

## Analysis of the Determinants of Performance in the Management of Human Resources at the Ministry of Public Health and the Fight against AIDS: Case of Bujumbura Health Province

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### Abstract

### Original Research Article

The purpose of our work is to show how Bujumbura health province leaders contribute to the performance of Human Resources. Our research focused on the analysis of the determinants of performance in the management of human resources at the Ministry of Public Health and the fight against AIDS, case Bujumbura health province (2015-2020). Under the supervision of our research director, we developed and completed the survey questionnaire which included the demographic informations of the participants such as gender, age, education level, professional category and experience. We used the qualitative method, which aims to understand and analyze the responses of respondents and to better distinguish and collect information. We had recourse to the review of documentation, organization of a survey, choice of respondents, examination of questionnaires, analysis and synthesis of informations. The results showed us that in 16 executives surveyed, 14 responded satisfied and 36 collaboration agents surveyed, 32 responded satisfied while 28 enforcement officers surveyed, 18 responded satisfied with their performance management policy: 80% of the respondents answered that a lack of motivation of human resources causes a dysfunction of the system which causes a blockage in the value system, that leads to an unforeseen change and constraints, source of problems for the company. The human resources performance management policy applied in the Bujumbura health province to its staff meets their expectations, but requires some improvements from which we suggest that managers consider that the produced document is official and can be put into practice, available to applicants likely to provide added value.

**Keywords:** Analysis, recruitment process, rating policy, performance, evaluation.

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## INTRODUCTION

The organizational performance examines how a firm is able to meet its objectives over time. Organizational performance is an essential concept in strategic management, as managers are judged on the performance of their organizations. Performance measurement is done across a range of critical factors that mutually direct attention to strategic areas that are important for superior organizational outcomes[1].

In this research the objective is to show the importance of good management of human resources in the Bujumbura health Province. According to the nature of our study subject and in relation to our research hypotheses such that a good management of human resources has positive effects on the performance of the company and the leaders of the Bujumbura health

Province contribute positively to improve the performance of its human resources, among a population of 800 individuals, we surveyed 80 participants. The qualitative and quantitative method which refers to the elaboration of an interview guide helped us to collect the informations of the data and to deepen our topic were used. Finally, to facilitate comparison of results, the frequency of each response was transformed into a percentage. For further understanding, the compilation of the data for the questions and answers are done in tables. In surveys and polls, the attitude scale is used to measure the intensity of opinions or reactions of individuals on a given topic. In this scale, we used an attitude scale by bringing together a certain number of propositions or items, according to our research, it also allows us to quantify the qualitative information to possibly lead to a score.

Structured questionnaires were used to collect primary data. According to Cooper and Schindler [2], structured questionnaires are questionnaires that have close-ended questions. Structured questionnaires are simple to administer and relatively inexpensive to analyze. The questionnaire was administered using a mix of drop and pick method as well as Google Forms.

We have seen fit to use the written questionnaire on the Likert scale [3] to which the respondent responds in writing by filling out the given form. This instrument is interesting for reasons of convenience and operationality. This is why some of our questions have been worded so that respondents express their opinions by placing a cross (x) in the box corresponding to their answers to facilitate analysis. We found that in general, the human resources performance management policy applied in the Bujumbura health Province to its staff meets their expectations at a rate of 80%.

In a context of strong change and rapid technological change, the performance management of human resources in companies has become necessary. The managers must have tools that make it possible to establish links between the development of organizations and that of human resources, in order to maintain a good level of job matching. These tools concern, in particular, the impact of changes on activity indicators, job profiles, required skills, and action plans to reduce the corresponding gaps.

Communication/feedback practices, teamwork, and supervision occurred most frequently in combination with skills and motivation-enhancing practices. Most of these studies were associated with improved employee satisfaction, motivation, retention, and performance. Nine studies reported improvement on the organizational outcomes and to a lesser extent to patient outcome [4]. Of the empowerment-enhancing practices, employee engagement, work-life balance, job autonomy, job security, and safety were less frequently researched. Of these studies, six positive effects and improvement on employee outcomes (e.g., job satisfaction, motivation, retention, task performance) [5]. Positive significant effects on the organizational outcome quality of care were reported once.

This allows the company to identify and adapt the skills of human resources to its own needs and if possible to the expectations of employees. Eleven studies (12.9 %) considered bundles which combined motivation-enhancing and empowerment enhancing HRM practices [6].

Clearly linked to the issues of training or the remuneration of skills, performance management also provides the keys to managing the shortening of the lifespan of know-how among employees; and

encourages them to develop their employability and build a professional project. The Human Resources Director of tomorrow, positioned at the strategic level, must also be concerned with the training of his managers. Lifelong training with corporate universities can help the directors and managers concerned to invest and get involved in these new approaches.

Mills *et al.* [7] stipulate that the fundamental sources and drivers of competitive advantage and superior performance are chiefly associated with the attributes of resources and capabilities, which are valuable and costly-to-copy. These resources are classified as physical (plant, equipment, geographical locations, finances), organizational (structure, planning and coordinating social relations, and HR systems), and human (experiences, skills, judgments, and knowledge of employees). The growing evidence of the relationship between Human Resources Management practices and performance has shown to be complex and is frequently referred to as "black box" Dieleman *et al.* [8] underline the importance of context when stating that a human resources management practice may result in different outcomes when applied in different contexts, as contextual factors are likely to influence outcomes [8].

## METHODS

Our research work "Analysis of the determinants of performance in the management of human resources at the Ministry of Public Health and the Fight against AIDS: case of Bujumbura health province ", the study took place in Bujumbura, a town located south of Bubanza province, north of Rumonge province west of Muramvya and Mwaro provinces, east of Bujumbura town hall, Lake Tanganyika and Democratic Republic of Congo. The health province of Bujumbura has an estimated population of 800 employees. In terms of infrastructure, the health province of Bujumbura has three health districts which have 5 hospitals and 38 health centers. For the purposes of this study, only the personnel of the human resources management department were retained. For our study, the sample was made up of 16 executives, 36 collaborators and 28 executives from the health province of Bujumbura. We used simple random sampling without replacement which gave us the representative sample and used a limited number of the above-mentioned population, i.e. 1/10 of the population of our study, or 80 participants. As for the instruments, we have seen fit to use the written questionnaire under the Likert scale to which the respondent responds in writing by filling out the given form. This instrument is interesting for reasons of convenience and operationality. This is why some of our questions have been worded so that respondents express their opinions by placing a cross (x) in the box corresponding to their answers to facilitate analysis. To avoid potential language problems and misunderstandings by all

participants, the questionnaire was done in French and Kirundi even though the interpretation was done in French.

For further understanding, the compilation of the data for the questions and answers are done in tables and excel software has been used for the analysis and interpretation of the results. Our research questions were sent to the Academic Research Supervisor for comment. Redundancies and misunderstandings have been corrected based on comments received.

**Table-1: Level of appreciation of the staff of the health province of Bujumbura on the recruitment process**

Designation	Senior manager	%	Collaboration	%	Execution	%	Number of de responses	%
Satisfied	12	15	28	35	20	25	60	75
Dissatisfied	4	5	8	10	8	10	20	25

Source: Prepared by ourselves based on survey data

#### Level of appreciation of the staff of the health province of Bujumbura in relation to the rating policy.

After knowing the level of appreciation of the evaluators on the technical quality of the services, we

## RESULTS

### Analysis of the recruitment process

So for the analysis of the recruitment process, we started to analyze the perception of the recruitment process of the health province of Bujumbura by asking them the following question: "How do you assess the recruitment process applied by the health province of Bujumbura?" » And the answers are transcribed in the following table:

took an interest in the individual rating policy by asking them the following question: "According to you, what about the individual rating policy? to the health Province of Bujumbura? » And the answers are transcribed in the following table:

**Table-2: Level of appreciation of the staff of the health Province of Bujumbura on the rating policy**

Designation	Senior manager	%	Collaboration	%	Execution	%	Number of responses	%
Satisfied	16	20	24	30	28	35	68	85
dissatisfied	0	0	12	15	0	0	12	15

Source: Established by ourselves on the basis of survey data

#### Assessment of the performance policy by the staff of the health province of Bujumbura

We wanted to know the conception of the personnel of the health Province of Bujumbura in

relation to the performance indicators by asking them the following question: "According to you, what are the performance indicators?" And the results are summarized in the following table:

**Table-3: Assessment of performance indicators by the staff of the health Province of Bujumbura**

Designation	Senior managers	%	Collaboration	%	Exécution	%	Number of responses	%
Training and quotation	8	10	28	35	24	30	60	75
Assessment and motivation	8	10	8	10	4	5	20	25

Source: Prepared by ourselves based on survey data.

#### Assessment of the human resources performance policy, by the staff of the health province of Bujumbura

After getting the idea about performance indicators, we wanted to know if there would be other indicators and asked the following question: "Are there other performance indicators? Yes or no? If yes, which ones? And the results found are shown in the following table:

#### Table-4: Perception of performance indicators by the staff of the health province of Bujumbura

##### a. Existence of performance indicators

We wanted to know the level of appreciation of the technical quality of the services which is done quarterly and we were interested in the way in which they are evaluated by asking them the following question: "As staff of the health Province of Bujumbura, how can you appreciate the way you are valued? » And the answers are transcribed in the following table:

**Table-4a: Perception of performance indicators by the staff of the health province of Bujumbura**

Designation	Senior managers	%	Collaboration	%	Execution	%	Number of responses	%
Yes	16	20	32	40	24	30	72	90
No	0	0	4	5	4	5	8	10

Source: Prepared by ourselves based on survey data

#### b. Level of appreciation of the HR of the health Province of Bujumbura of the way their performance is evaluated

**Table-4b: Perception of performance indicators by the staff of the health province of Bujumbura**

Designation	Senior managers	%	Collaboration	%	Execution	%	Number of responses	%
Very satisfied and satisfied	12	15	32	40	28	35	72	90
Not satisfied and dissatisfied	4	5	4	5	0	0	8	10

Source: Established by ourselves on the basis of survey data

## DISCUSSION

Regarding the recruitment process, more than 75% are satisfied with the recruitment process and 25% expressed dissatisfaction with the perception of the recruitment process.

As for the assessment of the individual rating policy in favor of HR in the health Province of Bujumbura, the majority is satisfied with this policy at the rate of 85% and not satisfied at the rate of 15%.

75% of respondents in the health province of Bujumbura are satisfied with the way they are trained and rated except 25% of respondents say they are not satisfied with the way they are assessed and trained.

Regarding the training and the technical quality of the services provided to the health province of Bujumbura, the human resources of the said health province are satisfied with the way in which they are evaluated at 90% and the unsatisfied ones are at 10%.

The general observation was that the staff of the health province of Bujumbura is satisfied with the way their performance is evaluated at a rate of over 90% and dissatisfied at 10%.

Those not satisfied with the performance evaluation say that the evaluation grid is constantly changing, and those who are satisfied say that the evaluation grid matches their specifications and the changes in the grid allow them to adapt.

## CONCLUSION

Our research subject entitled "Analysis of the determinants of performance in the management of human resources at the ministry of public health in the fight against AIDS: the case of the health province of Bujumbura, period 2015-2020" has the main objective of producing a document intended for the public who want to understand the human resources performance

management policy. In the first chapter, it is very important for companies to seek to acquire and develop whatever individual or collective skills they deem necessary for their adaptation. And also the skills thus allow companies to acquire a better performance to face the assessments of its environment. Today, to face the competition, companies need the skills of their human resources, efficient HR.

We first analyzed the concepts and objectives of human resources management. We then presented a brief overview of the concept of HRM, the importance of human resources.

The performance of human resources for any company is the key to its success and development. They are the ones who set the objectives and make sure to achieve them. In this way, the motivation of human resources has positive effects on the whole organization and on all levels. It drives business growth. The third chapter was devoted to the research methodology where we explained the methodology used to carry out our research. We conducted a survey using the questionnaire technique and the survey technique, then we chose a sample among the staff of the health province of Bujumbura. The survey itself was carried out among the personnel of the health Province of Bujumbura, with a sample amounting to 80 personnel. In the fourth chapter "analysis and interpretation of the results" we analyzed and processed the survey data using qualitative and quantitative methods. However, this quantitative data alone is not enough to make good decisions. The role of qualitative data as well as the personal feelings, experiences and preferences of information providers, as well as decision makers have a significant impact on improving the performance of human resources. Faced with this situation, it is very useful to analyze and / or assess the various indicators of HR performance. Thus, strategies aimed at improving HR performance will be taken into account.

The results of the survey led us to say that in general, the human resources performance management policy applied by the health province of Bujumbura to its staff meets their expectations but requires some improvements, hence our contribution that appears in the suggestions. At the end, this article ends with the conclusion as well as some suggestions : However, we cannot hope to exhaust all the material for this thesis, which is why we strongly encourage other researchers in this field who can follow suit and complement us. As far as we are concerned, we hope that our research will contribute in one way or another, to scientific knowledge and we hope that it can help by not enlightening anyone who might do future research in this area.

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### Competing interests

The authors declare no conflict of interest.

### Contributions from authors

All the authors contributed to the conduct of this work. They also state that they have read and approved the final version of the manuscript.

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