



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

**Master's Thesis of Public Administration**

**The Impact of Human Resource  
Management Practices on the  
Organizational Performance in the  
Public Institutions of Rwanda**

**르완다 공공기관에서의 조직 성과에  
대한 인적자원 관리 영향**

**August 2019**

**Graduate School of Public Administration  
Seoul National University  
Global Public Administration Major**

**Asiimwe Simon Peter**

# **The Impact of Human Resource Practices on the Organizational Performance in the Public Institutions of Rwanda**

**Academic Advisor    Kim, Soon-Eun**

**Submitting a master's thesis of Public Administration**

**April 2019**

**Graduate School of Public Administration  
Seoul National University  
Global Public Administration Major**

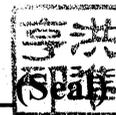
**Asiimwe Simon Peter**

**Confirming the master's thesis written by  
Asiimwe Simon Peter**

**June 2019**

**Chair**

**Hong, Joon Hyung**



**Vice Chair**

**Choi, Taehyon**



**Examiner**

**Kim, Soon-Eun**



## **ABSTRACT**

# **The Impact of Human Resource Management Practices on the Organizational Performance in the Public Institutions of Rwanda**

**Asiimwe Simon Peter  
Global Public Administration Major  
Graduate School of Public Administration  
Seoul National University**

This study focuses on the impact of Human Resource Management practices towards the organizational performance, taking the case of the public institution in Rwanda. Preceding researches show significantly positive result about the relationship between the practice of HRM and organizational performance. The assumption is that human capital is one of the most important resources in the organization as well as its productivity in most cases lies on the hands of people at work. This means that if policies of HRM are appropriately developed effectively organized and implemented, then it can make a substantial change on the organizational performance. However, it is not applicable to the public institutions in Rwanda because not only they tend to be more of abuse of the discretion given to them, but also they could not meet all the standards of HRM. The main purpose of this research is to test the overall practices of HRM and programs of the public institutions and find the impact of managing the human resource in relation to the performance of these public institutions.

This research was conducted an interview on 19 experienced human resource practitioners who had at least four years of experience. The interview was based on asking the prepared questions and discuss with the interviewees at least a minimum of 15 minutes through the phone call and face-to-face contact, which were recorded and transmitted into a meaningful statement. The answers from interviewees and the results of the study showed that HRM practices are properly implemented and managed for the organizations, which try to implement and treat HRM as an important asset and always make their organizations perform better. Therefore, it recommends that all public institutions must ensure that HRM practices are aptly implement if they are to maximize on their performance.

**Keywords: Human Resource Management Practice, Organizational Performance**

**Student No.: 2017-24718**

## **List of Tables**

Table 1. Interview process and their profiles	49
Table 2. Summary of respondents	58

## **List of Figures**

Figure 1. The link between HRM practices on the Organizational performance	28
Figure 2. The key HRM practices that may impact Organizational performance	31
Figure 3. Forms of Research methodology	40
Figure 4. Top down method of Research.	41
Figure 5. Down up approach: Inductive Research tool by (Aligarh, 2006)	41
Figure 6. Model linking HRP & Firm Performance Outcomes	72

# Contents

ABSTRACT.....	1
List of Tables.....	3
List of Figures .....	3
Contents .....	4
CHAPTER 1 Introduction.....	8
1.1 Background of the Study .....	8
1.2 Problem Statement.....	11
1.3 Objectives of this Study.....	11
1.4 Research Questions .....	12
1.5. The methodology of the Study.....	13
1.6 Research Stages.....	13
1.7 Dissertation Structure.....	14
1.8 Chapter 1.....	14
1.9 Chapter 2.....	14
1.10 Chapter 3 .....	15
1.11 Chapter 4 .....	15
1.12 Chapter 5 .....	15
1.13 Significance of the Study .....	16
1.14 Research Questions.....	16
1.15 The Arrangement of the Study .....	17

1.16 Methodology of the Study .....	17
1.17 Research Stages .....	18
1.18 Dissertation Structure .....	18
CHAPTER 2 Literature Review.....	19
2.1 Introduction.....	19
2.2 The Concept of Human Resource Management (HRM) .....	19
2.3. Theoretical Problems in (HRM) and Performance ...	20
2.4 Other theories on the levels of Individual.....	21
2.5 HRM and its Definition.....	22
2.6 HRM and its theoretical perspectives.....	22
2.7 The Link between HRM Practices- Performance.....	25
2.8. The framework of this Study about the link.....	26
2.9 Knowledge Management and Information Sharing: Other theories on the levels of individual .....	30
2.10 Organizational Performance .....	30
2.11 Employee behavior and Attitudes .....	31
2.12 Employment Security .....	32
2.13 Employee Involvement and Participation.....	32
2.14 Organizational Performance .....	33
CHAPTER 3 Research Framework.....	36
3.1 Research Method.....	36
3.2 Justification for the two Phased Approach .....	37

3.3 Phase one .....	37
3.4 Farther still.....	38
3.5 Panel Selection.....	38
3.6 Research Questions .....	38
3.7 Research Approach.....	39
3.8 Types of research Approaches (Aqil, 2008) .....	40
3.9 Operationalization .....	41
3.10 Research Method .....	42
3.11 Applying Protected Area Management Categories .	43
3.12 Assigning Codes on the Themes .....	43
3.13 Criterion on choosing the panelists .....	44
3.14 Sample Size.....	44
3.15 Unstructured Interview .....	45
3.16 Semi-structured interview .....	45
3.17 Structured Interview .....	45
3.18 Advantages of interview in any research .....	46
3.19 Disadvantages of Interviews.....	46
3.20 Data Quality.....	47
3.21 Interviewee.....	47
3.22 Data Bias .....	47
3.23 Interview Content.....	47
3.24 Organizational performance and HRM practices.....	48
3.25 The reliability of the Data.....	50

3.26 Data Biases .....	51
3.27 Data Validity .....	52
CHAPTER 4 Data Analysis and Results.....	54
4.1 Interview findings .....	54
4.2 Defining Organizational Performance .....	55
CHAPTER 5 Conclusion and Recommendation .....	73
5.1 Introduction.....	73
5.2 Limitations .....	73
5.3 Conclusion.....	76
5.4 Recommendation.....	79
5.5 Performance Appraisals and Management.....	80
Bibliography.....	81
Abstract in Korean .....	91

# CHAPTER 1 Introduction

## 1.1 Background of the Study

For the past years, organizations have been hit with the indisputable facts that the creation of competitive advantage lies in people. Organizations have increasingly recognized the potential of their people to be a source of competitive advantage. This has not been too long ago when the HRM functions were the preserve of the personnel management, whereby their duties were to recruit select, promote, appraise, and demote; these official duties could be performed by any managers. This could, therefore, bring in one's mind to the fact that there would not be any reason to employ any HRM expert. However, as time went on, they realized that HRM they had paid literal attention too has a great impact on the organizational performance. The emphasis on traditions and socio-cultural issues injected an element of subjectivity in, personnel manager's functions such as recruitment and selection, performance appraisal, promotion, demotion, and compensation to mention but a few.

Depending on today's increasing changes in the business environment worldwide, organizations, especially in the service industry, need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival; research have reviled that organizations can create and sustain a competitive position through the management of non-substitutable, rare, valuable, and other internal resources as it was stated by (Barney, 1991; Wright, Dun ford, & Snell, 2001; Huang & Cao, 1991, p. 10). HRM has transformed from policies of gathering dust to practices that produce results. Human resource management practices have the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training employees and directing their best efforts to work by the use of the available resource of the firm. This could mainly bring together the organizational performance and create competitive advantage resulting from

the historical background of HRM and another social complex of practices and policies which may not manage to do the same or copy it directly.

Organizations that are more of focusing much on achieving their intended goals by adopting the best use of talented human resources as a strategic asset. HRM policies or strategies must now be aligned with the business strategies for organizational success. Regardless of how technology is evolving and developing, human resource remains the most important resource of any success-oriented organization. One must put his or her mind that, the successfulness of the business is always built on the strength of people in the organization. HRM has now gained significance, academically, and business wise this can therefore not be relegated to the background or left in the hands of non-experts. Attention must be paid to the human resources organizations spent considerable time and resources to select the best manpower that will actually reflect directly to main intention or objective.

Human Resource is defined in different ways by different Authors who were trying to have the main intention of the study (Armstrong, 2009; Armstrong, Human Resource Management Practices, 2009; Armstrong, 2015). Armstrong said “HRM is a strategic and coherent approach to the Management of an Organization’s most valued sets; that is the People working there who individually and collectively contribute to the achievement of its objectives. Moreover, Human Resource Management Practices can be defined as a set of Organizational activities that aims at managing a pool of Human Capital and ensuring that this capital is employed towards the achievement of Organizational objectives” (Boswell; Wright 2002; Wright & Boswell, 10-18-2002; Boswell & Wright, 2002). If the organization is to adopt search HRM practices, then has the ability to influence its Performance by forming powerful connections between the employees at work when certain combinations of Practices are inadvertently placed in the mix (Rondeau; Wagar, 2006). But if the perceptions about HRM and its practice is still thinking that it is a service anyone can do, then we would rather have to take the backseat for those who understand the influence of HRM has on corporate Performance to take

the center stage. Studies have been recording the close relationship between HRM Practices and performance. Therefore, in order to have real performance, the management is always required to have skilled and talented employees who would perform their duties successfully (Klein, 2004; San Qing Wu, 12, 2014).

For the organization to achieve its performance, it requires the best way of utilizing the organizational resources and competent employees for creating and sustaining competitive position locally and internationally. HRM practices like training & development, recruitment & selection, performance appraisals, work design, communication, employee security, and all other practices need to be implemented by the HRM specialist while being helped by the other line managers in order to achieve the intended targets by the organization.

One cannot deny the fact that, Schroeder pinned out that HRM Practice such as information sheering, Employee security, promotion & development, performance appraisals, compensation, job security and employee involvement in decision-making and teamwork influences on the organizational performance as the operational performance which in turn will influence the Quality, Cost, flexibility, deliverability and commitment (Schroeder; Ahmad, 2003; Ltd, 2013; Schroeder & Ahmad, 2003) as it was stated by Sang (2005) and A. D. E.(2015). He further, found a positive influence of human resource management practices namely, (Human Resource Planning, Staffing, Incentives, Appraisal, Training, teamwork, Employee participation, status difference, and Employment security) on organization performance. If any business is to survive, HRM must be recognized and be given its real position and meaningful in an Organization but not leaving it in the hands of managers who neither have the expertise nor the time and space to carry out the enormous functions of a human resource manager. The purpose of this study is to determine the impact of HRM practices on organizational performance in Rwanda.

## **1.2 Problem Statement**

Human resource management has made a significant role in the public organizations of Rwanda. It is common for one to see public organization in Rwanda setting a department for the purpose of managing HRM and rich an extent of herring experts from the same field to take charge of the HRM fears. However, when we look at the majority of public organizations in Rwanda have not yet got used with the HRM policies and practices in many parts of the country due to limited number HR Specialists or well-defined HRM departments to manage well the organizations. significant relationship between HRM and the organizational performance have been identified by a big Number of Researchers showing a positive relationship HRM and Organizational productivity and its employee's performance. In most cases, organizations tend not to realize the importance of the HRM a factor that leads them to handle the responsibilities to wrong hands of the line managers. Therefore, this resulted in the loss of values in the HRM and hence lack of proper management of the Public Institutions in the Country.

Human resource management is extremely important to the public organizations due to the high demand of services this brings a dilemma that without a well-trained manpower organizational performance may end into difficult situations. It is from this point of view that the study was conducted a looking at the Impact of the HRM practices in comparison with the Organizational performance in Rwanda.

## **1.3 Objectives of this Study**

1. The main objective of this study was to evaluate the role of the Employees Practices in impacting organizational performance.
2. The general objective of this study is to explore the role of HRM in Organizations and its effects on organizational performance.

3. Evaluate the perceptions of employees on HR practices, policies, and programs of these public Savants

4. Establish the impact of properly managing human resources on organizational performance.

## **1.4 Research Questions**

The stage of phases above, in this study, will be deemed important to address the fourteen set research questions as they are to be put below. But before the set of questions is put down one may need to note that, all the questions will be emphasizing on the HRM practice and the last question will be about the organizational performance mostly in private institutions.

1. is there any relationship between human resource management and organizational performance?

2. Which are human practices do you think can positively impact the organizational performance?

3. What are the factors that may be affecting Rwanda's human resource practices that limit organizational productivity?

4. Do the performance appraisal in your organization aims at improving employee performance and strengthening their job skills?

5. Are there Continuous efforts made in the organizations to create a sense of belonging among employees and feel like a member of the corporate family?

6. Can we believe that the management follows policies and practices that serve combined interests of both employees and the organization?

7. Do you think private organization cares about employee's general satisfaction at work compared to the public organization?

## **1.5. The methodology of the Study**

As it has already been mentioned above, the intention of this study is to examine the impact of the HRM towards the organizational performance mostly in the public organizations of Rwanda. The targeted group from which the study was conducted is from the HRM Practitioners in the public institution of Rwanda. The research was conducted and carried out with the help of a qualitative research approach. By obtaining data from previous research and the public sector, a comparison of how these two different sources realize and understand organizational success within the Industry will be deduced. Two sources of gathering data for this Research was used i.e. primary data source e.g. internets, articles, books, and reports. While secondary data (which was used for making final data analysis, comparisons, conclusion, and recommendations) will be obtained through phone call interviews.

## **1.6 Research Stages**

Considering the two types of research methods i.e. the inductive and deductive method, this research took the inductive method since it is more regarded as investigative research. As a hill climbing (Inductive Approach) procedure, starting with observations through reading Articles, books and reports to know the present status of HRM and organizational performance was very important for the start of the work. The next stage was using the qualitative research method because it was putting more emphasis on qualifying data that is collected for analysis (Bryman, Triangulation and Measurement, 1966; Bryman, Human Resource Management Research Methods, 2004; Page & edition, 2013).

Not only that but also it was stated by other researcher's observation. Burns mentioned that through a qualitative research method e.g. interviews and studying the participants the researchers gained access to different individual meanings (showing different definitions, meanings and description of

occurrence) within their own context (Burns, 2000). After collecting and analyzing the secondary data and giving reflection to the early literature and reports, a hypothesis was developed which in turn resorted to the final part of the research stage that attempted to form theory with regards to the findings and observation made through the whole research.

## **1.7 Dissertation Structure**

The structure of the dissertation is done and organized in five chapters and finally ends with an appendix. These chapters are arranged organized with clear headings with also some diagrams so that the reader can have a clear and easy explanation and understanding of the general rationale within the study.

## **1.8 Chapter 1**

This is a chapter that presents the insight of the dissertation by introducing the research, explaining the aims and objectives by giving details of the research. Other section of this chapter includes the research methodology outline to explain the type of research approach that was used in the whole study. this is followed by research stages and limitations.

## **1.9 Chapter 2**

These chapters consider the theoretical frameworks of the study. Getting the information from the previous studies and findings (literature review) this chapters makes the study focus by concentrating on the HRM practices linking it with the organizational Success.

## **1.10 Chapter 3**

The research methodology presents different research methods (quantitative and qualitative methods), and factors resulting in selecting the qualitative research method for this study. This chapter also covered the method of data collection and analysis, explaining why an “interview” was selected for data collection. Also, advantages and disadvantages of using the interview and finally the chapter closed with the summary of main findings, major answers to the research questions, further research area and limitations that were faced during the study.

## **1.11 Chapter 4**

This chapter covered all the finding and data analysis from the interview used in investigating the responses from the interviewee. Following a template analysis method of breaking and deducting information from the data collected, the final results and findings of this study were presented in the same chapter. With the study covering the data from Public Sector, a comparison was made between the two data sources. some learning outcomes, limitations, and recommendations obtained during the study where further investigations were discussed.

## **1.12 Chapter 5**

Conclusion of the study was highlighted, and the recommendations were given in this chapter.

Reference providing all references used from different sources, some example of these sources are articles, internet, and books.

Appendix

Moreover, structured interview schedule for managers was developed and

phone call to the existing HR strategists, policies, programs and practices and the perceived outcomes that affects organizational performance.

### **1.13 Significance of the Study**

Public institutions are changing from who runs them through bureaucratic to meet the international standards and maintain the status of the nation. Despite the fact that IT has devoted a great relationship between organizations and citizens, public institutions will need employees with great skills and abilities, important attitudes and behavior to impact organizational performance which will end up into effectiveness, efficiency, that results into the proper use of the available resources and lastly improved organizational performance. But this will not be possible for the public institution's performance unless human resource management is given prime importance because the technology is only an aid to human effort and not a substitution. Public organizations need to create competitive advantage through their employees; because no meaningful change is possible without the proper management of human resources, organizations would have to now emphasize on using human resources to create a difference in the competitive environment. It is recognized that HRM carries out a sensitive position in public organization's performance. This research provided evidence that HRM practices and possible results to the organizational performance. It will insist on providing the best practices for the best organizational productivity. Finally, this study positively increased on the knowledge of HRM concepts in Rwanda hence providing quality production and high human capital development for the whole country.

### **1.14 Research Questions**

The stage of phases above, in this study, will be deemed important to best address the seven (7) set research questions as they are to be put below. But before the set of questions is put down one may need to note that, the all the

questions will be emphasizing on the HRM practice and the last question will be about the organizational performance mostly in private institutions. Is there any relationship between human resource management and organizational performance?

### **1.15 The Arrangement of the Study**

The research was organized into five chapters. Chapter one was all about the entire introduction of the whole book comprising of the background of the study, problem statements, research questions that leads us to the objective of the main study. In addition to that, the significance of the study would be arranged through the study. Chapter two covers the entire literature review about the whole work that was discussed throughout the work done in the other chapters and the whole review of such existing researches that were published focusing on concepts and theories that was to provide a better understanding about the whole topic. Chapter three is comprised of the research method that was used to collect the data and the procedure that was followed by trying to describe the data and interpreting the whole findings by trying to provide a better understanding about the whole chapter. Chapter four was about data analysis and interpretation of the whole results and discussing more it. Chapter five is characterized by recommendations and conclusions that were made during the whole process of the entire study and providing the future area of the research study.

### **1.16 Methodology of the Study**

The aim of this study was to examine the impact of the HRM towards the organizational performance of the public organizations of Rwanda. The targeted group from which the study was the HRM practitioners in the public institution of Rwanda. The research will be conducted and carried out with a qualitative research approach. By obtaining data from previous research and the

public sector, a comparison of how these two different sources realize and understand organizational success within the Industry will be deduced. Two sources of gathering data for this research will be used i.e. primary data source e.g. internets, articles, books, and reports. While the secondary data from which be used for making final data analysis, comparisons, conclusion, and recommendations will be obtained through phone call interviews.

### **1.17 Research Stages**

Considering the two types of research methods i.e. the inductive and deductive method, the study will take the inductive method since it is more regarded as an investigative research. As a hill climbing (Inductive Approach) procedure, starting with observations through reading articles, books and reports to know the present status of HRM and organizational performance will be very important for the start of the research. The next stage is using the qualitative research method because it has more emphasis on words instead of qualifying data that is collected for analysis (Zhu, Chew, & Spangle., 2006).

### **1.18 Dissertation Structure**

The structure of the dissertation is done and organized in five chapters and finally ends with an appendix. These chapters are arranged organized with clear headings with also some diagrams so that the reader can have a clear and easy explanation and understanding of the general rationale within the study.

# **CHAPTER 2 Literature Review**

## **2.1 Introduction**

This chapter two will be trying to review previous work that was done by other scholars mostly in the area of HRM and performance. Which is commonly known as a literature review? However, this chapter casts more light on the concepts of HRM, various “bundles of HR practices, contentions surrounding theories, models and previous findings. It ends with the HR practices that have been found to impact greatly on organizational performance especially that of the service industry.

## **2.2 The Concept of Human Resource Management (HRM)**

It was in 1966 when the first definition of Human Resource Management was introduced by Royce (2007) and Bakke (1966) where he had to say that ‘the general type of activity in any function of management is to use resources effectively for an organizational objective’. He went ahead and said that functions like Maintenance, development, proper employment, understanding and the entire integration of the employees to the potential resources of which was mainly known as human resources functions.

However, HRM was not fully understood not until the imaging of the new era of Michigan matching model (Kuruvilla, 1996; Armstrong M. 1988; Formrun & Boxall, 1992) which emphasized on the Harvard framework development by Beer et al. (1984) gave out his views in need of changing people’s perception about HRM’s being classified as concerned of selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organization’s human resources. In statement in order for the marching models of human resource management practices and

organizational strategies together with the organizational structure needs to be managed in manner that is contingent with the organizational goals and objectives and that should be followed by the four HRM cycles which consists the following functions which are performed in every organization that is to say, selection, compensation and reward, training and development, performance appraisals. This Harvard's framework was basing on their understanding historical personal problems that only be solved when top management if not that, HRM may remain as an independent element of the organization, and this could be guided by independent practices. This brought in a common understanding of having special way of managing Employees at work while treating them as most important asset to the organization if it is to attain its main objectives.

Armstrong stated that, HRM should be perceived as just a set of initial or old wine in new bottle (Armstrong, 1987; Armstrong M., matching available human resources to jobs, 1996; Armstrong M. Human Resource Management Practice, 1991). This could not be having any other name than that for the personal management, but as usually perceived of at least has responsibility of and emphasizing that they are the main source of the company. Considering that the top management is the body concerned of strategic planning for the best process of the organization. This statement has attracted several organizations.

### **2.3. Theoretical Problems in (HRM) and Performance**

There have been a number of theories discussing people management in different ways. From Taylor's perspective of bureaucratic theory, to theory X and that of Y until the breakthrough of Elton May's Hawthorne experiments that started a new chapter of people management that was commonly known as human relations. The period of personal management which changed into present day human resource management. From that point HRM contoured the

interest of many researchers mind that ended up into a lot of contradictions and disagreements. This theory looks to have gained much support from both side the employer and the employees by trying to stress the above link between the HRM and organizational performance. However, this theory is quite like the one of KSA theory (Manor, 2017; Huselid, High Performance work practice, 1995; Press., 1998). Where it said that importance of HRM practices are 1) “increase the Employee’s Knowledge, skills, and ability” 2) motivate employees to leverage their KSAs, and, 3) empowering the employees to do so, will consistently create growth and prosper for its Organizations (Huselid, 1995).

## **2.4 Other theories on the levels of Individual**

In addition to the above theories about the HRM practices on the organizational performance trying to find out the potentials of HRM to the entire work done in the firm. However, these are more of individual level which are applied to the HRM and organizational performance (Takeuchi et al. 2007; Guest, 1999; Harrington, 2006; Lam, Chen, & Takeuchi, The Effect of Training on Employee Performance, 2007). All these were looking at Psychological contracts and Job characteristics (Blackwell, 2010; devanna, 2013; Snape & Redman, 2010). Motivate employees to leverage their KSAs, and, empowering the employees to do so will consistently create growth and prosper for its organizations. This is somewhat like the way of theories about psychological contracts and HRM-Performance. Here, HRM is believed to contribute to a strong psychological contract between the employer and the employee, with reciprocating characteristics and expectations. According to job characteristics theory the core characteristic of autonomy of discretion produces a “critical psychological state” of experienced responsibility for the work, which in turn leads to improved work effectiveness (Snape & Redman,

2009). For example, many HR Practices, such as building employee skills and abilities, empowering them, involving the employees, may contribute to the increase in the level of discretion Employees have in their role (Snape & Redman, 2010).

## **2.5 HRM and its Definition**

As we may be all aware that HRM is vast in nature, its definition has remained a point of deference to the researchers (Storery, 1995; Druker, White, Hegewich, & Mayne, 1995; Druker, 1998). They defined it as “a distinctive approach the employment which seeks to achieve competitive advantages through the strategic deployment of highly committed and capable workforce, using an integrated array of cultural, structural and personal technique”.

The concept of human resource management (HRM) is a strategic coherent and strategic design used by the employer to maintain the welfare and development of the employees working in a given Organization. Boxall et al. (2007), Jakisa(2015) and Macky & Boxell(2007) emphasized that “Management of workers towards the common goals”. Not only that but also, Some (2008), Akhtar, Ding, & G, (2008) and Ge (2008) was able to define HRM as “a carefully designed combination of given Practices focusing towards the improvement of the Organizational Performance and outcome”.

## **2.6 HRM and its theoretical perspectives**

The theories of human resource management have been discussed by a number of Researchers but few of them that have stated theories with the link to its practices among which we have the following, Resource-based View, ability and motivation, these seem to be the dominating theories which links HRM to the organizational performance. The resource-based view (RBV)

theory which drives the concept right away from Organizational Resources, Mahoney(1995), T, J, & Pandian(1992) and Swanson(1991) all reached a consensus that, HRM contributes an additional value to the strategic development of the entire organizational targets by explaining that HRM is difficult to copy and pest and not simple to be substituted with any other resources. The RBV puts it rights that, you no longer depend on Technology, economies of scales or natural resources, because these are very simple to duplicate and imitate rather the competitive advantages are set on resources that are not simple to copy such as HRM's function is to make sure that organizational productivity and meet its Goals.

Then (AMO) theory, which is also known as Ability, Motivation and Opportunity also have their argument through the formula of;  $Performance = Ability + motivation + opportunity$  to have played part in providing HRM systems which cares more about the employee's requirement, mostly motivations and quality of their jobs (Macky, 2007; Neira & Vieira, 2012; Boxall & Purcell, The Impact of HRM on Performance, 2003). This will mean that HRM performance can impact the whole organizational performance especially when they are not discouraged.

The theories about the HRM and organizational performance did not end only with the above but also theories of human capital which was initiated by Schultz(1961). Schultz said, human capital a stock of competence, experience, knowledge, social and personal attributes including creativity and innovation, embodied in the ability to perform work to produce Economic value. Muayyad Jabri (2003), Dess & Pickens (1999) and Picken (2006) is to use Human Capital as mainly understood consisting of every one's capabilities, capacity, skills, knowledge and experience of the organization's managers as they are important to the responsibilities at stake, in addition to that we have skills and experience required by every individual at work. This theory is concerned with how people contribute their knowledge, skills and abilities to enhancing organizational capability and the significance of that contribution. This is rather broader in scope than human resources (Dess; Pickens, 1999).

In other-words HRM Practices can again be defined as “Organizational activities which focuses on managing human capital at work to make sure that the allocated resource will meet the organization goals and objectives (Sihombing, 2011). It was still reviled by a number of research findings that the definition of human resource management practices and systems or collection of activities. Deferent views have imaged on the nature of HRM considering a number of research findings which defined HRM as individual practices or collection of practices (Batt, 2002; Li-Yun Sun, 2007; Su, S, & Law, 2007). Capeli & Neumark, (2001) made it clear that, there is no fixed HRM practices and or systems in which HRM could be defined and explained to show the clear evidence of the HRM practices and organizational performance. For the Universalistic perspective, Boxall and Purcell foresighted a lot of high Performance, best practices which needs to be adopted by whole Organizational Performance (Boxall & Purcell, Strategy and Human Resource Management, 2008). This implies that be it Business practices or HRM practices they all work independently but with the consistent aspects of the organization. Rather than adopting best practices, there must be a relationship between HRM and organizational strategies which is commonly known as “Vertical fit” (Schuler and Jackson, 1987; Danny et al., 2008; Meyer, 2011; Kazak, 2009). They suggested that all perspectives on best practice and best fit would be right to each other in there-own way. However, one may need to consider the fact that, HRM practices in most cases depends on the organizational planes. (Ulrich, 2007; D, P, & H., 2006). These emerged with an approach which emphasized that the importance of the combination of HRM practice and the organizational performance is very important to attain its goals by the contingency perspective (Ulrich & Brockbank, 2005). Here, it tries to have a very specific approach which emphasizes more on the importance of HRM practices looking at how this independent variable is linked the with organizational performance. However, this configurational theory has been defined by a number of researchers but most to be considered is, Jakarta (2012) who pointed it as, ‘the structures, processes, relationships and boundaries on which the organizations operate’ when you look at all these perspectives they are all very important

especially when intending to consider the link between HRM and its performance which in turn may contribute to the organizational productivity (Doty, 2017). The two tried to examine the relationship between the HRM practices and organizational performance. The investigation found that, HRM Practices are positively linked to the organizational performance, this happened after testing the contingency and configuration approaches to the HRM. This human resource management concept has been frequently described in two different dimensions; soft and hard. The soft model whilst stressing the importance of integrating HR policies with business objectives and emphasizes on treating employees as valued Assets and a source of competitive advantage through their commitment, adaptability and high-quality skill and performance. Employees are proactive than passive inputs into productive processes, capable of development, worthy of trust and collaboration which is achieved through Participation (Legge, 1995; Ken, 1995). This model opposes the hard-which places emphasis on “Human” and it is associated more with the Human Relations School of Herberg and McGregor (Storey, 1987; Soft and Hard Models of Human Resource Management, 1997). The hard HRM model focuses on the qualitative, Business-strategic, calculative aspects of managing the “headcount” has been termed human asset accounting by Storey (1987). This is more evidential that the hard HRM approach has some affinity with scientific management as people are reduced to passive objective that are not celebrated at any cost but assessed on whether they have the skills to contribute on what the organization may be requiring (Legge, 1995; Vaughan, 1994; Storey, 1987; Drucker et al, 1996; Keenoy, 1990; Legge, Storey, & Drucker, 1996).

## **2.7 The Link between HRM Practices- Performance**

In the last year’s researchers have been investing much of their time in trying to find the link between the HRM practice and organizational performance. Basing on the evidence from the findings driven from the huge

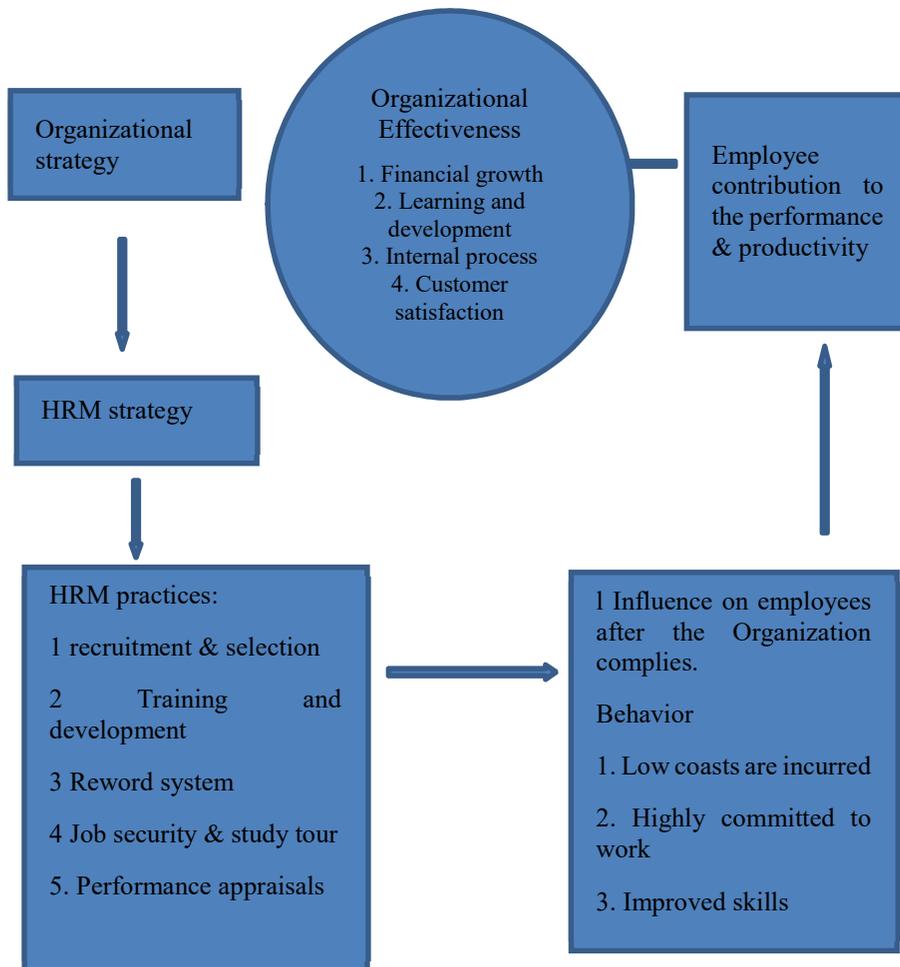
amount of research that has been taking place, it now appears to be more-clear to many researchers that HRM is an important element which impacts on the organizational performance and effectiveness which again impact by improving the performance. However, the link between HRM and organizational performance is always taken to “Black box” which is lack clarity as to “what exactly leads to what” (Gerhart, Human resources and business performance, 2005).

## **2.8. The framework of this Study about the link**

With exception from the traditional HRM, Today’s mechanisms of the strategic HRM have got a special link between the horizontal lines with all HRM functions of the organization. This link has very founder mental influence on employee’s performance, behavior, productivity, for the organizational. As it is demonstrated in the diagram below.

In 2000, under the leadership of his excellency president Paul Kagame, the government of Rwanda established a set of objectives to transform the country into an industrial/services based economy in 20 years. The VISION 2020 plan specifies short-, medium- and long term goals with measurable indicators of progress. Key to this plan is six underlying pillars: the second pillar being human resource development and a knowledge-based economy. The plan also has three horizontal areas the third being science and technology, including information and communications technology (ICT).

Figure 1. The link between HRM & OP & Evaluating



Even though the above diagram will be describing the conceptual framework of the research, showing strategically how it is integrated and its impact on the organizational performance, one should put in mind that the framework to be meaningful must be followed by proper research method to exactly provide a possible link between the two variables. But the relationship between HRM and organizational performance cannot be overemphasized on the empirical research all over the world about the HRM and performance always discussed over the last decades about the evidence that, “HRM matters”. Gould-Williams (2004) all argues that “the distinctive feature of HRM is its assumption that improved performance is achieved by the People in the

Organization. By Huselid (1995), who tested the relationship between the HR practice and corporate turnover, profitability, and market value revealed that HR index was significantly related to the gross rate return on assets (a measure of profitability) and Tobin's Q (the ratio of the market value of a firm to its book value) (Huselid, how much do High Performance work, 1995). This means that if appropriate HR policies, processes, and strategies are introduced a substantial impact on organizational performance can be made. It is important to realize that the effectiveness of HRM policies depends on its alignment with other business strategies. Interestingly, Hyde et al (2008) examining the impact of HRM Practices on firm profitability found little support for a positive relationship between HRM Practices and firm profitability (Hyde et al, 2008; Grabe, 2008).

Reeves and Dye (1995) stated that Performance outcome of the HRM in this following way.

1. HR related outcomes; attitudinal and behavioral effects on employees- Satisfaction, Commitment, Employee Turnover, and Absence.
2. Organizational outcomes; productivity, quality, efficiency
3. Financial outcomes; profits, sales markets.

Armstrong had to put it right that, human resource management researchers mentions that HRM Practices demonstrates the cause the improvement on Organizational performance.

Not only that but also HRM practice like teamwork provision of discretion and autonomy in the workplace to various employees 'involvement and pay schemes motivate employees and increase productivity (Royuela1, 2009; Petrescu & Simmons, 1999). Cross-functional teams job rotation, quality, and integration of functions, all these may contribute positively to the Organizational productivity (Banker et al, 1996; Fey, C.F 2000). The investigations were made to check the relationship between the HRM practices and organizational performance of almost 101 foreign-owned companies in Russia provided the support that investing in HRM practices may lead to strong standing firms. Feather still, in all studies which have made effort to examine

the relationship between HRM practice and Organizational prosperity at the plant level put right that HRM Practices were related to quality and productivity. Discovered that human capital enhancing HR practices were related to operational performance among a sample of manufacturing plants (Macduffie, 1995; Youndt, 1996).

Nevertheless, Researchers like Johnson & Richard (2001) made a clear point driving it from the sample from the small banks and they examined the impact of strategic HRM effectiveness on their performance variables. They found that the effectiveness of the strategic HRM is directly related to the human capital at work, while trying to have a test and find HRM practice have any impact on the organizational performance, they found that HR practices had a big impact on turnover and that the relationship between retention and productivity was positive when firms implemented high- involvement of HRM practices, but that would turn into a negative result if not implemented. This area of research was not attempted by only the above for them to make a conclusion but rather Ahmad and Schroeder (2003). These concluded that, there is a positive influence on Human Resource Management practices like, information sharing, Employment security, training and development, Recruitment and Selection, compensation and rewards, performance appraisal, decentralization of decision making, and use of teamwork (Ahmad & Schroeder., The impact of human resource management practices, 2002). All these results have revealed that there is a significant relationship between human resource practice and organizational performance. (Santos, 2018).

According to Ichniowski (1997), 'In the configuration perspective, the emphasis is put on synergistic effects that HRM practices can be created when they are grouped together and excised in a coherent manner. It is farther argued, that the total effect that can be achieved is far greater than the sum of every single practice. According to this point of view, Ichniowski and colleagues (1997) put it right that systems which innovate HRM practices have a tangible impact on worker's productivity hence the organization performance. However, Individual practices showed literally to non-existing effects (Ichniowsk &

Colleagues, 1997; Al-Zu'b & Rand Hani Al-Dmour, 2003).

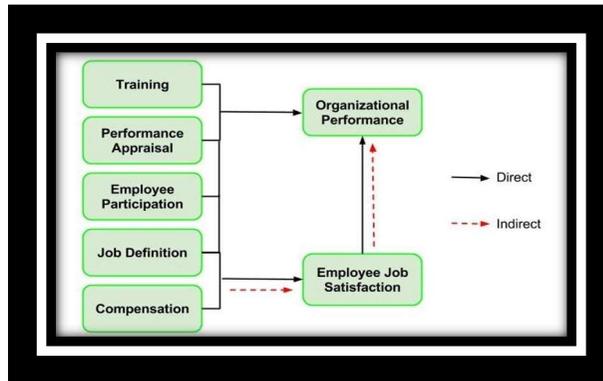
## **2.9 Knowledge Management and Information Sharing: Other theories on the levels of individual**

In addition to the above theories about the HRM practices on the organizational performance tries to find out the potentials of HRM to the entire work done in the firm. However, these are more of individual level which is applied to the HRM and organizational performance (Jaclyn M. Jensen, 2011; Lam & Chen, High-Performance Work Systems, Corporate Social Performance, and Employee Outcomes, 1999).

## **2.10 Organizational Performance**

Since we have already seen that the HRM have several practices that are frequently repeated throughout the HRM-performance research. However, what types of performance that these HR practices, or systems of them, are measured against varies. In the following section, I will briefly outline the types of performance that are commonly used in the research field. The various types of performance have been divided into three main categories; 1) financial and market performance, 2) operational performance, and 3) Employee attitude and behavior. It is from the manager's point of view in public institutions that competitive advantage is not as a result of usual products but only proper management of the human resources, proper use of technology, organized way of employee handling and maintenance (Ayanda, 2011; Abdulkadir, 2011).

The figure 2. The linked between HRMP & (OP):



Karin Harbusch (2012) had to put it right that ‘Because Organizations consider human capital as one of the most silent organizational assets in establishing and maintaining a competitive advantage’ HRM has to be considered more than any other assets in the organizations if it wants to be proactive (Amah, 2009; Amah, 2012). However, the performance of employees improves by the establishment of the strength of the organizational culture. The employee performance would be considered as the backbone to the organization when it leads to its development as it was planned in the goals set (Brooks, 2006).

## 2.11 Employee behavior and Attitudes

According to Guest (2011), said that “Employees’ attitudes, behaviors, and perceptions have largely been neglected in previous HRM-Performance research”. This means that what has been the most common way of an individual level is turnover (Boselie et al, 2005). However, recent studies have started including more of employee measures into their investigations while providing examples on attitudes and behavior that are typically measured within the research field are motivation, job satisfaction, organizational citizenship behavior, commitment, trust in management, absenteeism and turnover (Boselie et al, 2005; Paauwe & Boselie, 2005).

## **2.12 Employment Security**

Studies that were carried out by Hyeon Jeong Park (2007) have to put it right that the significant correlation between employment and security and organizational performance in addition to that, benefits of employment Security, aside works “free contribution of knowledge and their efforts to enhance productivity; it also encourages people to take a longer-term perspective on their jobs and organizational performance mostly in a study of the financial performance(Pfeffer, 1998; Ahmad, 2003; Vlachos, 2009).

John Delery and Harold Doty observed a significant relationship between employment security and return on assets, an important measure of financial performance. Employment security maintained over time helps to build trust between people and their employer which can lead to more cooperation, forbearance in pressing for wage increases and better spirit in the organization. The idea of employment security does not mean that the organization retains People who do not perform or work effectively with others; of course, Performance does matter. Employment security is fundamental to the implementation of most other high-performance management practices such as selective hiring, extensive training information sharing, and delegation. Companies are unlikely to invest in their resources in the careful screening and training of new people if those people are not expected to be with the firm long enough for it to recoup these investments. Similarly, a delegation of operating authority and the sharing of sensitive performance and strategic information requires trust and that trust is much more likely to emerge in a system of mutual, long-term commitments (Pfeffer 1998; N & Theriou, 2008; Applications, 2015).

## **2.13 Employee Involvement and Participation**

The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas expertise and efforts towards solving problems and making decisions is termed as employee

involvement. Research has shown that organizations that tap the strength of their people will be stronger and more aggressive than those that cannot. Firms will never realize the full potential of employees if they regard people as automatons or mere cogs in a wheel. In the long run, such companies “inefficiencies attract competition, and unless the management philosophy changes” they will disappear (Funder, M, Carey, & Murad, 2016).

So many studies have shown how much of an impact employee participation can have on the performance and well-being of an Organization team or the entire organization improved Organizational decision-making capability, and reduced costs through elimination of waste and reduced product cycle times, (Apostolou, 2000; Kasaya, 2018); improved attitude regarding work (Leana, Ahlbrnadt, & Murrel, 1992; Ahlbrnadt & Murrel, 1992); Job Satisfaction, creativity, empowerment, commitment and motivation (Apostolou, 2000; Light, 2004; Apostolou & Light, Effect of Employee involvement on Job Performance, 2016); increased employee productivity across Organizational productivity (C & KALMI, 2009; Kalmi & Kauhanen, 2006).

Information sharing is an essential component of high-performance work systems for two reasons; first, the sharing of information on things such as financial performance, strategy and operational measures conveys to the people’s organization that they are trusted and the second is that even motivated and trained people cannot contribute to enhancing organizational performance if they do not have Information as an important dimensions for performance and training on how to use and interpret that information. An enterprise that makes real a shared culture that is in actual fact unbreakable through information flow will be a competitive one by (Pfeffer, 1998).

## **2.14 Organizational Performance**

Results from numerous research findings have been coming up with deferent points of view about the concept of what would it mean by

Performance. Well as organizational performance also continuously been a permanent issue to the researchers. (Javier (2002) looks at Performance in three main aspects of 3Es; Economy, efficiency, and effectiveness of a given program or activity. Considering Richard et al (2009), Posthuma, Campion, Masimova, & Campion (2013) and A, Posthuma, C, Campion, & Masimova (2000), organizational performance is comprised of three main aspects which are, (profits, return on assets, and return on investments), product market performance (sales market share) and lastly shareholder return (Total shareholder return, Economic Value). In other words, the term organizational performance refers to as the company's capability to achieve its economic goals by the use of its available resource in an effective way (Daft, 2000). One can also define it as the actual output of the organization in comparison with what was intended results, which are goals and objectives. But, should not get any confusion about productivity and performance because it was clarified by Ricardo (2001) and Richard (2006) who said, 'Productivity is a ratio depicting the volume of work completed in a given amount of time. Performance is a broader indicator that could include productivity as well as quality, consistency, effectiveness, efficiency and other factors'.

The main key determinants of the organizational performance were discussed by the researchers like, Chien (2004) and they were put as follows.

1. Model of motive
2. Human resource policies
3. Organizational culture
4. Leadership styles and environment
5. Job design

This term performance is always looked at in deferent dimensions, that is to say, we look at it on the Organization has attained and how it has achieved it. This organizational performance can be measured in deferent ways and the most common one is to measure what was achieved by the use of reference to the key performance indicators of which in most of the time deals with financial results (profitability) and or productivity (Harris, Human resource management

and performance in healthcare organisations, 2007).

## CHAPTER 3 Research Framework

Whenever the researcher would want to carry out an investigation or a sturdy and come up with the evidence to support his results will need to bear in his or her mind the importance of 5Ws (Dowson, 2007; Claire Harris & Hyde, 2007; Harris, 2007).

They are put as follows: Specific questions for guiding a researcher in the proper interpretation of the research.

1. What (what is my research?): this intends to explain specifically what the research is all about. The same question must be able to engulf the main aim and objective of the research.
2. Why (why would anyone need to carry out an investigation or a study?): this is the part that asks the question of why this study would be important to carry at that moment and shows the papas of the study.
3. Who (who are the participants that will be involved and partly affected?): having all the subjects that are to be involved in the research might show the interest and the benefit of the participant in the research to the researcher.
4. Where (the area of study): it is very vital to know the place where any study would take place location of the study as it may support the process of data collection.
5. When (the time frame of the study): this is all about indicating the time range on which the research will be conducted. It is very important for the researcher to carry out the study having a given period which allows the work to be done in an appropriate period of time.

### 3.1 Research Method

Methodology means the choice made by researchers about the case to study, the method of data collection and for the data analysis, in the need to conduct this research study, I will have to use qualitative research method,

(Bryman, 2004; Dawson, 2007). Qualitative research is designed to reveal the audience's range of behavior and the perceptions that drive it with the reference to specific topics or issues (Mugenda, 2013).

This chapter will be explaining the overall methodology that will be used to collect the data to manage and address the main purposes of the research which is classified as a phase. That will start with the selection and justification of the two approaches of the study. (1) The Delphi research technique, (2) the in-depth interview. This will provide information about the selected number of people among all phases. This will continue describing the instruments, the data collection processes and the type of data analysis carried out on each phase of the study.

### **3.2 Justification for the two Phased Approach**

The key objectives of this research will be to determine the impact human resource management practices on organizational performance in the public institutions of Rwanda particularly, public service commission (PSC). To achieve this aim, the study will be divided into two phases.

### **3.3 Phase one**

Involved research procedure of Delphi, with participants answering a number of questions that were set to achieve the main intention of pinning out the role played by the HRM practices to the organizational success. The method is selected as the preliminary investigations on the link among HRM and organizational productivity. The initial data collected by the use of the Delphi method combined with a comprehensive literature review provided a more robust interview schedule for the next phase-the in-depth interview with HR practitioners.

### **3.4 Farther still**

Phase two will involve an in-depth interview through a phone call with the HRM practitioners and directors from the public organization (PSC). This qualitative approach will be applied with the objective of acquiring more information from the public employees mostly HRM & directors. For the researcher to acquire this data will allow the work to be more effective since there is the use of proper source and the right group of identified people.

### **3.5 Panel Selection**

The success of a Delphi study is largely dependent on the quality of the participants. Hsu & Sandford (2007), Baxter (1963) and Van (1971) reported specific criteria for the selection of panel experts. The first is that the experts exhibit a high degree of knowledge of experience in the subject matter. Another is that they exhibit “representativeness” of the profession so that their suggestions may be adaptable or transferable to the population (Dalkey and Helmer 1963; Delbecq; Van de Ven 1971).

### **3.6 Research Questions**

The stage of phases above, in this study, will be deemed important to best address the seven set research questions as they are to be put below. But before the set of questions is put down one may need to note that, the all the questions will be emphasizing on the HRM practice and the last question will be about the organizational performance mostly in private institutions.

1. is there any relationship between human resource management and organizational performance?
2. Which are human practices do you think can positively impact the organizational performance?
3. What are the factors that may be affecting Rwanda’s human resource practices that limit organizational productivity?

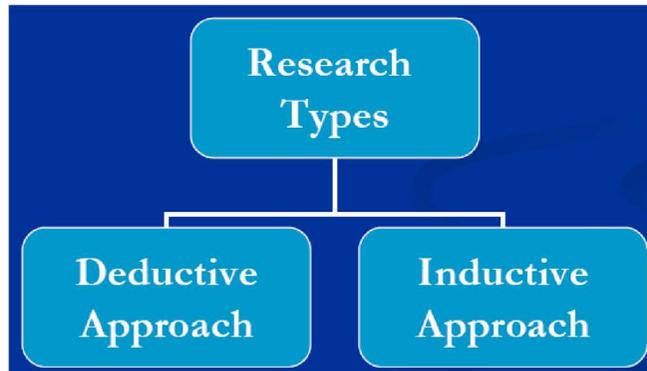
4. Do the performance appraisal in your organization aims at improving employee performance and strengthening their job skills?
5. Are there continuous efforts made in the organizations to create a sense of belonging among employees and feel like a member of the corporate family?
6. Can we believe that the management follows policies and practices that serve combined interests of both employees and the organization?
7. Do you think private organization cares about employee's general satisfaction at work compared to the public organization?

The study will be aiming at rectifying the gap and the extent in the literature which in turn will provide tangible insights that will explain the relationship between the HRM- organizational performances. It will, therefore, look very important that the study will capture important information for more evidence on the causal relationship between human resource management (HRM) and organizational productivity. As a result, the two phases of approach will be considered as the most efficient research methodology for the main objectives of this study.

### **3.7 Research Approach**

Usually, there are two main research approaches which are used in the process of conducting any study as it was said by ZAJMI (2015), Jiménez-Jiménez (2015) and Jimenez & Vall (2008). These supporting ideas of recognizing the inductive and deductive research approaches to the theory building and testing concepts of the study (Easter- Smith et al, 1999). They continuously argued that “these approaches can also be viewed from a scientific perspective where deductive approach represents a positive paradigm and the inductive approach represents a phonological paradigm” (Kulatunga, Amaratunga, & RDG and Haigh, 2006; Shanshan, Wilcon, & Eric, 2006).

Figure 3. The forms of Research Methodology.



### **3.8 Types of research Approaches (Aqil, 2008)**

The deductive research begins with more general concepts to the most specific ones. Which in most of the time is referred to as the Top-down approach, due to its waterfall model concept? This model starts with the theory and the forms of hypothesis to support the theory. In addition to that, the study is always carried out to make some clarifications that may lead to final confirmation which can be made from the data available and facts that are obtained, Gil and John (2005) had to put their suggestion that, a deductive Research approach can be divided into the following stages.

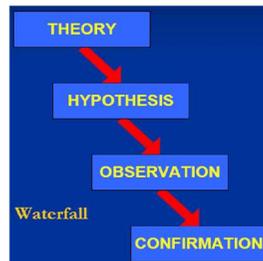
In this case, the study decides the concept which may represent the most important area of the theory, this will always permit the researcher to choose and make an impression about the study by providing knowledge about the difference and the similarities. If the concepts are abstract, this may not allow them to empirical testing unless they are operationalized.

The role can be set only when the concept is empirically operationalized to evaluate the accuracy of the concept. This is important since it helps to eliminate the disagreements that may arise on one thing.

### 3.9 Operationalization

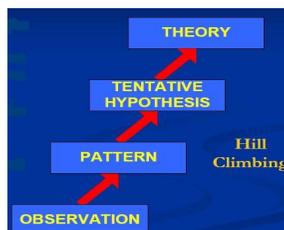
A clear observation of what may be observed is to attain only when rules of observed clearly put down. Measures and indicators will always be represented. Measures and indicators will then be created to represent the occurrence of concepts undergoing observation. The chart below shows the deductive (waterfall) research approach by Aqil (2008).

Figure 4. The top-down method of Research



Deductive research approach by Aqil (2008) and Aqila (2008) uses an inductive finding whereby specific observations are used to formulate a general theory. It is referred to as the opposite of deductive research method for example, “bottom-up” techniques. Which starts with the observation that leads to a pattern that is used to develop a hypothesis for finally use in forming a general theory (Aqil, 2008). However, this method might be containing some uncertainties because of its conclusions that are made based on its likely permissions, (Aqil, 2008).

Figure 5. Down up approach: Inductive Research tool by (Aligarh, 2006).



The study will concentrate more on the inductive research method since it fits well in the approach of qualitative research method. The research will continue looking at the observations based on past studies about the HRM-performance.

### **3.10 Research Method**

A good research method is the most important part of every study since it helps in guiding the process of the study to attain the main purposes and objectives set out for the study according to Saunders et al (2007) a study which was carried out using the interview method can be a good source of obtaining data. Out of different types of interviews, the phone call semi-structured interview will be used for data collection. The semi-structured interview will give interviewer flexibility to ask questions in forms and ways that in-depth information can be obtained. This method can also provide supplemental information through explaining the questions in such a way the interviewee will understand the purposes of the study (Saunders et al 2007; Saunders, Research methods for business students, 2007; Saunders, 2009).

The use of “template analysis” can create an approach which helps in analyzing the data from the research. A “template” is developed to summarize the important points that were identified during the interview process. This template is coded based on the number of frequency that theme appeared or will be mentioned during the interview. After all the information will be transcribed, the template will be used to interpret and identify the themes that were used for writing up the findings (Nigel, 2008).

### **3.11 Applying Protected Area Management Categories**

1. Cord the study and define the theme.
2. Read and transcribe the data set (in both Audio& Video) throughout to understand the meaning of the data gathered.
3. Identify the main part of the study to be transcribed so that initial coding can be applied.
4. Develop an initial template by grouping the themes identified in the data.
5. Produce a final template by making sure all data collected are identified.
6. Carry out a quality check and reflectivity to assess the themes and codes assigned.
7. Interpret your data through writing your finding from the final template.

It is some short steps in producing a template (Nigel, An Evaluation of Human Resource Management (HRM) Practices in Nigerian Universities, 2008; Sociomed, 2015).

### **3.12 Assigning Codes on the Themes**

After reviewing all the source of information which was conducted during the interview process some keywords from the answers that had more relations to the aim of the study are to be selected for farther analysis as it will be set from the questions that were set by the interviewee.

These themes will then be observed carefully and denoted with an Asterix. Followed by determining the frequency at which these statements are being mentioned, an Asterix will be awarded for each time a statement will be mentioned or closely highlighted in any form (e.g. time and duration), showing the number of times the statement has been mentioned by an interviewee. A

final compilation of the analysis will be made in a summary, and some comments will be made based on the observation of these statements from the interviewee.

### **3.13 Criterion on choosing the panelists**

In the process of choosing the panelists to attend to the interview the following was followed.

1. Participants must have experience of working in the field of HRM for three and above years in the public organizations.
2. They must be current workers in the field of human resource in public organizations.
3. They must have a minimum of bachelor's degree in either human resource management or public management with experience of work in the same area.

That is to say, in the process of nominating the pool of participant at least 7 respondents will be invited and contacted on the phone calls and respond to the set of questions as they have been indicated above.

### **3.14 Sample Size**

Usually, Delphi as research method tends to be depending on the questions that are being asked, sample size and degree of consensus that is to be reached (Rowe & Wright, 1999; Wright, 1999). Since this study is doing preliminary investigations, a small number of 7 interview were selected by the researcher for them to be depended on for them to achieve meaningful results. Helmer and Dalkey used a panel of seven experts in their original Delphi experiment in 1953. Helmer (1983) and Limestone and Turoff (1975) suggest a panel size of anywhere from ten to fifty participants (Limestone and Turoff, 1975; Harold & Application, 1975). In the process of data collection by the use of the Delphi research method its good for one to note that there are three forms of the interview which are put as follows.

### **3.15 Unstructured Interview**

Sometimes referred to as an in-depth interview, this type of interview is used in situations where the subject narrates a history (to obtain the information needed). The researcher has to establish a good connection and trust with the subject. Also, the researcher needs to be alerting to pick up important points of history. There is a need to steer the subject to the right direction in case of deviation from the main topic of the interview, (Castollen & Lindtrer, 2011).

### **3.16 Semi-structured interview**

Use as the most common type of interview most especially while using the qualitative research method. Here specific information is needed to be uncovered. The researcher needs to make the subject feel at ease, flexible and comfortable to answer questions. A set of questions are design base on the specific field of information needed to be obtained. This information is later tested for similarities and differences between subjects (Crabtree et al, 2009).

### **3.17 Structured Interview**

The subject is asked a series of questions with tick boxes for response answering. This type of interview is mostly a face-2- face but can also be done through telephone and other new communication systems. The structured interview is mostly used in research dealing with marketing issues.

From the above three types of interview, most authors that have worked within the research method suggested that a Semi-structured interview is mostly used for a qualitative research method. Due to its flexibility, apart from the questions that were already set for an interview, there is an opportunity to bring in relevant questions during the interview because of additional information the interviewee might pose. However, one may need to put in mind that all the

above forms are good but the most convenient is structured interview depending on its advantages as put bellow (Snyder-Mackler, Handling, & Richards, 1999; A & Melton, 2018; Crabtree, 2009).

### **3.18 Advantages of interview in any research**

1. Complex Situations: the interview is regarded as a good option of obtaining data in complex and sensitive situations. Through sending the questions to the interviewee, this gives an opportunity to prepare for a good response with a more informative way.

2. In-depth Information: interviews are important for collecting in-depth information through probing.

3. Information Supplementation: there is an ability to supplement information by the interviewer; this is done through observation of nonverbal reactions and comparing them to the questions answered.

4. Explaining Questions: the interviewer has the ability to clarify and explain any questions that the interviewee misunderstood, or questions can be structured so as to obtain the right data needed.

5. Wider Applications: by using the interview method of obtaining data, there is a great deal opportunity of wider applications i.e. the method can be applied to different audience e.g. gender, race, children, disability, etc.

But remember that all means and measures of data collection have the two sides of the coin which means that however much great advantages it may have there are also some disadvantages that are easily encountered in the process of data collection and they will put as bellow.

### **3.19 Disadvantages of Interviews**

1. Time: interviews can have some problems with time schedules in (situations, where the interviewee has to create a specific time within a busy

schedule, can cause difficulties). It can also be time-consuming in cases where the subject to be interviewed are located in different locations of the globe.

### **3.20 Data Quality**

In any research, the quality of data obtained is the most important part of the study. With the interview, the quality of data mainly depends on the interactions and rapport between the interviewer and interviewee. The interactions in each interview are different, even though with the same experience the responses from the different interviewer will certainly vary.

### **3.21 Interviewee**

The responses from the interviewee will contribute greatly to the quality of data obtained. Interviewee's that volunteer for the interview will respond better than those that were asked by their organization or top management to do it. Experiences, skills, and also a commitment to work can give a chance for obtaining quality data.

### **3.22 Data Bias**

Data bias can come from both the researcher and the interviewee. The researcher can make up questions to interpret data as desired, while the interviewee can answer questions based on answers that they only want to put out.

### **3.23 Interview Content**

The purpose of every interview is to obtain data that are needed to make a conclusion on particular research. The questions for this research are designed

in such a way it covers the aspects of the impact of the HRM practices to the organizational performance. A few detailed questions were asked at the beginning of the interview. This should serve as an ice breaker and also a way of making both the interviewer and the subject feel ease and comfortable.

It is also important for one to note that even the questions were categorized into two ways which are to be put as follows.

### **3.24 Organizational performance and HRM practices**

a. Interviewee information

b. Organizational information

c. HRM information 2. Research Questions

d. Defining Success, measuring success, adopting methodologies, learning outcomes, recommendations, limitations.

The second part of the interview questions will deal with the research questions. This part attempts to capture the subjects view on how performance is defined and measured. As there are new emerging methodologies for modeling performance there is a need to know if these organizations use any of them. The last part of this section deals with the employees in the organization and accountability, helping them to understand how managers perceive their influence of the HRM practices on achieving organizational performance. The question gives the opportunity to the managers to get information that is not asked or which the organizational managers are willing to and want to share.

Interview Process Table: The table below explains the number, portfolio, interview time, working experience and sectors of all the participants of the interview process.

Table 1. Interview Process and their profiles:

s/no	Interviewee	Portfolio	Period of experience	Interview Time	Sector
1	1	Director HRM Manager	10 years	35 minutes	Public
2	2	HRM specialist	9 years	26 minutes	Public
3	3	HR. Manager	5 years	31 minutes	Public
4	4	HR. Oversight	4 year	22 minutes	Public
5	5	HR oversight Officer	4 years	19 minutes	Public
6	6	DAF	16 years	28 minutes	Public
7	7	HR & Oversight	3 years	15 minutes	Public
	8	Bn Oversight Officer	Four year 4	25 minutes	Ministry of local Government
	9	HRM expert	16yrs	35 minutes	HRM Consultant
	10	Bn Oversight Officer	3 years	22 minutes	Public
	11	HRM	5yrs of experience	15 minutes	MINISPOC

	12	Bn Oversight Officer	7 years	28 minutes	Public
	13	HRM Expert	20yrs	30 minutes	RRA (Rwanda Revenue Authority)
	14	Director of Finance and Administration	4.5yrs	25 minutes	Human Rights Commission

For any study to manage to curb down the investigations in the process of Data collection, data quality is the most important factor to draw this conclusion. The quality of data depends on the interaction between the interviewer and subject. This can be due to responses by the subject, the skills, experiences and commitment from both the interviewer and interviewee. Under this research, with the use of a qualitative research method with a focus on the semi-structured type of interview will help in achieving data with quality. Research method with a focus on the semi-structured type of interview will help in achieving data with quality.

### **3.25 The reliability of the Data**

According to (Saunders, Liang, & Li, 2007) stated that “to keep a reliable data during this study, it is important to observe the time of the study with also consideration to the situations of the research accompanied by any changes that might arise within that time” not leaving behind a well-designed selection of the research method and data collection which may at the end

determine the reliability.

For the reliability of this study, proper research for managers is followed. This was achieved through good documentation of all-important sources used in the research process. The process of selecting a research method and approach was carried out based on the nature of the study. Depending on the research ethics and the protection of the source of the data collected led into the skip of some important information basing on the repercussions it may cause.

### **3.26 Data Biases**

Looking on the other side of the coin, the data collection process had its own biases which are to be put as follows: as it was stated by Kumar (1999) and Saunders (2007) “The ability to be based on the results of any findings obtain from an interview might come from both the interviewer and interviewee”. These went ahead and defined bias as an intentional attempt to hide the result or outcome obtained and in some other situations changing the true existence of an outcome. Bias is not regarded as subjectivity, as subjectivity is related to individual perspectives like educational background, compliance, and training (Greener & Ventus, 2008).

Saunders (2007) went ahead to argue that, the interviewee may lead to data bias especially when personal reasons are considered in the process of the research. He, however, gave some suggestions and strategies on how the interviewer can have ethical research standards in order to mitigate such biases.

They are as follows:

- Always have an open mind to the answers acquired and have no expectations to the answers
- Have a good knowledge and information about the organization, their products or services provided
- Assurance should be provided to the interviewee that their organization

will not be criticized or judged from the information of the interview

- Confidentiality to information provided must also be assured to the interviewee

The interview conducted for this study was through a phone call contact. And the managers interviewed have good knowledge and experience in both technical and management skills. With the manager's personal willingness to participate in the study, the factors of personal reasons will not be concerned as an effect on bias.

### **3.27 Data Validity**

Creswell (2007) stated that the validity of finding the proper result in a study occurs when all processes of research in Qualitative study regards validity as then backbone that determines the accuracy of its finding. While Saunders et al (2007) looked at it in this context "The validity of finding the proper result in a study occurs is all processes of research. Qualitative research regards validity as then backbone that determines the accuracy of its finding" (Saunders et al, 2007).

It is from this point of view that one can say that in this study, the validity of the data can be achieved through following the proper channel of obtaining the information. The questionnaire awarded to the interviewee tends to determine their understanding, experience, and knowledge. Well as the question of HRM practices and organizational productivity will validate by the process used for the interviewees to understand. Creswell, (2007) provided with some literal suggestions which are as follows: triangulating different sources of data obtained, so as to justify their themes.

- Obtain elaborated description to explain the findings
- Determine the accuracy of the final report using member checking (if needed)

- If there is any data bias its clarification should be clearly mentioned

Any information that runs negative or discrepant to the research idea should be presented. For any study, it is important to organize and interpret the data obtained, through a good procedure and extract the important points of data so that the main aim and objective of the study can be achieved. Chapter three of this study clarifies the research methodology that was used for obtaining data, followed by a system for analyzing it. Also, the advantages and disadvantages of using this methodology were summarized. Detailed analysis and interpretation of the data obtained will be made using the template analysis method. By assigning codes and themes to the important findings of the research, a match to these findings of the research questions and other facts discovered from the literature review was also analyzed. Furthermore, the differences and comparison of the data from the different sector will be analyzed.

# CHAPTER 4 Data Analysis and Results

## 4.1 Interview findings

The researcher adopted an inductive thematic analysis approach. Document analysis and mission statements for the impact of HRM practices on the organizational performance was analyzed and interview scripts were disseminated to the interviewee and answered. However, data analysis here was the attempt to understand the presence or absence of themes, common or divergent ideas. Believes and practices in a topic under research (Guyatt, 2011). This section gave a description of how documents and interviews transcripts were analyzed by Braun and Clark. They stated that the thematic analysis is a qualitative research method that can be widely used across a range of epistemologies and research questions. They farther argue that it is a method of identifying, reporting, analyzing, organizing, and describing the data collected.

As it was introduced in chapter three above which stated more about the research methods that were used in the process of obtaining the information which is important, some essential information was reviled to the measures in which data was used to determine the impact of human resource practices on the organizational performance in the public institutions of Rwanda.

The study emphasized more on the observations made from the new information acquired from the HRM experts in the Public Service Commission (PSC). However, one may need to know more about PSC, and the reason why it was chosen as the case for this study? PSC of Rwanda was established and stipulated in the constitution of the same country on 4th of June 2008 in its article 181 law no 39/2012 of 24th /12/2012 which determines the obligations, organizations, and functions of the PSC.

## 4.2 Defining Organizational Performance

This involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second financial performance and third, market performance, is defined as the practices, policies, and systems that influence employees' behavior, attitudes, and performance at work (Q. I. d, 1997) (QLD, 1997).

“Using the PRINCE2 methodology for control and management within time, cost and meeting all predefined deliverables and business benefits. The study should also have acceptance criteria defined by the research team e.g. experts, HRM practitioners”. And also deliver efficiency, cost-effectiveness, and performance.

Picking a reference from Turner and Water ridge stated that organizational successes are being judged by a number of factors among which is HRM and its practices, budget, and specification. The answers from all HRM Practitioners were that the results from interviewed showed that their views HRM and success and definition are within the boundaries of organization and HRM practices, even though the quality is not being mentioned, there is the perception from the interviewees that HRM practices have predefined quality standards that are always being followed. But from the findings of this study, it shows that recent definitions of HRM success have a lot of consideration of user satisfaction and acceptance level at which these users may need to focus their attention.

The new factors that are being considered by the organizational performance, according to the response from the interviewees, have a major recognition to this factor, as both interviewees mentioned the criteria of eighteen and five times respectively during the interview. The organizational performance and HRM practices are the most important elements of the organizations nowadays expect to gain some benefits after the implementation

of the HRM systems. Stakeholder satisfaction and achieving goals and objectives of the organization are also new concerns. Might et al and Larson cited form (WOLBERT, 2009) stated that in defining project success, the HRM practice must achieve organizational performance. M2 and M3 supported this view by reflecting their views on technical specification and Performance, (cited from Witheridge, 1998) (Witheridge, 1998).

### Respondents

In the process of collecting data from the respondents of whom I interviewed as the methodology, the respondents were classified in deferent levels depending on the experience and expertise they have in the field of HRM. Therefore, the first respondent when asked if there is any close relationship between HRM practice and organizational performance, he said all organizations to operate they need Human being for them to do work among which is training and development, recruitment, performance appraisals, and motivation and rewords all these are done to make sure that organization achieves its target which in the cases is profit acquisition. This means to him that there is a strong relationship between the two variables.

As I have said in the introduction above, for one to attain meaningful information, seven HRM related questions were set. It is from these set questions that I acquired the response from the interviews who were asked to be free in the discussion for them to answer those questions. So, the second answer from the question which was like is there any examples of the HRM practices that are related to the organizational performance? He said that there is no single HRM practice that may change or impact the organizational performance instead he said “practices like, motivation, reward system, appraisals, training and development, promotions and all other HRM practices works hand in hand to attain the organizational standard.

The response about if there are specific challenges on the HRM practices in Rwanda, the respondent agreed that Rwandan HRM practices have unique problems, for example, Low level qualified personnel, very low number of

HRM specialists from which the upcoming HRM would learn which leads to low level of productivity and in turn this will lead to poor organizational productivity. This means that for the organization to perform well they need qualified manpower.

While conducting the interview, I wanted the interviewee to express their views by telling more about what would be termed as the organizational performance, He responded in his views that for the organization to perform its duties there is the most important thing that must be done and those were put as follows. employee motivation, the involvement of the employee in decision making, equal opportunity, promotion by merit, and training opportunities. In his conclusion said that, if all the HRM functions are fairly implemented in connection with a well-set organizational goal, then this can be followed by its attaining its better performance.

With an intention of knowing if there are some factors affecting HRM practices that in tune affects the organizational performance, he was like yes and said every factor that limits the HRM practices it automatically affects the organizational performance therefor the HRM and performance are factors that cannot leave each other. When mentioned on Rwanda in particular, he also mentioned that Rwanda's problem is based on the low level of education, and sometimes low quality of Education that leads half backed HRM practitioner and later on limits on organizational productivity.

We went ahead with the conversations and asked if their organization minds about their employees with the intention of creating organizational belonging? He admitted that it is a very good policy that may lead to the high quality of productivity since all employees feel at home in the organization however added that most organizations put much of their intention on profit maximization other that employee well fare which in the end limits the organization performance.

I also wanted to know the papas of performance appraisal at the organizational level. He answered that in normal situations performance

appraisal takes place to support both organization and employees. Where he added that it is through performance appraisals that you get to know more about the future planning, decision making, it would help to determine who to train, who to promote and who to demote he farther added that performance appraisal helps in the decision making of the organization.

In the process of data collection, the set of seven questions was asked to the panel members with an aim of seeing if the organization and the HRM practices have any link and when interviewed him he took me into what he cold organizational practices and its performance. Where he holds the view that organizational performance is all about providing quality services, profit maximization, and organizational development and added that all the above cannot be attained without human resource.

when asked about the HRM practices that can lead to organizational performance, he mentioned a number of them like, high pay for performance, he mentioned a number of them adequate level understanding, study tour, adequate maternity leave for the woman, and all other motivational acts to the employees this may lead them to keep happy at work a factor that leads them to work hard and in turn high organizational performance.

On the Rwanda’s context, the interviews tended not to provide adequate information accept the few who answered the question and they all agreed that Rwanda’s HRM system is still at its infant stage a factor that has led to low levels of performance of the organizations not only that but also added that the HRM practitioners are still very few in number a factor that leads some organizations put wrong people in the wrong organizational place of work

Table 2. Summary of respondents:

Questions that were asked	Responses from the interview discussions with
---------------------------	---

	the respondents.
1. Is there any relationship between Human Resource Management and the organizational performance?	Organizational successes are being judged by several factors among which is HRM and its practices, budget and specification. During the interview process the organizational performance and HRM practices were the most important elements of the organizations. Nowadays organizations expect to gain some benefits after the implementation of the HRM systems and practices.
2. Which are the human practices do you think can positively impact the organizational performance?	He said that there is no single HRM practice that may change or impact the organizational performance instead he said “practices like, motivation, reward system, appraisals, training and development, promotions and all other HRM practices works hand in hand to attain the organizational standard.
3. What are the factors affecting Rwanda’s Human Resource practices that limits organizational performance?	the respondent agreed that Rwandan HRM practices have unique problems for example, low level qualified personnel, very low number of HRM specialist from which the upcoming HRM would learn which leads to low level of productivity and in turn this will lead poor organizational productivity. This means that for the organization to perform well it needs qualified man power.
4. Do the performance appraisal in your organization aims at improving employee	He responded in his views that for the organization to perform its duties there are the most important thing that must be done and those were put as follows. Employee

<p>performance and strengthening their job skills?</p>	<p>motivation, the evolvement of the employee in decision making, equal opportunity, promotion by merit, and training opportunities. In his conclusion said that, if all the HRM functions are fairly implemented in connection with a well-set organizational goal, then this can be followed by its attaining its better performance.</p>
<p>5. Are there continuous efforts made in the organizations to create a sense of belonging among employees and feel like a member of the corporate family?</p>	<p>He answered that in normal situations performance appraisal takes place to support both organization and employees. Where he added that, it is through performance appraisals that you get to know more about the future planning, decision making, it would help to determine who to train, who to promote and who to demote he farther added that performance appraisal helps in the decision making of the organization.</p>
<p>6. Can we believe that the management follows policies and practices that serve combined interests of both employees and the organization?</p>	<p>in the process of data collection, the set of seven question were asked to the panel members with an aim of seeing if the organization and the HRM practices have any link and when interviewed him he took me into what he cold organizational practices and its performance. Where he holds the view that, organizational performance is all about providing quality services, profit maximization and organizational development and added that all the above cannot be attained without Human Resource.</p>

<p>7. Do you think private organization care about employee's general satisfaction at work compared to the public organization?</p>	<p>when asked about the HRM practices that can lead to organizational performance, he mentioned a number of them like, high pay for performance, he mentioned a number of them adequate level understanding, study tour, adequate maternity leave for the woman, and all other motivational acts to the employees this may lead them to keep happy at work a factor that leads them to work hard and in turn high organizational performance.</p> <ul style="list-style-type: none"> <li>• Farther still, Rwanda have got a special excise that facilitate them in the HRM practices like the system of <b>Imboni</b> which helps in their practices hence creating a sense of organizational performance.</li> <li>• Recruitment system that promotes the sense of equal rights and opportunity for one to get the jobs this in the end leads to the placement of the right people in the right position and after higher performance comes in as a result.</li> <li>• Three phases of recruitment and placement of Public savants also helps the government to have right people at work place.</li> <li>• There is another unique HRM practice that is carried out by the practitioners in the public institutions of Rwanda from Public Service Commission like annual audit report on HRM affairs by public institutions which is always submitted to the parliament. This</li> </ul>
---	--

	practice encourages managers and the enter HRM to work towards the clear goals that were set hence organizational performance.
8. What are the factors affecting Rwanda's Human Resource practices that limits organizational performance?	. It was from that point of views that some respondents pointed out a number of factors that one needs to put in mind while looking into the relationship between the HRM and performance. That is to say, some of them agreed that, Appointment in this organization is based on merit which in turn has a high correlation with the organization achievements.
9. When asked if HRHM has any impact on the organizational performance? Some of them reacted that, if recruitment is done in a transparent way they can impact the performance.	Recruitment and selection which is the first process any well-meaning organization resorts to in acquiring human resources is fundamental to organizational performance. It was found from the research that when people with the desired skills, knowledge and attitudes are Performance improves as a result of maintaining a committed, motivated and high performing workforce.
10.	Some of the respondents holds the views that HRM practices can only be productive to the organization when elements like employee involvement is put into the management's considerations
11.	Since what motivates one employee does not necessarily motivate others, it means if the company is looking for clear evidence that HRM Practices have any impact on the organizational performance, they need to take

	that for one to choose what may motivate other there must be involvement.
12.	If am to hold the view of the respondents seriously, I would recommend that, for the organization to perform they need to bear in mind that, without Human Capital in the organization nothing can be done. Therefor all organizations be it private or public needs human capital intervention if it is to improve and develop.

The views about the impact of Human Resource Management practice on the organizational performance never ended with only the above interviewees but rather went farther to other members of the public services. It was from that point of views that some respondents pointed out a number of factors that one needs to put in mind while looking into the relationship between the HRM and performance.

That is to say, some of them agreed that appointment in this organization is based on merit which in turn has a high correlation with the organization achievements. It's stated goals with the value of the employees. This can be interpreted to mean that the appointment of workers based on merit has a positive impact on the organizations ability to achieve its goals and therefore an improvement in the appointment practice based on merits will account for the public institutions achieving their stated goals more often.

Communication to the applicants in the process of recruitments is fully informed about the qualification required to perform the job before being hired. Also has a medium correlation with the ability of the public organizations to achieve its stated goals with a Pearson correlation. It can, therefore, be said that applicants knowing what qualification is required for the job attracts competent

workers to the organizations which impact on the public institution ability to achieve its target.

The interviews went ahead trying to show the relationship between the HRM and the organizational performance in that process he raised a point of it can, therefore, be said that applicants knowing what qualification is required for the job attracts competent workers to the organizations which impacts on the public employee's ability to achieve its target.

From the discussions above, it can be said that, "training needs are always good to be discussed with employees before the implementation" there are a training strategy and coherent training program employees can exercise independent thought and action in executing their jobs have a positive correlation with the public offices' ability to achieve its goals.

However, basing on the views and suggestions from the group that was interviewed, and on my own understanding and observation, it was clear that HRM in Rwanda cannot be at a standard any professional would want rather they need to bear in mind that elements of employee motivation, inclusion, equal opportunity, reasonable pay for performance, Job security and other aspects of HRM and motivation can result in high performance of an organization.

It would also be better for one to hold the view that there are a number of studies which has examined the impact of human resource management practices on firm performance. Although there is a long list of human resource practices that can affect independently or collectively on the organizational performance (Beh & Loo, 2013). Human resources are considered the most important asset of an organization, but very few organizations can fully harness its potential (Ahmed, Schroeder, 2003). We had taken some important human resource practices which affect the organizational performance. There is increasing interest in the notion that complementary bundles of Human Resource practices enhance organizational performance (William, 2010). In Rwanda, chose this topic because there is the very little scope of Human

Resource in Rwanda. Today, work attributes involve mental challenge which leads to satisfaction and dissatisfaction (Becker, 1997). Job satisfaction is a significant factor, so that's why we take job satisfaction as a mediating factor. Job satisfaction remains a factor that has been relatively little studied in management and industrial relations (Clark & Oswald, 1996; E.Clarka & J.Oswaldb, 1996).

Organizational performance performance-based compensation has a positive effect on employee and organizational performance (Cardon & Stevens, 2004). We chose this practice in our research because it is the dominant predictor (Vlachos, 2009). Performance-based compensation is viewed as an ingredient in an organizational incentive system that encourages individual performance and retention (Uen & Chien, 2004). Incentive planes in any organization enhance the satisfaction level, and the employees show loyalty towards an organization.

To be effective compensation practices and policies must be aligned with organizational objectives (Vlachos, 2009). Employees think it is the employer mechanism to control their behavior. When an organization institutes performance contingent compensation, the employees are motivated to focus on long-term organizational performance rather than short-term gains (Huselid, 1995). Therefore, in an ever competitive business environment, many companies today are attempting to identify innovative compensation strategies that are directly linked to improving organizational performance (Amin, Ismail, Selemani, 2013). The use of performance-based compensation has a significant positive effect on employee job satisfaction and organizational performance.

Open communication or information sharing promotes fast decision making. It will influence commitment and job satisfaction among employees (Amin, Ismail, 2014). Changes should take place in the working environment and public institutions should make efforts to increase organizational commitment that can enhance job satisfaction. Public institutions should establish a close relationship with the employees and support the family system

culture in the organization. It implies that increasing employee involvement and participation in decision making regarding their career plans will significantly enhance university performance (Syed, Yan, 2012). If the employees are well aware of the organization environment and their duties, objectives then they were better to perform their tasks, and it helps the organization to enhance their productivity.

Proper job description and job specifications help the employees to grow (Manning, 2012). Job description plays a vital role in organizational performance. If clear the job description is set, then it enhances the organization productivity as well. If the employees involved, then it would increase the engagement level with the organization. Organizations lead towards the top rank. If the employee would be happy with his or her job and with the organization, then it would increase the performance of the organization. Job satisfaction is the employee attitude toward his or her job (Tooksoon, 2011). A highly committed and competent workforce helps companies succeeding these strategies and gain a competitive advantage as long as these strategies are communicated and the workforce is involved in both the formulation and implementation phases (Mumtaz1, 2011).

Human Resources, which are considered as the greatest asset of an organization, refer to people whose knowledge, skills, and abilities are utilized to create and to deliver effective services. Effective recruitment and selection attract the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization. Public institutions in Rwanda need to have an effective recruitment policy to promote a scientific selection of prospective employees. The departments should participate in the selection process as they have different preferences in the candidates. Candidates need to be selected based on requisite skills knowledge, attitude, and qualification using appropriate selection techniques.

Besides an appropriate training program for both top management and support staff should be organized to continuously improve the skills of

employees. Moreover, a training and management development program should be implemented to enhance the capabilities of employees of the public employees in Rwanda.

Investing in the improvement of the knowledge and skills of employees would enable the Institutions to develop more productive and effective employees. Furthermore, a performance appraisal should be guided by the performance management policy. Employee's performance should be assessed based on quantifiable standards and feedback be given to employees on their performance. The appraisal system should be explicitly described the specific purpose of the appraisal. Organizations that clearly state the purpose of the appraisal reduce the confusion and ambiguity of the process. The goal should be that everyone knows why to conduct appraisals. Planning is required to set the stage for effective appraisals.

Meaningful and accurate evaluation and feedback require clear goals to be established beforehand. Therefore, a large part of the process should be devoted to determining what actions need to be taken in the future. It is harder to correct the results of poor planning than it is to plan correctly at the beginning. Performance-related compensation is critical in enhancing performance; hence the organization should implement this to motivate those employees who achieve the set targets. Since HRM Practices have a significant impact on organizational performance, managers need to implement them in an integrated and coherent manner (Chen et al., 2009; Wickramasinghe and Gamage, 2011).

This study has an addition to earlier research efforts in understanding the relationship between organizational performance and HRM practices. The study provides new dimensions in the research of management by opening a debate on the importance of HRM practices in organizational performance. Such as recruitment & selection, training & development, performance appraisal, and compensation system are significantly related and make positive contributions towards perceived organizational performance.

Global competition in the production and service sectors is increasing. The

business world is more and more marked by the increasing internationalization of markets and firms. Competitive economies are emerging in areas with high annual rates of growth and strong export performance. The globalization of products and markets has led to strategic alliances between separate firms who act in a partnership or a joint venture to develop and market new products. In this context of global competition, the aim of organizations is to attain world-class performance. This happens when what the organization does and how it does are better than the world leaders in the sector in which the organization operates.

The need to achieve world-class standards to achieve competitive advantage on a global basis has focused the attention of many organizations on the importance on investing in people and building a high quality, flexible, well-motivated and commitment workforce. The driving forces of competition were affecting the way in which people are organized and managed. The business practice is conducted by people. But while it is relatively easy to move finance and technology around the world, moving people presents many difficulties, because they are working away from home in new environments and within different cultures. At the same time, deeply rooted cultural differences make it difficult to attempt the imposition of a common approach throughout the world. We are living in a world of organizations, more and more elements of life are integrated into organizational frameworks, modern society depends on people working together effectively to solve problems and achieve objectives which are beyond the scope of individuals. It is a truism to say, therefore, that all people management takes place within organizations.

According to some practitioners, organizational performance involves efficiency and effectiveness. In their opinions, organizations need to be efficient in doing the right things, in the optimum use of their resources and in the ratio of outputs to inputs. But organizations must also be effective in doing the right things and in their outputs relating to some specific purpose, objective or task. Performance should be related to such factors as increasing profitability, improved service delivery or obtaining the best results in important areas of

organizational activities. Organizations must also ensure that they meet satisfactorily, or exceed the demands and requirements of customers, and are adaptable to specific requirements, changes in the external environment and the demands of the situation.

The HRM contribution to organizational performance: The HRM concept is based on the assumption that human resource strategy can contribute to the business strategy but is also justified by it that validity of this concept depends on the extent to which is believed that people create added value and should, therefore, be treated as a strategic resource. If this assumption is accepted, the validity of this concept depends on the extent to which it can be applied in practice and the outcomes of such applications.

The HRM specialists agreed that if the HRM is translated into specific HR strategies which are implemented, it has a considerable indirect contribution to the creation of added value and competitive advantage.

The HRM contributes to the creation of added value by ensuring that people with the required competencies and levels of motivation are available and by helping to create a culture and environment which stimulates quality performance. An added value approach to personnel will be directed positively to improve employee motivation, commitment, skill, performance, and contribution. This approach can aim to get better value for money from personnel expenditure in such areas as training, reward and employee benefits.

Usually, there are four major ways in which the HRM can take a lead and make the most of its opportunity to add values by, facilitating change, proposing strategies and programs for developing a more positive quality and performance-orientated culture and helping with their implementation;

Making specific contribution in the areas of human resources planning, training and development, performance management, reward and employee relations, ensuring that any HR initiatives in such fields as training and development are treated as investments on which a proper return will be

obtained which will increase added value; delivering cost-effective personnel services, providing value for money.

The ways in which people provide a critical ingredient in developing an organization's competitive position are high productivity, superior performance, flexibility, innovation and the ability to deliver high levels of personal customer service. People also provide a role of managing the pivotal interdependencies across functional activities and the important external relationships. One of the clear benefits arising from competitive advantage based on the effective management of people is that such an advantage is hard to imitate. An organization's personnel strategies, policies, practices are a combination of processes, procedures, personalities, styles, capabilities and organizational culture.

1. The findings from the practitioners that were interviewed shows that the main areas in which the HRM can contribute to organizational performance are by helping them to create and develop effective organizations. Organizational development is concerned with improving the overall effectiveness of the organization, in particular, the way its various processes function and its people work together, the aim of organizational development is to provide a coherent approach which changes the ways in which people carry out their work and interact with others.

2. Designing a well-motivated, committed, skilled and flexible workforce by developing strategies, policies, and employment practices in the areas of motivation, commitment, employee development, and reward systems are the most suitable solution for the organizations to obtain its profitability. All organization is concerned with what should be done to achieve a sustained high level of performance through its manpower within the organization. This means that giving close attention to how individuals can best be motivated through incentives, rewards, leadership and, most importantly, the work they do and the organizational context within which they carry out that work. The intention of this is to develop motivation processes and a working environment which will

help and encourage people to apply their efforts and abilities in ways which will impact in the achievement of the organizational goals as well as satisfying their own needs.

3. One may not only focus on the drivers of organizational performance but rather providing levers for change, taking part in change management programs and supporting continuous improvement and total quality management.

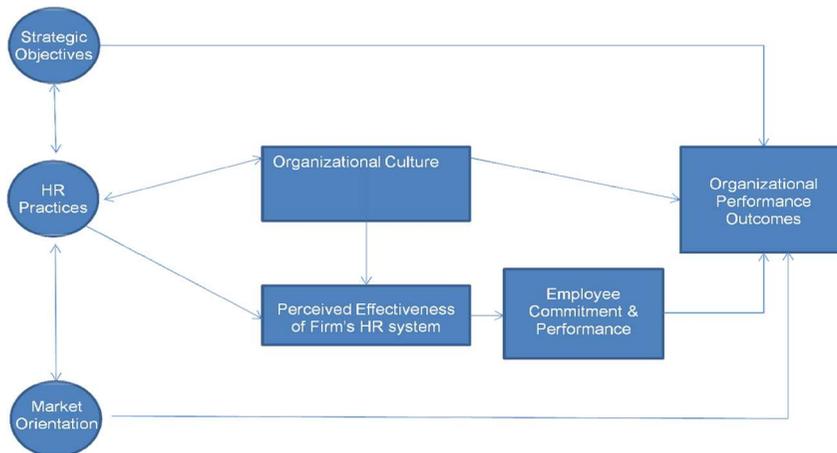
4. Maintain very good working conditions for promoting employee relations, improvements to the employee relations and climate can be attained by developing fair employee relations, policies and procedures by implementing them consistently. HRM plays a significant contribution to climate improvement. The managers who are largely responsible for the day-to-day conduct of employee relations need to be educated and trained on the approaches that should be adopted. Transparency should be achieved by communicated policies to employees, and commitment increased by involvement and participation processes. Problems which need to be resolved can be identified by simply talking with to employees, their representatives and their officials are very crucial for developing the quality of working life.

HRM and Organizational Performance (OP) is well understood that its decisions and practices are likely to have an important and unique influence on organizational performance. The obvious linkage must be either be through improved efficiency or contribution to revenue growth. However, the views on the exact transmission mechanism or model linking of the two have undergone much change over time. This change has happened alongside a change in the perceptions about human resources themselves from being a cost to be minimized and a potential source of efficiency gains to a source of value creation.

However, one needs to go beyond simplistic views and conjectures and look deeper into the exact transmission mechanism or model linking between HR practices and firm performance in the Rwandan context, an HR system is

existing like in any cultural context, is likely to contribute to competitive success when it is introduced as an integrated package (or amalgamation of practices) and fits into the context of the organizational concern. The internal fit concept is particularly salient here when we examine the organizational processes leading to good firm performance in the Rwandan context. One needs to examine closely the missing links between HR practices and performance. What intervening process factors are at work here?

Figure 6. Model linking HRP & Firm Performance Outcomes



So many literature reviews have highlighted three main sets of HR practices that would support healthy and innovation-oriented HR systems. They are as put: (1) training-focused an emphasis on skills enhancement and human capital investment; (2) performance-based reward emphasizing on rewarding employees' contributions and outcomes; lastly (3) team development leadership and team-based activities are extensively developed and carried out. HR practices in our model refer to these three bundles of practices.

# **CHAPTER 5 Conclusion and Recommendation**

## **5.1 Introduction**

This chapter provides a summary of the findings of the study, conclusions drawn from findings and recommendations based on the findings. Conclusions will be deduced from the analysis and objectives set for the research, the area for further research was also suggested in this chapter.

## **5.2 Limitations**

A limitation of the proposed mediation model is that it does not propose any specific operationalization's of the constructs of organizational culture, market orientation and strategy used in the model. This is an important gap which needs to be bridged before the validity of the model can be verified by HR-firm outcome research in Rwandan cultural context. Also, the methodology used to develop the framework is purely qualitative in nature, is based on the review of previously published work as well as the outcome of a focus group discussion.

The study examined the HRM practices of the public institutions of Rwanda and its impact on the organizational performance of these institutions. Responses from both managerial and non-managerial staff indicate similar cases divergent views on HRM Practices of public institutions. Though research has established concretely that HRM practices have a positive impact on employee productivity leading to the improved organizational performance, the impact of properly managed Human Resources on organizational booming.

Studies have extensively shown that the proper management of Human Resources through sound and effective HR practices, policies and programs can

positively improve organizational performance. This research found nothing to the contrary to the usual HRM contributions to organizational productivity. Should the public servant resort to the proper management of their Human Resources and not leave that function to directors and non-HRM experts, a great impact would be made on organizational performance.

Recruitment and selection which is the first process any organization resorts to in acquiring Human Resources is fundamental to organizational performance. It was found from the research that when people with the desired skills, knowledge and attitudes are performance improves as a result of maintaining a committed, motivated and high performing workforce. This activity should be backed by a succession plan which is able to accurately predict future abilities to existing human resource and future human resource requirements.

Training and development programs even in the form of orientations, inductions and familiarization activities also impact on organizational performance, the study found out. For training and development programs to have a rewarding impact on organizational performance, its design and delivery should be well executed. Well trained and developed employees identify and are committed to their organizations. On the other hand, inadequate training resulting in poor performance reviews can create employee dissatisfaction and conflict.

This research finding has it that, public institutions can improve organizational performance through increased labor productivity by the use of compensation and rewards systems that recognizes and rewards performance. compensation policies, structures and procedures should be able to bring out the best in employees and motivate underperforming employees to improve performance. Compensation structures should also incorporate non-financial benefits that provide intrinsic and extrinsic motivation.

The research also revealed that employee performance can be sustained to impact on organizational performance by maintaining appraisal and

performance management systems that develop the employee and increases employee commitment and satisfaction. When this happens, productivity is boosted to match external competition and improve organizational performance. Planning performance, appraising performance, providing appropriate feedback and counseling employees can greatly improve performance. Performance management develops individual and teams who in turn impact on organizational performance.

Studies have emphasized the significant and positive link between employment security and organizational performance. It went further by revealing that, apart from employment security opening up the doors for employees' free contribution of knowledge, idea, and efforts at enhancing productivity as one of HRM measures showed that it is very important for the interest an organization. This study also held that maintaining employment security over a long period of time yields innovativeness, trust and cooperation all of which improved organizational performance.

Imagine an organization where employees are regarded as automatons; Issues affecting their jobs or work. Such an organization will not realize the full potential of its employees, let alone be efficient and effective. This research revealed that employee voice or participation ensures that employees share in the stated goals of the organization and therefore will do anything in their power to achieve them. It was also found out that there comes improved organizational decision-making and problem-solving capabilities, creativity, commitment, empowerment, job satisfaction and motivation which will lead to increased productivity across the organization.

This study shows that organizational performance can greatly be improved if the public savants could be incorporated into Human Resource Management functions the practice of job designing. Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal fulfillment in meeting the challenging responsibilities of one's work. Job enlargement, enrichment, rotation,

simplification can be used to elicit flexibility and productivity which will impact on organizational performance.

Additionally, this study found out that the proper management of Human Resources through career planning can greatly impact on the organizational performance of Rwandan public institutions introduce this HRM practice that has to do with the identification of needs, aspirations, and opportunities for employee's career development and implement HR programs to support staffs. If the government would maintain a well-planned career development system with internal advancement opportunities based on merit, motivation among employees will be high and have an impact on organizational productivity.

### **5.3 Conclusion**

The main objective of this study is to examine the impact of Human Resource Management practices on organizational performance.

This study provided an overview and a discussion of HRM practices of public institutions in Rwanda. It mostly focused on the perception of employees on HRM practices, policies and programs and the impact of such HR practices on organizational performance. The purpose was to critically evaluate the perceptions of employees on HRM practices and establish the impact of properly managing human resources on organizational performance. Seven HR practices, policies, and programs were laid bare before managers and employees for critical scrutiny. This process produced results which indicated that decision makers in the public institutions need to pay much more attention to the employees for proper management of their Human Resources in order to realize their full potential and create a competitive advantage out of them.

In a nutshell, this study has been conducted in public institutions and concluded that the proper management of human resources has an enormous impact on organizational performance. Management of these public institutions should start to incorporate HRM thinking into business strategies and make the

HR function “strategically proactive” Brockbank (1999). The effective management of the human resources of these public institutions will create a competitive advantage and improve organizational performance. It is imperative for the public institutions to ensure that investment in their human resources and HRM practices will attract and retain talented people.

The study showed that HRM practices have a significant impact on organizational performance, (Amin and Ismail, 2014; Amin & Ismail, 2000). It has found that the organizational performance is always attributed to the HRM practices which in most of the time are put as, Employee participation, job definition, compensation and rewards, Recruitment and selection, training and development, performance appraisals. In the study, all the respondents accepted that HRM practices and participation has a direct impact on organizational productivity. However, they had a deferent point of views about one element of HRM practices which is Employee participation where everyone was not specific on how much participation one may need as an employee to contribute to the Organization? While gathering the Information about what amount one may need as a practitioner for the organization to count the best yields, they all agreed that training program for both employees and employer is helpful for the organization to increase their efficiency and effectiveness which in turn helps the organization to attain its goals and objective and even success in their future.; Jahandideh, 2017). As if that wasn't enough, performance appraisal in connection with performance management policy, (Guest 1997; Boselie, Paauwe, & Jansen, Human Resource Management and Performance Lessons from the Netherlands, 2000, 2000). However much the employee participation was not agreed upon in the same way, in the public organizations, the decision makers agreed to live the responsibility to the government (Wagner, 1994).

This chapter summarizes all the findings of the study, conclusions, and discuss the findings and recommendations basing on the findings. Conclusions drown will be driven from findings and recommendations basing on the findings.

The study has provided an overview and discussion of HRM practices on the public institutions of Rwanda. It is usually perceived that HRM practices, policies and program and the impact of such HR practices towards the organizational performance. The intention of this study was to evaluate the common understanding of employees about the HRM and its practices then establish the impact of the real managing of human resource towards the organizational performance. With all the above, nineteen HRM practitioners were displayed to the managers and all employees for critical decision making. The process never ended on this point but went on looking at how these practices may lead the organization may attain is competitive advantages for better result attaining using HRM.

In short, this study was carried out in the public institutions of Rwanda looking at how proper implemented HRM practices would impact Human Resource managers for better organizational productivity. The management of these institutions has started to investigate how to involve the HRM with an intention of promoting their business through changing the original thinking that the investment should be to another form of assets and organizational resources. “Strategically proactive” (Brockbank, 1999). When the human resource management in the organization is handled with great care then this means that even the organizational performance will be at a promising position. It is therefore very important to see that public institutions invest much in practices that contribute to the areas that have an impact on attracting competent e. This study was conducted from the small sample size of seven respondents among which all the data was collected from the most experienced public officials with the minimum experience of four years among which some of them had more than ten years of working experience from the National Public Service Commission of Rwanda (NPSC). One of the most significant limitations of this study was the small size of the sample that was taken therefor, the findings should not be generalized to all other organizations the reason being that organization differs from each other mostly in the areas of culture, size, mission, and vision. Companies intending to gain a sustained competitive

advantage should help their employees participate actively in the decision-making process and involve them in the day to day organizational issues, (Mansur, 1998; Mansur, Basidiomicetos: Nueva Fuente de metabolites secundarios, 1998).

## **5.4 Recommendation**

It was revealed from the respondents who participated in the pull of discussion on phone call in the processes of data collection that, there are another unique HRM practices that are carried out by the practitioners in the public institutions of Rwanda from Public Service Commission like annual audit report on HRM affairs by public institutions which is always submitted to the Parliament. This practice encourages managers and enters HRM to work towards the clear goals that were set hence organizational performance. I, therefore, recommend to all HRM practitioners to always carry out M&E possibly in every quota of year. This is so because the majority of institutional management do not like accountability which course low level of productivity and hence kill the performance of the organization.

From all indications, the implementation and the management of Human Resources by non-HR experts is damaging implications. It was found out that HR functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism, and favoritism. Starting with recruitment and selection, it is recommended that people HR expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes, and knowledge are hired. This will ensure professionalism and institutionalism in the activities of the public institutions.

## **5.5 Performance Appraisals and Management**

Farther still, Rwanda has got a special excise that facilitates HRM practices like the system of (Imboni) which helps in the recruitment practices hence creating a sense of organizational performance.

For feather research to obtain more meaningful and helpful research results I would recommend using quantitate research method for one to have tangible figures about the HRM and performance of the organization.

HRM practices must be married with not just the strategic objectives and market orientation of the organization but also the organizational culture, especially in the Indian context. Reflecting a multidisciplinary interest, we emphasized through this paper looking into the mechanisms by which human resource practices ultimately impinge upon the organizational performance. We derived some propositions and hope that the validity of this conceptualization may be verified in the Indian context by future empirical research.

## Bibliography

- A, D. E. (2015). ECONOMIC IMPLICATION AND MANAGEMENT. *ECTOPIC PREGNANCY SOCIO-CULTURAL INFLUENCE*, 222.
- A, D., & Melton. (2018). A practice-centered analysis of environmental accounting standards. *Land Use Policy*, 34.
- A, R., Posthuma, C, M., Campion, & Masimova., M. (2000). A High Performance Work Practices Taxonomy. *Article information* , 50.
- Abdulkadir, D. S. (2011). Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector:. *Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria*, 272.
- Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance. *Operations Management*, 25.
- Ahmad, S., & Schroeder., R. G. (2002). The impact of human resource management practices. *Journal of Operations Managemen*, 56301-4498.
- Aligarh, I. &. (2006). Growth of tomato. *Plants of Lycopersicon esculentum*, 231–236.
- Al-Zu'b, Z. M., & 1Rand Hani Al-Dmour. (2003). Factors Influencing the Adoption of HRIS Applications:. *IJMBS Vo l. 3, IS S u e 4, oc t - D e c 2013www.ijmbs.comInternational Journal of ManageMent & BusIness studies 11 ISSN : 2230-9519 (Online) | ISSN : 2230-2463 (Print, 30.*
- Amah, E. (2012). Corporate Culture and Organizational Effectiveness.

*European Journal of Business and Management* , 2222-1905.

Andrzej Huczynski, D. A. (2007). *Organizational Behaviour*:. Financial Times  
Prentice Hall, 2.

Applications, E. (2015). MANAGEMENT AND ENGINEERING IN  
PRODUCTION SYSTEMS. 37.

Aqila, A. (2008). *Coating of gold nanoparticles by thermosensitive  
poly(Nisopropylacrylamide) end-capped by biotin* . Polymer: Polymer .

Armstrong, M. ((1996). matching available human resources to jobs;.  
*Managing people*, 1928.

Armstrong, M. (1988). *A Handbook of Human Resource Management Practice*.  
Indiana University: Michael Armstrong.

Armstrong, M. (1991). *Human Resource Management Practice*. Michael  
Armstrong.

Armstrong, M. (2015). The Impact of Training and Development on Employee  
Performance and Effectiveness: . *Journal of Human Resource and  
Sustainability Studies*.

Ayanda, O. J. (2011). The Relationship Between HRM Practices and Turnover  
Intentions. *European Journal of Economics*, 1450-2275.

Bakke. (1966). HRM Origin, Development and Policy Goals. *An appraisal of  
corporate human relations*, Archon, Hamden., 21.

Baxter, J. (1963). *Policy Implementers, Policy Shapers in National Policy ...*  
Helmer.

Beltran, M., & Carlos, J. (2018). strategic Human Resource Practices and its  
Impact on Performance towards Achieving Organizational Goals. *The*

*Oxford Handbook of Human Resource Management*, 293.

Blackwell. (2010). HRM Practices, OCB, and Performance. *Journal of Management Studie*, 1247.

Boselie, P. (2005). Commonalities and contradictions in. – *Human Resource Management Journal.*, 26.

Braun, V., & Clarke, V. (2006). *Using Thematic Analysis in Psychology*.  
Victoria Clarke.

Bryman, A. (1966). TRIANGULATION AND MEASUREMENT .  
*Triangulation*, 23.

Bryman, A. (2012/1/19). *Professor of Organisational and Social Research*.  
Oxford: Tanggal terbit.

C, D., & KALMI, J. P. ( 2009). The Effects of Human Resource Management  
Policies on Performance in a Retail Firm. *INDUSTRIAL RELATIONS*,  
21.

Christophers. (2002). Psoriasis – epidemiology and clinical spectrum. 27.

D, R., P, R., & H., W. (2006). Business Models and HR: Logic or Fashion?  
*Business Models and HR*, 17.

Dantec, Y. L., & Sang., V. (Vox Sang. 2005). Motivation, recruitment and  
retention of voluntary non-remunerated blood donors. *Blood Bank of  
Oslo, Department of Immunology and Transfusion Medicine, Ullevål  
University Hospital, Oslo, Norway. aksel.misje@ulleva.no.*

Delery, J. E. (1996). *Modes of theorizing in strategic Human Resource  
Management*. Deley and Doty.

- DEVANNA. (2013). human resource management (HRM) practices on OCB, through an effect on perceived job influence. *Strategic Human Resource Management*, 22.
- Doty, J. E. (2017). Modes of Theorizing in Strategic Human Resource Management. *Academy of Management*, 1948-0989.
- Druker, J. W. (1998). Human Resource Development. *HRD process with reference to an organisation that you are familiar with.*, 10.
- E. Clark, A., & J. Oswald, A. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 359-381.
- Funder, J. W., M, R., Carey, F. M., & Murad, H. (2016). The Management of Primary Aldosteronism. *An Endocrine Society Clinical Practice Guideline*, 1889 –1916.
- Ge, G. (2008). Strategic HRM practices and their impact on company performance in Chinese enterprises. *Strategic HRM practices and their impact on company performance*, 4715.
- Gerhart, B. (2005). Human resources and business performance. *Human Resources and Business Performance*, 185 .
- Gerhart, B. (2005). Human Resources and Business Performance. *Management Revenue* , 174.
- Gilmore, S., & Williams, S. (2012). Human Resource Management. *Contemporary Employee Relations*, 397.
- Gould-Williams, J. (2004). The Effects of 'High Commitment' HRM Practices on Employee Attitude. *The International Journal of Human Resource*

*Management ; , 47.*

Grabe, S. W. (2008). A meta-analysis of experimental and correlational studies. *PsycARTICLES*, 460-476.

Greener, D. S., & Ventus. (2008). *Business Research Method*. Sue Greener.

Guyatt, G. H. (2011). Rating up the quality of evidence. *Journal of Clinical Epidemiology*, 1311-1316.

Harrington, S. (2006). Human Resource Management practitioners' responses to workplace bullying. *Understanding services management*, 42.

Harris, C. (2007). *Human resource management and performance in healthcare organisations*. Penny Cortvriend; Paul Hyde: Emerald Group Publishing Limited .

Harris, C. (2007). Human resource management and performance in healthcare organisations. *Human resource management and performance in healthcare organisations*, 27.

HASSAN, S. (2016). Impact of HRM Practices on Employee's Performance. *MS Management Sciences, University of Sargodha Women Campus Faisalabad*, 22.

Hsu & Sandford, D. T. (2007 ). The Delphi Technique:. *Practical Assessment, Research & Evaluation*, 1531-7714.

Huang, M., & Cao, L. (1991). The Relationship between Institutional Capital and Competitive Advantage.

Hyde, J. S. (2008). *Gender Similarities Characterize Math Performance*. Malte C. Jansen.

- Hyeon Jeong Park, H. M. (2007). The effect of human resource management practices on Japanese MNC subsidiary performance. *the Intanational Journal of HRM* , 1391-1406.
- Jaclyn M. Jensen, P. C. (2011). High-Performance Work Systems and Job Control: Consequences for Anxiety. *Journal of Management*, 1724 .
- Jakarta. (2012). International Congress on Interdisciplinary Business and Social Science . *Faculty of Business Management, Universiti Teknologi*, 885 – 890.
- Jakisa, J. (2015). HR Practices and OCB. *International Journal of Business and Social Science* , 170.
- Jiménez-Jiménez., D. (2015). Could HRM support organizational innovation? *Human Resource Management, innovation, performance*.
- Karin Harbusch, C. F. (2012). THE TEACHER MODE OF THE SENTENCE FAIRY SYSTEM: *Junge and Jungen both belong to the same paradigm*, 122.
- Kazak, A. E. (2009). Proceedings of the American Psychological Association for the legislative year 2008. *American Psychologist*, 372-453.
- Kulatunga, U., Amaratunga, & RDG and Haigh, R. (2006). *Measuring performance and the impact of research and development in the*. Conference or Workshop Item.
- Kuruvilla, S. (1996). The Strategic Hrm Debate and the Resource-Based View of the Firm. *National Industrialisation Strategies and Their Influence On Patterns of Hr Practices*, 3-96.

- Li-Yun Sun, S. A. (2007). High-Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance. *Academy of Management Journal* Vol. 50, No. 3, 1948-0989.
- Ltd, E. (2013). Social and Behavioral Sciences 99. *Human resource management practices; Organizational commitment.*, 818 – 827.
- Macduffie, J. P. (1995). Human Resource Bundles and Manufacturing Performance. *Organizational Logic and Flexible Production Systems in the World Auto Industry*, 197-221.
- Macky, K. (2007). The relationship between 'high-performance work practices' and employee attitudes. *Danger and Risk as Challenges for HRM*, 1683-1708.
- Mahoney, J. T. (1995). The management of resources and the resource of management. *Sustainable Competitive Advantage*, 91-101.
- Manor, B. (2017). The Impact Of Human Resource Management Practices On Turnover, Productivity, And Corporate Financial Performance. *Academy of Management*, 10510-8020.
- McGovern, P. G., Bailey, C., Hope-Hailey, V., & Gratton, L. (1997). *Soft and Hard Models of Human Resource Management*. *Journal of Management Studies* .
- Meyer, D. (2011). The role and impact of HRM policy. *International Journal of Organizational Analysis* , 28.
- Muayyad Jabri, J. S. (2003). The management of change. *Journal of Management Development*, 318.

- Mumtaz1, A. (2011). Impact of HR Practices on job Satisfaction of University. *Industrial Engineering* , 2225-0581.
- N, G., & Theriou. (2008). Enhancing performance through best HRM practices. *relationships between best human resource management (HRM) practices*, 185-207.
- Neira, I., & Vieira, E. (2012). The Strategic Approach to the High-performance Paradigm. *Pedro Ferreira et al.*, 474-482.
- Page, C. -K., & edition, 3. ( 2013). HR & Personnel Management. *Amazon Media EU S.à r.l*, 1843983087.
- Petrescu, A. I., & Simmons, R. (1999). *Human resource management*. Department of Economics, The Management School, Lancaster University,.
- Picken, J. C. (2006). Changing Roles: Leadership in the 21st Century. *Organisational knowledge and the effects of 'billable' hours*, 143 - 152.
- Press., C. U. (1998). *Managing Employee Performance and Reward*. Cambridge University Press. .
- Rowe, G., & Wright, G. A. (1999). The Delphi technique as a forecasting tool. *issues and analysis*, 35.
- Royce, M. (2007). Using human resource management tools to support social enterprise. *emerging themes from the sector*, 1415.
- Royuela1, V. (2009). Quality in work and aggregate productivity. *Productivity, Quality in Work, Simultaneous*, 51.
- San Qing Wu, J. X. (12, 2014). Organizational Justice as Mediator of the Discretionary Human Resource Practice-Organizational Citizenship

- Behavior Relationship: Evidence from Enterprises in China. *Journal of Human Resource and Sustainability Studies*, 48.
- Santos, D. R. (2018). *Impact of the Human Resources Management on Performance*. Professor Rita Campos e Cunha.
- Saunders, M. (2009). *Research methods*. Mark Saunders, Philip Lewis and Adrian Thornhill .
- Saunders, M. A., Liang, H., & Li, & W.-H. (2007). Human polymorphism at microRNAs and microRNA target sites. *The National Academy of Sciences.*, 3300-3305.
- Schuler, S. E. (2005). A Quarter-Century Review of. *The Growth in Importance of the International Perspective*, 26.
- Sihombing, M. Y. (2011). Toward an integrative view of strategic human resource management. *Jurnal Megadigma Vol*, 47.
- Snape, E., & Redman, T. ( 2009). HRM Practices, Organizational Citizenship Behaviour, and Performance. *Journal of Management Studies*, 1247.
- Snyder-Mackler, L., Handling, K. A., & Richards, J. G. (1999). Effects of a 2-Hour Cheerleading Practice on Dynamic Postural Stability, Knee Laxity, and Hamstring Extensibility. *Journal of Orthopaedic & Sports Physical Therapy*, 455–462.
- Sociomed, M. (2015). *The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members*. US National Library of Medicine : Published online.
- Su, L.-Y., S, S. A., & Law. (2007). New Directions in Management and Organization Theory. *The Academy of Management Journal*, 20.

- T, o., J, M. a., & Pandian, R. (1992). The Resource-Based View Within the Conversation of Strategic Management. *Strategic Management Journal*, 363-380.
- Tamkin, P. (2004). *High Performance Work Practices*. Institute for Employment Studies .
- Ulrich, D. (2007). HR talent and the new HR competencies. *The Future of Human Resource Management*, 1-17.
- Vlachos, I. P. (2009). The effects of human resource practices on firm growth. *Journal of Business Science and Applied Management*, 34.
- WOLBERT, R. (2009). The Role of Assertive Community Treatment in the Treatment of People With Borderline Personality Disorder. *American Journal of Psychiatric Rehabilitation*, 261-277.
- Wright, G. (1999). The Delphi technique as a forecasting tool:. *International Journal of Forecasting*, 375.
- Wright, P. M., & Boswell, W. R. (10-18-2002). Desegregating HRM. *Desegregating HRM; A Review and Synthesis of*.
- ZAJMI, E. (2015). International Journal of Economic Perspectives,. *Ilhan BORA*, 21.
- Zhu, W., Chew, I. K., & Spangle., W. D. ( 2006). transformational leadership and organizational outcomes. *The mediating role of human-capital-enhancing human resource management*, 316.

## Abstract in Korean

# 르완다 공공기관에서의 조직 성과에 대한 인적자원 관리 영향

Asimwe Simon Peter  
서울대학교 행정대학원  
글로벌행정전공

본 연구는 르완다 공공기관의 사례를 통해, 인적자원 관리 현황이 조직 성과에 미치는 영향을 조사한다. 지난 몇 년 동안, 본 연구는 인적자원 관리 현황과 조직 성과 간 관계에 있어 상당히 긍정적인 결과를 얻어왔다. 인적자원 관리 현황을 검토할 때의 기본 가정은 인적 자본이 조직의 가장 중요한 자원 중 하나이며, 대부분의 경우 조직의 생산성은 실무자들의 손에 달려 있다는 것이다. 즉, 인적자원 관리 정책이 효과적으로 수립, 조직화 및 도입되면 인적 자본이 조직 성과를 크게 높일 수 있음을 의미한다. 그러나 주어진 재량의 남용이 많고 인적자원 관리의 표준에 미치지 못하는 르완다 대부분의 공공기관의 경우는 그렇지 않다.

본 연구는 르완다 공공 기관의 전반적인 인적자원 관리 현황에 대하여 분석하고 인적 자원 관리가 이러한 공공 기관의 성과에 미치는 영향을 알아내는 것을 주요 목적으로 한다. 이를 위하여 본 연구는 최소 4 년이상 의 실무 경험을 가진 19 명의 인적 자원 업무 종사자들을 인터뷰한다. 최소 15 분 이상 진행된 전화 인터뷰를 통해 연구 목적과 관련된 질문에 관한 논의가 이루어졌고 분석결과는 의미 있는 진술로 기술되었다.

본 연구의 분석 결과는 인적자원 관리가 적절히 도입, 시행되고 있음을 보여주며, 또한 인적자원 관리를 중요하게 취급하는 조직의 업무 수행이 항상 더 뛰어난 결과를 나타낸다. 따라서 모든 공공기관은 성과 극대화를 위해 인적자원 관리가 적절히 도입 및 시행되고 있는지 확인할 것이 권고되는 바이다.

**주제어:** 인적 자원 관리, 조직 성과

**학번:** 2017-24718