

Learning Facilities and Organisational Performance of Private Universities in Uganda

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Abstract: The investigation sought to examine an association amongst learning facilities and organisational performance of private universities within Uganda. Specifically, the study sought to achieve three goals; (i) to examine the relationship between library facilities and organisational performance of IUIU, (ii) to examine the relationship between laboratory facilities and organisational performance of IUIU and (iii) to examine the relationship between lecture room facilities and organisational performance of IUIU. The study utilized a quantitative approach and a research design for correlation. Consequently, statistics were composed through utilization of questionnaires which had to be distributed to 113 academic staff for the IUIU – Kampala Campus. The responders were nominated from 162 individual populace by use of a sampling technique for simple random. The SPSS computerized package was utilized in analysing data where statistics for inferential like Pearson's correlation coefficients had to be computed to achieve this study objectives. Those outcomes specified that; (i) there's a statistical substantial and strong constructive association amongst Library Facilities and Organisational Performance of IUIU is positive, strong and statistically significant ($r = .702$, Sig. Value = $.000 < .01$), (ii) there's statistically substantial and strong constructive association amongst Laboratory Facilities and Organisational Performances for IUIU is positive, strong and statistically significant ($r = .696$, Sig. Value = $.000 < .01$) and there's a statistically substantial and strong constructive association amongst Lecture Room Facilities and Organisational Performances for IUIU is positive, strong and statistically significant ($r = .500$, Sig. Value = $.000 < .01$). Based on these results, the study concluded that a significant improvement in learning facilities is likely to have a positive contribution towards organisational performance of IUIU. It was hence recommended that IUIU should increase on the number of computers in its libraries as this will help students to access online databases, e-books, research journals, and educational software. IUIU laboratories should always be opened during university operating hours as this will reduce congestion during peak hours, ensuring better learning conditions. IUIU lecture rooms should also be modified to allow for use of technologies such as projectors. Use of technologies reflect a forward-thinking institution and help prepare students for tech-rich workplaces.

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I. INTRODUCTION

The subsection presents investigation background. It also presents scope of the study, general and specific objectives, problem statement and conceptual framework.

➤ Background to the Study

Throughout the years, scholars have repeatedly emphasized the importance of organisational performance of private Universities. For instance, Al Gharsi et al., (2024) revealed that organisational performance of private

Universities plays a critical role in enhancing student satisfaction and meaningful community engagement. Evidence available suggests that despite its great importance, organisational performance remains poor in many private universities across the globe. In Indonesia for instance, Purba, Muda, Lumbanraja and Kholis (2022) indicated that numerous private universities have collapsed or ceased to exist because of shortage of students and lacked the necessary finances to direct their operations. In a study conducted in Nigeria, Ogunode, Ukozor and Abiodun (2024) indicated that private universities are struggling with

performance challenges reflected by Inadequate modern infrastructures, insufficient finances, low student enrolment as well as inadequate academic staff. Kenya's private universities were also reported to be facing instances of underperformance manifested by Inadequate funding, authenticity of degrees given, research quality, falling the educational program quality, the adaptability of university courses, innovations produced, and effective utilization of limited resources (King'oo, Kimencu, & Kinyua, 2021).

The problem of underperformance was also reported to exist in Uganda's private universities which are struggling with challenges such as Insufficient furniture, lecture rooms, and office spaces, decreased student enrollments, increasing operational costs, lower tuition fee payments, delayed and inconsistent payment of staff salaries, poor educational and training facilities, and a tarnished public image (Olema et al., 2024). Other studies Some professors interact with students for just fifty percent of the anticipated contact duration, lectures, and are inconsistent in the classroom. Private universities have low global rankings and inadequate visibility in terms of research production. Private universities produce far fewer peer-reviewed papers than public universities (Atwebembeire et al., 2018). Despite the significant contribution of private universities, there is a noticeable gap in understanding the factors that influence the performance of such universities. This gap is particularly evident in private universities, where their performance has not been comprehensively explored (Olema et al., 2024). Besides, most of the available studies were conducted in the western world which suggests that reflections on these variables in developing countries are relatively scarce. As a result, there is a pressing need for research that specifically addresses the performance of private universities in developing countries like Uganda.

The study was guided by the Dynamic Capabilities Theory (DCT) advanced by Teece and Pisano (1994). The theory assumes that to be able to achieve and maintain a competitive advantage, organisations need to reconfigure, integrate, and adapt their possessions and capabilities to respond to changing environments (Samsudin & Ismail, 2019). In other words, the DCT assumes that, maintaining a competitive advantage for a firm is not just about possessing resources (like the Resource-Based View suggests) but also about having the capacity to effectively use, modify, and create new resources in response to new circumstances which encompasses dynamic abilities. In other words, dynamic abilities are abilities of firms to reconfigure, develop and combine resources with the goal to adjust to rapidly changing environments (Samsudin & Ismail, 2019). The theory considers dynamic capabilities as a critical factor that creates new sources of competitive advantage. Conversely, lack of dynamic capabilities prohibits the business must sustain its competitive advantage, particularly in an evolving marketplace (Samsudin & Ismail, 2019).

The dependent variable in this study is performance of private Universities which is defined as a scope whereby a private university attains its stated targets and objectives (Mehari et al., 2024). This encompasses not only financial

outcomes but also factors like customer satisfaction, employee engagement, and social responsibility (Gutterman, 2023). In higher education institutions, organizational performance is often assessed through metrics such as research output, graduation rates, and institutional rankings (Al Gharsi et al., 2024). The current study measured performance of a university in terms of teaching and learning as well as research as proposed by Matovu (2017). The independent variable of the study is learning facilities. These are defined as facilities such as libraries, laboratories and lecture rooms that facilitate the teaching and learning process in an education institution (Frameilia, Setiawan, Azizah, & Magarida, 2023). In this case, Library facilities refer to the materials available for use in a library, including books, periodicals, electronic databases, audiovisual materials, and other informational assets (Bimenyimana, 2021). Laboratories facilities are specialized spaces equipped for scientific research, experimentation, testing and analyses (Tamunoiyowuna & Omeodu, 2022). On the other hand, lecture room facilities refer to spaces designated for teaching, presentation and lectures (Erdem & Kaya, 2024).

The current examination was directed within setting of the Islamic University in Uganda (IUIU). IUIU is faith based private university which started operating on 10th February, 1988 (Nabukeera, 2018). Currently, IUIU has four (04) campuses, like; Arua Campus in Arua, Females' Campus in Kabojja, Kampala Campus in Kampala, and Main Campus in Mbale. Since these campuses are separated from one another by long distances, the current study focused on IUIU - Kampala Campus (KC) in Kampala. IUIU - KC was established in the year 2001, as the second campus after the Main Campus in Mbale. By 2005, it had become one of the most vibrant IUIU academic centres. It has a dual system, semester and quarter, and offers both daytime and weekends programs to help the working-class gain entry to higher learning (Nabukeera, 2018). The university remains committed to providing appropriate learning facilities such as library, laboratory and lecture rooms with hope that these positively contribute to overall performance of the University (IUIU, 2025). However, IUIU organizational performance indicators such as teaching and learning as well as research and publications have remained dismal and unpleasant (Nabukeera, 2020; Uganda National Council for Science and Technology, 2023). This state of affairs raises concerns about the effectiveness of the different learning facilities in IUIU. What needs to be known is why the existing learning facilities seem not to be delivering the expected better teaching and learning as well as research and publications in IUIU. This justifies the necessity towards the current investigation.

➤ *Statement of the Problem*

Learning facilities such as library, laboratory and lecture rooms are widely considered to be essential components of contemporary private universities, playing a critical role in enhancing their performance and achievement of their goals, and objectives (Mugizi, 2021). In a bid to enhance its performance and achieve the associated benefits, IUIU invests in several learning facilities such as library,

laboratory and lecture rooms with hope that these would among others, positively contribute to overall performance of the University (IUIU, 2025). Unfortunately, despite existence of these facilities, IUIU organizational performance indicators such as teaching and learning as well as research and publications have remained dismal and unpleasant (Nabukeera, 2020; Uganda National Council for Science and Technology, 2023). Relating to terms of research as well as publications, IUIU ranks behind other private universities like Uganda Martyrs University Kampala International University, and Busitema University (Uganda National Council for Science and Technology, 2023).

Relating towards terms of teaching as well as learning, an evaluation carried out by Nabukeera (2020) indicates that most of the IUIU academic staff performed below average on key performance indicators such as time management, preparation, and student assessment. Besides, the university mainly depends on students' fees, which is unreliable and partly financed by donors who are equally unreliable thus adversely affecting the quality of academic programs (Edoru, 2020). If nothing is done about the state of affairs, the IUIU is likely to lose credibility in the eyes of its stakeholders. It would also be hard for IUIU to achieve its mission of operating as an educational organization founded on Islamic ideals that generates knowledge and prepares students to meet society's demands. What remains unknown is why the existing learning facilities seem not to be delivering the expected better teaching and learning as well as research and publications in IUIU. Besides, despite the growing demand for such learning facilities, There's an absence of a thorough investigation on their contribution towards performance of private universities in Uganda. This therefore necessitates the necessity towards this current

investigation to inspect an association amongst learning facilities as well as organisational performances of IUIU.

➤ Objectives of the Study

The study was guided by the following objectives;

- To examine the relationship between library facilities and organisational performance of IUIU.
- To examine the relationship between laboratory facilities and organisational performance of IUIU.
- To examine the relationship between lecture room facilities and organisational performance of IUIU.

➤ Scope of the Study

This investigation inspected an association amongst Learning Facilities as well as organisational performance of IUIU. The study specifically focused on Learning Facilities such as library, laboratory and lecture room facilities to examine how each of these relates with organisational performance of IUIU. This investigation was conducted at Islamic University in Uganda at its Kampala Campus, which lies on Kibuli Hill in Makindye division, some 3.5 kilometers (2.2 miles) southeast of the central business area in Kampala, Uganda's capital and largest city in East Africa. The analysis covered the years 2021-2024. This investigation focused on the period because it is within this period that IUIU faced a significant decline in its performance indicators such teaching and learning as well as research and publications.

➤ Conceptual Framework

Conceptual outline for this investigation below displays an expected association amongst dependent variable and independent variable.

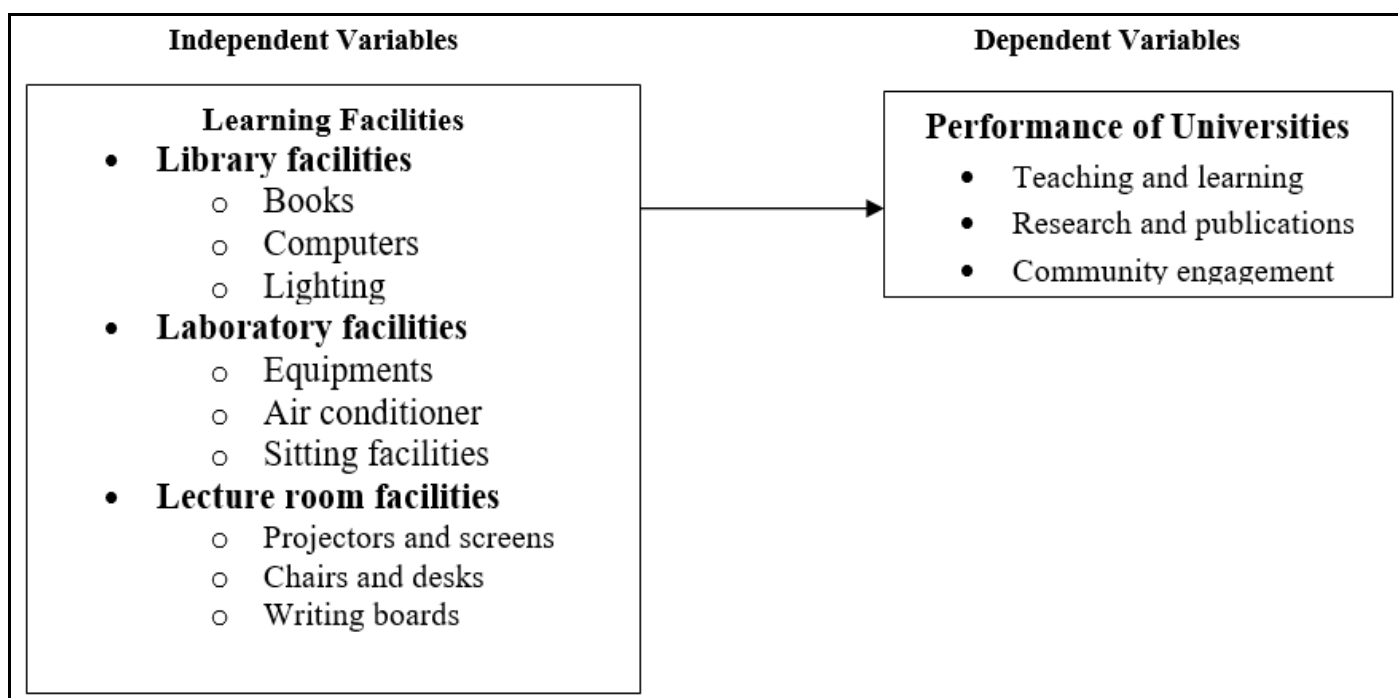


Fig 1 Independent Variables & Dependent Variables

Source: The Conceptual Framework was Adopted and Adapted from Frameilia, Setiawan, Azizah and Magarida (2023).

The conceptual framework illustrates Learning Facilities such as library, laboratory and lecture room facilities as the independent variables. Other factors held constant, each one of these facilities is expected to have a direct relationship with organisational performance of IUIU which would be measured in terms of Community engagement, Publications and Research plus learning, as well as Teaching.

II. LITERATURE REVIEW

There are several empirical studies that have been done on the contribution of learning facilities towards performance of universities. For instance, Bueno (2023) indicated that neatly maintained and convenient learning amenities contribute towards an optimal atmosphere for learning, which improves students' capacity to participate with courseworks and achieve academically. Erdem and Kaya (2024) also stressed that educational facilities are significant determinants of school success in relation to this study demonstrating the beneficial influence of proper learning facilities on informative conclusions. Furthermore, Kirch and Spengler (2021), observed that, school facilities like libraries, laboratories, books, dormitories, classrooms and other facilities have an influence on academic performance of students. This is consistent with Mugizi (2021) who established that university learning facilities were significant positive predictors of students' engagement.

Eyenaka et al., (2024) discovered that students who had constant access to libraries showed more curiosity, greater participation levels, and improved academic achievement than those who had restricted access. This investigation credited this to library facilities' capacity to spark students' interests and improve their understanding in this topic. Correspondingly, Jean (2021) investigated the effects of school library amenities on academic accomplishment, concluding that having access and efficient usage of library amenities considerably improves students' performance. Pagalilauan et al., (2023) stressed the significance of the library's environment, stating that variables involving resource availability, cleanliness, proper lighting, and supporting personnel have a significant impact on the way students study and academic achievement. Additionally, Kabanda (2020) discovered an acceptable favorable association amongst school library staffing and student learning achievement, emphasizing the need of effective library management in promoting academic accomplishment. These data support the substantial effect of library amenities on students' academic achievement, as measured by their level of happiness with those amenities.

Mohammed (2021) investigated the impact of instructional resource availability and utilization on scientific learning among senior secondary students in Sokoto State. A design for a descriptive survey was implemented. 14 science instructors were chosen from seven tested schools in the state's Sokoto South Local Government. Studies have discovered that laboratory equipment exists in senior secondary educational institutions, but it is not readily available and is

underutilized for student learning. A similar study was current out by Tamunoiyowuna and Omeodu (2022) on accessibility and use of laboratory supplies by physics students in Port Harcourt, Nigeria. This study was conducted using a descriptive survey design. Four inquiries were posed to help guide this endeavor. The study's population includes all S2 physics students in Port Harcourt. The investigation used 390 sample size physics scholars picked using a basic random selection technique. The discoveries of this investigation revealed a low availability and usage of laboratory supplies to teach physics.

Erdem and Kaya (2024) stressed that both lecture rooms and their systematic review found that well-maintained classroom climates have an advantageous effect on educational results. Adewale et al. (2021) also found that students' familiarity and contentment with lecturing room amenities and physical aspects had a direct impact on their performance in school. Lecture room atmosphere fostering effective teaching practices, safety, and mutual respect whereby Qadeer (2024) identified this as an important factor contributing to enhanced academic achievement. Moreover, Ojuok et al., (2020), conducted a study on the impact of physical conditions on academic achievement in CDF-built secondary educational institutions under Kenya's Rachuonyo South Sub County. The study involved 38 respondents where by Statistics were obtained utilizing document analysis guide, interview schedules, and questionnaires. The study found out that, inadequate learning facilities such as lecture rooms have a negative influence on students' academic performance.

III. METHODS

This investigator utilized a design of correlational research in this investigation course of the. The justification for using a correlational research design is because it would help to reveal if there's a constructive or undesirable association amongst learning facilities as well as performances of IUIU. This study used a quantitative approach. The study population involved 162 full time academic staff members in IUIU – KC. From this population, a sample of 113 persons was selected. This investigator employed simple random sample technique to give each respondent the same probability of being chosen. The researcher used closed ended questionnaires as the data collection instruments. Likert-format elements were displayed on a 5-point scale. Where 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and SA means highly agree. To determine this research tool validity, comments from two recognized authorities in this investigation field, was sought. These helped to assess the relevancy of questionnaire elements. A Content Validity Index (CVI) then calculated by dividing questions taken to be relevant by items' total numbers. This study obtained 0.83 CVI which means that the instrument was valid. The questionnaires were also Pilot-tested upon ten responders' sample under this investigation expanse to test for their reliability. The study obtained .813 Cronbach's Alpha value which means this instrument was reliable. Using the SPSS, inferential statistics were computed to facilitate analysis of

data. Specifically, the study used Pearson's correlation analysis to institute an association amongst dependent variable as well as three independent factors.

➤ Findings

In relation to investigation objectives, this investigation obtained the following findings.

• Objective 1: To Examine the Relationship Between Library Facilities and Organisational Performance

A correlation of Pearson was employed to investigate direct relationships amongst Library Facilities and Organisational Performance. Outcomes displayed under Table 1

Table 1 Correlations Between Library Facilities and Organisational Performance

		Library facilities	Performance of Islamic University in Uganda
Library facilities	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	113	113
Performance of Islamic University in Uganda	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	113	113

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

Outcomes from an analysis of Pearson correlations presented under Tableau 1 specify there's a constructive, robust and statistically substantial association amongst Library Facilities as well as Organisational Performance ($r = .702$, Sig. Value = $.000 < .01$).

• Objective 2: To Examine the Relationship between Laboratory Facilities and Organisational Performance

A correlation of Pearsons was employed to investigate direct relationships amongst Laboratory Facilities and Organisational Performance. Outcomes displayed under Table 2

Table 2 Correlations Between Laboratory Facilities and Organisational Performance

		Laboratory facilities	Performance of Islamic University in Uganda
Laboratory facilities	Pearson Correlation	1	.696**
	Sig. (2-tailed)		.000
	N	113	113
Performance of Islamic University in Uganda	Pearson Correlation	.696**	1
	Sig. (2-tailed)	.000	
	N	113	113

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

Outcomes from an analysis of Pearson correlations presented under Tableau 2 specify an association amongst Laboratory Facilities as well as Organisational Performances is a constructive, strong and statistically significant ($r = .696$, Sig. Value = $.000 < .01$).

• Objective 3: To Examine the Relationship Between Lecture Room Facilities and Organisational Performance

A correlation of Pearsons was employed to investigate direct relationships amongst Lecture Room Facilities and Organisational Performance. Outcomes displayed under Table 3

Table 3 Correlations Between Lecture Room Facilities and Organisational Performance

		Lecture room facilities	Performance of Islamic University in Uganda
Lecture room facilities	Pearson Correlation	1	.500**
	Sig. (2-tailed)		.000
	N	113	113
Performance of Islamic University in Uganda	Pearson Correlation	.500**	1
	Sig. (2-tailed)	.000	
	N	113	113

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

Outcomes from an analysis of Pearson correlations presented under Tableau 3 specify there's a constructive, robust as well as statistically substantial association amongst Lecture Room Facilities as well as Organisational Performance ($r = .500$, Sig. Value = $.000 < .01$).

IV. CONCLUSIONS

➤ *According to this Investigation Discoveries, it Could be Resolved that:*

If there is a significant improvement in library facilities, it is likely to have a positive contribution towards organisational performance of IUIU. For instance, well stocked libraries offer access to global academic resources which boost research and innovation in a university.

If there is a significant improvement in laboratory facilities, it is likely to have a positive contribution towards organisational performance of IUIU. For instance, well-equipped laboratories support high-quality research, enabling both students and faculty to publish in reputable journals. Research publications, supported by laboratories, play a critical role in improving university rankings.

If there is a significant improvement in lecture room facilities, it is likely to have a positive contribution towards organisational performance of IUIU. For instance, good lecture room facilities directly support the academic mission of a university by enhancing teaching, improving student outcomes, boosting faculty performance, and strengthening the institution's reputation and competitiveness.

RECOMMENDATIONS

➤ *This Investigation Commends that IUIU Management:*

- Ought to increase on number of computers in its libraries. This will help students to access online databases, e-books, research journals, and educational software.
- should start offering relevant services such as photocopying services within its libraries. This will help students to copy past exam papers, question banks, or textbook chapters that are essential for revisions.
- should increase on the number of laboratory attendants to assist students. This will help students to spend less time waiting for assistance, allowing more time for actual experimentation.
- should ensure that its laboratories are always opened during university operating hours. This will reduce congestion during peak hours, ensuring better learning conditions
- should provide comfortable and adjustable desks and chairs in its lecture rooms. These desks and chairs will make it easier for students to write, type, or use devices efficiently during lecture.
- should modify its lecture rooms to allow for use of technologies such as projectors. Use of technologies reflect a forward-thinking institution and help prepare students for tech-rich workplaces.

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