

The Impact of Human Resource Management Practices on Employee and Organizational Performance: The Cases of *Mboppi and Mbingo Baptist Hospitals*.

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Abstract

Human resource management practices are significant in the provision of quality health care and organization performance. The study title “The Impact of Human Resource Management Practices On Organizational Performance: The Case of Mboppi Baptist Hospital, Douala and Mbingo Baptist Hospital, Mutengene, Cameroon” was set out to examine the assess of human resource management practices on employee performance in two private Baptist hospitals in Fako and Wouri Division of South West and Littoral Region and to propose possible recommendations. The study's research question focused on fairness and transparency in the hiring and selection processes, as well as employee satisfaction with the organization's training and development program. The hypothesis of the study centered on the idea that human resource management practices and organizational performance have a direct, favorable, and significant relationship. Ability Motivation and Opportunity (AMO) theory was utilized as the model. This study's data was gathered from both primary and secondary sources. To test the hypothesis, both the descriptive statistic and quantitative research method was applied. The results showed that human resource management practices are significantly related to employee performance. The Results also demonstrated that the five variables (recruitment and selection, training, employee welfare services, employee voice, reward and compensation system) remarkably impacts employee performance in the health sector. The study also reveals that the variables highly, averagely or lowly influence employee performance. Based on the research findings, the implementation and sensitization of human resource management practices contingent to the health sector will steer up employee performance.

Keywords: Human resource management practices, employee performance, Healthcare Service

Introduction

The concept of human resource management (HRM) first appeared in the 1990s as proactive, integrative, and value-driven methods of managing human resources became increasingly popular. Businesses were able to boost competitiveness and enhance managerial effectiveness and efficiency by utilizing employee performance within the company thanks to HRM (Schuler, 2007). This development was influenced by the pursuit of sources of sustained competitive advantage that followed the global competition. It is the managerial duty of strategic human resource management to ensure that human resources are utilized to help achieve organizational goals and objectives. The field of human resource management is defined by Dessler (2013) as addressing a broad range of issues, including aligning HR practices with organizational strategic goals, integrating HRM into organizational strategic management, allowing HR personnel to participate in senior management teams, assigning line managers to supervise HR procedures, and putting in place a strategic approach to hiring, selection, employee education and training, pay and reward, performance-based compensation, employee voice mechanisms, welfare policies, performance evaluation, and the role that HR personnel play in the overall performance of the organization.

In HRM, ongoing analysis typically looked at how HR impacted organizational and employee performance as well as added strategic value. An organization must decide on its long-term objectives, take action, and allot the resources required to meet these objectives, according to strategy (Armstrong, 2009). According to Oladipo (2011), organizations and stakeholders are now impacted by the intense competition in the global business environment.

Kabene et al. (2006) claim that health workers in developing countries are incredibly unhappy, underpaid, and unmotivated. Kabene et al. (2006) assert that providing high-quality healthcare requires efficient human resource management. In agreement, Weldon (2005) points out that effective HRM practices lead to reduced death rates and better medical treatment. To determine which HRM practices have the biggest effects on service quality, Patterson (2015) suggests conducting more empirical research.

Problem Statement

It has long been acknowledged that the health sector's ability to create, deliver, and manage services depends on its human resource base (WHO, 2013). In Cameroon, health is one of the most important basic needs, and it is crucial to achieving the Millennium Development Goals, among other objectives, Vision 2035 (Health Sector, Human Resource Strategy, 2014–2018). The nation places a high premium on health services, and its medical workforce is its lifeblood. The vital duties that must be completed in order for the health sector to fulfill its goals in a decentralized government are listed and summarized in the health policy vision 2035. Decisions within the sector will benefit from this. Several noteworthy challenges impede hospital staff from realizing their full potential: a scarcity of qualified healthcare professionals; persistent employee dissatisfaction; high employee turnover; unfair skill matching; low staffing levels; a lack of HR development; inadequate infrastructure; and a shortage of supplies and equipment as stated in the Human Resources Strategic Plan for 2014–2017.

Like in other developing nations, Cameroon's public and private sectors are placing an increasing emphasis on offering top-notch healthcare services. In order to achieve its vision of "a nation where equal access to quality health services is guaranteed for all social classes by 2035 with the full participation of communities," Cameroon is putting various health initiatives into action, such as the Health Sector Strategy (HSS) 2016–2027. In Cameroon, there were "2.19 health facilities per 10,000 indigenes" as of 2016, according to a report published in 2018 by the public health ministry. Devolved governance's impact on the health sector's performance was thus examined by Muchomba (2013) using leadership style, technology, devolved procurement, and regulatory framework as variables. The study focused on General Hospital Yaounde. The study comes to the conclusion that a careful strategy is needed for the successful devolution of healthcare if we are to gain from the new form of government. The efficient and effective delivery of medical services can result from effective HRM (Elarabi & Johari, 2014). Anecdotal evidence indicates that efficient human resource management is necessary to deliver high-quality healthcare (Kabene et al., 2006). However, it appears that HRM is a concern for the healthcare industry in Cameroon. Therefore, there may be human resource

management strategies that can defy these trends by concentrating on how these organizations handle the hiring, training, pay, and output of health workers. Thus, the study's goal was to ascertain how HRM practices impacted the two private hospitals in Cameroon's Littoral and South West regions in terms of organizational performance.

Research Questions

A research question can be defined as an observation regarding a topic of interest, a circumstance that needs to be improved, an issue that needs to be resolved, or a troubling question that arises in academic literature, theory, or practice and necessitates careful study and meaningful comprehension (Collin, 2004 p 65). To conduct in-depth research on this topic of interest, reflections will be guided by the following research questions.

The following questions will be addressed by the research:

- Is there fairness and transparency in the hiring and selection processes?
- Are employees satisfied with your organization's training and development program?
- What anticipate employees from performance reviews?

General Objective of the Study:

The main objective of the study is to investigate how employee performance is affected by HRM practices in private healthcare facilities in Cameroon's South West and Littoral Region.

Specific Objectives

- To ascertain how hiring and selection practices affect workers' performance in the healthcare industry.
- To determine how employee performance in the health sector is related to training and development.
- To find out how much employee performance is impacted by human resource management practices.

- To propose possible recommendations.

Significance of the Research

This research will be helpful to the healthcare industry as a whole because it will offer more information on how to effectively handle the difficulties associated with human resource management in Cameroon's health system. In addition, the study intends to highlight areas of emphasis and priority, as well as compare the HR practices of two private healthcare systems from the standpoint of employee performance in order to share best practices. The major objective of the Cameroonian government's reform program is to satisfy patients and clients while simultaneously raising the caliber of human resource healthcare services. Additionally, it will support the development of Cameroonian health policies and increase awareness of the need for providing high-quality HR. As a result, hospital management and staff will be able to focus on which specific characteristics of the human resource service to improve quality. Similarly, private hospitals must understand their customers' needs and satisfy and retain them. This study will broaden the corpus of information already known in the field. However, studies on "Human Resource, employee performance, training and development" are limited in Cameroon.

Literature Review & Hypothesis Development

Human Resource Management Practices and Employee Performance

Human Resource Management Practices

Human resource management practices are those that are intentionally created, implemented, and carried out using an organization as a strategic link (Huselid, 2007). "Strategic human resource management" makes the argument that in order to carry out organizational strategy, workers must be treated as valuable organizational assets and given the best care possible. Oluoch et al. (2013) state that

strategic HRM practices are flexible, quick to react to changes in the global business environment, and supportive of employee initiatives aimed at boosting output. Human resource management (HRM) practices, such as hiring and firing, training and development, employee relations, and rewards, may be closely associated with a company's strategy when operationalized, claims Natule (2011).

It was made possible to implement strategies with proficiency by institutionalizing policies and procedures. Teams were used to develop and maintain corporate culture-supportive strategies by utilizing cross-functional expertise and competencies, learning organizations, and change management techniques. These measures were taken to support continuous adoption, use, ownership, and internal fit. The strategies included voice mechanisms, team-based compensation, welfare policies, hiring and selection processes, merit pay, long-term incentives, incentive plans, and increased HR involvement in strategy development, execution, and supervision (Huselid, 2007).

Training and Development

Employee development programs have the power to drastically alter a business by equipping staff members with new abilities that increase output, safety, and job satisfaction, all of which contribute to improved corporate performance. Another crucial element of worthwhile training is situational training, which equips staff members with the knowledge and abilities necessary to act quickly and decisively in ways that are advantageous to both the company and the client. There are numerous justifications for managers to provide their staff training. These include reduced employee turnover, improved company brand recognition, an increased ability to adopt new methods and technologies, increased creativity in strategies and products, improved job satisfaction and worker morale, increased employee motivation, improved process efficiencies that result in financial gain, and an increased ability to adopt new methods and technologies.

HRM Practice and Employees' Performance Relationship

Recruitment, Selection and Employee performance

To prevent choosing a human resource based on qualities that were hard to find or impossible to achieve, the company needs to be explicit about the fundamental abilities and credentials it expects from its applicants. It ensured that the right people, with the requisite knowledge and experience, were in the right roles to ensure that they would fit in with the company's environment and culture. As a better indicator of future performance and likelihood of staying with the company, strategic hiring and selection looks for candidates who have the right attitudes, values, and company culture. This is because these traits are more difficult to acquire or change. Cole (2008). Consequently, Sabwami (2014) contended that a critical process that generated profits was strategic hiring and selection. Waiganjo et al. (2013) found that corporate organizations' performance in Kenya's manufacturing sector was impacted by selective resourcing, an important component of recruitment and selection. The researcher also found that employing the top applicants improved worker efficacy and performance and raised employee retention in the business. Conversely, Cole et al. (2008) looked at pre-employment exams as a crucial part of hiring procedures and discovered that, when used, these tests identified applicants who were likely to succeed and stick around the company for a long time.

Employee Voice and Employee Performance

In today's workplace, employee voice is becoming more and more crucial. For organizations and employees alike, having a voice was crucial. One of the elements that increased employee engagement was voice, which had a significant effect on output. Nonetheless, the idea of employee voice is still misunderstood and underutilized in the workplace (Anyango, 2013). Employee voice, as defined by Boxall & Purcell (2011), included a range of opportunities for employees to voice their concerns and have an impact on decisions made at work. Workers in an organization were free to voice their opinions on important matters.

Welfare Services and Employee performance

This concept is wide and encompasses the optimal condition of a worker's moral, emotional, mental, and physical well-being. Welfare services are any kind of support, monetary or otherwise, that an employer provides to an employee or their family (Stratton, 2009). In this broad sense, "employee welfare" refers to all of the resources, services, and advantages that employers provide to their staff. Welfare measures fall into two categories: non-financial and financial. Welfare services offered numerous benefits, such as housing assistance, transportation, health insurance, pension plans, sick days, family leave, canteens, child care programs, and educational services (Iagat et al., 2014). Benefits like health insurance, insurance for workers' compensation, programs for wellness, and client payments. Using these resources, according to Stratton (2009), enhances worker performance. (2009).

Empirical Review

Singh (2004) looked into the relationship between six HRM practices and the performance of Indian companies. 359 businesses were chosen from the Center for Monitoring Indian Economy's (CMIE) database. Eighty-two of these 359 businesses responded favorably to the survey. The study discovered a clear connection between two HR practices—training and compensation—and employee perception, which affects how well employees' companies perform in the marketplace. Multiple regression analysis was used in a study by Waiganjo et al. (2013) to analyze data from 210 organizations in 12 significant industrial subsectors of Kenya's manufacturing sector.

The study set out to determine whether there was any relationship at all between competitive strategies, firm performance, and SHRM in Kenyan corporate organizations. The study concludes that decentralization, teamwork, intensive training, incentives, and information sharing all improve the performance of the manufacturing sector. The relationship between HRM and performance was not moderated by other competitive strategies, such as the cost-lead HR strategy; rather, the relationship was influenced by innovation and the quality-lead HR strategy to learn whether rewards motivated employees, what kind of rewards they felt were most beneficial, and what obstacles managers faced when attempting to apply the AMO Theory in the workplace.

Theoretical Framework

Sabwani (2014) cites Ulrich (2005) as saying that attempts to connect employee performance to HRM are predicated on the idea that improving HRM procedures will inevitably lead to improved performance. This study made clear the connection between employee performance and the use of HRM techniques in the Cameroonian healthcare industry.

Human Capital Theory (HCT)

According to this theory, a person's natural aptitudes, character attributes, and inner strength make up their human capital (1999; Davenport). According to the HC theory, people add value based on their skills, aptitudes, and knowledge. It is necessary to take into account strategies for luring, keeping, and developing human capital. In order to build their intellectual capital, people must produce, retain, and apply knowledge, claims Armstrong (2010). As a result of their interactions, or social capital, which produces institutionalized knowledge that organizations possess, an individual's knowledge is subsequently improved. Per Armstrong (2010), companies that foster employee development witness a boost in productivity, which ultimately benefits the company. According to the human capital theory, which views employees as assets, this is consistent. On the other hand, Block (1990) contended that the Human Capital Theory is unfounded. Since the theory only recognizes capital as a quantitative concept, it can only understand human activity as the exchange of goods. This shows a lack of respect for the fact that capital is a separate social force that uses capital accumulation to create value. Under this defense, human capital is not seen as capital but rather as an abstract form of labor.

Methodology

Research Design

The research design method is described as "the entire process for collecting answers to the study topic" by Polit and Beck (2012:58). Creating coding categories for the purpose of organizing the data was a

necessary step in qualitative data analysis. Finding regularities and patterns in the data according to the relevant topics was a necessary step in developing a coding system. Sorting the descriptive data was accomplished through this exercise. Analytical discussions of the research questions' answers were conducted using qualitative data (De Vos et al 2012:96).

Sampling Techniques

One of the most prestigious hospitals in the Cameroon Baptist Convention (CBC) Health Services is Mboppi Baptist Hospital Douala (MBHD), which opened its doors on October 9, 2000. The Hospital is well known for providing Cameroonian citizens with outstanding services in the vibrant capital city of Douala. In terms of the caliber of services provided, the number of employees, and the facilities, MBHD outperforms other well-known medical facilities in Douala. By August 2020, 479 medical professionals worked there, including 30 general practitioners and 14 specialists, such as 2 general surgeons, 1 cardiologist, 2 gynecologists, 1 pediatrician, 2 ophthalmologists, and 3 dentists. At MBHD, there are 140 hospital beds. Patients from the town of Douala, Gabon, Equatorial Guinea, and other parts of the Littoral Region are served by the hospital.

The primary source materials are the researcher's original source of information. These are field observational data. A systematic sampling technique was employed to administer the questionnaires in the field. This method is better because it can sample at least 85% of the matrix while lowering costs, bias, and sampling times. However, because there are a lot of participants who need to be interviewed, the random sample technique was also used to sample some of them in order to minimize bias, expense, and time. Basic statistical methods such as descriptive statistics and quantitative statistical methods were used to analyze the collected data. The field data was modified, categorized, and subjected to quantitative analysis. Charts were also created to interpret and clarify the factors using data from the participants. Examined were the issues encountered as well as additional adaptation techniques that were created.

Questionnaire Design

A tool was created and questionnaires were given to participants at the Mboppi Baptist Hospital in Douala and the Mbingo Baptist Hospital in Mutengene in order to collect primary data. There were two main sections to the study's questionnaire. Participants' demographic data, including age, marital status, gender, degree of education, and employment, was gathered in the first section of the questionnaire. Questions evaluating various aspects of employee management and human resources are included in the second section. Two private hospitals were selected for the research because they are the biggest in the area. The results do not translate to other city hospitals.

Population, Sample Size and Data Collection

Employees at a few chosen private health institutions in the target city made up the current research population. Hospitals were chosen on the basis of two factors: (1) their reputation; and (2) patient accessibility.

The researcher employed Cronbach Alpha Reliability to determine the size of the study. The five independent variables and the dependent variable were subjected to a reliability test using SPSS and the results obtained are shown in table 3.1. The results indicated that all the variables obtained had Cronbach's Alpha greater than 0.7 thereby achieving the recommended 0.7 for internal consistency of data (Mugenda & Mugenda, 2008). To compute the coefficient, the researcher used the formula:

Finite calculation of Cochran's formula

$$Re = \frac{2r}{r+1}$$

Where Re = reliability of the original test r = reliability of the coefficient resulting from correlating the scores of the odd items with the scores of the even items.

Table 3.1: Cronbach Alpha Reliability

| Factors | No of Items | Cronbach's Alpha |
|--------------------------------|-------------|------------------|
| Recruitment and Selection | 9 | 0.953 |
| Training | 11 | 0.897 |
| Employee Voice | 15 | 0.882 |
| Employee Welfare Services | 12 | 0.746 |
| Reward and Compensation System | 11 | 0.789 |
| Employee Performance | 10 | 0.923 |

As suggested by Mugenda and Mugenda (2003), the questionnaire is highly reliable, as evidenced by the reliability test results displayed in Table 3.1, which show a Cronbach alpha (α) of greater than 0.70. For the factor analysis of each of the aforementioned items, the research employed the principal components extraction method.

200 questionnaires were to be distributed to staff members of the two private Baptist hospitals in the towns of Mutengene and Douala, based on the calculations above. The regional health delegation in Douala and Buea secured authorization at the Ministry of Health to conduct fieldwork and gather data. The two hospitals that were chosen were then given this. The administrators of these hospitals then gave their approval for the data collection to begin. In the months of February and March in 2023, the data was gathered. The employees were chosen based on the following criteria;

- 1) Employees who have been working in the previous 12 months in the hospital.
- 2) Employees who are at least 18 years old and willing to participate in the study

Before beginning any investigation, the researcher had the employees' consent; they had been assured of the confidentiality of their data and had been informed of the study's purpose. Taking into

consideration their genuine experiences with the hospitals' services, the staff members voluntarily consented to fill out the questionnaire as accurately as possible.

Measures

The study's patient demographics will be assessed using "*gender, age, marital status, level of education, and occupation.*"

The measurements for employee performance and human resource practices came from an Ahmad et al. (2017) study. For the questionnaires, a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," was used to calculate each item.

Data Analysis and Presentation

The statistical program that was utilized was SPSS (22). Factor analysis, regression analysis, reliability testing, correlation analysis, and descriptive statistics were the five different statistical analyses that were performed on the data. To assess the degree of association between the independent variables and the dependent variable—which relates to employee performance and HRM practices in a specific private health sector in Cameroon correlation analysis was used in this study. This was done by adding the numbers from two distinct data sets together. Correlation analysis is a useful tool for determining whether changes in the values of the numbers in one data set are associated with changes in the values of the numbers in an additional data set. The correlation coefficient varied from (0) zero in the study's equation, indicating no relationship at all, to (-1) minus one in the equation, indicating a perfect relationship between the two data sets.

"*Descriptive statistics*" was used to describe certain aspects of the data that were gathered. The participant's gender, age, marital status, level of education, and occupation were displayed in frequency.

Reliability and validity: In the words of Sadiq M. (2003), "Validity is the rate at which that tool evaluates the idea for which it is aimed at measuring," while reliability is the ability to provide a homogenous report of repeated use. There exist multiple methods to measure reliability; in this case,

the researcher utilized the Cronbach alpha, which is commonly employed to evaluate internal consistency between items.

Correlations: Finding the degree of relationship between the variables was the aim of the correlation analysis. This study used Pearson's correlation analysis to look at the strength of correlations between variables.

Regression: applied to assess the researcher's hypothesis (Sathiyaseelan, T. & Athula, C. (2015). The relationship between the independent and dependent variables is shown through regression analysis. The SPSS software program and both linear and multiple regressions were used to accomplish this.

Results & Findings

In this chapter, the findings are presented in connection to the goals outlined in the general introduction. To supplement the findings, respondents and key informants in the private hospitals in the South West and Littoral Region were given self-administered questionnaires on human resource and employee performance. When analyzing questionnaires, the questions were converted into themes and assigned related numbers of responses. Utilizing Microsoft Word where necessary, quantitative figures were coded to produce and display results like the pie chart and tables. Tables will be used to summarize the data that were assessed and interpreted after patients' responses to a fully completed questionnaire were received. Tasks completed included testing the study work's hypothesis, gathering descriptive data, and determining the respondents' demographic variable frequencies.

Response Rate

Out of the 200 questionnaires distributed to the sampled respondents for this study, 185 were filled out and returned. The study selected two (2) private hospitals from which the sample size was computed. In order to choose the two regions from which the two (2) private hospitals were selected, the researcher used basic random sampling. Hospital employees with permanent jobs, employees in middle

and lower management, and general workers made up the research participants. Contract employees were left out of this. Personnel from senior management were interviewed. The questionnaire was completed by middle management, lower management, and general staff. This sample was chosen because it contained individuals from the entire population. Eleven of the returned questionnaires had inaccurate responses, so the analysis that was done did not include them. As a result, 174 were accurately completed, and these were the ones that were utilized in the analysis, yielding an 87% response rate. The investigation proved that the high response rate was caused by the researcher's use of a variety of strategic approaches. To distribute and collect the questionnaires, for instance, the researcher hired two research assistants, who assisted her in scheduling interviews with key informants. Along with meeting senior managers and hospital superintendents during her visits to the study's chosen hospitals, the researcher also got the phone numbers of the managers and contact people.

Respondents' Socioeconomic Characteristics

Gender Distribution

Gender distribution of respondents was such that both genders were represented with 59% females and 41% males in the Baptist hospital Mutengene and 61% females and 39% males in Baptist hospital Douala

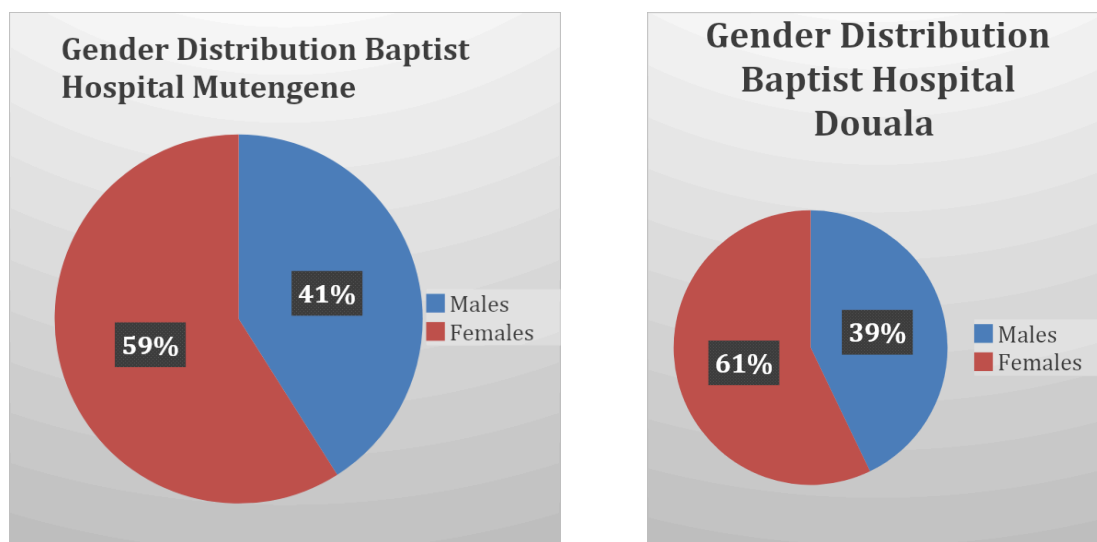


Figure 2: Gender distribution of participants

Source: Field Study, 2023

Figure 2 reveals that 80 of the 174 responders were male staff, making up 45.9% of the entire sample size. Meanwhile, female staff accounted for 54.02 percent of the entire sample size, with 94 individuals. As a result of this discovery, females outnumbered male staff by 8% in our sample. Bodzewan et al (2019) assessed the quality of healthcare delivered in the Bamenda regional hospital and came to similar conclusions. Females have dominated the sample size of several researchers. (Siddiq, A. 2016; Qomariah, N. 2016).

Age Distribution

Table 4.2: Age distribution of participants in Baptist private hospitals Mutengene and Douala

| Age distribution | Frequency | Percent (%) | Age distribution | Frequency | Percent (%) |
|------------------|-----------|--------------|------------------|-----------|--------------|
| 21-30 | 33 | 39.3 | 21-30 | 33 | 36.6 |
| 31-40 | 23 | 27.9 | 31-40 | 25 | 27.7 |
| 41-50 | 17 | 20.23 | 41-50 | 18 | 20 |
| 51- 60 | 8 | 9.52 | 51- 60 | 10 | 11.11 |
| Above 61 | 3 | 3.6 | Above 61 | 4 | 4.44 |
| Total | 84 | 100.0 | Total | 90 | 100.0 |

Mutengene

Douala

Source: Field Study, 2023

According to table 4.1, 66 of the respondents were from the age of 21-30, accounting for 37.93 percent of the total sample size. A total of 48 persons (27.6%) were between the ages of 31 and 40. The 35

participants (20.11 percent) ranged in age from 41 to 50 years old. There were 18 participants in the 51-60 age group, with a proportion of 10.34 percent. 7 (4.02%) of the participants were over the age of 60. This finding indicates that people between the ages of 21 and 30 are more active hospital services providers than persons of other ages.

Educational level:

The research findings indicate that the participants at the Baptiste hospital located in Mutengene, 45 (53.6%) had a diploma as their highest level of education, 24 (28.6%) had completed their bachelor's degree, 11 (13.09%) were pursuing or had completed their master's degree, and 2 (2.4%) had completed their doctorate. Two (2.4%) of the respondents were illiterate or came from a different educational background. While working at the Baptist Hospital Douala, more than half of the sample had at least a diploma. Of the respondents, 47 (52.22%) had a diploma as their highest level of education, 26 (28.9%) had a bachelor's degree, 11 (12.22%) held a master's degree or were enrolled in one, and 4 (4.44%) had a doctorate. A different educational background was held by 2 (2.22%) of the respondents. Over 50% of the individuals in our sample had completed at least their high school education. As illustrated in Figure 3 below, the highest level of education held by 92 respondents (52.9%) was a diploma; 50 respondents (28.73%) had completed a bachelor's degree; 22 respondents (12.64%) were enrolled in or had completed a master's degree; and 6 respondents (3.44%) had completed a doctorate. A different educational background was held by 4 respondents (2.3%).

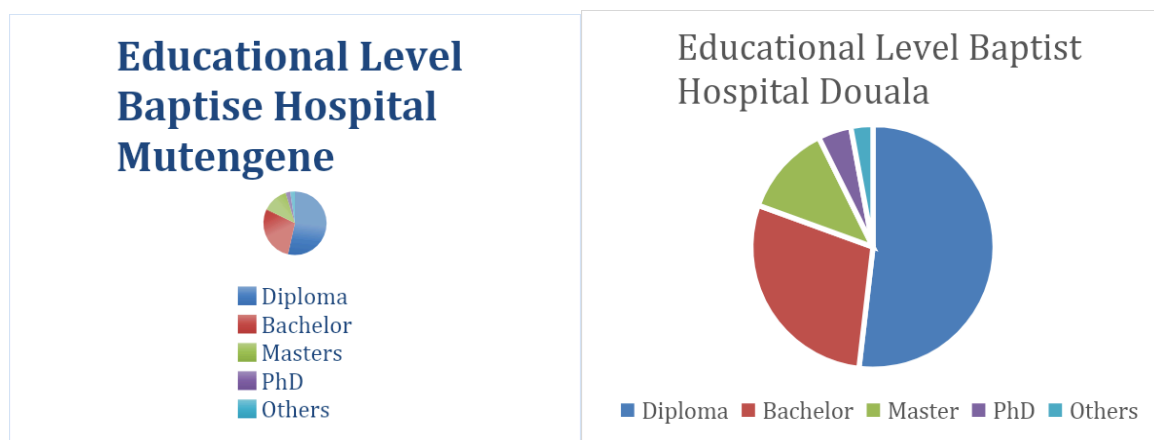


Figure 3: Educational Level of Respondents

Source: Field Study, 2023

2.2.4 Job Title of Respondents

Table 4.3: Respondents job title in Baptist hospital Douala and Baptist hospital Mutengene

| Job Title | Frequency | Percentage |
|--------------------------|------------|--------------|
| Pharmacist | 4 | 2.3 |
| Lab assistant | 17 | 9.8 |
| Physiotherapist | 3 | 1.72 |
| Nurse | 69 | 39.65 |
| Doctor | 37 | 21.27 |
| Clinical officer | 11 | 6.32 |
| Support staff | 14 | 8.04 |
| Administrative assistant | 8 | 4.6 |
| IT officer | 3 | 1.72 |
| Paramedic | 8 | 4.6 |
| Total | 174 | 100.0 |

Based on the data presented in Table 4.5, the majority of respondents—39.65%—were employed as nurses in hospitals, with the lowest percentages being physiotherapists and IT officers. This demonstrates the significance of nurses, who work in all divisions or departments. Health care providers are the lifeblood of Cameroon's healthcare system. These professionals include, among others, doctors, nurses, clinical officers, lab technicians, radiologists, radiographers, pharmacists, dietitians, nutritionists, dentists, and officers and technicians working in the public health sector.

Patients will have access to the necessary diagnostic, therapeutic, and preventive services thanks to the health workforce.

Positive patient outcomes have been shown to be strongly correlated with having an adequate number of nurses on staff. It is well known that nurses, who make up the majority of front-line staff in most health systems, are essential to delivering safe and efficient care. The real heart of healthcare could be said to be nurses. A competent nurse is a huge assistance to the doctors and patients she serves, and they play many different roles in their work every day. Physicians overseeing each patient are the ones that a nurse works under. When it comes to medicine and treatments, she complies with his instructions and assists with specific tasks. That's why she makes sure every patient gets a thorough examination. Every time the nurse works on a patient, they conduct a comprehensive assessment in accordance with hospital policy at prearranged intervals.

Nursing requires a lot of teaching, but most people think that nursing is just a medical field. The nurse has to evaluate the patient and record any changes in addition to keeping a close eye on him. She tells the patient about their condition, the medications and treatments they are receiving, and any at-home instructions they might have. She is available to assist the patient with anything they may not understand and to respond to any questions they may have. A significant portion of a nurse's job in healthcare is teaching.

Correlation Analysis

Table 4.10 displays the correlation analysis's findings. The results showed that worker performance in Cameroon's health sector was positively and significantly correlated with recruitment and selection processes. At the 0.05 level of significance, the Pearson correlation coefficient, $r = 0.684$, with a p-value < 0.05 , was considered significant. This demonstrates how better hiring and selection practices lead to better employee performance. EP and T had a solid, uplifting bond. At the 0.01 level of significance,

the Pearson correlation coefficient ($r=0.485$) with a p-value <0.01 was considered significant. This suggests that workers perform better as a result of receiving more training.

EV and EP had a solid, peaceful relationship. The Pearson correlation coefficient of $r=0.891$ showed statistical significance at the 0.05 level of significance with a p-value of less than 0.05. This suggests that giving workers more voice has a direct impact on how well they work. There was a strong and statistically significant positive correlation between employee performance and the reward and compensation system. When analyzed at a significance level of 0.05, the p-value <0.05 and the Pearson correlation coefficient ($r=0.569$) both showed statistical significance. This demonstrates how improved incentive and compensation plans encourage employees to perform better. Employee welfare services and performance were positively correlated in a strong, significant, and positive way. At the 0.05 level of significance, the Pearson correlation coefficient was $r=0.648$, with a p-value <0.05 . This suggests that higher productivity is a result of using employee welfare services more frequently.

Table 4.10: Correlation Matrix

| | | EP | RS | T | EV | RC | EWS |
|---------------------------|---|------------------------|-----------------------|-----------|----|----|-----|
| Employee Performance | Pearson Correlation Sig. (2-tailed) | 1 | | | | | |
| Recruitment and Selection | Pearson Correlation Sig. (2-tailed) | .684* .036 | 1 | | | | |
| Training | Pearson Correlation Sig. (2-tailed) | .485** .000 | .023 .805 | 1 | | | |
| Employee Voice | Pearson Correlation | .891** 0.000 | .516** .000 | 0.14 3 | 1 | | |

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| | | | | | | | |
|-----------------------------------|--|----------------------|----------------|---------------|---------------|----------------------|------------|
| | Sig. (2-tailed) | | | 0.12 3 | | | |
| Reward and Compensation System | Pearson Correlation Sig. (2-tailed) | .569* .009 | .297** .001 | .197* .033 | .189* .041 | 1 | |
| Employee Welfare Services | Pearson Correlation Sig. (2-tailed) | .648* .014 | .048 .605 | .211* .023 | .218* .018 | .01 5 .87 5 | 1 |
| Pearson Correlation | | .236* | .437** | .346** | .740** | .08 1 | .126 |
| N | | 174 | 174 | 174 | 174 | 174 | 174 |

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

Test of Hypotheses

This report section contains information regarding the testing of the research hypotheses. EWS stands for employee welfare services, EV for recruitment and selection, T for training, EP for employee performance, RCS for reward and compensation system, and T for employee voice. Testing the hypothesis at a significance level of 5%.

Multiple Linear Regression for all variables

Table 4.12: ANOVA Table

| Model | Sum Squares | of df | Mean Square | F | Sig. | R- Squared |
|-------|----------------|-------|----------------|---|------|---------------|
|-------|----------------|-------|----------------|---|------|---------------|

| | | | | | | | |
|------------|---------|-----|-------|-------|------|-------|---------------------------|
| Regression | 26.481 | 5 | 5.296 | 3.649 | .005 | 0.379 | Dependent Variable: EP |
| Residual | 158.217 | 10 | 1.452 | | | | |
| Total | 184.698 | 114 | | | | | |

Predictors: (Constant), EWS, RC, EV, RS, T

The ANOVA test is used to determine the model's significance in predicting employee performance. Employee Performance is predicted by the independent variables in this model, which include recruitment and selection, training, employee voice, employee welfare services, reward, and compensation system variable ($p=0.001<0.05$) at the 0.05 level of significance, as indicated by the significance value = 0.005. The ANOVA test determined this.

Table 4.13: Model coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 3.239 | .886 | | 3.657 | .000 |
| RS | .279 | .124 | .248 | 2.258 | .026 |
| T | .911 | .360 | .463 | 2.534 | .013 |
| EV | .826 | .365 | .433 | 2.265 | .025 |
| RC | .199 | .133 | .140 | 1.494 | .031 |
| EWS | .144 | .082 | .161 | 1.755 | .032 |

Table 4.13 presents the research findings, which indicate that recruitment and selection had a significant impact on employee performance in the health sector at Baptist Hospital in Cameroon (t-statistic=2.258, p-value=0.026<0.05). The null hypothesis, according to which recruiting and selection at Baptist Hospital in Cameroon had a positive effect on employee performance in the healthcare sector, was therefore not rejected at the 5% level of significance. Each unit increase in recruitment and selection resulted in a 0.248 increase in employee performance.

As demonstrated in Table 4.13, the study found that training significantly improved worker performance in the medical field at Baptist Hospital in Cameroon (t-statistic=2.258, p-value=0.013<0.05). Consequently, the null hypothesis, which proposed that training enhanced worker performance in the healthcare sector at Baptist Hospital in Cameroon, was not rejected at the 5% level of significance.

Table 4.13 above (statistics=2.265, p-value=0.25<0.05) illustrates the research findings that Employee Welfare Services had a significant impact on workers' work performance in the Baptist Hospital in Cameroon's health sector. At the 5% level of significance, the null hypothesis which maintained that Employee Welfare Services enhanced worker performance in the healthcare industry at Baptist Hospital in Cameroon was not rejected.

Employee voice at Baptist Hospital in Cameroon was found to have a significant impact on worker performance (t-statistic=1.494, p-value=0.013<0.05), as indicated in Table 4.13. Because of this, the null hypothesis was accepted at the 5% significance level asserting that employee voice improved worker performance in the healthcare sector at Baptist Hospital in Cameroon.

The results of the study are displayed in Table 4.24, which demonstrates that the Baptist Hospital in Cameroon's Reward and Compensation System had a significant impact on employee performance (t-statistic=1.755, p-value=0.032<0.05). Therefore, the null hypothesis, which claims that the Reward

and Compensation System improved worker performance at Baptist Hospital in Cameroon, was not rejected at the 5% significance level.

Table 4.14 Hypothesis testing

| Hypothesis (Null) | Standardized Coefficients | t | P -value | Status |
|--|---------------------------|-------|----------|----------|
| H1: Employee performance in the healthcare sector at Baptist Hospital in Cameroon was positively impacted by recruitment and selection | .248 | 2.258 | .026 | Accepted |
| H2: training improved employee performance in the healthcare industry at Baptist Hospital in Cameroon | .463 | 2.534 | .013 | Accepted |
| H3: Employee Welfare Services improved employee performance in the healthcare industry at Baptist Hospital in Cameroon. | .433 | 2.265 | .025 | Accepted |
| H4: Employee voice improved worker performance in the healthcare industry at Baptist Hospital in Cameroon. | .140 | 1.494 | .031 | Accepted |

| | | | | |
|---|------|-------|------|----------|
| H5: Reward and Compensation System improved worker performance at Baptist Hospital in Cameroon. | .161 | 1.755 | .032 | Accepted |
|---|------|-------|------|----------|

Discussions

This study compared and examined the relationship between HRM practices and employee performance in two private hospitals: the Baptist hospital in the Littoral Region and the South West Region of Cameroon. This study looked into how worker performance in the healthcare sector was impacted by HRM practices in private hospitals located in the Littoral Region and South West of Cameroon. To provide information and insight into service quality and satisfaction, a variety of descriptive statistical and quantitative techniques were used to collect data. Factor analysis, regression analysis, correlation analysis, and descriptive statistics were used to answer the research questions. Questionnaires to a survey were given out and answered. The researcher conducted the study in private hospitals in two different towns. Although the study concentrated on private hospitals, the researcher's main objective was to gain more insight into how HRM practices affected employee performance in the health sector. The study discovered that HR procedures have an effect on an organization's performance. Reading and rereading the data led to the creation of headings and subheadings. The interviews and questionnaires were conducted in a separate room with participant privacy in mind, and participant names were kept anonymous. According to the survey results, every respondent expressed agreement that worker performance is improved by HRM practices. Five primary themes emerged, specifically:

- Recruitment and selection
- Training

- Employee voice
- Employee welfare services
- Reward and compensations system

Recruitment and Selection

The study's findings demonstrated a positive correlation between recruitment and selection practices and worker performance in the hospitals. It further demonstrated that when hospitals considered the special abilities and character attributes of prospective hires who would fit in with their culture, employee performance—measured by the standard and productivity of the work produced—rose. This is supported by a 2013 Sabwami study on the effects of specific HR practices on successful Kenyan businesses.

The robust positive correlation between staff performance and hospital hiring and selection practices suggests that the health sector requires highly skilled workers who can maintain high performance standards. Talented employees are chosen when the right people with the right qualifications and experience are chosen and are kept on board and turnover is decreased. This demonstrates how business or organizational strategy is inextricably linked to the strategy of human resource management. Paul & Anantharaman (2003), who discovered a connection between high-quality product production and a strategic hiring and selection process, corroborated these findings as well. The majority of study participants concurred that it was critical to raise employee performance in hospitals. The importance of enhancing and fortifying the recruitment policy was underscored, along with the necessity of implementing selection procedures that will draw in potential candidates with the necessary qualifications and help them stay in the industry. Strict hiring and selection procedures enhance employee performance, according to earlier empirical research. Because hiring and selection brought in workers who were compatible with the organization's current human resources and fit in with the interpersonal structure, Mutembei et al. (2014) found that these processes had a positive correlation with employee performance in their study on the staffing process. This ultimately resulted in a reduction in training expenses.

The hospital service boards were responsible for hiring and selecting new hires, replacing retiring staff, and handling internal promotions, as per the study's findings. Performance was positively impacted by skill match, and qualified employees working in the hospitals. To ensure a successful recruitment and selection process, professionals in the same field must evaluate all health-related skills, including doctors, nurses, lab technicians, radiologists, and all other specialized knowledge. Employees at the hospital were also greatly benefited by that internal promotion. The necessity of internal promotion was stressed by the respondents as a means of keeping skilled employees in the hospitals. Staff members advanced up the seniority ladder and their pay increased as a result. An individual's place in the hierarchy will increase with their level of talent. Kelly-Radford (2001) found that internal promotions resulted in a notable shift in an employee's compensation package because they follow a predetermined pattern outlined in the employment bond policy. This, she claimed, motivates the employee and eventually raises performance.

Training

A key component of creating highly skilled human capital is training. Investing in training initiatives fosters a sense of loyalty among staff members and aids in retention. The study found a strong correlation between performance and training. The study distinguished between two types of training: on-the-job training, which occurs at the workplace, and off-the-job training, which occurs at other venues like conferences, seminars, and workshops. They continued by demonstrating how participating in these trainings enhanced staff members' productivity, expertise, and sense of self, all of which had a positive effect on the standard of work produced at the hospital.

Wallen et al. (2013) offered evidence to support this claim, demonstrating how training enhanced people's capacity to pick up new abilities, acquire new information, and finish tasks. Additionally, work training helped a business create a workforce that could adjust to shifting circumstances, meet the ever-higher expectations of clients, and prepare its future leaders. According to those surveyed, hospital staff members were able to uphold standards and enhance their competency through off-the-job training, which translated into better performance. The development of strong, capable, and qualified

workers whose work performance could be felt in both the public and private sectors is one of the primary goals of training methods, according to Hall et al. (2013).

According to the study, staff members who gave their consent scored highest when it came to the training policy being in place. Despite the fact that it was discovered that the policy was merely formal and not implemented. Staff development was another indicator of strategic training, but respondents disagreed, stating that hospitals lacked policies, procedures, or guidelines in this area. One of the metrics examined was the training budget, and the research found that while the hospitals did have a budget, it was being used for purposes other than those for which it was intended.

Employee Voice

One of the things that encourages employee engagement is employee voice, which has a significant effect on performance. Enhancing Employee Voice Leads to Enhancing Employee Performance, according to the Study. Improving hospital employee performance was deemed highly significant by most survey participants. The policy on voice in the hospitals needed to be improved, according to the respondents, because it allowed staff members to voice their complaints. The participants emphasized the importance of using attitude surveys and suggestion boxes. In order for every employee to have access to suggestion boxes, they recommended that they be positioned in strategic locations. The majority of respondents acknowledged that employees participate in hospital decision-making, albeit to a comparatively minor extent. This will enable the worker to contribute completely, which might enhance output.

Mueller (2012) provides support for this viewpoint, stating that employee voice in organizations affects employee productivity and quality and prevents potentially explosive issues. The organization's policy gives greater consideration to employee voice than its reporting collective schemes. A study by Machington et al. (2012) on employee voice behavior suggests that it is critical to identify an employee's voice at work since it is widely thought to affect their performance. This research validates that finding.

Employee Welfare Services

The study findings indicated that employee welfare services had a noteworthy influence on the work performance of hospital staff members. Every increase in welfare service units was accompanied by an increase in worker performance. Most of the participants agreed that welfare services had a great and positive influence on worker performance in the health industry. It was stated that the purpose of welfare services is to assist workers in maintaining optimal moral, emotional, mental, and physical well-being. The participants reached a consensus regarding the existence of an employee-focused policy, which encompassed benefits like health insurance, pension plans, paid time off, family leave, canteens, sick days, and wellness initiatives that monitored work environments.

The proper implementation of these services allowed hospital staff members to perform better at their workstations. Stratton (2009) offered evidence to support this claim, stating that child care programs helped to attract and retain workers with young children, and welfare facilities and services improved worker performance. The Okumbe (2010) study lends further credence to this, suggesting that establishments with on-site child care facilities reduce the stress associated with childrearing and significantly boost employee output. The majority of respondents concurred that one welfare program that enhanced worker performance was medical insurance. Owing to the exorbitant expenses associated with hospital stays, surgeries, and maternity care, it has become imperative to provide employees with medical insurance to protect them from these costs and to ensure that their coverage translates into efficient performance. This assertion is supported by a comparative analysis carried out by Masinde (2011) concerning the effects of social welfare amenities on employee motivation and output at Pan African Paper Mills and Mumias Sugar Company. Workers who received welfare services reported feeling less stressed, according to the study, which also found a relationship between worker performance and welfare services.

Reward System

According to the study, employee performance in hospitals within the health sector was significantly improved by rewards and compensation plans. Incentives should be offered to employees in a way that satisfies their basic needs; they should be integrated into the system and on par with benefits offered by competitors in the same sector; and they should be distributed fairly and equally among people in comparable positions. A system of rewards and compensation consists of these four elements. As for pay scales in the health sector, the majority of respondents claimed that they were comparable across units and sections and that appealing allowances, rewards, and/or incentives had a positive effect on employee performance. Health workers who received paid allowances, especially hardship allowances, according to the majority of respondents, performed better and were more enthusiastic about their jobs. Some employees opted to work longer hours than usual, and excellent work and services were delivered.

This is supported by Zakaria's (2011) study's results, which demonstrated that a reward and compensation plan raises employee engagement, commitment, and retention—all of which eventually translate into better performance. Ngui (2014) provides support for the claim that performance-related pay is an effective incentive that communicates the expectation and reward for superior performance. Incentives raise people's importance of their work goals, according to an empirical study conducted in 2013 by Hall et al. Maund's (2001) research, which established goals dependent on the quantity of work completed, suggesting that incentives, like pay increases, can be used to improve performance. According to Torrington and Hall (2006), managers should set aside time to meet with and honor staff members who have excelled because doing so has a major positive effect on workers' performance. This statement is further supported by their assertion.

Conclusions

According to the study, recruitment and selection procedures had an impact on worker performance in the health industry. Transparency was essential when it came to hiring new staff. The hiring and selection process may involve a range of assessments, including behavioral, cognitive, and skill tests in addition to aptitude tests. It was also the responsibility of management to search for signs that could attract and retain qualified new hires. Employee morale could be raised and improved by enhancing internal promotions, especially for qualified staff members. Given how delicately the health sector handled people's lives and health, aptitude and cognitive tests, including behavioral tests, were especially crucial. Employees could be given the chance to grow by being offered study leave, which would be covered by the employer. According to Wallen et al. (2013), training made it possible for people to pick up new information, develop new abilities, and do tasks more effectively than they had in the past.

1. Welfare services had an effect on worker performance in the health sector, according to the study. Welfare services were important because they improved an employee's productivity. Welfare services, such as work-life balance initiatives, should be investigated. These programs acknowledged that workers had significant responsibilities to their families and other commitments outside of the workplace, and that they therefore required some degree of schedule flexibility to balance these demands. Staff members with young children were drawn to and kept on board by child care programs. Establishing child care centers on their property reduced the amount of stress associated with raising children. According to Okumbe (2010), productivity was also greatly enhanced. Employee performance increased as a result of the worker feeling secure at work.

2. Lastly, the research revealed that competent employees were more likely to stay with a robust reward system. The performance of every employee was considered when determining bonuses and incentives. But some employees, like physicians and nurses, put in long hours without receiving any

kind of compensation or incentive. It is imperative that bonus payments be allocated proportionally to the work performance of individual employees.

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