

Human Resource Planning and Employee Performance in Rwanda: A Perspective of Peoples Bank of Rwanda

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Abstract: This article established the correlation between Human Resource Planning and Employee Performance in Rwanda; a case study of Peoples Bank of Rwanda. Utilizing Retrospective, descriptive survey research design, a close ended questionnaire and an interview schedule were employed to gather information which was utilized to respond to research questions related to the variables under study. Data was analyzed employing descriptive statistics like mean and item analysis, frequencies, percentages, tables, Pearson Linear Correlation Coefficient and Bar graphs. Human Resource Planning is significantly related to employee performance in Peoples bank of Rwanda, main branch in Rwanda. The researcher recommended that management should always focus on what the employees need in terms of training in order to improve their performance and the subsequent productivity. Sponsorship of employees for further studies should be taken as a priority by managers of people's bank of Rwanda because it is through training that employees can acquire relevant knowledge and skills required for better performance in any organization. Management should also keep on considering the relevant employee needs assessment during the planning process in order to arrive at proactive decisions for the organization at large.

Keywords: Planned Training, Management, Employee Performance, Rwanda

INTRODUCTION

During the Second World War, Human Resource (HR) departments of industrial enterprises in the United States (US) were given the task to recruit and train hundreds of thousands of new employees of all professions and send them into the army as soon as possible, Bratton and Gold [2]. This problem was successfully solved and since then the issues of selection and planning became the most important activity of the human resource departments. During the war, as well as later on, the development in the early "performance Planning" consisted mainly of the development of optimal working methods and planning of the number of workers on the basis of economic indicators (value produced per unit of production and profit). Human resource planning especially in its phase of planning has become very important as it conditions the performance and productivity of the enterprise. So, it is important to examine how this Planning is carried out in some businesses in some parts of the world, Bratton and Gold [2].

Farnham [7] opined that Human Resource planning (HRP) is important because it encourages employers to develop clear and explicit links between their business and HR plans and integrates the two more effectively. It also allows for better control over staffing costs and numbers employed and enables employers to make more informed decisions about the skills and

attitude mix in organizations. Farnham [7] expresses displeasure that organizations give little time to HR planning because of lack of resources and skills, time and effort required and absence of relevant data to do so.

The following statement is based upon the study carried out by Fajana and Ige [6], Department of Industrial Relations and Personnel Planning, Faculty of Business Administration, University of Lagos. This study has been published in the Journal of Planning and Strategy, Chandrasekar [3] asserted that HRP as a concept got introduced into the Nigerian literature in the 1940s during the colonial era; with industrialization and commercialization, which later became wage employment. Ever since then, there has been a tremendous growth of Human Resource (HR) in Nigeria, which in recent years has been characterized by lack of professionalism and specialization. The socio-cultural diversity of Nigeria has influenced the HRP practices in Nigeria. Nigeria is characterized by over reliance on culture, language, religion, gender and educational qualifications as a basis for determining who get employed. What this means is that, the opportunity for an average Nigerian to get employed is a factor of the aforementioned variables.

According to Fajana [5], Nigeria is one of the African countries troubled by abundant labour.

Attracting, developing, deploying and retaining best talents had become a challenge. That is why he argued that the desire for top performance has driven the need for effective Planning. HRP in Nigeria can be said to be 'still in Infancy' and lot of academic research is still required in this area.

Douglas *et al* [4] noted that In Bank Populaire du Rwanda (BPR) that is Popular/peoples Bank of Rwanda. There has been a high employee turn-over since its creation as a cooperative at Nkamba in Rwanda. This might be due to lack of a suitable human resource planning. The Peoples Bank of Rwanda finds its origin back in 1975, when the people of Nkamba, a village in the current Eastern province of Rwanda felt the need to have a saving and credit scheme, to help them grow financially and achieve better livelihoods. This is how the first Banque Populaire du Rwanda (BPR) was born. Subsequently, other community based saving and credit schemes were established in other areas of Rwanda becoming various autonomous People's Banks.

Graene [9] opined that in 1986, as these autonomous saving and credit schemes grew bigger and stronger, an umbrella bringing them together was put in place, with its headquarters in Kigali, under the name "Union des Banques Populaires du Rwanda (UBPR) that is Union of Popular Banks of Rwanda. These entities were tied together as cooperatives mainly to serve their members for now 33 years along the road, the experience gained in providing financial services to the people, the growth that had been realized, but also the potential for growth that was exhibited by being a cooperative union, called for upgrading. In 2008, UBPR transformed to become a commercial bank but while retaining its cooperative roots: 65% of the shares were retained by the former cooperative members, while 35% were acquired by a strategic partner, Rabobank. The latter having the main mission to help upgrade "BPR" into a fully-fledged retail bank. It aspires to increase performance and productivity through its modern planning, and reduce employee turnover rate Haslinda [10]. The hypothesis that was tested read as "There is no significant relationship between Human resource Planning and Employee performance in BPR in Rwanda".

METHODOLOGY

Primary data was reached at by use of structured questionnaires distributed to participants and conducting interviews to vital persons related to the study. Secondary data was arrived at by utilizing documentary reviews. The research study used a retrospective descriptive survey design which was both qualitative and quantitative in nature. The survey study selected a sample size of 133 participants out of 200

target population. Sample size was calculated using the sloven's formula.

The study used simple random sampling and purposive sampling techniques to select respondents. Simple random sampling was used because everyone had equal chances of being selected in the sample and this would reduce bias. Purposive sampling was used to obtain basic information and knowledge about the subject matter from the respondents who were assumed to know it.

The questionnaire and the interviews were used as research instruments. The questionnaire was preferred because it covers a wide geographical area in data collection; it collects a lot of information within a short time, and offers greater assurance of anonymity. Interview guide was preferred because the information and data obtained was of focal importance to the study. The purpose of a qualitative interview schedule was to understand the respondents subjective view of their world; unfolding the meaning of their experiences, uncovering their lived world prior to scientific explanations Fajana [5].

The Validity of the structured questionnaire was arrived at by employing content validity Index. Arising from testing of the validity of the research instruments, the researcher obtained content validity index (CVI) of 0.78 which was well above 0.75 confirming that the instrument was valid to garner data for the survey study Amin [1]. Nonetheless, the validity of the interview guide was reached at by interviewing focal persons to prove the answered questions Gibbs [8].

The Reliability of the research Questionnaire was calculated using Cronbach's alpha coefficient formula looking at the research variables that were having an alpha coefficient of value more than 0.70. Since the reliability calculation yielded 0.78 alpha values, it meant that the research instrument was reliable to collect data required for the research study. Nevertheless, the reliability of the interview schedule was arrived by resorting on peer review strategies Gibbs [8].

The researcher used descriptive statistics to analyze data such as mean and item analysis, frequencies, percentages, Bar graphs and Pearson linear correlation coefficient concerning how Human resource planning influences employee performance in Rwanda.. Qualitative data were analyzed by scientifically organizing data into themes and sub themes Gibbs [8].

RESULTS

Demographic characteristics of participants

Figure 1 shows the respondents who are classified according to their sex, age, education, and marital status. The socio-demographic characteristics were considered in the research study because the company employed males and females, people of different ages, levels of education, and marital status.

From the Figure 1, it was revealed that 56 % (74) respondents were females. This suggested that the company employed more females than males. This could further reveal how the company has much trust in Females than males. As far as age was concerned, the elevated score of those who were on job, 56 % (74) participants were between 26 and 35 years old. This showed that people of that age were responsible for the life of their families, and had to be careful with their jobs. Most old people had retired, and a large number of

the young people had left for greener pastures elsewhere.

Concerning Education levels, 56 % (74) respondents held Graduate Degrees. This indicated that the Institution focused on specific skills when hiring candidates for particular positions. Also when applicants were more than the required number, the employer had to refer to higher qualifications of graduate degrees who may be having advanced knowledge and skills required for the jobs in the company.

As for marital status, 61 % (81) participants were married. This suggested that the married people would be stable on the job for better performance and would therefore provide relevant information to the study.

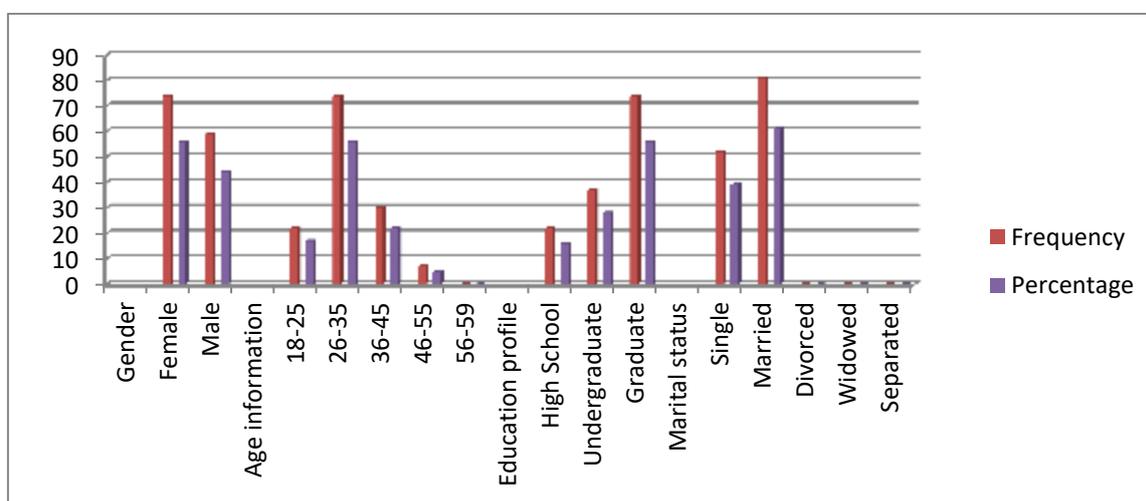


Fig-1: Bar graph showing the Demographic characteristics of Respondents

Source: Primary Data

Table 1: Descriptive Statistics on human resource planned training

<i>Planned training</i>	<i>Mean</i>	<i>Interpretation</i>
This financial institution has experienced planned training on computer knowledge	3.15	satisfactory
Planned training on computer knowledge increases performance and productivity	2.91	Satisfactory
Planned training on computer knowledge adapts the staff to future changes	2.73	Satisfactory
Planned training on computer knowledge develops employee polyvalence	2.71	Satisfactory
Planned training on investment reinforces the organization's culture	2.58	Satisfactory
Planned training on investment provides motivation and achieves a better working atmosphere	2.48	Fair
Planned training on performance evaluation increases the degree of staff involvement in the organization	2.45	Fair
Planned training on performance evaluation develops learning on an organizational level	2.40	Fair
Planned training on financial management develops relationship among co-workers	2.14	Fair
Planned training on financial management reinforces communication between workers and managers	1.72	Poor
<i>Average mean</i>	<i>2.53</i>	<i>Satisfactory</i>

Source: Primary data

Legend

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	very satisfactory
2.51-3.25	Agree	satisfactory
1.76-2.50	Disagree	fair
1.00-1.75	Strongly disagree	poor

The results in the table 1 above revealed that there was a positive relationship between planned training and performance. The highest mean was 3.15, which meant that the performance of the participants was satisfactory due to planned training. The implication for this is that most people learn technical and human skills from experts, hence improving their performance. The lowest mean was 1.72, which meant that the performance of the participants was not satisfactory meaning it was poor indicating that there

was little planned training on Financial management. However the average mean was 2.53 (satisfactory), which showed that the staff was in general satisfied with planned training because it improved their performance.

The Pearson's Linear Correlation Coefficient (PLCC) was used to compute for significant relationship.

Table 2: Significant Relationship between Human Resource Planning and employee performance

Variables Correlated	r-value	Sig.	Interpretation	Decision on Ho
Planned Training Vs performance	.530	.000	Significant correlation	Rejected
Planned Renumeration Vs performance	.142	.010	Significant correlation	Rejected
HR- Planning Vs Employee performance	.652	.000	Significant correlation	Rejected

Source: Primary Data

Legend

If the significant value is equal or less than 0.05 level of significance, the interpretation is significant. If the significant value is more than 0.05 level of significance, the interpretation is not significant.

The significant values in the Table 2 above which are less than 0.05 level of significance showed that there was a significant relationship between Human Resource Planning and Employee Performance. This implied that human resource planning influences employee performance. Basing on these results, a remark was made that an improvement in human resource planning increases the employee performance in people's bank of Rwanda.

DISCUSSION

Reviewing the results of the Table 1 above on planned training, the researcher finds that the planned training has an increasing importance and great influence on the employee performance. Many respondents agreed with the statement. The average mean (2.53) was satisfactory. Few could disagree with the growing value of training in this global speedy scientific and technological development. However, it is not easy to implement because it requires a lot of expenses. That is why Organizations that do not plan trading do not achieve high employee performance and productivity. The findings agreed with the study conducted by Graene [9] on *Strategic Workforce Planning: International Personnel Planning* in Los

Angeles, who found out that planned training in Organizations helps to foster better performance. Planned training on performance evaluation helps both employees and managers to know the performance level achieved the causes of flaws, and the solutions to adopt for improving performance.

There was a significant relationship between human resource planning and employee performance according to Table 2 above. This implied that human resource planning influences employee performance. Basing on these results, it is clear that an improvement in human resource planning increases the employee performance in Peoples Bank of Rwanda. This view agrees with the study conducted by Chandrasekar [3] who mentioned that time and material resources should be available for employees, enabling them to perform to the best of their ability. So human resource planning is related to employee performance through the activity of training, rewarding, and equipping the employee with a suitable stuff in accordance with the mission, vision, philosophy, and ultimately the goal of the Organization.

CONCLUSION

Planned training on performance evaluation increases the degree of staff involvement in the Organization. As employees are a crucial resource, it is important to optimize their contribution to the company's aims and goals as a means of sustaining effective performance. Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a

result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance, also position them to take on the challenges of today's competitive business climate. Therefore, they can actually feel involved in the Organization. Planned training on financial management has done little to develop the relationship among co-workers: Financial management is important because it is a serious support for any activity. Management of Peoples Bank of Rwanda (Bank Populaire du Rwanda) should consider sponsoring employees for further studies in order for them to acquire relevant skills and knowledge required for better performance.

After the PLCC was used to compute on significant relationship between planned training and performance, planned remuneration and performance, it has been found that there is a significant correlation between human resource planning and employee performance. The bank should maintain its statusquo as far as planned training on computer knowledge is concerned, that is, it should always be considered. Seeing that planned training on computer knowledge is very essential and influential, its frequency should be increased. More training on financial management should be planned as it is not good enough. Seeing that there is a significant correlation between human resource planning and employee performance, the researcher recommended that the management should keep on considering the employee relevant needs during the planning process. The management should always focus on what the employees need in terms of training in order to improve their performance and the subsequent productivity..

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