

The relationship between allowances and employee performance at Kiruddu referral hospital. A cross-sectional study.

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Page | 1 **Abstract**

Background

The study examines the relationship between allowances and employee performance 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 techniques. The study used self-administered questionnaires to collect primary data and a documentary review checklist for secondary data.

Results

In this study, 70% of the respondents were female, and 50% of the respondents were aged 35-44 years. The findings in table 4 showed a mean response of 2.1 and a standard deviation of 0.7 on the statement "Lunch allowances enable employees to work efficiently with no excuse, hence improved employee performance". Further, 86.9% of the respondents agreed that the provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours. There was a mean response of 1.6 with a standard deviation of 0.3 on the statement "There is no relationship between allowances and employee performance at Kiruddu Referral hospital". This revealed that all the respondents disagreed that there is no relationship between allowances and employee performance at Kiruddu Referral Hospital. The correlation between allowances and employee performance was 0.534 with a significance value of $P=0.000$ (Table 5). This relationship was found to be significant (sig 0.000), hence a weak positive relationship

Conclusion

Payment of allowance to health workers at Kiruddu referral hospital would improve their performance in service delivery.

Recommendation

There is a need for management to ensure the timely payment of the structured allowances and salaries for employees.

Keywords: Allowances, Employee performance, Kiruddu Referral Hospital

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Background of the study

Public hospitals aim at providing health care to the majority of citizens at relatively lower costs while maximizing competence in service delivery (Thapa, Bam, Tiwari, Sinha, & Dahal, 2019). While doing this, the Ugandan government and the Ministry of Health tend to neglect the health workers' allowances, which greatly affects the performance of the health sector across the country (Buregyeya et al., 2020). In an effort to specialize and streamline health-care operations, the government established referral hospitals, including Kiruddu Referral Hospital, which was outfitted with specialized equipment

and staff to provide 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 with the lack of attention from health workers who asked

for bribes before attending to them (Serugo, 2021). The findings of the study will be helpful as they will help the management of hospitals and the government to give attention to remuneration issues that affect the performance of employees in public hospitals. Therefore, the study aimed to examine the relation between allowances and the employees' performance at Kiruddu referral hospital.

Methodology

The methods described here are similar to what is documented by (Murumba et al., 2024)

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

Population, sample size, and sampling techniques

According to the Kiruddu Referral 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 who were 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 & 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: Kiruddu Referral Hospital Human Resource Department (2021)

Respondents were selected using various sampling techniques. The medical staff was selected from 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 organisation.

The study also used a proportionate random sampling technique to select staff in the Public Health & Child Health department, Medical staff in the Laboratory & 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.

A random sampling technique was used to ensure that every staff member 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 after the date of issue to the selected respondents. Secondary data was obtained from the human resource manual, records, 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 closed-ended 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 to 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.

Data collection instruments

An interview guide and questionnaires were used as the research instruments of the study to collect the most essential information. An interview guide was used to collect data from the human resource manager and other managers who were deemed fit for the study. Questionnaires were administered to other employees of the hospital who 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 study to get more information on employee remuneration and other problems associated with human resources at the hospital. Further, the researcher used a computer to enter the collected data for the study.

Reliability

Data from the pilot test was tested using Cronbach's alpha in order to assess its 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, which 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 to collect data for this study.

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 a 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), and a content validity index of 0.8 (20/25) was obtained, which was a good measure.

Data analysis

Before analysis, the data were cleaned to eliminate discrepancies and thereafter coded and keyed into the computer program. The data were 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.

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 were exported to the Statistical Package for the Social Sciences (SPSS Version 20.0) program for analysis.

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

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, the 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%	

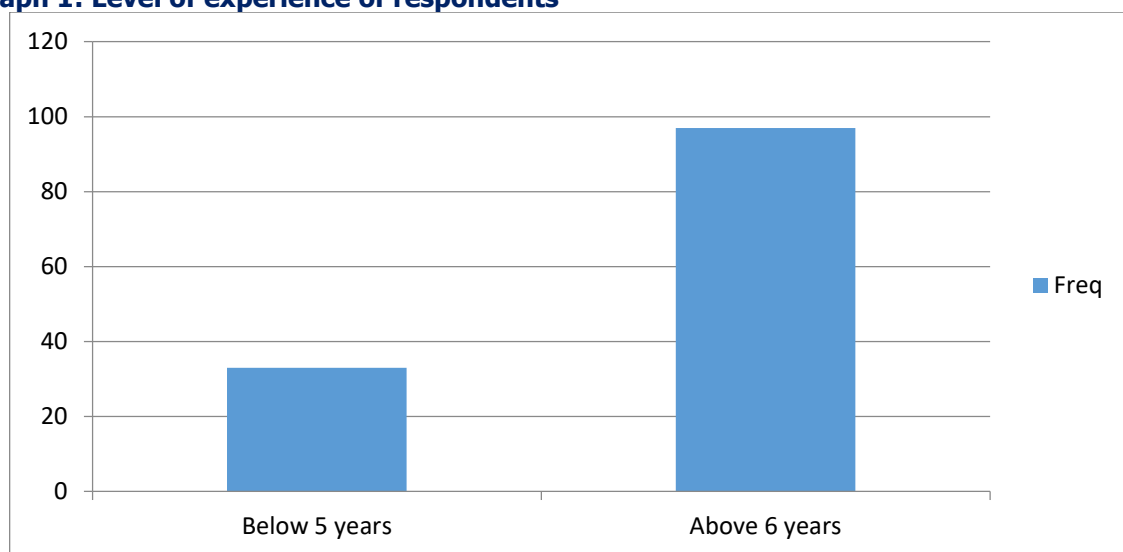
Source: Primary data (2023)

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 a balanced age of employees. This further shows that 75% (65 +32 employees) of the hospital has a good number of

medically experienced employees who are efficient in performing tasks.

Level of experience

Graph 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.

Allowances and employee performance at Kiruddu referral hospital.

Descriptive findings on allowances and employee performance at Kiruddu referral

The study used a Likert scale for this particular section of the study, where the responses were on a scale of 1-5. Where 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The table below shows a summary of the participants' responses based on percentages (P), frequency (F), standard deviation (Std), and mean.

Table 4: Descriptive analysis of findings on Allowances and employee performance at Kiruddu referral hospital

Statement	SA	A	N	D	SD	Mean	std
Lunch allowances enable employees to work efficiently with no excuse, hence improving employee performance.		9	22	66	33	2.1	0.7
Provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours	51	62	17			4.2	0.4
Provision of housing allowance for permanent employees improves their commitment and employee performance	74	42	14			4.5	0.5
There is no relationship between allowances and employee performance at Kiruddu Referral Hospital.				74	56	1.6	0.3

Source: Primary (2023)

The findings in table 4 showed a mean response of 2.1 and a standard deviation of 0.7 on the statement “Lunch allowances enable employees to work efficiently with no excuse, hence improved employee performance”. Also, 76% of the respondents disagreed with the statement. Therefore, lunch allowances enable employees to work efficiently with no excuse, hence improving employee performance.

There was a mean response of 4.2 with a standard deviation of 0.4 on the statement “Provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours” (table 4). Further, the findings revealed that 86.9% of the respondents agreed that the provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours.

The findings in Table 4 showed a mean response of 4.5 with a standard deviation of 0.5 on the statement “Provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours”. Further, the findings revealed that 89.2% of the respondents agreed that the provision of transport allowance for employees at Kiruddu hospital enables them to reach in time and work for scheduled hours.

There was a mean response of 1.6 with a standard deviation of 0.3 on the statement “There is no relationship between allowances and employee performance at Kiruddu Referral hospital”. Further, the findings revealed that all the respondents disagreed that there is no relationship between allowances and employee performance at Kiruddu Referral Hospital (Table 4).

Correlation findings on allowances and employee performance at Kiruddu referral hospital

Table 5: Correlation between allowances and employee performance at Kiruddu referral hospital

Pearson correlation		Allowances	Employee performance
Allowances	Correlation Coefficient	1.000	0.534*
	Sig. (2-tailed)	.	.000
	N	130	130
Employee performance	Correlation Coefficient	0.534*	1.000
	Sig. (2-tailed)	.000	.
	N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary (2022)

There is a correlation between allowances and employee performance, which was 0.534 with a significance value of 0.000 (Table 5). Further, the relationship was found to be significant (sig 0.000). Therefore, payment of allowance to health workers at Kiruddu referral hospital would improve their performance in service delivery.

Discussion

The findings of this study clearly show that there is a weak positive relationship between payment of allowances and employee performance ($r = 0.534$, $P = 0.000$). I agree with the findings; however, there are non-financial rewards like flexible schedules, 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.

Conclusion

The findings revealed that the provision of lunch allowances enables employees to work efficiently at the hospital. Also, findings showed that the provision of transport allowance for employees at Kiruddu hospital enables health workers to perform their tasks promptly and deliver within the scheduled hours. Additionally, findings showed a significant positive correlation between allowances and employee performance among health workers at Kiruddu referral hospital.

Recommendation

Management of Kiruddu Referral Hospital should improve the existing allowances given to employees, as they do not match the current standards of living. This will boost their morale to perform better and commit to the organisation, and also ensure the timely payment of the structured allowances and salaries for employees.

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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.

Author biography

Cynthia Michelle Murumba: is a Master's student of human resource management at Team University.

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