practices accordingly. Ultimately, patients can experience enhanced healthcare access and operational safety within tertiary health institutions, leading to improved quality of care and outcomes. Therefore, this study not only contributes to academic knowledge but also offers practical implications that can positively impact stakeholders across the healthcare ecosystem in Enugu State.

### **Scope of the Study**

The study investigates the influence of organizational culture on the performance of tertiary health institutions in Enugu State, Nigeria. It specifically examines the impact of task allocation on healthcare access and the effect of reporting relationships on operational safety within these institutions. The scope is limited to tertiary health facilities in Enugu State, with findings expected to provide insights relevant to healthcare management and policy development.

## **Review of Related Literature**

### **Conceptual Review**

#### **Culture**

Culture has been called “the way of life for an entire society.” The culture of a group can be defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2011). It has also been described as a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations (Ortega-Parra & Sastre-Castillo, 2013). King (2012) defined organizational cultures as a system of values that subconsciously and silently drive people to make each choice and decision in the organization. Organizational culture includes the norms that the members of an organization experience and describe as their work settings. Such norms shape how members behave and adapt to get results in the organization. It has been described as how the members of an organization interact with each other and other stakeholders (Akpa, Asikhia and Nneji, 2021).

#### **Organizational Culture**

Organizational culture refers to the shared values, beliefs, attitudes, behaviors, and practices that characterize an organization. Organizational culture is shaped by a variety of factors, including the organization's history, leadership style, mission, and goals (Etalong and Chikeleze, 2023). Organizational culture is an essential managerial principle developed to coordinate and moderate behaviours and activities of employees towards the realization of organizational goals through cooperation, harmonization and unified efforts (Owoyemi and Ekwoaba, 2014). Companies design unique cultures to portray what they stand for, why they exist, what they expect to achieve and how the organization, as well as its members, should behave and operate (Kokilia and Ramalingam, 2015). Nigussie (2018) asserts that organizational culture influences how individuals and groups relate or interface with one another, as well as with customers and other relevant partners. These definitions suggest that organizational culture entails, but is not limited to, organizational structure, leadership style, goal orientations, rewards system, motivation, and approach to risk. As Nigussie (2018) theorized, culture provides entities with a sense of identity and is determined, by the entity's rituals, heroes, beliefs, ideals, language, morals, and standards. An entity's culture encompasses its areas of strengths and its success stories.

#### **Task Allocation**

Task allocation is a crucial aspect of project management and organizational efficiency, involving the assignment of specific tasks or responsibilities to individuals or teams within an organization. It ensures that the right resources are allocated to the right tasks at the right time, maximizing productivity and achieving project goals effectively. The impact of tasks on team performance is established through a complex process of internal team interaction and knowledge exchange, during which members' knowledge and abilities are affected to varying degrees by their tasks and members making adaptive changes (Wu, 2015). A task allocation scheme refers to assigning tasks to team members according to a certain strategy, and different task allocation strategies (TASs) have different influence on the operation process and team performance. Accordingly, differences in TASs are an important managerial tool, which affects team performance. The task allocation problem is how to assign the right tasks to the right members to optimize overall performance (Wang, Dang and Wu, 2018)

#### **Reporting Relationships**

Reporting relationships in the workplace refer to the formal structure through which employees report to their supervisors or managers and communicate with other members of the organization. This hierarchical structure plays a crucial role in defining roles, responsibilities, and lines of authority within the organization. Effective reporting relationships facilitate clear communication, streamline decision-making processes, and foster a collaborative work environment (Katz & Kahn, 2018). In modern workplaces, reporting relationships often follow a hierarchical

structure, with employees reporting to immediate supervisors, who in turn report to higher-level managers or executives. This vertical chain of command helps establish accountability and ensures that tasks and directives are communicated and executed efficiently (Robbins & Judge, 2019). The reporting relationship between employees and their supervisors is characterized by regular communication, feedback, and performance evaluation. Supervisors provide guidance, support, and resources to their direct reports, while employees are expected to adhere to organizational policies, meet performance targets, and keep their supervisors informed of progress and challenges (Lussier & Hendon, 2019).

### **Performance**

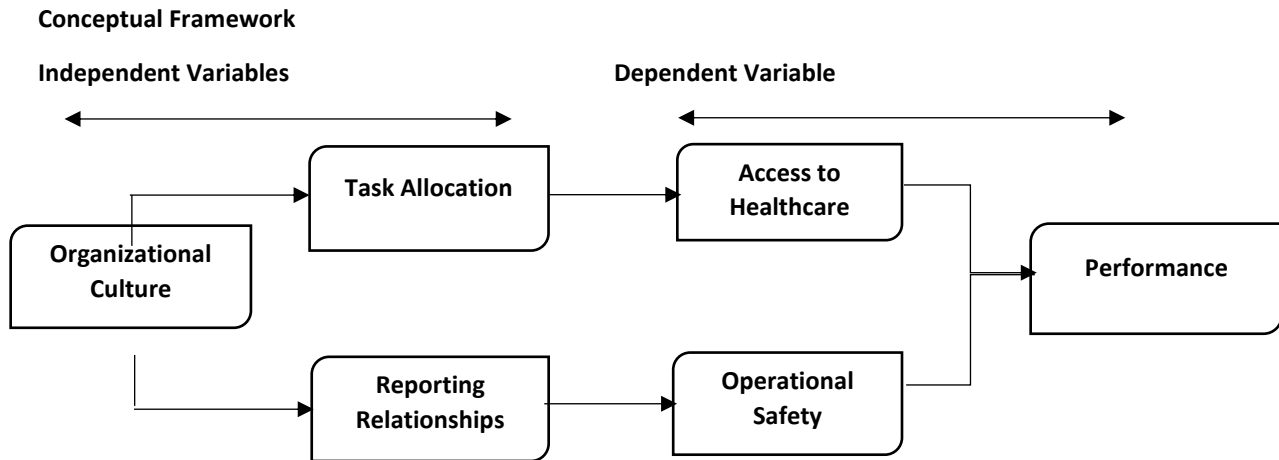
Performance encompasses the evaluation of actual outcomes or achievements in comparison to predetermined objectives. Moreover, performance is delineated as the capacity to deliver work in terms of both quality and quantity (Khan, Hafiz, & Afzal, 2016). This implies that performance signifies the proficiency demonstrated by an individual in delivering work that adheres to specified standards, encompassing both qualitative and quantitative aspects, as required by their assigned responsibilities. Performance denotes the extent to which a task is completed or has been accomplished (Ugwu, Umar, & Mbah, 2021). Additionally, performance encompasses metrics that gauge the effectiveness of handling specific requests or the action of executing tasks efficiently or utilizing information rather than merely possessing it. It reflects the outcomes derived from the strategies and operations of any organization (Eze, Edeoga, & Mbah, 2022).

### **Access to Healthcare**

Access to healthcare services is a multi-dimensional process involving the quality of care, geographical accessibility, availability of the right type of care for those in need, financial accessibility, and acceptability of service (Peters et al., 2008). The utilization of healthcare services is related to the availability, quality and cost of services, as well as social-economic structure, and personal characteristics of the users (Onah et al., 2009). Inadequate access to healthcare is often synonymized with low uptake of services, frequently assumed to be due to financial barriers on the demand side. Consequently, following some success, demand-side financing policies are used widely whenever low uptake is an issue. Accessibility was also viewed not only in the physical sense but it has in addition economic, cultural and functional connotations. Economic accessibility refers to whether the cost is affordable while cultural accessibility implies that the technology and administrative standard must be compatible with the social values, habits, cultural patterns and customs of the community served (Ajayi and Olajide, 2021).

### **Operational Safety**

Operational safety is not a one-time endeavor but a continuous process of improvement and learning. Organizations should conduct regular safety audits and performance evaluations to identify areas for enhancement (Gordon et al., 2019). Additionally, fostering a culture of open feedback and knowledge sharing encourages continuous learning and innovation in safety practices. A critical aspect of operational safety is comprehensive risk identification and assessment. This involves analyzing various factors, including equipment malfunction, human error, environmental hazards, and regulatory requirements. By utilizing tools such as risk matrices and fault tree analysis, organizations can prioritize risks and allocate resources efficiently (Hämäläinen et al., 2020). A good safety system makes employees not worried about their safety so that the results of work or employee performance will be better (Iskamto, Ghazzali, Aftarnorhan and Narti, 2020 & Orga, & Mbah, 2016).



**Figure 1:** Conceptual Diagram

Organizational culture serves as the foundation that shapes task allocation and reporting relationships within tertiary health institutions. These components collectively influence the performance outcomes of the institution, including access to healthcare services and operational safety. By understanding the linkages between these variables, the study aims to provide insights into how organizational culture impacts the functioning and performance of tertiary health institutions in Enugu State, thereby informing strategies for improvement and optimization.

### Theoretical Framework

The study reviewed a number of theories in line with the objectives. However, the study is anchored on Edgar Schein Model because it provides a foundational framework for understanding how shared beliefs and behaviors within an organization shape its effectiveness. The theories reviewed are;

- i. Edgar Schein Model (Schein, 1995)
- ii. Cameron and Quinn Model (Cameron and Quinn, 2011)

### Edgar Schein Model (1995)

The Edgar Schein model is premised on the notion that an entity's culture can be unraveled by having an observation of employees' reactions and their choices, as well as making an inquiry into their beliefs and cognitions with respect to issues of rightness and proper conduct (Schein, 1995). The model employs the functionalist notion and views culture as a style of core postulations that are created, found out or forged by a particular set of people as it learns to meet its challenges of exterior adaptation and interior consolidation, which has functioned satisfactorily to be regarded as cogent, and hence is educated to new members as the right manner of thinking, of perception and feeling in relation to these challenges (Schein, 1995). In the view of Schein (1995), an understanding of an entity's culture can begin with studying its artifacts, including is visible surrounding, employee relations, company rules, remuneration mechanisms as well as other visible features.

### Cameron and Quinn Model

This model describes organizational culture using four (4) core values, including stability flexibility, integration and differentiation. On the basis of the aforementioned values, Cameron and Quinn (2011) identified four (4) different types of cultures. The first is Clan culture which consists of mutual values and shared goals, an environment of collectivity and common assistance, and a focus on authorization and employee development. The second is Adhocracy culture which serves as an ad-hoc institution that can be dismantled once an organization's objectives are accomplished, and quickly re-established at the emergence of new objectives. The third is Market culture which is concerned with the interaction with the outside surrounding of the entity rather than its interior management. It

underscores the essentials of achievement of goals. The fourth is Hierarchy culture which contains a vivid organizational structure, formalized rules and norms, stringent supervision, and clear-cut duties (Cameron and Quinn, 2011).

## **Empirical Review**

### **Task Allocation and Access to Healthcare**

Emeti (2015) assessed the effects task assignment to employees can make on organizational performance, especially in paint manufacturing firms in Rivers State. Relevant literature was reviewed to provide theoretical backing to the study. A cross sectional survey design sampled the entire 312 staff of all the 14 listed paint companies in Rivers State. Questionnaire earlier validated by management experts was used to collect data and analysis made using five-point rating scale and Pearson Product Moment Correlation via SPSS 0.15. Major findings include (1) contrary to expectations, paint manufacturing firms in Rivers State practiced task assignment well as proved by the tested hypothesis. (2) problems threatening the survival of paint companies are those of product adulteration, lack of infrastructural facilities (like electricity, good roads), too many taxes by three tiers of government and extortions on the road by law enforcement agencies.

Cody, Gysin, Merlo, Gemperli and Esig (2020) examine how complexity is used as a factor for task allocation between GPs and NPs in UK. According to the PRISMA statement, PubMed and CINAHL were searched systematically, and eligibility criteria were applied to detect literature concerning GPs and NPs in primary care and complexity in the context of task allocation. Relevant information was extracted, and a narrative analysis was performed. Thirty-seven studies from seven countries were included, comprising quantitative, qualitative, and mixed methods. Complexity was used to describe patients, their needs, and health professionals' tasks. The understanding of the use of complexity as a factor for task allocation between NPs and GPs was based on the patient population (specific vs. unspecific), the setting (specific vs. unspecific), the numbers of health professionals involved (two vs. more than two), and the NP role (distinct model of care vs. no model). Despite similarities in these areas, the tasks which NPs perform range from providing minor to complex care.

Ali, Ogolla and Nzioki (2022) evaluated the effect of resource allocation on the organizational performance of Kenyan cement manufacturing firms. The target population was 209 staff in five leading cement manufacturing companies in Kenya. The sampling method was stratified random sampling to obtain a sample of 137 respondents. The researcher used questionnaires to collect data. Data was analyzed through both descriptive and correlation analysis. The study concluded that resource allocation positively and significantly influences the organizational performance of cement manufacturing companies in Kenya. The study recommended that different departments of cement manufacturing companies have adequate human resources to avoid workforce shortfall by utilizing the best recruitment and selection policies.

Bennette and Fowler (2022) evaluated the implication of outdoor foundation training and practice to out-of-hours task allocation in the UK. Data were retrospectively collected for 1 year of foundation training (2018–2019) from an electronic task system between 17:00 to 08:00, Monday to Sunday, in a 798-bed teaching hospital in Exeter, UK. Thirty-two thousand, two hundred and sixty OOHs jobs were requested with 21,816 (67.6%) assigned to FY1 doctors and the clinical site practitioner. Jobs were distributed with 12,044 (55.2%) for FY1 medicine, 5,739 (26.3%) for FY1 surgery and 4,033 (18.5%) for the clinical site practitioner. The three most common jobs requested were prescribing (31.1%), patient reviews (17.9%), and interpreting or taking bloods (11.6%). Procedural jobs accounted for 22.2% of all jobs. Prescribing and patient review jobs were further categorized into commonly encountered themes.

Tessema, et al. (2022) assessed the determinants of accessing healthcare among reproductive-age women in Sub-Saharan Africa (SSA). Cross-sectional data were sourced from recent Demographic and Health Surveys in 36 SSA countries. The study employed mixed-effect analysis to identify the determinants of accessing healthcare in SSA. OR and its 95% CI were reported for determinants associated with accessing healthcare. Outcome The outcome for this study was whether accessing healthcare was a 'big problem' or 'not a big problem'. Responses to these questions were categorized as a big problem and not a big problem. A total weighted sample of 500 439 reproductive-age (15–

49 years) women from each country's recent Demographic and Health Surveys from 2006 to 2018 were included in this study. Healthcare access in SSA was found at 42.56%, which is very low even if Sustainable Development Goal 3.8 targeted universal health coverage for everyone so they can obtain the health services they need. The major determinants of healthcare access among reproductive-age women in SSA were urban residence, higher educational level, higher wealth index and wanted pregnancy.

### **Reporting Relationships and Operational Safety**

Saliyu, Saliyu and Musa (2016) examined the impact of organizational culture on employee performance. Ordinary least square (OLS) simple regression method of analysis was employed to examine the extent to which Employee Involvement, Consistency, and organizational mission, has impacted on Job efficiency, Job effectiveness, Job productivity. Findings from study revealed that Consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations mission was also found to have a significant impact on Job efficiency in Nigeria. The study finally revealed that there is a direct and significant relationship between Employee involvement and employee job productivity. The study thus suggests that every organization should carry out regular appraisals to determine the performance of its employees; and the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials.

Iskamto, et al. (2020) examined the effect of Occupational Safety and Health (OSH) on the performance of midwives at the XYZ Islamic Hospital Fetomaternal Installation Riau Province, Indonesia. This research is a quantitative research using SPSS Version 23 as a data processor. In this study the sample taken was the entire population because given the population numbered 50 people. Descriptive statistics and regression analysis were employed in the study. The results of analyze of primary data using SPSS Version 23, it can be concluded that the work safety variable has a significant effect on performance, knowing that occupational health variables have a significant effect on performance. In addition, it can be concluded that occupational safety and health variables together have a significant influence on performance variables.

Arogunade (2020) investigated the impact of corporate culture on employee performance in IHS Towers Nigeria. Being a positivist cross-sectional research, an online structured Likert scale questionnaire was used to survey 286 entry-level to senior staff. The research adopted a quantitative approach to validate and analyze the data received. Multiple regression analysis was employed in testing the six hypotheses developed from existing literature review. The findings from the data analysis showed that organizational structure, risk-taking, competitiveness, and spend culture did not influence employee performance in the organization. On the other hand, teamwork and strategic goal orientation significantly influenced employee performance. Other interesting findings revealed by the study were that, teamwork can thrive among employees within a high-power distance multinational corporate setting. This is contrary to the tenets of the Power Distance Index dimension of the Hofstede (1980) 6-D model. Additionally, strategic goal orientation is largely associated with the employees' intrinsic need for job security, which in turn, is critical to the performance of the employees.

Segbenya and Yeboah (2022) explored the influence of occupational health and safety (OHS) on construction workers' performance in Ghana. This study employed the descriptive research design from the quantitative approach, and a sample of 120 employees was drawn out of 200 workers from the sector. Means, standard deviations and multiple standard regression were used to analyze the data. The study found that OHS policies in the construction sector had a statistically significant effect on employee performance and related well with best international practices. However, the construction sector lacks regular health and safety induction, orientation and refresher courses for construction workers. Hence there were still occupational accidents and diseases affecting workers in the sector. For fear of being sacked, workers hardly report pains and injuries suffered at the construction sites. Also, construction workers felt that the high cost of training could explain why employers were not providing regular refresher training and induction training on OHS in the workplace.

Etalong and Chikeleze (2023) explored the relationship between organizational culture and employee performance. The study used both descriptive and exploratory research designs using both primary and secondary instruments to collect data. 100 employees of the Enugu State Ministry of Finance and Economic Planning, the Enugu State Civil



Service Commission, the Enugu State Economic Planning Commission, and the Office of the Head of Service completed a structured questionnaire that served as the primary data source. While secondary data came from government papers, textbooks, the internet, and journal publications. Statistical Package for the Social Sciences (IBM SPSS) was used to analyze the collected data and evaluate the hypotheses. The analysis's findings indicate that organizational norms have a significant impact on employee commitment within an organization in terms of professional growth and development, recognition and rewards for good performance, clear communication of the organization's goals and values, and a positive work environment. Additionally, a well-structured work routine has a significant impact on how much work is completed by employees by improving productivity, time management, and work quality.

### **Summary of Empirical Reviewed Literature**

Existing studies provide insights into organizational performance factors such as task allocation, reporting relationships, and organizational culture. However, there is a gap in understanding how these elements interact to influence performance outcomes across diverse industries and contexts. While research by Emeti (2015), Cody et al. (2020), Ali et al. (2022), Bennette and Fowler (2022), and Tessema et al. (2022) sheds light on specific aspects, such as task assignment in paint manufacturing firms, task allocation between healthcare professionals, resource allocation in cement manufacturing, and healthcare access determinants, respectively, a comprehensive understanding of the interplay between organizational culture, task allocation, and reporting relationships is lacking. Similarly, studies by Salihu et al. (2016), Iskamto et al. (2020), Arogunade (2020), Segbenya and Yeboah (2022), and Etalong and Chikeleze (2023) focus on individual factors like organizational culture's impact on employee performance, occupational safety and health (OSH) on healthcare workers' performance, and corporate culture's influence on employee performance. However, there is a need for integrated research exploring how these factors collectively affect organizational performance in various industries and geographical settings. Closing this gap could inform the development of targeted strategies to enhance organizational performance across diverse contexts.

### **Methodology**

The area of the study was Enugu state. Three hundred and twenty-three (323) staff of the selected tertiary health institutions in Enugu State for the study. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. Two hundred and eighty-four (284) staff returned their questionnaire and accurately filled. That gave 88 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient ( $r$ ). It gave a reliability co-efficient of 0.77 which was also good. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - test statistic tool.

Data presentation and Analyses

The Effect of Task Allocation on Access to Healthcare of Tertiary Health Institutions in Enugu State

Table 1: Responses on effect of task allocation on access to healthcare of tertiary health institutions in Enugu State

|  |   | 5    | 4    | 3    | 2   | 1    | ΣFX  | -            | SD            | Decision |
|--|---|------|------|------|-----|------|------|--------------|---------------|----------|
|  |   | SA   | A    | N    | D   | SD   |      | X            |               |          |
| 1  | Efficient resource planning in the health institutions provides preventive care.                          | 725  | 352  | 27   | 26  | 29   | 1159 | 4.08         | 1.282         | Agree    |
|  |   | 145  | 88   | 9    | 13  | 29   | 284  |              |               |          |
|  |   | 51.1 | 31.0 | 3.2  | 4.6 | 10.2 | 100% |              |               |          |
| 2  | Task allocation ensures that everyone is not stressed which helps early diagnosis in health institutions. | 760  | 312  | 33   | 32  | 27   | 1165 | 4.10         | 1.285         | Agree    |
|  |   | 152  | 78   | 11   | 16  | 27   | 284  |              |               |          |
|  |   | 53.5 | 27.5 | 3.9  | 5.6 | 9.5  | 100% |              |               |          |
| 3  | Task is completed faster which saves time and effort with proper allocation and treatment of illnesses.   | 720  | 264  | 63   | 52  | 27   | 1126 | 3.96         | 1.345         | Agree    |
|  |   | 144  | 66   | 21   | 26  | 27   | 284  |              |               |          |
|  |   | 50.7 | 23.2 | 7.4  | 9.2 | 9.5  | 100% |              |               |          |
| 4  | Work allocation helps utilization of resources and ongoing management of chronic conditions.              | 735  | 224  | 81   | 42  | 33   | 1115 | 3.93         | 1.398         | Agree    |
|  |   | 147  | 56   | 27   | 21  | 33   | 284  |              |               |          |
|  |   | 51.8 | 19.7 | 9.5  | 7.4 | 11.6 | 100% |              |               |          |
| 5  | Clarity on responsibilities provides giving patient fast attention.                                       | 760  | 220  | 87   | 40  | 28   | 1135 | 4.00         | 1.346         | Agree    |
|  |   | 152  | 55   | 29   | 20  | 28   | 284  |              |               |          |
|  |   | 53.5 | 19.4 | 10.2 | 7.0 | 9.9  | 100% |              |               |          |
| <b>Total Grand mean and standard deviation</b> |   |      |      |      |     |      |      | <b>4.014</b> | <b>1.3312</b> |          |

Source: Field Survey, 2024

Table 1, 233 respondents out of 284 representing 82.1 agreed that Efficient resource planning in the health institutions provide preventive care, with mean score 4.08 and standard deviation of 1.282. Task allocation ensures that everyone is not stressed which helps early diagnosis in health institutions 230 respondents representing 81.0 percent agreed, with mean score of 4.10 and standard deviation of 1.285. Task is completed faster which saves time and effort with proper allocation and treatment of illnesses 210 respondents representing 73.9 percent agreed, with mean score of 3.96 and standard deviation of 1.345. Work allocation helps utilization of resources and ongoing management of chronic conditions 204 respondents representing 71.5 percent agreed, with mean score of 3.93 and 1.398. Clarity on responsibilities provides giving patient fast attention 207 respondents representing 72.9 percent agreed, with a mean score of 4.00 and standard deviation of 1.346.

The Effect of Reporting Relationships on Operational Safety of Tertiary Health Institutions in Enugu State

Table 2: Responses on effect of reporting relationships on operational safety of tertiary health institutions in Enugu State

|   |  | 5    | 4    | 3    | 2    | 1    | ΣFX  | -    | SD    | Decision |
|---|--|------|------|------|------|------|------|------|-------|----------|
|   |  | SA   | A    | N    | D    | SD   |      | X    |       |          |
| 1 | The reporting relationships decide a project future and increase in health care. | 640  | 208  | 135  | 28   | 45   | 1056 | 3.72 | 1.470 | Agree    |
|   |  | 128  | 52   | 45   | 14   | 45   | 284  |      |       |          |
|   |  | 45.1 | 18.3 | 15.8 | 4.9  | 15.8 | 100% |      |       |          |
| 2 | Reports highlight recommendations and better safety culture.                     | 640  | 320  | 60   | 60   | 26   | 1106 | 3.89 | 1.328 | Agree    |
|   |  | 128  | 80   | 20   | 30   | 26   | 284  |      |       |          |
|   |  | 45.1 | 28.2 | 7.0  | 10.6 | 9.2  | 100% |      |       |          |
| 3 | Health care reports help reduce errors and improve institution efficiency.       | 545  | 364  | 102  | 20   | 40   | 1071 | 3.77 | 1.366 | Agree    |
|   |  | 109  | 91   | 34   | 10   | 40   | 284  |      |       |          |
|   |  | 38.4 | 32.0 | 12.0 | 3.5  | 14.1 | 100% |      |       |          |

|  |  |                    |                   |                   |                |                  |                     |              |               |       |
|--|--|--------------------|-------------------|-------------------|----------------|------------------|---------------------|--------------|---------------|-------|
| 4  | Enhancement of the acquisition of vital data through reporting and increasing patients satisfaction. | 595<br>119<br>41.9 | 352<br>88<br>31.0 | 117<br>39<br>13.7 | 16<br>8<br>2.8 | 30<br>30<br>10.6 | 1110<br>284<br>100% | 3.91         | 1.272         | Agree |
| 5  | Reduction of needless expenditure through reporting which promotes reduction of injuries.            | 450<br>90<br>31.7  | 352<br>88<br>31.0 | 177<br>59<br>20.8 | 18<br>9<br>3.2 | 38<br>38<br>13.4 | 1035<br>284<br>100% | 3.64         | 1.317         | Agree |
| <b>Total Grand mean and standard deviation</b> |  |                    |                   |                   |                |                  |                     | <b>3.786</b> | <b>1.3506</b> |       |

*Source: Field Survey, 2024*

Table 2, 180 respondents out of 284 representing 63.4 agreed that the reporting relationships decide a project future and increase in health care, with mean score 3.72 and standard deviation of 1.470. Reports highlight recommendations and better safety culture 208 respondents representing 73.3 percent agreed, with mean score of 3.89 and standard deviation of 1.328. Health care reports help reduce errors and improve institution efficiency 200 respondents representing 70.4 percent agreed, with mean score of 3.77 and standard deviation of 1.366. Enhancement of the acquisition of vital data through reporting and increasing patients' satisfaction 207 respondents representing 72.9 percent agreed, with mean score of 3.91 and 1.272. Reduction of needless expenditure through reporting which promotes reduction of injuries 178 respondents representing 62.7 percent agreed, with a mean score of 3.64 and standard deviation of 1.317.

### Test of Hypotheses

**Hypothesis One: Task allocation has effect on access to healthcare of tertiary health institutions in Enugu State**

|                                   |          |  |   |   |  |   |
|-----------------------------------|----------|--|---|---|--|---|
|                                   |          | Efficient resource planning in the health institutions provides preventive care. | Task allocation ensures that everyone is not stressed which helps early diagnosis in health institutions. | Task is completed faster which saves time and effort with proper allocation and treatment of illnesses. | Work allocation helps utilization of resources and ongoing management of chronic conditions. | Clarity on responsibilities provides giving patient fast attention. |
| N                                 |          | 284  | 284   | 284   | 284  | 284   |
| Uniform Parameters <sup>a,b</sup> | Minimum  | 1  | 1   | 1   | 1  | 1   |
|                                   | Maximum  | 5  | 5   | 5   | 5  | 5   |
| Most Extreme Differences          | Absolute | .570   | .560  | .507  | .518   | .535  |
|                                   | Positive | .102   | .095  | .095  | .116   | .099  |
|                                   | Negative | -.570  | -.560   | -.507   | -.518  | -.535   |
| Kolmogorov-Smirnov Z              |          | 9.613  | 9.435   | 8.545   | 8.723  | 9.020   |
| Asymp. Sig. (2-tailed)            |          | .000   | .000  | .000  | .000   | .000  |
| a. Test distribution is Uniform.  |          |  |   |   |  |   |
| b. Calculated from data.          |          |  |   |   |  |   |

### Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

### Result

With Kolmogorov-Smirnon Z – value ranges from  $8.545 < 9.613$  and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that task allocation had significant positive effect on access to healthcare of tertiary health institutions in Enugu State.

### Decision

Furthermore, comparing the calculated Z- value ranges from  $8.545 < 9.613$  against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which states that task allocation had significant positive effect on access to healthcare of tertiary health institutions in Enugu State.

### Hypothesis Two: Reporting relationships has effect on operational safety of tertiary health institutions in Enugu State

|                                   |          | The reporting relationships decide a project future and increase in health care. | Reports highlight recommendations and better safety culture. | Health care reports help reduce errors and improve institution efficiency. | Enhancement of the acquisition of vital data through reporting and increasing patients satisfaction. | Reduction of needless expenditure through reporting which promotes reduction of injuries. |
|-----------------------------------|----------|--|--|--|--|---|
| N                                 |          | 284  | 284  | 284  | 284  | 284   |
| Uniform Parameters <sup>a,b</sup> | Minimum  | 1  | 1  | 1  | 1  | 1   |
|                                   | Maximum  | 5  | 5  | 5  | 5  | 5   |
| Most Extreme Differences          | Absolute | .451   | .482   | .454   | .479   | .377  |
|                                   | Positive | .158   | .092   | .141   | .106   | .134  |
|                                   | Negative | -.451  | -.482  | -.454  | -.479  | -.377   |
| Kolmogorov-Smirnov Z              |          | 7.595  | 8.129  | 7.655  | 8.070  | 6.349   |
| Asymp. Sig. (2-tailed)            |          | .000   | .000   | .000   | .000   | .000  |
| a. Test distribution is Uniform.  |          |  |  |  |  |   |
| b. Calculated from data.          |          |  |  |  |  |   |

### Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

## **Result**

With Kolmogorov-Smirnon Z – value ranges from  $6.349 < 8.129$  and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that reporting relationships had significant positive effect on operational safety of tertiary health institutions in Enugu State.

## **Decision**

Furthermore, comparing the calculated Z- value ranges from  $6.349 < 8.129$  against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which states that reporting relationships had significant positive effect on operational safety of tertiary health institutions in Enugu State.

## **Discussion of Findings**

From the result of hypothesis one, the calculated Z- value ranges from  $8.545 < 9.613$  against the critical Z- value of 0.000 which implies that task allocation had significant positive effect on access to healthcare of tertiary health institutions in Enugu State. In the support of the result in the literature review, Emeti (2015) assessed the effects task assignment to employees can make on organizational performance, especially in paint manufacturing firms in Rivers State. Major findings include:

1) contrary to expectations, paint manufacturing firms in Rivers State practiced task assignment well as proved by the tested hypothesis.

2) problems threatening the survival of paint companies are those of product adulteration, lack of infrastructural facilities (like electricity, good roads), too many taxes by three tiers of government and extortions on the road by law enforcement agencies. Cody, Gysin, Merlo, Gemperli and Esig (2020) examine how complexity is used as a factor for task allocation between GPs and NPs in UK. The understanding of the use of complexity as a factor for task allocation between NPs and GPs was based on the patient population (specific vs. unspecific), the setting (specific vs. unspecific), the numbers of health professionals involved (two vs. more than two), and the NP role (distinct model of care vs. no model). Despite similarities in these areas, the tasks which NPs perform range from providing minor to complex care.

From the result of hypothesis two, the calculated Z- value ranges from  $6.349 < 8.129$  against the critical Z- value of 0.000 which implies that Reporting relationships had significant positive effect on operational safety of tertiary health institutions in Enugu State. In the support of the result in the literature review, Salihu, Salihu and Musa (2016) examined the impact of organizational culture on employee performance. The study finally revealed that there is a direct and significant relationship between Employee involvement and employee job productivity. Iskamto, Ghazzali, Afthanorhan and Narti (2020) examined the effect of Occupational Safety and Health (OSH) on the performance of midwives at the XYZ Islamic Hospital Fetomaternal Installation Riau Province, Indonesia. The results of analyze of primary data using SPSS Version 23, it can be concluded that the work safety variable has a significant effect on performance, knowing that occupational health variables have a significant effect on performance. Arogunade (2020) investigated the impact of corporate culture on employee performance in IHS Towers Nigeria. The findings from the data analysis showed that organizational structure, risk-taking, competitiveness, and spend culture did not influence employee performance in the organization. Etalong and Chikeleze (2023) explored the relationship between organizational culture and employee performance. The analysis's findings indicate that organizational norms have a significant impact on employee commitment within an organization in terms of professional growth and development, recognition and rewards for good performance, clear communication of the organization's goals and values, and a positive work environment.

### Summary of Findings

- i. Task allocation had significant positive effect on access to healthcare of tertiary health institutions in Enugu State,  $Z(95, n = 284), 8.545 < 9.613, P. >.05$
- ii. Reporting relationships had significant positive effect on operational safety of tertiary health institutions in Enugu State,  $Z(95, n = 284), 6.349 < 8.129, P. >.05$

### Conclusion

The study concluded that task allocation and reporting relationship had significant positive effect on access to healthcare and operational safety of tertiary health institutions in Enugu State. Organizational cultures are aimed at creating the best atmosphere for performance. Performance is the ultimate measure of an organization's success and competitiveness. It encompasses various aspects, including financial performance, operational efficiency, customer satisfaction, and employee productivity. High-performing organizations consistently achieve their goals, exceed customer expectations, and outperform competitors in the marketplace.

### Recommendation

1. The management of tertiary health institutions and other organizations should allocate work based on skills and expertise, to enhance efficient and effective use of resources to maximize productivity.
2. For effective accomplishment of the roles and discharging the responsibilities of individuals within the team, there is need for effective reporting relationships in the organization.

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