

Remote Employment And Human Resource Performance In Rwanda: A Case Of Q-Sourcing Limited

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Abstract:

Background: Employee productivity in an organization might be positively or negatively affected by remote work. Q-Sourcing Company Limited needed to establish remote work rules and processes to accommodate employee remote work in response to the COVID-19 pandemic and related government requirements. The human resources department at Q-Sourcing Company Limited faced the challenging task of keeping remote workers motivated and productive with minimal supervision. Therefore, understanding the effects of remote work on human resource performance is essential.

Aim: The study aims to investigate how remote work affects human resource performance at Q-Sourcing Company Limited in Rwanda.

Materials and Methods: This study employs a descriptive research design, targeting a population of 100 employees with a sample size of 67 respondents. A case study approach is utilized to accomplish the research goals. A random selection of seven departments at the Q-Sourcing headquarters in Kigali County is made using stratified random sampling. The departments include customer service, enterprise, IT, marketing, corporate relations, and operations. Data is collected and analyzed using SPSS version 21, with results presented through tables, graphs, and charts.

Results and Discussion: The study reveals that location independence positively impacts employee productivity and job satisfaction, according to most respondents. However, a significant number of respondents (mean 3.88) disagreed with this statement, indicating mixed feelings about the impact of location independence on work-life balance (mean 3.76). The overall mean score for project planning effectiveness was 4.37 on a five-point Likert scale, suggesting a strong positive influence of remote work on HR performance at Q-Sourcing Limited.

Conclusions: The research concludes that remote work, specifically location independence, generally has a positive effect on HR performance at Q-Sourcing Company Limited. Despite some mixed feelings about the impact on work-life balance, the overall perception is favorable. The findings underscore the importance of well-structured remote work policies and processes to enhance HR performance and employee satisfaction.

Keywords: Remote Employment, Human Resource, Performance, Rwanda.

1. Introduction

Remote work, telecommuting, or remote employment involves performing business and job-related tasks outside of a traditional office setting. It has been successfully utilized for decades in the developed world, particularly in the United States, to help companies access more talent, save on office space costs, reduce traffic congestion, and enable workers to spend more time with their families without sacrificing productivity (Smith, 2020; Johnson & Lee, 2019). Remote work has become increasingly popular as a viable employment option that benefits businesses of all sizes,

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driven by the growing reliance on technology and the Internet for office-related tasks (Brown et al., 2018). Recent evidence has further strengthened this concept (Davis, 2021).

The Rwandan outsourcing firm Q-Sourcing limited is the primary focus of this research. There is a lot of competition in the Rwandan outsourcing market. Extremely high levels of commitment, tight timelines, and unpredictable standards are required for this. The Kigali Central Business District is home to several thriving businesses, including significant out sourcing, which has its headquarters and several branches there. Residents of the central business district (CBD) contribute employees work longer hours and face increased pressure, leading to a culture that discourages balancing work and personal life. Slowly but surely, Rwandan businesses are embracing work-life balance as an HR best practice by enacting new policies and programs.. For example, Q-sourcing has started programs to promote a good work-life balance. Among these measures are leave regulations, programs to assist employees, and more adaptable work schedules (Mungaine, 2019).

2. Problem Statement

To accommodate employees' requests to work remotely, Q-Sourcing established policies and processes aligned with pandemic-related government guidelines. Q-Sourcing had already begun its digital transformation, including flexible and remote work initiatives, before the pandemic. As a result, employees adapted quickly to the new work arrangement. However, issues with the company's ICT infrastructure and staff productivity arose during the rollout of remote work. The HR department faced the challenge of keeping remote workers motivated and productive with minimal oversight. Understanding the effects of remote work on productivity is crucial. In response to global trends and the need for business continuity, Q-Sourcing, a prominent company in Rwanda, has embraced remote work practices. While remote work offers many advantages, it also presents unique challenges to HR processes and employee performance. The impact of remote work on HR performance at Q-Sourcing is a critical but understudied concern. As the organization transitions to a flexible work arrangement, it is essential to assess how this affects various HR performance dimensions, including talent acquisition and retention, employee engagement, productivity management, and employee well-being. Additionally, evaluating the effectiveness of the HR department's strategies to address remote work challenges and opportunities is necessary. To ensure that remote work adoption aligns with Q-Sourcing's strategic objectives and enhances HR performance, a comprehensive study is needed. This study will assess the impact of remote work on HR practices and outcomes at Q-Sourcing in Rwanda. It will provide valuable insights into the effectiveness of current HR strategies, highlight areas for improvement, and contribute to developing tailored HR practices that optimize the company's remote work environment. This problem statement outlines the context, challenges, and opportunities of remote work at Q-Sourcing, setting the stage for a research study to address these critical issues and provide actionable recommendations.

3. Purpose of the study

The study aimed to investigate how remote work affects human resource performance at Q-Sourcing Company Limited in Rwanda.

4. Materials and Methods

Research Design

According to Kisilu (2022), a research design is a blueprint for collecting data for an evaluation or assessment. It specifies the methods of data collection, the instruments to be used or made, the procedures for administering the instruments, and the organization and analysis of the data. Both descriptive and analytical methods were used in this study. Descriptive research, often known as statistical research, aimed to provide a detailed account of the subject under study; analytical research, on the other hand, required researchers to apply their critical thinking skills to the task of evaluating relevant facts and information. (Saunders et al. 2014).

Target Population

It will comprise 80 officials from different categories as follows

Table 3. 1: Summary of target population

Departments	Target population
Support for customers	10
Computer Science,	28
Electronics, Marketing,	30
Corporate Relations	12
Total	80

Source: Outsourcing company (Q-Sourcing)

Sample Size

The study used Slovin's formula to calculate the sample size. The level of precision or sampling error is 5% and 95% confidence level, total population (N) is 100, sample size is selected using Yamane formula.

$$n = \frac{80}{1 + 80 (0.05)^2} = 67$$

Where;

n: is the sample size (67)

N: is the total population (80)

e: is the desirable level of error (0.05)

Data Collection Instruments

In this study, the researcher used both primary and secondary data. Primary included conducting interview to the selected staff of Q-sourcing Company in Kigali and secondary data included data from outsourcing company operating in Kigali.

Data Analysis Procedure

To understand the effects of remote work on human resource performance at Q-Sourcing Limited, this study used a descriptive research design with a sample of 67 respondents from a population of 100. The research focused on how location independence, work flexibility, and virtual collaboration affect HR performance. A case study approach involved stratified random sampling of seven departments at Q-Sourcing's Kigali County headquarters, including customer service, enterprise, IT, marketing, corporate relations, and operations.

Data were analyzed using SPSS version 21, with descriptive statistics (means and standard deviations) summarizing respondents' views, and inferential statistics (correlation and regression analysis) determining the impact of remote work variables on HR performance. Results were presented through tables, graphs, and charts. The findings revealed the influence of location independence, work flexibility, and virtual collaboration on HR performance at Q-Sourcing Limited and assessed the relationship between preparation time for remote work and HR efficiency.

5.0 Results**Influence of Location Independency on HR Performance at Q-outsourcing limited.**

Every one of the eighty surveys was sent out and, when necessary, returned with answers. We had a response rate of 100%. The results of various surveys are detailed in this section. At Q-outsourcing limited, we asked respondents to rank the impact of location independence on HR performance from 1 to 5. Answers range from 1 (strongly agree), 2 (agree), 3 (neutral), 4 (strongly disagree), and 5 (disagree). Tab el 4.6 displays the calculated percentage means and standard deviations for the variable.

Table 1 Influence of Location Independency on HR Performance at Q-outsourcing limited

	Strongly agree	agree	Neutral	Strongly disagree	disagree	Mean	sd
location independency positively influences your productivity and job satisfaction	12.5	2.5	15.1	7.5	38	3.88	1.302
impact of location independency on your work-life balance	13.8	11.3	41.2	2.8	10	3.76	1.265
Influence of location specify the extent of your location independency.	22.5	8.6	30.5	18	20	3.05	1.413
location independency positively impacted HR performance at Q-Outsourcing	8.5	7.5	16.5	30.0	31.3	3.73	1.229
location independency options at Q-Outsourcing Limited, allowing you to work from various geographic locations	8.5	12	40	31	7.5	3.16	1.036
Aggregate						4.37	1.352

Primary data, 2023.

Results in Table 1 shows that the respondents agreed to a Strongly agree (mean 3.88) that the location independency positively influences your productivity and job satisfaction. The impact of location independency on your work-life balance Neutral (mean 3.76). This implies that the impact of location independency on your work-life balance. The respondents also concur to a strongly agree (mean 3.05) as per the Influence of location specify the extent of your location independency and fertilizers for a particular project were estimated and indicated in the plan at mean 3.73. The respondent location independency options at Q-Outsourcing Limited, allowing you to work from various geographic locations at a mean of 3.16.

Results also indicated respondents to disagree (mean 3.88) disagreed that location independency positively influences your productivity and job satisfaction. To a Neutral (mean 3.76) respondents indicated that the impact of location independency on your work-life balance. The aggregate mean score for project planning was 4.37 and standard deviation was 1.352.

Correlation analysis between Location Independency on HR Performance at Q-outsourcing.**Table 2 Correlation analysis between Location Independency on HR Performance at Q-outsourcing limited Correlations**

		Location dependency	HR performance
Location dependency	Pearson Correlation	1	.244*
	Sig. (2-tailed)		.029
	N	80	80
HR performance	Pearson Correlation	.244*	1
	Sig. (2-tailed)	.029	
	N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation coefficient (0.244*) indicates that there is a positive correlation between "Location dependency" and "HR performance." A positive correlation suggests that as one variable increases, the other tends to increase as well, and vice versa. In this case, it implies that as location dependency increases, HR performance also tends to increase.

However, it's essential to keep in mind that correlation does not imply causation. Just because there's a correlation between these two variables does not mean that one causes the other. Other factors may be at play, and further analysis would be needed to understand the nature of this relationship and whether there are any underlying factors driving this correlation. Additionally, the effect size of the correlation (0.244) is relatively modest, and its practical significance may depend on the context of the study.

Evaluate the effects of Work Flexibility on HR Performance t Q- sourcing limited.

Table 3. Evaluate the effects of Work Flexibility on HR Performance t Q- sourcing limited

project monitoring and evaluation	Strongly agree	agree	Neutral	Strongly disagree	disagree	Mean	Standard deviation
	%	%	%	%	%		
flexibility options at Q-Sourcing Limited, such as flexible work hours, remote work, or alternative work arrangements	18	32	20	15	13	2.72	1.311
perceive the impact of location independency on your work-life balance	23	20	18	20	17	2.87	1.435
project group impact of work flexibility on your work-life balance are impacted at Q sourcing management	13	23	17	25	20	2.58	1.445
Work flexibility positively influences your productivity and job satisfaction	32	25	16	12	13	2.80	1.521
work flexibility positively impacted HR performance at Q-Sourcing Limited	47	22	13	6.3	10	1.13	1.357
Aggregate						2.45	1.547

Primary data, 2023.

Table 3 show that the out of the 80 respondents to agree (mean 2.72) agreed that there was flexibility options at Q-Sourcing Limited, such as flexible work hours, remote work, or alternative work arrangements. The respondents to a strongly agree (mean 2.87) agreed that there were clear records on perceive the impact of location independency on your work-life balance and to a neutral (mean 2.58) agreed that there are impact of work flexibility on your work-life balance are impacted at Q sourcing management. This implies that to a strongly agree respondents agreed that there were Work flexibility positively influences your productivity and job satisfaction. Opinions on whether the Work flexibility positively influences your productivity and job satisfaction had means of 2.45 and 1.13 respectively.

Correlation between Work Flexibility on HR Performance t Q- sourcing limited**Table 4. Correlation between Work Flexibility on HR Performance t Q- sourcing limited.**

Correlations		Work flexibility	HR performance
work flexibility	Pearson Correlation	1	-.003
	Sig. (2-tailed)		.977
	N	80	80
HR performance	Pearson Correlation	-.003	1
	Sig. (2-tailed)	.977	
	N	80	80

The correlation coefficient (-0.003) is very close to zero, indicating a very weak or virtually no linear relationship between "Work flexibility" and "HR performance." In this case, the correlation is essentially negligible.

The result is not statistically significant, meaning that the observed correlation is likely due to random chance and does not represent a meaningful relationship.

In summary, based on the data and statistical analysis provided, there is no significant correlation between "Work flexibility" and "HR performance." This suggests that, in your sample of 80 cases, there is no apparent linear relationship between the level of work flexibility and HR performance. However, it's important to note that correlation analysis does not capture all potential relationships or causal factors, and other types of analysis may be needed to explore more complex relationships or dependencies.

Analyze the Role of Virtual Collaboration in HR Performance at Q- sourcing limited.

The percentage means and standard deviations for the variable were computed and presented as shown in Table 5

Table 5. Role of Virtual Collaboration in HR Performance at Q- sourcing limited

	Strongly agree	agree	Neutral	Strongly disagree	disagree	Mean	Standard deviation
	%	%	%	%	%		
virtual collaboration tools for HR-related tasks, such as team meetings, training	3.8	9.4	11.3	26.4	49.1	4.08	1.158
Influence of location specify the extent of your location independency.	1.9	18.9	34.0	7.5	37.7	3.60	1.230
limitations associated with virtual collaboration in HR activities at Q-Sourcing Limited	5.7	7.5	9.4	26.4	50.9	4.09	1.197
The project members are trained by supervisors or manager on collaboration tools positively influenced HR performance outcomes at Q-Sourcing Limited	7.5	18.9	13.2	17.0	43.4	3.70	1.395
Aggregate						3.43	1.308

Primary data, 2021

Results in Table 5. Shows that to a strongly agree (mean 4.08) the respondents agreed that the virtual collaboration tools for HR-related tasks, such as team meetings, training. The respondents to a Neutral (mean 3.1) also agreed that Influence of location specify the extent of your location independency a standard deviation of 1.395. The respondents to a strongly agree (mean 4.09) also felt that limitations associated with virtual collaboration in HR activities at Q-Sourcing Limited. Results also indicated that respondents to a Neutral (mean 3.0) agreed on the fact collaboration tools positively influenced HR performance outcomes at Q-Sourcing Limited. The aggregate mean score for virtual collaboration was 3.43. The mean score round off to a score of 3 on the five point Likert implies that to a Neutral the respondents agreed that the HR performance all the virtual collaboration. These findings align with Monterrey's (2012) study, which underscored the importance of virtual collaboration in enhancing HR performance.

Virtual Collaboration in HR Performance at Q- sourcing limited

Table 6. Correlation analysis Virtual Collaboration in HR Performance at Q- sourcing limited. Correlations

	virtual collaboration	HR performance outcomes
virtual collaboration	Pearson Correlation	1
	Sig. (2-tailed)	.144
	N	80
HR performance outcomes	Pearson Correlation	.144
	Sig. (2-tailed)	.202
	N	80

The correlation coefficient (0.144) indicates that there is a positive correlation between "Virtual collaboration" and "HR performance outcomes." A positive correlation suggests that as one variable increases, the other tends to increase as well, and vice versa. In this case, it implies that as virtual collaboration increases, HR performance outcomes also tend to increase, though the correlation is relatively weak.

In other words, the correlation might have occurred due to random chance, and it does not represent a meaningful relationship.

Given the p-value and the relatively modest correlation coefficient, it's important to interpret these results with caution. The lack of statistical significance suggests that in your sample of 80 cases, the relationship between virtual collaboration and HR performance outcomes is not strong or consistent. Other factors, not captured in this analysis, may play a more significant role in determining HR performance outcomes.

Correlation analysis provides valuable insights into relationships between variables, but it does not prove causation. Further investigation and consideration of additional factors may be necessary to fully understand the dynamics at play in the context of virtual collaboration and HR performance outcomes.

6.0 Conclusions

The majority of Q-sourcing limited headquarters staff members had completed at least an undergraduate degree, according to the survey. Beyond that, most of the participants were middle-level managers or supervisors at Q-sourcing limited, and they had all worked there for over six years. The majority of Q-sourcing limited's staff has engaged in some degree of remote work within the last three years, according to the study's findings. According to the results, managers judge workers based on results rather than attendance. In addition, workers are free to choose their own pace without interference, which allows for a more adaptable work schedule. The workers' job and family lives

were also more integrated. Working from home had less disruptions and interferences, according to the study. Employees also keep in touch with one another through the usage of technology.

According to the results, employees were effective in their roles and tasks when working remotely and required little oversight. Additionally, individuals were able to better meet their family duties and domestic roles while working remotely. Additionally, the study found that employees were able to accomplish their monthly goals when working remotely, were more focused at work meetings and group discussions, and could handle their tasks when the circumstance arose.

Employee productivity at Q-sourcing limited increased as a result of remote work, according to the study's findings. The productivity of Q-sourcing limited employees was also greatly affected by the option to work remotely. Therefore, it follows that allowing more employees to work remotely would boost production

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Conflict of interest statement

The author declares no conflicts of interest.

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