

Human Resource Management and Employee Performance in Health Centers in Juba City

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ABSTRACT: *The study looks at how human resource management affects employee performance. It focused on investigating the relationship between employee performance in health facilities and motivation, recruitment, and performance appraisal. Three separate health centers in Juba City were used to conduct the study. The study used a descriptive research design the target population was all 60 staff working at the headquarters of the health centers in Juba City. Stratified random sampling was used to select the target population. The sample size of this study was therefore 52 staff. Primary data was used, and it was collected through the use of semi-structured questionnaires. The questionnaire generated both qualitative and quantitative data. Qualitative data was analyzed by using correlation and regression analysis, and the results were presented in table form. Qualitative and quantitative data were examined using inferential and descriptive statistics, as well as statistical software known as the Statistical Package for Social Sciences (SPSS), version 25.0. Descriptive statistics comprised percentages and frequencies, as well as regression and correlation analysis results. It was discovered that a company can only be as effective as its people, as employee performance is the most important component in determining an organization's success. This study looks into how HRM affects worker performance in healthcare institutions, with a focus on how important recruitment, performance reviews, and motivation are to the success of a business. Better individual performance has the potential to improve organizational performance. A strategy for continuous performance improvement and a work environment that is relevant are necessary. This should be the top priority for human resource managers. Beyond health centers, future studies should include parts of human resource practice as well as private and public health centers.*

KEYWORDS: human resource management, performance appraisal employee performance, employee efficiency, employee productivity

INTRODUCTION

Organizations' endeavors have been centered toward structures whereby rank currently implies responsibility but not authority, and where the supervisor's job is to persuade and not to command

Publication of the European Centre for Research Training and Development-UK (Schleicher, Baumann, Sullivan & Yim, 2019). Blickle, Schütte & Wihler (2018) contend that keeping in mind the end goal to be successful, it is basic for administrators to affect their subordinates, associates, and bosses to help and bolster their recommendations and plans to fulfill the organization's set goals. Additionally, managers can influence people, which is a crucial quality for successful organizational administration. Consequently, managers have the power to persuade employees, peers, and superiors. Furthermore, Foster, Hassard, Morris & Wolfram Cox (2019) stressed that effective managers prefer to work with their subordinates rather than working in isolation from their juniors. There is an intricate and collaborative nature of connection between the superiors and the subservient.

In Africa, employees have continuously contributed to an organization's growth and success and thus they have been acknowledged as the most important organization's assets (Hameed, Ramzan, and Zubair, 2014). In addition to this Yousef (2017) concluded that organizations must retain knowledge capital to be productive and responsive towards their stakeholders' needs in rapid and continuously changing eras. According to Lew (2009), well-trained and motivated employees are needed by organizations as a result they are attentive to their effort to contribute to their performance.

Enterprises have a responsibility to objectify best practices to enhance the skills of their human resources, which are essential for their endurance. Gope, Elia, and Passiante (2018) posited that human resource practices are an important factor for an organization in gaining a competitive advantage. Ebong, Mwosi, Mutesigensi, Eton, and Ogwel (2018) in their study mentioned that even though the structure controlling staffing, placement, and retaining are set up, there continues to be an issue. Human Resource Management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In a simple sense, Human Resource Management (HRM) means employing people, and their resources, utilizing maintaining, and compensating their services in tune with the job and organizational requirements Armstrong (2006).

Practitioners in the subject believe that HRM offers a more creative perspective on workplace management than the conventional method. Through its methods, it compels an organization's managers to articulate their objectives in detail so that the workforce may comprehend and carry them out. And to demonstrate the resources required for them to complete their responsibilities successfully. As a result, when used properly, HRM methodologies express the overall aims and operational procedures. Many people also believe that HRM has the overall business objectives and operational procedures. HRM provides a creative approach to workplace management, enabling managers to articulate objectives and resources for the workforce, thereby expressing the overall goals and operational procedures, and many believe it has the overall business objectives.

HRM is also seen by many to have a key role in risk reduction within organizations and enhancing employee performance (Marura, N. 2018).

Statement of the problem

Due to poor implementation of Human Resource Management HRM practice in Health centers, therefore, there is a huge gap between the set, or actual performance and the desired performance, this is evidenced by lack of training, poor motivation, and insufficient welfare services results in poor performance of employees.

Purpose of the study

The study is examining the impact of Human Resource Management on the employee performance.

Specific Objectives of the study

To examine the effect of motivation on employee performance in health centers, to examine the effect of recruitment on employee performance in health centers, and examine the effect of performance appraisal on employee performance in health centers.

Hypothesis

H₁: There is a relationship between Human Resource Management and employee performance

H₀: There is no relationship between Human Resource Management and employee performance

LITERATURE REVIEW

Theoretical Review

The Historical Development of Human Resource Management Human resources can be said to have developed in the 1980s. Armstrong (1997) wondered why human resource management emerged as the dominant philosophy for managing people in the 1980s and answered himself, perhaps because chief executives were prompted by economic and business trends and the influence of the above-mentioned prominent philosophy in the 1980s. It became the prevailing philosophy with the development of Harvard Business School's two models: the matching model and the Harvard framework. These American writers suggested various reasons for adopting a more comprehensive perspective on human resources.

Ulrich (1997) stressed that the early decision to relate HRM with firm performance relied on the belief that raising the approach individuals were managed inevitably resulted in increased firm performance, while not seeking to justify this relationship in theoretical terms. Nowadays, it has been argued that the topic was now not theoretical and that a range of various theories, as well as general systems theory, role behavior theory, institutional theory, resource dependence theory, human capital theory, transaction cost theory, agency theory, and resource-based theory of the firm, had been accustomed to make a case for the human resource practices and firm performance

Publication of the European Centre for Research Training and Development-UK linkage (Barnes and Adam, 2018). This study will discuss 2 major theories that become the background of human resource practices and performance: human capital theory and resource-based theory.

Recruitment and selection

Recruitment and selection refers to the chain and sequence of activities about the recruitment and selection of employable candidates and job seekers for an organization. Every enterprise, business, start-up, and entrepreneurial firm has well-defined employment and recruitment policies and hiring procedures (Smith and Lynch, 2010). According to Kianto, Sáenz, and Aramburu (2017), recruitment and selection processes are answerable for putting heterogeneous talent at different firm levels. This is often a result of sourcing and retention of valuable employees which may be a competitive field of battle for organizations. However, to implement this valid choice tests need to be emphasized. Consistent with Martell and Carroll (1995), usable selection tests are really valuable in employee choice, and executing an efficient recruitment method fully relates to a company's performance. Martell and Carol (1995), additionally argue that a complicated system tests an applicant's potential for a position and reduces the firm's level of uncertainty once faced with an external candidate.

Shabbir (2014) stressed that human resource practices positively correlate with staff performance whereas recruitment and selection affect staff performance more than any HR practice. Recruitment and selection have a comprehensive significant contribution towards staff performance. Therefore, firms that duly practice these practices effectively and efficiently positively obtain and maintain a high level of staff performance. This was further supported by Kakar, Raziq, and Khan (2017) who said that recruitment and selection once adopted by any organization effectively and efficiently, normally enable the organization to obtain a great quality of work done by its employees.

Performance appraisal

A robust performance appraisal system could be a hard-to-imitate competitive means in the human resource management field. Mullins's (2002) all-inclusive performance appraisal structure makes the elemental standard for evaluating an employee's performance, highpoint abilities for yet-to-come job development, best significantly, to boost the performance. By clearing, defining, and afterwards appreciating preferred actions and competencies, firms can set themselves except competition. Ssozi (2018), staff evaluations, conjointly called performance appraisals are very important for the operations of the district and likewise the advancement of the staff. Rating the staff is critical because it helps to spot the employees for the leading positions within the district. To acknowledge workers, a correct work review of the staff should be done that additional help to reward them once acceptable. The implementation of the performance appraisal system may be a sophisticated and troublesome job because it needs correct and truthful appraisal of a staff's performance.

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Sumelius, Björkman, Ehrnrooth, Mäkelä, and Smale (2014) performance appraisal is the fundamental component of HR management; several decisions are wholly supported by the results of the appraisal. Ishizaka and Pereira (2016) while implementing a performance appraisal system to appraise the competencies of every worker, it's vital to spot the skills, knowledge, and attitudes that ought to be developed to have a considerable improvement within the method of the organization, jobs, and tasks. Feedback from the staff once managed well helps not solely in spotting the individual competencies needed for the work, but conjointly in sharing skilled growth with innovation and competency. Ilyas and Mahmood (2018) to critically analyze the performance of the worker keep in mind to use solely those factors that relate to the work instead of temperament characteristics and general traits.

Relationship between HRM and Employees' Performance

Kerry Thomas, 1957, defines performance as how an activity is accomplished at a particular level of standard to which a task is to be accomplished. It is adapted, carried out, or achieved within the working environment. Thus, therefore, the purpose of HRM is to maximize the potential capabilities for example skills and competence, and enable employees to improve their work performance efficiently and effectively. HRM is an effective or appropriate strong tool for employee performance since it helps to remove a performance deficiency that affects the ability to perform for workers.

The impact that HRM policies and practices have on the overall firm performance is very important not only in terms of human resource management but also in industrial relations, and industrial and organizational psychology (huselid, 1995). Essentially, the main goal of all firms is to consistently maximize and improve their bottom line. Many managers see human resource management as an integral part of this, while others have questioned its validity. Interest in this area has increased in recent years as academics have argued that a firm's employees can provide an organization with a distinctive form of competitive advantage that is hard for many competitors to imitate. Wright and McMahan (1992) support this they state that human resources can provide a source of sustained competitive advantage - when four basic requirements are met.

HRM practices such as job rotation and quality circles can also influence firm performance through organizational structures that encourage participation among employees and allow them to improve how their jobs are performed. This theoretical literature clearly outlines that human resource management practices can affect individual employee's performance through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. Therefore, Huselid (1995) states that according to this theory, a firm's HRM practices should be related to at least two dimensions of its performance.

Firstly, if superior HRM practices increase employees' contribution to the organization, this should directly affect outcomes that employees have direct control over, such as turnover and

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METHODOLOGY

A variety of research designs, including qualitative, quantitative, and mixed methods particularly surveys and case studies were used to perform the study. Surveys offer a focused approach to studying populations by choosing samples to examine and identify trends. Survey design was used for its economy, rapid data collection, and ability to understand a population from a given perspective (Oso and Onen, 2008). The study involved informants, department heads, and administrators from selected municipal governments, with a total of 60 respondents. The study used purposive and purposeful sampling techniques to select 52 respondents, with purposive sampling allowing for replacement of non-respondents, and purposeful sampling targeting human resource management guardians. The researcher combined interviews and structured questionnaires as data collection methods. Oso and Onen (2008) define a questionnaire as a data-gathering tool where participants answer many written questions. The study used a questionnaire and interviews to gather data from elite community members. Both statistical and narrative methods were used to analyze the survey's qualitative findings, respondent background, internal audit functioning, and financial management, allowing for deeper understanding and interpretation.

DISCUSSION OF FINDINGS

To find out the relationship between Human Resource Management and Employee Performance, a model summary, Anova, and coefficients was developed as indicated below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.720	.691	.321
a. Predictors: (Constant), Motivation, Recruitment, Performance appraisal				

The results show that human resource management, i.e., motivation, recruitment, and performance appraisal, has exemplary power over employee performance in South Sudan, as it accounted for 69% of its variability (R square = 0.848) on Model 2, hence the model was a good fit for the data. This implied that there was a moderately positive relationship between human resource management and employee performance in South Sudan.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.647	3	2.549	24.808	.000 ^b
	Residual	2.980	29	.103		
	Total	10.627	32			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Motivation, Recruitment, Performance appraisal						

The table above presents the analysis of the variance of the study on human resource management (motivation, recruitment, and performance appraisal) and employee performance in South Sudan. The results reveal that a significant relationship existed between motivation, recruitment performance appraisal, and employee performance in South Sudan ($F = 24.808$, $p = .000$), as in model 1. The P-value was less than 0.05, thus indicating that the predictor variable explains the variation in the dependent variable, which is human resource management (motivation, recruitment, and performance appraisal), on employee performance in South Sudan. If the significance value of F was greater than 0.05, then the independent variables would not explain the variation in the dependent variable (Lakew & Rao, 2009).

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
								(Constant)
1	Motivation	-.195	.094	-.223	-2.075	.047	-.387	-.003
	Recruitment	.403	.087	.543	4.632	.000	.225	.581
	Performance Appraisal	.424	.092	.515	4.588	.000	.235	.613

a. Dependent Variable: Employee Performance

Human Resource Management, i.e., motivation, recruitment, and performance appraisal The results revealed that the explanatory power of human resource management on the variability of motivation (supported by $\beta = -0.223$, p -value = 0.047), recruitment (supported by $\beta = 0.543$, p -value = 0.000), and performance appraisal (supported by $\beta = 0.515$, p -value = 0.000) was statistically not significant in explaining employee performance in South Sudan.

CONCLUSION

An organization can only be as good as the performance of its employees because employees' performance is the most important determinant of organizational success. In other words, routing and improving individual performance will also increase the performance of the organization. The way to ensure that employees will find their work meaningful is through the creation of a working

Publication of the European Centre for Research Training and Development-UK environment and building a system that aims to continuously improve performance. The most important task at this point undoubtedly falls to human resources managers.

The purpose of Human Resource Management HRM practices is to provide eligible employees for organizations to increase organizational performance and effectiveness. Therefore, entire HRM activities endeavor to provide regulatory people to organizations to ensure retention and long-term employment and increase organizational performance. Long-term employment and retention of employees require workers to believe that the organization's values and their values fit. Human Resource Management HRM practices can increase organizational effectiveness by ensuring profitable experiences for employees. For example, when employees get into the organization, well-applied orientation programs help them learn about the organization and its values to increase organizational performance.

RECOMMENDATIONS

Regarding recruitment and selection, health centers should advertise their job postings to the public during recruitment so that their reputation can be enhanced and they will also create more opportunities for their students after their studies. This will help in selecting from a diverse source of people with different knowledge, skills, and attitudes. Health centers should normally conduct formal induction and orientation to help recruits understand the health centers very well. The health center selection system should select those with the desired knowledge, skills, and attitude. Apart from external employees being given the opportunity at a time of recruitment and selection, internally qualified employees should be given the same opportunity to fill the vacancies as well. Regarding compensation, health centers should pay for employee performance according to the roles and responsibilities of the job. Health Center employees should be rewarded based on their performance, and compensation packages should be improved to encourage employees to achieve Health Center objectives. Health centers should always recognize and reward their employees appropriately each semester. Employees who have been recognized for their critical performance should receive bonuses as a mechanism to reward higher performance, which should include financial benefits or free tuition for a certain course. In addition, health center job performance should be used to determine the incentive compensation of employees in such a way that different packages of rewards can be granted to students.

Regarding performance appraisal, the health center's appraisal data should be appropriately used for promotion, job rotation, training, compensation, transfers, and discharge. The information gathered should be effectively evaluated and archived for future reference and decision-making. Thus, outstanding employees should be focused on maintenance, whereas weak employees will be taken through training programs. The health center's appraisal system should focus on growth- and development-oriented objectives, such as the career development of its employees. The health center should establish a well-defined performance management strategy. The Health Center's

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retraining, redeployment, and employability should take precedence over downsizing at the university. Future research should investigate the generalization of the findings beyond the health centers. In addition, the scope of further research should be extended and consider more health centers, either private or public. In addition, more human resource practice variables should be considered in evaluating the effect of employee performance.

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