



# Effect of Human Resource Management Practices on Employee Performance of Public Institutions in Rwanda. A Case Study of Rwanda Development Board (RDB)

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**Abstract:** This paper exploring the effect of human resource management practices on employee performance in public institutions in Rwanda, with a specific focus on RDB. The objectives of the study were to determine the influence of career development and compensation on employee performance in public institutions at RDB. The study employed a descriptive research design that utilized both quantitative and qualitative approaches, targeting 139 individuals from RDB and sampling 103 respondents as the sample size. The research adopted a stratified and simple random sampling technique, with data being collected through questionnaires and interviews. The data were analyzed using the Statistical Package for Social Sciences (SPSS), with the study's findings being presented through descriptive and inferential statistics. The findings of the study indicate a positive and significant relationship between career development and employee performance of RDB ( $r=.694$ ,  $p=0.000$ ). Additionally, the results reveal a negative and significant correlation between compensation and employee performance in public institutions ( $r=-0.513$ ,  $p=0.000$ ). This suggests that an increase in career development, compensation, performance appraisals, and recruitment leads to a boost in employee performance at RDB since the coefficients are positively related. Based on the study's findings, it is recommended that RDB management provide a cost-of-living increment for their employees, ensuring that employee wages remain reasonable compared to living expenses. As the cost of essential items increases, employees require more money to cover their expenses.

**Keywords:** Human Resource Management Practices, Career development compensation and organizational performance.

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## 1. Introduction

Human resources are considered to be valuable assets to an organization. To ensure increased performance, there is a need to come up with a solid human resource management system that uses the best practices to harness the maximum potential of the employees. The system is called human resource management (HRM) while the practices are called

human resource management practices (HRMPs) (Sharf, 2017). Human Resource Development is the framework for helping employees develop their skills, knowledge, and abilities, which in turn improves an organization's effectiveness (Sarinah, et al. 2017). Human resource development helps organizations develop their workforce through employee training and career development, which improves organizational effectiveness and performance. The focus of all aspects of human resource development is on

developing a superior workforce so that the organization and its employees can accomplish their work goals in service to customers (Satish, 2020). HRM practices play a critical role in the success of an organization.

Employee compensation contains the benefits that an employee receives in exchange for the service they provide to their employer. Employee compensation is generally one of the largest costs or expenses for any organization. Compensation includes monetary payments like bonuses, profit sharing, overtime pay, recognition rewards, and sales commission, as well as non-monetary perks like a company-paid car, and company-paid housing (Ramirez, 2017). The compensation awarded to the employee is dependent on the volume of effort exerted, the nature of the job, and the skill. In developed countries, studies have attempted to elucidate the most commonly used human resource management practices. Institutions in the US, Japan, the UK, and Germany consider the role of workers as the most important asset to be supported and nurtured. 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 (Sablock, 2017). 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). Well-managed workers who achieve the expected results in their workplace can be the best performers.

In Africa, indigenous development practices and their values have changed from time to time (Burke, 2014). However, it continued to remain relevant in most institutions in developing countries. Today in Africa, there is a paradigm shift and stiff competition in human resource management practices as a basic element for effective and efficient institution performance (Horwitz, 2017). Effective human resource management practices and the performance of institutions rely on the integration of indigenous development

In Rwanda, public sector reform has been introduced for two decades now. The main goal of public sector reform in Rwanda is to make the public sector more responsive to Rwandan citizens and other users' needs. It helped in restructuring public institutions by territorial reforms; and reviewing the legal framework. This reform has gone through various phases since the year 1998 till nowadays when it is touching an end (Khan, 2017). Many leaders made efforts to seek effective integration and implementation of the reform in their specific institutions. However, for employees in private companies, the reactions have not been very

Globally, institutions in the United States of America have more managerial autonomy, while European human resource management practices are more restricted in the development of employees (Kaufman, 2019). In Asian transitional economies, HR departments develop organizational learning for knowledge organizations to increase innovation. Wilkens, Warman, Deller, and Wang (2019) identified that United States individualistic culture and achievement orientation results in United States reward systems such as individual-based rewards and performance-related pay. A high individualism is related to the development of human capital in organizations where employees are considered critical resources. On the other hand, collectivist orientation leads to trade union recognition and collective bargaining that characterize industrial relations in Europe instead of direct development and employee communications in the United States (Ballard & Gawith, 2017). Japanese HR offers lifetime employment to employees to cultivate them through internal on-the-job training so that employees possess firm-specific knowledge and skills for productivity and quality increase. Therefore, Japanese firms rely on internal advancement in recruitment (Hayashi, Ozawa, Kawabata & Takoma, 2016). In Germany, wages and working hours are the exclusive territory of the labor unions in a system of regional, industry-wide bargaining (Heywood, 2017).

practices and sound strategies aligned with cultural values and core business objectives. Human resources development in the public service today has the more challenging task of ensuring that employee performance meets the complex expectations of the growing and informed populations (Kiiza & Basheka, 2018).

In East Africa, Lufunyo (2015) in Tanzania posits that Human Resource Development is faced with challenges under decentralized local government services which are multi-faceted and integrated in character. They comprise policy-induced challenges; skill, task, and organization-induced challenges, and performance motivation-induced challenges. They include low job satisfaction due to poor salaries, inadequate funds for training and development, and unequal training and development opportunities for all employees (Ndikumana, 2018).

expressive. This is because the reform is not directly made to them as individuals. However, this does not remove the fact that they are sensible to the reform consequences, such as the number of employees who lost jobs and the possibility of gaining a better job in a restructuring institution.

## Statement of the Problem

Good HR practices also energize employees working in the organization and the commitment and motivation built through good HR practices can lead to improved

performance. The culture so built can help to create a sustainable and lasting capability for the organization to manage itself and not only cope with external turbulence (Denisi, & Murphy, 2017). Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public, and strong intentions to work for the organization willingly and devotedly (Kura *et al.*, 2019).

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 clearly and have a lasting impact on the performance and overall success of public institutions. However, due to numerous studies that have shown a positive correlation between human resources management and organizational performance specifically in public institutions, the question arises as to what contribution HRM practices have to the success of this organization (Lee & Bruvold, 2017). 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.

### 1.3 Hypothesis of the study

The study sought to answer the following research hypothesis.

**H<sub>01</sub>:** There is no significant effect of career development on employee performance in public institutions at RDB

**H<sub>02</sub>:** There is no significant effect of compensation on employee performance of public institutions at RDB

## 2. Literature Review

Rubin & Edwards (2018) studied the influence of career development and organizational culture on employee performance. The study adopted interviews and observation, it was found that employee performance was influenced by some factors such as career development and organizational culture. The research examined the influence of career development and organizational culture on employee performance. The research used quantitative approach which involved 242 permanent employees. The result of statistical analysis showed that career development and organizational culture had positive and significant influence on employee performance.

Raghuram (2014) studied the effect of career development and organizational culture to employee performance with motivation of work as intervening variable. Data analysis technique used was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using Smart PLS program. The outcome of the research study revealed that profession advancement has favorable as well as substantial result to function inspiration, organizational culture have positive and also considerable result to work motivation, career growth have positive and also substantial result to worker efficiency, as well as the impact of arbitration of job inspiration variable on indirect impact of occupation development on partial efficiency, as well as influence of arbitration of job inspiration variable on the influence of out of balance direct organizational society to performance is partial.

Mmbusa (2019) examined the influence of compensation strategies on employee's performance in the public sector in Nairobi City County. The study employed a descriptive research design. Stratified random sampling were made use of to pick an example dimension of 110 staff members drawn from the target populace of 1100. Responses were gathered through management of survey. The research study developed that affordable incomes, motivations, indirect settlement and rewards had a considerable and also favorable impact on staff members' performance. The research study discovered that an affordable salary bundle can enhance staff member motivation, minimize staff member turnover and rise performance, motivation plans inspire employees for higher performance and efficiency. It can improve the work-flow and also work methods, indirect payment is a non-monetary benefits supplied and also provided to staff members instead of the services provided by them to the company and that employees end up being much more engaged when their performance is appropriately recognized by their company.

Kazira (2016) exploring the impact of recruitment and selection, and compensation on the performance of employees. Results of the study revealed that there are high positive correlations in between the variables based upon responses 152 respondents from Perak state based personal companies in Malaysia. The outcome of regression analysis revealed that employment and selection, and payment have considerable positive influence on performance of employees. This can be ended the theories show that all these have considerable effect on efficiency of staff members. Thus, the effective company has to recognize the relevance of recruitment as well as option method in addition to the organization settlement system as a vital variable to produce positive results.

Khan *et al.* (2016) analyzed the effect of recruitment and employee selection on employee placement and its impacts towards employee performance. The analytical method used is the method of path analysis. The results revealed that

recruitment as well as selection variables affect significantly on the positioning of staff members. In a similar way, worker placement variable impact considerably on the performance of workers of Air Jakarta. Nonetheless, only recruitment variable that significantly influence on staff member performance. Recruitment is one the only variable that has straight impact on staff member performance. While selection as well as placement of worker's variable do not impact the efficiency of staff members.

### 3. Methodology

The study adopted a descriptive research design. The descriptive research designs helped researchers identify characteristics in their target market or particular population. These characteristics in the population sample can be identified, observed, and measured to guide decisions. The target population was the 139 staff from RDB headquarters

The sample size was calculated using Yamane's simplified formula to calculate sample sizes, with Stratified random sampling adopted using Yamane's (1967) simplified formula to calculate the sample size for the supervisors and staff which provided the number of responses that should be obtained using the equation;

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

Where:

$n$  = sample size

$N$  = population size

$e$  = the level of precision

1 = Constant

$$n = 139 / [1 + 139 (0.05)^2] = 103 \text{ respondents}$$

$$n = 103 \text{ respondents.}$$

A sample of 103 respondents was targeted to participate in this study. This formula was used to estimate a representative sample. A total number of 103 respondents was taken as a sample size. The following is the table showing the sample size for each category

Primary data were collected using a structured questionnaire and interview guide. The questionnaires were administered through the use of questionnaires and drop and drop-and-pick later method. The pick-up later method was preferred due to the convenience of the respondents.

Before the actual analysis of data using SPSS Version 21, data were cleaned, edited, checked for accuracy, and coded. Data were analyzed using descriptive and inferential statistics. Quantitative data collected using a questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and was presented through percentages, means, standard deviations, and frequencies. A regression model was used to test the effect of human resource management practices on employee performance. This enabled the evaluation of the relationships between the dependent and independent variables of the study. The regression was:

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

Where;

$Y$  = Employee Performance

$X_1$  = Career Development

$X_2$  = Compensation

$X_3$  = Performance appraisals

$X_4$  = Recruitment

$\beta_0$  = Constant Term;

$\beta_1, \beta_2, \beta_3, \beta_4$  = Beta coefficients;

$\epsilon$

= Error Term.

## 4. Results and Discussion

### 4.1 Findings

#### 4.1.1 Response Rate

The response rate was analyzed to show the representative from the sample size. A response rate is very important to the credibility of the research results. A low response rate may decrease the statistical power of the data collected and undermine the reliability of the results. It may also undermine the ability of the researcher to generalize the results to the larger target audience. This is further complicated by the fact that a low response rate can be indicative of a non-response bias within the sample. A low response rate can give rise to sampling bias if the non-response is unequal among the participants regarding exposure and/or outcome. The study sampled 99 respondents (middle managers and other staff) who received a questionnaire and 4 top managers who were interviewed. The study administered 99 questionnaires and 4 top management were given the interview and the results are as shown in Table 1.

**Table 1: Response Rate**

Response	Frequency	Percentage
Returned	82	79.6
Unreturned	17	16.5
Interviewee	4	3.8
<b>Total</b>	<b>103</b>	<b>100.0</b>

Source: Field Survey Data, 2023

According to Mugenda and Mugenda (2003) and Kothari (2004), a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable, 60% is good and 70% is very good. Thus, the response rate of 82.8% in this study was very good for the study.

The first objective of the study was to establish the effect of career development on employee performance of RDB. The study evaluated the respondents' level of agreement with the various statements on career development using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are illustrated in Table 2.

#### 4.1.2.Descriptive Statistics on Career Development

**Table 2. Level of agreement on career development at RDB**

Statements	SA	A	N	D	SD
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
Does your organization have career progression for the employees	43 52.4	30 36.6	4 4.9	2 2.4	1 1.2
Does your organization have promotions for the employees	56 68.3	21 25.6	0 0	3 3.7	0 0
Does your organization have talent building for the employees	32 39	18 22	24 29.3	3 3.7	3 3.7
Does your organization have networking for the employees	61 74.4	7 8.5	7 8.5	1 1.2	0 0
Do you have a training policy applicable to all employees in your organization	50 61	14 17.1	9 11	3 3.7	4 4.9
Does the training need to be identified through formal performance appraisal mechanism	20 24.4	26 31.7	21 25.6	6 7.3	7 8.5
Have training programs have yielded positive results in terms of performance	70 85.4	4 4.9	6 7.3	0 0	0 0

Source: Field research, 2023

Key: SA-Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD-Strongly Disagree, S.D.- Standard Deviation

Displayed in Table 2 is a breakdown of the respondents' opinions regarding the impact of career development on employee performance. The survey asked whether RDB provides career progression, and 89% of respondents agreed, while 3.6% disagreed. Additionally, when asked about promotions, 93.9% agreed, and 3.7% disagreed. In terms of talent building, 61% agreed, 7.4% disagreed, and 29.3% were neutral. On the topic of networking opportunities, 82.9%

agreed, and only 1.2% disagreed. Respondents were also asked about the existence of a training policy applicable to all employees in the institution; 78.1% agreed, 11% were neutral, and 8.6% disagreed. Furthermore, the survey inquired about the necessity of identifying training needs through a formal performance appraisal mechanism. 66.1% agreed, 25.6% were neutral, and 15.5% disagreed. Finally, the majority of respondents (90.3%) strongly agreed or

agreed that the training programs yielded positive results in terms of performance, while only 7.3% were neutral.

#### 4.1.3 Descriptive statistics on compensation

The second objective of the study was to establish the effect of compensation on employee performance in public institutions in Rwanda. The study evaluated the respondents' level of agreement with the various statements on the compensation using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are illustrated in Table 3.

**Table 3. Level of agreement on how compensation affects employee performance**

Statements	SA	A	N	D	SD
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
Does your organization have fringe benefits for the employees?	47 58.7	30 37.5	3 3.8	0 0	0 0
Does your organization have medical benefits for the employees?	64 80	15 18.7	1 1.3	0 0	0 0
Does your organization have retirement plans for the employees?	70 87.5	10 12.5	0 0	0 0	0 0
Does your organization provide a cost of living increment?	10 12.5	6 7.5	23 28.8	21 26.2	20 25
Does your organization have a bonus/incentive plan?	51 63.8	29 36.2	0 0	0 0	0 0

**Source:** Field research, 2023

**Key:** SA-Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD-Strongly Disagree, S.D.- Standard Deviation

According to Table 3, there is a high level of agreement regarding the impact of compensation on staff performance. The table reveals that 96.2% of respondents agreed that the organization provides additional benefits to its staff, while only 3.8% were undecided. Furthermore, 98.7% of respondents agreed that the organization offers health benefits to its employees, with only 1.3% being undecided. The statement that the organization has pension plans for employees was agreed upon by 100% of respondents. However, when it comes to cost of living increases, respondents were less certain. 28.8% were undecided, 26.2%

disagreed, 25% strongly agreed, and only 20% agreed. Lastly, 100% of respondents agreed that the organization provides bonuses and incentives for staff.

#### 4.1.4 Correlation analysis

The findings of the correlations between the independent variables and the dependent variables are summarized and presented in Table 4.

**Table 4: Correlation between independent variable and dependent variable**

		Career Development	compensation	Employee Performance
Career Development	Pearson Correlation	1		
	Sig. (2-tailed)			
Compensation	N	82		
	Pearson Correlation	-.513**	1	
Employee Performance	Sig. (2-tailed)	.000		
	N	82	82	
Employee Performance	Pearson Correlation	-.045	.131	1
	Sig. (2-tailed)	.694	.248	
	N	82	82	82

According to the findings displayed in Table 4, there is a significant and positive correlation between career development and employee performance within RDB ( $r = .694$ ,  $p = 0.000$ ). In addition, the results suggest a significant and negative relationship between compensation and performance in public institutions ( $r = -0.513$ ,  $p = 0.000$ ). Therefore, it can be concluded that enhancing career development and compensation will result in improved employee performance within RDB, as indicated by the positive relationship between the coefficients.

#### 4.1.5 Regression analysis

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with. Table 5 shows the model summary of the results.

**Table 5. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.731	.727	.56311

a. Predictors: (Constant), career development and compensation

Table 5 shows the amount of variance that the predictor variables account for. The first statistic, R, represents the multiple correlation coefficient between the predictor variables and the dependent variable. For this model, the R value is .855a, indicating that there is a significant amount of variance shared between the independent and dependent

variables. The next value, R Square, is simply the squared value of R and is often used to describe the goodness of fit or the amount of variance explained by a given set of predictor variables. In this case, the R Square value is 73%, indicating that the independent variables in the model explain 73% of the variance in the dependent variable.

**Table 6. Summary of ANOVA results**

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	62.518	4	15.630	66.250	.000 <sup>b</sup>
	Residual	29.490	125	.036		
	Total	92.008	129			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), career development and compensation

Table 6 above indicates standard regression which provides the effect of individual predictor variables. Those variables are career development, compensation, performance appraisal, and recruitment. The table shows the output analysis and whether there is a statistically significant

difference group mean. As seen, the significance value is 0.000 and the mean is 0.036 which is below 0.05. Therefore, there is a statistically significant difference in the mean length of the model.

**Table 7. Summary of regression coefficients result**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.236	.281		7.959	.000
	Career development	.230	.050	-.400	-4.567	.000
	Compensation	.079	.082	.070	.961	.339

**a. Dependent Variable:** Employee performance

Table 7 shows results indicating the effect of human resource management practices on employee performance of the public institutions in Rwanda. ( $\beta = 0.07, p < 0.339$ ). This was followed by Career Development, Compensation, Performance Appraisal, and recruitment in that order. The beta values for these variables; .230,  $p < 0.05$ ; .079,  $p < 0.05$ , .370  $p < 0.05$  and 0.133,  $p < 0.05$  respectively illustrate a corresponding change of the dependent variables equal to the number of standard deviations when the respective standard deviation of the independent variable changes by one.

Thus, Table 7 evidenced that  $Y = 2.236 - 0.230X_1 + 0.079X_2 + \varepsilon$  Where  $y =$  Employee performance. The regression output above shows that Career Development, Compensation, Performance Appraisal, and Recruitment predictor variables are statistically equal to 0.000. This shows the regression of independent variables is associated with employee performance. Multiple analysis regression result above indicates the influence of independent variables based on the regression coefficient. The unstandardized Coefficients is 0.472 when is constant and at the same time the Std. Error is 0.154 when they are associated with coefficients. The significant predictor out of three independent variables is positively related to the criterion in the regression, as shown in Table 7.

The researcher has concluded that the research hypotheses, which include Ho1: There is no significant effect of career development on employee performance of public institutions at RDB, and Ho2: There is no significant effect of compensation on employee performance of public institutions at RDB, have been tested, verified and then rejected based on statistical findings using regression analysis. According to the research, there is a positive and very high correlation of 0.727 (72.7%) between human resource management practices and employee performance of public institutions in Rwanda, which confirms a significant relationship between the two.

## 4.2 Discussion of Findings

This section presents the results of the study's specific objectives. The findings are discussed in relation to the research objectives and linked to the relevant literature. Specifically, the literature is used to interpret the collected data on the research objectives, which aimed to evaluate the impact of Human Resources Management Practices on employee performance in RDB.

The study findings revealed that career development affects employee performance at RDB as the institution provides career progression for its employees, promotions for the employees, talent building for the employees, networking for the employees, training policy applicable to all employees, training programs have yielded positive results in terms of performance. However, findings also indicate some respondents are not in agreement with others on the statement that the training needs to be identified through a formal performance appraisal mechanism

During the interview with one of the top managers he argued that today, effective development of employees' skills, creativity, and commitment bring positive change toward organizational success. Careers provide organizations with a way to manage people appropriately and develop their skills so that they can perform better. If the career development programs are organized objectively, both employers and employees gain. This is what happened in our institution.

Another manager reported that careers also help to gain experiences and jobs that offer valuable rewards and develop competencies that lead to more opportunities and a brighter future for both employees and the organization. Thus, managers in this institution create career opportunities and support career management systems to develop and sustain career development programs that ensure employees' career progression."

These findings are relevant to Aly & El-Shanaway's (2015) study which sought to establish the perceived relationship between career development and employee performance at the Nairobi County Government. The study findings revealed that career development practices such as coaching and mentoring have a great impact on employee performance as well as commitment.

Furthermore, the study results showed that compensation affects employee performance at RDB as the organization has employee benefits, medical benefits, pension plans, and an incentive plan. However, the results also showed that the organization does not give its employees enough cost-of-living increases.

On the same issue, a senior manager confirmed in an interview that salary decisions at RDB affect the employer's ability to compete for employees in the labor market (attracting and retaining employees) and employees'

attitudes and behaviors towards the employer. Benefits are often given by the best employee as a way to increase productivity. Other top managers also observed that in RDB, fringe benefits have been recognized as rewards that motivate employees to increase their work output above the expected, therefore increasing employee performance. Fringe benefits are types of non-wage compensation provided to employees in addition to their normal wages or salaries compensation is the primary motivating factor for employees to continuously push themselves to strive for greater heights. It offers them a reason to work hard and keep driving towards achieving the next milestone. In their institution, compensation is the primary motivating factor for employees to continuously push themselves to strive for greater heights. It offers them a reason to work hard and keep driving towards achieving the next milestone.

These findings are consistent with Ladner (2015) who conducted a study on effective rewards for effective engagement and posits that the financial success of a company is linked to profit sharing, bonus schemes, employee participation, and flexible work schedules. A positive relation thus exists between pay and job performance. The needs of workers influence rewards for example individuals with a higher propensity to communicate individual and family problems receive greater rewards regardless of job performance.

## 5. Conclusion and Recommendations

### 5.1 Conclusion

The study sought to analyze the effect of career development on employee performance in RDB. The study concluded that career development has a positive and significant coefficient on employee performance in RDB. This positive coefficient for career development implies that an increase in career development will lead to a significant increase in employee performance. Besides, the study also concluded that compensation has a positive and significant coefficient on employee performance in RDB. This positive coefficient for compensation implied that an increase in compensation will lead to a significant increase in employee performance in RDB

### 5.2 Recommendations

Based on the study findings, this study recommends that there should be an awareness campaign of all career development programs within RDB that will help in developing the career path of the employees as this will boost the morale and ultimately the productivity of staff. Moreover, the study also compensation approaches and techniques used in the public sector should be regularly reviewed with the changing times. The remuneration of workers who have upgraded should be reviewed according to human resources policy.

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