



**EFFECT OF REWARD SYSTEM ON EMPLOYEE PERFORMANCE IN PUBLIC INSTITUTIONS IN RWANDA. A CASE OF RWANDA HOUSING AUTHORITY**

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**ABSTRACT**

*This study established the effect of reward system on employee performance in public institutions in Rwanda with reference to Rwanda Housing Authority. This study used correlation and explanatory research design to establish the effect of reward system on employee performance. The population of this study was 108 employees of RHA while the sample size is 85 respondents from RHA. The study used descriptive statistics and inferential statistics as method of data analysis. The findings revealed that reward system used by RHA affecting it employee performance in different ways in terms of compensation system with mean of 4.48; performance recognition used by RHA was at mean of 4.41, career development used by RHA was at mean of 4.45 and employee benefits used by RHA was at mean of 4.42. The findings revealed that employees perform their job duties and execute required tasks in RHA at a good level in term of quality services with mean=4.36, team work in RHA with mean=4.46, level of dependability with mean=4.27, tasks completion by employees of RHA with mean=4.29, creativity of employees of RHA with mean=4.44. The findings illustrated that there is constructive and important correlation connecting components of reward system (compensation at  $(r=0.539^{**}, p=0.002<0.01)$ ; recognition scheme at  $(r=0.309^{**}, p=0.004<0.01)$ ; career development opportunity at  $(r=0.539^{**}, p=0.002<0.01)$ ; fringe benefits at  $(r=0.749^{**}, p=0.002<0.01)$  and employees' performance in RHA. The results of regression analysis on the link between reward system and employee performance in RHA illustrated that compensation, recognition schemes, career development opportunity and employee benefits have positive and significant effect on employee performance in RHA ( $\beta_1= 0.341$ ;  $\beta_2= 0.168$ ;  $\beta_3= 0.388$ , and  $\beta_4= 0.724$ ) respectively. This showed that 1 per cent increase in compensation, performance recognition, career development opportunity and employee benefit will lead to 0.341, 0.168, 0.388 and 0.724 percent increase on employee performance in Rwanda Housing Authority. Basing on the findings the study concludes that reward system plays a positive role on employee performance of public institutions in Rwanda specifically in Rwandan Housing Authority during the period of 2015 to 2020. The study recommends that RHA executives should consider the numerous components associated with a perplexing and dynamic circumstance prior to settling on choices on remuneration frameworks that will impact the adequacy, effectiveness and eventually the manageability of the monetary establishments in the country.*

**Keywords:** Compensation, Recognition scheme, Career development, fringe benefits, employees' performance, Rwanda Housing Authority.

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## INTRODUCTION

Globally, reward is one of the most important elements in motivating employees. A reward system expresses an establishment's general arrangement for contributing their best efforts to generate innovation ideas that lead to better business functionality and further improve company performance both financially and non-financially (Aktar, Sachu & Emran, 2012). All out remuneration which incorporates pay, benefits, Work-Life, execution acknowledgment, expertise improvement characterizes an association's system to draw in, spur and hold representatives. And furthermore, address the tool compartment from which an association decides to offer and adjust an incentive that makes an incentive for both the association and the worker (Doreen & Nkrumah, 2013).

Karami, Dolatabadi and Saeed (2013) battle that association needs to address representative assumptions a comprehension of worker rewards is required and what such prize means for their inspiration and occupation fulfillment. They state that hierarchical prize framework impact both occupation fulfillment and worker inspiration (Hornsby & Kuratko, 2013). The prize framework influences work fulfillment by making the worker pretty much agreeable because of the prizes got. The award framework impacts inspiration principally through the apparent worth of the prizes and their possibility on execution (Kreitner & Kinicki, 2016).

It is the worry of associations everywhere on the world on powerful human resources procedures to upgrade their usefulness association (Amtmann et al., 2012). Unmistakably representative's efficiency in the extending association is a vital factor in association execution. Representatives, actually known as HR in present day associations, are appropriately considered as the main resources for banking industry achievement (Njanja et al., 2013). In created nations, for example developed country associations perceive representatives as the significant resource that needs high thought in advancement (Nelson, 2012).

In the US the term 'remuneration' is utilized to incorporate everything got by a utilized individual as a trade-off for work. For instance, Hafiza, et al., (2011) express that Employees may consider remuneration to be a return in return between their boss and themselves, as a privilege for being a worker of the organization, or as a compensation for a job done the right way. The award individuals get for their commitment to an association incorporates money related and non-financial parts (Ryan, 2013).

Zivanayi and Goremusandu (2016) accept that associations should execute reward frameworks that incorporate both monetary and non-monetary viewpoints as this would guarantee the fulfillment of various workers' necessities, consequently, expanding levels of representative responsibility and execution. Non-monetary compensation frameworks incorporate factors like acknowledgment, advancement, expanded duties, and self-improvement (Edirisooriya, 2014). These undertakings are pointed toward rousing representatives through fulfillment of their regarded needs and achieving authoritative objectives as the accomplishment of the association is connected to human resources. An association's prosperity lies in a roused labor force as profoundly energetic representatives endeavor to create at the most elevated conceivable even out and apply more noteworthy exertion than workers who are not propelled (Khalid et al., 2014).

An examination led in Ghana by Apeyusi (2012), discovered that, there was a positive connection between an award and corporate execution. The significant explanation prompting expansion in execution was on the grounds that larger part of representatives were spurred by the prize to work more enthusiastically. It was additionally uncovered from the examination that there were gigantic award bundles in the association yet a portion of the staff individuals didn't know. Subsequently, representatives ought to be made mindful of the prize parts in their business contract. A comparable report in Ghana led by Domfeh (2012), uncovered that country banks utilized serious compensation

bundle, assurance of employer stability, testing and fascinating open positions, great profession progress openings as the primary awards to hold workers and increment representatives execution. This worked on the grounds that it forestalled loss of hierarchical information, disturbance of client support and furthermore decreases the turnover cost of the association along these lines expanding execution.

As per Bishop (2017), reward framework configuration can assist with adjusting the Organization's way of life. A component can be utilized by supervisors to impart wanted practices to hierarchical individuals (Murphy, 2015). Directors who gripe about absence of inspiration in their subordinates ought to think about how conceivable it is that the award frameworks they have introduced are paying off for conduct other than the thing they are looking for (Huselid & Becker, 2011).

In Eastern African nations like Tanzania like some other country representatives are inspired by remunerations (Ndumbaro, 2013). There is a requirement for association to compensate its workers for establishing an effective serious climate. This is one of the fundamental for the associations to accomplish high work execution. A few representatives are profoundly energetic by outward rewards like salary raise, advancements and reward, others workers are persuaded with inherent rewards like appreciation, commendation and acknowledgment on (Jesca, 2014). Nonetheless, which of the prizes inspire Tanzanian labor force higher authoritative execution particularly in business isn't surely known and this will be the power of this examination.

In Rwanda, bosses face difficulties of picking rewards that react to singular requirements and improving the benefits and financials of the association. Uwineza and Muturi (2017) further proposes elective compensation systems, which are less exorbitant like representative acknowledgment, better profession programs, improved authoritative correspondence and

occupation advancement programs. It is consequently based on these parts of remuneration arrangement of an association that the scientist meant to examine the impact of remuneration framework on hierarchical execution.

### **Statement of the Problem**

In any public institution employee performance is key towards achieving specific goals. Recently, Rwanda has done many reforms through the Ministry of Labor, and sets pay and retention policy in the public sector in order to improve public service delivery, compensation system and motivate civil servants (Law n<sup>o</sup> 41/2009)

But in spite of the intense reforms public institution in Rwanda faces the challenges of employee retention, increased competition, increased regulation by the government and high rate of technological growth. Scientists, specialists and researchers have set up that there is a positive connection between remuneration of executives and wanted execution.

In Rwanda representatives are resolved to have best expectations of accomplishment, reachable through devotion and abilities, treating individuals decently and applying the law genuinely through trustworthiness and receptiveness and applying the law reliably and dependably just as managing their necessities sensibly. In spite of, it is pretended by all out remunerations to improve representative execution and hierarchical execution as entirety. In Rwanda especially in open organizations representatives have been reprimanded of absence of demonstrable skill in their work. This can either be because of work customs, absence of remunerations, absence of inspiration or that representatives are not happy with their work (Ministry of Public Service and Labour, 2016).

According to MIFOTRA (2016), public foundations are seen higher representative turnovers while defilement cases keep on being accounted for. Public establishments are along these lines compelled to amend its advantage offering to staff, which incorporates prizes and acknowledgment

programs. Different public establishments in Rwanda have embraced different prize bundles and these include financial (extraneous) and non-money related (characteristic) rewards. For instance, with regards to financial award pay increment is looked to be exceptionally fundamental for workers' fulfillment (MIFOTRA, 2016). In any case, little is known in Rwanda about the impact of complete prizes devices on representative execution. In the perspective on these perceptions, this examination was completed with the goal to fill holes by addressing all out remunerations and its relationship to representative execution in Rwanda public help. Thus, the need of the study.

**Objectives of the Study**

The objectives of this research were:

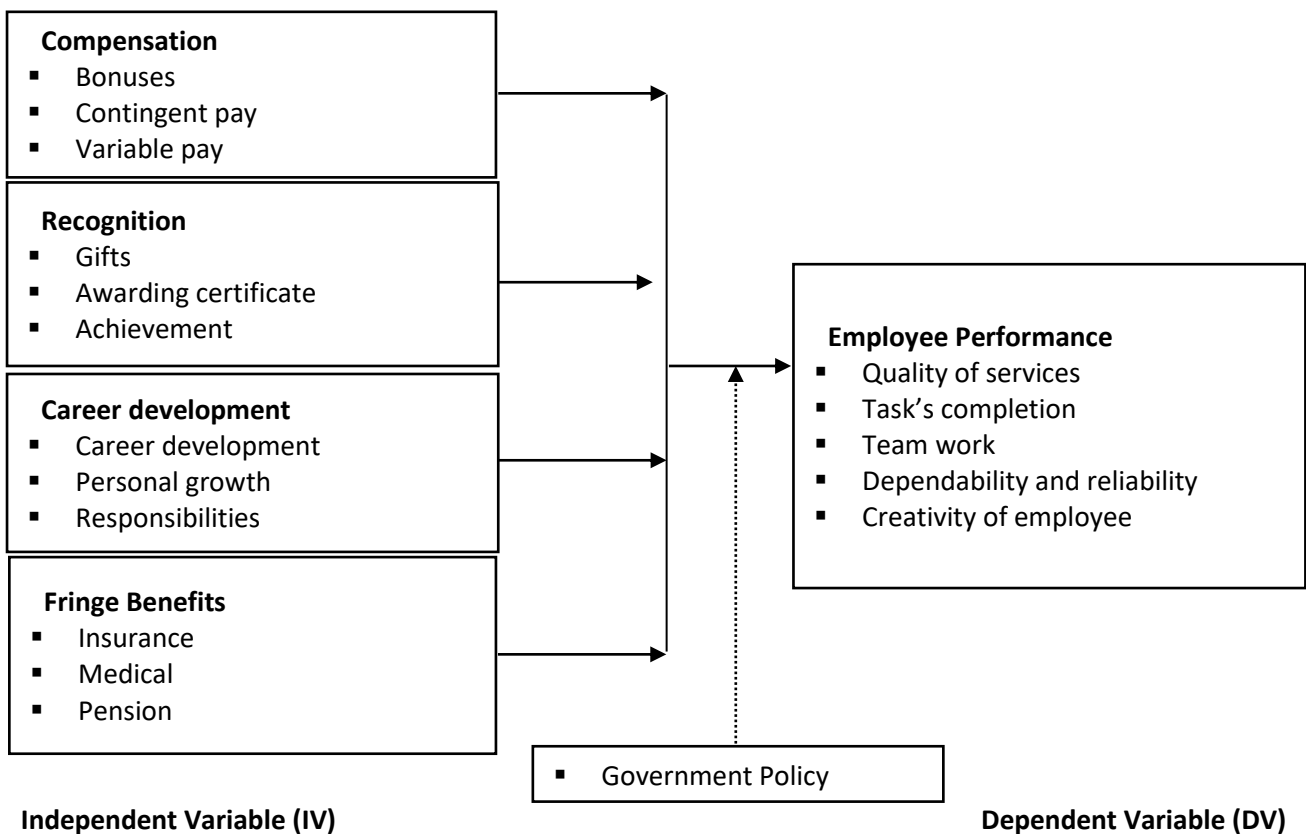
- To assess the effect of compensation on employee performance in public institutions in Rwanda, a case of Rwanda Housing Authority.
- To evaluate effect of recognition schemes on employee performance in public institutions in Rwanda, a case of Rwanda Housing Authority.

- To explore the effect of career development on employee performance in public institutions in Rwanda, a case of Rwanda Housing Authority.
- To determine the effect of fringe benefits on employee performance in public institutions in Rwanda, a case of Rwanda Housing Authority.

**LITERATURE REVIEW**

**Conceptual Framework**

The framework is like the blueprint to the study. In this framework, the self-efficacy theory, Hertzberg motivation hygiene theory and social exchange theory was applied in the independent variable of the study which is reward system. Figure 1 depicted the relationship between reward system and its components such as compensation, fringe benefits, recognition schemes, career development, the moderating variable is government policy and organization policies and employee’s performance of RHA.



**Figure 1: Conceptual framework**

## METHODOLOGY

The study adopted the descriptive survey design with a phenomenology qualitative design and descriptive quantitative research design. The concurrent triangulation design was necessary to compare and contrast both numerical and non-numerical facts. Triangulation enabled the mixing of data. This design was chosen due to its elasticity in addressing both numerical and non-numerical data concurrently and tolerating mixing both classes of data.

The population of the study considered 108 employees of Rwanda Housing Authority working in different departments such as Office of the Director General, Building Regulation, Inspection And Audits Division, Affordable Housing Planning And Development Department, Human Settlement Planning And Development Department, Construction, Rehabilitation And Management Of Government Buildings, Affordable Housing Planning And Investment Division, Social And Affordable Housing Design And Development Division, Urban Planning And Development Division, Rural Settlement Planning And Development Division, Government Buildings Design & Construction Division, Building Regulation & Professional Services Unit, Construction, Rehabilitation And Management Of Government Buildings, Government Buildings Rehabilitation, Institutions Accommodation And Office Space, Public accommodation & office management unit, Inspection and Audits Unit, Corporate Services Division, Planning, Monitoring and evaluation & unit, Finance Unit, HR & Administration Unit, IMS & ICT Unit.

As it's anything but basically conceivable to test and meeting the entire populace since it is huge and broadly scattered, in this manner the objective of an examination is to inspect an example and afterward sum up the outcomes to the populace. Yamane (1967) gives a worked-on equation to compute test sizes. This recipe is utilized to compute the example size to be problematic in the exploration.

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

Where n is the sample size, N is the population size =108, and e is the level of precision =5%.

$$n = \frac{108}{1 + 108(0.05)^2} = \frac{108}{1.27} = 85.039 \approx 85$$

employees of Rwanda Housing Authority

Stratified sampling technique and purposive sampling techniques were adopted by the study. According to Mugenda and Mugenda (2013) stratified random sampling is a likelihood inspecting method at the point when the expert isolates the entire people into different subgroups or layers, and a short time later self-assertively picks the last subjects generally from the different layers. This examination utilized delineated inspecting procedure to choose representatives of RHA from each functioning unit and divisions of RHA.

Data analysis was based on research questions where the researchers sort to assess the effect of reward system on performance recognition compensation, employee benefits and employee career development) and employee performance of Rwanda Housing Authority used descriptive statistical method and also the study will use inferential statistics specifically correlation analysis and multiple linear regression analysis.

On the other hand, multiple regression was used to establish the relationship between the study variables. Based on other models that have been used to test the effect of each predictor such as performance recognition compensation, employee benefits and employee career development on employee performance with reference of Rwanda Housing Authority, the present study adopted the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Where: Y = Employee performance

$\beta_i$ ;  $i=1,2,3$  = The coefficients representing predictors

Variables.  $\beta_0$  = the Y intercept

$X_i; i=1, 2, 3 \text{ and } 4$  = Values of the various independent (Covariates) variables

$e$  = the error term which is assumed to be normally distributed with mean zero and constant variance,  $X_1$ = Compensation,  $X_2$  = Performance recognition,  $X_3$ = Career development opportunity and  $X_4$ = Fringe benefits.

## RESULTS AND FINDINGS

### Correlation analysis

Correlation was conducted between variables under study. Correlation alludes to a procedure used to gauge the connection between at least two factors. At the point when two factors are associated, it implied that they fluctuate together. Positive

connection implies that high qualities on one variable are related with high qualities on the other, and that low qualities on one are related with low qualities scores on the other (Kavale, 2017). In the understanding of relationship, the indication of the connection coefficient implies either a positive or negative relationship coefficient. The positive connection coefficient implies that the factors move a similar way, while negative relationship implies factors move in inverse ways. The connection importance is demonstrated by a likelihood worth of under 0.05 or 0.01. This implies that the likelihood of getting such a connection coefficient by chance is under multiple times out of 100 or is short of what multiple times out of 100, so the outcome shows the presence of a relationship.

**Table 1: Correlation analysis**

		Compensati on	Performance recognition	Career development opportunity	Employee benefits	Employee performance
Compensation	Pearson Correlation	1				
Performance recognition	Pearson Correlation	.488	1			
Career development opportunity	Pearson Correlation	.294**	.291**	1		
Employee benefits	Pearson Correlation	.694**	.577**	.399**	1	
Employee performance	Pearson Correlation	.539**	.309**	.537**	.749**	1
	Sig. (2- tailed)	.002	.004	.000	.000	

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

Table 1 revealed that there may be important moderate positive association between compensation and employee performance of Rwanda Housing Authority at ( $r=.539^{**}$ ,  $p=0.002<0.01$ ). This implicates that an increase of compensation of employees lead to the positive change to employee performance of Rwanda Housing Authority. The finding of the research is similar to Makau, Nzulwa, and Wabala (2017); found that compensation is an important factor in forecasting the benefits to organizations, and

recommended that employer should give priority on compensation to encourage employees to be more spontaneous and willing in achieving the organizational goals.

The results from Table 1, shows that there may be important weak positive association between performance recognition and employee performance of Rwanda Housing Authority at ( $r=0.309^{**}$ ,  $p=0.004<0.01$ ). This implies that an increase of performance recognition led to the

positive change to employee performance of Rwanda Housing Authority.

The results from Table 1, indicate that there is noteworthy moderate positive association between career development opportunity and employee performance of Rwanda Housing Authority at ( $r=0.539^{**}$ ,  $p=0.002<0.01$ ). This means that an enhance of career improvement opportunity led to the positive change to employee performance of Rwanda Housing Authority.

The results from Table 1, indicate that there is important high positive association between employee benefits and employee performance of Rwanda Housing Authority at ( $r=0.749^{**}$ ,

$p=0.002<0.01$ ). Which means that boost of employee benefits brings to the positive change to employee performance of Rwanda Housing Authority. These findings are in the line with Mabaso (2016), found that there is show a constructive and important association between elements of reward system and employees' performance in public institutions in Kenya.

### Multiple regression analysis

Multiple linear regression analysis was carried out to found out the influence of the independent variables (employee benefits, career development opportunity, performance recognition, compensation) on the dependent variable (employee performance of RHA).

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 <sup>a</sup>	.308	.274	7.73627

a. Predictors: (Constant), compensation, performance recognition, career development opportunity, fringe benefits.

The results from the above Table 2 showed that adjusted R-Squared was 0.274, which means that compensation, performance recognition, career development opportunity, fringe benefits, explain 27.4% of the variations in the dependent variable that is employee performance. These findings are in

line with Mabaso (2016); found that a variance of 52.3% of reward system explained by compensation, recognition schemes, career development and fringe benefits significantly predicted employee performance.

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2135.584	4	533.896	8.921	.000 <sup>b</sup>
	Residual	4787.993	80	59.850		
	Total	6923.576	84			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee benefits, Career development opportunity, Performance recognition, Compensation.

From Table 4 the combined effort of reward system such as employee benefits, career development opportunity, performance recognition, compensation was statistically important in explaining the variations in employee performance

of RHA. This is supported by a p value of 0.000, which is less than the acceptance critical value of 0.05. This implies that there was a goodness of fit of the model fitted for this study.



**Table 4: Regression coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.891	2.906		5.492	.000
	Compensation	.341	.228	.130	2.179	.048
	Performance recognition	.168	.119	.120	2.212	.032
	Career development opportunity	.388	.138	.287	2.821	.006
	Employee benefits	.724	.260	.376	2.782	.007

a. Dependent Variable: Employee performance

The model equation Employee performance of RHA =  $9.891 + 0.341 X_1 + 0.168 X_2 + 0.388 X_3 + 0.724 X_4$

This means that holding all factors (employee benefits, career development opportunity, performance recognition, compensation) into account to a constant zero the employee performance of RHA will be 9.891.

The regression results revealed that compensation has significance influence in employee performance of RHA as indicated by  $\beta_1 = 0.341$ ,  $p = .048 < 0.05$ ,  $t = 2.179$ . The implication is that an increase one unit in compensation would lead to an increase in employee performance of RHA by 0.341 units. In addition, the results revealed that performance recognition has significance influence in Employee performance of RHA as indicated by  $\beta_2 = 0.168$ ,  $p = 0.032 < 0.05$ ,  $t = 2.212$ . The implication is that an increase one unit in performance recognition would lead to an increase in employee performance of RHA by 0.168 units. The regression results revealed that career development opportunity has significance influence in Employee performance of RHA as indicated by  $\beta_4 = 0.388$ ,  $p\text{-value} = .006 < 0.05$ ,  $t = 2.821$ . The implication is that an increase one unit in career development opportunity would lead to an increase in Employee performance of RHA by 0.388 units. The regression results revealed that employee benefits have significance influence in Employee performance of RHA as indicated by  $\beta_5 = 0.724$ ,  $p = 0.007 < 0.05$ ,  $t = 2.782$ . The implication is that an increase one unit in employee benefits would lead to an increase in Employee performance of RHA by 0.724 units.

## CONCLUSION AND RECOMMENDATIONS

Based on the findings revealed, the study concluded that the variation of 27.4% in employee performance of RHA was due to changes in employee benefits, career development opportunity, performance recognition, compensation at 95% confidence interval. Therefore 27.4% of variation in employee performance of RHA was due to reward system used by Rwanda Housing Authority during the period of 2015 to 2020. Finally, the study concluded that reward system plays a positive role on employee performance of public institutions in Rwanda specifically in Rwandan Housing Authority during the period of 2015 to 2020.

The discoveries of this investigation, which support past examinations nearby, have critical ramifications as it further affirmed that absolute prizes sway representative's exhibition. These outcomes have suggestions to directors since they need to empower and advance all out remunerations to uphold ability maintenance inside advanced education establishments to serve the two organizations and representatives.

It was discovered from the examination that however there were numerous remunerations bundles accessible, the representatives didn't know about these bundles in light of the fact that no roads were given to instruct them on such bundles. It is subsequently suggested that the administration of the organization ought to accommodate each new representative a duplicate of the remuneration

manual and talk about the things in that during direction.

Compensation framework for RHA ought to be planned to such an extent that representative is qualified for rates of benefit procured by the firm as a method for advancing usefulness among workers, improving faithfulness and guaranteeing worker devotedness to performing allotted task. Since the connection among remunerations and representative's exhibition is viewed as solid, then, at that point that should caution the board to be more dedicated with respect to the setting of fitting impetus plans since that will urge workers to be more intentional and consequently increment their presentation. It is likewise suggested that there ought to be a consistency with remuneration bundle that is given to workers. Adherence and parallelism between association's techniques and prize bundles and projects will prompt the accomplishment of concerned gatherings' shared objectives and goals.

The HRM division related to senior administration should change the current compensation scale in accordance with winning financial climate and set a fitting and cutthroat compensation scale. This won't just inspire representatives yet additionally increment workers' exhibition and diminish representatives' turnover. In view of the discoveries of the examination, the scientist suggests that RHA ought to give satisfactory vocation warning administrations to its scholarly staff just as have sufficient and appropriate profession advancement plan for its scholastic staff to enhance their general exhibition. This will likewise help them in accommodating of scholastic and authoritative jobs. Moreover, to improve the exhibition of RHA, professional success ought to be founded on skills of RHA, value and legitimacy and more grants ought to be granted to the scholastic staff to empower them advance vocation insightful.

The Human Resource Department of the RHA division related to the senior administration ought to foster suitable motivating force plan of a blend of extraneous and inborn prizes that will urge laborers

to be deliberate and improve their presentation. Putting together speculations with respect to the discoveries of the examination, the investigation suggests that the administration of the establishment ought to blend and change the workers' pay upwards. The workers ought to be compensated by their capability, execution and long periods of involvement. The administration should lead a task assessment to decide how best it can compensate its workers. The investigation likewise suggests that the administration ought to consistently give impetuses and rewards to workers to improve their resolve.

The current examination contributed information to the continuous discussion on remuneration framework on representative's exhibition, in development industry and it has additionally progressed the current writing on remuneration frameworks. The examination suggested that the academicians, researchers should collaborate to foster hypotheses on remuneration frameworks and worker execution that will improve the information on representative execution in the creating scene as opposed to depending more on speculations from the western world.

#### **Suggestion for further researchers**

The investigation added to the collection of information in the accompanying manners; the discoveries of the examination will help the RHA directors to assess remuneration, execution acknowledgment, profession improvement and incidental advantages as the investigation found that the expressed elements add to worker execution. By embraced the examination, the prize framework and worker's presentation were investigated. In addition, the investigation added to the current writing on representative execution.

Future investigations can fuse different factors like worker inspiration rehearses for instance representative acknowledgment and advancement since they can impact representative execution. The current investigation utilized government strategy as a directing variable. There is other interceding or mediating factors that can influence representative

execution that could be explored further for investigations can present other directing or a instance association culture. Hence, future mediating variable in their models.

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