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Effectiveness of Institutional Performance Appraisal on Productivity Improvement, in Teaching hospitals

Sri Lanka

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BY

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Abstract

This study explored the effectiveness of institutional performance appraisal on Productivity improvement in Teaching Hospitals of Sri Lanka.

The secondary data was collected from Teaching Hospital Kandy, and Colombo North Teaching Hospital Ragama. Data was also obtained from Castle Street Hospital for Women on hospital performance, for comparison purposes.

The review of historical roots of performance evaluation shows that there have been a vast number of researches with different diversities adding to the growing body of knowledge especially in industrial sector world wide, in relation to the organizational Productivity improvements.

Yet in Sri Lanka availability of information on this subject was very limited particularly in the service sector. The study was therefore undertaken to ascertain factors influencing institutional (managerial) performance, productivity improvement and the relationship of those variables.

In view of that, the main emphasis was given to examine and analyze the factors influencing institutional performance, Productivity improvement and the impact of institutional performance appraisal on Productivity improvements.

The study location was Teaching Hospital Kandy, Colombo North Teaching Hospital Ragama and Castle Street Hospital for Women. The study was conducted for a period of one year from fourth quarter of 2005 to third quarter of 2006.

There were two major components to this institutional based descriptive study namely the assessment of the effectiveness of institutional performance appraisal in productivity improvements in Teaching Hospital Kandy and Colombo North Teaching Hospital Ragama and comparing those results with the productivity improvements in Castle Street Hospital for Women.

The main finding of this research was that it emphasized the view; institutional performance appraisal could be useful as a tool for improving productivity in Teaching Hospitals. This study also found that there have been significant associations between institutional performance appraisal and 1. Improvement of in service training of the hospital staff 2. Increase Percentage participation of members to Management and Drug review committees 3. Enhancing and strengthening of Infection control activities 4. Increase number of minor surgical operations, minor Obstetric and Gynaecological operations 5. Wider Consultation processes in management decision making 6. Reduction in number of maternal deaths and 7. Increase fuel efficiency.

This study also revealed that the institutional performance evaluation did not have an impact on

1. Individual performance of medical laboratory technologists and Radiographers
2. Utilization of capital and recurrent budgets

The researcher therefore recommends that Institutional Performance appraisal will be effective in Productivity improvements of Teaching Hospitals Sri Lanaka.

Table of Contents

Declaration	i
Abstract	ii
Acknowledgements	iii
Table of contents	iv
List of Tables	v
List of Figures	vi
Abbreviations	viii

Chapters

1.0 Introduction	01
Objectives	29
2.0 Literature review	32
3.0 Methodology	69
4.0 Results	87
5.0 Discussion	110
6.0 Conclusions and Recommendations	120
References	122
Bibilography	126
Annexures	131