



Human Resource Management Practices and Employee performance in Rwanda: A case of Ministry of Foreign Affairs and International cooperation

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ABSTRACT

This research examined the influence of human resources management practices on employee performance with reference to employees of the Ministry of Foreign Affairs and International Cooperation. The results revealed that human resource management practices affect employee performance in MINAFFET-Rwanda. A cross-sectional study was performed with data collected through a survey among 103 employees of the Ministry of Foreign Affairs and International Cooperation. The Census method was used where all population was used as sample size. The Statistical Package for the Social Sciences SPSS version 22 was used to analyze the data. A Pearson coefficient correlation of 0.609 showed that there was a significant correlation between the reward system and employee performance. The correlation of 0.604 showed that there is a significant relationship between training and development and employee performance. A correlation of 0.648 showed that there is a significant relationship between recruitment and selection and employee performance. For training and development, the results showed the mean of 4.36 that employees who were well placed and skilled enough were in working. As part of recruitment and selection processes, the results showed the mean of 4.55 that institutions hired direct positions that communicated. The mean of 4.38 is that the ministry usually designed and planned in-service training and career development for ameliorating their capacity and competencies. For the rewarding system, the results showed the mean of 4.56 that the staff members were afforded, the mean of 3.75 that payment was sufficient, the mean of 3.91 that the ministry provided adequate benefices, and the mean of 4.71 that the ministry appreciated, and respected workers who were performing well. Specifically, the study determined the influence of recruitment on employee performance, identified the influence of training and development on employee performance in public institutions, and analyzed the impact of the reward system on employee performance. The researcher concluded that MINAFFET-Rwanda has effectively applied the human resource management practices that favor the indicators of on-duty performance and recommended that MINAFFET-Rwanda continue its good human resource management practices and improve where necessary to achieve highly effective Management practices to strengthen performance in the ministry and other institutions are strongly encouraged to adopt the human resources management practices that promote staff performance.

Keywords: *Human, Resource, Management, Practices, Employee, performance, Rwanda*

I. INTRODUCTION

Public institutions around the world have adopted new human resource management practices over the past two decades. In the current global development with its prevailing competitive environment, companies compete as competitors to motivate their best employees, recognize development and influence company performance. Organizational management is defined as the formal system invented to manage people with an institution (Mushhal, 2014). The relationship between human resources management implementation and performance has been well studied in a number of studies, and the most commonly employed management practices include: the recruitment and selection process, training and capacity development, and the compensation system (Dobre, 2013).

In developed countries, studies have attempted to elucidate the most commonly used human resource management practices. Institutions in the US, Japan, UK and Germany consider the role of workers as the most important asset to be supported and nurtured. A study conducted by Oldham and Hackman in 2010 concluded that a plan for human resources management practices is very important to adapt employee attitudes and engagement (Patel & Cardon, 2010). In this regard, well-managed workers are expected to perform their duties well. In Florida, human resource management is a way to improve employee morale and stimulate teamwork. 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. Human resources management practices can be carried out (Aktar et al., 2012). It is clear that well-managed workers who achieve the expected results in their workplace can be the best performers.

In Africa, most studies examined how best human resources management practices contribute to the achievement of public institutions. According to (Altrasi, 2014), the Nigerian public sector faces challenges in staff performance, which negatively affects the ministry's performance, customer satisfaction and profitability. Studies were conducted in the East African region to assess the relationship between human resource management practices and organizational performance.

In Rwanda, public institutions have sufficient funds to operate and fulfill their tasks; it has human resources. This study is important to Rwanda because it focuses on how the organization's goals can be achieved in a clear manner and have a lasting impact on the performance and overall success of public institutions. However, due to numerous studies (Inderere, 2018; Kanyambo, 2020) that have shown a positive correlation between human resources management and organizational performance specifically in banking institutions, the question arises as to what contribution HRM practices have to the success of this organization. This will be necessary to prove a cost contribution for the institutional added value. However, the best management practices result in high employee engagement and willingness, which in turn affects the success of institutions. It should be noted that human resources management can also have a positive impact on the performance of public institutions in Rwanda. Meanwhile, proper HRM practices had an opportunity to impact employee success. This research aims to fill these knowledge gaps.

This research addressed the following specific objectives:

- i. To determine the effect of recruitment and selecting on employee performance in MINAFFET-Rwanda
- ii. To establish the impact of trainings and development on the performance in MINAFFET-Rwanda
- iii. To analyze the influence of compensation on the employee performance in MINAFFET-Rwanda

II. LITERATURE REVIEW

The human resource management practices denote to institutional activities directed or managing the pool of human resources and making sure. It aimed at sensitizing and advancing human resources for greater and adequate of institution. It an action, which would seek how to enhance cross-communication, therefore preserving the institution plan. Jackson, *et al.*, (2012) reiterated that, HRMP comprise the visible side of organization cultural, in other words, actions that tell indent to the organization. So far, there is no univocal and consensual definition HRMP, therefore, most of the proposals share a term same to that developed by Jalaini (2013), in the sense that they were specific actions used by companies to attract, motivate, retain, and develop employees.

Kikoito, 2014 revealed that the utilization of adequate HRMP benefits organizations, since they play a significant role to the maximization of abilities of their workers. HRM practices are policies or programs that are used in integrating worker in everyday management of the organization or institution. From the time when every institution is comprised of individuals, HRM is all of obtaining services of workers, advancing their knowledge, encouraging them to the leading position and ensuring them that they remain maintaining their willingness towards the company or institution.

HRM practices affect worker's skills through the acquiring and improvement of organizational human capital. The stock of habits, skills, social, personality and knowledge give a human capital that play a role to his or her productivity (Mruma, 2013). The recruitment process that give a wide range of skilled applicants would have a considerable effect over the quality and type of knowledge that new worker has. Giving formal informal training experiences including basic skills training, work experience, coaching, mentoring and managing the success, may affect worker's professional development. HRM practices may stimulate worker through the utilization of valid choice approach to recruit adequately skilled personnel and through comprehensive training to advance present workers. Managers may utilize HRM practices in motivating workers to assume both harder and smarter.

The high performance working system necessitates supportive HRP that increase worker skills and that give incentive for workers to utilize their skills and involved in decision making. However, High Performance Work Practices was usually seen as an appropriate for both workers and managers, these practices need pertinent investments in human capital via training, coordination of projects and time for management and worker's inputs. Owing to a wide investment in human capital is not offset by enhanced efficiency and effectiveness. Most of scholars specified that while the success Human Resource management enhances a firm's productivity and profitability (Rath & Hater, 2010), the impact of is more pronounced when corresponding packages were utilized together. In summary, Human Resource Management is related to how an organization is managing workers, since the staffing to the giving up of a work. Even though, many HRM practices exist. These are recruiting, selecting, training and development, reward system and performance appraisal (Reason and Bradbury, 2013).

The process of recruiting and selecting staff members is the pertinent step in human resource management. This is related to the establishment, assessment and discovering skilled and qualified personnel in according to duties and responsibilities to assign them within an organization. The process of recruiting personnel refers to the procedure of acquiring and interesting the pertinent resources for completing the available position in institution. It related to seeking personnel with skills and qualification and behavior that are necessary for attaining or realizing organization objectives and mission.

In a post of recruiting and selecting process, there is a need to assess skills and knowledge of workers in order to assign them duties. In fact, workers who are chosen among others are considered to be successful, well flourishing, integrity, truthful and autonomous (Kosset, et al., 2011). Therefore, once the manager changed the procedure concerning how the institution recruit and select workers, personnel were unable

to enjoy their autonomy in performing duties and the best success was not prospect from human personnel who were chosen with bribery, venality and dishonesty. The selection and recruitment had a positive correlation with workers' success within MINAFFET.

Training is any strategies of imparting and acquiring skills that is designed, systematic and it leads to improve the level of acknowledge, and capabilities which are very important to achieve their expected outcome (Patel & Cardon, 2010) while development of a wider ongoing multi-faceted group of activities including training or capacity building designed at leading someone or an organization up to another edge of performance often to achieve some duties or a new importance in the future (Rath & Hater, 2010).

The quality and adequacy of workers and their development through training are crucial factors in assessing long-term profits and progress in the success (Rath & Hater, 2010), retention of quality workers necessitates investment in the development of their skills, knowledge and capabilities. By advancing workers, their learning, skill development, self-guidance and workers' attitude improve organization success (Resbun et al., 2013).

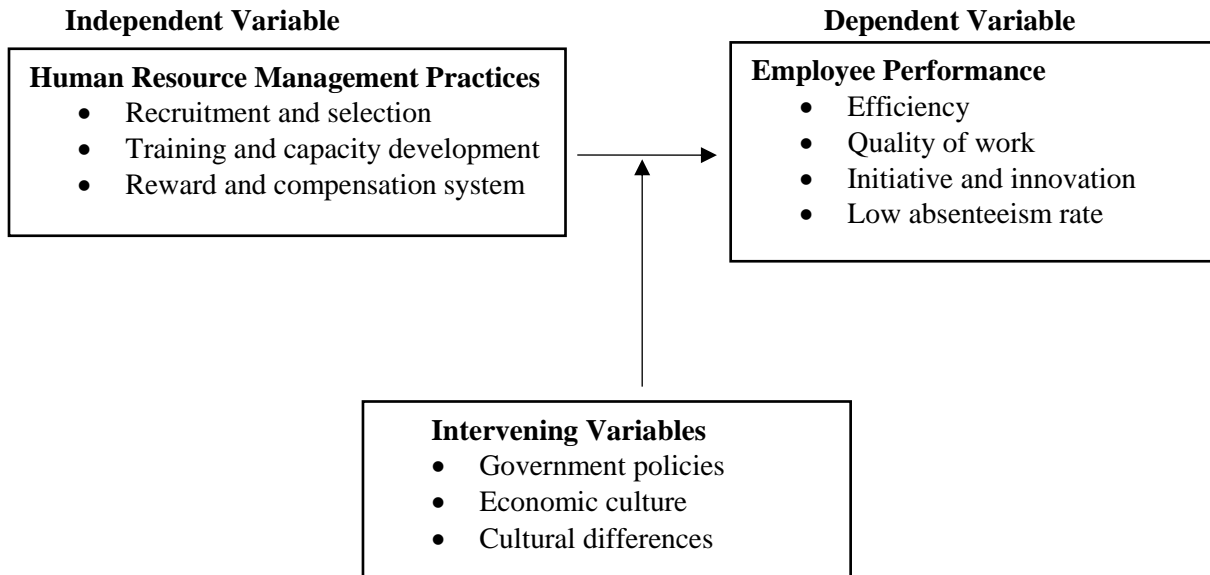
As results, any institution attempts to contest in the international economy, difference on the foundation of skills, knowledge and motivation of their workplace could achieve the role of training and development and its effect on worker and institutional success (Evens, et al., 2010).

The worker's success relies on the commitment and freedom of them to assume their duties. Development of employee performance Improvement of employee performance has been a key area under investigation by organization scientists. Work quality refers to the amount of services and products an individual employee accumulates within specified time of deadline. Employee Performance The worker's job performance is pertinent for any institution for the achievement that is seen as human capital. Therefore, associating workers' success with remuneration strategies stimulate the success of the entire institution. Organizations base their employee success in the context of effectiveness and efficiency that associates to the maximum utilization of assets to attain the expected outcomes (Jalaini, 2013).

The success of workers implies their production and efficiency performance as an outcome of workers' development, which impinge on the organization performance. Most of institution, workers reflect on the manner their institution recompensing them have been the pertinent than the manner an institution articulates or proclaim it (Knapp & Mujtaba, 2010). It is related to outcomes, quality and timeframe of job realized, presence, attendance on work, efficiency of achieved job and its effectiveness (Resubun et al, 2013). Resubun et al, (2013) argue that successful worker's performance necessitates efficiency and effectiveness due to some activity will not be generative whether it is only efficiency but not effective.

A study carried out by Inderere; *et al.*, (2018) on contribution of human resource management strategies to employee success of MINAFFET located in Kigali, the capital city of Rwanda, she suggested adequate strategies intended at ameliorating institution production. According to Ojeleye (2017), the influence of HRM on the success of industries was found to be positive and significant.

The above researches did not rely on the way in which HRM strategies may increase or ameliorate workers' success. Even if, previous studies concentrated on the pertinence of HRM strategies, the research did not take into consideration the context of how it can affect organization success among public institutions.



Source: Researcher, (2020)

Figure 1 Conceptual Framework

According to Figure 2.1, independent variables are conceptualized as HRMP in terms of recruitment, selection, training and capacity development, and compensation and reward system. This facilitates the achievement of the dependent variable conceptualized as employee performance, which is improved rate on return. In addition, organizational policy, economic culture, and cultural differences receive a focus due to their ability to modify the effects of independent variables on dependent variables.

III. MATERIALS AND METHODS

The target population consisted of 103 employees of Ministry of Foreign Affairs and International Cooperation and the sample size was 103 employees. Census method was used where all population was used as sample size. Information was gathered using a questionnaire that was distributed to respondents. The Validity & reliability was achieved by a pilot study. Statistical Package for Social Sciences (SPSS) version 20.0 was helpful to analyze information. Statistical method was used to present data in terms of tables, percentages and graphs.

IV. RESULTS AND DISCUSSIONS

This section focused on the findings analysis and interpretation of research objectives; such as the effects of recruitment and selection on employee performance, consequences of trainings and development on employee performance and the results of rewarding system on employee performance in MINAFFET-Rwanda.

Table 1 Findings of objective one: Effects of recruitment and selection on employee performance in MINAFFET-Rwanda

Statement	Strongly Disagree(1)		Disagree(2)		Not Sure(3)		Agree(4)		Strongly Agree(5)		N	Total Mean	Sd
	N	%	N	%	N	%	N	%	N	%			
The ministry hired direct positions	0	0	0	0	3	2.9	40	38.8	60	58.3	103	4.55	1.21
The ministry completed unfilled	0	0	3	2.9	2	1.9	59	57.9	39	37.9	103	4.3	1.10
The ministry provided guidance	0	0	0	0	0	0	58	56.3	45	43.7	103	4.43	1.16
Workers were informed	0	0	6	5.8	5	4.9	68	66	24	23.3	103	4.06	1.01
Workers took part in making decision	0	0	0	0	6	5.8	37	35.9	60	58.3	103	4.52	1.19
Shortlisting people to occupy vacant positions	0	0	0	0	0	0	74	71.8	29	28.2	103	4.28	1.1
Directors and chief were participating in selection	5	4.9	11	10.7	10	9.7	65	63.1	12	11.7	103	3.66	0.89
Only qualified and skilled applicant were taken	0	0	2	1.9	11	10.7	68	66	22	21.4	103	4.06	1.01
Ministry exert external forces	0	0	0	0	0	0	72	69.9	31	30.1	103	4.30	1.10
Ministry took at affirmative action	0	0	0	0	0	0	47	45.6	56	54.4	103	4.54	1.17
Ministry conceded the application letters	0	0	0	0	0	0	66	64.1	37	35.9	103	4.35	1.12
Overall Mean												4.27	

Source: Primary data, (2022)

Table 1 presents the results of the findings of objective one. The ministry hired direct positions that were recruits immediately communicated to be vacant. Out of 103 respondents, the 60 of 58.3% strongly agreed and 40 of 38.8% agreed that institution hired direct positions that communicated to be vacant. Only three respondents were not sure that this hiring strategy is applied correctively. According the results, it indicates there is a transparence in hiring process of institution.

It presents the responses of respondent on how the ministry complete unfilled position using internal and external sources. Out 103 respondents, 39 of 37.9% strongly agreed and 59 of 57.3% agreed, 2 of 1.9% were not sure and 3 of 2.9% disagreed that ministry complete unfilled positions by using internal and external sources. Many organizations use the internal and external sources for recruiting the employees to fulfill all positions. For internal is better to institution because they know their performance, and external also for bringing the new ideas and knowledge in.

Few staff responded negative because they do not believe that the recruitment process is totally done in a clear way. It shows the views of respondents on how the ministry provides guidance in order assume activities related to recruitment. Out of 103 respondents, 45 respondents of 43.7% strongly agreed and 58 respondents of 56.3% agreed that ministry provides guidance. All respondents responded positively, which shows that the ministry gives guidance to assume activities related to recruitment in order to recruit qualified and skilled employees for and effective and efficiency performance.

It presents the responses of respondents if the workers were informed about available positions. Out of 103 respondents, 24 respondents of 23.3% strongly agreed, 68 of 66% agreed, 5 of 4.9% were not sure and 6 respondents of 5.8% disagreed. Because digital era we are, to be informed you need to be updated and use internet often, a lots of information published through the website of organization and any public site. That is the reason why some do not know the information on time and sometimes assume that the information was not given.

It presents the views of respondents on how the workers take part in the process of making decisions concerning their job. Out of 103 respondents, 60 of 58.3% strongly agreed, 37 of 35.9% agreed, and 6 of 5.8% were not sure. Many respondents agreed that take part in the process of making decisions concerning their job because in general institution hire the qualified and skilled employees who know exactly what they have to do. It presents the views of respondents on that the process of shortlisting people to occupy vacant positions was really transparent and clear. Out of 103 respondents, 29 of 28.2% strongly agreed and 74 of 71.8% agreed. Clear job qualification and competencies used by this Ministry as well as other government institutions make shortlisting easy and transparent. All respondents agreed that there is really transparent and clear.

It presents the views of respondents that all directors and chief of units were actively participating in selecting candidates. Out of 103 respondents, 12 of 11.7% strongly agreed, 65 of 63.1% agreed, 10 of 9.7% not sure, 11 of 10.7 disagreed, and 5 of 4.9% strongly disagreed. All aspects have the responses because respondents did not have the same understanding of how the directors participates on selection phase. Sometimes is not possible that all directors participate on one action on same time as organization has different activities.

The results presented the high number of respondents responded that they agreed, strongly agreed all directors and chief of units were actively participating in selecting candidates. It presents the views of respondents on that only qualified and skilled applicants were taken during the process of selecting them. Out of 103 respondents, 22 of 21.4% strongly agreed, 68 of 66% agreed, and 11 of 10.7% not sure and only 2 of 1.9 disagreed. Of cause, every organization like to recruit the best qualified and skilled employees, as MINAFFET-Rwanda is a government institution have to be exemplary in selection process by recruiting the best candidates. Few numbers of respondents were not sure and disagreed because some of them were not in recruitment committee.

It presents the responses of respondents on that the ministry exert external forces during the selection process. Out of 103 respondents, 31 of 30.1% strongly agreed and 72 of 69.9% agreed. All respondents agreed that ministry exert external forces during selection. In order to have qualified and skilled employees, the Ministry prefers to hire experts from external forces to lead selection process. It presents the views of respondents on that the ministry look at affirmative action in recruitment and selection workers. Out of 103 respondents, 56 of 54.4% strongly agreed and 47 of 45.6% agreed. The ministry looks at affirmative action in recruitment and selection workers because these workers were called to work in ministry, it is a ministry that have the power of affirmation of who are qualified and allowed to join the employee of ministry. Their affirmation action gives them a chance of performing on what they want.

It presents the responses of respondents on that the ministry concedes that all candidate application letters as a symbol of significance on its side. Out of 103 respondents, 37 of 35.9% strongly agreed and 66 of 64.1% agreed. The letters of applicants contain with basic information of them that ministry take as initial proof present the level of acknowledge as true significant. All respondents agreed that ministry concedes that all candidate application letters as a symbol of significance on its side. Table 4.2 shows the overall mean on the effects of recruitment and selection on employee performance that was 4.27, this indicates the level of response of respondents and it resulted that the almost respondents agreed that the ways the recruitment and selection done promote the employee performance in MINAFFET-Rwanda.

Table 2 Findings of objective two: Impacts of trainings and development on employee performance in MINAFFET-Rwanda

Statement	Strongly Disagree(1)		Disagree(2)		Not Sure(3)		Agree(4)		Strongly Agree(5)		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
The skilled employees work in ministry	0	0	0	0	7	6.8	51	49.5	45	43.7	103	4.36	1.13
The ministry gave chance to develop careers	0	0	0	0	0	0	32	31.1	71	68.9	103	4.68	1.26
The staff members were motivated	0	0	2	1.9	3	2.9	81	78.6	17	16.5	103	4.09	1.02
Ministry designed and planned	0	0	0	0	0	0	63	61.2	40	38.8	103	4.38	1.12
Ministry provided equal	0	0	0	0	0	0	37	35.9	66	64.1	103	4.64	1.24
Formal trainings were followed	0	0	0	0	0	0	59	57.3	44	42.7	103	4.42	1.15
Ministry established a well design	0	0	0	0	0	0	22	21.4	81	78.6	103	4.78	1.31
Trainings and meetings were often planned	0	0	0	0	4	3.9	91	88.3	8	7.8	103	4.03	1.01
Meetings and workshops were help	0	0	1	1	9	8.7	78	75.7	15	14.6	103	4.03	1.01
In-service or out-service trainings were planned	0	0	0	0	7	6.8	57	55.3	39	37.9	103	4.31	1.11
Ministry had established a team	0	0	0	0	0	0	38	36.9	65	63.1	103	4.63	1.24
Overall Mean												4.39	

Source: Primary data, (2022)

Table 2 indicates the responses of respondents of objective two. The employees who are well placed and skilled enough were in working in the ministry. Out of 103 respondents, 45 of 43.7% strongly agreed, 51 of 49.5% agreed and only 7 of 6.8% not sure. The results showed that almost respondents agreed that employees of ministry were well placed and skilled enough, it is a first factor that employees contribute with an effective performance in ministry.

It presents the views of respondents on that the ministry give change of developing career for staff members. Out of 103 respondents, 71 of 68.9% strongly agreed and 32 of 31.1% agreed. The ministry gives the change in development and innovation in career for staff members of daily activities of ministry, and this promotes same time the employee performance in ministry.

It presents the responses of respondents on that staff members were motivated to have innovative and creative working spirit within the ministry. Out of 103 respondents, 17 of 16.5% strongly agree, 81 of 78.6% agreed, 3 of 2.9% not sure and only 2 of 1.9% disagreed. Normally motivation creates a working spirit in an organization, when was applicable in MINAFFET-Rwanda directly employees behaviors changed and motivated in their everyday activities. According to the results showed that they had motivation and have the working spirit.

It presents the views of respondents on that ministry usually design and plan in service trainings and career development for employee in order to ameliorate their capacity and competencies. Out of 103 respondents, 40 of 38.8% strongly agreed and 63 of 61.2% agree. Trainings help employees to develop their career and work with effective competencies that increase also their performance in ministry. That why all respondents agreed, normally every employee likes to be trained enough to increase the skills needed in daily activities. It shows the responses of respondents on that the ministry provide equal in service training chances for all employees. Out of 103 respondents, 66 of 64.1% strongly agreed and 37 of 35.9% agreed. This indicates that ministry of MINAFFET-Rwanda consider all employees equally, with equal chances on training.

It presents the views of respondents on that formal trainings were usually followed by assessing and evaluating results. Out of 103 respondents, 44 of 42.7% strongly agreed and 59 of 57.3% agreed. All respondents agreed because in the ministry an evaluation after training is always done. In general government institutions, after training the leaders do an evaluation to ensure that the courses taken brought impact on employee and organization performance.

It shows the views of respondents on that the ministry established a well-designed professional development program. Out of 103 respondents, 81 of 78.6% strongly agreed and 22 of 21.4% agreed. The results show that employees of MINAFFET-Rwanda were happy and liked to work this ministry. Surely, it means that ministry had a well-designed professional development program and publically was established to all. It presents the views of respondents on that trainings and meetings were often planned in order to empower workers with updated skills and knowledge. Out of 103 respondents, 8 of 7.8% strongly agreed, 91 of 88.3% agreed and only 4 of 3.9% not sure.

In general, trainings and meetings planned and done in an organization in order to empower their employees and giving them the updated information and skills needed in their daily work. Almost all respondents agreed, this showed that in MINAFFET-Rwanda trainings and meetings planned to empower employees. It presents the views of respondents on that the ministry meetings and workshops were help internally or externally. Out of 103 respondents, 15 of 14.6% strongly agreed, 78 of 75.7% agreed, and 9 of 8.7% were not sure and only 1 of 1% disagreed. Truly meetings and workshops help all parts internally and externally, internal as employees get and increase their skills and updated information while also in external, employee performance influence the society development in different subjects. For that reason, almost all respondents agreed that the ministry meetings and workshops were help internally and externally.

It presents the views of respondents on that the ministry had planned both in-service or out-service trainings. Out of 103 respondents, 39 of 37.9% strongly agreed, 57 of 55.3% agreed and only 7 of 6.8% were not sure. In organization management, both trainings internal and external are needed. Internally for updating their skills and get the new information that brings employee performance in institution, externally for knowing the environmental situation an organization is. The results indicate that almost all respondents agreed the ministry had planned both in-service or out-service trainings.

It presents the views of respondents on that the ministry had established a team that revises and assesses the needs for training and professional development. Out of 103 respondents, 65 of 63.1% strongly agreed and 38 of 36.9% agreed. When trainings planned, organization establishes the team that revises and assesses the training activities, the needs and professional development. The results showed that all respondents agreed, it means the ministry of MINAFFET-Rwanda established a team that revised and assessed the needs for training and professional development. Table 4.3 shows the overall mean on the consequences of trainings and development on employee performance that was 4.39. This indicates that the almost respondents agreed that the ways the trainings and development done encourage an employee performance in MINAFFET-Rwanda.

Table 3 Findings of objective three: Results of compensation on employee performance in MINAFFET-Rwanda

Statement	Strongly Disagree(1)		Disagree(2)		Not Sure(3)		Agree(4)		Strongly Agree(5)		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Staff members were afforded	0	0	0	0	1	1	43	41.7	59	57.3	103	4.56	1.21
Payment was sufficient	0	0	9	8.7	13	12.6	75	72.8	6	5.8	103	3.75	0.92
Ministry provided adequate benefices	0	0	0	0	12	11.7	88	85.4	3	2.9	103	3.91	0.96
Ministry appreciate Workers	0	0	0	0	0	0	29	28.2	74	71.8	103	4.71	1.28
Ministry provided high promotional	0	0	2	1.9	5	4.9	83	80.6	13	12.6	103	4.03	1.01
Staff members had good incremental wages	0	0	0	0	0	0	79	76.7	24	23.3	103	4.23	1.08
Good performer received high salary	6	5.8	11	10.7	10	9.7	57	55.3	19	18.4	103	3.69	0.90
Rewarding system was managed in equitable	0	0	0	0	0	0	35	34	68	66	103	4.66	1.25
Overall Mean												4.19	

Source: Primary data, (2022)

Table 3 presents the views of respondents on objective three. The staff members were afforded a favorable recognition when they generate high quality work and results. Out of 103 respondents, 59 of 57.3% strongly agreed, 43 of 41.7% agreed and only 1 of 1% was not sure. It is general when staff members of organization perform with high quality and good results get the favorable recognition in rewarding. The results indicates that almost all respondents agreed, it means that in MINAFFET-Rwanda, staff members were afforded a favorable recognition when they generated high quality and results. It presents the views of respondents on that payment was sufficient. Out of 103 respondents, 6 of 5.8% strongly agreed, 75 of 72.8% agreed, and 13 of 12.6% were not sure and 9 of 8.7% disagreed. It is not all institutions you can find that employee agree a payment is sufficient in their organization. In MINAFFET-Rwanda high number of respondents agreed that their payment was sufficient. This means that MINAFFET-Rwanda is strong in administration management.

It presents the views of respondents on that the ministry provided adequate beneficial package in comparison with other public institutions. Out of 103 respondents, 3 of 2.9% strongly agree, 88 of 85.4% agreed and only 12 of 11.7 were not sure. Of course good ministry or organization provides adequate beneficial to its employees. That why many respondents agreed because they were working in good institution provided an adequate benefit to them.

It presents the views of respondents on that the ministry appreciated and respected workers who were performing well. Out of 103 respondents, 74 of 71.8% strongly agreed and 29 of 28.2% agreed. To give the appreciation and respect to workers is one method used to motivate employees. All respondents agreed that they got the appreciation and respect when they were performing well.

It presents the views of respondents on that the ministry provided high promotional changes to the staff members. Out of 103 respondents, 13 of 12.6% strongly agreed, 83 of 80.6% agreed, and 5 of 4.9% were not sure and only 2 of 1.9% disagreed. Promotional changes to staff members motivate employees which brings an employee performance in institution. The results showed many respondents agreed that means MINAFFET-Rwanda provided high promotional changes to the staff members.

It presents the views of respondents on that staff members had good incremental wages when they attained expected targets. Out of 103 respondents, 24 of 23.3% strongly agreed and 79 of 76.7% agreed. In good organization with qualified and skilled employees, they apply a system of pay for performance where wages correspond with employee performance. The results showed that all respondents agreed that they had good incremental wages when they attained expected targets, it means MINAFFET Rwanda institution pay good wages to them for their performance.

It presents the views of respondents on that good performance was receiving high remuneration. Out of 103 respondents, 19 of 18.4% strongly agree, 57 of 55.3% agreed, 10 of 9.7% were not sure, 11 of 10.7% and 6 of 5.8% strongly disagreed. To measure a performance level is difficult, the people don't see it in the same manner, sometimes they judge according their needs and people have the different needs.

The results showed that respondents responded different the ones who agreed and others disagreed but the high number is the ones who agreed that means the good performance was receiving a high remuneration in MINAFFET-Rwanda. It presents the views of respondents on that the rewarding system was managed in equitable and equal ways. Out of 103 respondents, 68 of 66% strongly agreed and 35 of 34% agreed. Rewarding system is a factor that attract the most qualified in institution.

The results showed that all respondents agreed that rewarding system was managed in equitable and equal ways, this means that MINAFFET-Rwanda had the qualified and skilled employees with effective management in rewarding system. Table 4.4 shows the overall mean on the consequences of trainings and development on employee performance that was 4.19. This indicates that the almost respondents agreed that the rewarding system promote an employee performance in MINAFFET-Rwanda.

Table 4 Findings of performance: Assessing the level of Employee Performance at the Ministry of Foreign Affairs and International Cooperation

Statement	Strongly Disagree(1)		Disagree(2)		Not Sure(3)		Agree(4)		Strongly Agree(5)		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Quality													
comply with the standards	0	0	0	0	0	0	64	62.1	39	37.9	103	4.3	1.1
I accomplish my work quickly and accurately	0	0	0	0	0	0	50	48.5	53	51.5	103	4.51	1.19
Service delivery is top notch	0	0	0	0	0	0	40	38.8	63	61.2	103	4.61	1.23
Work done keenly and reasonable	0	0	0	0	0	0	69	67	34	33	103	3.66	0.89
Quantity													
Standards productivity	0	0	0	0	0	0	48	46.6	55	53.4	103	4.53	1.2
Seek opportunities more productivity	0	0	0	0	0	0	33	32	70	68	103	4.67	1.26
Outstanding suggestions to be more productive	0	0	0	0	0	0	77	74.8	26	25.2	103	4.25	1.08
Meet the set targets	0	0	0	0	4	3.9	62	60.2	37	35.9	103	4.32	1.12
Dependability													
Working independently	0	0	0	0	0	0	42	40.8	61	59.2	103	4.59	1.22
Well and positively instructions	0	0	0	0	0	0	72	69.9	31	30.1	103	4.3	1.1
Withstand pressure that arise from work	0	0	0	0	0	0	88	85.4	15	14.6	103	4.14	1.04
Job done on time with persistence	0	0	0	0	0	0	43	41.7	60	58.3	103	4.58	1.22
Team work													
Embrace others well	0	0	0	0	0	0	39	37.9	64	62.1	103	4.62	1.24
Able to work when and how to delegate work	0	0	0	0	0	0	59	57.3	44	42.7	103	4.42	1.15
Team prayer and have a good attitude	0	0	0	0	0	0	17	16.5	86	83.5	103	4.83	1.33
Good listener and keep others informed	0	0	0	0	0	0	76	73.8	27	26.2	103	4.26	1.09

Attendance

Present and on time	0	0	0	0	0	0	13	12.6	90	87.4	103	4.87	1.35
Time used in an appropriate manner	0	0	0	0	0	0	67	65	36	35	103	4.34	1.12
Pre-plan the absences	0	0	0	0	0	0	78	75.7	25	24.3	103	4.24	1.08
Adhere to work schedule	0	0	0	0	0	0	54	52.4	49	47.6	103	4.47	1.17

Overall Mean**4.42**

Source: Primary data, (2022)

Table 4 presents the responses of respondents on the level of Employee Performance at the Ministry of Foreign Affairs and International Cooperation, Rwanda. On quality, the employees pay close attention to details, comply with the standards of MINAFET, out of 103 respondents, 62.1% agreed, and 37.9%, and strongly agreed. 48.5% agreed and 53 of 51.5 % strongly agreed that they accomplished their work quickly and accurately. 38.8% agreed and 61.2% strongly agreed that service delivery was top notch. 67% agreed and 33% strongly agreed that work done keenly and reasonable. On quantity, 46.6% agreed and 53.4% strongly agreed that they usually met the productivity standards. 32% agreed and 68% strongly agreed that they always sought opportunities to be more productive. 74.8% agreed and 25.2 strongly agreed that they offered outstanding suggestions to be more productive. 3.9 % were not sure, 60.2% agreed and 35.9% strongly agreed that they usually met the set targets. On dependability, 40.8% agreed and 59.2% strongly agreed that they were capable of working independently and with minimal Supervision. 69.9% agreed and 30.1% strongly agreed that they took instructions and orders well and positively. 85.4% agreed and 14.6% strongly agreed that they generally withstood pressure that may arise from their work. 41.7% agreed and 58.3% strongly agreed that they always got the job done on time and with persistence.

On team work, 37.9% agreed and 62.1% strongly agreed that they were accommodating and embrace others well. 57.3% agreed and 42.7% strongly agreed that they were able to know when and how to delegate work. 16.5% agreed and 83.5% strongly agreed that they were a team player and had a good attitude towards their Colleagues. 73.8% agreed and 26.2% strongly agreed that they were a good listener and keep others informed. On attendance, 12.6% agreed and 87.4% strongly agreed that they were usually present and on time. 65% agreed and 35% strongly agreed that they scheduled and used their leave time in an appropriate manner. 75.7% agreed and 24.3% strongly agreed that they normally pre-planned their absences. And 52.4% agreed and 47.6% strongly agreed that they usually adhered to their work plan. Table 4.5 shows the overall mean on employee performance that was 4.42. Which indicates that the almost respondents agreed that the employees effectively perform their duties and result an efficiency productivity in MINAFET-Rwanda.

V. DISCUSSION

The study analyzed the impact of recruitment and selection on employee performance in MINAFET-Rwanda. The results showed that recruitment and selection affect employee performance. Out of 103 respondents, 58.3% totally agreed and 38.8% agreed that institutions directly recruit positions that are reported as vacant. Only three respondents were unsure whether this hiring strategy is being used correctly. The results showed that the institution has an honest hiring process. Of the 103 respondents, 39 respondents strongly agreed and 59 respondents agreed that the ministry fills vacancies using internal and external sources, only two respondents were unsure and three respondents disagreed. Out of 103 respondents, 43.7% totally agreed and 56.3% agreed that the service provides guidance. Out of 103 respondents, 23.3% totally

agreed, 66% agreed, 4.9% were unsure and 6 respondents out of 5.8% disagreed that employees were informed about vacancies. Out of 103 respondents, 58.3% totally agreed, 35.9% agreed and 6 out of 5.8% were unsure whether employees participate in the decision-making process related to their work. Out of 103 respondents, 28.2% totally agreed and 71.8% agreed that the process of selecting people to fill vacancies is really transparent and clear. Of 103 respondents, 11.7% totally agreed, 63.1% agreed, 9.7% was unsure, 10.7% disagreed, and 4.9% totally disagreed that all directors and Department heads actively participate in selecting candidates.

Out of 103 respondents, 21.4% strongly agreed, 66% agreed, and 10.7% not sure and only 1.9% disagreed that only qualified and skilled applicants are taken during the process of selecting them. Out of 103 respondents, 30.1% strongly agreed and 69.9% agreed that the ministry exert external forces during the selection process. Out of 103 respondents, 54.4% strongly agreed and 45.6% agreed that the ministry look at affirmative action in recruitment and selection workers. Out of 103 respondents, 35.9% strongly agreed and 64.1% agreed that the ministry concedes that all candidate application letters as a symbol of significance on its side. The study used SPSS program during analysis and resulted that a coefficient r was equal 0.648. The distinction of pearson coefficient is between -1 and 1. Based on the results, a correlation of 0.648 is classified as positive correlation and leads to confirm that there is a significant relationship between recruitment and selection on employee performance with p value= 0.004 in MINAFFET-Rwanda

According to the findings of the second objective, the respondents gave their responses and the study analyzed the impact of trainings and development on employee performance in MINAFFET-Rwanda. The results showed that training and development give significant impact on employee performance. Out of 103 respondents, 43.7% strongly agreed, 51 of 49.5% agreed and only 6.8% not sure that employees who are well placed and skilled enough were in working in the ministry. Out of 103 respondents, 68.9% strongly agreed and 31.1% agreed that the ministry give change of developing career for staff members. Out of 103 respondents, 16.5% strongly agree, 78.6 % agreed, 2.9% not sure and only 1.9% disagreed that staff members were motivated to have innovative and creative working spirit within the ministry. Out of 103 respondents, 38.8% strongly agreed and 61.2% agree that ministry usually design and plan in service trainings and career development for employee in order to ameliorate their capacity and competencies. Out of 103 respondents, 64.1% strongly agreed and 35.9% agreed that the ministry provide equal in service training chances for all employees. Out of 103 respondents, 42.7% strongly agreed and 57.3% agreed that formal trainings were usually followed by assessing and evaluating results. Out of 103 respondents, 78.6% strongly agreed and 21.4 agreed that the ministry established a well-designed professional development program. Out of 103 respondents, 7.8 strongly agreed, 88.3 agreed and only 3.9 not sure that trainings and meetings were often planned in order to empower workers with updated skills and knowledge. Out of 103 respondents, 14.6% strongly agreed, 75.7% agreed, and 8.7% were not sure and only 1% disagreed that the ministry meetings and workshops were help internally or externally. Out of 103 respondents, 37.9% strongly agreed, 55.3% agreed and only 6.8% were not sure that the ministry had planned both in-service or out-service trainings. Out of 103 respondents, 63.1% strongly agreed and 36.9% agreed that the ministry had established a team that revises and assesses the needs for training and professional development. The results showed that coefficient r was equal 0.604. A Pearson coefficient correlation is between -1 and 1. Based on Pearson variation, the correlation of 0.604 is categorized as positive correlation, and the results presents that there is no significant impact of trainings and development on employee performance with p value=0.363in MINAFFET-Rwanda.

According to the findings of third objective, the respondents showed their views and the study analyzed the influence of rewarding system on employee performance in MINAFFET-Rwanda. The results presented that employee performance were influenced by rewarding system. Out of 103 respondents, 57.3% strongly

agreed, 41.7% agreed and only 1% was not sure that staff members were afforded a favorable recognition when they generate high quality work and results. Out of 103 respondents, 5.8% strongly agreed, 72.8% agreed, and 12.6% were not sure and 8.7% disagreed that payment was sufficient. Out of 103 respondents, 2.9% strongly agree, 85.4% agreed and only 11.7% were not sure that the ministry provided adequate beneficial package in comparison with other public institutions. Out of 103 respondents, 71.8% strongly agreed and 28.2% agreed that the ministry appreciated and respected workers who were performing well. Out of 103 respondents, 12.6% strongly agreed, 80.6% agreed, and 4.9% were not sure and only 1.9% disagreed that the ministry provided high promotional changes to the staff members. Out of 103 respondents, 23.3% strongly agreed and 76.7% agreed that staff members had good incremental wages when they attained expected targets. Out of 103 respondents, 18.4% strongly agree, 55.3% agreed, 9.7% were not sure, 10.7% and 5.8% strongly disagreed that good performance was receiving high remuneration. Out of 103 respondents, 66% strongly agreed and 34% agreed that the rewarding system was managed in equitable and equal ways. A coefficient r was equal 0,609. The classification of Pearson coefficient correlation is between -1 and 1. According to classification of Pearson coefficient correlation of 0.609 is considered as affirmative correlation and which ratify that there is no significant influence of compensation on employee performance with p value=0.684 in MINAFFET-Rwanda.

VI. CONCLUSION

This research concluded that MINAFFET-Rwanda was effectively applying the human resource management practices, which were the signs of performance in an institution, to attract the qualified and experienced staff member who will fully perform a service service. The study concluded that the Department applied all practices transparently throughout the recruitment and selection process to ensure that the shortlisted applicants were the best people who will serve the Department.

The ministry directly recruited positions that were immediately reported as vacant, provided guidance to undertake recruitment-related activities, and workers were informed of available positions. In addition, the selection process for filling vacancies was very transparent and clear, and only qualified, qualified applicants were accepted into the selection process. The ministry used external forces to review affirmative action during the selection process and allowed all applicants to have application letters as symbolic importance on its side. It is moreover concluded that the Ministry organizes and puts into practice the training and education for staff to empower them and provide them with the updated information and skills they need to engage in daily activities that help them to improve their performance on duty. The Ministry typically designed and planned in-service training and career development for employees to improve their skills and competences provided equal training opportunities for all employees and established a team to review and assess training needs. Furthermore, the study also concluded that the ministry applied a rewarding system of merit-based pay, in which wages are commensurate with staff performance, and staff promotion, which motivated staff and brought staff performance to the institution. The ministry valued and respected workers who performed well. The results showed that the variables with $F(11.169) = 25.484$, $p = 0.000$ were statistically significant. It was clear that out of every independent variable, one could explain all employee performance variables.

VII. FUTURE RESEARCH

Since the study presented carried out on some of human resources practices, it is recommended that further researches should extend the studies in different sectors and also in other practices of human resource management that promote the performance of organization.

ACKNOWLEDGEMENTS

From the bottom of my heart I give thanks to Almighty God whose presence never left me throughout the time spent to accomplish my study of Master's Business Administration with Specialization in Human Resource management. My special thanks go to my supervisor Dr. Mercyline KAMANDE for her patience, guidance, support; motivation and contribution that made this work a success. Finally, my sincere thanks go to the management and staff of the Ministry of Foreign Affairs and International Cooperation and to all those who have supported me in many ways during my studies and my degree.

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