

HUMAN RESOURCE PRACTICES, SUPPORTIVE LEADERSHIP AND ORGANIZATIONAL PERFORMANCE

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Abstract:-

The objective of this paper is to find out the relationship that exists between the various human resource management practices and the performance of employees in the health sector. The study was guided by a number of theories including the implicit persons' theory about motivation, the human capital theory which provides a perspective that value addition by people within an organization can contribute to better performance. Others are the Vroom's expectancy theory, the Justice theory and the control theory. The empirical review reveals that there are varied relationships between performance appraisal and performance, reward management and performance as well as human resource development and performance. There is a role of the management as far as management intervention is concerned. They also agreed that there should be some input from the management to ensure a better effect of these practices to performance of the organization. The research was to determine how the management can play a role to ensure the best of performance in the health sector especially the public health sector.

Keywords: - Human Resource Practices, Supportive management, Organizational Performance

INTRODUCTION

Background of the study

In order to achieve international development goals, health services must be available worldwide. Adequate health services allow men and women to gain significant social, economic and health benefits (Monroe.A, 2007). Health is defined as the complete mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to a human being (icopd, 1994). There has been a consensus around a global strategy for supporting developing countries in reaching the health millennium development goals over the last couple of years between recipient countries and the major bilateral and multilateral donors in the health sector (heldrup j, 2007) On all indicators of health, Africa lags behind the rest of the world and behind poor countries of south-East and south Asia that were behind Africa when measured on these metrics a few decades ago (kpmg, 2012). There are only 2.3 doctors per 1000 people in Africa, less than one tenth of the figure in Europe and less than half the figure in south East Asia (WHO,unicef, "eastern mediterrenian" includes north Africa except Algeria).

The health sector is an important component of the vision 2030. The ministry of health has specific thrusts emphasized as aligned to the pillars of the vision 2030(NHSSP/AOP, 2009/10). The plan continues to emphasize that the health sector intends to strengthen the accessibility and quality of health care services through building the capacity of the managers on leadership and change management. This quality of healthcare can only be attained if the health institutions offer their services in an efficient manner. The importance of health workers to the effective functioning of healthcare systems is widely recognized (Ndetei et al, 2007)

Kenya's vision 2030 for health is to provide suitable and affordable healthcare at the highest affordable standard for all citizens involving the restructuring the healthcare delivery systems in order to shift the emphasis to preventive and promotive healthcare. Key focus areas of success, equity, capacity and institutional framework will be achieved through devolution approach that will allocate funds and responsibility for every healthcare to hospitals, health centers and dispensaries (NHSSP/2009/10). This means every institution will have to undertake its management and control activities to ensure achievement of the goals intended.

However, the health system in Kenya faces a variety of human resource problems, primarily an overall lack of personnel in key areas, which is worsened by high numbers of trained personnel leaving the health sector to work overseas (Ndetei, 2008). Furthermore those personnel who remain are inequitably distributed between urban and rural areas (Dambisya, 2007). An inadequate health workforce contributes to the general deterioration of health indicators (Dolvo, 2003). The inadequacy of the health workforce may be brought about by a high population-to-health worker ratio, demotivated health workforce or even a workforce left without proper management (Ndetei et al, 2007)

In response to the crisis in the health services, the government has attempted to develop new standards to improve working conditions in the health sector and retain staff by offering salary increases, providing them with opportunities to engage in private practice and giving them training. Despite these incentives, there is a continued loss of many qualified professionals to other occupations and to international migration, driven by 'push' factors such as poor pay, limited career growth due to lack of educational opportunities and concerns about safety and security (Ndetei et al 2007). This clearly is brought about by the lack of performance management activities which is the one that finds out the problems, causes and offers solutions to them before they ground the activities of such institutions.

Work in private sector is reported to be well structured, with health workers deployed in their specific areas of professional training, regular review of work and management systems that work to a high standard. Health workers in private medical training institutions and national hospitals are tracked after completion of their further career growth, more so than in the public sector. A similar scenario is found in relation to continuing medical education (CME) in private medical institutions, mission hospitals and national referral and teaching hospitals, which organize educational programmes for health workers. This improves the workers' self-esteem, provides valuable supervision and support and opens doors for further career growth. Workers feel they are part of the health system, raising their morale (Dolvo, 2007). They do not suffer from the problems found in the public sector, such as poor supervision, weak transparency on procedures and operating manuals and poor management of supplies personnel, information systems and record keeping.

Human Resource Management Practices

Human resource management practices have been defined in a number of ways. Schuler & Jackson (1987) defines HRMP as a system that attracts, develops, motivates and makes employees to be retained which ensures that there is effective implementation and survival of the organization. According to Armstrong (2012), HRMP are those approaches that are used in managing people. There are a number of these human resource management practices available for use by an organization. It can therefore adopt a number of HRMP that suit its operational requirements. A firm that has its sights on good performance must make sure that the HRMP it adopts are in line with its organizational strategy, (Nzuve, 2007).

World over, competitive organizations depend on the uniqueness of their human resources and the systems adopted in managing human resources appropriately to gain a competitive advantage, (Pfeffer, 1994). This paper concentrates on reward management, human resource development and performance appraisal to represent the human resource management practices.

Reward Management

Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. Reward systems are very crucial for an organization (Maund, 2001). Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfil the employers dream is to share in their dream (Kotelnikov, 2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non-monetary bonuses like vacations or a simple thank you.

When employees are rewarded, they get work done. Employers get more of the behaviour they reward, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behaviour and higher performance they have attained. Effective reward systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington & Hall, 2006).

Rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary; this will make them strive to achieve more (Maund, 2001). Research has proven that when human being are appreciated and praised they tend to improve their performance. This is another way an organization can apply as a reward so as to improve performance. Praise could be shown in the organization newsletter or in meetings. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Torrington & Hall, 2006).

Performance Appraisal

Performance appraisal is the process of rating the employees in terms of their performance (Muathe, 2008). It is the process of obtaining, analyzing and recording information about the relative worth of an employee. (Armstrong, 2001) tells performance as behavior –the way in which organization's teams and individuals get work done.(Mooney, 2009) suggested that performance is not only related to results but it also relates with activities and behaviors of employees that they adopted to achieve their given goals. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Performance appraisal is the regular process of both formally and informally providing feedback about an individual's implementation of his/her responsibilities (Joyaux p s, 2009).

Armstrong (2006) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges. Better use of technology skills and attributes in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision (Szilagy & Wallace 1990). However performance appraisal is very important process but it deemed to be the "weak point" of managing human force (Pulakios, 2009). Therefore performance appraisal is important to manage employee's work effectively.

Human resource development

Human resource development is the integrated use of training and development, organizational development and career development to improve individual, group and organizational effectiveness. According to Okechukwu & Ogiriki (2014), it is the study and practice of increasing the learning capacity of individuals, groups, collectives, and organizations through the development and application of learning based interventions for the purpose of optimizing human and organizational growth and effectiveness. It involves all management decisions and practices that direct affect or influence the human resource in an organization (solkhe & chaundry, 2011).

Employee Performance

Employee performance is a major issue in an organization. Ensuring that the performance of employees in an organization is the main issue in organizations today (Nadeem, 2013). A good organization performance refers to the employee's performance. However, this performance does not happen automatically. A number of human resources practices have played a big role in ensuring that the performance of employees in the organization is at its best. According to Lillian and Sitati, (2011), the performance appraisal system that started in the 1940's and with the help of merit rating was used first during the Second World War as a method to justify an employee's wages. There are a number of banks in Pakistan that use the performance management system for making better their employees performance since it leads to achieve organizational performance (Nadeem, 2013). According to Sagwa (2015) there is a link between human resource management practices (HRMP) and firm performance especially in the private sector even though this is extended to the

public sector. According to Hameed (2011), one of the human resource management namely employee development is one of the most important functions of human resource management. It assists the employee in attaining higher performance in their organizing.

Research problem

Poorly economically challenged areas generally have worse living and working conditions but better non-financial incentives propel the health workers to migrate to bigger health facilities (county and teaching and referral hospitals) situated in towns and cities across the country (Ndeti, 2008). It is at lower levels of the health system (in rural areas) where incentives are more urgently needed to counteract the strong push factors that force workers out of these areas. The employees in the rural areas health sector are demoralized despite the fact that the government reports to have introduced various human resource management practices to motivate them at this level. Since performance appraisal has purposes such as judgemental and developmental implications, it can be used in order to achieve the goals of motivation as well as retention of the workforce in the health institutions (ivancevich et al, 1989).

Duberg & Mollen (2010) undertook a study on reward systems within the health and geriatric care sector. The current study examines how reward systems designed in health and geriatric care are and whether the current reward systems affect the care quality. The MOH supervision guidelines state that all health providers should receive quarterly supervision visits (GOK, 2007). Supervision is conducted using standard checklist for each level. Facilities that are close to the DHMT offices may receive supervision visits as often as every two weeks. Remote health centers and dispensaries report receiving supervision visits as frequently as twice per year. In the ministry of health there is in place a performance appraisal system that takes place once a year.

Whereas the appraisal takes place, it is the use of the appraisal information that is a problem. As Luoma et al, (2010) assert in the KHSR report of 2010, no provider had received a written evaluation in the last five years. No record of any use of information generated for the betterment of the productivity in such institutions. On occasions some MOH officials do complete the forms, but usually in order to build a case for promotion rather than provide feedback on performance hence better performance. This study therefore intends to investigate the connection between the performance appraisal, human resource development, reward management and supportive leadership on the performance of employees in the health sector.

Research objectives

The general objective of this study is to establish the influence of performance appraisal, development of employees and the rewards management on performance of the employees in health institutions.

The research also seeks to achieve the following specific objectives;

- i. To establish the relationship between performance appraisal and performance of the employees in the health sector.
- ii. To assess the relationship between human resource development and the performance of employees in the health institutions.
- iii. To determine the relationship between the employee reward management and the performance of employees in the health sector.
- iv. To establish the relations between appraisal of employees, human resource development, reward management and supportive leadership on performance of employees in the health sector

REVIEW OF KEY THEORIES

This section reviews the various theories that are applicable in the present study and which guide the discussion in question.

Implicit person theory

Dweck (1986) defines implicit theories as lay beliefs about the malleability of personal attributes that affect behavior. A prototypical entity implicit theory assumes that personal attributes are largely a fixed entity, whereas an incremental implicit theory assumes that personal attributes are relatively malleable.

Implicit theory research, conducted with children and students by educational and social psychologists has focused largely on the motivational implicational implications of holding a primarily entity or incremental implicit theory (kamins & Dweck, 1999). Within an organizational context, several studies have examined how implicit theories of ability influence aspects of self-regulation including the goals that people set, their level of self-efficacy, the resilience of their self-efficacy following setbacks (wood & bandura, 1989), and their performance on complex decision making tasks (Terbenner & Wood, 1999).

Implicit theories can be domain specific, pertaining particularly to areas such as ability, morality, or personality. Chiu, Hong, and Dweck (1997) argued, however, that judgments about others are likely to be influenced by a person's implicit person theory (IPT), that is his or her domain- general implicit beliefs about the malleability of the personal attributes like ability and personality, that define the type of person that someone is, as well as how he or she behaves.

Specifically, Kanfer (1990) considered the potential applicability of implicit theory research to work motivation. She concluded that adult conceptions of intelligence are probably more complex and differentiated than those of children, making them less likely to affect an adult's achievement striving. Consistent with her conclusion, ValdeWalle (1997)

reported much weaker relationships between adults' implicit theories of intelligence and work domain variables, such as learning goal orientation and feedback seeking than those typically found in children and students.

Human capital theory

The study is also anchored on the human capital theory (HCT). According to Schultz (1961), the theory provides a perspective that value addition by people within an organization can contribute to better firm performance. Human capital theory regards people as assets and not a cost within an organization. Human capital, according to Bontis (1998), represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinct character. The HCT emphasizes the added value that people contribute to an organization. Boxall (1996) refers to this situation as one that confers 'human capital advantage'. Human capital is an intangible asset- it is not owned by the firm that employs it. Despite the lack of formal ownership of human capital, firms can and do again from high levels of training and knowledge of their employees through strategies like creation of learning corporate cultures or vocabulary terms to create cohesion.

There is strong evidence that supports the resource based view (Crook et al, 2008) which indicates that firms compete in an ever changing and dynamic business environment. Organizations can attain and achieve a sustained competitive advantage through their employees according to Barney (1991). This can be realized when a firm has human resource pool that cannot be imitated or substituted by its rivals.

Vroom's Expectancy theory

Vroom suggested that individuals will choose behaviours they believe will result in the achievement of specific outcomes they value. In deciding how much effort to put into work behavior, individuals are likely to consider three things; valence, instrumentality and expectancy. All these factors are often referred to as 'VIE' and they are considered to influence motivation in a combined manner. Managers should therefore attempt to ensure their employees that increased effort will lead to higher performance which will hence lead to valued rewards (Ryan & Pointon, 2005)

Vroom, (1964) in his book "work and motivation" describes an expectancy theory of motivation. He describes motivation as an outcome of valence, instrumentality and expectancy. This idea is that if a person desires a given outcome, they will have high motivation to work toward that outcome if the outcome is associated with other desired outcomes they want and if they also perceive that their efforts are likely to bring about the initial outcome. Expectancy theory assumes that individuals desire some outcomes over others and that individuals are able to choose their actions. It also assumes that individuals reflect and select actions not because they are avoiding pain and seeking pleasure, but because they desire different outcomes and make rational choice on the best methods to achieve those outcomes (Higgins, 1997).

Advocates of the expectancy theory believe that employees will change their behavior by working harder or prioritizing their actions if they know that by doing so they will be rewarded with something of value to them. Hence, incentives are a great way to reward effort and behaviours which the organization wishes to encourage. If the incentive is paid in return for behavior that contributes to the organizations goals, it will in long run enhance organizational effectiveness and productivity and hence generates a positive outcome for both employer and employee (Torrington, Hall, Taylor & Atkinson, 2009)

Justice theory

Folger et al (1998), apply justice theory to performance evaluation process. They suggest that academics believe that "test" metaphor best describes the process of performance appraisal, but in reality the political metaphor is what happens in practice. Rather than use performance appraisal as an instrument, organizations use it politically to get to their desired ends. They suggest a trial metaphor as the middle ground between the ideal and what happens in practice. Managers should use the balance of evidence in the performance appraisals to come to conclusions. This trial metaphor will produce the higher perception of justice than is now observed in many performance appraisal settings. If a supervisor believes that there is justice in an organizations performance appraisal system, it is likely that the supervisor will take the evaluation seriously and put effort into completing the performance appraisal accurately.

Control theory

Control theory is discussed in the classic work of Thomson (1967), and later that of Ouchi (1979). From the perspective of control theory, researchers have suggested that in order to achieve better performance through effective of control of employees, two control strategies can be employed. First, control can be accomplished through performance evaluation. Performance evaluation refers to the cybernetic process of monitoring and rewarding performance. This strategy emphasizes the information aspects of control. That is to what degree can the various aspects of performance be assessed? Alternatively, control can be used to achieve employee's commitment by minimizing the divergence of preferences among employees. That is, employees cooperate in the achievement of organizational goals because the members understand and have internalized these goals. This strategy emphasizes people policies such as selection, training, and socialization. In the organizational literature, control strategy suggests that the two control strategies are interrelated, and the interrelation depends on when 'that something is measured'. An organization can tolerate a work force with highly diverse goals if a precise evaluation system exists. In contrast, a lack of precision in performance evaluation can be tolerated when goal incompatibility is minor (Ouchi, 1979). The choice between the two is driven by the ease of performance

Theoretical Framework

Human resource is vital for any organization. According to Saeed R (2013), if human resource or employees of any organization will be happy, they do their best for the organization and vice versa. This happiness is as a result of good human resource management practices which include performance appraisal. Performance appraisal is the measurement or evaluation of the desired quantity or quality of performance of the employee at work (Scott, 2009). Smith (2000), says that its aim is to appraise the fulfillment of suitability and objectives.

It is the identification of development, training needs and potential for future development of an individual. It is used in SWOT analysis of any organization, measure the strengths, weaknesses, opportunities and threats (Arbay & Suradi 2007). According to Pulakios (2009), performance appraisal is important to manage employees work effectively. This is because the employer is able to identify the weak link between the employee and what he is expected to do in the work place. Mooney, (2009) suggested that performance is not only related to results but it also relates with activities and behaviours of employees that they adopted to achieve their given goals. According to Grubb (2007), after selection, probably the most powerful tool managers have to examine employee's performance and getting results is performance appraisal. This underscores the importance of performance appraisal in maintaining good performance of the organization.

Human resource development is the integrated use of training and development, organizational development and career development to improve individual, group and organizational effectiveness (Okechukwu 2014). According to Solkhe & Chaundry (2011), HRD involves all the management decisions and practices that direct, affect or influence the human resource in an organization which would include increasing in order to optimize human and organization growth.

Rizov & Croucher (2008), stresses that the effects of HRD on organizational performance have been widely studied in the past with a positive response being noted to exist between HRD and organization performance. The challenge to management has however been the implementation of effective HRD strategies to enhance performance (Bharti & Qureshi, 2007). This therefore makes it important to look at the effective HRD as a component of performance in an organization.

Reward management is one of the strategies used in organizations to improve organizational performance (Njanja 2013). It's one of the important strategies used by human resource managers for attracting and ensuring retention of the suitable employees and also improve their performance in the organization. According to Katelkinov (2010), the only way employees will fulfill the employers dream is to share in their dream. Good reward systems can help the employers to achieve this.

When employees are rewarded, they get work done. Njanja (2013) notes that employers get more of the behavior they reward, not what they assume they will automatically get from employees. Therefore when employees achieve more over their targets, they should be rewarded immediately as a way of motivating them.

Human resources management practices and supportive leadership

Leadership is neither a position, designation nor the action of an exclusive leader. Instead, it is an interactive procedure in which leaders and followers engage in mutual goals (Khalid, 2012). There is a strong need for a leader to provide guidance in cases where the employees need to be led in the achievement of a certain goal. When an organization is going to incorporate change, at that time people look for the leader who can provide guidance and become a source of inspiration for others (Bolman & Deal 1994). This means that therefore, for any meaningful activity to take place in the workplace the popular human resource management practices need leaders support in order for it to be effective.

Oluseyi & Ayo (2009) stated that leaders play a big role in terms of ensuring work is done by the subordinates. Leadership is an attribute for better organizational performance. Rafferty & Griffin (2006), assert that supportive leadership is the sub dimension of transformational management which features individualized consideration. The leadership in the organization should therefore consider individual employees in order to enhance performance in the organization. Supportive leadership creates conducive working environment to foster respect trust, co-operation and emotional support to enhance good human resource management practices.

Human resource management policies, supportive leadership and employee performance

Supportive leadership in organizations has to do with how much employee's contribution is appreciated coupled with how much they are cared for. This can be through such variables such as pay, job enrichment, rewards, promotions, verbal praise etc (Saltson 2015). Performance is defined as the assessment of how well an employee is able to achieve an organization's expectations. Jamal, (2007), defines job performance as a function that an individual can achieve successfully with available resources and through normal constraints. According to Harrison et al, (2006), job performance is a set of behaviours that a person has control over and impacts the organization goals.

Supportive leadership has a foundation in the organizational support theory also depicting employee perceptions on how organizations value their input, and how they address their wellbeing (Eisenberger et al,(2001). Employees tend to react centrally to the organizations expectations when they feel a lack of support from the management. According to Avolio and Bass (1995), a supportive leader has high concern for individual consideration. Judge et al, (2004), affirms that the direct effects of consideration (supportive leadership) on performance. If the leader is supportive and considerate and

stimulates understanding and motivation, then it will be helpful in getting tasks accomplished by employees efficiently and effectively.

Measurement of variables

This section deals with measurement of the various variables used in the paper.

Independent variable

Performance appraisal involves an employee knowing what is expected of him or her and remain focused with the help of the supervisor, tells them how well they have done that motivates the employee toward the good performance (iqbal N et al, 2013). Performance appraisal shall be measured by the knowledge of the workers about their goals and the extent of their achievement in the organization context.

Human resource development will be measured by the use of the human resource development data by the organization which shall be obtained from the management of the organization. Another way of measuring it is through the performance improvement on the side of the employees. It can also be measured through acquisition of certificates by the employees which are given by the organization offering the training to the employees of the organization. It will also be measured in terms of acquired skills during the process of working

Reward management on the other hand will be measured using the pay scales of the employees obtained from the human resource department of the sector. It shall also be measured by the use of pay slips as obtained from the members of staff and their perceptions about what they are earning.

Dependent Variable

Performance shall be measured using a number of factors. It can be measured using the length of the lead time in offering of service to the customers i.e. the patients. This is the time spent by an individual patient at any health facility. Another way of measuring performance is by looking at the achievement of the set goals by the health facility at any given time. Performance can also be measured by the use of the satisfaction of the employees on their own performance at the work place. Performance also can be measured by the volumes of clients who visit the facility and are adequately attended in one day/ month or year. It can also be measured through the amount of resources as seen in the health facility in terms of expired drugs, unused equipment and dilapidated buildings. Performance can also be measured by the feedback obtained from the patients who visit the facility. Positive feedback would mean good performance whereas negative feedback would indicate poor performance.

Intervening variable

Supportive leadership can be measured by the use of looking at the motivation levels of employees. This can be obtained by questioning the employees about their contentment at the work place. The leadership is always shown by the management and so if the workers are motivated, it will be as a result of good support they are getting from the management. It can also be measured by looking at the relationship that exists between the staff and the management. It can also be measured through the success of the programmes at the work place and this will show the support that exists between the two levels in the organization.

EMPIRICAL REVIEW

Reward management

Armstrong (2006) defines reward management to involve formulation and implementation of strategies and policies that aim to reward people fairly, equitably and in a consistent manner which should be in line with the organization values so as to permit the organization realize its strategic mandate or goal. According to a research by Mujtaba & Shuaib (2010), efficient reward systems funnel employee's efforts towards realization of its goal. Studies show that there is a positive relationship between the fairness of the compensation, and the workers level of stress and burn out on the job (Schaufeli & Baker, 2004) which affects organizational performance. Usually stressed and burn out employees are demoralized that in effect adversely affect their performance and consequently organizational performance.

If organizations reward ethical behavior and employee effort in a fair manner, chances are high that these workers will reciprocate by putting an extra effort geared towards improving organizational performance (Mujtaba & Shuaib, 2010). This concept links with social exchange theory (Blau, 1964). The social exchange theory states that when employees believe that they have received better rewards from others, they feel gratified and obliged to reciprocate and restore the equilibrium or stability to the relationship (Flynn, 2005).

If organizations and managers reward quality products and quality improvement, then employees will regularly think of quality in their work which may lead to better ways of doing the job, consequently improving organizational performance. If organizations reward customer intimacy and satisfaction, employees are likely to adjust and change their behavior to build a good relationship with customers in order to know and satisfy their needs (Mustaba, 2006). Once this is met, performance of the organization is likely to improve. A recent empirical study by Mujtaba & shuaib (2010), demonstrated that a proper employee reward system as part of a comprehensive performance management programme can help enhance performance and productivity in the work place.

Many studies have shown that organizations reward system plays a critical role in motivating employees to perform (Eisenberger & Rhoades, 2001). Agwu, (2013) stated that organizations need to pay more attention to employee reward systems. The study also suggests that Human Resource practitioners need to shift from the traditional bureaucratic human resource systems to development of custom – made reward systems that are fair and acceptable.

Performance Appraisal

Performance appraisal usually involves evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves (Prasad, 2015). Historically information from performance appraisal has been used as a basis of administration decisions (Boleman et al, 2009). Performance appraisal can be perceived, described and implemented in different ways in organizations. With performance appraisals in groups, the group is known to push each member to perform at his or her highest level and thus members may be heavily motivated to participate in performance appraisals (Prasad, 2015). Research has shown that the performance appraisal must have a positive purpose and employees must be participants in the performance appraisal if they are to improve their job performance.

Job satisfaction is known to emerge from a variety of factors including characteristics of the organizational environment, specific features of the job, human resource practices, performance appraisal and the personal characteristics of the employee. According to a study done by Singh V (2010), performance appraisal is one of the best methods of motivating the employees and their all-round development as professionals. It also includes development and achievement of the organizations objectives in a perfect manner if implemented properly. The system should be very transparent in its true sense. The management part in designing and the executive part in implementing the performance appraisal system are the most important.

An investigation of Kivas, (2006), on the relationship between performance appraisal on one hand and employee outcomes in terms of performance, organizational commitment and turnover intention on the other, found that motivational issues play an important role for the performance appraisal systems. The role of trust for the acceptance of performance appraisal has also caught extensive attention of recent research by Posig, (2005). Results from it clearly suggest that the level of trust between employee and leader is an important predictor for the general acceptance and advancement of performance appraisal systems (Hunnes A, 2012).

Tahir Suliman (2007) asserts that the ability of the management to properly use political behavior in its performance appraisal system would ensure employees motivation to increase organizational competitiveness. Performance appraisal system is viewed as a critical success factor that may help the organization to stay competitive in the market place. According to a research by Ismael A, et al, (2011), information gathered from the interview shows that the Human Resource managers and/or managers conduct performance appraisal based on broad policies and procedures designed by the stakeholder.

Human resource development and performance

The origin of human capital goes back to the emergence of classical economics in 1776 (Dae-Bong, 2009). Since then there has been monumental interest in the area of human capital as a concept and theory. According to Olaniyan & Okemakinde (2008), who based their argument upon the work of Schultz, (1971). Human capital theory rests on the assumption that formal education is highly instrumental and even necessary to improve the production capacity of the population.

Human resource development in recent times surpasses other factors as a source of competitive advantage, especially for corporate organizations challenged by globalization and advancements in technology (Gidado M.A et al 2014). Olayemi (2012), states that effective investment in human capital is a key component of long run economic growth and improved productivity. HRD has permeated corporate organizational systems as a vital pillar for developing human resource capacity because the effectiveness of a service based industry such as hospital depends on the high extend of professionalism. The need for health organizations to develop the human resource capacity to survive modern challenges has also become paramount.

The increasing number of organizations exploring HRD for possibilities of developing those capabilities of developing those capabilities has intensified the argument that human resource development should be considered as a vital task for modern banking corporations towards performance enhancement (Gidado, M. A et al, 2014). Previous studies (Jan et al, 2013) substantially buttressed the importance of investing in developing human resources by discourse. According to Singh & Mohanty 2012), Organizations maintain a blurred position regarding investment in training. They generally accept training as an important means to improve employee productivity and effectiveness, a present demand for all organizations.

However, in practice they usually face this challenge with cost control including trainings practices expenditure. This situation can be explained by the fact that organizations do not understand how investments in training can provide value. The relevance of HRD is evident in the increasing number of organizations exploring human resource development for help in developing the capacity to survive the challenges of globalization and technological advances. On this line, Durkovic (2009), observed that currently enterprises are turned into intangible and invisible capital, named intellectual

capital. According to her, productive tangible assets like raw materials, basic assets and even managerial knowledge are not seen any more as resources that create new and prosperous enterprises. Instead, knowledge, innovation and cooperation are becoming the basic elements of the new infrastructure necessary to create prosperity in the new economy-knowledge economy.

The fact that employees may affect the use of their own potential, as well as that of other resources, makes them the most important resource in gaining competitive advantage for the organization (Durkovic, 2009). According to Wang (2006), fundamental source of competitive advantage in today's organizations was shifting from resources to knowledge and from relatively stable sources of technological and market advantage to the capacity to create such advantages. To this end Mubarik (2008), stated that any organization that facilitates the learning of its members constantly transforms itself and its context. The learning model, he stressed is bound to have implications on future profitability, delivery of services and role of people management and development in institutions.

Human resource management practices, supportive leadership and performance

Very many organizations employ the human resource management practices but not all end up achieving the same objectives. This shows that it's not only about the practices but something more. Several innovations in the field of human resource management has promised to increase the quality of public service while reducing its costs. However, research into human resource management contributions to these developments in the public sector has been scarce (Gould-Williams, 2003). This neglect persists despite the fact that employees are crucial to achieving superior public performance. Based on numerous studies in the private sector, a conclusion can be made that the human resource practices and organizational performance are at least weakly related (Boselie, Dietz & Boon, 2005; Paauwe, 2009; Guest, 2011). However, research comparing human resource management in the public and private sector suggests that the human resource policies and practices in these sectors differ in many important areas. Previous research has demonstrated a positive relationship between human resource management and job satisfaction (Stajin, 2004) and between job satisfaction and performance (Tans & Schereurs, 2009). For job satisfaction to be attained the management must show a lot of support to the staff.

In general, in the HRM literature is stated that the human resources practices perceived or experienced by employees will be those enacted by their supervisors (Paauwe, 2009). To influence employee outcomes positively, supervisors require a well-designed human resource practices for use in their management activities. Den, Hartog, Boselie & Paauwe, (2004) stress the important role that supervisors play in implementing an intended HRM policy, as differences in implementation at this level may be attributable to supervisors' different leadership styles. Such differences in implementation and communication may lead to variation in employees human resource perceptions.

However, scholars have uncovered little empirical evidence that bears on the role of supervisors' leadership styles in HRM implementation.

O'toole & Meier (2008), focused on the internal side of management and in particular on the contribution of the human side of public organizations to the organizational performance in public education. Their results indicate that the power of human resource management in attracting and developing an organizations human capital is important to organizational performance. Scholars frequently identify the leadership style of supervisors as a variable essential to a better understanding of the relationship between HRM and performance (Paauwe, 2009).

In this respect, Purcell & Hutchinson (2007) use the term people management to mark the distinction between supervisor's leadership style and the application of the human resource practices. The distinction is based on the assumption that supervisors require well designed human resource practices to employ in their people management activities and that their leadership style will influence the way they enact these practices. To increase organizational performance, it is likely important for the organization to not only meet the needs of customers, but also meet those of employees (Schneider & Bowen, 1993). This assertion is based on the assumption that if organizations care for their employees, these employees will care for the organization and their customers. In other words, this argument is based on the assumption that a happy worker is a productive worker (Taris & Schreurs, 2009).

The connection between human resource management and leadership is based on the proposition that employees are likely to be influenced by both the human resource practices they experience and their supervisor's leadership style (Purcell & Hutchinson 2007). Supervisors need human resource practices to support their management activities and the way supervisors enact these practices is influenced by their leadership style demonstrated that both leadership and employee satisfaction with human resource practices have a strong and independent impact on such employee attitudes as job satisfaction and commitment (Purcell & Hutchinson).

It is appropriate to assume a relationship exists between different leadership styles and human resource management because the choice of which human resource practices to use appears to be linked to leadership style, e.g. Zhu, Chew & Spangler (2005), have shown that transformational leaders influence organizational outcomes by their use of human capital-enhancing HRM. Human capital enhancing HRM is defined as an approach to managing people that achieves competitive advantage through the strategic development of a highly committed and capable workforce (Zhu et al, 2005).

Their assumption is those transformational leaders' possess a clear vision of what the organization will be, and what it will do, in the future.

Human resource management plays a critical role in the communication process between leaders & employees because without such human resource management activities as staffing and training, the leaders' vision will not be transmitted effectively. In essence the leadership must show their leadership support to the employees so that they can have job satisfaction and the organization will achieve its goals.

Conclusion

The human resource management practices are very important in the performing of employees in an organization. As supported by the words of Mujtaba & Shuaib (2010), reward management which is efficient, will funnel employees efforts towards the realization of the organization goals. This means that reward management as a human resource management practice, is very important in the achievement of the goals of the organization which is obviously effective performance. According to Singh (2010), performance appraisal is one of the best methods of motivating the employees and their all-round development as professionals. This enables them know how much they have achieved and if not how much is left. It shows them the direction they need to take. When combined with the rewards to the achievement of these goals, it becomes a source of motivation which gives the employee energy to perform even better than before. In addition, fundamental source of competitive advantage in today's organization is shifting from resources to knowledge and from relatively stable sources of technological and market advantage to the capacity to create such advantages (Wang, 2006). As Mubarik (2008) states, any organization that facilitates the learning of its members, constantly transforms itself and its context. This just shows how important these practices are. But as stated in a number of researches led by Paauwe, (2009), the human resource management practice perceived or experienced by employees will be those enacted by their supervisors. This just shows that there is a very big need for leadership in the application of the human resource management practices.

Recommendations

The researcher recommends that organizations should equip their managements with the necessary skills required in order for them to support the human resources of the organizations. This will assist the organization to achieve the goals it has laid down by using the human resources in the best way possible. They should be in the fore front in the implementation of the human resource management practices.

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