
Nature Of Staff And Its Influence On Inventory Management Effectiveness: A Case Study Of

Buhinga Regional Referral Hospital

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Abstract

The essence of this study was to ascertain the extent to which the nature of staff may influence the effectiveness of inventory management. To establish this effect the study was conducted at Buhinga Regional Referral Hospital among forty (40) participants using a self-administered questionnaire. The first objective was to find out the extent to which nature of staff have been incorporated in functionality of inventory management at Buhinga Regional Referral Hospital. In this respect, the study findings have strongly indicated that there is significant link between nature of staff and inventory management effectiveness. Professional as well as personal endowments such as self-efficacy were found to contribute to the effectiveness of inventory management. While, the presence of high levels of competencies in expertise as well as in ethical behaviors may result into service efficiency however, the study has found that lack of both professional and behavior capacities results into high inventory costs. On the question of the level of inventory management effectiveness at Buhinga Regional Referral Hospital; it was found that, there is poor inventory management at Buhinga Hospital accounting for frequent stock outs, high costs related to spoilage of drugs and medicine, inaccuracy and irresponsiveness to demands among others. Regarding the relationship between nature of staff and inventory management effectiveness, the study findings indicated that staffs with the potential to be highly effective in the inventory management functions require high ability to adapt rapidly to their changing circumstances as well as a diverse competency profile to demonstrate value and deliver superior performance. Inventory management practices are the key factor in ensuring continuous improvement in turnover growth. In this regard it is recommended that the hospital should carry out efficient inventory monitoring and operate good inventory information management system intervention. Therefore, automation and instituting an automated patient's relationship management (PRM) module to capture lost services for accuracy of demand forecasting information to ensure realistic inventory forecasts to support health service delivery.

Keywords: Nature Of Staff, Inventory, Management And Effectiveness

Background to the Study

In today's competitive business, we are more focused on providing value to customers; providing products and services that are more valuable compared to competitors (Ramadhan et al., 2023). In parallel with the focus on customer value, the market in which businesses operate today is widely recognized as complex and turbulent (David et al., 2023). It is in this perspective that effective inventory management has been recognized as playing a critical role in improving service availability for end users in a public organization

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(Deus, 2023). In order to adopt effective inventory management, the nature of the employees responsible for the organization's inventory management has been cited as a springboard to the organization's effective inventory management (Benard, 2023). Inventory management (IM) refers to a business practice that includes coordination of available materials, control, utilization and procurement of materials (Turyatempa et al., 2022). IM is concerned with managing the direction of activities to obtain the right inventory at the right place at the right time and in the right quantity and is directly linked to the production function of any organization, which means that an inventory management system adopted will affect the profitability of the organization directly and indirectly (Alex et al., 2023).

Accordingly, the National Government Purchasing Institute (2001) noted that inventory control is no longer considered an administrative function performed independently by untrained individuals within a government agency; it requires qualified personnel who are competent and skilled to enable the organization to achieve its goals and objectives by being efficient and effective in performing its various functions (Musaibah et al., 2023). Therefore, for an organization to succeed, qualification is a prerequisite and must be in line with the job requirement, hence the need to hire and develop ambitious employees (Faridah et al., 2023).

Because inventory management functions consume a large amount of an organization's invested capital; therefore, skilled employees are required to boost inventory management efficiency to maximize profits (Annet et al., 2023). Now more than ever, managers need reliable and efficient inventory control to reduce costs and remain competitive (Turyatempa et al., 2022). (Annet et al., 2023) argue that effective inventory management increases profitability by reducing costs associated with storage and material handling. However, the effectiveness of inventory management depends on the nature of the responsible personnel. If the personnel involved in inventory management are not qualified and competent, inventory management will be ineffective (T. Christopher, 2022). The Buhinga Regional Referral Hospital is one of the government-funded health centers in the region whose delivery of health services has often been challenged due to shortages of supplies as well as poor quality of services resulting from the incompetence of health workers. However, the issue of availability of much-requested drugs and other services depends on the hospital's stock management department, which is in charge of keeping inventory records and also ensuring that adequate items are always in stock to respond to orders, which was the ideal argument for decentralized health services (Jallow et al., 2022). It is in this regard that the researcher tries to find out the connection between the nature of the personnel and the effectiveness of the organization (Ronet et al., 2023).

Statement of the problem

Inventories form the most significant part of current assets in the health sector and especially in the health sector. Due to the relative size of inventories maintained by the Ministry and its regional facilities, a

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significant amount of the organization's fund is often devoted to inventory control (Paul & Kazaara, 2023). Thus, it becomes imperative to manage inventory effectively to avoid unnecessary costs and ensure a high level of customer service (Nelson, Christopher, Teddy, et al., 2022). Evaluation reports produced by the MOH have repeatedly revealed that some critical items are often out of stock, leading to hasty purchases due to low inventory levels (Racheal et al., 2023). Annual inventory reports often attributed the problem to poor funding and a lengthy bureaucratic process (Ntirandekura, Friday, et al., 2022). However, it should be noted that cases of inaccurate recording or wrong entry of some data information reveal poor inventory control, which is a sign of incompetence among employees (Ntirandekura, Ainebyoona, et al., 2022). The hospital must not always maintain excess inventory to avoid unnecessary tying up of funds and loss of funds due to theft, spoilage, and obsolescence, nor maintain too low inventory to meet user demand when needed. It is a paradox to note that government health centers often complain of non-availability of essential items to meet their requirements, hence the need to examine how the nature of staff affects the effectiveness of inventory management (Ntirandekura, Ainebyoona et al., 2022).

Specific Objectives

1. To find out the extent to which nature of staff have been incorporated in functionality of inventory management at Buhinga Regional Referral Hospital.
2. To determine the level of inventory management effectiveness at Buhinga Regional Referral Hospital.
3. To establish the relationship between nature of staff and inventory management effectiveness.

Methodology

The researcher adopted a descriptive survey design. According to (A & Ahmed, 2019) descriptive survey design is appropriate because it involves collecting data in order to answer questions concerning the current status of subjects of the study. (Nafiu et al., 2012) notes that descriptive design is concerned with describing, recording, analyzing and reporting conditions that exist or existed. The study targeted staff in all the four departments of Buhinga Regional Referral Hospital; Administration, Stores department, Records Department and Internal Security (Olanrewaju et al., 2021). The target population from which the information was solicited by the researcher was 40 staff involved in controlling inventory or any other related activities. Scholars do not agree on the exact proportion of the accessible population that should form the sample size. (Olanrewaju & Abiodun, 2021) suggest that in descriptive studies ten percent (10%) of the survey population is representative enough to generalize characteristics being observed. In this study therefore, ten percent of the accessible population constituted the sample size. The study employed a combination of sampling techniques such as stratified random sampling techniques (Nafiu et al., 2013). Stratified was utilized to group the samples in strata having similar characteristics. Stratified sampling is used to achieve representation of the main respondents as the population to be studied is heterogeneous.

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The main respondents was stratified on the basis of their departments. The researcher used the questionnaire to collect primary data. The researcher also issued questionnaires to staff in four (4) departments mentioned in the population study. This instrument was used due to its suitability of having an ample time for the officers concerned to adequately fill the form (Jallow et al., 2022). Data from questionnaires was summarized, edited, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Descriptive statistics was used where distribution (frequencies, percentages) were used (Lu et al., 2013). Data was analyzed using a statistical package for social sciences (SPSS) (Nelson, Christopher, & Milton, 2022). Editing involved going through the questionnaires to see if respondents responded to questions and see if there were blank responses. A simple tabulation was used which involved counting the number of cases that fall into various categories. The study adopted qualitative data analysis. Information about the scores in a sample was presented in tables and charts that make it easier for people to understand what had been found. All tables and charts were clearly labeled and presented so that the reader could rapidly make sense of the information contained in them.

RESULTS

Descriptive statistics on influence of nature of staff in enhancing value for money on inventory management

Table 1: Shows findings on influence of nature of staff in enhancing value for money on inventory management

	Frequency	Percent	Cumulative Percent
Supports appropriate means of achieving prompt health services to patients	4	10.0	10.0
Staff competency fosters security of items	11	27.5	37.5
Level of spoilage is influenced by staff quality	9	22.5	60.0
Staff quality influence reduction in storage costs	7	17.5	77.5
Staff attributes influence information gathering to support efficiency	6	15.0	92.5
Nature of staff influence inventory decision makings	3	7.5	100.0
Total	40	100.0	

Source: Primary Data

Findings indicate over (27.5%) of the participants revealed that staff competency fosters security of items, this may be due to effective internal control practices instituted by the staff in question; while (22.5%) cited that, control in spoilage of items in hospitals is influenced by staff quality; (15.0%) stated that, staff attributes influence information gathering to support efficiency; (10.0%) noted that, staff attributes support

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the appropriate means of achieving prompt health services to patients and (7.5%) argued that nature of staff influence inventory decision makings respectively (Victoria et al., 2023). These findings imply that, skill and ability of the staff concerned with inventory management may contribute on accuracy of inventory levels to control costs related to damage, spoilage and stock outs. Predicting the future demand of services so as to balance supplies in the inventory is a skill that ought to be possessed with staff.

Descriptive statistics on level of expertise knowledge among staffs influences availability of essentials hospital services

Table 2: Shows findings on level of expertise knowledge among staffs influences availability of essentials hospital services

	Frequency	Percent	Cumulative Percent
Increase in accuracy of health supplies	3	7.5	7.5
Reduces delays in provision of services through proper inventory management	4	10.0	17.5
Facilitates the coordination of activities	5	12.5	30.0
Staff attributes support higher inventory rates to stimulate health service innovation	11	27.5	57.5
Reduction service delivery costs such as excesses and shortages	14	35.0	92.5
Increases feedback communication across the health service supply chain	3	7.5	100.0
Total	40	100.0	

Source: Primary Data

On the question of whether level of expertise knowledge among staffs influences availability of essentials hospital services; majority (35.0%) indicated that, staff attributes are key in reducing service delivery costs such as excesses and shortages; followed by (27.5%) who noted that, staff attributes support higher inventory rates to stimulate health service innovation; (10.0%) cited that, staff are a key in reducing delays in provision of services through proper inventory management while (7.5%) stressed that staff attributes are associated with increases feedback communication across the health service supply chain as well as increasing in accuracy of health supplies respectively.

Descriptive statistics on staff experience as an incentive for lead time in inventory management

Table 3: Shows findings on staff experience as an incentive for lead time in inventory management

	Frequency	Percent	Cumulative
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			Percent
Accurate forecasts for inventories	1	2.5	2.5
Expertise in inventory-management information leads to matching demand	2	5.0	7.5
Staff skills stimulate responsiveness to uncertainties	4	10.0	17.5
Staff experience improves coordination resulting into timely deliveries	13	32.5	50.0
Commitment is also earned that contributes to efficiency	13	32.5	82.5
Mastery in inventory practices increases balance of operations	7	17.5	100.0
Total	40	100.0	

Source: Primary Data

Findings in the table above reveal (32.5%) cited that staff experience improves coordination which results into timely deliveries as well as staff commitment contributes to efficiency respectively; then (17.5%) indicated that mastery in inventory practices increases balance of operations; (10.0%) stressed that, staff skills stimulate responsiveness to uncertainties; (5.0%) mentioned that, staff expertise in inventory-management information leads to matching demand and (2.5%) observed that, staff professions enhance accurate forecasts for effective inventory management to support service delivery. This mostly affects officer in supply chain as they may perceive to be lowly empowered to produce desired results.

Descriptive statistics on effect of staff incompetence on inventory management of Buhinga regional referral hospital

Table 4: Shows findings on effect of staff incompetence on inventory management of Buhinga regional referral hospital

	Frequency	Percent	Cumulative Percent
Incompetency leads to low flexibility	3	7.5	7.5
Lack of key skills results into delayed delivery of services	2	5.0	12.5
Low inventories that affect level of responsiveness	4	10.0	22.5
Lack of key skills leads to high discrepancy levels	12	30.0	52.5
Staff incompetency increases complexity hence an Poor staff leads to ineffective inventory management that	12	30.0	82.5

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results into unnecessary inventory errors that affect service delivery			
Incompetency is associated with high degree of errors	7	17.5	100.0
Total	40	100.0	

Source: Primary Data

Regarding the effect of staff incompetence on inventory management of BUHINGA regional referral hospital; (30.0%) revealed that lack of key skills leads to high discrepancy levels that affect service delivery as well as poor staffing leads to ineffective inventory management that results into unnecessary inventory holding costs that affect service delivery respectively; (17.5%) reported that Incompetency is associated with high degree of errors; (10.0%) noted that, incompetency leads to low inventories that negative affect responsiveness; (7.5%) indicated that, incompetency leads to low flexibility to constant uncertainties in health service delivery (F. Christopher et al., 2022); and (5.0%) pointed out that, lack of key skills results into delayed delivery of services. These findings are in line with Hudson (2008) that revealed that, the profile of a successful staff contains certain rare combinations of competences and personality traits. Such a combination, coupled with a more visible accountability track for inventory/procurement professionals, will create a cycle whereby cost reduction and value for money for all stakeholders in the service delivery is realized.

Descriptive statistics on effect of staff IT competence on inventory management of Buhinga regional referral hospital**Table 5: Shows findings on effect of staff IT competence on inventory management of Buhinga regional referral hospital**

	Frequency	Percent	Cumulative Percent
Staff IT skills are a key to the efficient operation and management of inventory	1	2.5	2.5
IT skills support facilitate the exchange relationships	4	10.0	12.5
IT skills is associated with lowering inventory costs	3	7.5	20.0
IT skills lead to higher service quality	22	55.0	75.0
IT skills increases communication and coordination of service	10	25.0	100.0
Total	40	100.0	

Source: Primary Data

In respect to examining the effect of staff IT competence on inventory management of Buhinga regional referral hospital; an overwhelming (55.0%) indicated that IT skills among staffs lead to higher service quality due to ability to ensure smooth coordination; yet (25.0%) reported that, IT skills among staffs increases communication flow between suppliers, service providers and end users; (10.0%) stated that, IT skills support facilitation of exchange relationships to ensure accuracy in inventories; (7.5%) noted that, IT skills are associated with lowering inventory costs and (2.5%) mentioned that, staff IT skills are a key to the efficient operation and management of inventory. These findings are in accordance with Mukhopadhyay and Kekre (2002) who argued that, integration of IT and inventory practices is associated with an increase in service delivery, a reduction in the delay, and with lower general operational costs. Thus, institutions such as hospitals that integrate their businesses with IT applications are able to streamline operations, integrate functions, and downsize the organization more efficiently than those with less integrated-IT applications; as observed by Pinsonneault and Kraemer (2002) that, IT applications results into higher downsizing and lower overhead cost.

Descriptive statistics on effect of staff behavioral competence on inventory management

Table 6: shows findings on effect of staff behavioral competence on inventory management

	Frequency	Percent	Cumulative Percent
Staff efficacy results into rapid adaption to meet inventory demands	1	2.5	2.5
High staff participation is one of the pillar of inventory efficiency in service delivery	6	15.0	17.5
Staff ethical conduct is critical inventory management efficiency to support service delivery	14	35.0	52.5
Level of commitment amounts to inventory effectiveness	15	37.5	90.0
Staff teamwork influences level inventory coordination	4	10.0	100.0
Total	40	100.0	

Source: Primary Data

It was observed in the table above that, majority (37.5%) of the total participants mentioned that, level of commitment amounts to inventory effectiveness and the reverse is true; (35.0%) argued that staff ethical conduct is critical inventory management efficiency to support service delivery; then (15.0%) stated that, high staff participation is one of the pillar of inventory efficiency in service delivery; (10.0%) portrayed that, staff teamwork influences level of inventory coordination to gain efficiency in service delivery; and

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(2.5%) reported that, staffs' self-efficacy results into rapid adaption to meet inventory demands which boosts service delivery. according to the PPDA (2003), it was recognized that, employees must possess the required competence. The Act(2003) states that employees shall not use their authority or office for personal gain and shall seek to uphold and enhance the reputation of the Ugandan Government at home and abroad by fostering the highest possible standards of competence. The PPDA recognizes that officer's competencies are necessary in achieving procurement tasks in the public domain.

Descriptive statistics on whether there is sufficient stock replenishment at Buhinga Regional referral hospital

Table 7: Shows findings on whether there is sufficient stock replenishment at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative Percent
There is slow order processing	4	10.0	10.0
Poor information flow across the parties	2	5.0	15.0
Delayed deliveries are frequent at the hospital	4	10.0	25.0
Disruption of service delivery due to shortage of supplies	12	30.0	55.0
Hospital faces inflexibility to uncertainties	16	40.0	95.0
There is low degree of responsiveness to demands	2	5.0	100.0
Total	40	100.0	

Source: Primary Data

On the question of whether there is sufficient stock replenishment at Buhinga Regional referral hospital; majority (40.0%) of the participants noted that the hospital is faced inflexibility to uncertainties in service demands; (30.05) indicated disruption of service delivery due to shortage of supplies; (10.0%) named delayed deliveries as frequent at the hospital and slow order processing; and (5.0%) stated poor information flow across the parties hence indicating the inappropriate inventory management practices at Buhinga Hospital.

Descriptive statistics on whether there is adequate drugs and medicine through the financial year at Buhinga Regional referral hospital

Table 8: Shows findings on whether there is adequate drugs and medicine through the financial year at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative Percent
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Poor quality drugs	3	7.5	7.5
Low quantities of supplies	1	2.5	10.0
Essential medicines are ever insufficient	8	20.0	30.0
Low stock levels	16	40.0	70.0
Inflexible supplies	11	27.5	97.5
Delayed supplies	1	2.5	100.0
Total	40	100.0	

Source: Primary Data

Further still, the study findings indicate that, (40.0%) argued that the hospital is frequently faced with low stock levels; (27.5%) mentioned inflexibility in supplies which affects service delivery; (20.0%) spotted that essential medicines are ever insufficient; (7.5%) reported that there is poor quality of drugs while (2.5%) stated that the hospital is from time to time faced with low quantities of supplies compared to the demand side as well as delayed supplies respectively.

Table 9: Shows findings on whether stock matches expectations of end users at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative Percent
Long waiting hours to receive service	4	10.0	10.0
Non responsiveness to high demand for services	5	12.5	22.5
Overcrowded outpatient department (OPD) due to shortages of services	18	45.0	67.5
Patients experience mismatching orders for certain medicines and drugs	13	32.5	100.0
Total	40	100.0	

Source: Primary Data

Findings on whether on whether stocks match expectations of end users at Buhinga Regional referral hospital; (45.0%) noted that there is overcrowded outpatient department (OPD) due to shortages of services; (32.5%) stated that patients experience mismatching orders for certain medicines and drugs; (12.5%) stressed non responsiveness to high demand for services and (10.0%) cited that there is always Long waiting hours to receive service.

Table 10: Shows findings on whether inventory information efficiency influences services at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative
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			Percent
High operation inventory costs	6	15.0	15.0
Still low responsiveness to patients demands due to less integrated IT applications	18	45.0	60.0
Low availability and accessibility of services	16	40.0	100.0
Total	40	100.0	

Source: Primary Data

On whether inventory information efficiency influences services at BUHINGA Regional referral hospital; (45.0%) argued that there is still low responsiveness to patients' demands due to less integrated IT applications; (40.0%) cited low availability and accessibility of services and (15.0%) stated operation inventory costs such as handling, damage and spoilage.

Table 11: Shows findings on whether there is high degree of obsolescence resulted costs at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative Percent
High inventory service costs like handling	1	2.5	2.5
Poor storage facilities have often to damage such as shrinking	3	7.5	10.0
Poor patient care/satisfaction	23	57.5	67.5
High theft related costs	13	32.5	100.0
Total	40	100.0	

Source: Primary Data

Findings on whether there is high degree of obsolescence resulted costs at Buhinga Regional referral hospital, (57.5%) of the participants expressed poor patient care/satisfaction with services at the hospital; (32.5%) there is high theft related costs; (7.5%) noted poor storage facilities that have often lead to damages such as shrinking and (2.5%) mentioned high inventory service costs like handling. It is however argued that, good inventory management is often a trade-off between the costs associated with keeping inventory on hand (e.g., carrying costs) and the benefits of having the inventory in stock (ability to sell the inventory and convert it into cash). In other words, the carrying costs of maintaining higher levels of inventory must be balanced with the less easily measurable costs of stock outs, lost sales, poor patient care/satisfaction and even the business's or institution's reputation. Thus, risk cost which include shrinkage, or simply "shrink". When the final calculated inventory value in an institution's accounting records is compared with the final valuation from the physical inventory, any shortage is referred to as

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shrink. Inventory shrink is expressed. Hence high degree of obsolescence resulted costs has contributed to poor service delivery at Buhinga Regional referral hospital.

Table 12: Shows findings on status of inventory record keeping methods as supportive incentive in service delivery at Buhinga Regional referral hospital

	Frequency	Percent	Cumulative Percent
Poor records accounts for mismatching quantities	4	10.0	10.0
High discrepancies between recorded quantities	5	12.5	22.5
Series of poor balance for any time period which affects order processing hence poor service delivery	18	45.0	67.5
There is high recording errors that negatively affect value of items and delivery	13	32.5	100.0
Total	40	100.0	

Source: Primary Data

Finally, regarding inventory management effectiveness; respondents were asked on the status of inventory record keeping methods are supportive at Buhinga Regional referral hospital; majority (45.0%) reported series of poor balance for any time period which affects order processing hence poor service delivery; (32.5%) argued there is high recording errors that negatively affect value of items and delivery; (12.5%) noted high discrepancies between recorded quantities and (10.0%) stated that poor records have accounted for mismatching quantities at the hospital hence affective service delivery.

Table 13: Shows findings on whether behaviors of the staff influence agility of inventory management

	Frequency	Percent	Cumulative Percent
Staff behavior intelligent stimulate positive coordination	1	2.5	2.5
Staff ethical conduct determine safety of inventory	2	5.0	7.5
Behaviour competency encompass a portfolio of inventory practices	19	47.5	55.0
Wellbeing of staff enhances corporate practices even in inventory management	18	45.0	100.0

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Total	40	100.0	
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Source: Primary Data

Study results on whether behaviors of the staff influence agility of inventory management; the significant (47.5%) stated that, behaviour competency encompass a portfolio of inventory practices that support service efficiency; followed by (45.0%) who noted that wellbeing of staff enhances corporate practices even in inventory management effectiveness to stimulate service delivery; (5.0%) observed that, staff ethical conduct determine safety of inventories to enhance service delivery and (2.5%) stated that staff behavior intelligent contributes to positive coordination

Table 14: Shows findings on whether staff characteristics influence timely service delivery through maintaining sufficient inventory levels

	Frequency	Percent	Cumulative Percent
Efficiency in inventory management is a result of teamwork	3	7.5	7.5
Confidence among staff results into flexibility to constant changes in the demand side	5	12.5	20.0
The higher self drive as staff resource, the effective the inventory activities	23	57.5	77.5
Insightfulness of staff contributes to quick response to uncertainties	9	22.5	100.0
Total	40	100.0	

Source: Primary Data

Regarding whether staff characteristics influence timely service delivery through maintaining sufficient inventory levels; over (57.5%) indicated that, the higher self drive as a resource, the effective the inventory activities; (22.5%) noted that insightfulness of staff contributes to quick response to uncertainties; (12.5%) argued that, confidence among staff results into flexibility to constant changes in the demand side and (7.5%) revealed that efficiency in inventory management is a result of teamwork.

Descriptive statistics on whether staff competencies contribute to cost efficiency in health service delivery

Table 15: Shows findings on whether staff competencies contributes to cost efficiency in health service delivery

	Frequency	Percent	Cumulative Percent
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Forecast in inventory practices is derived from staff level of knowledge about dynamics of inventory management	6	15.0	15.0
Expertise of staff influences the quality of inventory practices to enhance readiness in service delivery	20	50.0	65.0
Staff professionalism stimulate consistency to appropriate means of inventory management to control unnecessary costs	14	35.0	100.0
Total	40	100.0	

Source: Primary Data

Question on whether staff competencies contributes to cost efficiency in health service delivery; (50.0%) indicated that expertise of staff influences the quality of inventory practices to enhance readiness in service delivery while (35.0%) noted that staff professionalism stimulate consistency to appropriate means of inventory management to control unnecessary costs and (15.0%) stated that, forecast in inventory practices is derived from staff level of knowledge about dynamics of inventory management which directly influence service delivery.

Table 16: Shows findings on how staff technical expertise eliminates inventory errors to stimulate efficiency in service delivery

	Frequency	Percent	Cumulative Percent
Eliminates inventory record inaccuracies	2	5.0	5.0
Staff abilities eliminate errors hence mitigating delays in service delivery	6	15.0	20.0
It improves financial viability of the hospital	19	47.5	67.5
Leads to quality inventory management decisions	13	32.5	100.0
Total	40	100.0	

Source: Primary Data

It was observed that (47.5%) of the participants staff technical expertise eliminates inventory errors to stimulate efficiency in service delivery; (32.5%) argued that staff technical expertise improves financial viability of the hospital; (15.0%) noted that staff abilities eliminate errors hence mitigating delays in service delivery and lastly (5.0%) reported that, technical expertise eliminates inventory record inaccuracies that may expose an entity to mismatch inventory management hence affecting service

delivery. As noted by Sheppard and Brown (1993) that inventory errors can lead to unnecessary inventory holding costs or to delays in production, and ultimately can affect relationships with customers and the financial viability of an organization. To the extent that ineffective internal control over these inventory processes leads to poor inventory management decisions (e.g., determining optimal order quantities, stock-outs, holding costs), we expect firms with material weaknesses in inventory processes to have less profitable operations.

Table 17: Shows findings on whether staff characteristics influence inventory internal control effectiveness to stimulate efficiency in service delivery

	Frequency	Percent	Cumulative Percent
Available of health services are influenced by staffs' creditability in inventory systems	2	5.0	5.0
Staff skills are a key to effective inventory valuation that supports service delivery	5	12.5	17.5
Staff characteristics determine level of inventory turnover ratios in service delivery	8	20.0	37.5
Staff characteristics are central in controlling inventory write-offs that reduce operating income	11	27.5	65.0
Staff characteristics are a requirement to proper inventory tracking that determine cost efficiency in service delivery	11	27.5	92.5
Staff are a player in accurate internal inventory management reports that influence decisions that affect service delivery	3	7.5	100.0
Total	40	100.0	

Source: Primary Data

Results on whether staff characteristics influence inventory internal control effectiveness to stimulate efficiency in service delivery; (27.5%) stated that, staff characteristics are central in controlling inventory write-offs that reduce operating income as well as staff characteristics as a requirement to proper inventory tracking that determine cost efficiency in service delivery; yet (20.0%) indicated that, staff characteristics determine level of inventory turnover ratios in service delivery; (12.5%) indicated that, staff skills are a key to effective inventory valuation that supports service delivery; (5.0%) argued that, available of health services are influenced by staffs' creditability in inventory systems and (7.5%) stressed that, nature of staff

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is prime to accurate internal inventory management reports that influence decisions that affect service delivery.

Table 18: Shows findings on staff characteristics influence Inventory control efficiency when locating information resource

	Frequency	Percent	Cumulative Percent
Staff attributes are essential in controlling the potential risk and value opportunities	6	15.0	15.0
Staff skill are essential in Quality Control inspection	7	17.5	32.5
Staffs are critical in Order Processing	20	50.0	82.5
Staff skill are a necessity for effective Material handling	7	17.5	100.0
Total	40	100.0	

Source: Primary Data

Regarding whether staff characteristics influences inventory control efficiency when locating information resource; (50.0%) stated that staff potentials are critical in order processing effectiveness; while (17.5%) indicated that staff skill are essential in quality control inspection as well staff skill are a necessity for effective material handling to enhance service delivery respectively; and yet (15.0%) expressed that, staff attributes are essential in controlling the potential risk and value opportunities

Descriptive statistics on whether nature of staff determines the accuracy in service delivery

Table 19: Shows findings on whether nature of staff determines the accuracy in service delivery

	Frequency	Percent	Cumulative Percent
They are central to lowering inventory holding costs	3	7.5	7.5
Nature of staff lead to efficient implementation of customer orders,	4	10.0	17.5
Are party to JIT inventory management	3	7.5	25.0
Nature of staff influence waste-reducing in inventory practices to enhance efficiency	17	42.5	67.5
Nature of staff leads to better inventory	10	25.0	92.5

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allocation to support service delivery			
Staff IT skills enhance higher inventory returns in service responsiveness	3	7.5	100.0
Total	40	100.0	

Source: Primary Data

Finally on the questions of establishing the relationship between the study variables, respondents were asked whether nature of staff determines the accuracy in service delivery; (42.5%) stated that, Nature of staff contributes to waste-reducing in inventory practices to enhance efficiency; (25.0%) indicated that, nature of staff leads to better inventory allocation to support service delivery; then (10.0%) observed that nature of staff lead to efficient implementation of customer orders and (7.5%) cited that nature of staff is central to lowering inventory holding costs (Nelson et al., 2023); enhancing JIT inventory management to support constant service demand and also contributes to higher inventory returns in service responsiveness respectively. The findings are also in line with research studies by Hudson (2008) which revealed that the profile of a successful inventory management staff contains certain rare combinations of competencies and personality traits, including strong intelligence and emotional quotient, which represents key personal competencies.

Conclusions

In short, the study findings have strongly indicated that there is significant link between nature of staff and inventory management effectiveness. Professional as well as personal endowments such as self-efficacy were found to contribute to the effectiveness of inventory management. While, the presence of high levels of competencies in expertise as well as in ethical behaviors may result into service efficiency however, the study has found that lack of both professional and behavior capacities results into high inventory costs. It has been found that, there is poor inventory management at Buhinga Hospital accounting for frequent stock-outs, high costs related to spoilage of drugs and medicine, inaccuracy and irresponsiveness to demands among others.

Therefore, staffs with the potential to be highly effective in the inventory management functions require high ability to adapt rapidly to their changing circumstances as well as a diverse competency profile to demonstrate value and deliver superior performance.

Recommendations

Inventory management practices are the key factor in ensuring continuous improvement in turnover growth. In this regard it is recommended that the hospital should carry out efficient inventory monitoring and operate good inventory information management system to ensure realistic inventory forecasts to support health service delivery.

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Considering the importance of demand forecasting in achieving a good turnover, information that is required as input to demand forecasts must be consistent and based on customer needs. Therefore, Buhinga Hospital management must strive to institute a continuous monitoring system to improve inventory performance, such that the decision rules that include safety stock reorder points and EOQ on which forecasts are based are up to date and are based on historical data from past sales but also analyzed patient-based information.

To maximize expertise, the hospital should recruit competent staff to manage and support hospital medical operations with well inventory system to match service demands. This involves the staff's ability identify slow moving stock and damages, regular cycle counts.

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