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# Effects of Human Resource Management Practices on Organization Performance: The Case Study in Buno Bedele Zone Health Office

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**Abstract:** Human resource management (HRM) is a strategic approach to managing an organization's assets, including employees, employment, management, and development. Organizational performance relies on managing employees' knowledge, skills, attitudes, lives, experiences, and motivation. HR (human resource) managers play a crucial role in HR systems, including workforce planning, recruitment, talent management, employee retention, and diversity and inclusion. However, limited studies have been conducted in Ethiopia, particularly in the health sector, to determine their effects on employee performance. Therefore, this study aims to analyze the relationship between HRM practices and employee performance. In this study, the research investigates the impact of HRM practice on perceived organizational performance in the Buno Bedele Zone Health Office using descriptive and explanatory research designs. Quantitative methods were employed. The data was collected using a questionnaire from selected staff that was randomly selected from 11 districts in the Buno Bedele zone. The data was analyzed using SPSS statistical software. The study analyzed the relationship between organizational performance, recruitment and selection, performance appraisal, reward management, and training and development. The mean level was 2.7, indicating low performance (54%) due to factors. Training and development and reward management showed a significant relationship. However, no significant relationship was found between organizational performance, recruitment and selection, and performance appraisal in the setting. To improve organizational performance in the setting the health office should focus on reward management and capacity building, targeting training and development strategies. Future research should explore alternative solution.

**Keywords:** Health Offices, Organizational Performance, Training

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## 1. Introduction

Human resource management (HRM) is a strategic approach to managing an organization's valuable assets, including employees [1]. It involves analyzing work, designing jobs, determining employee needs, recruiting, selecting, training and developing, performance management, compensation, and creating a positive work environment to support business strategy [2]. Human resource practices involve acquiring, retaining, and developing a competent workforce to achieve organizational goals effectively [3].

HRM assumes improved performance is achieved through people within the organization [4]. Effective HR policies and processes significantly influence firm performance, with employee performance being a critical factor for successful organizations [5]. Decisions like hiring, pay, training, and performance evaluation, impact employee motivation and customer value [6]. Companies invest in technology and quality to increase competitiveness [3]. Human resource management, including strategic recruiting, training, and efficiency, are crucial for Ethiopia's health transformation. HR managers play a crucial role in managing employees'

knowledge, skills, attitudes, and motivation, impacting organizational performance [7]. However, there are limited studies on the effect of HRM practices on employee performance in the health sector of Ethiopia, especially in rural settings.

The study focuses on the impact of HRM practices on employee performance in the Buno Bedele zone health office. It reveals that in 2019, 66 employees left the organization, resulting in a turnover rate of 36.04%. The main reasons for resignation were low salaries, benefit packages, and training and career development. This led to employees seeking better opportunities, affecting the organization's performance. The study highlights the need for better HR practices to attract and retain competent employees, as well as to address dissatisfaction and limit the capacity to attract new ones. This research is crucial for understanding the current state of HR practice in the ministry and its effects on employee performance.

The strategic plan guides human resources management in attracting, recruiting, training, and maintaining staff [8]. It includes operations like recruitment, training, and development, requiring accurate information for decision-making. Recruitment involves choosing employers based on organizational characteristics, work environment, and compensation [9]. Recruitment and selection are two interconnected processes that generate a pool of capable individuals for an organization's employment. Recruitment aims to attract people with multi-dimensional skills and experiences that suit the company's strategies, induct new perspectives, and develop an organizational culture [10]. Selection involves using specific instruments to choose the most suitable applicants, considering management goals and legal requirements [5, 11]. Both processes aim to anticipate and find people for positions that do not yet exist [12, 13].

Human resource planning is crucial for an organization's strategy; ensuring staffing is sufficient, qualified, and competent to achieve objectives [14]. Traditional personnel management is obsolete due to international rivalry, organizational size, changing values, career concerns, and workforce structure [9, 13, 15]. The current trend necessitates a strategic HRM approach, integrating long-term investment decisions and employee interests, and job analysis is crucial for understanding managers' work and impact on HR activities [10]. Training is a systematic process aimed at improving employees' job-related knowledge, skills, and behaviors [16]. It prepares employees for various roles, helps them adapt to new environments, recruit, increase productivity, and reduces employee turnover [17]. Training differs from education, which focuses on knowledge and perceptions [18]. Policies are necessary for employee performance evaluation and appropriate training and development [19].

Performance appraisals are essential for organizations to identify development needs and improve employee performance [20]. They provide documented feedback, aiding in determining employment, promotion, transfer,

bonuses, and pay raises [15]. They encourage risk-taking, innovation, and regular evaluations, linking individual innovativeness to company profitability [1]. Managers must manage performance, identify potential, and train employees for business survival and growth [21]. Interest in performance appraisals has increased over the past 30 years [11]. Performance appraisal practices are prevalent in both public and private organizations, with 91% of US organizations implementing some form of a performance appraisal system [22]. These practices aim to improve organizational performance and individuals within it, setting goals and performance standards [6]. To enhance performance appraisal, organizations should focus on improving the quality of conversations and serve various stakeholders, including employees, line managers, and organizations [23]. The process includes a rated person, a rater, an evaluation form, and procedures [24].

Reward management aims to reward people based on their value, align reward practices with business goals and employee values, and communicate important behaviors and outcomes [25]. It involves designing, implementing, and maintaining reward systems to recognize and reward people's contributions to organizational, departmental, and team goals [26]. The overall objective is to reward people fairly, equitably, and consistently, thereby achieving the organization's strategic goals. Reward issues significantly impact HR practices, including employee motivation and retention [27]. A balanced, fair, and competitive compensation system can attract and retain competitive human resources, shaping employee behaviors and performance [28]. University performance can be attributed to HRM practices, such as compensation [29]. Compensation management directly impacts employee performance, and pay structures, such as pay, rewards, and incentives, are crucial factors for employee and organizational success [1]. Implementing human resource management practices, including compensation and rewards, can enhance efficiency and university performance [4].

Recruitment and selection are crucial HRM practices that significantly influence employee performance [10]. Studies at Gaza University and Debrebrhan University show a positive relationship between training and development, with an improvement in training likely to result in a slight improvement in employee performance [10, 27, 30, 31]. Therefore, training and development are the most influential factors in HRM practice [4, 29, 30, 14, 32, 31].

The researcher aimed to identify HRM practices based on recruitment, selection, training, performance appraisal, and reward management to understand their relationship with employee performance. The study aims to evaluate the impact of HRM practices on perceived organizational performance in the Buno Bedele Zone Health Office. The government will benefit from this research, as it provides policy implications and insights for informed decision-making. The essay will be useful for new researchers and students, as well as a supplement to existing studies.

## 2. Methods and Materials

The researcher used a descriptive and explanatory research design, collecting data at specific periods to characterize the current condition. The explanatory design aimed to identify and explain the relationship between different variables. Both quantitative and qualitative methods were used, with interviews conducted in the health sector after a questionnaire was produced for respondents. The study aimed to understand the relationship between HRM practices and perceived organizational performance in the Buno Bedele zone Health office.

### 2.1. Data Collection Process

The study used both primary and secondary data sources. The primary data was collected through questionnaires from the employees who were working for the health office and through interviews with management staff. The secondary data was collected from different data sources, such as professional journals, books, and organizational HR data. Questionnaires are a flexible tool for collecting quantitative and qualitative data from health office employees [33]. They offer a structured format, convenience, and cost-effectiveness. In this study, closed-ended questionnaires were used for basic research questions. Interviews were used for probing questions and qualitative data. Human resource managers were interviewed to strengthen the data collected through questionnaires, as they have close contact with employees and understand their performance.

### 2.2. Population, Sample and Sampling Techniques

Population's collective term is used to describe the total quantity of cases of the type that are the subject of the study. It can consist of objects, people, and even events [33]. There were 250 employees working in the Buno Bedele Zone Health Office. Sample size is the number of items to be selected from the population to constitute a sample. It refers to the appropriate number of respondents for the study, and that was taken from the total population that is working in the Buno Bedele Zone Health Office. Thus, the sample sizes were chosen so as to represent the whole population. The study determined sample size by considering Yamane [34] Statistical Formula:

$$n = \frac{N}{(1+N(e^2))} = n = \frac{250}{(1+250(0.5)^2)} = 154$$

Where n = sample size N = population of the study, Where the study considered 5% as tolerable Error and 95% as confidential level. The calculated sample size of the population was 154 employees. The researcher used proportionate stratified sampling techniques that could be assumed to represent fairly each sector. Simple random sampling techniques were also adopted for the respective sectors until the required sample size was reached, since simple random sampling techniques are supposed to be well representative of the intended research work (S1).

### 2.3. Data Collection Procedures

The data collection instrument that was used in the study was prepared on the basis of a review of literature and research questions. Relevant and suitable questionnaires are prepared in English. The questionnaire consists of a Likert scale and is closed-ended. The questionnaire will be divided into two parts. Part 1 of the questionnaire consists of profiles of the respondents, such as gender, education, occupation, and experience. Part 2 contains the main body of the questionnaires. The structured, closed-ended questionnaires are distributed to the respective respondents by going to their workplace and returning afterwards.

### 2.4. Operational Definition

1. *HRM practice* is composed of the policies, practices, and systems that influence employees' behavior and attitude, and HRM practices have an effect on employee performance and the competitive advantage of an organization [35].
2. *Recruitment and Selection (Selection and Staffing)*: This is the process of recruitment and selection. This involves matching people and their expectations with the job specifications and career paths available within the organization [15].
3. *Training and development*: Training is a planned effort to enable employees to learn job-related knowledge, skills, and behaviors. Development involves acquiring knowledge, skills, and behaviors that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs [32].
4. *Performance appraisal*: which includes encouraging risk-taking, demanding innovation, generating or adopting new tasks, peer evaluation, frequent evaluations, and auditing innovation processes? This strategy evaluates individual and team performance so that there is a link between individual innovativeness and company profitability. Which tasks should be appraised and who should assess employees' performance are also taken into account [25].
5. *Reward management*: incorporating the selection of reward strategies and the administration of payment and benefit systems [2].

### 2.5. Data Analysis/ Data Analysis Methods

The data obtained from the respondents was analyzed using statistical packages for social science (SPSS) version 22 [36]. The responses to the questionnaire were answered by the employees and analyzed using descriptive statistics and finally regression analysis. The data is analyzed and presented quantitatively by using tools like percentiles, tables, and others to facilitate the interpretation of the results of the data. In addition, the information gathered through the interview was analyzed to understand the interrelationship between different human resource practices and organizational performance.

**2.6. Reliability Test**

To establish how closely related the variables are in the study, a Cronbach’s alpha test will be employed. According to Connelly (2011), Cronbach’s values range from 0 to 1 [37]. However, values at or above 0.7 are desirable. In this study, the reliability test was performed for all categories of the factors. Accordingly, requirement and selection were measured using six questions with a scale measurement of 1 to 5 (i.e., 1 for strongly disagreeing, the highest 5 for strongly agreeing), and the mean value was 2.69 with a Cronbach’s alpha of 0.853. The performance appraisal was measured using nine questions with a scale measurement of 1 to 5 (i.e., 1 for strongly disagreeing, the highest 5 for strongly agreeing); the mean value was 3.18, with a Cronbach’s alpha of 0.772. The reward management was measured using five questions with a scale measurement of 1 to 5 (i.e., 1 for strongly disagreeing, the highest 5 for strongly agreeing), and the mean value was 3.00 with a Cronbach’s alpha of 0.755. The training and development were measured using seventeen questions with a scale measurement of 1 to 5 (i.e., 1 for strongly disagreeing, the highest 5 for strongly agreeing), and the mean value was 2.95 with a Cronbach’s alpha of 0.833. Finally, the organizational performance was measured using five questions with a scale measurement of 1 to 5 (i.e., 1 for strongly disagree, the highest 5 for strongly agree), and the mean value was 2.70 with a Cronbach’s alpha of 0.724.

**2.7. Ethical Consideration**

The researcher informed the target group of study that is subjected in this research project that they have the freedom to withdraw from the study at any time without any unfavorable conditions, and they would not be harmed as a result of their participation or non-participation in the project to ascertain their participation in the study was voluntary. Participants were informed of the purpose of the research and assured of confidentiality; the questionnaires were completed namelessly by respondents and treated confidentially.

**3. Results and Discussion**

This section presents the overall findings of the study along with their explanations or discussions. The findings were compared with existing literature and discussed in detail in the following subsections. The socio-demographic

description presented included the characteristics of the study participants, their marital status, educational level, sex of the respondents, and age category of the respondents. The next sections presented the relationship of different factors with organizational performance and their discussions.

**3.1. Socio-Demographic Characteristics of the Study Participants**

The socio-demographic characteristics of the study participants were listed in Table 1 below: In this study, 154 staff members of the Buno Beddele Health Office participated out of a total of 250. The sample size was 154, which shows the response rate in this survey was 100% mean that all the distributed questionnaires were returned and included the analysis. The participants' ages were less than 25 for 37 (24%), 25 to 34 for 81 (52.6%), and the rest (36) (23.4%) were between 35 and 44 years old. The sex of the participants was female for 78 (50.6%), and the rest, 76 (49.4%), were male. The marital status of the participants was single (13%), married (87%), diploma (level four) (44.8%), and degree and above for 85 (55.2%).

*Table 1. Socio-demographic characteristics of the study participants, 2023.*

Variables	Category	Frequency	Percentages
Sex of the respondents	Male	76	49.4
	Female	78	50.6
Age category	Less than 25	37	24
	25-34	81	52.6
	35-44	36	23.4
Educational status	Diploma (level four)	69	44.8
	Degree and above	85	55.2
Marital Status	Single	20	13
	Married	134	87

Source: Questionnaire Survey

**3.2. Level of Organizational Performance in Buno Beddele Zone Health Offices**

The level of organizational performance was measured using a rating scale question composed of five levels: strongly agree with the highest (5), agree (4), neutral for response (3), disagree (2), and strongly disagree with the lowest (1). The total of five questions used for the performance measurements. The mean level of organizational performance was 2.7, with a standard deviation of 0.96. The respondents report is presented with their overall performance level as the mean value for the study population in Table 2 below.

*Table 2. Level organizational performance in Buno Beddele zone health offices, 2023.*

Variables to measure organizational performance	Rank of scale level by respondents (n=154)				
	SDA (%)	DA (%)	N (%)	A (%)	SA (%)
I was able to plan my work so that I finished it on time	43 (27.9)	41 (26.6)	28 (18.2)	12 (7.8)	30 (19.5)
I kept in mind the work result I needed to achieve	40 (26)	40 (26)	35 (22.7)	26 (16.9)	13 (8.4)
I was able to set priorities	47 (30.5)	28 (18.2)	19 (12.3)	21 (13.6)	39 (25.3)
I was able to carry out my work efficiently	47 (30.5)	24 (15.6)	45 (29.2)	17 (11)	21 (13.6)
I managed my time well	35 (22.7)	18 (11.7)	51 (33.5)	37 (8.4)	13 (8.4)
Overall level of recruitment and selection	mean of the value 2.7 (Standard error of 0.078, SD: 0.96)				

*Key: SA: strongly agree, A: agree, N: neutral, DA: disagree, and SDA: strongly disagree*  
 Source: Questionnaire Survey

**3.3. Relationship Between Recruitment and Selection and Organization Performance**

The level of recruitment and selection was measured using a response scale question composed of five levels: strongly agree with the highest (5), agree (4), neutral for response (3), disagree (2), and strongly disagree (1) for the lowest

recruitment and selection performance. The total of six questions was used. The mean level of recruitment and selection was 2.68, with a standard deviation of 0.76. The respondents report is presented with their overall performance level in recruitment and selection as the mean value for the study population in Table 3 below.

*Table 3. Recruitment and selection practice in the Buno Bedele zone health offices, 2023.*

Variables to measure Recruitment and selection	Rank of scale level by respondents (n= 154)				
	SDA (%)	DA (%)	N (%)	A (%)	SA (%)
Appointments in this organization is based on merit	7 (4.5)	94 (61)	0	27 (17.5)	26 (169)
Applicants are fully informed about the qualifications required to perform the job before being hired	31 (20.1)	94 (61)	29 (18.8)	0	0
Measurable selection criteria's are developed and used while filling up jobs	0	61 (39.6)	64 (41.6)	29 (18)	0
In this organization, line managers and HR managers participate in the selection process	0	94 (61)	31 (20.1)	0	29 (18.8)
The recruitment and selection process in MOTI is fair and transparent	0	61 (39.6)	33 (21.1)	0	60 (39)
Selection system selects those having the desired knowledge, skills and attitude	0	125 (81.2)	29 (18.8)	0	0
Overall level of recruitment and selection	mean of the value 2.68 (Standard error of 0.062, SD: 0.77)				
Key: SA: strongly agree, A: agree, N: neutral, DA: disagree, and SDA: strongly disagree					
Source: Questionnaire Survey					

The relationship between recruitment and selection and organization performance was analyzed using linear regression analysis after checking the assumptions of the model. As explained in the model presented in Table 4 below,

there is no significant relationship between the two variables with a p-value of 0.209, and the confidence interval at 95% includes 1, which is -0.329 to 0.072.

*Table 4. The Relationship between recruitment and selection and organization performance in Buno Bedele zone Health office, 2023.*

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta		Lower Bound	Upper Bound
1	(Constant)	3.046	.284	.000	2.485	3.607
	Mean RS	-.128	.102	.209	-.329	.072

**3.4. Relationship Between Performance Appraisal and Organizational Performance**

The level of performance appraisal was measured using a scale question composed of five levels: strongly agree with the highest (5), agree (4), neutral for response (3), disagree (2), and strongly disagree (1) for the lowest

performance appraisal. A total of nine questions were used. The mean level of performance appraisal was 3.17, with a standard deviation of 0.60. The respondents report is presented with their overall performance level and performance appraisal as the mean value for the study population in Table 5 below.

*Table 5. Performance appraisal and organization performance in Buno Bedele zone Health office, 2023.*

Variables to measure Performance appraisal	Rank of scale level by respondents (n=154)				
	SDA (%)	DA (%)	N (%)	A (%)	SA (%)
There is a formal and written performance appraisal system	0	61 (39.6)	31 (20.1)	29 (18.8)	33 (21.4)
I am informed of how my performance evaluation is done	0	94 (61)	31 (20.1)	29 (18.8)	0
Performance of employees is measured on the basis of objective quantifiable	0	61 (39.6)	0	93 (60.4)	0
The objectives of the appraisal system are clear to employees	31 (20.1)	61 (39.6)	0	62 (40.3)	0
Appraisal system has a strong impact on individual and team performance	0	94 (61)	31 (20.1)	29 (18.8)	0
Appraisal system helps me to grow and develop my career	0	30 (19.5)	31 (20.1)	62 (40.3)	31 (20.1)
Employees are provided with performance based feedback and counseling	0	30 (19.5)	33 (21.4)	60 (39)	31 (20.1)
I feel performance appraisal is just a formality in this organization	0	33 (21.4)	30 (19.5)	29 (18.8)	62 (40.3)
Performance appraisal is fair in this organization	0	30 (19.5)	31 (20.1)	93 (60.4)	0
Overall level of performance appraisal	mean =3.17, SE=0.048, SD=0.60				
Key: SA: strongly agree, A: agree, N: neutral, DA: disagree, and SDA: strongly disagree					
Source: Questionnaire Survey					

The relationship between performance appraisal and organization performance was analyzed using linear

regression analysis after checking the assumptions of the model. As explained in the model presented in Table 6 below,

there is *no significant relationship* between the two variables with a p-value of 0.059, and the confidence interval at 95% includes 1, which is -0.009 to 0.498.

**Table 6.** Relationship between Performance Appraisal and organizational performance in Buno Bedelle Zone Health offices, 2023.

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.925	.415		4.639	.000	1.105	2.745
	Mean PA	.244	.128	.153	1.903	.059	-.009	.498

a. Dependent Variable: Mean OP

### 3.5. Relationship Between Reward Management and Organization Performance

The level of reward management was measured using a scale question composed of five levels: strongly agree (5), agree (4), neutral for response (3), disagree (2), and strongly

disagree (1). A total of nine questions were used. The mean level of reward management was 3.72, with a standard deviation of 0.91. The respondents report is presented with their overall performance level and reward management as the mean value for the study population in Table 7 below.

**Table 7.** Reward management and organization performance in Buno Bedele zone Health office, 2023.

Variables to measure reward management	Rank of scale level by respondents (n=154)				
	SDA (%)	DA (%)	N (%)	A (%)	SA (%)
Pay increments offered by our organization are satisfactory	5 (3.2)	0	61 (39.6)	55 (35.7)	33 (21.4)
Rewards in our organization are strictly linked to employee performance	5 (3.2)	61 (39.6)	62 (40.3)	26 (16.9)	0
We are satisfied with the benefits we receive.	35 (22.7)	62 (40.3)	31 (20.1)	26 (16.9)	0
Rewards and incentives are fairly distributed in our organization	5 (3.2)	0	92 (59.2)	57 (37)	0
The existing reward and incentive plans motivate us for better performance	34 (22.1)	30 (19.5)	33 (21.4)	26 (16.9)	31 (20.1)
Overall level of reward management	Mean=3.73, SE=0.073, SD=0.91				

Key: SA: strongly agree, A: agree, N: neutral, DA: disagree, and SDA: strongly disagree  
Source: Questionnaire Survey

The relationship between reward management and organization performance was analyzed using linear regression analysis after checking the assumptions of the model. As explained in the model presented in Table 8 below,

there is a significant relationship between the two variables with a p-value of 0.01, and the confidence interval at 95% does not include 1, which is 0.069 to 0.498.

**Table 8.** The relationship of reward management and organization performance in Buno Bedele zone Health office, 2023.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.852	.334	5.549	.000	1.192	2.511
	Mean RM	.284	.108	2.614	.010	.069	.498

a. Dependent Variable: Mean OP

This study's findings were supported by other studies showing that compensation affects employee motivation and practices, which in turn suggests that compensation-related issues considerably affect HRM outcomes such as employee motivation and retention [27, 38]. Additionally, a comprehensive compensation system can contribute a lot to attracting and retaining competitive human resources and can also shape the behaviors and performance of employees. A balanced, fair, and competitive compensation system affects the retention of talented employees; there is a strong and positive correlation between compensation practices and employee performance [39]. Similar trends in higher educational institution (university) performance can be attributed to HRM practices, such as compensation [29]. This shows that with more workers, reward management can motivate

them to perform better.

### 3.6. Relationship Between Training and Development and Organization Performance

The level of training and development was measured using a scale question composed of five levels: strongly agree (5), agree (4), neutral for response (3), disagree (2), and strongly disagree (1) for the lowest training and development. A total of seventeen (17) questions were used. The mean level of training and development was 2.95, with a standard deviation of 0.49. The respondents report, presented with their overall performance level, training, and development as the mean value for the study population, is presented in Table 9 below.

Table 9. Training and Development and organization performance in Buno Bedele zone Health office, 2023.

Variables to measure Training and Development	Rank of scale level by respondents (n=154)				
	SDA (%)	DA (%)	N (%)	A (%)	SA (%)
Extensive training programs are provided for employees in all aspects	0	0	61 (39.6)	29 (18.8)	64 (41.6)
I have training opportunities to learn and grow	0	33 (21.4)	59 (38.3)	62 (40.3)	0
I am selected for training programs that suit my job needs most	0	61 (39.6)	29 (18.8)	0	64 (41.6)
Training needs are identified through a formal performance appraisal mechanism	0	30 (19.5)	124 (80.5)	0	0
Training programs have improved my decision making and problem solving skills	0	30 (19.5)	60 (39)	64 (41.6)	0
My communication and working relationships with co-workers have improved due to training programs	0	63 (40.9)	29 (18.8)	62 (40.3)	0
I feel better equipped to tackle unexpected events with skill and confidence	33 (21.4)	30 (19.5)	60 (39)	0	31 (20.1)
Employee Performance	0	30 (19.5)	29 (18.8)	64 (41.6)	31 (20.1)
My performance is better than that of my colleagues with similar qualifications	0	94 (61)	29 (18.8)	31 (20.1)	0
We have good working relations between me and my colleagues	0	30 (19.5)	60 (39)	0	64 (41.6)
I am able to find solutions to the various challenges I encounter in my work We have good working	0	61 (39.6)	60 (39)	33 (21.4)	0
I am able to finish my work on time	0	61 (39.6)	93 (60.4)	0	0
I rarely have to repeat a task because it was not done properly	64 (41.6)	30 (19.5)	60 (39)	0	0
The quality of my output is quite good	33 (21.4)	90 (58.4)	31 (20.1)	0	0
Customers have never raised a complaint about my service	0	30 (19.5)	60 (39)	64 (41.6)	0
I am able to provide necessary information that would assist others to complete their tasks	31 (20.1)	63 (40.9)	29 (18.8)	31 (20.1)	0
We assist each other in handling tasks that are challenging	30 (19.5)	31 (20.1)	62 (40.3)	31 (20.1)	0
Overall level of reward management	Mean=3.73, SE=0.073, SD=0.91				

Key: SA: strongly agree, A: agree, N: neutral, DA: disagree, and SDA: strongly disagree  
Source: Questionnaire Survey

The relationship between training and development and organization performance was analyzed using linear regression analysis after checking the assumptions of the model. As explained in the model presented in Table 10

below, there is a *significant relationship* between the two variables with a p-value of < 0.001, and the confidence interval at 95% did not include 1, which is 0.55 to 1.119.

Table 10. Training and Development and organization performance in Buno Bedele zone Health office, 2023.

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.242	.430		.564	.574	-.607	1.092
	Mean TD	.834	.144	.426	5.797	.000	.550	1.119

a. Dependent Variable: Mean OP

Our study findings suggest there is a significant relationship between organizational performance and training and development. Similar studies also reveal an association between the two variables. For instance, [31] revealed that training and development were significantly related to and had an impact on the performance of employees. The study undertaken at Debrebrhan University showed that HRM practice has a significant impact on organizational performance. The study found that university performance can be attributed to training and development [29]. The other studies from Africa show that an improvement in training practices is most likely to cause a slight improvement in employee performance [28, 30, 32]. Hassan (2016)

concluded that training and employee involvement play a positive role in increasing employees' performance [14].

### 3.7. Human Resource Management Practice and Organization Performance

The relationship between human resource management practice and organization performance was analyzed using linear regression analysis after checking the assumptions of the model. As explained in the model presented in Table 11 below, there is *significant relationship* between the two variables with a p-value of < 0.02, and the confidence interval at 95% did not includes 1, which is 0.59 to 0.675.

Table 11. Human resource management practice and organization performance in Buno Bedele zone Health office, 2023.

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.619	.467		3.469	.001	.697	2.540
	Mean HRMP	.367	.156	.187	2.353	.020	.059	.675

a. Dependent Variable: Mean OP

### 3.8. Determinants of Organization Performance

The final model was performed using linear regression, considering the mean values of the compiled factors of recruitment and selection (RS), performance appraisal (PA), reward management (RM), and training and

development (TD). The result indicates, as it is presented in Table 12 below, that all variables Training and development show a significant association in the final model, with  $B = 1.139$ , 95% CI: 0.61–1.668, and a p-value less than 0.001.

**Table 12.** Determinants of organizational performance in the case Buno Bedele Health office result from linear regression model, 2023.

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.422	.508		.831	.407	-.581	1.425
Mean RS	.073	.202	.058	.364	.717	-.325	.472
1 Mean PA	-.486	.361	-.303	-1.347	.180	-1.199	.227
Mean RM	.090	.141	.066	.634	.527	-.190	.369
Mean TD	1.139	.268	.581	4.253	.000	.610	1.668

a. Dependent Variable: Mean OP

The correlations between the variables were also performed. Accordingly, Table 13 below shows the correlation between each variable using correlation analysis. The results show a positive correlation between

organizational performance, reward management, and training and development. This finding is consistent with finding from other scholars. For instant the study conducted in Gaza [4], and Ethiopia [27, 40].

**Table 13.** Correlations between the variables.

Correlations		Mean RS	Mean PA	Mean RM	Mean TD	Mean OP
Mean RS	Pearson Correlation	1	.710**	.189*	.074	-.102
	Sig. (2-tailed)		.000	.019	.363	.209
	N	154	154	154	154	154
Mean PA	Pearson Correlation	.710**	1	.613**	.644**	.153
	Sig. (2-tailed)	.000		.000	.000	.059
	N	154	154	154	154	154
Mean RM	Pearson Correlation	.189*	.613**	1	.545**	.207**
	Sig. (2-tailed)	.019	.000		.000	.010
	N	154	154	154	154	154
Mean TD	Pearson Correlation	.074	.644**	.545**	1	.426**
	Sig. (2-tailed)	.363	.000	.000		.000
	N	154	154	154	154	154
Mean OP	Pearson Correlation	-.102	.153	.207**	.426**	1
	Sig. (2-tailed)	.209	.059	.010	.000	
	N	154	154	154	154	154

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

## 4. Conclusion

In conclusion, this study demonstrated the organization's performance and its association with different factors. Accordingly, the study analyzed the relationship between organizational performance and recruitment and selection, performance appraisal, reward management, and training and development. The study measured organizational performance using a rating scale with five levels: strongly agree, neutral, disagree, and strongly disagree. The mean level was 2.7, with a standard deviation of 0.96. This level of organizational performance indicates low levels of organizational performance that may be attributed to the factors associated with the performance. The relationship between training and development and organization performance shows a significant relationship with a p-value

of 0.001 and a 95% confidence interval of 0.55 to 1.119. Additionally, there was a significant relationship between reward management and organization performance with a p-value of 0.01, and the confidence interval at 95% was 0.069 to 0.498. However, this study's findings show there was no significant relationship between organizational performance, recruitment and selection, and performance appraisal in the setting.

This study shows a low level of organizational performance estimated at 54%, or 2.7 mean values, and it was significantly related to reward management and training and development. Therefore, in order to improve the organization's performance, the health office may benefit from improving reward management and capacity building that is directly targeted to training and development strategies. More importantly, to improve the health services and organizational performance of the health system, it is

important to focus on these factors. Additionally, alternative solutions should be researched in future research to better understand the interventional improvements in the office.

## Abbreviations

EP: Employee Performance, HRM: Human Resource Management, HRMP: Human Resource Management Practice, OP: Organizational Performance, PA: Performance Appraisal, RM: Reward Management, RS: Requirement and Selection, and TD: Training and development.

## Author's Contributions

GFF has designed the study, trained the data collectors, oversaw the fieldwork, and wrote the manuscript. GFF and AT participated in the design of the research, approved the survey, and oversaw the critical revision of the manuscript. Both authors read and approved the final version of the manuscript.

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