

# Effects of Consistency in Healthcare Settings on Employee Performance in Zanzibar's Public Health Facilities: An Analytical Study

Shaaban Hassan Haji<sup>1,2</sup>, Salvio Macha<sup>2</sup>, Mansour Maulid Mshenga<sup>3</sup>, Asha Ussi Khamis<sup>4</sup>, Saganga Mussa Kapaya<sup>2</sup>

<sup>1</sup>Shaaban Hassan Haji, Chief Administrative and Human Resources Officer at the School of Health Sciences of the State University of Zanzibar, Tanzania;

<sup>2</sup>Shaaban Hassan Haji, PhD Student at the Open University of Tanzania

<sup>2</sup>Salvio Macha, Senior Lecturer at the Open University of Tanzania

<sup>2</sup>Saganga Mussa Kapaya, Associate professor at the Open University of Tanzania

<sup>3</sup>Mansour Maulid Mshenga, Deputy Manager at Zanzibar Integrated HIV, Hepatitis, TB and Leprosy Programme, Ministry of Health, Zanzibar, Tanzania.

<sup>4</sup>Asha Ussi Khamis, Senior Technical Advisor Surveillance at the JHPIEGO, Tanzania,

## Abstract:

This study investigates the impact of consistency on employee performance within Zanzibar's healthcare sector. Consistency, encompassing core values, agreement, and coordination/integration, is essential in maintaining high standards of care and ensuring alignment with organizational goals. Using a cross-sectional descriptive design and quantitative approach, data were collected from 288 healthcare employees with a minimum three-month tenure of the four selected district hospitals in Zanzibar through structured questionnaires, and responses were analysed using descriptive statistics and multiple regression analysis with the aid of IBM SPSS (Version 25).

The results revealed that although consistency is an important aspect of organizational culture, its relationship with employee performance is weak and statistically insignificant. Specifically, the regression analysis indicates that an increase in consistency is associated with a slight decrease in employee performance, a finding that contrasts with previous studies. Despite this, the study identifies the importance of core values and coordination as distinct constructs that contribute uniquely to organizational consistency.

The study concludes that while consistency is important, its influence on employee performance may be more complex than previously understood. The findings suggest the need for targeted interventions to enhance specific aspects of consistency, such as cross-departmental coordination and management practices, to improve organizational effectiveness. Future research should focus on exploring these interventions and their impact on employee performance and patient care outcomes in healthcare settings.

**Keywords:** Consistency, Employee Performance, Core Values, Coordination,

## 1. Introduction

Consistency creates a forecast that, low levels of employee involvement and participation overshadowed by high levels of consistency, conformity and compromise. A high degree of normative integration, shared meaning, and a common frame of reference can easily facilitate the decision-making process in an organization (1). Additionally, a study by Ratu Mira Ferial (2021) on the influence of integrity on employee performance indicated that consistency and responsibility had a significant impact on staff performance at Hospital X in Padang City (2). Similarly, L. M. Kotrba et al. (2012) found that consistency significantly and positively interacts with key traits to predict market-to-book ratios and sales growth, demonstrating that firms that are both consistent and adaptable are high performers. However, the results also showed a

significant negative interaction when predicting return on assets (3).

In healthcare settings, consistency in practices, values, and communication is essential for maintaining a high standard of care and ensuring employee performance. Consistency ensures that staff across various departments are aligned with the organization's core values, leading to better decision-making, improved patient care, and enhanced employee morale. In Zanzibar, where the healthcare system faces numerous challenges, understanding the impact of consistency on employee performance is crucial for designing effective interventions and improving overall healthcare outcomes (4,5).

This paper explores the effects of consistency on employee performance in Zanzibar's healthcare settings, focusing on three key constructs: core values, agreement, and coordination. The study aims to provide insights into how these elements of consistency influence employee performance and to identify areas where improvements can be made to enhance organizational effectiveness.

## Materials and Methods

The study employed a quantitative research design, with data collected through a structured questionnaire distributed to 288 healthcare employees in Zanzibar. The questionnaire was designed to assess respondents' perceptions of consistency within their organizations, focusing on core values, agreement, and coordination. The responses were analysed using descriptive statistics, including mean scores, standard deviations, kurtosis, and skewness, to examine the distribution of responses and to identify patterns in the data.

**Dependent:** The dependent variable of this study is employee performance which has been adapted from Yu *et al.*; (2018). The most common dimensions to measure employee performance is employee satisfaction which is non-financial performance. The measure of this outcome was determined by asking respondents to rate their work performance against the set targets, goals or objectives within a specified time frame on a five Likert scale ranging from 1 to 5 scale (6–8).

**Independent:** The independent variable was employee's consistency of organizational culture. Respondents required to complete the questionnaires which include 47 main items used to measure the 10 indicators using Open Data Kits (ODK) software. All responses on each question were measured using five-point Likert scale with response categories ranging from one to five, representing “strongly disagree”, “disagree”, “neutral”, “agree”, and “strongly agree” respectively.

## Hypothesis

- a) Null Hypothesis ( $H_0$ ): There is no significant relationship between consistency and employee performance in the provision of health services within public hospitals in Zanzibar.
- b) Alternative Hypothesis ( $H_1$ ): There is a significant positive relationship between consistency and employee performance in the provision of health services within public hospitals in Zanzibar.

## Results

### Descriptive Statistics:

Table 1 presents the descriptive statistics for the three consistency constructs: core values, agreement, and coordination. The mean scores for these constructs were 2.139, 2.445, and 2.453, respectively, with standard deviations of 0.354, 0.315, and 0.548, indicating varying degrees of dispersion in the responses.

The negative kurtosis (-2.942) and slightly negative skewness (-0.125) for core values suggest a flatter distribution with a slight left skew, indicating that most respondents perceive core values as somewhat less consistent across the organization. In contrast, agreement shows positive kurtosis (1.454) and skewness (0.677), reflecting a relatively peaked and right-skewed distribution, suggesting that while agreement is perceived as more consistent, some respondents still face significant challenges in reaching consensus. Finally, coordination and integration exhibit high positive kurtosis (2.293) and skewness (1.626), indicating a highly peaked and right-skewed distribution, showing that although coordination and integration are emphasized, there is considerable variation in how consistently these practices are implemented.

**Table 1: Descriptive statistics of Consistency**

Constructs	Items	Mean	Standard Deviation	Kurtosis	Skewness
Core value	5	2.139	0.354	-2.942	-0.125
Agreement	5	2.445	0.316	1.454	0.677
Coordination and integration	5	2.453	0.548	2.293	1.626

**Discriminant Validity Analysis:**

Table 2 displays the discriminant validity analysis, which assesses the distinctiveness of the three constructs. The correlation coefficient between core values and agreement is -0.857, between core values and coordination/integration is -0.570, and between agreement and coordination/integration is 0.799.

The negative correlation between core values and agreement suggests that these constructs measure different aspects of consistency, while the negative correlation between core values and coordination/integration indicates their distinct nature. The relatively high positive correlation between agreement and coordination/integration suggests some overlap, particularly in areas where cross-departmental coordination is crucial for achieving consensus.

**Table 2: Discriminant validity of consistency constructs**

Construct	Core value	Agreement	Coordination and integration
Core value	1		
Agreement	-0.857	1	
Coordination and integration	-0.569	0.799	1

**Overall descriptive analysis of organizational culture:** Table 3 presents the overall descriptive analysis for the Consistency. The mean score is 2.35, indicating that on average, the respondents' perceived consistency of their organizations were moderately high. The standard deviation for Consistency is 0.42, suggesting that there was some variation in the responses among the participants.

The kurtosis value for Consistency is 1.50. The kurtosis value is positive, indicating a more peaked distribution. The skewness value is 0.96. The positive skewness values for indicate that the distributions are skewed to the right, suggesting that there are more scores in the lower range and fewer in the higher range.

**Table 3: Overall descriptive Analysis**

Constructs	Items	Mean	Standard Deviation	Kurtosis	Skewness
Consistency	15	2.346	0.416	1.499	0.964

Table 4 depicts the discriminant validity of Involvement, Consistency, and Adaptability. The correlation coefficient between Involvement and Consistency is 0.22, indicating a weak positive correlation. Involvement and Adaptability show a weak negative correlation (-0.37), while Consistency and Adaptability exhibit a strong positive correlation (0.82). These findings affirm the distinct nature of Involvement, Consistency, and Adaptability as constructs, measuring diverse aspects of organizational effectiveness. The weak positive correlation between Involvement and Consistency suggests a partial connection, whereas the weak negative correlation between Involvement and Adaptability implies that highly involved organizations may be less adaptable, and vice versa. The strong positive correlation between Consistency and Adaptability indicates that consistent organizations tend to be adaptable to changing circumstances.

**Table 4: Overall discriminant validity**

Construct	Involvement	Consistency	Adaptability
Consistency	0.219	1	

Table 5 indicating that vast majority (80.5%) of the respondents reported that they always do meet the set target, goals or objectives within the specified time frame. In addition, 92.0% reported that they do feel dedication, seriousness, and ability to take responsibility but also, feel satisfied with the work they do in the Hospital. Vast majority 97.2% reported that they do their work according to specific policies and procedures and 96.2% they do enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.

**Table 5: Employee Performance (N=288)**

Variables	Strongly Agree n (%)	Agree n (%)	Neutral n (%)	Dis Agree n (%)	Strongly Disagree n (%)
Meet the set target, goals or objectives within the specified time frame	57 (19.8)	149 (51.7)	46 (16.0)	36 (12.5)	0 (0.0)
I feel dedication, seriousness, and ability to take responsibility.	91 (31.6)	174 (60.4)	15 (5.2)	7 (2.4)	1 (0.3)
I feel satisfied with the work I do in the Hospital	100 (34.7)	165 (57.3)	14 (4.9)	9 (3.1)	0 (0.0)
I do my work according to specific policies and procedures.	112 (38.9)	168 (58.3)	7 (2.4)	1 (0.3)	0 (0.0)
I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.	148 (51.4)	129 (44.8)	9 (3.1)	2 (0.7)	0 (0.0)

Table 6 presents the model summary resulting from a multiple regression analysis featuring three independent variables (Adaptability, Involvement, and Consistency) and one dependent variable (Employee Performance).

The first row indicates a moderate positive correlation ( $R = 0.549$ ) between the independent variables and the dependent variable. The second row's coefficient of determination ( $R^2$ ) is 0.301, revealing that these independent variables account for around 30% of the variance in the dependent variable. The adjusted  $R^2$  (0.294) is slightly lower, suggesting a potential slight overfitting of the model. The third row presents the standard error of the estimate (2.13386), reflecting the average difference between predicted and actual values in the sample. The fourth row introduces change statistics to test variable significance. The  $R^2$  change (0.301) signifies a significant enhancement in model fit due to the independent variables. The F-value (40.846) and its p-value ( $<0.001$ ) confirm the statistical significance of this improvement.

In summary, the model reasonably explains employee performance variance, with the independent variables proving statistically significant predictors. However, further analysis is warranted to evaluate individual variable contributions and ensure adherence to regression model assumptions.

**Table 6: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Change Statistics				
					R <sup>2</sup> Change	F Change	df1	df2	Sig. F Change
1	.549 <sup>a</sup>	.301	.294	2.134	.301	40.846	3	284	.000

- a. Predictors: (Constant), Consistency
- b. Dependent Variable: Employee Performance

Table 7 depicts the outcomes of a multiple regression analysis, where Employee Performance is the dependent variable and Consistency is the independent variable. The analysis provides insights into their relationships through coefficients, standard errors, t-values, and p-values.

The finding presents the regression model's intercept value (3.293), with a standard error of 0.706. The intercept's t-value (4.667) and its p-value (< 0.001) signify its significant deviation from zero. The negative unstandardized coefficient (-0.044) implies a decrease of 0.044 in Employee Performance for each one-unit increase in Consistency. The weak negative standardized coefficient (Beta) of -0.129, along with a non-significant t-value (-1.401, p = 0.162), indicates a limited negative relationship. The confidence interval (-0.105 to 0.018) includes zero, suggesting uncertainty about the coefficient's true value.

Overall, Consistency shows a weak negative correlation (-0.083). Collinearity statistics are presented, indicating the tolerance and variance inflation factor (VIF) for the independent variable. Tolerance values above 0.1 and VIF values below 3 suggest no significant multicollinearity concerns in this analysis.

**Table 7: Coefficients**

Model	Unstandardized Coefficients		Standardize Coefficients	t	Sig.			Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zer o-order	Partial	Part	Tol e	VI F
(Constant)	3.293	.706		4.667	.000	1.904	4.682					
Consistency	-.044	.031	-.129	-1.401	.162	-.105	.018	.39	-.083	-.069	.289	3.457

a. Dependent Variable: Employee Performance

**Discussion**

The findings of this study revealed that the coefficient for consistency is negative, indicating that as consistency increases by one unit, the model predicts a decrease in employee performance. This suggests that for every one-unit increase in consistency, there is an expected decline in employee performance, implying that higher levels of consistency are associated with lower levels of employee performance. The relationship between consistency and employee performance is relatively weak, indicating that the impact of consistency on employee performance is not very strong. In other words, changes in consistency do not strongly predict changes in employee performance. Additionally, the results show no statistical significance at the 0.05 level (p = 0.162). This implies that, based on the conventional threshold of significance (0.05), the observed relationship between consistency and employee performance could likely be attributed to random chance.

However, these findings contrast with the study by Mira Ferial (2021), which demonstrated that consistency had a significant positive influence on the performance of non-medical staff at Hospital X in Padang City. Ferial’s study concluded that increased consistency positively impacted employee performance, leading to the recommendation that institutional managers focus on enhancing the integrity of employees to improve service quality. This stark difference in results highlights how the role of consistency may vary across sectors and organizational contexts, suggesting that the healthcare setting in Ferial’s study may benefit from consistency in ways that differ from other environments (2).

Further supporting the positive role of consistency, Kotrba et al. (2012) found that firms exhibiting both consistency and adaptability tended to be high performers when examining metrics such as market-to-book ratios and sales growth. However, they also discovered a significant negative interaction when predicting return on assets, indicating that while consistency may enhance performance in some aspects, it could hinder it in others. This duality suggests that the influence of consistency on organizational performance is complex and may depend on the specific performance indicators being evaluated (9).

The present study indicates a negative and weak relationship between consistency and employee

performance, other research, such as that by Ferial (2021) and Kotrba et al. (2012), shows that consistency can have a positive effect depending on the context and the performance metrics considered. This points to the need for further research to explore the conditions under which consistency enhances or diminishes employee performance.

In addition, the findings from this study highlight the importance of consistency in healthcare settings and its impact on employee performance. The high agreement on the importance of core values and ethical codes suggests that these elements are well-embedded in the organizational culture. However, the lower agreement on management practices and cross-departmental coordination points to areas that require further attention.

The discriminant validity analysis confirms that core values, agreement, and coordination/integration are distinct constructs, each contributing uniquely to the overall consistency within the organization. This distinction is crucial for understanding how different aspects of consistency influence employee performance and for developing targeted interventions to enhance organizational effectiveness.

## **Conclusion**

Consistency in healthcare settings is a critical factor in ensuring effective employee performance. This study provides valuable insights into how core values, agreement, and coordination/integration contribute to consistency within healthcare organizations in Zanzibar. The findings underscore the need for greater emphasis on aligning management practices, improving cross-departmental coordination, and fostering a culture of consensus-building to enhance overall organizational performance.

The investigation into organizational dynamics impacting employee performance in Zanzibar's public health facilities reveals crucial insights. Organizational culture, particularly adaptability, involvement, and consistency, emerged as key predictors of performance, in line with existing literature. The positive correlation between employee involvement and performance underscores the importance of a participatory healthcare environment. However, surprising findings show a weaker relationship between adaptation and a negative correlation with consistency, highlighting the subtle nature of these dimensions in healthcare.

Based on the study's conclusions, several recommendations made to enhance employee performance in the health sector:

1. Cultivate a positive and adaptive organizational culture within healthcare organizations. Emphasize values such as adaptability, involvement, and consistency to create a work environment that supports employee performance. Leadership should actively promote and model these cultural elements to foster a positive workplace atmosphere.
2. Recognize the relatively weak and no significant relationship between consistency and employee performance. Investigate the specific aspects of consistency that may influence performance, such as communication patterns, policy adherence, or procedural stability. Tailor interventions to address identified areas of weakness and enhance the impact of consistency on performance.

Future research should explore the impact of specific interventions aimed at improving consistency in these areas and assess their effects on employee performance and patient care outcomes.

## **References**

1. Wahyuningsih SH, Sudiro A, Troena EA, Irawanto DW. Analysis of organizational culture with denison's model approach for international business competitiveness. *Probl Perspect Manag.* 2019;17(1):142–51.
2. Mira Ferial R. The Influence of Integrity on Employee Performance [Internet]. Vol. 3, *Asian Journal of Behavioural Sciences.* 2021. Available from: <http://myjms.mohe.gov.my/index.php/ajbs>
3. Kotrba LM, Gillespie MA, Schmidt AM, Smerek RE, Ritchie SA, Denison DR. Do consistent corporate cultures have better business performance? exploring the interaction effects. *Hum Relations.* 2012;65(2):241–62.
4. Denison D, Janovics J, Young J. Diagnosing Organizational Cultures : Validating a Model and Method. *Measurement [Internet].* 2006;304(January):1–36. Available from: [http://www.denisonconsulting.com/dc/Portals/0/Docs/Paper\\_Validity.pdf](http://www.denisonconsulting.com/dc/Portals/0/Docs/Paper_Validity.pdf)
5. Audenaert M, Decramer A, George B, Verschuere B, Van Waeyenberg T. When employee

- performance management affects individual innovation in public organizations: the role of consistency and LMX. *Int J Hum Resour Manag.* 2019;30(5):815–34.
6. Yu D, Xiao H, Bo Q. The dimensions of organizational character and its impacts on organizational performance in Chinese context. *Front Psychol.* 2018;9(JUN):1–13.
  7. Duan X, Du X, Yu K. The Reliability and Validity of the Chinese School Version of the Denison Organizational Culture Survey. *Int J Learn Teach Educ Res.* 2014;9(1).
  8. Salih Yesil, Kaya A. The Effect of Organizational Culture on Firm Financial Performance: Evidence from a Developing Country. *Procedia - Soc Behav Sci [Internet].* 2013;81:428–37. Available from: <http://www.sciencedirect.com/science/article/pii/S187704281301522X>
  9. Kotrba L, Consulting D, Gillespie MA. Do consistent corporate cultures have better business performance ? Exploring the interaction effects Do consistent corporate cultures have better business performance ? Exploring the interaction effects. *Hum Relat.* 2012;(February).

### Author Profile



**Shaaban Hassan Haji** holds two MSc degrees in Project Management, Monitoring and Evaluation in Health, and Human Resource Management. He has over 20 years of experience specializing in public health, project management, and human resources. Shaaban has led national training on disease prevention and served as a National Trainer on sexually transmitted infections. He has also provided strategic expertise in health systems and HIV interventions. Currently, he is pursuing a Ph.D. in Business Management, focusing on health services management. He has published about ten papers in a referred journal.