TITLE: The Influence Of Human Resources Policies On Employee Performance In Rwanda: A Case Of CIMERWA.

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Abstract

Human Resources policies are increasingly recognized as drivers that leads the organization enhancing their effectiveness. Policies define the organizational values and philosophies conferred to staff and define the obligatory roles to be played by the various stakeholders in the employment relationship. Generally, the study aimed to investigate the influence of human resources policies on employee performance in Rwanda. This study was based on CIMERWA with four specific objectives which were to assess the effects of reward policy on employee's performance at CIMERWA; to establish the effects of promotion policy on employee's performance at CIMERWA; to determine the influence of training and development policy on employee performance at CIMERWA and to examine effects of the recruitment policy on employee performance at CIMERWA. The study used mixed approach and both quantitative and qualitative data were used to interrogate the research questions through interviews, questionnaire and documentary reviews. Secondary and primary data were also applied. The target population was 140 employees of CIMERWA and 104 respondents were selected through solvin's sample formula. Data collection was done by requesting permission to the respondents to participate in the survey. Descriptive and inferential statistics were used in data analysis. The data of this study was also analyzed by using correlation and regression analysis, and It indicated the high positive correlation between HR policies and Employee performance at CIMERWA at r= 0.798*, p-value=0.000<0.05).
Since the findings revealed that HR policies influence Employee performance at CIMERWA, The researcher recommended that proper reward policy and systems should be designed to address equitable and adequate reward for the employees. The promotional policy and opportunities should be in place to maximize employee job satisfaction and efficiency at work. The recruitment policy should be fair to attract and retain competent personnel without any form of discrimination. The training and development policy should be designed to assess training need and fill the gap that can be resulted from lack of certain skills in area that need improvement.

Key words:
Human resources policies, employee performance, training, compensation and benefits

INTRODUCTION

Organizations are increasingly recognizing the capacity of the Human Resources policies and an organization are seen as a valuable and it benefits leading its competitors because of its commitment to the organization, (Cappelli, 2008). Human Resource Management shows the policies designed to enhance organization's integration, employee commitment, flexibility and quality work.

This study aimed to investigate the influence of Human resource policies on Employee performance. From the onset, the good way to clarify that the policies to be reviewed in upcoming project initiated from the human resources directorate or department, the administrative arm within businesses must be in formulation, implementation, monitoring and evaluation of organization. Employee performance is essential as it leads the institutions to accomplish its goals successfully or not. It's therefore imperative that the human resource policies at any place reflect or have an input towards the expected employee performance for organizational success.

Human resource management policies are one among the different approaches to the employment control which wants to reach to the competitive advantage via the strategic deployment with a strong committed employee using a union of structural, cultural and personnel techniques (Storey 1995). It is very difficult for a formal organization to operate without formal rules of engagement in its endeavor to manage people. These rules of engagement are the general guidelines that express the manner in which the management envisages to manage employees as well as outline the obligations expected of the employees (Armstrong, 2006; Itika, 2011). These guidelines include those under strategies and policies of human resources and others that may be contained in circulars, office memos, codes of ethics and standing operation orders. Policies are implicitly embodied within an organization's vision and mission statements. Alternatively, they can be explicitly established within the human resources strategic plan (Itika, 2011).

Policies define the organizational values and philosophies conferred to staff and define the obligatory roles to be played by the various stakeholders in the employment relationship. In the absence of guiding policies, procedural or distributive justice issues can be handled in erratic and in inconsistent manner. Where informal policies have grown and become operational, every person is supposed to know, without being told and without knowing the origin or that kind of decision will be made in certain circumstances hence their establishment can't be analyzed. According to Armstrong (2006), policies are guides of action and not the action but are nevertheless building blocks to the useful of procedures. It can therefore be argued that policies have the influence on employee performance an opinion that this study investigated.

So important is ensuring that an organization remains competitive and that this is a process that begins with having in place appropriate human resource policies that countries like china, USA and Kenya have well documented research operational human resource policies as discussed below.

China as a country has increased globalization in their businesses undertaking China's leaders have emphasized the human resource management policies as the key for international competitiveness. It is concluded that China's business leaders will not replicate, but adapt foreign human resource management policies to the cultural conditions in China, giving them a uniquely Chinese development, (Getahun, Seble, Sims B, & Hummer D. 2007).

United States of America is used to increase companies and employee performance where everyone brings his part as contribution to uplifting the benefits and interest of the institutional, (Ivananceich, 2004). Many institutions in this country typically have to make revisions and set the human resources policies on a regularly for employee performance.

Kenya emphasizes that human resources policies are the systems of arranged decisions for institutions, to help good administrative functions, employee relations, employee performance, as well as resource planning (Memon, Panhwar, & Rohra, 2010). It can also be described as a set of rules, values or guiding principles that define how institutions address human resources-related matters (Barbeito, 2004).

Rwanda's human resources policies are recognized guidelines that many institutions and companies set up to hire, train, evaluate and reward employees in the workplace to improve their performance. When these policies are organized in form that can be easily used, they can help to avoid any misunderstanding between both parties on their rights, duties, and responsibilities in the organization which affect its performance.

It is engaging as a new business owner to focus on the concerns of the business in question and put off writing a human resources policy.

All business analysts and employment lawyers will advise a new institution or company to write a policy on paper, even if it is a simple policy developed from different ideas from employees.

It is important to write policies so that everyone can understand that the relevant policies are applied consistently and equitably in all institutions. When questions about the rights, duties and policies of the company are taken to court, it is common practice to assume that the company's human resources policies are weak, whether verbal or written, are part of an employment contract between the employee and the institution. Every business has different situations, so a different strategy is developed. Policies should reflect good practice, be documented, communicated throughout the organization and regularly reviewed and revised to reflect changes (Kwenin, Muathe, & Nzulwa, 2013).

Rwanda as a country which the study took place, investigated the influence of human resources policies on employee performance.

Statement of the problem

HR policies are an important tool in all institutions and from an organizational perception and they cannot exist without human resource policies. What is in contention is the practice in many organizations that has been to borrow existing HR policies from other successful organizations and to assume that they will have the same results. The HR policies should be customized to institutional need if they have to be effective. (Purcell and Kinnie, 2007).

Also many organizations has practice in place which is not backed by the organization's HR policy. In case of disagreement between employer and employee, it has brought many challenges as the HR policy were silent on those arisen matters.

It can be inferred from many studies that it is important for organizations to have human resource management policies to guide both employees and the organization on how to perform to enhance effectiveness, Drucker, (2012). The majority of the studies found originated from human resource management journals, It is clear that all studies reviewed originated internationally which indicates that there is a gap in research from Rwandan perspective. Within the Rwandan literature, very little reference has been made to Human Resources policies. The only studies that related to the topic were found in public sector.

It was observed that the performance of employee have been high at the beginning of employment but later tends decrease all together. Which begs the question, which variables affect performance? Can these performance variables be enhanced if HR policies are in place?

Objectives of the study

The study had the general objective of investigating the influence of human resources policies on employee performance in Rwanda with particular reference to CIMERWA. The specific objectives were:

i.   To assess the effects of reward policy on employee's performance at CIMERWA;

ii.   To establish the effects of promotion policy on employee's performance at CIMERWA;

iii.   To determine the influence of training and development policy on employee performance at CIMERWA;

iv.   To examine effects of the recruitment policy on employee performance at CIMERWA;

LITERATURE REVIEW

To (Torrington et al,2008), Human resources policies are guidelines for the approach that organization plans to take to manage its employees. They define the organization's philosophies and values on how people are to be treated. From this flow the principles and values upon which managers are anticipated to act for approaching HR matters. Human resources policies are distinguished from procedures or practices in that a policy provides guidance in general on the approach taken by the organization and its employees, with respect to different features of employment, (Armstrong, 2006).

Koornhof and Du Plessis (2010) took an approach to assessing the usefulness of the Human Resources Policies on the employee performance.

Additionally, Different studies have been conducted on HR policies such as recruitment policy and its influence on performance of the employees in organizations. Zheng and Hong (2006) and Croucher (2008) call attention to that there is a positive and important relation between recruitment policy and performance of individuals in an institution. Sang (2005) also learned a positive relation and association between both reward strategy and organizational performance.

Qaiser Abbas and Sara Yaqoob, 2010 highlighted that the performance of the employee is significant factor and building block that boost the whole performance of the organization through engaging appropriate training and development policies.

Cooper and al, (2003) accepted that luck of good HR policies remains to hampering worker's performance which also affects institutional performance and affect achievement of objectives;

In evaluating organizational and employee performance, it is important to review the existing HR policies as they have a direct relationship with performance, Moyes and Hasan (2014).

Similar study in manufacturing industry was conducted by Majumder (2012) to get an insight for the current Human resources polices and their influence on employee's performance in private. Whole findings were that HR policies affect the performance.

Different authors described some of HR policies and related it on employee performance as the following:

Boswell, (2005) defined Recruitment Policy as the HR policy aimed of attracting, selecting and hiring competent employees to bring their efforts toward organizational performance,

Organization to be competitive, the recruitment policy should be concise so that to have the best talent from a pool of candidates. Having a robust recruitment policy is the first demand of an efficient hiring process, Iftikhar Ahmad, (2011).

Guest,2007 defined Promotion policy as the upward movement of employees within the organization for a new or higher job role, tasks and responsibilities, Guest, (2007).

Prasad,2012 engaged Promotion policy as the important key of today's motivation programs to many institutions and these bind the success factor with the employee's performance.

(Beardwell and Holden, 2014) elaborated that Reward policy is the policy designed to reward employees in a fair and consistent manner in relation with the value of these people to the organization,

Afaq, Anwar Khan,(2012) defined training and development policy as a set of guidelines, guidance and requirements reflecting the organization's culture and values, and is based on a set of principles to which the organization follows in its overall management and development of the workforce.

The influence of human resources policies on employee and performance have ignited three perspectives. The universalistic perspective (Boxall and Purcell, 2003) projects a bundle of high performance "best practices" to be adopted by organizations to yield organizational performance.

The significant of many strategies to the businesses and HRM strategy are independent of each other in determining organizational performance through employee performance (Katou and Budwar, 2007). The contingency perspective proposes that the effectiveness is achieved through created HR policies as consistent within companies. Rather than adopting best practices, there should be a fitness between Human Resources management strategies and business strategies. (Schuler and Jackson, 1987; Dany et al, 2008) This is also described as vertical fit". Purcell and Boxall (2003) discuss that both perspectives; best practice, best policies and best fit might be right in each in their own way. The third which takes the contingency perspective a step further is the configurationally perspective (Ulrich and Brockbank, 2005).

Reward policy is there to make employees work towards achieving strategic goals through enhancing their productivity and performance within institutions. Reward policy is not only concerned with pay and employee benefits. It is also interested in non-monetary rewards like recognition, training and increasing professional responsibility, (Wilson,2015).

the study conducted by Ajila and Abiola, 2014 to found out the effect of rewards policy on employee's performance in different institution.

Chruden & Sherman (2000) view promotion as the means to ensure effective utilization of skills, knowledge and abilities those individuals have been able to develop. Promotion creates a feeling of satisfaction with the present situation and conditions and encourages ambition to continue working with the company. When carefully planned and implemented, it enhances workers morale, increase organizational efficiency and provide opportunity for loyal employees. Promotion of employees has a number of benefits for both employees and organization.

Recently training policy become the best aspect in the different institutions in the world. Training is significant to increase the capabilities of employees. The employees who got on job training have more skills to perform the job (Fakhar Ul Afaq, Anwar Khan, 2012). Return on Investment is also influenced by (Richard chang associates, INC.). To improve both employee performance and organizational, training need should be assessed and be provided to the employees.

Training & development policy increase the employee performance like the researcher said in his research that training & development is a significant activity to increase the performance of health sector organization (Iftikhar Ahmad and Siraj-ud-din, 2011).

Employee performance is influenced by different factors such as knowledge, job satisfaction and management however, there is association between training and performance (Chris Amisano,2010).

Recruitment policy as key human resource management role is among activities that influence critically on the performance of employees and organization particularly. While it is understood and accepted that poor recruitment decisions continue to affect employee performance which in turn affects organizational performance and limits goal achievement, it is taking a long time for private agencies to identify and implement new, effective hiring strategies. Acquiring and retaining high-quality talent is critical to organization's success. In the recent past, due to different causes that lead to separations between employees and their institutions including dismissal, retirements and others, organizations are facing with the problem of recruiting best talent to fill the position that became vacant.

METHODOLOGY

Research design

The researcher employed descriptive and analytical research design.

Target population

The target population of this study were 140 employees of CIMEWA for time scope of 2017 – 2019 and 104 respondents were selected through solvin's sample formula which is:

$$n= \frac{N}{1+N(e)^2}$$

Where, N= Total population of the study, and e= Probability of error (0.01). By using Solvin's formula, sample size will be 104 participants

Sources of data

This study used primary and secondary sources of data collected from the employees using questionnaire, interview and documentary review.

Data analysis

Quantitative data was analyzed using descriptive statistics in form of percentages, frequencies, standard deviations and means. Multiple linear regression model and Pearson correlation analyses were also used to analyze data. The Social Package for Statistical Science (SPSS) software version 20 aided in data analysis.

Regression Model

$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$

Where the variables are defined as:

Y = Employee performance

X1= Reward policy

X2 = promotion policy,

X3= training and development policy

X4=Recruitment policy

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Response rate

There were a total of 104 questionnaires distributed to the targeted respondents and all were filled and returned. This means that the questionnaire response rate was 100%.

Table 4. 1: Response rate

Questioners	Frequency	Percentage
Administered	104	100
Returned unfilled	0	0
Total	**104**	**100**

Source: Primary data, 2021

The effects of reward policy on employee's performance at CIMERWA

Statements	SA		A		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%
Employees are rewarded on the basis of merit they get motivate to work hard and that reward help to perform well	60	57.6	44	42.3	-	-	-	-	104	100
Reward policy at CIMERWA is planned in form of scales, whereby employees are rewarded based on their qualifications	-	-	57	54.8	47	45.1	-	-	104	100
Employees of CIMERWA are rewarded based on work experience and particular contributions towards performance of organizations	30	28.8	74	71.1	-	-	-	-	104	100
Reward policy at CIMERWA brings commitment and ownership during performing different duties	44	42.3	50	48	10	9.6	-	-	104	100

Source: Primary data, 2021

Results of the study show that on statement of Employees are rewarded on the basis of merit they get motivate to work hard and that reward help to perform, 57.6% confirmed that are strongly agreed while 42.3% confirmed that agreed with the statement.

On Reward policy at CIMERWA is planned in form of scales, whereby employees are rewarded based on their qualifications, 54.8% agreed while 45.1%disagreed with the statement.

On statement of Employees of CIMERWA are rewarded based on work experience and particular contributions towards performance of organizations whereby employees are rewarded based on work experience and particular contributions towards performance of organizations; 28.8% strongly agreed while71.1% agreed with the statement; Reward policy at CIMERWA brings commitment and ownership

during performing different duties 42.3% strongly agreed with the statement, 48% agreed while 9.6% disagreed with the statement.

The effects of promotion policy on employee's performance at CIMERWA

Statements	SA		A		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%
Promotion policy advice to the rewarding of employees for their last performances and encourages them to perform better in future at CIMERWA	40	38.4	50	48	14	13.4	-	-	104	100
Promotion policy at CIMERWA is based on qualifications and the principle of merit with clear career opportunities	36	34.6	60	57.6	8	7.6	-	-	104	100
Promotion policy at CIMERWA facilitate the rewarding of employees for meeting the institution goals	30	28.8	74	71.1	-	-	-	-	104	100
Promotion policy at CIMERWA ensures that the institution has enough scope for promotion so as to foster job satisfaction among employees	44	42.3	50	48	10	9.6	-	-	104	100
Promotion policy facilitates employees to attain goals at a higher level at CIMERWA	60	57.6	44	42.3	-	-	-	-	104	100

Source: Primary data, 2021

From the findings, on statement of Promotion policy advice to the rewarding of employees for their last performances and encourages them to perform better in future at CIMERWA, 38.4% strongly agreed, 48% agreed ,while 13.4 % disagreed with the statement.

On statement of Promotion policy at CIMERWA is based on qualifications and the principle of merit with clear career opportunities, 34.6% strongly agreed, 57.6% agreed while 7.6% disagreed with the statement. The statement of Promotion policy at CIMERWA facilitate the rewarding of employees for meeting the institution goals, 28.8% strongly agreed with it while 71.1% agreed. On Promotion policy at CIMERWA ensures that the institution has enough scope for promotion so as to foster job satisfaction among employees, 42.3% strongly agreed, 48% agreed while 9.6% disagreed with the statement. Finally, on the statement of Promotion policy facilitates employees to attain goals at a higher level at CIMERWA, 57.6% strong agreed while 42.3% agreed.

The influence of training and development policy on employee performance at CIMERWA

Statements	SA		A		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%
Training policy at CIMERWA facilitates employees to obtain relevant skills needed to emphasize their performance	34	32.6	60	57.6	10	9.6	-	-	104	100
Training policy at CIMERWA promotes employees training and enhances their chances of meeting their personal and institution goals.	40	38.4	60	57.6	4	3.8	-	-	104	100
Training policy at CIMERWA creates a sense of progression and purpose that leads to institution commitment	49	47.1	55	52.8	-	-	-	-	104	100
Training policy at CIMERWA ensures that are given fair and adequate chances for training opportunities	33	31.7	71	68.2	-	-	-	-	104	100
Identification of training needs is done by both employer and employee at CIMERWA	40	38.4	50	48	14	13.4	-	-	104	100

Source: Primary data, 2021

Results on the study indicated that on statement of Training policy at CIMERWA facilitates employees to obtain relevant skills needed to emphasize their performance, 32.6% strongly agreed, 57.6% agreed while 9.6% disagreed with the statement.

On statement of Training policy at CIMERWA promotes employees training and enhances their chances of meeting their personal and institution goals, 38.4% strongly agreed, 57.6% agreed while 3.8% disagreed with the statement. On Training policy at CIMERWA creates a sense of progression and purpose that leads to institution commitment, 47.1% strongly agreed while 52.8% agreed with the statement. For statement of Training policy at CIMERWA ensures that are given fair and adequate chances for training opportunities, 31.7% strongly agreed, while 68.2% agreed with the statement. Finally, on the statement of Identification of training needs is done by both employer and employee at CIMERWA, 38.4% strongly agreed with the statement, 48% agreed while 13.4 % disagreed with the statement.

This implies that many respondents recognize the influence of training and development policy on employee performance at CIMERWA. Allowing both employer and employee to participate in identification of training needs leads to ownership and improvement in organizational and individual performance.

The effects of the recruitment policy on employee performance at CIMERWA

Statements	SA		A		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%
Recruitment policy at CIMERWA brings qualified and competitive staff leads high performance of institution	22	21.1	60	57.6	22	21.1	-	-	104	100
Recruitment policy at CIMERWA emphasize competition between employees of institution	30	28.8	70	67.3	4	2.8	-	-	104	100
Recruitment policy at CIMERWA contribute to the successful of institution or efficiency in service delivery depends on the quality of its workforce	40	38.4	64	61.5	-	-	-	-	104	100
Recruitment policy at CIMERWA involve getting the best applicant for a job	28	26.9	60	57.6	16	15.3	-	-	104	100

Source: Primary data, 2021

From the findings above, on the statement of Recruitment policy at CIMERWA brings qualified and competitive staff leads high performance of institution, 21.1% strongly agreed, 57.6% agreed while 21.1% disagreed with the statement. On statement of Recruitment policy at CIMERWA emphasize competition between employees of institution, 28.8% strongly agreed, 67.3% agreed while 2.8% disagreed with the statement. On statement of Recruitment policy at CIMERWA contribute to the successful of institution or efficiency in service delivery depends on the quality of its workforce, 38.4% strongly agreed with it while 61.5% agreed and on statement of Recruitment policy at CIMERWA involve getting the best applicant for a job, 26.9% strongly agreed, 57.6% agreed while 15.3% disagreed that recruitment policy at CIMERWA involve getting the best applicant for a job.

Correlation analysis

			HR Policies	Employee performance
Spearman's rho	HR Policies	Correlation Coefficient	1.000	.798*
		Sig. (2-tailed)	.	.016*
		N	104	104
	Employee performance	Correlation Coefficient	.798*	1.000
		Sig. (2-tailed)	.016*	.
		N	104	104

*. Correlation is significant at the 0.05 level (2tailed).

The spearman correlation was used to determine the degree of association between HR policies and Employee performance at CIMERWA. The findings indicated that there is high positive correlation between HR policies and Employee performance at CIMERWA at r= 0.798*, p-value=0.000<0.05) and was found to be significant at 5% significance level suggesting the existence of high positive relationship between HR policies and employee performance at CIMERWA, implying that the more often HR policies are designed, the increase in employee performance.

Regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586a	.343	.281	.21208

a. Predictors: (Constant), Recruitment policy, Training and development policy, Promotion policy and Reward policy.

The results from the above Table 4.11, the value of adjusted r squared was 0.281(28.1%) an indication that there was variation of 28.1% on Employee performance was due to changes in Recruitment policy, Training and development policy, Promotion policy and Reward policy at 95% confidence interval. Additionally, this means that factors not studied in this research contributed 71.9% of Employee performance.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.752	3	.251	5.571	.003[a]
	Residual	1.439	32	.045		
	Total	2.191	35			

a. Predictors: (Constant), Recruitment policy, Training and development policy, Promotion policy and Reward policy

b. Dependent Variable: Employee performance

As indicated in the table above the F-test value was 5.571 with significance value of 0.03 at 5% level of significance. Since the p-value obtained was less than 0.05, the F-test was significant hence the conclusion that the regression model was good.

Table 4. 2: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.771*	.775	.05	2.286	.029
Reward policy(X1)	.376*	.107	.103	3.710	.002
Training and development policy (X2)	.243*	.102	.142	2.383	.023
Promotion policy(X3)	.267*	.084	.161	3.169	.003
Recruitment policy(X4)	.29*	.06	.026	5.95	.009

 a. Dependent Variable: Employee Performance of CIMERWA

The equation ($Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4$) becomes:

Employee performance $= 1.771 + .376X_1 + .243X_2 + 0.267X_3 + 0.29X4$

The regression equation above has established that taking all factors into account (Reward policy, Training and development policy, Promotion policy, Recruitment policy constant at zero. Employee performance will be 1.771.

The results of the study indicate that HR Policies (Reward policy, Training and development policy, Promotion policy, Recruitment policy) have positive and significant influence on employee performance (β_1= 0.376, t= 3.710, p = 0.002<0.05; β_2= 0.243, t=2.383, p =0.023<0.05; β_3= 0.267, t= 3.169, p = 0.003<0.05; β_4= 0.29, t= 5.95, p = 0.009<0.05), respectively.

CONCLUSIONS

The current study was to investigate the influence of Human resources policies on employee performance in Rwanda. From the findings of this study, it can be concluded that the influence of HR policies was significant which automatically influenced the employee performance thus, HR policies indicated a contribution to Employee performance. It is seen from the findings that HR policies are essential drivers to employee performance, and they create a comparative advantage for organizations. Therefore it was concluded that if the HR policies have to be effective, they should have to be customized to fit organizational needs.

RECOMMENDATIONS

The researcher recommends that it is important for employers to know the value employees place in their reward policy and systems and to formulate strategies that address equitable and adequate reward for their employees.

Furthermore, researcher recommends that Promotion policy should be designed to maximize employee job satisfaction and efficiency at work. The training and development policy should be designed to assess training need and fill the gap that can be resulted from lack of certain skills and knowledge in area that need improvement.

Lastly, researcher recommends that the recruitment policy should be fair to attract and retain competent personnel without any form of discrimination.

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