

THE IMPACT OF SOME SELECTED HRM PRACTICES ON ORGANIZATIONAL PERFORMANCE IN SILTE ZONE PRIMARY HOSPITALS

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Abstract: This study investigates the impact of Some Selected HRM practices on organizational performance in Silte zone primary hospitals. The sample size of this study was 329 employees from 453 total target population of Silte zone primary hospital through using Yamane formula. The researchers applied the explanatory and descriptive research design and employed a quantitative research approach. The samples were selected cluster sampling because those primary hospitals with in the zone natural geographic location are different and simple random sampling was applied in each cluster. . In this study, both primary and secondary data sources were used. The collected data was analyzed using descriptive statistics such as frequency tables, percentage, charts and inferential statistics such as correlations and regression analysis. The finding of the study indicates that organizational performance was affected by only four human resource management practices namely; performance appraisal practice, training and development practice, compensation practice and motivation practice from the five human resource management practices. The finding of the study also indicates that, organizational performance mostly affected by performance appraisal practice from the five human resource management practices. Furthermore, the study also revealed that, organizational performance was not significantly affected by recruitment and selection human resource management practice from the five human resource management practices or recruitment and selection have no significant impact on organizational performance. This study has forwarded as recommendations to the government as well as the Silte zone primary hospital management should use a uniform evaluation cycle, provide supervisor training, creating transparency redefine or reconfirm the purpose of the job, the duties and the responsibilities, define the priority of and set objectives for each responsibility, provide the opportunity for feedback, not only during the meeting but by allowing your employee to respond in different period of time.

Keywords: primary hospitals, organizational performance, uniform evaluation cycle, provide supervisor training.

1. INTRODUCTION

In today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival. Studies have shown that organizations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources (Barney, 1991). HRM has transcended from policies that gather dust to practices that produce results. Human resource management practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization. This can potentially consolidate organization performance and create competitive advantage as a result of the historical sensitivity of human resources and the social complex of policies and practices that rivals may not be able to imitate or replicate their diversity and depth.

Lately, organizations are focused on achieving superior performance through the best use of talented human resources as a strategic asset. HRM policies or strategies must now be aligned to business strategies for organizational success. No matter the amount of technology and mechanization developed, human resource remains the singular most important resource of any success-oriented organization. After all, successful businesses are built on the strengths of exceptional people. HRM has now gained significance academically and business wise and can therefore not be relegated to the background or left in the hands of non-experts. Attention must be paid to the human resources organizations spent considerable time and resources to select.

In fact, Ahmad and Schroeder (2003) found a positive influence of human resource management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security, and decentralization and use of teams) on organizational performance as operational performance (quality, cost reduction, flexibility, deliverability and commitment). In furtherance of this assertion, Sang (2005) also found a positive influence of human resource management practices (namely, human resource planning, staffing, incentives, appraisal, training, team work, employee participation, status difference, employment security) on organization performance.

For businesses to survive, HRM should be given its rightful place of relevance in any organization and not left in the hands of line managers who neither have the expertise nor the time and space to carry out the enormous functions of a human resource manager.

The purpose of this study was to determine the impact of HRM practices on organizational performance of Silte zone primary hospitals.

Statement of the problem

HRM has made significant inroads into the Ethiopian corporate world. It is common to see large organizations in Ethiopia set up a whole department for the sole purpose of managing human resources and hire experts in the field to be in charge of HRM. The enormous benefits of properly managing human resource cannot be over emphasized. However, the majority of the hospitals in Ethiopia are yet to catch the „HRM cold“. Inappropriate HRM policies and practices of in hospitals can be attributed to the non-existence of HRM specialists or HRM departments. Research has established significantly a positive relationship between an organization HRM practices and performance. Most of these hospitals do not realize the impact of properly managing its human resource and therefore leave policies in the hands of line managers and board of directors who are non-HRM experts to implement or enforce strategies, policies, processes, programmes and practices. The value of properly managing human resources is lost to such hospitals.

Human Resource Management is extremely important for service industries especially hospitals because hospital is one of the service industry. Management of people and management of risk are two key challenges facing hospitals. How you manage the people and how you manage the risks determines your success in the health sector. Efficient risk management may not be possible without efficient and skilled manpower.

There were several studies conducted on the impact of human resource management on organizational performance such as According to Nancy quansah, (2013) research entitled as the impact of HRM practices on organizational performance: the case study of some selected rural banks; the findings of the study revealed that HR practices are improperly planned; implemented and managed by non-HR experts and that the practices, programmes and policies of these rural banks are lowly perceived by their employees. The study also showed that the enormous benefits of properly managing human resources are lost to these rural banks

Rosemary Lucas (2002) with her study entitled "Fragments of HRM in hospitality? Evidence from the 1998 workplace employee relations survey", the study carried out to verify the rehabilitation of the health sector in Britain from the perspective of human resource management and aimed to assess the dimensions of human resources related to the rehabilitation of the health system and the formation of a new health sector. The study found that employees are more likely to perceive their managers as anti-union, and to represent themselves in dealing with employment issues such as challenging management about their work, in disciplinary proceedings, and in seeking a pay increase. The study pointed out the importance of human resource management in the success or failure of the health sector and the health sector in most countries focuses on changes in building the organization, contain costs, customer choice.

According to S. Abdul Hameed(2016) the research entitled as HRM Practices and Organizational Performance in Hospitals in Trichy, Tamil Nadu, India found that Recruitment and Selection and Training and Development have potential impact on organizational performance. It is also concluded that when there are healthy HRM practices in Hospitals, it was result in the development of individual productivity and organizational performance in hospitals.

Based on the above researches the researchers were initiated to study the impact of HRM practices on organizational performance related to hospitals especially in Silte zone primary hospitals. So, to evaluate the impact of HRM practices and provide appropriate solution on hospitals to improve productivity the researchers was studied on Silte zone primary hospitals, in this primary hospitals there were problems of HRM practices as the researchers review from 2019 G.C annual report of the three primary hospitals of Silte zone , this in turn employees of the primary hospitals affected by this problem and because of this problem employees are far from achieving their assigned jobs within the expected time and expected quality for continuously such as because of unfavorable recruitment and selection practice 7% of employees of the hospitals did not achieve their assigned jobs within the expected time and expected quality per month, because of inadequate compensation practice 10% of employees of the hospital did not achieve their assigned jobs within the expected time and expected quality per month and from the total number of employees 8% of them did not achieve their assigned jobs within the expected time and expected quality per month because of inadequate training and development, from the total number of employees 16% of them did not achieve their assigned jobs within the expected time and expected quality per month because of in appropriate performance appraisal practice. In addition to these 12% of the total employees of those primary hospitals also did not achieve their assigned jobs within the expected time and expected quality per month because of lack of well enough motivation practice. From this report the researchers understands that employees far from achieving their assigned jobs within the expected time and expected quality from workplace because of lack of well-organized and well performed HRM practices may have impact on performance of primary hospitals in Silte zone. Based on different literature and from the hospitals report including the researchers understanding from the hospitals report, the researchers was started to study the impact of some selected HRM practices on Silte zone primary hospitals performance.

Objectives

1. To examine the impact of recruitment and selection practice on organizational performance on primary hospitals of Silte zone.
2. To evaluate the impact of compensation practice on organizational performance on primary hospitals of Silte zone.
3. To find out the impact of training and development practice on organizational performance on primary hospitals of Silte zone.
4. To investigate the impact of performance appraisal practice on organizational performance on primary hospitals of Silte zone.
5. To evaluate the impact of motivation practice on organizational performance on primary hospitals of Silte zone.

The Concept of Human Resource Management (HRM)

The concept of Human Resource Management was first defined by Bakke (1966) who said that the general type of activity in any function of management is to use resources effectively for an organizational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of „people“ I shall call simply the human resources function. However, HRM emerged fully fledged later when the Michigan „matching model“ (Fombrun et al, 1984) and what (Boxall 1992) calls the Harvard framework developed by Beer et al (1984) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organization’s human resources. The matching model of HRM held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy and further explained that there is a human resource cycle that consists of four generic processes or functions that are performed in all organizations; selection, appraisal, rewards and development. The Harvard framework is based on their belief the problems of historical personnel can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise and of what HRM policies and practices may achieve those goals. Without either a central philosophy or a

strategic vision which can be provided only by general managers – HRM is likely to remain a set of independent activities, each guided by its own practice tradition. This called for the need to have a long-term perspective in managing people and consideration of people as potential assets rather than merely a variable cost.

As Armstrong (1987) puts it „HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations“.

Theoretical Issues on Human Resource Management and Performance

Theories on people management have been sifted, going through so many phases. From the perspectives of Taylorism, bureaucratic theory, theory X and theory Y till the breakthrough with Elton Mayo’s Hawthorne experiment which began another phase of people management known as human relations. The era of personnel management surfaced which has metamorphosed into the present day Human Resource Management. Since then, HRM has captured the interest of many studies churning out loads and loads of findings that sometimes generate debates and disagreements.

Human Resource Management Practices – Performance Linkage

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between HRM practices and organizational performance. Based on the evidence and findings, it is becoming increasingly clear that HRM is an important component that can impact on organizational effectiveness leading to improved performance. Though the link between HRM and organizational performance is considered a „black box“, that is, lack of clarity as to „what exactly leads to what“ (Gerhart, 2005) however, the positive relationship between HRM and organizational performance cannot be over emphasized. Empirical research surrounding the HRM and performance debate over the last decade or so demonstrates evidence that „HRM does matter“ (Huselid, 1995; Patterson et al, 1997; Guest et al, 2000a; Thompson, 2002; Purcell et al, 2003). Guest (1997) argues the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization. The work produced by Huselid, 1995, that examined the relationship between HR practices and corporate turnover, profitability and market value found that his HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin’s Q (the ratio of the market value of a firm to its book value). This means that if appropriate HR policies, processes and strategies are introduced a substantial impact on organizational performance can be made. It is important to realize that the effectiveness of HRM policies depends on its alignment with other business strategies. Interestingly, Hyde et al (2008) examining the impact of HRM practices on firm profitability found little support for a positive relationship between HRM practices and firm profitability.

Human Resource Management Practices

Many researchers over the period have identified different HRM practices by different names. Researchers variously refer to certain sets of HRM practices as “best practices” or „high performance“ (Huselid, 1995) „sophisticated“ (Golhar and Deshpande, 1997; Hornsby and Kuratko, 1990; Goss et al., 1994; Wagner, 1998) or as “professional” (Gnan and Songini, 2003; Matlay, 1999). Pfeffer (1994; 1998) argued the most appropriate term is „Best HRM practices“. However, according to Chandler and McEvoy (2000) one of the lingering questions in HRM research is whether or not there exists a single set of policies or practices that represents a universally superior approach to managing people. Theories on best practices suggest that universally, certain HRM practices either separately or in combination yield improved organizational performance.

Recruitment and Selection

„Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements“ Bratton and Gold (2007, p 239).

Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specific skills, development is said to be the learning opportunities designed to help employees grow. According to (Armstrong 2001:543) training is the formal and systematic modification of behavior through learning.

Compensation

Compensation processes are based on compensation philosophies and strategies contained in the form of policies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation. This constitutes measuring job values, designing and maintaining pay structure, paying for performance, competence and skill and providing employee benefit. However, compensation management is not just about money, it is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2011).

Appraisal/Performance Management

Performance appraisal of employees is the systematic evaluation of employees' performance and potential for development during a certain period of time by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices. Performance appraisal is an indispensable tool for an organization because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases transfer, discharge, training and development. Not only is performance appraisal useful for the above issues, it may also increase employee's commitment and satisfaction Wiese and Buckley, (1998).

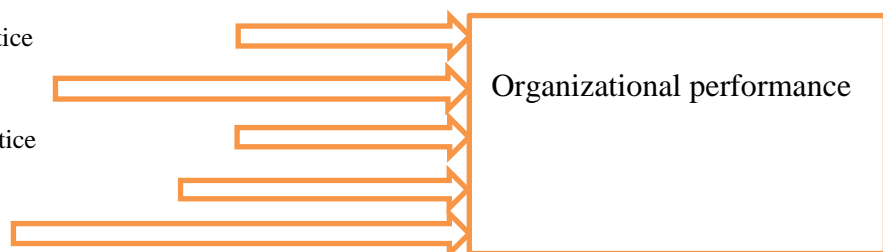
Organizational Performance

Researchers have different opinions of what performance is. Organizational performance continues to be a contentious issue in the management research circles. Javier (2002) equates performance to the famous 3Es; economy, efficiency and effectiveness of a certain programme of activity. According to Richard et al (2009) organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.), and shareholder return (total shareholder return, economic value added, etc.).

Conceptual framework

A conceptual framework helps simplify the proposed relationships between the variables in the study and show the same graphically or diagrammatically, Mugenda O.M, (1999). The conceptual framework of this study is based on four independent variables namely. Recruitment and selection practice, compensation practice, Training and development practice, Performance appraisal practice and Motivation practice. The dependent variable of this study is organizational performance of Silte zone primary hospitals.

- ❖ Recruitment and selection practice
- ❖ Compensation practice
- ❖ Training and development practice
- ❖ Performance appraisal practice
- ❖ Motivation practice



Source: from the above literature

2. RESEARCH METHODOLOGY

The research design used in this study was descriptive and explanatory research design. The target population was all primary hospital employees over Silte zone. Thus the study targeted 453 employees of the Silte zone primary hospitals. The sample size of this study consisted of 329 employees of Silte zone primary hospitals using a cluster sampling and

simple random sampling in each hospitals using Yamane, formula. The researchers used questionnaires as the research instrument to gather the relevant information needed related to the study.

Model

Regress organizational performance on HRM practices.

The multiple regression model used for this study is;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where,

Y = the dependent variable-organizational performance

α = constant of proportionality

α is the intercept term- it gave the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 refer to the coefficient of their respective independent variable which measured the change in the mean value of Y, per unit change in their respective independent variables.

X1 = recruitment and selection practice

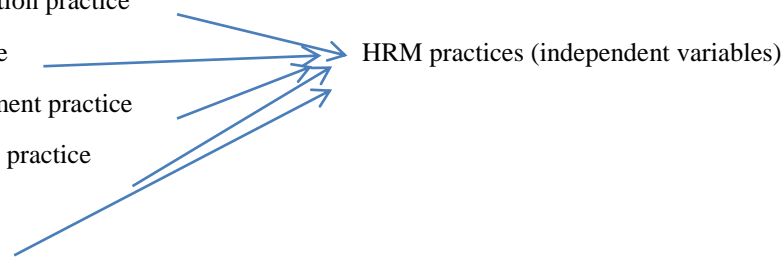
X2 = compensation practice

X3 = training and development practice

X4= performance appraisal practice

X5= motivation practice

e = Error Term



3. RESULTS AND DISCUSSION

Multiple regression analysis

In this study, multiple regression analysis was carried out to get the predictive values of the constructs considered. Since the model is developed in such a way that each construct is being affected by other constructs, it is necessary to carry out a separate regression analysis against each variable which are considered to be affected by other variables. This was basically made to determine the linear combination of the constructs. The following table presents the result from the multiple regression carried out using human resource management practices (recruitment and selection, compensation, training and development, performance appraisal, motivation) as the independent variables and organizational performance as the dependent variable.

Table 4.1 Model summary

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.849 ^a	.721	.715	.30013	.721	125.564	5	243	.000

Source: from field survey SPSS output (2020)

Table 4.1, revealed that, the correlation between the observed value of organizational performance and the optimal linear combination of the independent variables (recruitment and selection practice, training and development, performance appraisal, compensation and motivation were 0.849^a) or the R value 0.849^a indicated that we had strong positive relationship between human resource management practices and organizational performance and R Square value for the model showed that 72.1% of the variance in the model can be predicted from five human resource management practices

(independence variables) i.e. recruitment and selection practice, training and development, performance appraisal, compensation and motivation. The remaining 27.9 % of the variance is explained by other variables not included in this study and the value of adjusted R square was 0.715, showing that the prediction human resource management practices on organizational performance account for approximately 71.5 % less variance. The change statistics were used to test whether the change in adjusted R square is significant using the F ratio. The model caused adjusted R square to change from zero to 0.849.

Table 4.2 Analysis of variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.553	5	11.311	125.564	.000 ^b
	Residual	21.889	243	.090		
	Total	78.441	248			

a. Dependent Variable: OP

b. Predictors: (Constant), M, C, PA, RS, TD

Source: from field survey SPSS output (2020)

Table 4.2 gives the ANOVA test on the general significance of the model. As p is less than 0.05, the model is significant. The F ratio represents the ratio of improvement in prediction that results from fitting the model, relative to in accuracy that exists in the model. The F ratio was 125.564 and was significant ($p < 0.05$). Thus, the model significantly improved the ability to predict the effect of human resource management practices on organizational performance.

Table 4.3 Coefficient of determination

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.207	.159		-1.307	.193
	RS	.037	.040	.042	.916	.360
	C	.126	.041	.142	3.067	.002
	TD	.411	.055	.394	7.461	.000
	PA	.428	.055	.310	7.793	.000
	M	.153	.039	.180	3.960	.000

a. Dependent Variable: OP

Source: from field survey SPSS output (2020)

Table 4.3 indicated unstandardized coefficients which showed that how much the dependent variable varies with a unit change in the independent variable, when all other independent variables are held constant. In this table 4.3 the standardized coefficient of beta also indicated that, how and to what extent human resource management practices such as recruitment and selection practice, training and development practice, performance appraisal practice, compensation practice and motivation practice influence organizational performance on Silte zone primary hospitals. Or it explains that an individual contribution of each predictor to the model. Table 4.3 also showed the beta value. The positive β values indicate the positive relationship between human resource management practices and organizational performance, whereas negative β value indicates negative relationship between human resource management practices and organizational performance. As summarized the model above, the β value for compensation practice ($\beta=0.142$, $p < 0.05$), training and development practice ($\beta=0.394$, $p < 0.05$), performance appraisal practice ($\beta=0.310$, $p < 0.05$) and motivation practice ($\beta=0.180$, $p < 0.05$) had a positive coefficient, thus, they had positive impact on organizational performance, this indicates that the alternative hypothesis developed related to training and development practice, performance appraisal practice, compensation practice and motivation practice is accepted and the null hypothesis developed related to this variables is rejected, whereas recruitment and selection practice ($\beta=0.042$, $p > 0.05$), had low coefficient among other independent variables which included under this study and the p value is greater than 0.05 thus, recruitment and selection

practice had not significant impact on organizational performance. This also shows that alternative hypothesis developed related to recruitment and selection practice is rejected but the null hypothesis developed related to this variable is accepted.

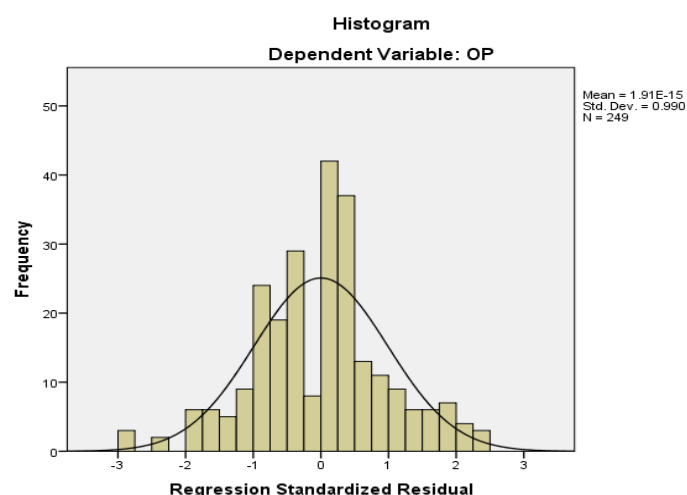
In addition, table 4.3 also showed that the t test. The t test was used as a measure to identify whether the predictors were making a significant contribution to the model. When the t-test associated with B-values is significant and the predictor is making a significant contribution to the model. The smaller the value of significance (the larger the value of t) that is the greater is the contributor of that predictor. As shown in table 4.16 from this study the findings of the model shows that for performance appraisal practice ($t=7.793$, $p<0.05$), training and development practice ($t=7.461$, $p<0.05$), motivation practice ($t=3.960$, $p<0.05$) and compensation practice ($t=3.067$, $p<0.05$) supports the result for training and development practice, performance appraisal practice, compensation practice and motivation practice for which there are high beta coefficients. Moreover, from the findings of this study, researchers found out that not all of human resource management practices have significant and positive impact on organizational performance. Out of the five human resource management practices (training and development practice, performance appraisal practice, compensation practice and motivation practice) have positive and significant impact on organizational performance. On the other hand, recruitment and selection practice is statistically insignificant influence on organizational performance since its significance level or its p value is above 0.05 that is above the researcher standard error or its t test is negative that is low i.e. 0.916. The findings of this study also indicated that performance appraisal practice is the most important factor to have positive and significant impact on organizational performance followed by training and development practice, motivation practice and compensation practice.

Normality test

A very important assumption in regression analysis is that the data should be tested for normal distribution. The data were checked to verify that the assumption of multivariate normality was met. The normality assumption is about the mean of the residuals is zero. According to Gujarati, (2004) in testing the normality assumption, three tests of normality could be considered: (1) histogram of residuals; (2) normal probability plot (NPP), a graphical device; and (3) the Jarque–Bera test (it is an asymptotic, or large-sample, test). Because of their simplicity, the researcher used the first two simple graphical instruments for testing the normality assumption. If the data is not normally distributed, there is little point in performing regression analysis because a major assumption of the model is violated. Therefore normality test computed for the data in the following graphs.

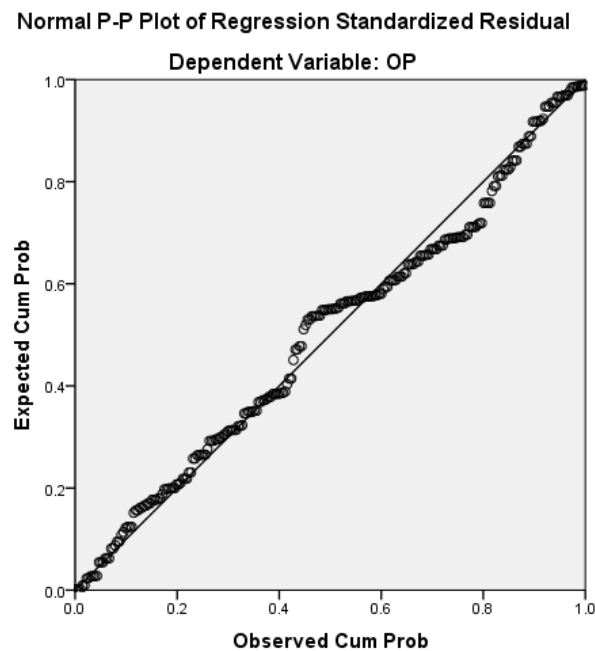
Histogram of Residuals

A histogram of residuals is a simple graphic device that is used to learn something about the shape of the Probability Density Function of a random variable. On the horizontal axis, the values of the variable of interest (residuals) are divided into suitable intervals, and in each class interval rectangles are erect equal in height to the number of observations (frequency) in that class interval. If the residuals are normally distributed around its mean of zero the histogram is a bell-shaped. The shape of the histogram as shown below in the following figure revealed that the residuals are normally distributed around its mean of zero. So the histogram showed that there is normal distribution.



Normal Probability Plot

In addition to histogram of residuals, the normal probability plots were used to test the normality of data. It is comparatively simple graphical device to study the shape of the probability density function (PDF) of a random variable is the normal probability plot (NPP). It uses values of the variable of interest on the horizontal axis and the expected value of this variable on the vertical axis. If the fitted line in the NPP is approximately a straight line, one can conclude that the variable of interest is normally distributed. Hence, the following figure indicated that residuals from the research model regression are approximately normally distributed, because a straight line gives the impression to fit the data reasonably well. This test also shows the normal distribution of residuals around its mean of zero.



4. CONCLUSION

The study was conducted to evaluate the impact of some selected human resource management practices on organizational performance in Silte zone primary hospitals. In terms of the stated research hypotheses the following specific empirical findings emerged from the investigation.

- The finding of the study indicates that organizational performance was affected by only four human resource management practices namely; performance appraisal practice, training and development practice, compensation practice and motivation practice from the five human resource management practices.
- The finding of the study also indicates that, organizational performance mostly affected by performance appraisal practice from the five human resource management practices.
- The study also revealed that, organizational performance was not significantly affected by recruitment and selection human resource management practice from the five human resource management practices or recruitment and selection have no significant impact on organizational performance.
- In addition, the finding of this research showed that, unlike recruitment and selection human resource management practice the four human resource management practices (training and development practice, motivation practice, performance appraisal practice and compensation practice) were positively and significantly related with organizational performance.
- The finding of the study further showed that, performance appraisal practice is the most influential factor to have a positive and significant impact on organizational performance.

5. RECOMMENDATIONS

Based on the findings and conclusions of the study, the researchers forward the following recommendations to the management of those primary hospitals to alleviate HRM practices and improve hospitals performance.

From the study the researchers found that organizational performance was mostly affected by performance appraisal practice. To improve this HRM practice and to maximize organizational performance the researchers forwarded the following recommendations related to performance appraisal practice.

The management should use a uniform evaluation cycle, provide supervisor training, creating transparency redefine or reconfirm the purpose of the job, the duties and the responsibilities, define the priority of and set objectives for each responsibility, provide the opportunity for feedback, not only during the meeting but by allowing your employee to respond in different period of time.

According to the study the researchers also concluded that training and development practice. was significantly affected organizational performance. So to improve those hospitals training and development practice and increase its performance the researchers recommend the management in the following ways: The management should ask employees what they need: To improve corporate training program, it's not enough to take your business goals and training into account. You also need to understand what your learners need, what their career goals are, and how your training program affects them. Upper management can help determine long-term training goals and skill needs, but they won't know the current "truth on the ground" needs as well as your regular employees. Even skills gap tests can only tell you so much, since they are based on a predetermined set of questions, Measure results: If you made clear goals before starting your training program (see above) then this actually shouldn't be that hard. Numbers can't measure all the benefits you get from training, but they can help you see if you're headed in the right direction. And if you can actually measure the progress you're making, you'll be 100 percent more likely to continue making employee training and development the priority it should be!, Consider cross-department training: Training and development programs are a great time to foster the kind of company-wide camaraderie and understanding that doesn't happen when people are sitting in their respective cubicles. It can also broaden employee skill sets and make the company function better as a cohesive whole, take learner analytics seriously and create learning paths.

And also, the researchers provide recommendation to the management of the hospitals related to compensation human resource management practice in the following ways: The management should deliver performance based promotions, corporate recognition awards, industry educational support, corporate wellness programs, flexible and collaborative work options and develop structured Administration: As with any other business process, the structure is important. Develop an annual review process, salary audit, raise process timeline, and make sure someone is responsible for all compensation areas. A comprehensive compensation strategy can be the foundation for creating an environment that recognizes and rewards employee performance and helps to establish a strong culture of employee engagement. Organizations are only as successful as their approach to hiring the right people, setting clear expectations, managing performance, and recognizing and rewarding.

In addition to the above recommendations, the researchers also forwarded recommendation to motivation human resource management practice in the following ways such as the management should recognize great work: One of the most important factors that contribute to employee motivation is how often their hard work is recognized. Recent research found out that seventy percent of employees in every organization worked extremely hard after their managers recognized them. Take short breaks: you cannot increase motivation at the workplace when everyone is tired. It's important to have short regular breaks in between for you and your colleagues to refresh and stay motivated. Again, it's important to your health. Share your vision: when your employees don't see any link between what they are doing and the mission and vision of the organization, they will not be motivated. You have to include them in the organization's vision for them to be motivated to work harder and longer. Be Clear About What You Expect: To improve motivation in the workplace, be very clear about what you want done. A journey of a thousand miles starts with a single step. So focus on that first step, be clear about what it is and how it can be completed, and then set your team to the task, celebrate results and Stay positive.

In addition to the above recommendations, the researchers also forwarded recommendation to recruitment and selection human resource management practice of those primary hospitals. From the finding of the study the researcher concluded

that recruitment and selection had not a significant impact on organizational performance, so it is better to minimize the cost of recruitment and selection human resource management practice from the primary hospitals rather the management should more concentrate on human resource management practices this are training and development practice, motivation practice, performance appraisal practice and compensation practice to increase the primary hospitals performance.

✓ **Suggestions for Further Research**

This study focused on the impact of some selected human resource management practices on organizational performance in Silte zone primary hospitals. Even if the study examined the impact of human resource management practice on organizational performance the study did not consider all human resource management practices and its impact on other service sector and manufacturing organizations rather the study concentrate only the impact of some selected human resource management practices on organizational performance by omitting other organizational performances in Silte zone because of basically shortage of time and cost. For further study the researchers propose that it is better to extend time frame and cost to include other human resource management practice such as the impact of employee security, retention, orientation, termination and layoff human resource management practices including this research variables these were training and development practice, motivation practice, performance appraisal practice, compensation practice and recruitment and selection on other service and manufacturing organizations.

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