Effects of HRM practices on healthcare employees' job satisfaction in Benishangul Gumuz Regional State (BGRS), Ethiopia.

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Abstract

The purpose of this study was to examine the effects of HRM practices on employees' job satisfaction in public health organizations in Ethiopia, Benishangul Regional State. Literature showed that organizations under study were suffering from weak practices of human resources, lack of human resource professionals at necessary position and low job satisfaction of employees. The study adopted a mixed method of research design and targeted 1514 health professionals from 35 public health facilities. Respondents were selected with two stages of multistage sampling where first 17 out of 35 health organizations were selected and secondly, 317 respondents were selected out of 17 health organizations. The response rate was 93.7%. Using SPSS version 20, the quantitative data were analyzed. The finding showed HRM practices were positively and significantly correlated with job satisfaction ($p<0.05$). Career development, work life balance, employee relation and HRM legal issues are statistically significantly predict employees' job satisfaction. This helps to generalize that employees are motivated and satisfied in their job more by intrinsic factors. Organizations are recommended to consider HRM practices that best fit to the needs of employees and should identify HRM practices that are very important to their specific organizations.

Key words: HRM practices, job satisfaction

1. Introduction

Human resource management is taken as a set of employee management practices. Delery and Doty (1996) described seven HRM practices (recruitment & selection, training & development, career development, performance appraisal, compensation and benefit and work life balance) that are relevant to overall organizational performance. In addition to the practices of HR managers, the actual HR practices applied by line managers on a daily basis can positively impact employee's perception about HRM practices applied to them (Purcell & Kinnie, 2007).

Work related employees behaviour affect organizational performance in developing either favourable or unfavourable attitude towards the organization and also determines the situation that employees can identify themselves as part and membership of the organization. For the sake of this particular study job satisfaction

is taken as the most important factor affecting employee's behaviour. According to Armstrong (2003), job satisfaction refers to 'the attitudes and feelings people have about their work'. Job satisfaction is the perception that people have about their jobs and various aspects of their jobs and defined as an individual's affective reaction to his or her work environment (Dole & Schroeder, 2001). There are two types of job satisfaction as: intrinsic and extrinsic (Clark, Oswald, & Warr, 1996). Where intrinsic job satisfaction is defined as the internal state that is associated with inherent nature of the job, such as level of skill utilization, level of job complexity and opportunity for control, responsibility and challenges (Cowin, Johnson, Craven, & Marsh, 2008), Extrinsic job satisfaction refers to the tangible elements such as wages, salary, incentives and other benefits.

Job satisfaction is a general situation in which employees develop either satisfaction when the working situation is favorable or dissatisfaction when rather the working situation is unfavorable. Though the labor market situation matters, when employees become unhappy, they have an intention to leave their current work. If employees are incompetent in the market, they could be stay with dissatisfaction and less commitment (Huselid & M, 1995). HR practices influence organizational outcomes by modifying employees' behaviors and attitudes (Ordiz & Fernandez, 2005).

2. Literature review

Many researchers identified that there is a positive significant relationship between HRM practices and employees' job satisfaction. This can be understood as, if organizational HRM practices are found to be sound and effective, employees can develop positive attitude towards their job and feel satisfied. Egar & Greare; Yu & Egri, (2005); Steijn, (2004) found the significant impact of HRM practices on job satisfaction. HRM practices are highly related with job satisfaction (Ting, 1997). Godard (2001) found that the higher the HRM practices, the higher will be their level of satisfaction. Training and development has significant positive impact on job satisfaction (Thang and Buyens, 2008; Garcia, 2005).

Guest, (2002) states that job satisfaction can help as a mediator between HRM practices and organizational performance while. Some researchers argue that some parts of HRM practices are playing a great role in enhancing employees level of satisfaction (Petrescu and Simmons, 2008; Boselie and Wiele, 2002).

The level of job satisfaction can be influenced by a range of intrinsic and extrinsic motivating factors, such as the quality of supervision, social relationships, and the extent to which individuals successful in their work (Armstrong, 2003).
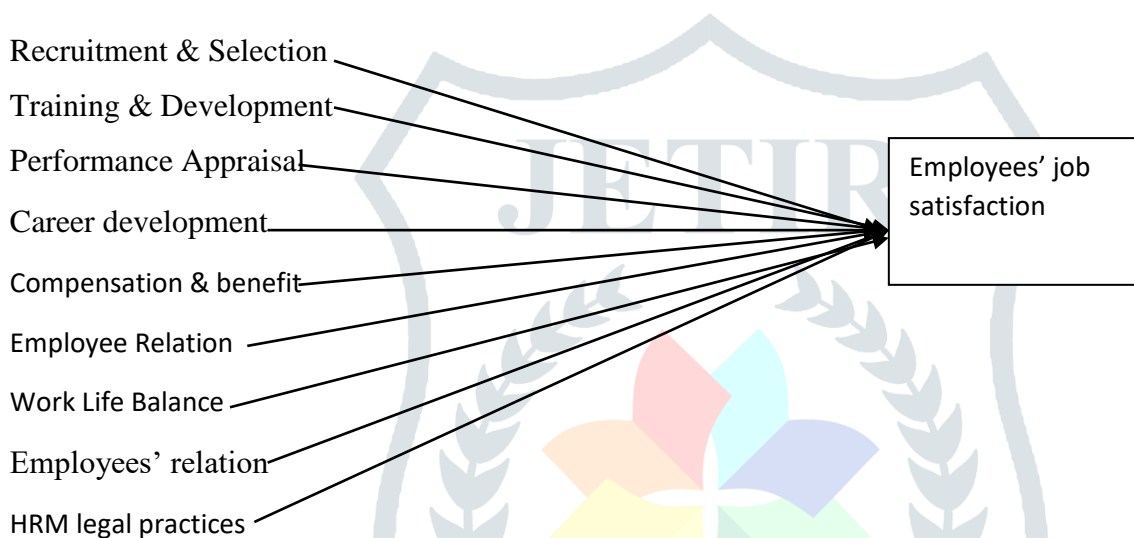
Job satisfaction is the most important part of employee attitude towards his or her job. Job satisfaction is widely investigated in the study of human behaviour in the organization. Job satisfaction has three important aspects by which it can be measured:

- Emotional response to a job situation.

- The positive or negative attitude developed due to the difference between the actual reward and expected reward.
- Related to job dimensions in terms of job content, remuneration, colleagues relationship, and opportunity for promotion and supervisors motive to encourage and valuing employees

Job satisfaction is an extent to which one feels positively or negatively about the content and context of one's job or it is about how employees feel about various aspects of the job and common job satisfaction aspects include co-workers' relations, employer values of employees, benefits, job conditions, pay, promotion, supervision, and organization's HR rules, policies and procedures (Spector, 1985).

Conceptual framework

Recruitment & Selection
Training & Development
Performance Appraisal
Career development
Compensation & benefit
Employee Relation
Work Life Balance
Employees' relation
HRM legal practices

Employees' job satisfaction

3. Objective of the Study

Generally, the study is aimed to examine the effects of HRM practices, on employees' job satisfaction and hence, specific objectives are as follows:

- To examine the relationship between human resource management practices and employees' job satisfaction.
- To identify the most important bundles of HRM practices those influence employees' job satisfaction.

4. Methodology

The researcher targeted 33 public health centre institutions and two senior hospitals in the three zones of the state. The Health organizations established before three years were purposely found to be the target population of the study. For employees to understand and to be behaviourally affected by HR practices, at least the organization should be established before three years. In Ethiopian cases organizations are extensively working for the fulfilment of human resources, material resources and other necessary requirements in the first three years from their establishment and human resource practices are not as such critical issues.

Accordingly, there are 33 public health centre organizations and two former and senior hospitals found in 21 districts of the three zones of the region. Even though the HR practices affect the life of all employees in the organization, its effect on professional personnel is very much significant and even from experience the professional turnover is high and also costly to replace.

All professionals (Specialists, physicians, Psychiatrists, Biomedical, Dentists, Radiologists, Anaesthesia workers, Health officers, Nurses, Midwifery, laboratory technicians and pharmacists) were the target population of the study. The respondents were also purposely made to be employees with at least diploma holders. This is because employees with less than diploma in their academic status are supposed to be unfit to understand the HRM practices and the behaviours that employees show in response. They may technically and conceptually couldn't able to answer accurately the questionnaire.

The professionals are responsible in directly treating patients in medical services to achieve the organizational objectives and are said to be line managers and the HR managers are part of the supportive staffs and required to be responsible for advising/supporting roles. There are 1,514 employees as target population out of which 317 sampled employees were selected at two step samples using multistage sampling method. In the first stage, 17 out of 35 health facilities were selected and secondly 317 respondents were drawn randomly from the 17 facilities proportionately.

In order to affirm the validity and reliability of the survey instrument, the researcher used structured questionnaires which was primarily designed in English language and translated in to local language by professional translators and further reviewed by language experts for final distribution. The five point likert scale (strongly disagree – strongly agree) questionnaire was employed. Reliability was checked by Cronbache's alpha of 0.979 using SPSS version 20. Frequency tables, bar graphs and pie charts were used to present data. The data has been analyzed using T-test, ANOVA, Chi- square, Pearson's correlations and multiple regression.

5. Study Hypothesis

Ho_1: HRM practices and employees' level of job satisfaction are the same among employees' demographic characteristics.

Ho_2: recruitment and selection does not relate to employee's job satisfaction.

Ho_3: Training and development does not relate to employee's job satisfaction.

Ho_4: There is no significant relationship between employee's performance appraisal and employees' job satisfaction.

Ho_5: Personal career development does not relate to employee's job satisfaction.

Ho_6: Compensation and benefit practice is not related to employee's job satisfaction.

Ho_7: Employees work life balance does not relate to employee's job satisfaction.

Ho_8: Employees relation does not significantly relate to employee's job satisfaction.

Ho_9: Human resource legal compliance does not relate to employee's job satisfaction.

6.   Data Analysis

6.1. Demographic analysis

The majority of respondents were from Assosa hospital 73 (24%) and Homosha health center 35 (12%) respectively. The least number registered of respondents is Agalometi HC with 5 (2%) respondents. This is likely because of the movement of employees from the peripheral to the center. Across the three zones and one hospital (Assosa zone, Metekel zone, kamashi zone and Assosa hospital), the majority of respondents were from Assosa zone 117 (39%) while the least 24 (8%)) were from Kamashi zone. Employees are concentrated at the center, Assosa, the seat of the state government. This can affect the intention of employees found elsewhere, far away from the center to leave for the center. The information found relating to gender, male respondents were 168 (57%) and the female respondents were 129 (43%). The majority of the respondents 195 (66%) were married and this has an impact on the stability of employees compared to the unmarried employees 102 (34%). It can be argued that the married and probably those who have children are less likely to shift from organization to organization and cannot easily travel to different geographic areas when compared to the unmarried ones. Employees whose age between 25 and 35 years accounted the major parts of the respondents 182 (61.3%) and the second majority of the respondent 88 (29.6%) were those whose ages under 25 years. Employees' age above 35 years were accounted very minimum proportion 27 (9%).

The majority of the respondents were diploma holding 178 (60%) and 101 (34%) of them were bachelors while very few 18 (6.1%) were masters holders and above. the majority 173 (58%) of employees are found in their entry level and respondents with 3-5 years experience account 94 (31.6%), while above 5 years experience are only 30 (4.4%) of the respondents. More than half 162 (54.5%) of the respondents were nurse professionals while technicians cover the second, larger percentage 59 (20%) and medical doctors and health officers were proportionally low in number 43 (14.5%). Professionals other than those specified cover 33 (11.1%) of the respondents.

6.2. Descriptive Analysis (Agreement level of respondents)

6.2.1. Recruitment and selection practices

The majority of the respondents (50.7%) were showing disagreement and very few (29.3%) showed their agreement about the recruitment and selection practices in improving employees' retention. The mean value (2.6) also shows that the recruitment and selection practices are weak and ineffective.

6.2.2. Training and development practices

About (46.4%) of the respondents were disagreed about the appropriate practices of training and development in the organization. Whereas 33.4% of the respondents were showing their agreement, 20.1% of respondents were in-between to claim agree or disagree. The mean value 2.7 is weak and indicates the

presence of lower and inappropriate functioning of training and development practices in the organization and imply the needs for improvement.

6.2.3. Performance appraisal practice

When the performance appraisal practices of the organization under study are recognized, the majority of respondents (52.3%) were disagreed while 24, 71% of them were indicating their agreement towards the fair, objective, systematic and appropriate utilization of performance appraisal system. 23% of the respondents did not have adequate information about the practice of performance appraisal may be because of short exposure or lack of access to know. The mean value of the performance appraisal system in the organization according to the perception of respondents were very low (2.5) indicating that it is poor and needs to be improved.

6.2.4. Career development practice

Almost the majority (49.1%) of the respondents were showing disagreement while 31% were agreed. Only 19.9% of them were in-between. The mean value of the variable 'career development' 2.4 was very low and can be understood as there are poor practices of career development.

6.2.5. Compensation and benefit practices

As far as compensation and benefit concerned, (54.08%) of respondents were either strongly disagreed or disagreed while 25.85% were either agreed or strongly agreed towards the fair, equity and performance based compensation practices in the organization. About 20.1% of the respondents also undecided and the mean value of the variable is found to be 2.5 indicates poor practice.

6.2.6. Work life balance practices

The major parts of the respondents (47.97%) were showed their disagreement while 33.61 % of them were agreed towards the adequate facilities and their proper design; the permissible working condition; the concern for personal issues; childcare assistance and flexible work time schedule respectively. About 18.4% were indifferent. The mean value of 2.3 in general is considered to be low and can be understood as the organization has poor or none practices of flexible work life balance of individuals.

6.2.7. Employee relation practices

Under employees' relation practices, 43.6% of the respondents were argued disagreement whereas 34% of them were agreed to the harmonious, trust and common purpose relationship practices between management and employees. About 22.3% of the sampled employees were indifferent. The mean value of 2.8 is unsatisfactory and shows the management employee relationship is not adequate enough and needs further improvement.

6.2.8. HRM legal practices

In the application of civil service law, 34% of the respondents were disagreed while 18.2% of them showed their agreement to the practice of legal requirements like, EEO, affirmative action, diversity management and sexual harassment. Only 22.5 % of the respondents were indecisive. The mean value is 2.8 and indicates the poor compliance of the legal aspects of human resource management to the civil service law.

6.2.9. Employee job satisfaction

In job satisfaction items, almost 42.8% of the respondents were either disagreed or strongly disagreed while 37% of them were either agreed or strongly agreed towards the appropriate application of human resource practices that ends up with employees' satisfaction. About 20% of the respondents were indecisive. The mean value of 2.8 may be considered as not satisfactory and indicates employees are not as such satisfied in their present job and are likely to search new jobs.

7. Hypothesis Testing: T test, ANOVA and Chi- square tests

Table 1: HRM practices by gender: T-test

Femele= 129, Male= 168

gender of the respondents		Men (M)	Std.Dev. (Sd)	t value	p value
Recruitment and Selection	Female	2.57	.96	-.341	.733
	Male	2.61	.91		
Training and Development	Female	2.68	.95	-.553	.581
	Male	2.74	.87		
Performance Appraisal	Female	2.51	.94	-.009	.993
	Male	2.51	.92		
Career Development	Female	2.57	.87	-.829	.408
	Male	2.66	.90		
Compensation and Benefit	Female	2.45	.95	.020	.984
	Male	2.45	.87		
work life balance	Female	2.59	.93	-1.209	.227
	Male	2.72	.88		
Employee Relation	Female	2.80	.93	.471	.638
	Male	2.74	.99		
HR Legal Issues	Female	2.66	.76	-2.110	.036
	Male	2.85	.78		
Employees job satisfaction	Female	2.82	.79	-.060	.952
	Male	2.83	.85		

The table indicates no statistically significant difference between male and female in terms of all HR practices and job satisfaction since all the p-values are greater than .05. HRM legal practice is statistically

significantly different between males and females. In the case of other HRM practices, the null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to gender is not rejected.

Table 2: HRM practices by marital status- T-test

Married= 195, Unmarried= 102

Marital Status		Mean(M)	Std. Deviation(Sd)	t-value	Pvalue
Recruitmentand	Unmarried	2.70	.95	1.446	.149
Selection	Married	2.54	.92		
Training and	Unmarried	2.77	1.00	.767	.444
Development	Married	2.68	.85		
Performance	Unmarried	2.48	.92	-.516	.606
Appraisal	Married	2.53	.93		
Career	Unmarried	2.61	.95	-.174	.862
Development	Married	2.63	.86		
Compensation	Unmarried	2.45	.93	-.082	.935
and Benefit	Married	2.46	.89		
Work life	Unmarried	2.68	.93	.163	.870
balance	Married	2.66	.89		
Employee	Unmarried	2.84	1.06	.909	.364
Relation	Married	2.73	.90		
HR Legal	Unmarried	2.81	.83	.756	.450
Issues	Married	2.74	.75		
Job	Unmarried	2.80	.89	-.305	.760
satisfaction	Married	2.83	.79		

No significant difference between married and unmarried employees in terms of HRM practices and employees' level of job satisfaction because of all the p values of the variables become greater than .05 and hence, the null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to marital status is not rejected.

Table 3: HRM practices by Age: one-way ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recruitment and Selection	Between Groups	6.797	4	1.699	1.972	.099
	Within Groups	251.583	292	.862		
	Total	258.379	296			
Training and Development	Between Groups	2.511	4	.628	.764	.549
	Within Groups	239.902	292	.822		
	Total	242.413	296			
Performance Appraisal	Between Groups	3.759	4	.940	1.089	.362
	Within Groups	252.087	292	.863		
	Total	255.847	296			

Career Development	Between Groups	3.148	4	.787	.982	.418	
	Within Groups	234.043	292	.802			
	Total	237.191	296				
Compensation and Benefit	Between Groups	6.223	4	1.556	1.901	.110	
	Within Groups	239.023	292	.819			
	Total	245.246	296				
Work life balance	Between Groups	5.157	4	1.289	1.580	.180	
	Within Groups	238.313	292	.816			
	Total	243.470	296				
Employee Relation	Between Groups	5.072	4	1.268	1.366	.246	
	Within Groups	270.994	292	.928			
	Total	276.066	296				
HR Legal Issues	Between Groups	2.997	4	.749	1.236	.296	
	Within Groups	177.022	292	.606			
	Total	180.019	296				
Employees' job satisfaction	Between Groups	3.629	4	.907	1.319	.263	
	Within Groups	200.850	292	.688			
	Total	204.479	296				

The table reveals none of the variables show statistically significant differences among the various age categories since p values are all greater than .05. The null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to age category is not rejected.

Table 4: HRM practices by Work experience: One way ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recruitment and Selection	Between Groups	1.581	3	.527	.601	.615
	Within Groups	256.799	293	.876		
	Total	258.379	296			
Training and Development	Between Groups	2.709	3	.903	1.104	.348
	Within Groups	239.705	293	.818		
	Total	242.413	296			
Performance Appraisal	Between Groups	1.516	3	.505	.582	.627
	Within Groups	254.330	293	.868		
	Total	255.847	296			
Career Development	Between Groups	.308	3	.103	.127	.944
	Within Groups	236.883	293	.808		
	Total	237.191	296			
Compensation and Benefit	Between Groups	2.700	3	.900	1.087	.355
	Within Groups	242.546	293	.828		
	Total	245.246	296			
Working condition and work life balance	Between Groups	.872	3	.291	.351	.788
	Within Groups	242.598	293	.828		
	Total	243.470	296			
Employee Relation	Between Groups	.387	3	.129	.137	.938
	Within Groups	275.679	293	.941		
	Total	276.066	296			

HR Legal Issues	Between Groups	.528	3	.176	.287	.835
	Within Groups	179.491	293	.613		
	Total	180.019	296			
Employees' job satisfaction	Between Groups	1.050	3	.350	.504	.680
	Within Groups	203.429	293	.694		
	Total	204.479	296			

The table indicates none of the variables were showing significant differences among the various work experience categories since the p values all are greater than 0.05. The null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to work experience is not rejected.

Table 5: HRM practices by zonal distribution: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recruitment and Selection * Zones	Between Groups	9.056	4	2.264	2.651	.033
	Within Groups	249.324	292	.854		
	Total	258.379	296			
Training and Development * Zones	Between Groups	14.876	4	3.719	4.773	.001
	Within Groups	227.537	292	.779		
	Total	242.413	296			
Performance Appraisal * Zones	Between Groups	14.209	4	3.552	4.292	.002
	Within Groups	241.638	292	.828		
	Total	255.847	296			
Career Development * Zones	Between Groups	13.465	4	3.366	4.394	.002
	Within Groups	223.726	292	.766		
	Total	237.191	296			
Compensation and Benefit * Zones	Between Groups	16.934	4	4.233	5.414	.000
	Within Groups	228.312	292	.782		
	Total	245.246	296			
Work life balance * Zones	Between Groups	7.140	4	1.785	2.206	.068
	Within Groups	236.329	292	.809		
	Total	243.470	296			
Employee Relation * Zones	Between Groups	7.627	4	1.907	2.074	.084
	Within Groups	268.440	292	.919		
	Total	276.066	296			
HR Legal Issues * Zones	Between Groups	2.476	4	.619	1.018	.398
	Within Groups	177.542	292	.608		
	Total	180.019	296			
Employee job satisfaction * Zones	Between Groups	3.885	4	.971	1.414	.229
	Within Groups	200.594	292	.687		
	Total	204.479	296			

The table above shows significant differences in terms of recruitment and selection ($F_{(4,292)}$ =2.651, p=.033); training and development ($F_{(4,292)}$ =4.773, p=.001); performance appraisal ($F_{(4,292)}$ = 4.292, p= .002); career development ($F_{(4,292)}$ =4.394, p=.002) and compensation and benefit ($F_{(4,292)}$ = 5.414, P=.0001) due to zonal differences and as a result the null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to location of facilities is rejected for those variables.

Factors with no significant differences among zones were, work life balance, employee relation, HRM legal issues and job satisfaction for which the null hypothesis is not rejected.

Table 6: HRM practices by educational status distribution:

ANOVA table

		Sum of Squares	df	Mean Square	F	Sig.
Recruitment and Selection * Educational status	Between Groups	4.233	4	1.058	1.216	.304
	Within Groups	254.147	292	.870		
	Total	258.379	296			
Training and Development * Educational status	Between Groups	5.880	4	1.470	1.815	.126
	Within Groups	236.533	292	.810		
	Total	242.413	296			
Performance Appraisal * Educational status	Between Groups	7.933	4	1.983	2.336	.056
	Within Groups	247.914	292	.849		
	Total	255.847	296			
Carrier Development * Educational status	Between Groups	6.582	4	1.646	2.084	.083
	Within Groups	230.609	292	.790		
	Total	237.191	296			
Compensation and Benefit * Educational status	Between Groups	8.009	4	2.002	2.465	.045
	Within Groups	237.237	292	.812		
	Total	245.246	296			
work life balance * Educational status	Between Groups	4.353	4	1.088	1.329	.259
	Within Groups	239.117	292	.819		
	Total	243.470	296			
Employee Relation * Educational status	Between Groups	7.306	4	1.827	1.984	.097
	Within Groups	268.760	292	.920		
	Total	276.066	296			
HR Legal Issues * Educational status	Between Groups	1.667	4	.417	.682	.605
	Within Groups	178.351	292	.611		
	Total	180.019	296			
Employees job satisfaction * Educational status	Between Groups	2.098	4	.524	.757	.554
	Within Groups	202.381	292	.693		
	Total	204.479	296			

Only compensation and benefit ($F_{(4,292)} = 2.465$, p=.045) significantly different among educational status and as a result the null hypothesis, there is no significant difference in terms of HRM practices, work related attitude due to educational status is rejected. Whereas, none of the rest of the variables are not significantly different among groups of educational status and the null hypothesis is not rejected for those variables.

    Chi- square test

The chi- square test used here is the Pearson's chi- square test or the chi- square of test association. It is used to test the qualitative relationship between two categorical variables (either nominal, could be ordinal or both) using cross-tabulation. The two categorical variables should also have two or more independent

groups and under this study, only the demographic variables which were showing significant differences in ANOVA tests with variables were tested to see if there are relationships among the categorical variables based on P- values. The values ≤3 and >3 are referring to the values representing the 'agree or disagree' on the likert scale by the respondents. The '≤3' represents the disagreement (disagree and strongly disagree) while '>3' stands for agreement (agree and strongly agree).

Gender and HRM legal issues association

Table 7: Gender by HRM legal issues

| Gender | HRM legal issues | | Total |
	≤3	3 & above	
Female	95(73.6%)	34(26.4%)	129
Male	102(60.7%)	66(39.3%)	168
Total	197	100	297

Chi-square =5.462   df=1   p-value=0.019

There is enough evidence to conclude that there is an association between gender and human resource legal practices $(X^2(1) = 5.462$, df= 1, P=0.019). About 73.6% of female respondents and 60.7% of male respondents disagreed about the effective practices of HRM legal services. Female respondents are more disagreed than male respondents, which indicate that females are the direct receiver of the practice, for instance the affirmative action.   Zonal areas association

Table 8: Zone by recruitment & selection

| Zones | Recruitment & Selection | | Total |
	≤3	3 & above	
Assosa Zone	74(63%)	43(37%)	117
Metekel Zone	63(76%)	20(24%)	83
Kamashi Zone	15(63%)	9(37%)	24
Assosa Hospital	55(75%)	18(25%)	73
Total	207	90	297

Chi-square =9.280   df=3   p-value=0.045

There is an evidence that zonal areas are associated with recruitment and selection practice $(X^2(1) = 9.280$, df= 3, P=0.045). The result shows, 63% of Assosa zone, 76% of Metekel zone, 63% of Kamashi zone and 75% of Assosa hospital respondents disagreed about the effective and sound practices of recruitment and selection.

Table 9: Zone by training & development

| Zones | Training & Development | | Total |
	≤3	3 & above	
Assosa Zone	59(50%)	58(50%)	117

Metekel Zone	61(73%)	22(27%)	83
Kamashi Zone	13(54%)	11(46%)	24
Assosa Hospital	50(68%)	23(32%)	73
Total	183	114	297

Chi-square =20.797   df=3   p-value=0.0001

There is a strong evidence that shows zonal differences are statistically associated with training and development practices ($X^2(1) = 20.797$, df = 3, P=0.0001). It is found from the table that 50% of Assosa zone, 73% of Metekel zone, 54% of Kamashi zone and 68% of Assosa hospital respondents disagreed about the proper practices of training and development.

Table 10: Zone by performance appraisal

Zones	Performance Appraisal		Total
	≤3	3 & above	
Assosa Zone	69(59%)	48(41%)	117
Metekel Zone	65(78%)	18(22%)	83
Kamashi Zone	16(67%)	8(33%)	24
Assosa Hospital	53(73%)	20(27%)	73
Total	203	94	297

Chi-square =17.059   df=3   p-value=0.002

There is a strong evidence that indicates the performance appraisal is associated with the specific location of health facilities in the state ($X^2(1) = 17.059$, df =3, P=0.002). Hence, the null hypothesis, there is no significant association between zonal distribution and performance appraisal is rejected. The above table shows, 59% of Assosa zone, 78% of Metekel zone, 67% of Kamashi zone and 73% of Assosa hospital respondents disagreed about the systematic and objective practice of performance appraisal and can be concluded as the performance appraisal is not standard or independent of the facility location.

Table 11: Zone by career development

Zones	Career Development		Total
	≤3	3 & above	
Assosa Zone	75(64%)	42(36%)	117
Metekel Zone	67(81%)	16(19%)	83
Kamashi Zone	13(54%)	11(46%)	24
Assosa Hospital	38(52%)	35(48%)	73
Total	193	104	297

Chi-square =9.059   df=3   p-value=0.002

There is a strong evidence of the relationship between specific health organizations and career development practice ($X^2(1) = 17.059$, df=3, P=0.002). Hence, the null hypothesis, there is no significant association between zonal distribution and career development is rejected. From the table, 64% of Assosa zone, 81% of Metekel zone, 54% of Kamashi zone and 52% of Assosa hospital respondents disagreed with the proper practices of career development in the organization.

Table 12: Zone by compensation & benefit

Zones	Compensation & Benefit		Total
	≤3	3 & above	
Assosa Zone	84(72%)	33(28%)	117
Metekel Zone	63(76%)	20(24%)	83
Kamashi Zone	16(67%)	8(33%)	24
Assosa Hospital	45(62%)	28(38%)	73
Total	208	89	297

Chi-square =10.05   df=3   p-value=0.012

The evidence shows that compensation and benefit is associated with different categories of zones ($X^2(1)$ = 10.05, df = 3, P=0.012). Therefore, the null hypothesis, there is no significant association between zonal distribution and career development is rejected. It can be understood from the above table, 72% of Assosa zone, 76% of Metekel zone, 67% of Kamashi zone and 62% of Assosa hospital respondents disagreed with the fair, equity and performance based practices of compensation and benefit.

The association with educational status

Table 13: Education by compensation & benefit

Education		Compensation & benefit		Total
		≤3	3 & above	
	10 + 3 (Diploma)	129(72%)	49(28%)	178
	B.Sc	79(78%)	22(22%)	101
	M.Sc/MD/Ph.D./Specialist	16(89%)	2(11%)	18
Total		202	95	297

Chi-square=6.485   df=2   p-value=0.025

There is enough evidence that shows a relationship between compensation & benefit and employee's educational status ($X^2(1)$ = 6.485, df= 2, P=0.025). Considering the education of the respondents, 72% of diploma holders, 78% of degree holders and 89% of masters and above disagreed about the fair, equity and performance related compensation & benefit practices.

Pearson's coefficient of correlation tests

Pearson's coefficient of correlation tests the magnitude, direction and statistical significance of two dependent and independent variables.

Table 14: Pearson's Correlations coefficient

		1	2	3	4	5	6	7	8	9
1.Recruitment and Selection	r	1								
2.Training and Development	r	.609**	1							
3.Performance Appraisal	r	.634**	.735**	1						
4.Career Development	r	.558**	.632**	.716**	1					
5.Compensation and Benefit	r	.497**	.571**	.624**	.670**	1				
6.work life balance	r	.477**	.535**	.561**	.617**	.640**	1			

7.Employee Relation	r	.605**	.553**	.637**	.613**	.622**	.666**	1		
8.HR Legal Issues	r	.543**	.537**	.510**	.533**	.498**	.494**	.589**	1	
9.Employees job satisfaction	r	.529**	.498**	.571**	.632**	.580**	.607**	.637**	.604**	1

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

From the table above, the correlation between variables are statistically significant at 0.01 level of confidence. Since the p value of each variable is found to be (p<0.05), the null hypotheses are all rejected and can be concluded as there are statistically significant relationship between HRM practices and job satisfaction. When the correlation coefficient between HRM practices with employees' job satisfaction is considered, the value of 'r' is significantly different from zero and shows sufficient evidences to conclude that there are positive or direct linear relationship between independent (HRM practices and dependent (employees' job satisfaction) variables. This means that the sound and effective practices of HRM is associated with an increase in the levels of employees' job satisfaction.

Regression Analysis

Assumptions of multiple linear regression analysis

In order to run multiple linear regression model, the following assumptions should be fulfilled.

Linear, normality, multicollinearity, auto correlation, and homoscedasticity

A linear relationship is the straight line relationship between the independent and dependent variables. Here it is looking for whether errors or residuals are randomly distributed around the fit line and it can be assumed that no change of variability in response variable based on the unit increase of predictors. This confirms the linearity of the model. Scatter plot better helps for linearity assumption. Residual plots have to be checked using the histogram and normal probability plot in order to know whether the residuals are normally distributed. When these residuals are not far from the fit line or have obvious pattern and approximately normally distributed on histogram the normality is said to be met (Julie, 2005). The result of the study shows random and even distribution of observations and assures the presence of linear relationship and homoscedasticity (see Appendix 1).

Multicollinearity occurs when two independent variables highly correlated. Multicollinearity can be checked by correlation matrix, variance inflation factor (VIF>10) and level of tolerance (<0.1) in SPSS. If multicollinearity is found to be happening, it can be corrected by either computation of center data (subtract the mean from each observation of each independent variable) or dropping one of the independent variable (Tabachnick & Fidell, 2007). The value of VIF (the inverse of tolerance) lies between 1.945 and 3.203 and tolerances, which are the indicators of how much the variances of the identified independent variables are not accounted by other independent variables in the model $(1-R^2)$ are all greater than 0.01 and indicates no multicollinearity problem.

Autocorrelation is the presence of correlation between the residual errors. On the other hand, it is the dependence of observations, mostly in time series data. Sometimes, in non time series data it is also helpful to check the independence of each observation in cross sectional studies. It can be checked by using the value of Durbin Watson (DW). DW must be between 0 and 4 and also Bakon & Hassan (2013) suggested the acceptable range for Durbin Watson is between 1.5 and 2.5. If DW= 2 implies no autocorrelation and as a rule of thumb, if the DW value is closer to 2 from below and above, it is assumed to be no autocorrelation. Hence, in this study, the value of Durbin Watson is found to be 1.850 that is very close to 2 and can assure the absence of autocorrelation between residual errors.

In order to affirm homoscedasticity, a scatter plot of residual against predicted values is the best way. The pattern of the distribution of the residuals expected to be randomly evenly distributed. If some residuals are unevenly distributed or lonely far away from the distribution or the fit line, it is an indication of the presence of outliers. Mostly the cone shaped scatter plot suggests the presence of hetroscedasticity (Tabachnick & Fidell, 2007). The result here shows Multivariate normality also checked using histogram showed all the standard errors or residuals are falling in normal curve and also the p-p plot showed all the residuals are very closely distributed around the fit line (see Appendix 1). These three tests assure that no multicollinearity between independent variables. These tests guarantee the presence of population normal distribution. After all these assumings have met, the computation of regression followed.

Regression analysis

Model explanatory power

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.753[a]	.567	.555	.55453	1.850

a. Predictors: (Constant), HR Legal Issues, working condition and work life balance, Recruitment and Selection, Compensation and Benefit, Training and Development, Carrier Development, Employee Relation, Performance Appraisal

b. Dependent Variable: Employees job satisfaction

Significance of the model

Table 16: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.917	8	14.490	47.120	.000[b]
	Residual	88.562	288	.308		
	Total	204.479	296			

a. Dependent Variable: Employees job satisfaction

b. Predictors: (Constant), HR Legal Issues, working condition and work life balance, Recruitment and Selection, Compensation and Benefit, Training and Development, Carrier Development, Employee Relation, Performance Appraisal

Table 17: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.506	.131		3.872	.000
Recruitment and Selection	.061	.050	.068	1.224	.222
Training and Development	-.075	.057	-.082	-1.317	.189
Performance Appraisal	.054	.062	.060	.871	.384
Career Development	.196	.059	.211	3.304	.001
Compensation and Benefit	.072	.054	.079	1.342	.181
Work life balance	.157	.053	.171	2.957	.003
Employee Relation	.142	.054	.165	2.631	.009
HR Legal Issues	.262	.056	.246	4.725	.000

a. Dependent variable: employees job satisfaction

From the table above, R = .753, the multiple correlation coefficient indicates that independent variables are moderately associated with dependent variables whereas R^2 = .567 is the proportion of independent variables explaining the dependent variable and implies the independent variables (HRM practices) explain the variability of dependent variable (Job satisfaction) and the rest 43.3% is explained by other factors not considered in this study. As a rule of thumb, the value of the Durbin Watson =1.85 is very much closer to 2 and assumed to be the residuals are independent and no auto correlation, the population is assumed normally distributed, there is linearity between dependent and independent variables and variances are homogeneous. The ANOVA table above indicates that the independent variables statistically significantly predict the dependent variable, $F (8,288) = 47.12$, $p<0.05$. Hence, the regression model is good fit of the data.

From the above table, the resulting multiple regression equation of the model is:

Job satisfaction (JS)= 0.506 +.196 career development(CD) +.157 work life balance (WLB) +.142 employee relation (ER) + .262 HR legal issues (HRLI). Therefore:

 (JS) = 0.506 +.196 (CD) +.157 (WLB) +.142 (ER) + .262 (HRLI).

This implies that a unit increase in each of HRM practices leads to an increase of employee job satisfaction by the respective beta values of each HRM practice except training and development practice that indicates the unit increase in it brings about the decrease of job satisfaction by 0.075, which actually did not significantly contribute to job satisfaction. This might be because employees think that they can do more and their employability also increases and feel that they can deserve more when they trained and hence, develop dissatisfaction with their present job.

8. Conclusion

All HRM practices significantly positively correlated to employees work related behaviours. Career development, work life balance, employee relation and HRM legal issues are statistically significant in predicting employees' job satisfaction and HR legal issues, career development, work-life balance and employee relations in their respective values of standardized beta (.246, .211, .176 and .165) are importantly contributing to employees' job satisfaction in order. The contribution of each HRM practices towards job satisfaction is different and some of them have greater importance. Some researchers argue that some parts of HRM practices are playing a great role in enhancing employees level of satisfaction (Petrescu and Simmons, (2008); Boselie and Van der Wiele, (2002).

It can be concluded that employees are behaving most likely dissatisfied to their present job and most of them are tending to leave their organization up on the availability of job alternatives. To enhance employees' level of job satisfaction, make them committed and stay longer, the concerned government agencies should ensure that the HRM practices are free of biasness and follow the civil service laws and there should be check and balance system by which mistakes should be corrected as soon as possible. Health organizations should consider their employees as valuable assets which can make organizations to achieve sustainable competitive advantage. This can be come into being when employers invest on employees in HRM practices that can attract, develop, motivate and retain core employees for high performance. Therefore, employees should be motivated to stay long and discharge their best efforts to the organizational goal achievement.

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Appendix-1

Histogram
Dependent Variable: Employees job satisfaction

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employees job satisfaction

Scatterplot
Dependent Variable: Employees job satisfaction