

THE RELATIONSHIP BETWEEN BASIC SALARY AND EFFECTIVENESS OF EMPLOYEES AT KIRUDDU REFERRAL HOSPITAL A CROSS-SECTIONAL STUDY.

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Abstract

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Background

Basic salary is the minimum wage or pay given to an employee and effectiveness refers to how workers behave in the workplace and how well they perform the job duties obligated to them. The study investigated the relationship between basic salary and effectiveness of employees at Kiruddu referral hospital

Methodology

This study employed a descriptive, correlational and cross-sectional survey research design with a mixed methods research approach. 144 medical staff of Kiruddu referral hospital were selected as respondents of the study using both purposive and simple random sampling technique. The researcher used self-administered questionnaires to collect primary data a documentary review checklist for secondary data

Results

Results revealed a weak positive relationship between basic salary and effectiveness of employees ($r=0.348$, $P= 0.55$) that was not significant

Conclusion

Payment of basic salary to employees at Kiruddu Hospital does not mean employees will meet set targets

Recommendation

Management should ensure fair and even payment of employees' basic salaries as this will help to boost employee performance to meet set targets and perform efficiently assigned tasks.

Keywords: Basic Salary, Effectiveness, Employees, Kiruddu, Referral, Hospital.

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Background of the study

Public hospitals aim at providing health care to majority of citizens at relatively lower costs while maximizing competence in service delivery (Thapa, Bam, Tiwari, Sinha, & Dahal, 2019). In a bid to specialize and streamline the operations of the health care, government created Referral hospitals including Kiruddu Referral Hospital which was equipped with specialized equipment and staff to perform advanced quality health care treatments and other services to referred patients across the country (Ministry of Health, 2019). However, there has been poor employee performance assessed at 35% (Ministry of Finance Referral Hospital Assessment Performance report, 2021). Also, the rate of absenteeism was recorded at 45%, ineffective communication with patients by staff, poor time management and increased conflicts between employees and administrators of the hospital (Kiruddu Hospital Human resource Report, 2021). A number of strikes were registered as patients were expressing their dissatisfaction for lack of attention from health workers who asked for bribes before attending to them (Serugo, 2021). This can cause death of patients that need immediate attention. The findings of the study will be helpful as they will help management of hospital and government to give attention to issues that affect the

performance of employees in public hospitals. The aim of this study is to examine the relationship between basic salary and effectiveness of employees at Kiruddu Referral hospital

Methodology.

Research Design

This study employed a descriptive, correlational, and cross-sectional survey research design. The study also adopted the mixed research approach.

The study used descriptive research design because it captured the behavior and attitudes of respondents in explaining the findings of the study.

The study was also correlational since it examined the relationship between the remuneration and employee performance of staff at Kiruddu Hospital.

The study was cross-sectional since the researcher collected data at a point in time for a short period and had no follow-up on the recommendations of the study.

Population, sample size, and sampling techniques

According to the KirudduReferral Hospital Human Resource Department (2021), the referral hospital

had 230 staff including both medical staff and non-medical staff in the various departments. Therefore the sample size of the study was 144 medical staff of Kiruddu referral hospital that was selected using Krejcie & Morgan's (1970) sampling table.

Table 1: Population, sample size, and sampling techniques of the study

Department	Population	Sample size	Sampling technique
Planning, finance, and policy	8	8	Purposive sampling
Public health & child health	47	31	Proportionate Random sampling
Laboratory and diagnostic services	32	21	Proportionate Random sampling
Clinical services	39	26	Proportionate Random sampling
Medical services	46	30	Proportionate Random sampling
Vaccination & Immunization	29	14	Proportionate Random sampling
Aids control	29	14	Proportionate Random sampling
Total	230	144	

Source: KirudduReferral Hospital Human Resource Department (2021)

Respondents were selected using various sampling techniques. The researcher selected medical staff in the planning, finance, and policy departments to participate in the study. This is because the department is critical in designing the various remuneration packages for the health workers in the organization.

The researcher also used a proportionate random sampling technique to select staff in the public health and child health department, medical staff in the Laboratory and diagnostic services department, medical staff in the Clinical services department, staff in the Medical services department, staff in the Vaccination & Immunization department and staff in the Aids control department.

The researcher used a random sampling technique to ensure that every staff of the referral hospital had a chance to participate in the study. Numbers were assigned to each employee of the hospital and these numbers were written on pieces of paper. The papers were folded and put in a bowl, shaken vigorously and one piece of paper was picked at a time until the required sample size was obtained.

Sources of data

This study used both primary and secondary sources of data. Primary data was obtained using self-administered questionnaires which were picked two weeks from the date of issue to the selected respondents. Secondary data was obtained from the human resource manual, records,

Data collection instruments

The researcher used interview guides and questionnaires as the research instruments of the study to collect the most

minutes, publications, newspapers, and the internet to supplement primary data for the study.

Data Collection Methods

The study used a questionnaire method to collect relevant information for the study since all the respondents are educated and thus can read and write with no guidance from the researcher.

Questionnaire Method

The method was used to collect information from the employees of Kiruddu Referral Hospital. The questionnaire contained both open-ended questions and closed questions. This was to enable respondents to write any additional information that was not captured by closed questions.

Interview method

The method was used to physically ask questions from selected administrators of the hospital.

The interview guide was used to collect detailed information from the heads of departments at the referral hospital. This helped the researcher to get more information on employee remuneration and other problems associated with human resources at the hospital.

essential information. The interview guide was used to collect data from the human resource manager and other managers who will be deemed fit for the study. Questionnaires were administered to other employees of

the hospital that were selected for the study. The interview guide was used to collect detailed information from the heads of departments at the referral hospital. This helped the researcher to get more information on employee

remuneration and other problems associated with human resources at the hospital. Further, the researcher used computer to enter the collected data for the study.

Reliability

Data from the pilot test was tested using Cronbach's alpha to assess their reliability. Cronbach's alpha was used to establish the average correlation or internal consistency of items in the survey instrument to measure its reliability to appraise and improve upon the reliability of variables resulting from summated scales. The Cronbach's alpha coefficient with ranges between 0 and 1 was used to measure the reliability and was found to be 0.83 which was higher than 0.7 hence the research instrument was reliable for collecting data for this study

Pearson correlation was then used to establish the relationship between salary and effectiveness of employees, benefits and commitment of employees, and allowances and employee performance.

A linear regression model was used to establish the relationship between remuneration and employee performance at Kiruddu Referral Hospital. To achieve this, data was exported to the Statistical Package for Social Science (SPSS Version 20.0) program for analysis.

Validity of the instrument

The validity was assessed using the Content Validity Index. This was attained from a panel of experts who are familiar with the construct as it is a way in which this type of validity can be assessed. Amendments to the questionnaire were then made accordingly. This ensured that the data collection instruments enabled comprehensive determination of the phenomenon that exists. The number of relevant questionnaires was divided by the total number of questions in the instrument (n/N), a content validity index of 0.8 (20/25) was obtained and hence was a good measure as suggested by Amin (2009).

Limitations of the study

There researcher had limited access to some essential data for this study from different offices due to the sensitivity of some of the information thus making it very hard to access especially about salaries and overtime payments made to medical personnel.

The researcher is currently working to meet the various responsibilities and thus she had limited time to fully concentrate on research writing. However, she is trying her level best by requesting for leave to create ample time for this study.

Carrying out research requires a lot of financial resources which the current researcher does not have hand in full and thus requested help from friends and well-wishers to make this research a success.

Data Analysis

Before analysis, data was cleaned to eliminate discrepancies and thereafter coded and keyed into the computer program. The data was tabulated, classified, and summarized by descriptive measures such as frequency distribution, percentages, inferential statistics, and mean and standard deviations. Tables and graphs were used for the presentation of the findings.

Results

Response rate

Of the 144 questionnaires administered only 130 were collected and thus the response rate of this study was 90.3%.

Background information of the respondents.

The gender of the respondents

Table 2: Gender of the respondents

Gender	Frequency	Percent (%)
Males	39	30
Females	91	70
Total	130	100

Source: Primary (2023)

According to findings in Table 2, 70% of the respondents of the study were females and 30% of the respondents were males hence majority of the employees at Kiruddu

referral hospitals were females. This shows that gender significantly influences employee performance at Kiruddu Referral Hospital

Age of the respondents

Table 3: Age of the respondents

Mean	41	Standard deviation	0.3733	Percent	
Age(years)	Frequency	Percent			
21-34	33	25%			
35-44	65	50%			
45-59	32	25%			
Total	130	100%			

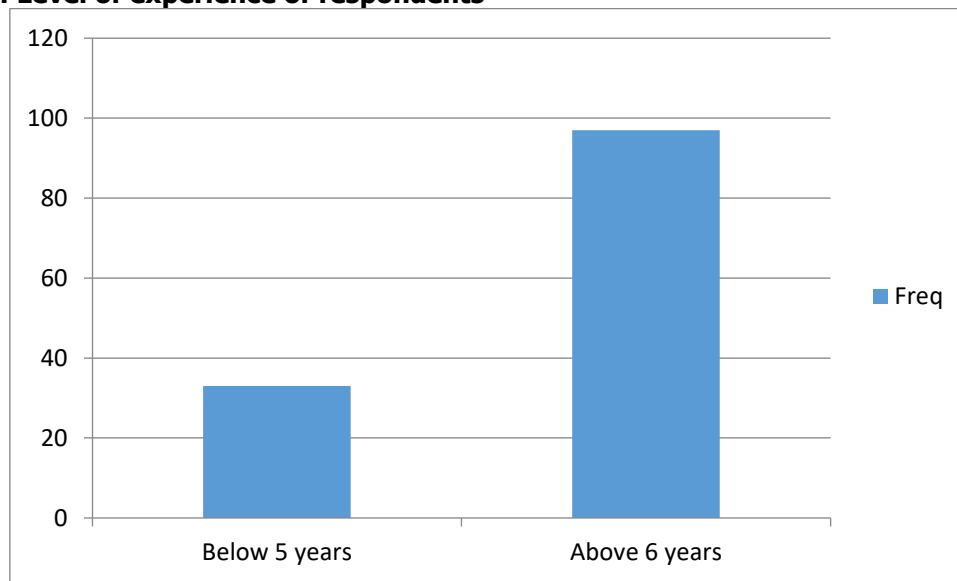
Source: Primary data (2023)

According to the study findings in Table 3, 50% (65 employees) of the respondents were aged 35-44 years and 25% of the respondents were either below 34 years of age or above 45 years. This shows that the hospital has

balanced age employees. This further shows that 75% (65 +32 employees) of the hospital has a good number of medical experienced employees who are efficient in performing tasks

Level of experience

Figure 1: Level of experience of respondents



According to Graph 1, the majority of the employees at Kiruddu Referral Hospital have vast experience of more than 6 years in the medical field hence efficient in performing medical work.

Basic salary and effectiveness of employees at Kiruddu Referral Hospital.

Descriptive findings on basic salary and effectiveness of employees at Kiruddu referral hospital

The researcher used a Likert scale where the answers were on a scale of 1 to 5. Where 5= Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. The table also includes the summary of the participant's responses based on percentages (P), frequency (F), standard deviation (std), and mean.

Table 4: Descriptive findings on basic salary and effectiveness of employees at Kiruddu referral hospital

Statement	SA	A	N	D	SD	Mean	std
Delayed payment of salaries for employees at Kiruddu Hospital reduces the number of hours that employees work/spend at the hospital	32	48	24	26		3.3	1.2
There is prompt payment of salaries for employees at Kiruddu referral hospital which motivates employees to perform given tasks to meet the desired results	67	49	15			4.4	0.1
There is unequal payment of employee basic salaries to the staff at Kiruddu Referral Hospital	51	69	10			4.4	0.4
There is a relationship between basic salary and the effectiveness of employees at Kiruddu Referral Hospital	83	37	10			4.6	0.4

Source: Primary (2023)

According to findings in Table 4, the average response to the statement “Delayed payment of salaries for employees at Kiruddu hospital reduces the number of hours that employees work/spend at the hospital” was 3.3 with a standard deviation of 1.2. This means that average, respondents were neutral on the statement. However, the findings further revealed that the majority of the respondents (61.5%) agreed that delayed payment of salaries for employees at Kiruddu Hospital reduces the number of hours that employees work/spend at the hospital.

Regarding the statement “There is prompt payment of salaries for employees at Kiruddu referral hospital which motivates employees to perform given tasks to meet the desired results” a 4.4 mean response with a standard deviation of 0.1 was revealed. Further, the findings revealed that 89.2% of the respondents agreed that there was prompt payment of salaries for employees at Kiruddu

referral hospital which motivates employees to perform given tasks to meet the desired results.

The findings on the statement “There is the unequal payment of employee basic salaries to the staff at Kiruddu referral hospital” revealed a 4.4 mean response with a standard deviation of 0.4. Further, the findings revealed 92.3% of the respondents agreed that there was unequal payment of employee basic salaries to staff at Kiruddu referral hospital (Table 4.3).

The findings in Table 4.3 above also revealed that the mean response was 4.6 with a standard deviation of 0.4 on the statement “There is a relationship between basic salary and effectiveness of employees at Kiruddu Referral Hospital” Further, the findings revealed that 93.2% of the respondents agreed that there was a relationship between basic salary and effectiveness of employees at Kiruddu Referral hospital.

Correlation between basic salary and effectiveness of employees at Kiruddu Hospital.

Table 5: Correlation between basic salary and effectiveness of employees at Kiruddu Hospital

		Correlations	
		Basic salary	Effectiveness of employees
Basic salary	Pearson Correlation		1
	Sig. (2-tailed)		.348**
	N		50
Effectiveness of employees	Pearson Correlation	.348**	1
	Sig. (2-tailed)	.055	
	N	130	

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

Source: Primary (2022)

The correlation between basic salary and the effectiveness of employees was 0.348 with a sig value of 0.55 (Table 4.4). This showed that there was a weak positive relationship between basic salary and the effectiveness of employees. However, the relationship was not significant meaning that payment of basic salary

to employees at Kiruddu Hospital does not mean employees with accomplish given time or meet set targets.

Discussion

The findings of this study clearly show that there is a weak positive relationship between basic salary and the

effectiveness of employees ($r=0.348$, $P= 0.55$), Although monetary rewards contribute to motivation and employee performance, there are other non-financial rewards like flexible schedules, health insurance, retirement plans, vacation time, training and development opportunities, and other perks. These factors are all part of remuneration and can play a significant role in attracting and retaining employees for improved performance.

Ochola (2018) posits that where there is little pleasure in the work itself or it offers little opportunity for advancement in career, personal challenge, or growth, many people may be motivated primarily if not exclusively, by money. The performance is a product of both ability and level of motivation. Although monetary rewards contribute to motivation and employee performance, there are other non-financial rewards like flexible schedules, health insurance, retirement plans, vacation time, training and development opportunities, and other perks. These factors are all part of remuneration and can play a significant role in attracting and retaining employees for improved performance.

Houldsworth (2016) measured employee performance in terms of efficiency in service delivery by health workers in referral hospitals. Employee performance generates a breeding ground for service delivery, which in turn attracts new talent and creates the means to reward it. Talent drives improvements in productivity, quality, innovation, and customer satisfaction, which in turn feed into the bottom-line results. Also, there exists a positive relationship between employee motivation and organizational effectiveness. It's true there that employee remuneration motivates employees to perform better given tasks but their study did not bring out the indicators of high employee productivity as well as the extent to which remuneration contributes to employee efficiency, effectiveness, and overall productivity.

Conclusion

According to findings delayed payment of salaries for employees at Kiruddu Hospital, and unequal payment of employee basic salaries hence unfair and unjustified payments. There was a weak positive correlation between basic salary and the effectiveness of employees.

Recommendation

Management should also ensure timely payment of the structured allowances and salaries for employees. Further, management should ensure fair and even payment of employee basic salaries as this will help to boost employee performance to meet set targets and perform efficiently assigned tasks

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List of Abbreviations

KCCA	Kampala Capital City Authority
KIU	Kampala International University
KRH	Kiruddu Referral Hospital
MOH	Ministry of Health
SDGs	Sustainable Development Goals
SPSS	Special Package for Social Sciences

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Conflict of interest

The author declares no conflicts of interest

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