CONCEPTUAL FRAMEWORK

4. Human Resource Management & Job performance:

4.1 HR Practice:


Huselid (1995) studied several practices that are incentives system, performance appraisal system, employee recruitment criteria, promotion criteria, need for training & development, assessment of training, compensation system.

HR practices are linked with searching for good talent, hiring skill & potential talent, managing the resources for higher & better performances (Mahmood 2004). he most well-known HR practices are recruitment, hiring, pay, training and improvement, rewards (Yeganeh and Su 2008).

Dassler 2007 inspects the review and expressed the connection between HR practices i.e preparing and improvement, prizes, acknowledgment and job fulfilment examines the study & stated the relationship between HR practices i.e training and development, rewards, recognition and job satisfaction.

4.1.1 Performance Appraisal:

It is the comparison of present performance with the desired performance. It is the tools of measuring the level of performance of an employee with pre determined given standard. It is an annual review process of assessing employees job performance. Manas K Reddy N (2009) stated that organization citizenship, commitment, loyalty, knowledge, communication, Innovative are the elements of pre determined standard for evaluating the performance of an employee as well as for the goal setting of the organisation.

Muchinsky P M (2012) discuss the process of the performance appraisal system required to manage the potentialities of the employees & maintained in the organisation to get success or
failure of the organisation Muczyk, J.P & Gable M (1987) stated performance appraisal as the important tool for evaluation of the performance which can used for determining promotional policy, assess need for training for skill enhancement, growth & development of employees as well as organisation.

4.1.2 Training & Motivation:

Training and Motivation has positive impact on performance of the employee. Training is the continuous learning process. The organisation should focus on training of employees to get productive outcomes from the employees which indirectly motivate the employees to keep on learning to enhance their knowledge, skill & upgrade themselves with the latest changes. Thus it will increase the performance of an employee & motivation will led to the higher productivity of the organisations. After the training the workers become the human resources who can be motivated for organisation potentiality with the technology, management & system.

4.1.3 Employee participation:

Employee participation has the major contribution for the organisation success. It is the process of empowering an individual in the organisation. Employee participation is also known as Employee Involvement. Participative /management is motivation tool & is used to motivate employee to achieve the organisational goal. According to New storm and Davis, participation in decision making in the organisation inspires the employees to contribute his views for the organisational goal, mission or vision & for sharing responsibility & accountability for the organisation. Employee participation plays an active part for retaining employee and attracting future talent for engagement in the organisation Smith et al(1969).

4.1.4 Compensation:

It is the monetary reward to the employee for his physical and mental contribution towards the job assigned to them for the achievement of organisational goal. Compensation is very vital issues for the production of the organisation & motivation of employees. Compensation should be monetary & non monetary benefit forms in the organization. Monetary forms are like salary, allowances, bonus, profit sharing etc. Rewards, incentives can be taken as non monetary benefit which is intangible forms to motivate the employees when it s linked with his/her performance(Kallbarg 1977). Rewards should be positively linked with the performance of employees. (Clifford, 1985) argues that job satisfaction is linked with the reward system but different researchers have different opinion regarding the reward system almost all opines that
the reward given should be linked with the reward which are perceived by employees.(Kallberg, 1997)

HR practices has significantly impact on job performance of employees of the organisation. High quality health care performance of hospital depends upon the employee efforts along with the support of organisation structure, people, organisation resources. Many studies shows positive relation between HR practices and employee performance(Wright et al, 2003, Tassema and saeters 2006, Park et al 2003) Qualitative & experiences manpower provide competitive edge for sustainable competitive advantage of the organisation. HRM practices involved in attracting, identifying, selecting skilled talent, managing talent, by enhancing skill, ability, knowledge & proficiency of employee for effectiveness of organisation & attaining organisational goal, objective, mission, vision of the organisations.

The researchers have reviewed the impact of HRM practices on organisational performance as well as employee performances. Geust (2002) has stated that the Impact of HRM on performance depends upon the employees response to HRM. Employee performance is the factor which has contribution for the performance of the organisations. The organisation can be successful if it give priority to the HR practices as it is critical & directly affects the performance of the organisation. Success of an organisation depends upon the contribution of behaviour decision, attitude, knowledge of human resources. HRM practices evaluate the performance of the employee in the organisation & in modern era & highly competitive climate the performance of the employee can be improved by improving HR practices which is the backbone of the organisation.

4.2 Human Resource Management and Job Satisfaction

The concept of HRM shows the human side of the management which attempts to keep its employees relation with the organization .It motivate the workforce adequately and productively to get the advantage from their capabilities and motivate the employee to acquire both mental and non mental prizes from the service rendered.

Organisations rely on upon feasible human resource management to ensure that they contract, get ready and develop extraordinary employees and that they can respond to the grievances of worker with a particular true objective to have some satisfaction on their occupations. Human Resource Management chooses the number and kind of employees that a business will require over its underlying couple of years of operation. In addition they are responsible for staffing, which incorporates enlisting laborers to have as of recently made
positions (Huselid, Jackson, and Schuler, 1997). A division of HRM takes part in O. A. Osibanjo, O. J. Kehinde, A. J. Abiodun planning of its staff with a particular true objective to empower specialists fulfillment at work (Laursen, and Foss, 2003). Correspondingly, Human Resource managers execute and direct pay benefits packs for laborers. Essentially, this point of view has been fought to be a bit of the substantive issues associate with workers' failure, if not propitious and enough watched out for (Guest, 2002; Marchington, and Zagelmeyer, 2005).

Human Resource Management is a course of action of interrelated systems with an ideological and philosophical supporting and these methodologies are gathered under four perspectives versus (i) heavenly body of convictions and suppositions; (ii) key push advising choices about individuals administration; (iii) the focal association of line managers; and (iv) dependence upon an arrangement of "levers" to shape business relationship (Story, 1989). The human asset administration exercises can be compressed quickly under five noteworthy spaces: (i) authoritative plan; (ii) staffing; (iii) execution administration examination; (iv) work preparing and association improvement; and (v) compensate frameworks, advantages and consistence (Berdamine, 2004). The general explanation behind human asset administration is to ensure that the associations can gain ground through people (Armstrong, 2006). As gotten in the composition, Ulrich and Lake (1990)state that Human Resource Management systems can be the wellspring of progressive capacities that empower firms to take in and advantage from new open entryways. Nevertheless, as obtained in the written work, HRM is said to be concerned with achieving the going with: legitimate sufficiency; human capital administration; information administration; compensate administration; worker relations and addressing different requirements (Armstrong, 2006).

By and large, high job fulfillment is related with high effectiveness, low turnover rate and low non-appearance (Hackman and Oldham, 1975). Wong (1989) in his survey on the impact of business satisfaction among assistant instructors in Hong Kong opines that low level of obligation and gainfulness among the teachers is particularly associated with the level of job satisfaction which was lower than longing. Energize, Wong recorded that instructors were prepared and arranged to change work when opportunity presents itself; it is clear along these lines, that occupation fulfilment accept a basic part in delegate' decision to change work. Emphasis is put on the organizations' presumption with respect to laborer's world class and it is fundamental to pass on it to fore that employees fulfilment is a part of Worker Human performance and organisation performance(Shen, 2010). With this understanding, we ought to proceed with further to inspect job satisfaction.
The makers in composing of job satisfaction have described occupation fulfilment in various ways. Job satisfaction is a blend of mental and loaded with feeling reactions to the differential perspective of what a specialist needs to get appeared differently in relation to what he or she truly gets (Boyt, Lusch, and Naylor, 2001). Job satisfaction is a person's subjective, brimming with feeling, and evaluate reactions towards his or her occupation (Greenberg and Baron, 1997). Job satisfaction is a state where one's needs and one's outcomes facilitate well (Locke, 1976). Job satisfaction is fought to be reaction to one's occupation deep down (Kreitner and Kinicki, 1992). It is a specific felt that could be interpreted just in monetary terms (Lazear, 2000). It has been battled that specialists generally recognize compensates on one hand while on the other hand appalling effort. Subsequently, a predominant wage/pay for same level of effort, will prescribe a decision to stop work with lower wage, which will grow the level of fulfilment. Essentially, there is need to see work asks for past the exchanging of administrations for pay rates. However, employment request is seen as money related association in nature, yet observe that it has a strong collusion to social and mental viewpoints (Baron and Kreps, 1999). An employee might be content with the budgetary rewards and express some level of disappointment with maybe a couple parts of his work requests, for example, administrative approaches (Festinger, 1954; Adams, 1965), either in light of the way that they stay as obstructions to fulfil his needs (Salansik and Pfeffer, 1977) or values (Locke, 1976) or in light of the way that his yearnings were not met by the financial prizes.

4.2.1 Job satisfaction & Organisational Commitment:

Research shows positive relation between job satisfaction and organisational commitment (Mathieu & Zajac 1990). Job satisfaction & organisational commitment is positively influenced with the job performance (Bankhoff 1997; Klein & Ritti 1984) & negatively related to leaving the organisation (Clugston 2000, Mathieu & Zajac 1990). A number of factors distinguish job satisfaction from organisational commitment, Mowday et al (1979 P 226) argue that organisational commitment is broader & generally shows employees response & dedication to the organisation where as job satisfaction only shows the employees response to job or only some aspects of job (P 226) Organizational commitment has the attachment to the organisation & whole which includes goals, mission, values, job satisfaction has the attachment to the specific job assigned to the employee.

(Mowday et al, 1979)Organizational commitment is not influenced by daily events rather it is more complex in nature. Job satisfaction and organisational commitment do not always occur simultaneously. Satisfied employees can not be always committed to the organisation or
having attachment to remain the organisation. Highly committed employee may dislike the job what he is doing instead of high level of obligation to the organisation (MC phee & Townsend 1992).

Employee job satisfaction is always an important issues for health care Administrator. The traditional model of job satisfaction only give emphasis on the type of job where as presently it should give emphasis on the type of job perceived by the employee. An employee can be satisfied if his expectation for type of job is fulfilled. Job dissatisfaction resulting absenteeism, turnover, non involvement etc & leads to the frequent turnover which gives rise to understanding & is not acceptable in healthcare facilities. This also can led to the patient dissatisfaction and patient care is also grossly effected.


4.3 OCB and Job Performance

A few past asks have developed an association among OCB and performance in administration associations in created countries yet especially remarkable in human services focus however non in Nigerian health care services. Most surveys have been done while disconnecting laborers into two get-togethers, the best performing and the most exceedingly awful execution (Buentello, Jung and Sun,2007). Organ (1990); Werner (1994); Podsakoff, et al, (2000) Yaghoubi, et al (2011), Chao-chan,et al (2011), Baghersalimi, Reza, Keldbari, Alipour, (2011), Sahafi, et al,(2013) investigated the OCB related issues in different associations and abridge that the delegates extra attempts in playing out their commitments inside and out organizations performance in a couple ways:

A. to enhance the effectiveness of colleagues and directors;
B. discharge assets for more beneficial exercises;
C. decrease the rare resources required for the support of the ordinary operation of the organization;
D. assist in the coordination between work group and groups inside ;
E. strengthen the capacity for the organization to attract and hold capable employees;
F. improve the soundness of the organization

G. make organizations more receptive to improvement in the environment

Bolino and Turnley, (2003) and Baghersalimi et al, (2011) examined how OCB can likewise build the organizations social capital.

The consideration of this review is to relate OCB to the accompanying hospital execution factors;

a. patient first choice; a patient re-visit intention;

c. recommend to others; d. service efficiency Consequently, OCB measurements were considered as imperative supporters of hierarchical execution. That is, OCB is an incredible determinant of hierarchical achievement. In healing facility condition in this manner, it is likely that an all around custom fitted OCB will profit both associates (helping each other) and straightforwardly.

In health setting, a portion of the OCB measurements are basics to give quality and separate service that advance the corporate picture of a hospital facility. Altruism is a sort of optional conduct custom fitted towards aiding and persuading different representatives in releasing their obligations proficiently and handles the works related issues. This is very required in clinics since medical staff must fill in as a group; interface with each other to accomplish conveyance of quality service. Honesty is optional conduct that helps medical staff to comply with the guidelines of their callings, promptness at work, take care of patient on opportune and decreasing holding up time.

Sportsmanship is a measurement that elevates readiness to endure not as much as expected circumstance without grumbling and discovering deficiencies. For medical staff, this soul empowers them to endure distinctive patient and associate practices. Graciousness demonstrates worker's deferential practices that abstain from making business related issues with others, for instance, a representative counsels others before making a move to abstain from making issues for partners. Community excellence is additional conduct of capable investment in hierarchical related exercises with great premium and duty.

Organizational loyalty (Dyne et al., 1994), individual initiative(organ et. al,1988),courtesy & self development are the various dimensions of OCB.

For example, doctors should coordinate their duties with hospital programmes or doing things that are not required in the duties, but can enhance the hospital corporate image.
Job Satisfaction and OCB

The indication of OCB emerging from job satisfaction can be hypothetically upheld by the social trade hypothesis of Blau (1964). Blau portrays social trade as an open-finished stream of asset exchanges which include in creating and keeping up work force connections which depend on trust (Rousseau et al., 1998). At the point when individuals encounter the positive temperament state, they tend to connect with prosocial conduct which is about acting in such "a great citizenship"; in this way "an organization with an exceptionally fulfilled work drive profits by the goodwill in the group that fulfilled laborer help encourage" (Organ, 1978, p.121). This proposes when worker sees that they are all around treated, given assets or openings by an organization, by the standard of correspondence they will be obliged, in kind, to apply additional endeavors or perform non-required practices inside an organization environment, for example, agreeable and helping conduct, or strength of the supervisors (Organ 1988, and Organ et al., 2006).

Observational backings were found by different analysts. Bateman and Organ (1983) find that job satisfaction and its all measurements have a noteworthy and positive relationship to citizenship practices running from 0.19 to 0.25 (p< 0.05) while fulfilment with supervision and with limited time openings announced the most grounded associate to OCB at more than 0.30. They declare that inspiration can empower the great citizenship conduct of people seeing the reasonableness of association treatment, in conjunction with one’s identity. Organ (2006) noticed that individual fundamental inspirations which are dictated by individual dispositional qualities can drive one to take part in OCBs and along these lines one might need to show for different individual reasons; for one’s claim purpose, for others (partners, administrators) or for one’s association. Blalock (1971) proposes four predecessors to citizenship practices, to be specific, job satisfaction, ecological factors, individual factors and socio economics while Podsakoff et al. (2000) propose singular attributes, assignment qualities, hierarchical qualities and administration practices to impact OCB level. In the meta-investigation of Organ and Ryan (1995), job satisfaction, in blend with reasonableness and duty demonstrate the thorough and similar connections among them which yield a decent sythesis of OCB determinants. Smith, Organ and Near (1983) have found that job fulfillment corresponds emphatically and fundamentally just with unselfishness yet not with summed up consistence (Organ, 1988 and Schnake, 1991). Bolon (1997) finds that general job satisfaction including its sub-measurements of work itself, pay, supervision and collaborators has critical direct association with citizenship practices. Murphy, Athanasou and King (2002) find that employment fulfillment is identified with OCB of Australian human-benefit experts. Likewise, the refinement between in-part practices and OCB was exactly analyzed in their review in view of a specimen size of 127
members from different organizations. From the relapse investigation, the outcomes indicate that full of feeling factors (work fulfillment) and hierarchical duty are not altogether identified with any type of the three exhibitions, while both occupation fulfillment comprehensions (inherent and extraneous) remain fundamentally corresponded with various types of OCBs. The analysts subsequently take note of that distinctive types of OCBs may have diverse precursors as showed up in the investigation of Brief and Motowidlo (1986) or Smith et al. (1983). Notwithstanding, these distinctive discoveries between two occupation comprehensions and OCBs were not anticipated by the current hypothesis (William and Anderson, 1991). Pornpongsuriya (2001) finds that relationships between all attitudinal factors and OCB are huge and positive, extending from 0.155 to 0.316. In view of various relapse examination, all given employment mentality factors in her review can represent around 13.5% of the fluctuation of nurses OCB. job satisfaction with work itself and interactional equity factors are indicators of nurses OCB. In a nutshell, in light of the writing survey, it is conjectured in our review that job satisfaction has a huge and positive association with OCB of retail workers in Indonesia.

4.4 Job satisfaction Organizational Commitment & OCB

Job satisfaction is the satisfaction one feels while doing the job. Satisfaction is an intricate and essential idea for human resource manager to comprehend why employees don't trust their work is appropriately compensated. Nor do they trust that their organizations are doing what's necessary to pull in highly skilled performers, prepare them, or manage them successfully (John et al., 1990). Just when the individuals who constitute the organization are fulfilled in their job, it can effectively accomplish its objective and mission.

The investigation of occupation fulfilment is indispensable to any association for its development and improvement as it enhances administration with a scope of data relating to employment, representative, condition and so on which encouraged it in basic leadership and remedying the way of authoritative approaches and conduct. Shah and Arun (1990) bring out six pointers of occupation fulfilment, as takes after. To begin with it shows the general level of fulfillment in the association about its projects, arrangements and so on. Furthermore, it is a symptomatic instrument for knowing representatives' issues, affecting changes and rectifying with slightest resistance. Thirdly, it reinforces the communication arrangement of the organisation and management can examine the result for forming the future strategy. Fourthly, it helps in enhancing the states of mind of workers towards the job and encourages integration of employees with the organisation. It inspires feeling of belongingness and feeling of support prompting the overall increase in the productivity of the organisation. Fifthly, it helps unions to
know precisely what employees need and what management is doing. In this manner, it encourages common settlement of grievances and other undesirable circumstances. In conclusion, it encourages in deciding the preparation and advancement needs of the both, workers and the organisation.

Past looks into (Farrel and Rusbult, 2007; Griffeth, Horn and Gaertner, 2000) showed that there is a high critical connection between the two ideas.

Employees’ job satisfaction communicates a passionate feeling that uncovers a nostalgic response toward the work, while the workers’ dedication speaks to a more extensive response (enthusiastic and non-passionate) to the entire organisation (Pincus, 2006). In like manner, employees dedication is developed and expanded for long period of time more constant than job satisfaction and it is less affected by daily work (Toker, 2011). A current meta-examination on employees intention to quit researches revealed that organisational commitment is existing before the intention to quit than the job satisfaction (Griffeth et al., 2000; Tett and Meyer, 1993). The connection between job satisfaction and organisational commitment has been given an extensive consideration. Kacmar, Carlson and Brymer (1999) found a positive and high critical connection between job satisfaction and organisational commitment.

Jernigan, Beggs and Kohut (2002) directed a review to research the impact of job satisfaction on organisational commitment. They found that job satisfaction is positively affected by organizational commitment. Progressively, Padala (2011) directed a review to look at the employees job satisfaction and organisational commitment among 200 employees working in chemicals companies in India, and his review uncovered that job satisfaction has a positive and huge association with employees dedication.

Enthusiasm for organisational commitment depends on the assumption that employees who feel connected to, and relate himself to the organisation, work harder. Organizational responsibility is portrayed as strong faith and beliefs of the organisations objectives and qualities, a readiness to apply impressive effort for the organisation, and a powerful urge to become a member of an organisation (Mowday et al., 1982). Mathieu and Zajac (1990) opine commitment as state of mind which shows the linkage between a employees and organisation. Mowday et al. (1982) characterize duty which depicts a strong belief of organisation goals and values. Also accept it in positive manner to put extra effort to accomplish the objective.
The outcome of some reviews shows that people having more organizational commitment, dedicated, more satisfied are ultimately become better corporate citizenship. (Kelly, 2005; Colquitt, 2001).

Organisational citizenship behaviour is deliberate conduct that is not clarified in formal sets of responsibilities, but rather enhance the productivity and effectiveness of the organization (Robbins and Judge, 2009). OCB dimensions are civic virtue, altruism, conscientiousness, sportsmanship and courtesy (Organ, 1998). Padoskoff et al., (2000) argued examine predictors of organizational citizenship behaviour are important areas of research in the field of OB. Specialists in the field say that an arrangement of conditions must be given in the organisation, to workers do this kind of practices. Knowing the correlates factors of organizational citizenship behaviour is important to strengthen OCB, also reveals that job satisfaction, organizational commitment and organizational justice are relate to OCB.

Organizational commitment is the most important in the organizations which is expected from every employee, job satisfaction is positive attitude about jobs that will be create by evaluation of various job properties (Robbins and Judge, 2009).

4.5 Job satisfaction, Quit intension, Negative word of Mouth:

Job satisfaction is an important factor of an employee commitment & dedication towards their job in the organisation. Muller, Boyer, Price & Iverson(1994) stated that “ satisfied employees are more bonded with the organisation, they are more committed to the organisation. This leads to less apprehension of quitting from job (P128). However job satisfaction & commitment is also verifying depending on the attitude of employee towards his job. Job satisfaction put more focused on person response to their job i.e. pay, supervision, commitment, working conditions. Whereas commitment is the attitude of employee & acceptance of employees to the organisational goal and objectives, (Mowday, steers & porter, 1979), (Mowday, Koberg & Mc Arthur, 1984, Halton, Mitchell, Lee & Eberly 2008) under certain circumstances the level of commitment become the prediction of actual turnover(Porter, steers, Mowday & Bawlian, 1974, Vandenberghe & Trenblay,2008) Example if an employee is dissatisfied with the pay but in other hand he is quiet satisfied with the supervisor, co-worker & work environment which led to the more committed towards the organisation.

Poeter, Steers, Mowday & Baulian (1974) suggested that general attitude towards the organisation to continue is more important than the attitude towards particular job(P 608), Bateman and stressor(1984) has challenged his findings in their study of nursing employees
where he examined organisational commitment as an antecedent of job satisfaction. Researchers and scholars have also accepted the impact of job satisfaction on commitment.

Job satisfaction is the internal feeling for work which influence to produce higher productivity. In the case of nurses job satisfaction it is negatively connected with the nurses intention to quit the workplace as well as profession( Applebaeen et al 2010, Cowin et al 2008) Nurse job satisfaction is very vital for the manager for better performance.

Manager should understand Nurses job satisfaction for effective utilization & productive performance. Researchers identified job characteristics. Work requirement. Professional stay, professional recognition, pay, work environment, co-worker support are the factors which influences nurses job satisfaction(Hon & Jekel, 2011). Certain additional factors also influence the job satisfaction i.e age, gender, marital status, work duration, payments, financial benefit, recognition(Kacel, Miller & Norris, 2005 Mrayyan 2005). Earlier Research had done which reveals that turnover is nursing is always consequence of nurses job dissatisfaction.

Many Manager follow the general principle that happy workers are always more satisfied & satisfied worker always shows more productivity & having the urge to improved their performance.

Feather et al(2004) and Schmit and Allschied(1995) studied that satisfied employees shows more skilled performances committee beyond their job descriptin & never engage themselves in the negative word of mouth. Thus they do not shows high level of absenteeism or quitting intent to their job. Ennew et al(2000) claim that there was no chances of quitting intention from the satisfied employees rather they communicate a positive word of mouth about their job & organisation. Adversely Mattila & Patterson (2004) several that the organisation will have the type of employees who have quitting intention & these people always talk negatively about their organisation.

The employees always full more bonding to the organisations & want to continue when they full any growth in their career, salary etc. Quarles(1994) found that ambiguity in evaluation, wrong method of evaluation criteria leads to inequity in promotion, incentives and rewards which encourages to leave the organisation. Ineffective training & development system, biased practice of performance appraisal system had also direct impact on employees intention to leave the organisation. Ineffective training & development system, biased practice of performance appraisal system had also direct impact on employee intention & leave the organisations(Dailey & kirk, 1992). Abassi and Hollman(2000) found that lack of performance
based incentives, reward for achievement, result in employees intention to quit or leave the organisation. The employees who are dissatisfied with reward which is not as per his perception of will leave the organisation performance resulting high cost to the organisation for recruiting new talent for the organisation. Huselid(1995) stated various HRM practices i.e recruitment, selection, training & development which could be helpful for retention of employees. Successful training programme can be helpful for enhancement of skill, proficiency of talented employees to motivate them for continuing in the organisations. Huselid (1995) continuous training and development programme will increase the employees job performance by enhancing knowledge, skill, handson practice & it is also motivated factor for encouraging employee to become more committed, satisfied & no intention to leave the organisations(Tan 2008).

REFERENCES :


