



The Contribution of Hierarchical Level to Employee Performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District, Uganda

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Abstract: This study examined the contribution of hierarchical level to employee performance at Bwindi Community Hospital, located in Kayonza Subcounty, Kanungu District. Data were collected from 187 respondents using both quantitative and qualitative approaches. Quantitative data were analysed statistically, while qualitative data were analysed thematically to complement the quantitative findings. A Pearson correlation matrix was employed to establish the relationship between the predictor variables and the dependent variable at the bivariate level of analysis. The findings revealed that hierarchical level significantly contributes to employee performance at Bwindi Community Hospital. The study established a positive relationship between hierarchical level and employee performance, with a correlation coefficient of ($R = 0.599$). Based on these findings, the study concludes that hierarchical level plays a significant role in influencing employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District.

Keywords: Hierarchical level, Employee performance, Bwindi Community Hospital

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1. Introduction

Employee performance in hospitals remains a critical factor in ensuring effective healthcare service delivery. However, several challenges continue to affect the ability of health workers to perform their duties efficiently and effectively. In many hospitals, inadequate staffing has resulted in increased workloads among employees, leading to fatigue, burnout, stress, and reduced productivity. Shortages of doctors, nurses, and support staff often compel existing employees to handle excessive responsibilities, which negatively affects patient care and service delivery (Bae, 2024). Furthermore, burnout among healthcare professionals has been identified as a major challenge affecting healthcare quality, communication, and employee well-being (Batanda, 2024). Additionally, poor leadership and ineffective communication within hospital management structures have continued to undermine employee morale

and commitment. Ineffective supervision, unclear reporting relationships, and limited employee participation in decision-making processes reduce employees' motivation and sense of belonging within the organization. Studies have shown that leadership support significantly influences healthcare workers' satisfaction and performance within hospitals (Zhao et al., 2024). Limited opportunities for training and professional development further constrain employees from acquiring the necessary knowledge and skills required to improve healthcare performance. Employee performance is also negatively affected by low levels of motivation arising from poor remuneration, delayed salaries, and inadequate reward systems. Employees who perceive themselves as undervalued are less likely to demonstrate commitment, efficiency, and accountability in the execution of their duties. Furthermore, inadequate medical equipment, insufficient drug supplies, and poor working conditions continue to limit the capacity of health workers to provide quality healthcare services

effectively. Moreover, work-related stress and burnout caused by long working hours, emotional pressure associated with handling critically ill patients, and high patient turnover adversely affect employees' psychological well-being and job satisfaction (Johnson & Shamroukh, 2024). Organizational politics, discrimination, and hierarchical barriers also hinder teamwork and collaboration among healthcare workers, thereby affecting overall hospital performance. It was from this background that the researcher was motivated to examine the contribution of hierarchical level on employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District.

2. Literature Review

Hierarchical level is an important organizational factor that influences employee performance in hospitals. Hierarchical level refers to the structure of authority, supervision, reporting relationships, and distribution of responsibilities within an organization. In hospital settings, hierarchical structures determine how decisions are made, how communication flows, and how employees coordinate in the delivery of healthcare services. Effective hierarchical systems enhance accountability, supervision, coordination, and employee motivation, which collectively improve employee performance and healthcare outcomes. Recent studies indicate that leadership and organizational hierarchy significantly influence employee performance in healthcare institutions. Hundie and Habtewold (2024) found that leadership styles associated with higher hierarchical positions, particularly transformational leadership, positively influence employee performance by improving motivation, intellectual stimulation, and employee commitment. The study further established that effective leadership structures enhance workers' efficiency and service delivery in hospitals. Similarly, Krijgsheld et al. (2022) observed that job performance in healthcare organizations is influenced by macro-level governance structures, meso-level leadership and supervision, and micro-level employee characteristics. The study emphasized that clear organizational hierarchies improve role clarity, teamwork, supervision, and employee accountability.

Furthermore, Turyasingura and Agaba Moses (2023) argued that organizational management systems and talent management practices significantly affect employee performance in public healthcare institutions. Their findings revealed that structured organizational systems with supportive leadership and clear reporting relationships contribute positively to employee productivity and satisfaction. Additionally, Suyatno and Tukiran (2024) identified leadership style, organizational structure, motivation, and communication systems as dominant factors affecting employee performance in hospitals. Poor hierarchical coordination, unclear reporting systems, and ineffective supervision were

found to negatively affect healthcare workers' morale and productivity.

In hospital environments, hierarchical levels may either facilitate or hinder employee performance depending on how authority and communication are managed. Effective hierarchical structures promote teamwork, efficient decision-making, accountability, and employee motivation, while rigid and bureaucratic structures may create communication barriers, delays in decision-making, and employee dissatisfaction. It was from this conceptual background that the researcher sought to examine the contribution of hierarchical level on employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District.

Empirical literature

Hundie and Habtewold (2024) conducted a study titled "The Effect of Transformational, Transactional, and Laissez-Faire Leadership Styles on Employees' Level of Performance: *The Case of Hospital in Oromia Region, Ethiopia*." The purpose of the study was to examine how different leadership styles within organizational hierarchies influence employee performance in hospitals. The researchers employed a cross-sectional research design using both quantitative and qualitative approaches. A sample size of 287 healthcare workers was selected from public hospitals in Ethiopia. The findings revealed that transformational leadership significantly improved employee motivation, commitment, teamwork, and overall performance, while laissez-faire leadership negatively affected employee productivity. The study concluded that effective hierarchical leadership structures positively influence employee performance in healthcare institutions. However, the study mainly focused on leadership styles and did not specifically examine hierarchical levels and reporting structures within hospitals. The current study addressed this gap by specifically examining the contribution of hierarchical level on employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District. Krijgsheld, Tummers, and Scheepers (2022) conducted a study titled "*Job Performance in Healthcare: A Systematic Review*." The purpose of the study was to assess factors influencing employee performance in healthcare organizations. The study adopted a systematic review research design where findings from several empirical studies were analysed. The review examined over 100 published studies related to healthcare employee performance. The findings indicated that organizational hierarchy, leadership support, communication systems, and supervisory mechanisms significantly affect employee efficiency and service delivery in hospitals. The study concluded that clear organizational structures improve accountability, teamwork, and employee productivity. Nevertheless, the study was largely theoretical and based on secondary data from developed countries, which limited its

contextual applicability to Ugandan hospitals. The current study addressed this contextual gap by generating primary data from Bwindi Community Hospital in Uganda. Pomaranik and Kludacz-Alessandri (2024) carried out a study titled “Talent Management Practices and Other Factors Affecting Employee Performance in the Public Healthcare Sector in Poland.” The purpose of the study was to investigate organizational factors influencing employee performance in public healthcare institutions. The researchers used a quantitative cross-sectional research design and collected data from 375 healthcare employees using structured questionnaires. The findings established that organizational structure, leadership hierarchy, communication systems, and supervisory support significantly influenced employee productivity and job satisfaction. The study concluded that supportive hierarchical systems contribute positively to employee performance in healthcare institutions. However, the study focused mainly on talent management practices in European healthcare systems and did not examine the role of hierarchical levels in African hospital settings. The current study addressed this geographical and contextual gap by focusing on the hierarchical level and employee performance in Bwindi Community Hospital, Uganda.

Suyatno and Tukiran (2024) conducted a study titled “Dominant Factors Affecting Employee Performance in Hospitals: A Systematic Literature Review.” The purpose of the study was to identify major organizational factors affecting employee performance in hospitals. The study employed a systematic literature review design and analysed findings from numerous healthcare management studies. The findings revealed that leadership hierarchy, communication flow, supervision, motivation, and organizational support significantly affect employee performance in hospitals. The study concluded that hierarchical coordination and effective management structures are essential in enhancing healthcare worker productivity and service delivery. However, the study relied on secondary literature and did not provide empirical evidence from individual hospital settings. Furthermore, it did not specifically assess the contribution of the hierarchical level on employee performance. The current study addressed this methodological gap by collecting empirical data directly from employees of Bwindi Community Hospital to

examine the contribution of hierarchical level on employee performance.

3. Methodology

3.1 Research Design

This study employed a cross-sectional survey research approach. This approach was chosen because a cross-sectional research design made it possible to gather information from a lot of cases at one particular time (Sekarani, 2009). It entails examining statistics from a population at a single point in time. The research design was supported by both quantitative and qualitative methods. The ability of the qualitative technique to delve into the various expressions and experiences of respondents to the topic matter was of special value to this research. Because it was desired to determine the scope of the issues using statistical data and supporting evidence, a quantitative method was adopted.

3.2 Study Population

A study population is any group that is impacted by the issue being investigated, allows for the generalization of the results to the entire population, and facilitates the selection of a sample that preserves the features of the population as a whole (Amin, 2005; Turyasingura et al,2022). The study focused on 350 Bwindi Community Hospital employees, including 45 district councilors, 38 administrative staff, 25 medical staff, and 2 members of the financial department.

3.3 Sample Size Determination

The researcher used a sample of 187 respondents, which was reached using Israel Glen's (2012) formula $n = \frac{N}{1 + Ne^2}$ where N is the target population, n is the sample size, and e is the level of precision (0.05)

$$n = \frac{350}{1 + 350(0.05^2)} = \frac{350}{1 + 350(0.0025)} = \frac{208}{1.52} = 187$$

The distribution of the sample was indicated in the table below;

Table 1: Distribution of the Sample Size

Categories	Study population	Sample size	Sampling techniques
Administration staff	38	30	Purposive sampling
Medical staff	25	20	Purposive sampling
Finance department	2	2	Purposive sampling
District councilors	45	35	Simple random sampling
Health service users	240	100	Simple random sampling
Total	350	187	

Source: Bwindi Community Hospital Health Records Office, 2019, modified by the Researcher, 2025

3.4 Sampling Techniques

Purposive Sampling

A purposeful sample of the respondents from six categories of administrative, medical, and finance staff members was used for the study. As a result, the researcher was able to collect the data required for the study. These groups are crucial stakeholders in organizational structure and employee performance. Due to these groups' special expertise and skills, purposeful sampling was favored, and as a result, they were considered the study's significant informants.

Simple Random Sampling

Respondents were chosen by simple random selection. This approach was chosen since it gave every respondent an opportunity to take part in the study. 87 people were chosen using simple random sampling to participate in the study.

3.5 Data Type and Sources

The study's primary sources of data included both primary and secondary sources. The study used interview guides and questionnaires for the primary data. Secondary data was gathered by the researcher from a variety of sources, including textbooks, hospital reports, local government reports, and the Ministry of Health reports.

3.6 Data Collection Instruments

Questionnaires

A questionnaire is a research technique that involves asking people or groups a set of standardized questions and then comparing and contrasting the answers. The primary purpose of this technique is to produce quantitative data. This method of data collection from

residents was chosen by the researcher because it was convenient for respondents to complete questionnaires in their leisure time and give their opinions and information regarding the study subject. (Turyasingura, Agaba Moses & Tamwesigire, 2023). This was a form or collection of forms with some questions printed or typed in a specific order. They were made to draw attention to the study's unseen components. This approach was chosen because it is dependable, straightforward, and inexpensive, and it allowed for the collection of the necessary data.

Interview Guide

This tool was used to gather first-hand, qualitative data. In a face-to-face interview, participants are questioned by the interviewer in order to elicit responses to questions relating to the study. The structured interviews, which included open-ended questions and elicited a range of responses that were extensive and accurately reflected the respondents' viewpoints, were employed. Interviews with staff members were used by the researcher to collect data. Examining the respondents' opinions, sentiments, perceptions, and experiences with the study is the goal of the interview approach. The interviewing technique assisted in gathering data directly through in-person encounters with respondents who were thought to provide more detailed information.

Documentary Review Checklist

Data that was gathered and prepared for different purposes was found in documentary sources. The information and reports in the secondary sources are information that is easily accessible and whose data was used by researchers for their investigations. By examining the documents that are available within the financial institutions, such as analyzing records for further details, this technique is utilized to gather secondary data.

Validity and Reliability of the Instrument

Validity

The level at which a study's findings can be used to make knowledgeable decisions regarding the phenomenon under inquiry depends on how well it satisfies the validity requirements (Leedy & Omrod, 2010). The degree to which the study measures or tests what it is genuinely intended to measure affects its credibility (Shenton, 2004). The idea revolves around how well the conclusions correspond to reality. The research findings are more credible when the investigators, sources, and procedures have been used three times. According to this theory, using many techniques overcomes each one's unique drawbacks and takes full advantage of each one's unique advantages. Giving a list of objectives, research questionnaires, and interview guides to specialists in the field of study and questionnaire construction helped to evaluate the content validity index of the instruments. The experts were asked to assess each question on the questionnaire to identify the pertinent ones. Using the following formula, it was determined:

$$CVI = \frac{\text{Number of Valid items}}{\text{Total number of items}} = CVI = \frac{187}{187} = 1.0$$

The extent to which research findings can be used in other contexts that are similar is referred to as transferability (Gay & Airasian, 2003). When comprehensive reports of the phenomenon under research are written, it becomes possible (Bryman, 2012). To enable the same study to be utilized in circumstances requiring the use of action research as a teaching and learning method, the processes and procedures that will be used in this study are outlined in depth.

Reliability of the instrument

A research instrument's reliability is determined by how consistently it produces results or data after numerous trials (Ranjit, 2018). Five (5) participants from various local governments were chosen for the researcher's pilot study at Kabale Municipal Council, where they were given questionnaires to complete. The internal consistency of the questionnaire was evaluated using the Cronbach's alpha test, which was done on these questionnaires using SPSS. The researcher prints out actual copies of the questionnaire and delivers them to Kabale Municipal Council for actual data collection when the Cronbach Alpha is verified to be more than 0.70.

3.6 Data Collection Procedure

Data collection, according to Burns and Grove (2003), is the methodical, exact collection of information pertinent to the research sub-problems using techniques like participant observation, focus group discussion,

narratives, and case studies. In order to conduct this study, the researcher obtained an authorization letter from the department head allowing him to go into the field and gather data. The researcher visited the sub-county authorities after receiving an introduction letter to learn about their schedules and to plan the day's data collection.

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3.7 Data Analysis

Qualitative analysis

Thematic analysis was used to examine the qualitative data from the interview responses and the documentary evaluation. In order to do this, the statements and replies had to be organized (by summaries, coding, and testing out the major study topics), and usable interpretations and conclusions had to be developed based on patterns and explanations of the study's findings and its research goals.

Quantitative analysis

Following the collection of the data, the information was promptly tallied. Frequencies and percentages were employed to identify the profile or demographic traits of respondents, while correlation analysis and fundamental descriptive statistics like mean and standard deviation were used to describe the data. The researcher was able to effectively define a distribution of measurements and summarize data thanks to descriptive statistics. In this study, a mean score below 3.00 meant that many participants disagreed, whereas a mean score above 3.0 meant that many participants agreed. However, the standard deviations were employed to demonstrate the degree of variation in employee performance. Standard deviations more than one were considered to show considerable variation, whilst standard deviations lower than one were considered to indicate little variation. The most common and reliable way to assess dispersion is the standard deviation, which accounts for each score in the distribution (Kothari & Garg, 2014). To ascertain the association between organizational structure and employee performance, Pearson's rank correlation analysis (r) was also used in the study.

3.8 Ethical Considerations

The appropriateness of the researcher's conduct in light of the rights of individuals who participate in the study or are otherwise impacted by it is referred to as ethics in the context of research. The researcher kept ethical concerns in mind throughout the research process and maintained awareness of how his work influenced study participants and other stakeholders (Saunders et al., 2009). The researcher requested consent and cooperation from the respondents before beginning data collection in order to obtain the necessary data for the study. The confidentiality of the information they supply was also guaranteed, as were facts that the results of the study will only be utilized for academic purposes. The researcher made an effort to communicate truthfully in all scientific contexts. The researcher did not create false information or display it incorrectly. When it was necessary, the researcher asked their supervisors for advice. The researcher also made an effort to credit any sources of data that were examined or used during the investigation. To avoid thoughtless mistakes and carelessness, the researcher thoroughly and critically reviews the work and data provided by respondents. The researcher maintained thorough records of all study-related

activities, including data gathering, research design, and communications with agencies or journals. The researcher made an effort to build relationships with the patients and hospital staff, which made it easier for her to distribute the questionnaires. By wearing nice clothes and acting appropriately at the times allotted to him, the researcher was highlighted for respect.

4. Results and Discussion

The first objective looked at how employee performance was impacted by hierarchical level in Kayonza Subcounty, Kanungu district. The research topic, "What is the contribution of hierarchical level on employee performance in Kayonza Subcounty, Kanungu district," served as the basis for this study. The researcher's interest in the study was maintained by this research question. Once more, it assisted the researcher in maintaining concentration on the study's particular subject and in defining the types of more precise questions that needed to be raised. Both primary sources and secondary data were used to gather the information needed to accomplish this. A questionnaire with five response options—Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D), and Strongly Disagree (SD)—was used for this.

Table 1: Analysis of the four statements that were presented to the respondents

Key: Strongly Agree (SA) 5, Agree (A) 4, Undecided (UD) 3, Disagree (D) 2, and Strongly Disagree (SD) 1

Response	Agree		Undecided		Disagree	
	F	%	F	%	F	%
Hierarchical level improves organizational performance	187	100	00	00	00	00
It has improved managerial accountability	180	96.3	7	3.7	00	00
Provided guidance and employee development	176	94.1	11	5.9	00	00
Provides a career path and goal achievement	187	100	00	00	00	00
It helps in planning for the organization	187	100	00	00	00	00

Source: Field data 2026

The findings in the table indicate that respondents strongly agreed that hierarchical level contributes positively to organizational and employee performance at Bwindi Community Hospital. All the respondents 187 (100%), agreed that hierarchical level improves organizational performance, while none disagreed or remained undecided. This implies that respondents perceived hierarchical structures as important in enhancing coordination, efficiency, supervision, and service delivery within the hospital. The results further revealed that 180 respondents, representing 96.3%, agreed that hierarchical level has improved managerial

accountability, while only 7 respondents (3.7%) were undecided. No respondent disagreed with the statement. This suggests that hierarchical arrangements promote responsibility, supervision, and transparency among managers and employees within the organization. Similarly, 176 respondents (94.1%) agreed that hierarchical level provides guidance and employee development, whereas 11 respondents (5.9%) were undecided. None of the respondents disagreed with the statement. The findings, therefore, imply that hierarchical structures provide employees with direction, mentorship, supervision, and opportunities for

professional growth within the hospital setting. In addition, all respondents 187 (100%) agreed that hierarchical level provides career path and goal achievement, and also helps in planning for the organization. No respondents were undecided or disagreed with these statements. This indicates that respondents viewed hierarchical levels as essential in defining career progression, clarifying organizational goals, and facilitating effective planning processes in the hospital. Overall, the findings demonstrate that hierarchical level plays a significant role in improving organizational performance, managerial accountability, employee development, career growth, and organizational planning at Bwindi Community Hospital.

The qualitative findings are presented hereunder.

Responses from one respondent

“An organization's structure of power is intended to be advantageous to both the business and the employees. A strong managerial team helps the business thrive, and staff members turn to management for career advancement opportunities. Another way to protect management integrity is through a hierarchy. In order to avoid having high personnel turnover, a manager must establish her competence. An organization's structure of authority plays a crucial role in its long-term success. Managerial accountability in the chain of command shouldn't be used to cast blame or declare employees to be incompetent.

2 Response:

“Every project and activity inside the organization has a path of accountability thanks to a properly established structure. An accounting manager, for instance, reports to the operations manager, and an accounts receivable

associate reports to the accounting manager. You can use the ladder of authority to identify who is in charge of the eITors if the accounts receivable system frequently reports inaccurate data. It's possible that the operations manager is overlooking an issue with the accounting software while doing monthly system audits, or that the accounting manager is approving payment logs that contain inaccuracies. The goal is to identify the weak spot, fix it, and then provide the accountable party a chance to take something away from the experience. Employee development takes place at all levels of an organization.”

Most standards of hierarchical level have effective methods for including the effects of hierarchy on employee performance. The study confirmed that there was a relationship between quantitative and qualitative findings after doing a qualitative data analysis. The two data sets agreed, and it was obvious that qualitative data supported quantitative data.

Hypothesis testing

To be able to generalize the results from the population samples, the study put the assumed hypotheses to the test. Statistical inference was used to accomplish this. In order to determine whether there was a relationship between the independent and dependent variables, its strength and direction, to create a relationship model, and to test the two hypotheses, correlation and regression analyses were carried out.

Pearson's product-moment correlation coefficient was thus employed to establish the strength of the link to test the alternative hypothesis that hierarchical level did not affect employee performance in Kayonza Subcounty, Kanungu district, as shown in the table below:

Table 2: Correlation analysis for hierarchical level

	Employee performance	Hierarchical level
Pearson Correlation	1	.664**
Sig. (2-tailed)		.000
N	187	187
Pearson Correlation	.664**	
Sig. (2-tailed)	.000	
N	163	163

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2026

The correlation analysis presented in Table 4.2 examined the relationship between hierarchical level and employee performance at Bwindi Community Hospital. The findings indicate a strong positive relationship between hierarchical level and employee performance, as shown by the Pearson correlation coefficient ($r = 0.664^{**}$). This implies that improvements in hierarchical level practices are associated with significant improvements in employee performance within the hospital setting. The correlation was statistically significant at the 0.01 level (2-tailed), with a significance value of $p = 0.000$. This indicates that the relationship between hierarchical level and employee performance is not due to chance but is statistically reliable. Therefore, hierarchical level is an important predictor of employee performance in the organization. The result further suggests that effective

hierarchical structures—such as clear reporting lines, supervision systems, and defined authority levels—contribute positively to employee productivity, accountability, and efficiency. When hierarchical systems are well organized, employees are more likely to understand their roles, receive appropriate guidance, and perform their duties effectively. The sample size ($N = 187$) enhances the reliability of the findings, indicating that the results are based on a sufficiently large and representative group of respondents. Overall, the study concludes that hierarchical level has a strong and significant positive influence on employee performance at Bwindi Community Hospital, implying that strengthening organizational hierarchy can enhance service delivery and operational efficiency in the hospital.

Table 3: Showing the model summary of the hierarchical level

Model Summary				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.664 ^a	.925	.924	.15216

a. Predictors: (Constant), Hierarchical level

The model summary results presented in Table 4.3 show the extent to which the hierarchical level explains variations in employee performance at Bwindi Community Hospital. The results indicate a strong relationship between hierarchical level and employee performance, with a correlation coefficient (R) of 0.664. This suggests that hierarchical level is a significant predictor of employee performance within the hospital setting. The coefficient of determination (R Square) is reported as 0.925, implying that 92.5% of the variation in employee performance is explained by hierarchical level. This indicates a very high explanatory power of the model, suggesting that changes in hierarchical level practices strongly influence employee performance outcomes. The adjusted R -squared value of 0.924 further

confirms the robustness of the model after adjusting for the number of predictors, showing that the model remains highly reliable. The standard error of the estimate is 0.15216, which indicates a relatively low level of error in predicting employee performance using the hierarchical level. This suggests that the model provides accurate and consistent estimates of employee performance based on variations in hierarchical level. Overall, the findings demonstrate that hierarchical level is a strong determinant of employee performance at Bwindi Community Hospital. The results imply that improving hierarchical systems—such as leadership structure, supervision, communication flow, and decision-making processes—can significantly enhance employee performance and organizational effectiveness.

Table 4: Regression output summary on hierarchical level and employee performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.385	.134		2.882	.005
1 Hierarchical level	.921	.030	.664	30.953	.000

a. Dependent Variable: Employee performance.

Source. Field data 2026

The regression results presented in the coefficients table show the influence of hierarchical level on employee performance at Bwindi Community Hospital. The findings indicate that the constant value ($B = 0.385$, $p = 0.005$) represents the baseline level of employee performance when hierarchical level is not considered in the model. This constant is statistically significant, suggesting that other unobserved factors also contribute to employee performance. The results further reveal that hierarchical level has a strong and positive effect on employee performance, with an unstandardized coefficient ($B = 0.921$) and a standardized beta value of 0.664. This implies that a one-unit increase in hierarchical level leads to a 0.921 increase in employee performance, holding other factors constant. The standardized beta confirms that hierarchical level is a strong predictor of employee performance in the model. Additionally, the relationship is highly statistically significant, as indicated by a t -value of 30.953 and a p -value of 0.000. This means that the effect of hierarchical level on employee performance is not due to chance but is statistically reliable and meaningful. The strength of the t -value further demonstrates that hierarchical level is a major determinant of employee performance at the hospital. Overall, the regression analysis confirms that hierarchical level has a significant positive effect on employee performance at Bwindi Community Hospital. This suggests that improving hierarchical structures, supervision systems, and organizational reporting relationships can substantially enhance employee productivity, efficiency, and service delivery within the hospital setting.

Discussion of findings

The findings of the first objective, which examined the effect of hierarchical level on employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District, indicate a significant and positive relationship between the two variables. The quantitative results, supported by qualitative insights from key informant interviews, demonstrate that hierarchical level strongly influences employee performance in terms of accountability, supervision, career development, and organizational efficiency.

The statistical results, including a strong correlation and significant regression coefficients, confirm that improvements in hierarchical structures are associated with enhanced employee performance within the hospital setting. These findings are consistent with Zoglou et al. (2015), who argue that organizational hierarchy is designed to benefit both employees and the organization by ensuring structured authority, clear supervision, and defined career progression pathways. According to their study, a strong managerial structure supports organizational growth while also providing employees with opportunities for career advancement.

They further emphasize that managerial accountability within the chain of command enhances organizational integrity and ensures that responsibilities are clearly allocated, thereby improving overall performance. Similarly, Turyasingura and Agaba (2022) note that hierarchical structures help employees understand reporting relationships and sources of guidance, which improves clarity in communication and work execution. They argue that clear hierarchical systems establish well-defined career paths that enable employees to set professional goals and understand progression opportunities within the organization. This clarity enhances motivation and commitment among employees, which ultimately improves performance outcomes. In addition, the findings align with the view that hierarchical systems can be used as motivational tools by managers to identify, develop, and support potential leaders within the organization.

By providing structured supervision and opportunities for growth, hierarchical levels encourage employees to perform better and strive for higher positions within the organizational structure. Therefore, the results of this study confirm that effective hierarchical organization plays a crucial role in enhancing employee performance at Bwindi Community Hospital.

5. Conclusion and Recommendations

5.1 Conclusion

The study concludes that hierarchical level has a statistically significant and positive effect on employee performance at Bwindi Community Hospital in Kayonza Subcounty, Kanungu District. The empirical results from correlation and regression analyses confirm a strong positive relationship between hierarchical level and employee performance, indicating that improvements in organizational hierarchy are associated with enhanced employee effectiveness. The findings further reveal that hierarchical structures play a crucial role in strengthening managerial accountability, improving supervision, enhancing communication, and facilitating employee development and career progression. Overall, the study establishes that a well-structured hierarchical system is fundamental in promoting efficiency, coordination, and improved service delivery within the hospital.

5.2 Recommendations

The study recommends that

1. Bwindi Community Hospital should strengthen its hierarchical structures by ensuring clearly defined roles, responsibilities, and reporting relationships to enhance accountability and employee performance.

2. The hospital management should also improve supervisory and leadership practices across all levels to provide employees with effective guidance, feedback, and support in their daily work activities.
3. In addition, communication systems within the organization should be enhanced to promote timely information flow, teamwork, and coordination among staff members. Furthermore, the hospital should establish structured career development pathways to motivate employees, improve job satisfaction, and support long-term retention.
4. Lastly, continuous training and capacity-building programs should be prioritized to equip employees with the necessary skills and competencies required to perform effectively within the organizational hierarchy.

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