



The Impact of Human Resource Management Practices on Public Institutions' Performance: Case of Muhanga District, Rwanda

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ABSTRACT

This research set out to examine the impact of human resource management practices on organizational performance, with a case study of Muhanga District in Rwanda. This study was guided by the Human Capital Theory and the Abilities, Motivation, and Opportunity (AMO) Theory. For this study, 243 participants were chosen at random from 20 public organizations. The inquiry was conducted using an explanatory research design. Employees at all levels of management were surveyed using a five-point Likert scale. The data obtained were analyzed descriptively using frequencies and percentages, as well as inferentially using correlations and regressions. The findings show that human resource practices significantly impact organizational performance. Recruitment and selection ($\beta = 0.827$, $p = 0.000$), compensation and rewards ($\beta = 0.695$, $p = 0.000$), and training and development ($\beta = 0.698$, $p = 0.000$) all show positive effects on performance. The R-squared value of 0.7942 indicates that 79.42% of the variation in performance is explained by these practices. Correlation analysis also reveals strong positive relationships between HR practices and organizational outcomes. Control variables, education ($p = 0.046$) and marital status ($p = 0.035$), are statistically significant. It is thus evident that training and development, compensation and rewards, and selection and recruitment are three separate factors that have considerable impacts on public organizational effectiveness. Therefore, it was concluded that institutions in Rwanda should prioritize government entities and other organizations consistently investing in their employees' professional growth through training and development programs. This study also recommended that organizations devise a continual incentive and pay program for their staff, with the Human Resources team being responsible for all hiring decisions.

Keywords: Employee Satisfaction, Human Resource Management, Organization Performance, Recruitment, Training

I. INTRODUCTION

Accelerated global economies from the recent years (Carnevale & Hatak, 2020; Libert, et al. 2020), have exploded the increased competition in domestic and international markets, which has further motivated global organisations to hire and hold on to highly qualified individuals (Forozandeh, 2022). In order to maintain competitiveness in the global marketplace, many businesses and organizations around the world, place a significant emphasis on the training and development of their human capital (Seran, et al. 2022). As a result, they are closely tied to how effectively they manage and use their human resources practices (Collins, 2021 cited in Adula, et al., 2022).

Globally, institutions in the United States of America have more managerial autonomy, while European human resource management practices are more restricted in the development of employees (Kaufman, 2019). In developed countries, studies have attempted to elucidate the most commonly used human resource management practices. Institutions in the US, Japan, the UK, and Germany consider the role of workers as the most important asset to be supported and nurtured (Rutaganda & Narayan, 2024). Specifically, in Japanese HR offers lifetime employment to employees to cultivate them through internal on-the-job training so that employees possess firm-specific knowledge and skills for productivity and quality increase.

In less developed countries, including China, India, and Thailand, human resource management practices are among the critical elements within the service sector that are seen as stimulating employee performance (Rutaganda &

Narayan, 2024) for these countries, a well-managed workers who achieve the expected results in their workplace can be the best performers (Aktar & Husain, 2016).

In Africa, indigenous development practices and their values have changed from time to time (Burke & El-Kot, 2014). However, it continued to remain relevant in most institutions in developing countries. Today in Africa, there is a paradigm shift and stiff competition in human resource management practices as a basic element for effective and efficient institution performance (Horwitz, 2017). However, lack of sufficient research studies on relationship between human resource management practices and public institution has narrowed information to public HR managers.

In Rwanda, public sector reform has been introduced for two decades now (Rutaganda & Narayan, 2024). Many leaders made efforts to seek effective integration and implementation of the reform in their specific institutions. The reform focused on capabilities However, this does not remove the fact that they are sensible to the reform consequences, such as the number of employees who lost jobs and the possibility of gaining a better job in a restructuring institution. In Rwanda, public institutions have sufficient funds to operate and fulfill their tasks; it has human resources. Current study is significant because, it focuses on how the public organization's performance can be achieved clearly due to the effectiveness of human resource management practices.

1.1 Statement of the Problem

The majority of extant studies demonstrate a positive association between human resource management practices and organisational performance (see Marchington & Wilkinson, 2005; cited in El-Ghalayini, 2017). Although, the growing body of evidence demonstrating this positive relationship, some important theoretical and methodological issues are absent from this line of research (Boxall et al., 2011). The existing literature on HRM has focused on private sector organisations, with very little research conducted on public organisations (El-Ghalayini, 2017). Despite the significant differences between the two, there is no clear distinction within HRM literature addressing how these differences may impact the practice of HRM in these different work environments (Vanhala & Stavrou, 2013).

Despite the preceding elaboration on the subject of global trends in human resource practices in other areas, this poses significant difficulties for the majority of Rwandan public organisations. Moreover, the majority of their training and capacity-building strategies remain confined to theoretical frameworks, with no tangible implementation (Cyesa et al., 2019). Consequently, many organisations lack the production capabilities to deliver services to beneficiaries due to the effectiveness of these practices (Paul & Anantharaman, 2003).

It has been posited by a number of scholars that the development of workers' abilities is of crucial importance to an organisation's success in achieving its overall goals and reaching its maximum productive potential (Akdere & Egan, 2020). However, this assertion does not apply to the majority of public institutions. A paucity of inspiration and motivation, compounded by a shortage of adequate incentives, has been identified as a principal factor underpinning the suboptimal performance and failure of numerous public organisations (Akdere & Egan, 2020). Consequently, employees are reluctant to invest more effort in their institutions with little or no effective HR practices applied to them. This is further compounded by the issue of inadequate compensation packages. This, in turn, has a detrimental effect on the effectiveness of institutions and organisations in achieving their objectives (Richard et al., 2009). This has led to intense competition among organisations to retain their key employees, with top-level executives and human resources departments allocating significant resources towards retention strategies. The present study aims to establish a correlation between human resource management practices and the performance of public organisations within this framework.

In Rwanda, effective human resource managers do not operate in isolation from their subordinates. Instead, they opt to collaborate with them, recognizing the intricate, reciprocal nature of the relationship between the manager and subordinate (Brower et al., 2000). This collaborative approach fosters a well-coordinated workforce. Prior to this, most public organisations theorized about how to achieve their goals in their strategic planning, but the individuals responsible for achieving these goals are not fully, intrinsically or extrinsically motivated to do so.

1.2 Research Objectives

- i. To examine the impact that various HRM practices have had on public organization' performance.
- ii. To determine how these practices should be improved in public organization.
- iii. To suggest policy recommendation to the current existing study.

1.3 Research Questions

- i. What are the impacts that various HRM practices have on public organization' performance?
- ii. How these practices should be improved in public organization?
- iii. What are the policy recommendations?

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Human Capital Theory

Human capital theory was employed to justify how empowerment of employees leads to organization performance. Human capital theory suggests that individuals with more or higher human capital achieve higher performance when executing tasks (Blaug, 1976). Specifically, human capital includes the unique insights, skills, cognitive characteristics and aptitudes of entrepreneurs. It also includes achieved attributes, accumulated work and habits that may have a positive or negative effect on organization performance.

2.1.2 Abilities, Motivation and Opportunity [AMO] Theory

Another theory that has gained much support lately is AMO theory. The idea is that HR practices influencing the employees Abilities, Motivation and Opportunity to participate are the practices that will have an impact on organizational performance (Kellner et al., 2019). It is advocated that the use of human resource practices that 1) increase the employees' knowledge, skills, and abilities (KSAs), 2) motivate employees to leverage their KSAs, and, 3) empowering the employees to do so, will consistently create growth and prosper for its organizations. We can also link this theory with that of social exchange theory. When applying social exchange theory to the link between HRM and performance, the proposed idea is that organizations that invest in their employees, will experience employees reciprocating these investment with efforts directed towards the organizations' benefit and interest (Byremo, 2015).

2.2 Empirical Review

Studies addressing the link between HRM and organizational performance have looked at different measures, such as organizational effectiveness and decision-making, absenteeism and turnover, and perceived organizational performance in comparison to other similar organizations (Paauwe, 2009).

In his 2008 study on local government in North England, Baptiste (2008) surveyed 100 employees to examine the effects of HRM practices on organisational effectiveness and decision-making as part of a review of service provision. The study utilised a set of six HRM practices as independent variables: staffing and recruitment, training and development, worker involvement, pay and rewards, flexibility, involvement in decision-making and communication. For the purpose of measuring organisational performance, employee wellbeing was used as a measure of organisational effectiveness. The measurement of employee wellbeing was achieved through the utilization of the employee commitment, job satisfaction, and work-life balance satisfaction indices, which collectively constitute employee wellbeing at work (Baptiste, 2008). The bivariate intercorrelations results from data analysis have shown that HRM practices promote attitudinal characteristics among employees in the form of employee wellbeing, which "creates a domino effect through enhanced performance" (p. 296); therefore, the indirect relationship between HRM and performance is mediated through employee wellbeing (cited El-Ghalayini, 2017).

In their 2004 publication entitled "Strategic HRM in for-profit and non-profit organizations in a knowledge-intensive industry", Rodwell and Teo conducted a comprehensive examination of the impact of adopting specific clusters of HRM practices on organisational performance. To this end, they conducted a comparative analysis of both for-profit and non-profit knowledge-intensive health service organizations in Australia. The authors conducted a survey of the Managing Directors of 61 organizations with workforces exceeding fifty employees. The HRM practices were measured using selective staffing, comprehensive training, performance appraisal, and equitable reward systems. With regard to performance measures, the authors identified external orientation to customer demands and a commitment to employees as the two primary factors (Rodwell & Teo, 2004). The research findings demonstrated a positive and significant relationship between HRM practices and organizational performance for both for-profit and non-profit organizations (Rodwell & Teo, 2004).

Leggat et al. (2011) study reported a positive correlation between 67 specific aspects of HRM practices and enhanced care delivery and patient outcomes in public health organizations in Australia. The performance of the organizations was measured using employee outcomes, including job satisfaction, empowerment, and staff turnover. The study concluded with the assertion of a relationship between HRM and the perceived quality of healthcare, mediated by HRM outcomes such as psychological empowerment (Leggat et al., 2011). However, the study also reported a significant gap between HRM policies and actual practices. It was reported that public healthcare organisations in Australia generally do not have the necessary aspects of HRM in place, which necessitates more effective implementation for the newly adopted policies (Leggat et al., 2011).

The authors concluded that there was a strong relationship between organizational commitment and HRM practices in the public sector. While various studies have shown the impacts of HRM on performance in public organizations using different variables as the intermediate link between practice and performance, others have used a comparative approach, examining differences between public and private organizations. Wang et al. (2011) examined

the impacts of HRM on worker attitudes and behaviors in private (private enterprises or PEs) and public (state-owned enterprises or SOEs) organizations in the Chinese context. The authors found that differences in the effects of specific HRM practices, such as employee empowerment, on employee commitment exist. Within public organizations, empowerment had less effect on employee commitment. However, there were no significant differences on the effects of other HRM practices between private and public organizations (Wang et al., 2011).

In his cross-sectional study, El-Ghalayini (2017) examined the effects of HRM practices on worker attitudes. This was based on a large organization-wide survey. The results of a staff survey and follow-up interviews conducted on a cross-section of one of the largest international governmental organizations were reported. The analysis of interview data revealed a consensus among staff members regarding the association between HRM practices and employee attitudes towards their job and the workplace environment. However, some employees underscored the necessity for more effective implementation of HRM practices.

Despite of the excess of diversified empirical studies conducted on this topic, many of them focus on the general HR practice. Therefore, there remains a paucity of knowledge regarding the practical implications of human resources in the context of Rwanda. The present study aspires to augment the extant body of knowledge on this subject and to evaluate the possibility of replicating the same results in a different context. This endeavor is particularly pertinent given that the majority of recent studies have been conducted in countries other than the original case study, and that a significant proportion of related studies have focused on human resource practices in private organisations. Consequently, the primary focus of this study was on public organisations.

III. METHODOLOGY

3.1 Research Design

Given the nature and objectives of the investigation, an explanatory research design was the best fit. For instance, the effectiveness of the high-performance human resource practices on the public organizations' performance was evaluated using quantitative data. The explanatory research design is obligatory due to the nature and purpose of the investigation. Respondents' perspectives on the connection between high-performance HR work practices and the success of their organization were gathered via a questionnaire, which was determined to be an effective instrument for obtaining trustworthy replies from respondents due to its low cost and convenience of use.

3.2 Target Population

In scientific research, "population" is shorthand for the study's participants, objects, settings, and events. The major goal of this research was to gather information useful for generalizations about Rwandan public organization for their effectiveness to enhance the productive human resource personnel. According to the researcher's first estimates, there had been a huge number of employees working for public organizations in Rwanda. However, for more specification, a little bit of human resource managers were considered and other research design adopted

3.3 Sample Size and Sampling Procedures

Fields related to management of human resources were included in Muhanga district. Hence, for those who met the demographic requirements and had the necessary skills and expertise, were sought out for participation in the research. A sample of 243 people were selected by using non-probability sample processes and convenience sampling strategies in different areas public offices and in the office of public human resource management: senior managers, middle managers, and support personnel (employees). To ensure that both managers and non-managers (local personnel) were represented, a convenience sample method was used. Convenience sampling, which benefits from closeness to and ease of access by the researcher, is suitable for all workers and may help in eliciting the most valuable data from potential respondents.

3.4 Data Collection Tools

The questionnaire was used to gather quantitative data. Data was gathered from respondents using two different types of structured questionnaires. With a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), respondents in the last two sections of the survey rated the impact of HRM practices on public organizational performance. For convenience, the total of 25 questions was split in half and presented to managers and those who were not in management positions. The first part of the study focused on collecting demographic data from respondents, while the second examined how well respondents handled various facets of human resource management. It is common practice to utilize surveys as a means of data collection due to the fact that they may provide useful insights into phenomena that are not immediately apparent. The best strategy to spread researcher's message is to reach as many people as possible.

3.5 Data Analysis Method

Data were analyzed using descriptive and inferential statistics. Quantitative data collected using a questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and was presented through percentage means, standard deviations. A regression model was used to test the effect of human resource management practices on performance in public organization. This enabled the evaluation of the relationships between the dependent and independent variables of the study. Following receipt of the questionnaire, all of the gathered data were analyzed, displayed in graphs, tables. The similar analysis provided effective results in the study of Rutaganda & Singh (2024).

IV. FINDINGS & DISCUSSIONS

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

Table 1 presents demographic characteristics of respondents such as gender, age range, marital status, educational level, position/level as well as number of years spent with the organization(s).

Table 1
Demographic Data

Variable	Categories	Frequency	Percentage
Gender	Female	76	31.3
	Male	167	68.7
	Total	243	100
Age Range	18 or less	2	.8
	19 – 24	34	14.0
	25 – 29	48	19.8
	30 – 34	55	22.6
	35 – 39	35	14.4
	40 – 44	35	14.4
	45 – 49	27	11.1
	50 above	7	2.9
	Total	243	100.0
Marital Status	Single	120	49.4
	Married	123	50.6
	Total	243	100.0
Educational Level	Less than high school	14	5.8
	High school graduate	77	31.7
	College Student	66	27.2
	University graduate	86	35.4
	Total	243	100.0
Position / Level	Employee	222	91.4
	Middle manager	16	6.6
	Top manager	5	2.1
	Total	243	100.0
Years spent with the organization or organizations	Less 1 year	21	8.6
	1 - 3	113	46.5
	4 – 6	74	30.5
	7 – 10	32	13.2
	11 or above	3	1.2
	Total	243	100.0

Gender was an important question for the responders to answer. Only 76 (31.3% of the total) of the research participants are female, whereas 167 (68.7%) are male. This shows that both men and women participated in the survey, with males being the majority. The findings have significant implications for management. Researchers asked participants to specify their age range, and their responses allowed them to draw the following conclusion: 2 participants (0.8%) are 18 years old or less; 34 participants (14%) are aged 19 to 24; 48 participants (19.8 percent) are aged 25 to 29. The largest numbers of responders (55; 22.6%) were between the ages of 30 and 34. One-fourteenth of the sample, or 35 people, fall into the age range of 'between' 35 and 39, while the same number do so for 'between' 40 and 44.



Twenty-seven people (11.1% of the sample) fall between the ages of 45 and 49, while seven people (2.9%) are 50 or older. Marriage status was requested of the responder. The results show that 120 (49.4% of the sample) are single and 123 (50.6% of the sample) are married. The respondents' educational background was a key variable for the study's author.

Sixty-six (27.2%) of the participants were college students, and 86 (35.5%) were college graduates. Seventy-seven people (or 31.7% of those surveyed) had at least a high school diploma, while fourteen people (or 5.8%) did not. The researcher asked about respondents' occupations, and the vast majorities (222) were workers (representing 91.4% of the total sample). Of the 243 people who filled out the survey, 6.6% were upper-level managers and 2.1% were middle-level. Of those who participated, 113 (or 46.5% of the total) had spent between one and three years in the field. There were 74 people (30.5%) whose experience level was between 4 and 6 years; 32 (13.2%) with 7-10 years; 3 (1.2%) with 11+ years; and 21 (8.6%) with less than a year. As can be seen, the most common length of service reported by our respondents is between one and three years.

4.1.2 Reliability Test

As illustrated in Table 2, the alpha analysis is presented for the dimensions that constitute the independent variable of the research study.

Table 2
Cronbach's Alpha Analysis for the Research

Variables	No. of Items	Cronbach's Alpha
Recruitment and selection	7	.672
Compensation (pays) and Rewards	6	.718
Training and Development	5	.709
Human Resource Management Practices	18	.881
Organizational Performance	7	.788

Human resource management practices (88.1%), recruitment and selection (67.2%), compensation (pays and rewards) (71.8%), training and development (70.9%), and organization performance (78.8%) all have high internal consistency, as determined by a Cronbach's alpha analysis. Positive results were found for all of the study's variables.

4.1.3 Gauging Human Resource Management Practices and Organization Performance

A Likert scale was used to determine the rankings. The numbers were put between 1 and 5. The following describes the meaning for the rating of the Likert scale. Respondents were requested voluntarily, to Choose one of the following responses: (1-2) Disagree, (3-5) Neutral, (4-5) Agree, (4-5) strongly Agree. Afterward, mean and standard deviation are calculated with the help of the Likert scale. The study's first objective is to evaluate the effectiveness of the organization's current methods of hiring new employees. Recruitment and selection refer to the steps an organization takes to find and hire new personnel.

Recruitment and selection

The research aimed to determine whether there is a connection between selected public organization for recruiting and selection processes and their effectiveness in work output

Table 3 reveals sub-dimensional analysis to seek reaction of the respondents to the process of recruitment and selection of employee

Table 3
Recruitment and Selection Response

Variable	Mean	Std. Dev.
(i) Advertisements are used by the organization to recruit new employees	4.20	.519
(ii) There is formal induction, orientation and adaptation process designed to help new employees understand the organization	4.18	.558
(iii) Both line managers and HR managers participate in the selection process in this organization	4.17	.606
(iv) In this organization, selection system selects those having the desired knowledge, skill and attitude	4.16	.533
(v) Vacancies are filled by qualified employees internally	4.07	.652

The biggest percentage of workers who agree that appointments are made based on merit are shown in Table 3. The next most popular statement, with a mean score of 4.20, is that potential hires are given accurate information about the skills they'll need to succeed on the job. On average, the company spends 4.20 percent of its advertising budget on



personnel recruitment ads. New hires go through a systematic process of induction, orientation, and adaptation to learn about the company's 4.18. The average level of involvement from both line managers and HR managers in this company's selection procedure is 4.17 out of 5. Employees here have faith that the screening process yields candidates with the requisite skills, experience, and mindset. The median is 4.16, the moderation index is 4.07, and the lowest moderation index is vacancies are filled by competent personnel internally.

4.1.4 Compensation and Rewards

Table 4 demonstrates the relationship between wages, bonuses, rewards and the success of the organization as a whole.

Table 4
Compensation and Rewards Responses

Variable	Means	Std. Dev.
(i) Pay for performance improves performance	4.26	.627
(ii) Compensation (bonuses, incentives) encourage employees to achieve the organization's objectives	4.21	.574
(iii) Employees are rewarded based on performance	4.01	.665
(iv) Employees are recognized and rewarded properly in this organization	4.64	.738
(v) Bonuses are used as a mechanism to reward higher performance	4.04	.628
(vi) Job performance is an important factor in determining the incentive compensation of employees	4.21	.574

Table 4 displays the responses to the questions on pay and benefits. Performance-based pay is provided to workers, with the highest mean score indicating that employees are adequately recognised and rewarded at 4.64 and the lowest score indicating that employees are paid less than they've earned at 4.01. The average bonus or salary increase is at 4.21 percent. Incentive pays, which on average amounts to 4.21 percent of base salary, is determined in large part by an employee's success on the job. The mean or average response on the effect of pay for performance on worker productivity was 4.26. The median value of bonuses given out to employees has reached 4.04. Pay and other forms of compensation were shown to have a favorable effect on productivity inside an organization.

4.1.5 Training and Development

Organizational success has always been closely tied to investment in training and development programmes. Training and development refer to internal educational activities that aim to increase employees' knowledge and abilities by teaching them the skills they need to do their jobs. While leadership development is intended to be a continual proactive activity, operational workers get the bulk of an organization's training efforts. The results are shown in Table 5.

Table 5
Training and Development

Variable	Mean	Std. Dev.
(i) There is a training strategy and coherent training program	4.12	.574
(ii) Training incorporates the interests of the organization as well as the employee	4.20	.625
(iii) Every employee goes through various training programs every year	4.07	.698
(iv) There is a budget dedicated to training and development every year	4.09	.664

The results of the question on training and development are shown in Table 5 above; the mean score is 4.09. There is a training plan and a consistent training programme, as shown by a mean score of 4.12 from the respondents. With a mean score of 4.20, training is the area that most reliably takes into account both the needs of the business and those of its workers. All employees that participate in annual training programmes have a mean of 4.07. Each year, a portion of the budget is set out for research and development and employee training. The average annual mean for both training needs discussion and training and development budgets is 4.09.

4.1.6 Organization Performance

Table 6 shows that when Organization performance is the dependent variable, the average mean of Satisfaction Results and Performance Results is 4.03. The organization's handling of government funds demonstrates good and efficient administration (in contrast to prior years), earning the highest mean score of 4.26. The average output (performance) of workers has gone up by 4.18 percent, and the average performance against budget has gone up by 4.18 percent as well (when compared to the previous year). The organizations has developed successful budgetary and tax policies (when compared to prior years' means) of 4.08. The average level of happiness and satisfaction among workers



is 4.09.

Table 6
Satisfaction Results and Performance

Variable	Mean	Std. Dev.
(i) There is an increase in employees’ productivities and performance level (Output).	4.18	.558
(ii) Employees have morale and are fully satisfied	4.09	.610
(iii) Citizens are satisfied with the fiscal policy implementation	4.05	.577
(iv) The overall performance scorecard of the organizations is high	4.03	.537
(v) There is an increase in budgetary performance (in comparison to previous years)	4.18	.647
(vi) There is sound and efficient management of the financial resources of the organization compared to previous years	4.26	.690

4.1.7 Correlation Analysis

As shown in Table 7, which shows the correlation matrix, the Pearson Correlation coefficient between organizational performance and recruitment and selection is 73.1% with a significant P-value of 0.000 0.05. It is statistically significant (P = 0.000 0.05) that the Pearson Correlation between Organizational Performance and Pay and Awards is 70.4%. Additionally, there is a highly significant 74.2 percent Pearson Correlation between organizational performance and training and development (P = 0.00005). In conclusion, HRM practices have a substantial positive correlation with organizational performance (P =0.000 0.05), with a Pearson coefficient of 79.6%. Table 7 displays the Pearson Correlation matrix, which demonstrates a substantial relationship between organizational performance and human resource management practices.

Table 7
Pearson Correlation Matrix on HRM Practices and Organizational Performance

Correlations		Organization Performance	Recruitment Selection	Compensation Rewards	Training Development	HRM Practices
Organization Performance	Pearson Correlation	1	.731**	.704**	.742**	.796**
	Sig.(2-tailed)		.000	.000	.000	.000
	N	243	243	243	243	243

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

4.1.8 Regression Analysis

Here, the researcher used statistical methods to evaluate hypotheses and draw conclusions. In order to test hypotheses, statisticians use many methods. Inferential statistics uses a limited number of samples to draw conclusions and draw judgments.

Multiple Linear Regression Formula

The following formula was applied to the general multiple linear regression model:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \dots + \beta_zx_z + \epsilon$$

Where:

Y is the dependent variable

X1 X2... Xz are the independent variables while $E(y) = \beta_0 + \beta_1.x_1 + \beta_2. X_2 + \dots \beta_z.x_z$ is the deterministic portion of the model $\beta_1 - \beta_z$ are constant coefficients that determine the contribution of the independent variables X1- Xz ϵ_1 is the random error with a mean of 0 and variance of 1. Thus, Human resource management practices were determined by a multiple regression analysis by averaging the HRM subareas of "recruitment and selection," "compensation and benefits," and "training and development." The researcher determined the mean of each sub-independent variable before combining them into a single independent variable termed "Human resource management practices" (HRM).

Regression Results for All Variables including Control Variables

Table 8. Demonstrate regression analysis of all variables including control variable in order to identify if they are statistically significant



Table 8

Regression Results for All Variables including Control Variables

Organization Performance	Coef.	St. Err.	t-value	p-value	[95% Conf Interval]	Sig
Compensation_R	.695	.045	15.3	.000	35.93 33.42	***
Recruitment_S	.827	.050	16.61	.000	48.15 35.34	***
			7			
Training_D	.698	.041	17.198	.000	52.58 46.28	***
Marital status	.569	.035	14.613	.035	45.25 40.35	**
Education	.675	.04	15.121	.046	33.84 30.81	**
Constant	.458	.032	12.427	.000	29.1 25.15	
Mean dependent variable		82.454	SD dependent var		69.125	
R-squared		0.7942	Number of obs		21	
F-test		2.334	Prob > F		0.100	
Akaike crit. (AIC)		96.864	Bayesian crit. (BIC)		52.087	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 8 above shows the regression results for all independent variables including two control variables (education and marital status). Every independent variable and each of the control variables are statistically significant, as shown in the table. These variables are significant compensation and reward (p-value=0.00), training and development (p-value=0.00), recruitment and selection (p-value=0.00), education (p-value=0.046) and marital status (p-value=0.035). The R-squared is 0.7942 meaning 79.42% of the variation in organization performance is caused by factors in the regression model.

Simple Linear Regression

The general simple linear regression model formula was used: $Y = \beta_0 + \beta_1 X_1 + \epsilon$

Where:

Y is the dependent variable

X1 are the independent variables

$E(y) = \beta_0 + \beta_1 X_1$ represents the deterministic portion of the model:

Where

β_1 is a constant coefficient that determines the contribution of the independent variable X_1 .

ϵ is the random error with a mean of 0 and a variance of 1.

In this analysis, we will conduct a regression with the dependent variable being organizational performance and the independent variables being recruitment and selection, compensation and benefits, and training and development

Hypothesis 1a: Recruitment and selection have an impact on organizational performance. It is supported by research findings.

Linear Regression on Recruitment and Selection Coefficients

Table 9 reveals linear regression on recruitment and selection coefficients

Table 9

Linear Regression on Recruitment and Selection Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.663	.209		3.171	.002
¹ Recruitment_Selection	.827	.050	.731	16.617	.000

a. Dependent Variable: Organization_Performance

The new hire selection process is shown to be responsible for 53.4% of the variance in organizational performance in the model summary table, according to the R2 value. Our final model is statistically significant overall (p = 0.000 0.05), according to the analysis of variance table above. A statistically significant positive correlation between Recruitment and Selection and public organization output is shown by our p-value of 0.000 0.05. According to the beta value from the Unstandardized Coefficients, the public organization might see an effect of (.827) for every one-unit shift in its hiring practices.



H_{01} : Organizational performance is determined by compensation and reward. Result is positive and significant.

Table 10 shows linear regression on compensation (pays) and rewards

Table 10

Linear Regression on Compensation (pays) and Reward

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.184	.192		6.166	.000
	Compensation_Rewards	.695	.045	.704	15.388	.000

a. Dependent Variable: Organization_Performance

According to the coefficients table, the Compensation and awards have a substantial positive effect on the productivity of the MFDP with a p-value of <0.05. The Unstandardized Coefficients beta result indicates that a modification of 1 unit in the public organization remuneration and wards plans, will improve performance by (.695).hypothesis 1c: Training and development have a positive relationship on performance. The finding for test fully agreed with the hypothesis.

Table 11

Linear Regression on Training and Development Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.252	.168		7.460	.000
1	Training_Development	.698	.041	.742	17.198	.000

a. Dependent Variable: Organization_Performance

The p-value of 0.000 < 0.05 from the coefficients table indicates that training and Development have a favorable significant impact on the performance of public organization in Rwanda. It can be explained by the Unstandardized Coefficients beta value that a 1 unit change in training and development results in a (.698) change in the performance of the organization.

Interpretation of the Linear Regression Results

The researcher believes that testing each independent variable against the dependent variable is essential to conducting a successful and dependable research project. The goal of these analyses is to determine whether or not HR policies and procedures have an effect on the productivity of the organization as a whole.

The model summary shows that a high R2 value indicates that the organization's success may be explained in large part by differences in recruitment and selection methods. Our p-value indicates that the Recruitment and Selection process has a positive and statistically significant effect on the output of the MFDP. The beta value of the Unstandardized Coefficients tells us that any adjustment to the MFDP's selection and hiring procedures has the ability to affect the organizations' performance.

Organizations leadership should use this as a signal to fully execute the policy, since it sends a strong message that selection and recruiting procedures have an effect on the organization. As a result, the study's authors draw the inference that personnel selection and intake have an impact on business results.

The linear regression results on Compensation (pays) and Rewards according to the coefficients' P-value results, compensation and awards have a substantial effect on the output of Liberia's MFDP. The Unstandardized Coefficients beta result indicates that the MFDP's remuneration and wards initiatives have a significant effect on performance. In conclusion, there is an undeniable link between financial incentives and company success. This means that management has to keep improving incentives for workers to keep them motivated and enhance productivity. The linear regression results on Training and Development

The R2 score indicates that the majority of the difference or modifications in the performance of the MFDP can be explained by the organization's training and development measures. Our created model is statistically significant, as shown by the ANOVA p-value. The p-value on the coefficients' tail suggests that investments in education and skill development improve output at Liberia's Organizations of Finance and Development Planning. Management might take heart from the beta value of the Unstandardized Coefficients since it indicates how much a shift in training and development can affect the entity's performance. Therefore, management should constantly play a crucial role by

introducing initiatives that boost workers' abilities. Training and development do improve organizational performance, lending credence to the study's central hypothesis. The preceding experiments show that HR practices taken individually have a substantial and beneficial effect on business results.

4.2 Discussions

Results from both types of 'Regression' (multiple and single) provide strong evidence that the research hypotheses were correct and had substantial bearing on the study's findings. A 1 unit shift in HRM practices results in a substantial shift of (.885) in the performance of the organization, as described by the Unstandardized Coefficients beta value. Generally, Organizational effectiveness is inextricably linked to human resource management practices. The findings align with Adula et al (2022) which demonstrates a causal link between HRM practices and organizational effectiveness.

Cronbach's alpha, often known as the reliability test, was deemed necessary by the researcher in light of the hypotheses generated under the study aims. The findings suggest that if human resource management practices are improved, the organizational output will improve, and vice versa. Based on the data, public organizations' leadership, should encourage staff members to keep developing their human resource management skills to maintain the organizations' competitive edge in public sector administration (Cyesa et al., 2019).

The HRM practices tested included (but were not limited to) recruitment and selection, compensation and rewards, training and development, and the responses to these questions were crucial to the survival of the public organization. These findings provide a picture of how integral HRM and organization are to one another. Consistent with the study objectives and assumptions, HRM and OP are positively correlated and demonstrate the effect of one variable over another. These findings demonstrate that the Organizations' productivity will unquestionably increase as it conducts or organizes programmes to educate and develop personnel' skills and knowledge / competences, allowing the organization to keep attaining its economic fiscal policy objectives. Last but not least, Byremo (2015) asserted that HRM practices impact both worker happiness and business results.

Table 11 demonstrates the outcomes of the researcher's analysis of the Pearson Correlation Matrix between organizational performance and HRM practices. The outcome reveals that some relationships exist between the various factors considered. All three HRM practices (Recruitment/Selection, Compensation/Rewards, and Training/Development) were shown to have a favorable correlation with organization performance and to significantly impact the organization's long-term strategic objectives. In light of the study's assumptions and questions, this matrix provides unmistakable evidence that HRM practices have a significant impact on organizational success. The P-values obtained from all the factors are statistically significant and may have a stronger influence on the performance of the business. Therefore, for maximum productivity, management must put a premium on developing their human capital's potential. According to Kaufman (2019) organizational performance is significantly correlated with HRM practices, as shown by the Pearson Correlation coefficient matrix. Positive performance outcomes may be the consequence of better HRM methods.

The researcher also used many Regressions tests to analyze the original data gathered from respondents (ministerial staff). The Regression results were laid up in Table 11. The significance of the study model was highlighted by the ANOVA table, and the model summary provided more explanation for the relationship between HRM practices and organizational success. The result align with Kellner et al (2019) stating that good human resource management practices positively correlate with organizational success.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The value of an institution's human capital in ensuring the successful realization of its objectives is rising rapidly in recent years. In other words, organizations are making it a priority to create a work environment where employees feel valued and invested in the institution's success. On the other hand, organizations are shifting their emphasis to their workers in an effort to increase productivity and loyalty to the organization's mission. The rising complexity of modern workplaces has made people management a popular issue among academics, researchers, and politicians. The success or output of anybody or organization in the world is wholly dependent on its people resources. As a result, organizations and other entities are putting a greater emphasis on training their human resources personnel.

The study results demonstrated that employees are motivated and inspired by their own internal drive to succeed after they have earned the label of high performance. Employees with such boundless enthusiasm are an asset to any company. Because of this, the opinions of workers are taken into consideration in human resource management studies. The strategy and environmental factors of a business are reflected in the way human resources is managed. Findings show that organization's performance improves when it prioritizes training and development for its employees.

An institution's competitive advantage may be the only force behind some assets. The investigator is quite



certain. Developing workers' abilities is crucial to an organization's success in reaching its objectives and reaching its maximum productive potential. In light of these results, I suggests that corporations, organizations, and government agencies establish an ongoing training and development program not only in formality agenda but also in their practical implication to ensure that their employees' professional competence are improve.

Human resource management practices' impact on organizational performance is the major subject of this study. The survival of various organizations relies largely on human resource management practices to ensure their continued existence and success.

5.2 Recommendations

Organization's human resources will not be distressingly ineffective if they take this into consideration for their employment environment. In addition to that, if a comprehensive pay and incentive programs are effectively put into action, they would play a significant improvement to encourage and reward high performance in the pursuit of the organization's mission and vision. Institutions may gain and maintain an edge via research and development and careful strategic positioning, and because of its scarcity, an institution's human capital is typically mentioned as the basis of its competitive edge.

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