

Investigating the Impact of Human Resource Management Practices on Organizational Performance: The Case of the Mboppi Baptist Hospital, Douala

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The paper aims to investigate the impact of human resource management practices on organizational performance using the case of the Mboppi Baptist Hospital. Specifically, the study sought to examine the impact of a) compensation/rewards system, b) training and development, c) employee participation, and d) performance appraisal on organizational performance in Mboppi Baptist Hospital Douala. The random sampling technique was used to select 234 respondents for the study. Data was collected using a well-validated structured questionnaire. Collected data were analyzed using descriptive analysis of simple percentages presented in frequency tables, charts, means, and standard deviations, and inferential statistics were done with the aid of the linear regression analysis. The findings revealed that 53% of the performance of the Mboppi Baptist Hospital Douala is influenced by human resource management practices such as compensation/reward system, training and development, employee participation, and performance appraisal. The rest of the performance is affected by other causes. Compensation and rewards systems, training and development, employee participation, and performance assessment all have positive t-values of 3.74, 3.18, 2.56, and 2.78 respectively. The findings further revealed that the

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employees have a very high perception of the performance appraisal system in the Mboppi Baptist Hospital, but believe that the pay is not commensurate to the work they put in. The study equally revealed that all the four human resource practices investigated in this paper have a very significant relationship with organizational performance. The study recommends among others that the management of private hospitals and the Mboppi Baptist Hospital, in particular, should endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension, and propel employees to higher performance.

Keywords: Human resource management practices; employee participation; training and development; compensation/rewards system; performance appraisal; organizational performance.

1. INTRODUCTION

“In the last 10 years, enterprises, particularly in Africa, have been confronted with the undeniable truth that people are the source of competitive advantage. Organizations are increasingly recognizing the value of their employees as a source of competitive advantage. The sustainable competitive advantage of any company can be maintained under the condition that the organization’s design, culture & people are aligned with its strategy & values” [1]. “Consequently, human resource management views people as its greatest asset & the source of ongoing competitive advantage” [2]. “Human resource management (HRM) includes tasks like human resource planning, productivity improvement programs, organizational design, staffing, training and development, compensation management, employer-employee relations, welfare programs, Performance appraisal management, etc. It includes policies and practices set to improve organizational efficiency, engagement of employees, and work quality” [3]. “Having HRM practices in place would positively improve the firm’s performance; such as revenue returns, competitiveness, and market share” [4].

Although workers’ Performance is an important factor that arises from improved efficiency, the ability of management to effectively compensate the workers for their efforts is an issue that affects the morale of workers. Most firms place their compensation package for workers based on years of experience, while others compensate based on the level and rank of the workers in the organization. More so, other organizations determine the level of compensation based on the productive capability of the workers and their ability to meet set targets [5]. “No matter the compensation scheme utilized, workers are usually at the receiving end, and so the ability to motivate employees towards

improved performance is determined by the compensation practice adopted by the firm and its suitability to the needs of the workers in the organization. No doubt, for the effective functioning of any organization, employees must learn to perform their job at a satisfactory level of proficiency. Also, the organization must provide opportunities for the continued development and training of employees not only on their jobs but as well develop them for other tasks which the workers might later think about. Training and development help to ensure that employees possess the requisite knowledge and skills needed to perform their jobs effectively, take on new responsibilities and adapt to changing conditions” [6]. “Firms adopt different training and development practices which include mentoring, task/job rotations, coaching, simulations, conferences, etc. allowing the workers to learn both on the job and off the job thus exposing the workers to experienced experts to coach and impact their deficiencies, etc., and this impacts the workers’ performance and efficiency”.

“Extant literature has established that human resource practices affect a firms’ performance [5, 7]. There seems to be agreement on the outcomes of the effects of human resource management practices on organizational performance. Some of these outcomes include increased employee performance, reduced labor turnover, and improved labor Performance” [4]. What is not clear is which human resource management practices constitute the best set of methods that should be universally adopted by organizations to motivate the productive efforts of their employees. The assumption is that some practices are better than others and have a more significant impact on organizational performance. This scenario is particularly true for health care agencies, especially those in the private sector.

HRM Practices in the healthcare sector are more challenging as compared to the other sectors. Outcomes of healthcare are highly complex. These organizations face continuous pressure, they need to become more productive, and more innovative and also they have to provide quality healthcare. The effectiveness of hospitals cannot be judged based on only profitability. Hospitals and healthcare organizations have to be perfect in both professional and administrative aspects. Consequently, human resource practices are highly needed to get high performance in the healthcare sector. Government health setups are getting stronger and higher day by day, and demand for high-quality service is increasing. Human resource management is crucial for both improvements in service and Client satisfaction.

“Universal health coverage (UHC) seeks to ensure that: all people have access to the health services they need, whether preventive, curative, rehabilitative or palliative; that the services are of sufficient quality to be effective; and that the use of these services does not cause financial hardship” [8]. “Universal health coverage depends on having the necessary human resources to deliver health care services. Human resources for health (HRH) include public and private sector doctors, nurses, midwives, pharmacists, technicians, and other paraprofessional personnel, as well as untrained and informal-sector health workers, such as practitioners of traditional medicine, community health workers, and volunteers” [9]. “Cameroon is among the African countries currently experiencing a crisis in the area of human resources for health (HRH), which is adversely affecting progress toward the health-related Sustainable Development Goals (SDGs), thus having effective human resource management practices is vital to set this gap in recruitment, planning of health personnel, but also shortcomings related to their management, which can be seen, for example, in the uneven distribution of existing health workers”.

Although organizations are at liberty to select the HRM practice that best suits their objectives, determining the best type of practice to adopt in the face of today’s current economic realities, dynamic, competitive, and uncertain business environment has been an issue for management of hospitals, particularly private health service providers in Cameroon. Hospitals have been and will always be a "People Business". Though pricing is important, there may be other valid reasons why people select particular hospitals.

In this sphere of operation, private hospitals face even steeper competition. Of essence to this study is the Mboppi Baptist hospital in Douala.

The Mboppi Baptist Hospital is situated in the heart of the economic capital of Cameroon where every minute is very important to the businessman and so when patients or clients come to the hospital and there is unnecessary time wasted they are not satisfied. When the employees are engaged the clients are served on time and they return home satisfied and would like to come back or refer others to the hospital when next they fall sick.

“Over the past five years, the Mboppi Baptist Hospital has witnessed a continuous downward trend in patient attendance compared to her statistics some 10 years ago. Patients’ dissatisfaction is on the increase. This is happening at a time when the number of employees has doubled, and the number of experts or specialists has quadrupled. Cash machines have replaced manual receipts. Notwithstanding, the hospital has witness a drop in employee motivation, drop in productivity, increase of clients complaint on the quality of services rendered, and lateness to work. The cause of the problem is suspected to be the disengagement of employees. Previous research has shown that employees’ dissatisfaction can have a significant impact on organizational performance” [10, 11]. Most times the cause of these employees’ disengagement is the poor or improper implementation of human resource practices. The disengagement of employees can lead to an increase in employee assault, clients’ dissatisfaction, and a decrease in employee productivity among others.

Consequently, the Mboppi Baptist Hospital must make a decent attempt at distinguishing itself by creating its niches or images, especially with its human resource practices. HRM has proven to be the secret of most outstanding organizations and it is about time the Mboppi Baptist Hospital saw the role and impact of HRM practices on their performance and work towards properly managing their manpower. It is in the face of this existing state that the researchers sought to establish the impact of HRM practices on organizational performance and to ascertain how the Mboppi Baptist hospital can, through appropriate HRM practices improve performance. Specifically, the study sought to: examine the impact of compensation/reward systems, training and development, employee

participation, and performance appraisal on the performance of the Mboppi Baptist hospital.

2. LITERATURE REVIEW

“A corporation's human resources can provide a company with a long-term competitive edge. A research-based approach to human resources focuses on how human resources may be used in a variety of scenarios and issues to demonstrate resource utilization capabilities. The impact of particular human resource management practices on business performance is the subject of a growing corpus of empirical studies. Although there is a long list of human resource practices that might impact company performance individually or collectively” [12, 13]. “However, there is a paucity of empirical documentation on HRM practices and the performance of private healthcare agencies in Cameroon, particularly, the Mboppi Baptist Hospital in Douala. Human resources are regarded as an organization's most valuable asset, yet only a few businesses can fully realize their potential” [13].

“Some scholars [14, 15] have investigated the connection between management rewards and risk-taking and found that they were strongly related. There are two varieties of incentives: monetary ones, such as bonuses, allowance, or rewards, or in addition to that, a lot of praise is bestowed on those who give an effort and reward themselves with public recognition of their effort by making a special effort and having an extra day off for what they have done” [16]. “There have been many businesses that have felt the advantages of bonuses or rewards, with the latter proving to be a much more effective force in the workplace” [17].

“Equally, some researchers have found that employee training has a positive effect on organizational performance, as well as a person. Training is the process of enhancing one's capability, capacity, productivity, and output. Training is aimed at improving an individual's abilities or attitudes. Job satisfaction is favorably related to training, and training is positively associated with organizational performance” [18]. “Task complexity is rising, necessitating the acquisition of current abilities. A study conducted by” [19], “claimed that off-the-job training imparts improved efficiency, while on-the-job training doesn't improve performance. Additionally, successful training not only increases the effectiveness of the skills and knowledge of

employees but also helps to increase employee satisfaction, which is important for reaching organizational objectives” [20]. Some public and private sector agencies have made a strong effort to ensure that the workforce is here for the long term, while others have adopted more casual approaches, putting short-term efforts ahead of training and having the goal of keeping workers around for a long time. Additional training has given the employee both a greater understanding of the job and proficiency in doing the task. The training provided has been intended to link the needs and skills of the marketplace with the expectations of the market.

“The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their ideas, expertise, and efforts towards solving problems and making decisions are termed employee involvement. Research has shown that organizations that tap the strength of their people will be stronger and more aggressive than those that cannot. Firms will never realize the full potential of employees if they regard people as automatons or mere cogs in a wheel. In the long run, such companies' inefficiencies attract competition, and unless the management philosophy changes, they will disappear” [21]. “So many studies have shown how much of an impact employee participation can have on the performance and wellbeing of an employee, team, or the entire organization: improved organizational decision-making capability, and reduced costs through the elimination of waste and reduced product cycle” [21]; improved attitude regarding work [22]; empowerment, job satisfaction, creativity, commitment, and motivation as well as intent to stay [20]; increased employee productivity across industries [18].

One way of enhancing employee performance and establishing a mechanism for merit-based reward is having in place an effective performance assessment method. Performance assessment methods are proven to have a good link with organizational performance [23]. The authors found out in their study that employee commitment, quality work life, and work flexibility all contribute favorably to organizational performance as regression coefficients of performance assessment [23]. Consequently, if, service sector operators and the health service providers in particular invests a substantial amount of time and attention in developing a comprehensive performance assessment system, the organization's performance will increase.

Organizations give training, create challenges, and foster creativity towards self-actualization, according to Maslow's hierarchy of needs theory [24]. Managers are responsible for establishing an atmosphere that allows people to reach their maximum potential. If the employer fails, it results in poor performance, increased legal issues, poor workers' morals, increased labor turnover, and eventual loss of business.

“While there is some documented empirical evidence on HRM and organizational performance, it has mostly in Cameroon been limited to; ascertaining the impact of human resource management (HRM) practices on graduate volunteer performance” [15], “the impact of ICT on the efficiency of HRM in Cameroonian enterprises” [25], “the effect of reward system on employee performance in selected manufacturing firms in the Littoral Region of Cameroon” [14], “knowledge management orientation and its impact on organizational performance” [26], “training and career development on employee performance in micro-finance institutions” [27]. However, there is limited empirical evidence on HRM practices and the effectiveness of private healthcare organizations in Cameroon, particularly in Douala. Consequently, this paper attempted to fill this gap in literature by assessing the impact of HRM practices on organization performance of the Mboppi Baptist Hospital.

3. MATERIALS AND METHODS

3.1 Research Design

The study employed a descriptive research design. Descriptive research is sufficient for gathering prevailing information on situations for the reason of narration and construal. This kind of research design was appropriate for this study as it assisted in establishing the effect of human resource management practices on organizational performance in the Mboppi

Baptist Hospital Douala. Also, this design is meant to allow the investigator to gain valuable knowledge on the state of phenomena and to draw general conclusions from the learned evidence where possible. The descriptive survey is to enable the researcher to have a systematic collection and presentation of data to determine the effect of human resource management practices on organizational performance in the Mboppi Baptist Hospital Douala.

3.2 Target Population and Sampling Procedure

The entity under investigation was the Mboppi Baptist Hospital in Douala. The Mboppi Baptist hospital has 625 employees and 24 management staff. The entire employee of the hospital was considered the target population of the study. The Krejcie and Morgan table for determining the sample size of a known population was used for sample determination in this study. According to the sample determination table, a population of 625 will have a sample of 234 respondents. 234 copies of the questionnaire were administered to the sampled respondents. 226 copies of questionnaires were effectively filled and returned while 8 were either poorly filled or not returned at all. Consequently, the sample adopted for the study was 226 employees and 18 management staff (6 administrative staff and 12 Heads of Departments) of the Mboppi Baptist Hospital, summing to 244 respondents. The breakdown of the sample size is presented in Table 1.

The random sampling technique was adopted for this study. A list of all the employees was obtained from the personnel department of the Mboppi Baptist Hospital in Douala. The balloting system was used to select 234 employees as respondents for the study. The choice of this sampling technique is that it gives an equal chance for each employee to be selected.

Table 1. Sample size determination of the employees

SN	Personnel	Population (N)	Sample (S)
1.	Specialists	18	7
2.	General practitioners (GPs)	26	10
3.	Nurses	240	90
4.	Technicians	164	61
5.	Ancillary staff	177	66
Total		625	234

Source: Personnel Department, Mboppi Baptist Hospital, 2022

3.3 Data Analysis

The questionnaires completed underwent editing to check for completeness and consistency. This research used descriptive statistics and a regression analysis model in the data analysis. The demographic data was distributed in frequency tables. Descriptive analysis was used to analyze objectives and was presented in form of mean and standard deviation. Inferential statistics were used with the aid of linear regression analysis to ascertain the effect of human resource management practices on organizational performance in the Mboppi Baptist Hospital in Douala.

4. RESULTS AND DISCUSSIONS

4.1 Demographic Information of the Respondents

As shown in Fig. 1, 74 (33%) of the 224 respondents who constituted the study were male while 150 (67%) were female. The findings reveal that the majority of the respondents in the Mboppi Baptist hospital Douala are women.

As depicted in Fig. 2, 110 (49.1%) of the respondents were in the age range of 21 - 30 years, 83 (37.1%) were between the age range of 31 - 40 years, 24 (10.7%) of the respondents were between the ages of 41 - 50 years, and 7 (3.1%) were between the age range of 51 - 60 years. These findings indicate that a majority of 193 (86.2%) of the employees in the Mboppi Baptist hospital, fall between the age ranges of 21 - 40 years.

Fig. 3 represents the Educational levels of the respondents. 34 (15.2%) of the respondents have an HND, 60 (26.8%) hold a bachelor's degree, 23 (10.3%) have a Master's degree and 107 (47.8%) have other qualifications. The majority of the respondents 107 (47.8%) have other certificates other than HND, bachelor's, and Masters's Qualifications.

Fig. 4 shows that 159 (71.0%) of the respondents have a permanent work status, 4 (1.8%) of the respondents have a part-time status, 46 (20.5%) of the respondents are contract staff, and 15 (6.7%) of the respondents have temporary status. The findings reveal that a majority of the respondent 159 (71.0%) have a permanent status.

4.2 Presentation of Findings in line with the Objectives of the Study

The findings in table 2 reveal a low aggregate mean score of 2.51 and a standard deviation of 1.139. The standard deviation shows there is less variation in respondents' responses. A majority of the respondents agreed that they appreciate rewards and recognition no matter how small in their organization (Mean = 3.28; SD = 1.175). However, the findings equally reveal that a majority of the respondents believed that their salary is not fair considering what other people are paid (Mean = 2.53; SD = 1.196), a majority of the respondents are dissatisfied with the amount of pay and other benefits they receive (Mean = 2.34; SD = 1.093), they believe that pay of employees is not directly linked to performance (Mean = 2.01; SD = 1.094), their organization's salary and other benefits are not comparable to that of similar organizations (Mean = 2.48; SD = 1.030), and a majority posited that good job is not noticed and rewarded (Mean = 2.42; SD = 1.243). The findings further revealed that the aggregated mean of 2.51 is lower than the average mean of 3.0 indicating that the majority of the respondents share a negative perception of the compensation (Pay) and rewards packages in the Mboppi Baptist Hospital. The results of this paper are in line with those of [14, 15] who investigated the connection between management rewards and employee performance and found that they were strongly related. Many organizations have reaped the benefits of bonuses or rewards, with the latter proving to be a far more powerful influence in the workplace [17].

The findings in Table 3 reveal a high aggregate mean score of 3.15 and a standard deviation of 1.119. The standard deviation shows there is less variation in respondents' responses. A slight majority of the respondents agreed that extensive training programs are provided for employees in all aspects (Mean = 3.05; SD = 1.223), and they have training opportunities to learn and grow (Mean = 3.40; SD = 1.130). In the same light, the respondents believed that training programs have improved their decision making and problem-solving skills (Mean = 3.21; SD = 1.161), they equally stated that their communication and working relationships with co-workers have improved due to training programs (Mean = 3.20; SD = 1.119). A slight majority opined that they feel better equipped to tackle unexpected events with skill and

confidence (Mean = 3.48; SD = 1.054). However, a majority of the respondents disagreed that they are selected for training programs that suit their job needs most (Mean = 2.80; SD = 1.212), and a majority of the employees stated that training needs are not identified through a formal performance appraisal mechanism (Mean = 2.69; SD = 1.048). The findings reveal that the aggregated mean of 3.15 is greater than the average mean of 3.0 indicating that the majority of the respondents share a positive perception of the training and development programs in the Mboppi Baptist Hospital. The findings of this study collaborates that of [18] who posited that job satisfaction is favorably related to training, and training is positively associated with organizational performance.

The findings in Table 4 reveal a low aggregate mean score of 2.71 and a standard deviation of

1.099. The standard deviation shows there is less variation in respondents' responses. A very slim majority of respondents agreed that employees are encouraged to suggest improvements in the way tasks and jobs are done (Mean = 3.04; SD = 1.159), and long daily work hours cause a huge conflict between their family and work (Mean = 3.89; SD = 1.0126). Similarly, supervisors keep open communication with employees in the organization (Mean = 3.05; SD = 1.093). However, the respondents disagreed that employees are allowed to make many decisions (Mean = 2.15; SD = 1.160), employees are not often asked by their supervisors to participate in operations related decisions (Mean = 2.62; SD = 1.188), and the employees believe that their contributions are not always regarded as important and taken in good faith (Mean = 2.67; SD = 1.104). The findings reveal that the aggregated

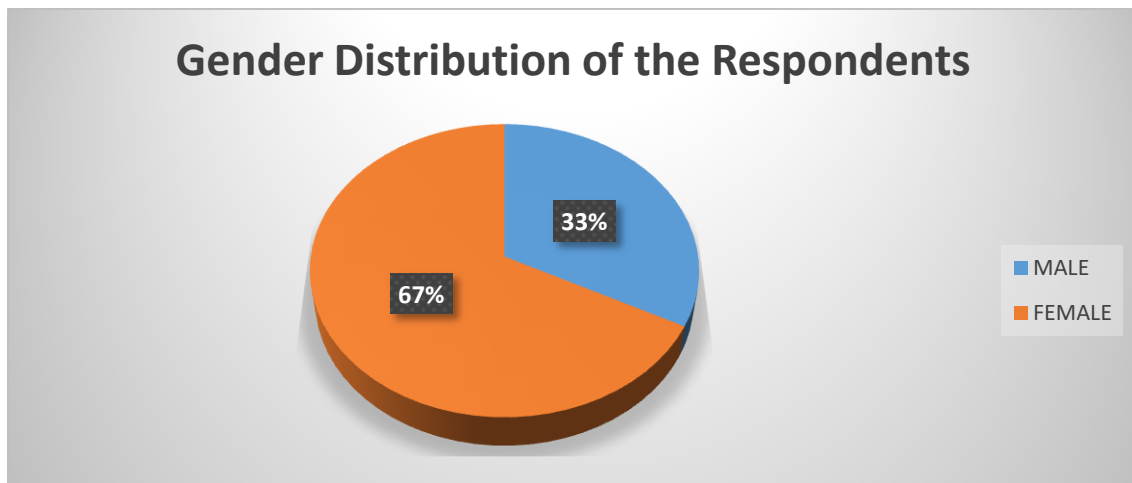


Fig. 1. Gender distribution of the respondents

Source: Field Survey, 2022

Table 2. Respondents' perception of the compensation (pay) and rewards packages in Mboppi Baptist Hospital

ITEMS	N	Mean	Std. Deviation
My salary is fair considering what other people are paid	224	2.53	1.196
I am satisfied with the amount of pay and other benefits I receive	224	2.34	1.093
In my organization, the pay of employees is directly linked to performance	224	2.01	1.094
My organization's salary and other benefits are comparable to that of similar organizations	224	2.48	1.030
A good job is noticed and rewarded	224	2.42	1.243
I appreciate rewards and recognition no matter how small in my organization	224	3.28	1.175
Average	224	2.51	1.139

Source: Field Survey, 2022

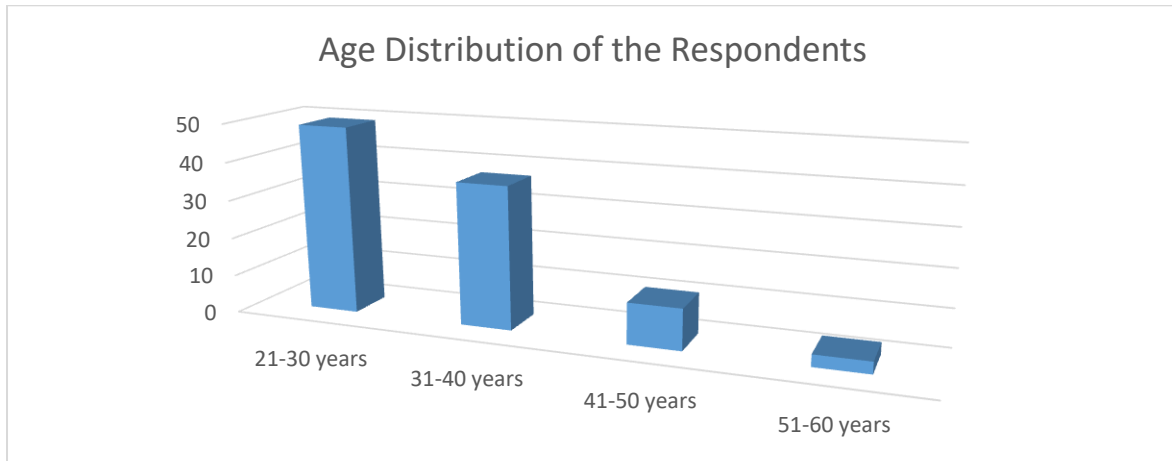


Fig. 2. Age distribution of the respondents
Source: Field survey, 2022

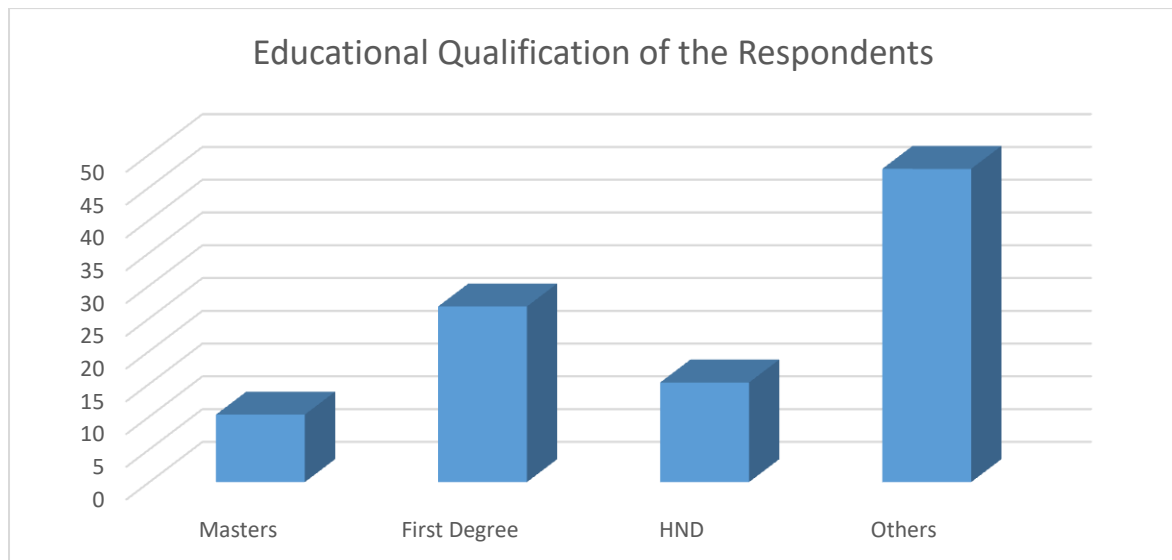


Fig. 3. Educational qualification of the respondents
Source: Field survey, 2022

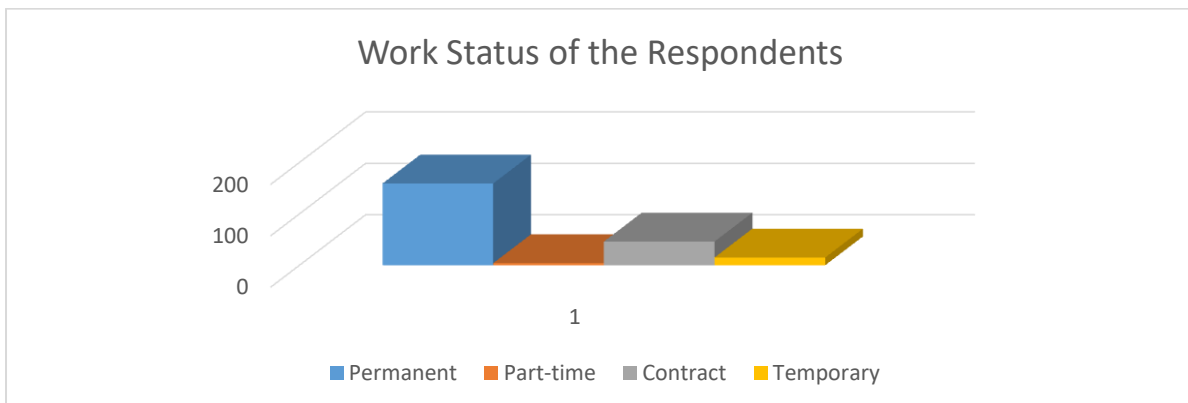


Fig. 4. Work status of the respondents
Source: Field survey, 2022

mean of 2.71 is lower than the average mean of 3.0 indicating that a majority of the respondents have a negative perception of the employees' level of participation in decision making in the Mboppi Baptist Hospital. The results of this study are consistent with that of [21] who revealed in their study that employee engagement can increase an individual's, team, or organization's performance and well-being: improved organizational decision-making capabilities, and lower costs through waste removal and shorter product cycles.

The findings in table 5 reveal a moderate aggregate mean score of 3.10 and a standard deviation of 1.169. The respondents agreed that they are informed of how their performance evaluation is done (Mean = 3.38; SD = 1.077), Performance of employees is measured based on objective quantifiable results (Mean = 3.17; SD = 1.648). Equally, the respondents believe that the appraisal system has a strong impact on individual and team performance (Mean = 3.17; SD = 1.106) and appraisal system helps them to

grow and develop their careers (Mean = 3.29; SD = 1.104). In the same light, employees are provided with performance-based feedback and counseling (Mean = 3.04; SD = 1.083), and they feel performance appraisal is just a formality in this organization (Mean = 3.40; SD = 1.252). However, a majority of the respondents believed that performance appraisal is not fair in the organization (Mean = 2.58; SD = 1.048). They equally share the view that there is no formal and written performance appraisal system (Mean = 2.98; SD = 1.120), and the objectives of the appraisal system are not clear to employees (Mean = 2.91; SD = 1.084). The findings reveal that the aggregated mean of 3.10 is greater than the average mean of 3.0 indicating that a majority of the respondents have a positive perception of the performance appraisal system in the Mboppi Baptist Hospital. The results of this paper are consistent with the results of the study carried out by [23]. They found out in their study that performance assessment methods are proven to have a good link with organizational performance.

Table 3. Respondents' perception of training and development in the Mboppi Baptist Hospital

ITEMS	N	Mean	Std. Deviation
Extensive training programs are provided for employees in all aspects	224	3.28	1.115
I have training opportunities to learn and grow	224	3.40	1.130
I am selected for training programs that suit my job needs most	224	2.80	1.212
Training needs are identified through a formal performance appraisal mechanism	224	2.69	1.048
Training programs have improved my decision making and problem-solving skills	224	3.21	1.161
My communication and working relationships with co-workers have improved due to training programs	224	3.20	1.119
I feel better equipped to tackle unexpected events with skill and confidence.	224	3.48	1.054
Averaged	224	3.15	1.119

Source: Field Survey, 2022

Table 4. Respondents' perception of employee participation in the Mboppi Baptist Hospital

ITEMS	N	Mean	Std. Deviation
Employees are allowed to make many decisions	224	2.15	1.160
Employees are often asked by their supervisors to participate in operations related decision	224	2.62	1.188
Employees are encouraged to suggest improvements in the way tasks and jobs are done	224	3.04	1.159
Employees' contributions are regarded as important and taken in good faith	224	2.67	1.104
Supervisors keep open communication with employees in the organization	224	3.05	1.093
Average	224	2.71	1.099

Source: Field Survey, 2022

Table 5. respondents' perception of performance appraisal in the Mboppi Baptist Hospital

ITEMS	N	Mean	Std. Deviation
Performance appraisal is fair in this organization	224	2.58	1.048
There is a formal and written performance appraisal system	224	2.98	1.120
I am informed of how my performance evaluation is done	224	3.38	1.077
Performance of employees is measured based on objective quantifiable results	224	3.17	1.648
The objectives of the appraisal system are clear to employees	224	2.91	1.084
The Appraisal system has a strong impact on individual and team performance	224	3.17	1.106
The appraisal system helps me to grow and develop my career	224	3.29	1.104
Employees are provided with performance-based feedback and counseling	224	3.04	1.083
I feel performance appraisal is just a formality in this my organization	224	3.40	1.252
Average	224	3.10	1.169

Source: Field Survey, 2022

Table 6. Organizational performance

ITEMS	Mean	Std. Deviation
The organization is not able to meet the goals it sets	2.39	.979
The organization achieves its stated goals.	3.33	1.138
Working in this organization is easier because of laid down procedures	3.61	.916
Each section understands the role it plays in achieving organizational goals.	3.78	.732
The organization functions smoothly with a minimum of internal conflict	3.39	.916
Resources needed for the proper functioning of the organization are always available.	2.67	1.283
The organization is normally understaffed	2.67	1.188
Financial supports needed are available for use.	2.89	1.132
The organization has enough human capital to accomplish its goals	3.17	1.150
The organization is able to satisfy the owner(s) /shareholders	3.67	.970
Average	3.16	1.040

Source: Field survey, 2022

Table 7. Regression results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.241	1.885		2.781	.004
	Compensation and Reward	.629	.168	.408	3.744	.000
	Training and Development	.518	.163	.310	3.178	.001
	Employee Participation	.188	.073	.237	2.562	.003
	Performance Appraisal	.211	.076	.215	2.776	.000
R ² =0.531						
Adj.R ² =0.516						
F-statistics=17.524						
a. Dependent Variable: Organizational Performance * Significant at 5%						

The findings in Table 6 reveal a high aggregate mean score of 3.16 and a standard deviation of 1.040. The findings depict that the organization

achieves its stated goals (Mean = 3.33; SD = 1.138), work in the organization is easier because of laid down procedures (Mean = 3.61;

SD = 0.916), each section understands the role it plays in achieving organizational goals (Mean = 3.78; SD = 0.732), the organization functions smoothly with a minimum of internal conflict (Mean = 3.39; SD = 0.916), the organization has enough human capital to accomplish its goals (Mean = 3.17; SD = 1.150), the organization is able to satisfy the owner(s) /shareholders (Mean = 3.67; SD = 0.970). However, resources needed for the proper functioning of the organization are not always available (Mean = 2.67; SD = 1.283), and financial support is not always available for use (Mean = 2.89; SD = 1.103), and they have the information that is needed to do their jobs (Mean = 3.41; SD = 0.921). The findings reveal that the aggregated mean of 3.26 is greater than the average mean of 3.0 indicating that a majority of the respondents have a positive perception of the labor productivity in the Mboppi Baptist Hospital.

The F-statistics of 17.524 which is greater than the critical F-value of 3.157 needed for significance at a 0.05 level of significance implies that there exists a significant relationship between the human resource management practices and the organizational performance in the Mboppi Baptist Hospital. The estimated coefficients for compensation and reward, training and development, employee participation, and performance appraisal are all positive. This result implies that there exists a positive relationship between the variables and organizational performance. The results are in line with the economic criteria.

As per the table 7 above, the equation;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

become:

$$Y = 5.241 + 0.408X_1 + 0.310X_2 + 0.237 X_3 + 0.215X_4 + \varepsilon$$

become:

$$Y = 5.241 + 0.408 \text{ compensation and reward} + 0.310 \text{ training and development} + 0.237 \text{ employee participation} + 0.215 \text{ performance appraisal} + \varepsilon.$$

Based on the regression equation established, when all factors (compensation and reward, training and development, employee participation, and performance appraisal) are held constant at zero, organizational performance would be 5.241. The above formula is the regression equation of the study.

For every single unit increase in the value of compensation and reward, then it is expected that organizational performance will increase by 0.408. This is represented by $\beta_1 = 0.408$, $p = 0.000$. Since $p < 0.05$, the relationship between compensation and reward, and organizational performance is statistically significant.

For every single unit increase in the value of training and development, it is expected that organizational performance will increase by 0.310; represented as $\beta_2 = 0.310$, $p = 0.001$. Since $p < 0.05$, the relationship between training and development and organizational performance is statistically significant.

Similarly, for a single one-unit increase in the value of employee participation, it is expected that organizational performance will rise by 0.237, represented as $\beta_3 = 0.237$, $p = 0.003$. Since $p < 0.05$, the relationship between employee participation and organizational performance is statistically significant.

Finally, for a single one-unit increase in the value of performance appraisal, it is expected that organizational performance will rise by 0.215, represented as $\beta_4 = 0.215$, $p = 0.000$. Since $p < 0.05$, the relationship between performance appraisal and organizational performance is statistically significant.

This infers that compensation and rewards contribute most to organizational performance followed by training and development, performance appraisal, and employee participation.

5. CONCLUSION

Human resources are vital for firms to achieve advanced innovations and sustainable performance in the ever-changing environment. The most widespread view seems to be that HRM has positive effects on organizational performance, especially so among practitioners and in organizations as we see the concept of HRM spreading across countries, industries and sectors [15, 17, 18, 21]. Because the causal link between HRM and performance is questionable, the scientific evidence may be misleading organizations and practitioners causing them to implement and execute HR practices that may or may not give rise to better performance, increase positive employee attitudes and behavior, or be harmful to the employees' well-being. On the other hand, human resource

professionals are struggling to justify the work they do. The costs related to HRM, such as training and development, and incentive systems, are easy to visualize and measure; however, their effects are not – at least not without sophisticated analyses.

This study provides an overview and discussion of Mboppi Baptist Hospital HRM practices. It primarily focused on workers' perceptions of HRM practices, policies, and programs, as well as the influence of such HR practices on organizational performance. The goal was to critically examine workers' opinions of HRM practices and determine the impact of correctly managing human resources on organizational performance. Staff were subjected to a rigorous examination of four HR practices, policies, and programs. This method yielded findings indicating that hospitals needed to pay considerably more attention to the effective management of their human resources to realize their full potential and gain a competitive advantage via them.

In a summary, this study was done in a private hospital and revealed that good human resource management has a significant impact on organizational performance. Hospitals in general and the Mboppi Baptist Hospital management, in particular, should begin to incorporate HRM thinking into company goals and make the HR department strategically proactive. The effective management of these hospitals' human resources will generate and preserve competitive advantage, as well as improve organizational performance. Hospitals must ensure that their investments in human resources and HRM procedures attract and retain competent employees.

6. RECOMMENDATIONS

Achieving better corporate performance requires a successful, effective, and efficient exploit of organization resources and competencies to create and sustain a competitive position locally and globally. HRM policies on selection, training and development, performance appraisal, compensation, promotion, incentives, work design, participation, involvement, communication, and employment security, among others must be formulated and implemented by HRM specialists with the help of line managers to achieve the following outcomes: competence, cooperation with management, cooperation among employees,

motivation, commitment, satisfaction, retention, presence, etc. It was revealed by the findings that the Mboppi Baptist Hospital has a human resource department that implements the human resource policies in the hospital. Notwithstanding, they still face some degree of challenges in the effective implementation of these practices and policies. Based on the findings, the study makes the following recommendations:

The research revealed that there is overwhelming support for pay for performance from both employees and management. It is recommended that management should endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension, and propel employees to higher performance.

The study discovered that the "wholesale" structure of hospital training and development programs prevents the full realization of the practice's advantages. Appropriate need assessment is not often done to ascertain the need sets of the employees as indicated by the findings. As a result, the study recommends that proper need analysis should be conducted, after which cohesive and strategic training and development be organized to reflect both individual and corporate interests. Employees should be consulted to verify that the training requirements indicated are practical and relevant. "Wholesale" training programs do not produce the expected outcomes. Budgets for training and development should also be allocated completely to these goals. To enjoy the full advantages of training and development programs, management should adopt proper monitoring and supervision of employee performance.

Furthermore, employee engagement should be promoted more to encourage employees to participate more and better in choices affecting their jobs. Employees' inventiveness and potential will be revealed in such an atmosphere, which would naturally provide job stability. Moreover, offering feedback, counseling, and grievance resolution channels would help to lessen tensions and stress. Employee engagement is not a typical practice at Mboppi Baptist Hospital, according to the findings of this study. The research also established that the strict, rigid, and unbending kind of environment employees find themselves in limits employee voice and affects employment security. It is thus

recommended that to bring out the best in employees, sanctions should not be attached to initiatives, and employees' contributions should be regarded as important and taken in good faith. HR managers should understand team dynamics and find ways to bring disparate personalities together and make it a point to encourage teamwork and team spirit.

The study reveals that while there is a well-established appraisal management strategy, a performance appraisal is not perceived by employees to be fair in the organization with no formal and written performance appraisal system, and the objectives of the appraisal system are not clear to employees. In a nutshell, as revealed by the findings, the performance appraisal is largely a formality and a yearly affair and when it does happen, feedback is neither properly nor regularly given to employees. Research has shown the positive effect of the 360-degree form of appraising indirectly improving performance. This form of appraisal help employees builds their self-awareness of their strengths, weaknesses, and development needs. It is therefore recommended that Mboppi Baptist Hospital adopts this form of appraising and encourage managers to give regular, constructive, and descriptive feedback. Feedback should describe what employees are doing well, and be clear about what they might improve or change and why. Performance appraisal simply is all about individuals and their managers or supervisors having regular, quality conversations.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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