



**UNIVERSITY of
RWANDA**

COLLEGE OF BUSINESS AND ECONOMIC

SCHOOL OF BUSINESS

PO BOX 4285 Kigali-Rwanda

**IMPLICATION OF THE STAFF TRAINING AND DEVELOPMENTS TO THE
EMPLOYEES' PERFORMANCE**

CASE STUDY: UNIVERSITY OF RWANDA

A Research thesis in Partial Fulfillment for the Award of the Degree of Master of Business Administration in Human Resource Management of the University of Rwanda.

Mr. HAKIZAYEZU Mathieu

Reg No: 220017327

Supervisor: Dr. RUSAGARA JEAN BOSCO

APPROVAL SHEET

This thesis entitled **“Implication of the Staff Training and Developments to the Employees’ Performance” case study of the University of Rwanda.**

Written and submitted by **HAKIZAYEZU Mathieu** in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA), is hereby accepted and approved.

Signature should be here _____

Name of the supervisor should be here

Supervisor

Date:

The thesis is accepted in partial fulfilment of the requirements for the degree of Master of Business Administration.

Names should be here

Member of the Jury

Date:

Names should be here

Member of the Jury

Date

Names here

Postgraduate Coordinator

Date

DECLARATION

I HAKIZAYEZU Mathieu, hereby declare that this research thesis entitled ‘**Implication of Staff Training and Developments on Employees’ Performance: “Case Study of University of Rwanda”**’ is my original academic piece of work and has never been presented elsewhere for academic qualification. Any references in terms of books or any other written or electronic materials are indicated in the bibliography.

Candidates Signature.....

HAKIZAYEZU Mathieu

Date

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DEDICATION

This thesis is dedicated to my wife UWIMBABAZI Dorothee, my children who helped during my master studies. It is also dedicated to my supervisor Dr. RUSAGARA Jean Bosco for his assistance he accorded to me during my master's studies. Above all I am thankful to almighty God for his much support and protection during my study.

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I wish all MBA Classmates, family members, friends a healthy and prosperous life.

ABSTRACT

This study explores the impact of training and development to the employee performance in the organization. The research was conducted because they were May confusions about the aim to training and development of employees in different institutions especially in the developing countries where they take training and development as tool of employee promotion. These studies have demonstrated different benefits for training and development, challenge associated to the training and development and the effect of training and development to the employee performance.

The study was conduct in the University of Rwanda as case of study especially in the selected three campuses Gikondo, Nyarugenge and Remera. Quantitative data were collected and analyzed using the SPSS tools and the researcher come up this different findings including that: the trainings and development received were relevant to their work domain, training and development has helped them to improve their job performance of duties, and the employees' long-term training (staff development) contributed to the performance of the University of Rwanda efficiently. Different challenges of training and development have been raised including not having a well-planned T&D program which led to poor quality of training programmes in the institution. The absence of the office in charge training in big institution like the University of Rwanda is also a major challenge because training and development is big function in Human resource management which requires several attentions. Lastly the researcher found that that they were many benefits of training and development for employees in the organization which includes: enhancing the skills of job of employees, developing the positive attitude in employees, reducing the employee turnover, increasing job knowledge in employees, addressing challenges of using new digital transformations and to use the software properly, increasing the engagement and participation in organizational initiatives and improving workplace teamwork and collaborations. The key words were, Training and development, employee performance, benefits of training and development.

Key words: Training and Development, Employee performance.

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LIST OF ACRONYMS

UR: University of Rwanda

T&D: Training and Development

CEO: Chief Executive Officer

AR: Augmented reality

VR: Virtual reality

TNA: Training needs assessment

CHAPTER-ONE

GENERALINTRODUCTION

1.0.INTRODUCTION

This chapter is made of introduction, the background of the study, statement of the problem, objectives of the study, research questions, and scope of the study, significance of the study and the organization of the study.

1.1. Background of the study

The term training and employee development was imprecise in the familiarity of owners of business and different employers in the history. Training and employee development (T&D) is the system that aimed to improve the enlargement and development of the now-days management technologies(Okechukwu Anyanwu *et al.*, 2016).

(Tahir *et al.*, 2014) defines T&D as the designed learning activities that instruct employees how to carry out the current and future jobs. Performance refers to the accomplishment of something or mere working effectiveness.

The Employee training and development helps an organization to have ability of achieving successfully its mission, goals, and objectives(Tahir *et al.*, 2014).

Enhancing the employee capacities requires more attention to training and development. Due to an improvement in both skills and competences, workers who receive more training perform better(Khan *et al.*, 2016).

This research will be conducted in University of Rwanda (UR) which was created in September 2013. It is an academic institution which constitutes by six Colleges expanded the whole country. It is a result of the merger of different Higher Learning Institutions and it is led by the Board of Governors, Academic Senate, executive organ which is headed by the Vice Chancellor who is the chief executive officer of the University.

This higher learning institution was created with objective of increasing the quality of education in Rwanda, increasing research activities, improve education for excellence and educate the future leaders of the country who are well prepared and devoted to build an extra just and sustainable country.

By expanding knowledge, upholding the greatest standards of academic quality, and establishing a setting where students are prepared for lives of leadership, service, and problem-solving, the University of Rwanda contributes to the development of Rwanda.

The University of Rwanda as a Public Institution its staff are therefore required to demonstrate capacity to apply and utilize their technical, core, and general competencies in delivering quality service to its clients (Students and Partners).

The delivery of high-quality education requires a unique combination of knowledge, skills, processes, policies; strategies and systems in place to nurture these competencies and this can only be realized through effective and efficiency management of Human Resource.

The University of Rwanda as any other public university use to train and develop its academic staff and other staff in order to promote employee's performance. It sends some staff for PhD studies, for Master's studies and for others studies to acquire some rare skills.

Employees training and development are essential for improvement of effectiveness and efficiency services by employees in the University, because with training, it enables them to acquire and possess the important talents, competencies, and attitude needed for exceptional performance of their job as well as organizational performance (Okechukwu Anyanwu *et al.*, 2016).

Without any prior training and development, it is exceedingly difficult for an individual to perform successfully on the job. Compared to untrained personnel, trained employees exhibit superior performance(Khan *et al.*, 2016).

Considering all above problems my research on training and development in the University of Rwanda enquired me to know in specifics about the implications of training and development to the employee's performance. The problem statement comprises different factors including exploring the impact of training and development which improve skills, educating, enhancing ethics, to change attitudes, to lean new technologies and literacy.

1.2. Problem statement

There are a lot of studies conducted on training and development, but these studies have mainly taken place in western countries (Tahir *et al.*, 2014). The problems of employees training and development in public institutions is taken with neglect and there is this confusion of the objective of employee training since training and development are being seen as an instrument or means for employees promotion rather than seeing it from an serious angle as an instrument for employees development and strength for greater employee performance (Ozioma Obi-Anike and Ekwe, 2014).

It is very important for an institution to train and develop their employees not only that they can stay in the organization but also to help the country to benefit qualified experts in different domains(Khan *et al.*, 2016).

Critically, currently in Rwanda there is no evaluation performed to assess the impact of public sector (training and development) up skilling, and individual performance assessments that leveraged to adapt up skilling interventions to individual needs (RDB Skills Development in Rwanda, 2019).

Past studies reflected that there is a misconception and misunderstandings to some managers especially in developing countries about the importance of training and development for the companies where some managers taken training and development of employees with neglect and

levity (Ozioma Obi-Anike and Ekwe, 2014). My research is focusing on describing the implications of training and development to the employee's performance case study of the University of Rwanda. In my research I explored effects of training and development toward employee performance through different factors of training and development; which include T&D for improving skills, educating, enhancing ethics, to change attitudes, to learn new technologies and literacy.

1.3. Objectives of the research

1.3.1 General objectives

Primarily, the main reason of this research is to determine the implications of training and development on employee's performance in the University of Rwanda.

1.3.2 Specific objectives

Exclusively objectives of the research are as follows:

1. To understand the effect of developing skills and educating employees to their performance
2. To examine how T&D for enhancing ethics and changing attitudes contributes to employee's performance.
3. To determine the effects T&D for improving Knowledge and literacy to the employee's performance

1.4. Questions of the research

In order to answer the overall question, the following questions will be responded at the end of this research.

- (i) What are the effects of developing skills and educating employees to their performance?
- (ii) To what extent T&D for enhancing ethics and changing attitudes contributes to employees' performance?
- (iii) Do T&D for improving knowledge and literacy affect employees' performance?

1.5. Scope of the research

Content of the Scope

The research will cover employee T&D as the independent variable and employees' performance as dependent variable.

Geographical Scope

This study has the object of assessing the impact of employee T&D on employee's performance case of the University of Rwanda where the researcher will assess the Impact of the employee training and developments towards the employees' performance.

1.6. Significance of the study

The research will enable a researcher to have more knowledge, skills and experience on employee training and development vis a vis the employee performance. These investigations will also help the researcher to fulfill the requirements of Masters of Business Administration, Human Resource Management option. This study work will assist out any organization as well as individuals in assessing the impact of T&D on employee engagement, productivity and attitude. The result may also support owners of the institutions to re-investigate their methods regarding training and development, and strength human resource managers to carry more resources for training programs or get rid of resources that do not help employee dedication.

The findings of this study will help the further researchers in their literature review and also to find a gap to be filled in employee training and development.

1.7. Limitations of the study

The main limitation of this study is that some employees of the University of Rwanda may not feel free to provide the information about training and development in the University of Rwanda but the researcher will have to tell them that is for academic purpose only. To overcome these barriers of data collection from employees the researcher will use electronic tools which facilitate employees to provide real data easily in short time.

1.9. Organization of the study

The study project will be made into five chapters. In the chapter one we will find introductory part of the research, provide the study's background, state problems which boosted the researcher to undertake the study. The main objectives of the study, research questions and scope of the study are addressed in the chapter; the last section of the chapter one presented an outline of how the research is structured. The literature review, which discusses several notions by researchers in relation to the study, will be covered in chapter two. The research approach that the researcher will use to conduct the study will be made clear in Chapter 3.

The research findings as supported by the information gathered by the researcher will be presented and analyzed in chapter four. In this chapter, pertinent discussions related to research findings are further clarified;

While chapter five will be a summary of the research's findings, draw implications from them, make recommendations based on them, and offer future areas for additional research,

CHAPTER -TWO

LITERATURE REVIEW

2.1. Introduction

This chapter discusses several knowledge linked with experts, caution and evaluation and consequently comprises experimental reviews, theoretical studies, critical reviews, exploration gap identification, conceptual frameworks, and literature summaries.

2.2. Theoretical literature review

There have been many different types of studies done on this topic, along with many different theories. Organizations and human resource development professionals face a variety of difficulties when managing and putting into practice effective human resource training and development, especially in the current climate of globalization. The new technological revolution starts with the significance of human capital in human resource development practice, including their education and technical training as well as their communication and language skills. Effective human resource development strategies are said to have other crucial components, such as the ability to motivate and train human resources. However, their shortcomings in promoting the efficacy of human resource training and development provide a problem for the creation, administration, and application of efficient human resource training and development in the institution.

Training and development of employees in any organization play important role in the performance and increase the experiences of peoples in the work (Nigam, 2017)

The most crucial component of every institution is its workforce since they have the power to positively or negatively impact the productivity of the entire institution as well as its reputation. Without the proper training for both new hires and existing employees lack the knowledge and skills necessary to do their tasks to the best of their abilities. (Khan, Haleem and Kanwal, 2017).

Training and development is a crucial component of human resource management, and employees who participate in these programs are more functional and perform better than those who exhibit less interest in or no interest at all. (Nigam, 2017).

According to (Nigam, 2017) Training is the process of imparting knowledge and abilities related to particular practical competencies to oneself or others. The purpose of training is to increase one's ability, capacity, productivity, and performance. Training according to (Okechukwu Anyanwu *et al.*, 2016) is a systematic acquisition and development of the knowledge, skill, and attitudes needed by employees to successfully complete a task or job, or to enhance performance in the workplace, is referred to as training.

According to the Oxford Advance Learner's Dictionary, training is the process of getting someone ready for a job. Training is therefore a crucial component of staff development as well as a tool for planning and development.

The development or recognition of a person's capability, through mindful or insensible learning and Development programs habitually comprise basics of planned study and experience, and are regularly maintained by a training or therapy families.

Education involves learning theories in a classroom setting. Teaching theoretical ideas and fostering a sense of reasoning and judgment are the goals of education.

HR specialists have to be aware that any training and development program needs to include some educational components. University academics serve as resource people in these programs to inform participants on the theoretical background of the subjects that are suggested for discussion. In reality, employers encourage or deputize employees to enroll in part-time courses. It is common for CEOs to take refresher courses offered by business schools. The training is more crucial for managers and executives rather than lower rung employees. Training is a crucial requirement for all employees, regardless of their grades (Nigam, 2017).

(Abeguki *et al.*, 2014) outlined human resource development as a planned process through which staff members acquired knowledge and skills for a specific goal. It gives the staff, in particular the non-managerial staff, a specialized skill. He went with other instances of learned skills, including artistic, typing, and plumbing skills, clerical aptitude etc.

Enhancing employees' capacity to manage a range of tasks and cultivating their abilities beyond those required by the current job are both components of developing human resources. Training and Development can advantage both institutions and workforces (Electric, 2019).

Development differs from training. Employees can be trained to enter data into computers and respond to customer service claims. The development of skills like accountability, judgment, and communication, however, is extremely difficult. Expanding the total level of competences in an organization can be accomplished with the aid of a structured system of training and development opportunities for all employees, not just managers.(Electric, 2019).

A staff development program is a deliberate process of growth that improves the standard of employees learning by identifying, outlining, and addressing the staff's specific requirements in the context of the institution as a whole.(Electric, 2019).

Training-related adjustments need to lead to enhanced job performance and other advantageous adjustments. The development is systematic efforts affecting individuals' knowledge or skills for personal growth or future jobs and/or roles, training is the systematic approach to affecting individuals' knowledge, skills, and attitudes in order to improve individual, team, and organizational effectiveness(Tahir *et al.*, 2014).

The development and success of an organization depend heavily on training. It benefits an organization's supervisors and employees alike. If an employee receives quality training, he will become more effective and productive (PrachiJuneja2020). The effectiveness of an employee can be evaluated in a number of ways, including productivity, absenteeism, and employee satisfaction. Another essential component for the organizational success is employee performance(Khan *et al.*, 2016).

According to the research conducted by (Khan *et al.*, 2016)Employee skills and satisfaction are increased through adequate training and development. By raising awareness among staff members and managers about the advantages of training and development, the gap between the information and skills currently held by employees and the skills needed to function successfully and efficiently should be closed. According to the researcher, similar studies can be done in a variety of industries, including those related to hospitality, medicine, and the education or healthcare sectors.

THE CONCEPT OF TRAINING AND DEVELOPMENT: Training and Development are complimentary elements of the same process. Instead of being sequential and hierarchical, they are interconnected and dependent on one another. For the benefit of the workforce, the company, and their effectiveness, training and development are essential (Devi & Shaik, 2012). Staff training and development can take place concurrently or in conjunction with one another, but they are not always directly related (Comma, 2008). Training and development are crucial components of the human resource management function of an institution. Training is short-term learning, while development is long-term learning activities.

Training is frequently considered as a planned and systematic process of learning in the sense of gaining, altering, and/or developing knowledge, skills, and abilities in order to attain and/or improve the employees' performance in the present job and prepare them for a desired position. While development can be considered as a "broad enhancement and growth of a Training and Development in Organizations" (Ferreira, 2016).

Table 2 Differences between training and development

	Training	Development
Description	Purchasing behaviors, knowledge, framed in a function (performance)	Looking for complex results, less likely to objectify in terms of performance
Objectives	Minimize individual differences and standardize behaviors	Increasing variability of behavior
Process	Mechanical	Organic
	Emphasis on predictable responses	Leads to less predictable responses
Orientation	Toward work, task	Toward the person
Content	Competencies and attitudes needed to specific tasks	Concepts to stimulate analytical and critical skills
Time frame	Short term	Long term

Source: Developed by Ferreira, Ana Paula Vieira Gomes. 2016.

2.3. Theoretical review

2.3.1 Kirkpatrick model

The Kirkpatrick model is known as Kirkpatrick's four levels of training evaluation is a crucial instrument for assessing the effectiveness of training inside the organization. This approach is regarded as one of the most reliable methods for evaluating training throughout the world. Since Donald Kirkpatrick initially published the model in the 1950s, it has been extensively utilized and has undergone three revisions and updates. In 2016, it was revised into the New World Kirkpatrick Model, which highlighted the significance of making training applicable to people's day-to-day occupations. Organizations can use this information to better understand the connections between each training level and adapt the learning path as necessary. A stronger, more efficient training program as well as improved business outcomes will be the ultimate consequence. Four levels of training evaluation include reaction which consists to evaluate trainee's reactions and responses to training, learning for measuring knowledge and skills learned during the training, behavior to assess behavior change and to assess impact of training about institutional productivity.

2.3.2. Performance Management Model (PCER)

The goal of the performance management procedure is to establish a constant line of communication between the manager and employee. The Plan, Coach, Evaluate, and Reward (PCER) approach is acknowledged by the Division of Human Resources and Organizational Effectiveness as an effective tool for performance management. The creation of a performance plan, coaching for effective completion of the plan, and completion of the yearly performance review all take place through this process, which makes use of best practices.

2.4. Empirical review

To increase an organization's effectiveness, information is transferred to its members through training(Ozioma Obi-Anike and Ekwe, 2014). The following suggestions were generated from their research on the relationship between employee performance and training and development:

1. Organizations should make staff training and development a continual process.2. More than just developing fundamental skills, training gives one a competitive advantage.3. Organizations should consider training as a means of developing intellectual capital in general.

According to (Niazi, 2011) in his research about Pakistan's telecom sector serves as a case study for the effect of staff training and development on job satisfaction and employee performance. The findings demonstrated that training and development programs improve skills and raise performance. They also shown that when employees receive the right training, employee satisfaction is high.

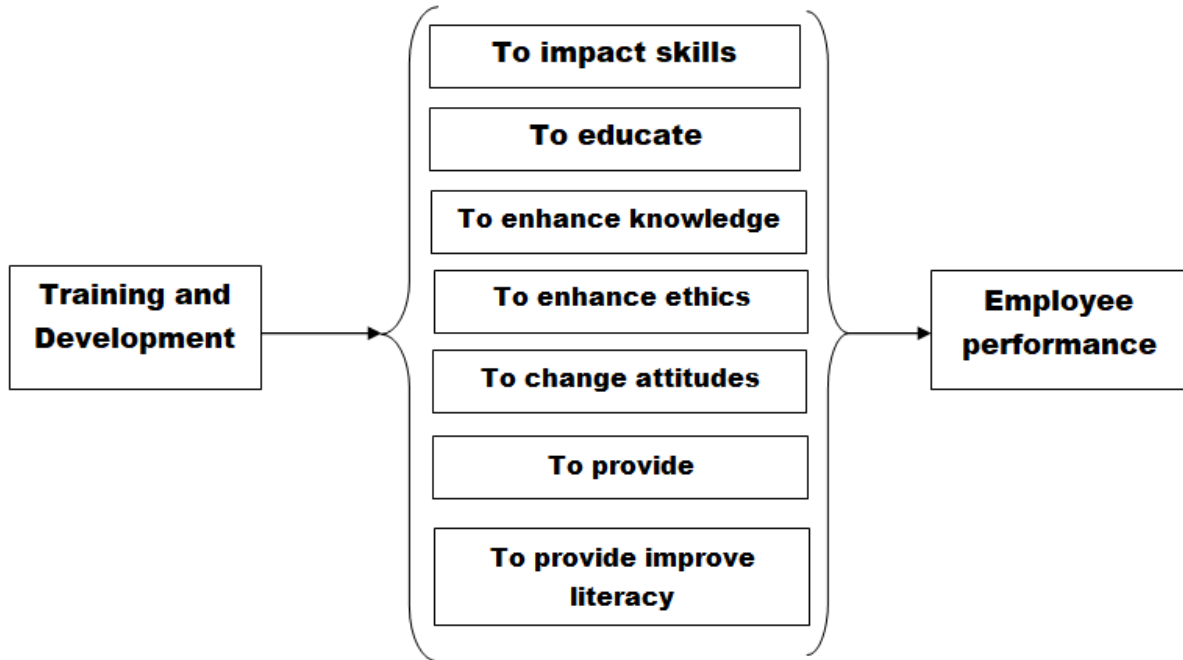
"Training and development are essential to an organization's effectiveness. It is one of the most often used methods for raising organizational efficiency at work and personnel performance" said (Falola, Osibanjo and Ojo, 2014).

According to her analysis of the relationship between employee training and development and organizational performance (Oyewole Oluwaseun, 2020)advised that management increase the number of employees participating in training and development in order to improve employee training and development, increased performance, and service delivery. This can be accomplished by offering rewards that encourage staff to participate in training and development programs.

2.5. Conceptual framework

The conceptual framework displays the study's variables as well as any other potential confounding factors. Employee training and development is the independent variable in this study, whilst employee performance is the dependent variable.

Conceptual framework of the study



Source: Developed by the researcher 2022

The conceptual framework above demonstrates how employee performance can be influenced by employee training and development, which also needs to take into account employee training and development with a view to improving employee skills, educate, enhance knowledge, ethics, change in attitude, extraordinary skills, and literacy.

There are other intervening variables like government policies which may be favorable the employee training and development. Those factors on training and developments may have impact and effects of the employees' performance; thus, the researcher will assess how each variable have an impact on other.

2.5. Key concepts definitions

2.5.1. Training and Development: An essential component of human resource management is training and development. Having competent personnel is vital for an organization's effectiveness, and employees are competent when they possess the knowledge and abilities necessary to complete the assignment (Kenny S, 2019).

2.5.2. Employee productivity: Employee productivity is more closely tied to the advantages of training and development for both the organization and the individual employee. Employee training can result in higher-quality goods and services and increase institutional productivity (HR Helpboard.com, 2017).

2.5.3. Employee Performance: The most crucial component in determining an employee's performance is training, which increases their capabilities(Kenny S, 2019). Understanding the advantages of performance management is crucial for an organization in the current global context where the market is developing quickly. Consequently, monitoring staff performance is an organization's top priority. The company views its employees as a valuable resource.

2.5.4. Training and development to impact skills: Under this component, workers receive training on how to properly operate machines and equipment, as well as new technologies etc... The objectives are to increase productivity and decrease time waste (HR Helpboard.com, 2017).

2.5.5. Training and development to boost education: is linked to disseminating knowledge of theoretical ideas and giving practical experience with the task. The objective is to enhance employees' judgment and reasoning abilities.(HR Helpboard.com, 2017).

2.5.6. Training and development for improving knowledge: Here, improving the employee's behavioral knowledge is the goal. The objective is to improve employees' awareness of human relations, management, and the corporate environment. (HR Helpboard.com, 2017).

2.5.7. Training and development to improve ethics: This feature offers information on the organization's ethical behavior. The objective is to control how each employee behaves within the company(HR Helpboard.com, 2017).

2.5.8. Training and development for attitude transformation: The training is intended to alter the employees' perspectives, responses, feelings, and work beliefs. By providing the necessary incentive, the objective is to increase an employee's dedication and contentment.(HR Helpboard.com, 2017).

2.5.9. Training and Development to lean outstanding skills: Exceptional talents like critical decision-making, problem-solving, and industry research are taught in this element. Making employees prepared for future difficulties is the aim.(HR Helpboard.com, 2017).

2.5.10. Training and development to lean literacy: The goal is to strengthen knowledge of business culture and corporate language competency. The objective is to ensure that staff members are competent in handling customers and international clients in a professional manner. (HR Helpboard.com, 2017).

2.5.11 Effectiveness: Employee effectiveness is the capacity of an employee to carry out his or her duties successfully with quality. Effectiveness is constantly doing the right things in the right way and right time. It focuses on the end results(Wilson et al., 2018).

2.5.12. Efficiency: is an ability of employee to reach predetermined goals should be closely correlated to that of the organization. It focuses on the process of doing a job by using minimum efforts to get maximum outputs(Wilson *et al.*, 2018).

CHAPTER -THREE

RESEARCH METHODOLOGY

3.0. Introduction

The contents of the chapter will cover the research design, sampling; determine the sample size and data collection. It explains ethical considerations considered by the researcher when undertaking the study. The research methodology also is linked to the objectives of the research in order to allow a valuable conclusion.

3.1. Research design

The study will use descriptive design and as the study aims to assess the impact of training and development on the employee's performance, descriptive research will be used to make observations and surveys regarding the specific factors without making any accurate predictions. Regression study designs involve the measurement of statistical relationships between two variables with little effort made to control the intervening variables.

The descriptive research design was important to this study because it has provided good exploration of the phenomenon and it was highly noted that it helps to explore the effects of training and development on the employees' performance. Again, under descriptive research design, the study gives us the possibility to analyze the phenomenon without any intervention, only by using central tendency (mean, median, and mode).

Multivariate research is a technique which has been used to establish a relationship between variables by using correlation and multi-regression analysis. Two different groups, namely dependent and independent variables, have been distinguished to conduct this research design method. No assumptions are made when evaluating a relationship between two different variables, and statistical analysis techniques are used in R to calculate the relationship between them.

3.1. Study population

The population of the study is made up of employees of the three selected campuses of the University of Rwanda located in Kigali City, Remera Campus, Nyarugenge Campus and Gikondo Campus. In the selected campuses many employees have been involved in different training and development sessions though on job training, long term studies both in-house and abroad.

3.2. Sampling procedure

3.2.1. Method of sampling

Sampling is defined as a procedure to select a sample from individual or from a large group of population for certain kind of research purpose (Bhardwaj, 2019). Sampling is employed in socio-legal and sociological research for ease of studying large populations, their behavior and their reactions to social dynamics.

3.2.2. Study units and sampling frame

The population of study is made up of the staff of the three selected public Campuses from 9 campuses which comprise the University Rwanda. These campuses have been selected because over 60% employees of the University of Rwanda are based in these campuses. The University of Rwanda currently counts 1071 employees in the selected campuses but due to the financial and time constraint the selected units are only employees from three campuses located in Kigali includes Nyarugenge which counts 457employees, Remera which has 398 employees while Gikondo Campus counts 216 employees.

Thus, the targeted population or sample frame of this study used stratified sampling where I have selected three strata of Gikondo, Remera and Nyarugenge campuses with their homogeneity of academic staff, administrative staff and gender status. From those strata I got the stratified random simple size.

3.2.3. Sample Size

To get the sample size form, the population Tao Yamane's formula 1967 (Yamane, 1967) was taken into consideration as the following.

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

Where:

N= Population Size

n= Simple Size

e= Level of Precision or Standard Error

By Taro Yamane: Confidence Level 95% & P= 5%

Size of Population	Sample Size (n) for precision (e)	
	±5%	±10%
500	222	83
1,000	286	91
2,000	333	95
3,000	353	97
4,000	364	98
5,000	370	98
7,000	378	99
9,000	383	99
10,000	385	99
15,000	390	99
20,000	392	100
25,000	394	100
50,000	397	100
100,000	398	100
>100,000	400	100

Source: Taro Yamane

Thus, by applying the above formula: $n=1071/1+1071 (0.05)^2=291$

Table 1: Sample size

Campuses respondents	Population size	Proportion	Sample size
Strata 1 (Nyarugenge)	457	3.680	124
Strata 1 (Gikondo)	216	3.680	59
Strata 3 (Remera)	398	3.680	108
Total	1071		291

Source: Researcher Drawn, June 2022

The sample size of this study will be 291 respondents whom will be selected form academic and administrative employees.

3.3. Data Collection

The procedure of data collection was carried out by the researcher to test the sample. The questionnaire was sent to a big number of academic and administrative employees in the selected campuses randomly and 290 employees managed to respond and returned back the questionnaire with response. The amounts of questionnaire were sent out and returned from 9th April to 23 April 2022. Secondary data was collected from both online and off line published and peer-reviewed sources available at University of Rwanda library and online journal databases.

3.4. Data Analysis

The instrument used in data analysis was the statistical package for social Sciences (SPSS) version 20 with the likert scale: strongly agree, agree, disagree, and strongly disagree and neutral. The results were analysed by using descriptive statistics with frequency, percentage, mean and standard deviation.

The sections of the questionnaire, the descriptive statistic including frequency, percentage, mean and standard deviation were used to explain the demographic of the respondents. In the section of likert scale was used in measuring the data regarding training and development in the University of Rwanda especially in the selected campuses in relation to employee performance and organizational performance with Pearson correlation and other comments were stated.

3.5 Reliability

The equilibrium of a measurement in varied circumstances is what is known as reliability.

The correlation coefficient, which is also known as the reliability coefficient, is the most often used technique for assessing dependability. (Assefa,2021). Reliability is tested by using Cronbach"s alpha values for the items in each construct. According to (Assefa, 2021) reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 are good. The table below shows the internal consistency of the questions testing that training and development improved employee performance, by up growing skills, educating employee, enhancing knowledge, changing attitudes, teaching extraordinary skills (new technologies), improving literacy.

Table 2 Reliability test

	<i>Cronbach's alpha</i>	Number of respondents
T&D impact skills	0.852	14
T&D educate	0.843	14
T&D enhance Knowledge	0.721	14
T&D change Attitude	0.884	14
T&D teach new technology skills	0.817	14
T&D literacy	0.793	14

Source: Drawn by the researcher, June 2022

The table above shows that Cronbach's alpha for T&D impact employee skills and educate where the perception views are 0.852, 0.843 respectively. This value shows that their liabilities of these two sections are good. The Cronbach's alpha value for training and development enhancing knowledge, to change attitude, to teach new technologies and increasing literacy have values of 0.721, 0.884, 0.817 and 0.793 respectively. These values we obtained from employees show that are acceptable to be reliable. The above values are generated from collected data which were analyzed and explained clearly.

3.5. Validity of the Research Instrument

Validity explains how effectively the data set pertains to the subject of the investigation in order to measure what is intended to be measured is to be valid (Taherdoost, 2018). The Questionnaire is one of the most widely used tools to collect data in especially social sciences research. The issue of validity was addressed through the review of literature and adapting instruments used in previous research works.

3.6. Ethical Considerations

Ethics considerations in research are principles that guide a research designs and practices. It has several implied characteristics that are required to be compiled. Research ethics matter for scientific integrity, human rights and dignity, and collaboration between science and society. In this research ethical considerations were strongly considered on every single step in this study. They were not much more ethical issues which were expected in this research because the collection of data was authorized officially by academic leaders and protection of their personal information have been highly respected.

In additional to this there has been the use of several kinds of literature, Journal, Articles and web sources to complete the study and according to academic guidelines, it should be referenced properly. This is another ethical consideration and it has been performed by making proper referencing to cite each and every source.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0. Introduction

This chapter will discuss on the data analysis collected from different respondent, data interpretations. It summarizes the different views from different respondents about the topics in order to come up with research findings.

4.1. Data analysis of respondents

The population simple was made of 291 employees of the University of Rwanda in Remera, Gikondo and Nyarugenge Campuses. Data were obtained from different respondents through questionnaire distributed through Google form online link and 288 employees (98.96 %) responded the questionnaire. Data were analyzed with descriptive statistics through statistical package for the social sciences (SPSS) to respond for research questions.

4.2. Analysis of respondents' general information

Table 3: Distribution of social demographics

Description	Status	Frequency	Percent
Gender of respondents	Male	189	65
	Female	99	35
Total		288	100
Age of respondents	36-45years	150	52
	above 46 years	77	27
	26-35years	61	21
Total		288	100
Level of education of Respondent	Master's Degree	161	56
	Bachelor Degree	78	27
	PhD	42	14
	Diploma (A1)	7	3
Total		288	100
Employee category	Academic Staff	188	66
	Administrative Staff	100	34
Total		288	100
Description	Status	Frequency	Percent
Campus of respondent	Nyarugenge Campus	121	42
	Remera	93	32
	Gikondo	74	26
Total		288	100

Source: primary data computed by researcher, June 2022

The table 2 Shows that majority of respondents were male. Hence, from the general outlook of the results, men and women surveyed had an equal chance of being represented in the study.

The age of respondents is categorized as 26-35 (21%), 36-45 (52%) and above 46 years are (27%). Concerning education of respondents PhD holders are 14%, Masters holders are 56%, Bachelor degree holders are 27% while Diploma (A1) are 3%. 121 respondents are employees from Nyagenge campus and represent 42% of all respondents, 93 respondents are employees from Remera campus and represent 32% and 74 respondents are employees from Gikondo Campus from 26%.

The figures concerning the gender of respondents indicate that the major part of respondents is made of male employees who reflect the reality that in general male people are interested of continuing progressing in study and training than female employee.

The figures of the age of respondents show that 79% of respondents are below 45 years old and this reflects that young employees are most interested to the training and development.

The figures regarding the level of education of respondent the major part of employees of the University of Rwanda at level of 83% hold Bachelor and Master's Degree and this reflects the thirst of those employees for attending training and development.

4.3. Analysis of data related to the topic

4.3.1. The effect of developing skills and educating employees to their performance

Table 4. The effect of developing skills and educating employees to their performance

S/N	T&D helps to develop skills and enhance education	N	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Training and development enhanced your skills for performing well your job?	288	59%	35%	1%	3%	2%
2	Trainings and development you received were relevant to your job?	288	42%	45%	1%	3%	9%
3	Training and development helped you to improve your job performance?	288	38%	47%	1%	3%	11%
4	Employees' long-term training (staff development) contributed efficiently to improve their level of education?	288	45%	43%	3%	2%	8%
5	Do on job training contributed effectively to perform well your work?	288	41%	46%	1%	3%	8%

Source: primary data computed by researcher, June 2022

Interpretation:

The table above indicates that 94% of respondents have positively accepted that training and development enhances skills that allowed them to perform well the job. Generally, T&D increases efficiencies in processes and reduce time of performing the job.

In the same table respondents agreed at percentage of 87% that training and development they received were relevant to their job. It is therefore indicated that managers used to make the training needs assessment (TNA) which helps to identify employee knowledge and performance gaps and then build a good training plan.

In my research also 85% of respondent indicated that the training and development they received have helped them to improve how they perform jobs. T&D gives employees right set of skills that helped them to perform better daily tasks.

Furthermore 88% of employees surveyed were strongly agreed or agreed that T&D helped them to upgrade their education level. The employee development consists to a long term training which results with improving level of education where staff may get new degrees.

In the above table also 87% of surveyed employees indicated that with training and development they received helped them to perform their job efficiently their job. Training and development are beneficial to both employee and organization. According to (Mohammadpour *et al.*, 2016) by increasing training, employees benefit also salary increase, recognitions and receives a lot of knowledge for continuing career path while the organization benefit of the market growth, organizational performance and employee retention.

4.3.2. The training and development for enhancing extraordinary knowledge for improving employee performance

Table 5: The training and development for enhancing extraordinary knowledge for improving employee performance

S/N	T&D enhance Knowledge and	N	Strongl y agree	Agree	Disa gree	Strongl y disagree	Neutral
1	With training and development your job knowledge increased?	28 8	42%	48%	0%	2%	8%
2	T&D you attended helped you to use new digital transformations and to use the software properly	28 8	31%	48%	3%	1%	17%
3	You have been given a chance to attend training and development aimed to increase knowledge of performing your job?	28 8	39%	34%	25%	0%	2%
4	Training and development influenced your ability of using new technologies to perform your job?	28 8	22%	42%	10%	4%	22%

Source: primary data computed by researcher, June 2022

Interpretation:

From the above table it is clearly indicated that 90% of respondents strongly agreed or agreed that training and development while 79% of respondents also agreed that training and development, they received have helped them to learn new transformational technologies which lead them to perform well their job. Because of the global transformation in different technology that aimed to change life and increasing productivity companies have to plan training to keep their employees updated with new technologies in augmented reality (AR), Virtual reality (VR) and Artificial intelligence and machinery learning.

Further major part of respondent which represents in above table 73% are strongly agreed and agreed that the training they received on information technologies helped them to perform well their job while 64% of surveyed employees are strongly and agreed that the training of using new technologies helped them to have abilities of performing their job easy.

In nowadays one of tactics of organizations to achieve goals and increasing productivity and profitability, managers need to use new technologies. While investing in buying new technology managers have also to think big about the users of those technologies and train them efficiently.

4.3.3. T&D for enhancing ethics and change attitudes in order to promote employee performance

Table 6: T&D for enhancing ethics and change attitudes in order to promote employee performance

S/N	T&D Enhances ethics and change attitudes	N	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do T&D encourage employees to engage and participate in university initiatives?	288	31%	46%	6%	2%	15%
2	Training and Development brings positive attitude in employees?	288	43%	43%	3%	2%	9%
3	T&D helps to reduces the employee turnover in the university	288	21%	32%	16%	7%	24%
4	Training and developments you attended helped you to improve the ability of teamwork and collaborations?	288	33%	44%	5%	2%	16%
5	T&D helps to change employee attitudes towards	288	31%	43%	5%	3%	17%

Source: primary data computed by researcher, June 2022

Interpretation:

As noted in the above table 77% of surveyed employees are agreed and strongly agreed that by training and developing employees about ethics and change of attitudes employees get morale and ability to be engaged and participate in the institutional initiatives. The trained employees get ability and skills of advancing and selling their knowledge. For example, before appointing a staff who will represent the institution in the outside events managers use to select those who have openness that gained from different training sessions.

More you train staff more they get positive attitudes as it was agreed by 86% of surveyed employees, while 74% of respondents are agreed or strongly agree that training and development helps to change bad attitude collaborations among colleagues. Ethic values of the workplace include loyalty, comradely, citizenship, trustworthiness, integrity, respect, fairness, responsibility, accountability etc.... According to (Heissman, 2022) our attitude is the driving force in our lives that can either push you to do great things or pull you down to your demise. Human bon with certain tendencies or orientations, our personalities and attitudes are developed through our relationships and experiences. Managers of employees needs to know how to handle employee's attitudes and one way of removing bad attitudes

4.4.4. Training and development in Communication skills contribute to the employees' performance?

Table 7: Training and development in Communications skills contribute to the employees' performance?

S/N	T&D in communication skills helps the employee performance.	N	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do T&D in communication skills influences employee performance?	288	30%	31%	18%	7%	15%
2	Do literacy skills help employees to understand the tasks to achieve?	288	41%	37%	4%	8%	10%
3	Do literacy skills helped you to respond to customer needs?	288	36%	32%	4%	6%	22%
4	Do generally communication skills affect positively my performance?	288	41%	33%	9%	8%	9%

Source: primary data computed by researcher, June 2022

Interpretation:

In the above table 61% of respondents agreed or strongly agreed that training and development in communications skills influences the performance of employees, while 78% percent of employees agreed or strongly agreed that training and development that latency skills helped employees to understand tasks to be achieved. In the survey also 68% of respondents said that communication skills facilitate to respond to the customer needs. Also 74% of respondents said that in general communication skills affect positively the employees' performance. Effective communication training in the workplace helps employees to upgrade the ability in written communication, oral communication, nonverbal communication and listening skills. An important component of

workplace communication it that employees feel understood and heard by management. Employees who feel comfortable communicating with supervisors and managers are more productive because they understand what they are expecting and keep productive.

4.4.5. Training and development help employees to perform job efficiently

Table 8: Do training and development helps employees to perform job efficiently

S/N	T&D help employees to perform jobs efficiently and effectively	N	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do training and development reduces the time of delivering service?	288	40%	47%	5%	2%	6%
2	Do T&D enhance the quality of services delivery?	288	36%	49%	9%	2%	4%
3	Do T&D of employees improve the organizational productivity?	288	44%	32%	12%	8%	4%
4	Do Is the training and development of employees affected positively the doing of job efficiently?	288	41%	44%	6%	3%	6%
5	Do Training and development help the organization to reduce the cost of inputs for increasing productivity?	288	20%	31%	43%	4%	2%

Source: primary data computed by researcher, June 2022

Interpretation:

In the above table 87% of respondents agreed or strongly agreed that training and development help employee to reduce to time spend for service delivery. When tasks are well distributed and employees are trained to perform a certain job, the times spend by doing a job reduces. 85% of surveyed employed agreed that training and development enhances the quality of service delivered. Training is tools that lead to overall quality improvement for the institution. Training of workforce improves the performance and eventually gives focus to the customer. Training and development also provide opportunity increasing the productivity as agreed by 76% of respondents in employees' survey. Furthermore: training and development facilitate employees to perform their jobs with efficiency. It improves their skills and knowledge of the job and builds their confidence in their abilities.

4.5. Results and Discussion

4.5.1. Result Analysis for the effect of developing skills and educating employees to their performance

Table 9 Descriptive statistics of T&D for enhancing skills and impact education

Descriptive Statistics			
T&D for enhancing skills and impact education	Mean	Std. Deviation	N
The effect of developing skills and educating employees to their performance	16.83	21.849	288
Training and development enhanced your skills for performing well your job?	64.67	111.84	288
Trainings and development you received were relevant to your job?	64.67	111.104	288
Training and development helped you to improve your job performance?	64.67	111.06	288
Employees' long-term training (staff development) contributed efficiently to improve their level of education?	64.67	111.14	288
Do on job training contributed effectively to perform well your work?	64.67	111.15	288

Source: Primary Data computed by researcher

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.822 ^a	.7103	.8494	26.708	.7103	7.173	2	3	0.0449
a. Predictors: (Constant), Do on job training contributed effectively to perform well your work? Training and development enhanced your skills for performing well your job? Training and development enhance skills and educating employees to their performance?									

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2468.76	2	123.438	7.173	.0449 ^b
	Residual	2139.957	3	7103.19		
	Total	2386.833	5			

a. Dependent Variable: The effect of developing skills and educating employees to their performance

b. Predictors: (Constant), Do on job training contributed effectively to perform well your work? Training and development enhanced your skills for performing well your job?

Interpretations:

The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.0449 which is < 0.05 consequently the model of the research is statistically significant. So the independent variable of the study, training and development, has significant relationship with dependant variable of the study which is the employees' performance. The most variable of $R= 71\%$ that consists that training of employees for enhancing skills and education level which has a positive relationship with employees' performance.

4.5.2. Result Analysis of the effect of training and development for enhancing extraordinary knowledge for improving employee performance

Table 10: Descriptive statistics of T&D for enhancing extraordinary knowledge for improving employee performance

Descriptive Statistics			
T&D for enhancing extraordinary knowledge for improving employee performance	Mean	Std. Deviation	N
The training and development for enhancing extraordinary knowledge for improving employee performance	16.83	21.849	288
With training and development your job knowledge increased?	64.667	111.3161	288
Do T&D you attended helped you to use new digital transformations and to use the software properly	64.667	110.7872	288
You have been given a chance to attend training and development aimed to increase knowledge of performing your job?	64.67	110.57	288
Training and development influenced your ability of using new technologies to perform your job?	64.67	110.18	288

Source: Primary Data computed by researcher June 2022

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.982 ^a	0.965	0.825	9.134	0.965	6.902	4	1	0.0277

- a. Predictors: (Constant), Training and development influenced your ability of using new technologies to perform your job? You have been given a chance to attend training and development aimed to increase knowledge of performing your job? With training and development your job knowledge increased? Do T&D you attended help you to use new digital transformations and to use the software properly?

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2303.40	4	575.85	6.90	.0277 ^b
	Residual	83.43	1	83.43		
	Total	2386.83	5			

- a. Dependent Variable: The training and development for enhancing extraordinary knowledge for improving employee performance.
- b. Predictors: (Constant), Training and development influenced your ability of using new technologies to perform your job? , You have been given a chance to attend training and development aimed to increase knowledge of performing your job? With training and development your job knowledge increased? T&D you attended helped you to use new digital transformations and to use the software properly?

Interpretations:

The probability of f-statistic shows the significance of the research. According to the regular if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.000 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study which is the training and development has significant relationship with dependant variable of the study which is the employees' performance. It indicating that intervening variables of T&P to improve knowledge about new technologies has a positive strong relationship with dependent variable which is employee's performance at percentage of $R=96\%$.

4.5.3. Result Analysis of the effect of T&D for enhancing ethics and change attitudes in order to promote employee performance

Table 11: Descriptive statistics of T&D for enhancing ethics and change attitudes in order to promote employee performance

Descriptive Statistics			
	Mean	Std. Deviation	N
T&D Enhances ethics and change attitudes	16.83	21.85	288
T&D encourage employees to engage and participate in university initiatives	64.667	110.67	288
Training and Development brings positive attitude in employees?	64.667	111.05	288
T&D helps to reduces the employee turnover in the university	64.667	109.74	288
Training and developments you attended helped you to improve the ability of teamwork and collaborations?	64.667	110.63	288
T&D helps to change employee attitudes towards	64.667	110.50	288

Source: Primary Data computed by researcher June 2022

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.989 ^a	0.978	0.889	7.287	0.978	10.989	4	1	0.0222

a. Predictors: (Constant), T&D helps to change employee attitudes towards, T&D helps to reduce the employee turnover in the university, and Training and Development brings positive attitude in employees? T&D encourage employees to engage and participate in university initiatives

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2333.738	4	583.435	10.989	.0222 ^b
	Residual	53.095	1	53.095		
	Total	2386.833	5			

a. Dependent Variable: T&D Enhances ethics and change attitudes

b. Predictors: (Constant), T&D helps to change employee attitudes towards, T&D helps to reduce the employee turnover in the university? Training and Development brings positive attitude in employees? T&D encourage employees to engage and participate in university initiatives?

Interpretations:

The probability of f-statistic shows the significance of the research. According to the normal regular if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.0222 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study training and development has a positive relationship with dependant variable of the study of employees to performance. There is a strong variability of 97% between training and development for enhancing ethics and change attitudes in order to promote employee performance.

4.5.4. Training and development in Communication skills contribute to the employees' performance?

Table 12 Training and development in Communications skills contribute to the employees' performance?

Descriptive Statistics

	Mean	Std. Deviation	N
T&D in communication skills helps the employee performance	16.83	21.849	288
Do T&D in language skills influence employee performance?	64.70	109.79	288
Do literacy skills help employees to understand the tasks to achieve?	64.67	110.529	288
Do literacy skills helped you to respond to customer needs?	64.583	110.2436	288
Do communication skills affect my performance?	64.62	110.34	288

Source: Primary Data computed by researcher June 2022

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.8864 ^a	.8746	.8271	24.636	.8746	7.733	0.0392

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2779.890	4	844.972	7.733	.0392 ^b
	Residual	6069.43	1	6069.43		
	Total	2386.833	5			

a. Dependent Variable: T&D in communication skills helps the employee performance

b. Predictors: (Constant), Do communication skills affect my performance? , Do T&; in language skills influence employee performance? Do literacy skills helped you to respond to customer needs? Do literacy skills help employees to understand the tasks to achieve?

Interpretations:

The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.0392 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study, Training and Development, has significant relationship with dependant variable of the study, Employees' Performance. There is a strong variability of 97% between training and development for enhancing ethics and change attitudes in order to promote employee performance.

4.5.5. Result Analysis of the effect of Training and development for employees to perform job efficiently and effectively

Table 13 Descriptive statistics of T&D for employees to perform job efficiently and effectively

Descriptive Statistics			
	Mean	Std. Deviation	N
T&D for employees to perform job efficiently and effectively	16.83	21.849	25
Do training and development reduces the time of delivering service?	20.83	19.467	25
Do T&D enhance the quality of services delivery?	20.83	19.073	25
Do T&D of employees improve the organizational productivity?	20.83	15.523	25
Is the training and development of employees affected positively the doing of job efficiently?	20.83	18.541	25
Do Training and development help the organization to reduce the cost of inputs for increasing productivity?	20.83	15.817	25

Source: Primary Data computed by researcher June 2022

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.8893 ^a	.8797	.814	21.998	.8797	8.983	4	1	.0230

- a. Predictors: (Constant), Do Training and development help the organization to reduce the cost of inputs for increasing productivity? Is the training and development of employees affected positively the doing of job efficiently? Do T&D of employees improve the organizational productivity? Do T&D enhance the quality of services delivery?

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6902.900	4	475.725	8.983	.0230 ^b
	Residual	4839.34	1	4839.34		
	Total	2386.833	5			

- a. Dependent Variable: T&D for employees to perform job efficiently and effectively
- b. Predictors: (Constant), Do Training and development help the organization to reduce the cost of inputs for increasing productivity? Is the training and development of employees affected positively the doing of job efficiently? Do T&D of employees improve the organizational productivity? Do T&D enhance the quality of services delivery?

Interpretations:

The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.0230 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study which is training and development has significant relationship with dependant variable of the study which is employees' performance. The variability of the variables of the study is strongly correlated at the percentage of 87%. The T&D for employees' performance job efficiently and effectively as a positive influence to the performance of employees.

4.5.6. Results of the training and development under SIDA Project funding

The University of Rwanda through the funding of Swedish International Development Cooperation Agency (SIDA), produced over three hundred (300) masters graduated students, 67 PhD graduated students and 30 continuing students at PhD level.

The overall objective of the SIDA is to increase production and use of scientific knowledge of international quality that contributes to Rwanda's development, and is implemented in partnership with 13 Swedish university partners and therefore also contributes to building long lasting relationships between Sweden and Rwanda.

It targets for the coming 4 years to enrol 80 PhD candidates who will be trained both at UR and in Swedish varsities on Sandwich mode, 26 postdocs, and more than 240 Masters Students.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.0. Introduction

This chapter seeks to draw findings, benefits or weakness related to the training and development, recommendations and the proposition of the future research gaps.

5.1. Findings

The study focused on the impact of training and development towards the employees' performance. The University of Rwanda was taken as a case study from which different data related to the subject of the study were collected. The researcher used the quantitative method where questionnaire were designed and after collection of data they were analyzed with descriptive statistics to test variability normality of data as well as verifying relationship between two variables training and development and employee performance respectively.

- **Regarding the effect of training and developing skills and educating employees for improving their performance**

Findings show that, the survey conducted in the University of Rwanda indicates that 94% of respondents have positively accepted that training and development enhances skills that allowed them to perform well the job. Generally, T&D increases efficiencies in processes and reduce time of performing the job. In the same survey of 87% of respondents that training and development they received were relevant to their job. It is therefore indicated that managers used to make the training needs assessment (TNA) which helps to identify employee knowledge and performance gaps and then build a good training plan.

In my research also 85% of respondent indicated that the training and development they received have helped them to improve how they perform jobs. T&D gives employees right set of skills that helped them to perform better daily tasks.

Based on responses from the above survey the percentage analysis was concluded that training and developing skills and educating employees affects positively the employees in the organization ($r=.7103$; $F= 7,173$; $P=0.0448<0.05$).

- **The training and development for enhancing extraordinary knowledge for improving employees performance**

The majority of respondent at rate of 90% of respondents have accepted the statement that training and development enhance extraordinary knowledge for improving their performance at work. They confirmed that training and development have helped them to lean new transformational technologies which lead them to perform well their job. As the global transformation in different technology that aimed to change life and increasing productivity companies have to plan training to keep their employees updated with new technologies in augmented reality (AR), Virtual reality (VR) and Artificial intelligence and machinery learning.

In nowadays one of tactics of organizations to achieve goals and increasing productivity and profitability, managers need to use new technologies. While investing in buying new technology managers have also to thing big about the users of those technologies and train them efficiently.

Based on responds from percentage analysis it was concluded that new knowledge needed in the organization are acquired by employees through training/development and affect positively employees performance ($r=0.965$; $F=6.902$; $P=0.0277$).

- **Training and Development for enhancing ethics and change attitudes in order to promote employee performance**

As 77% of surveyed employees have accepted that by training and developing employees about ethics and change of attitudes employees get morale and ability to be engaged and participate in the institutional initiatives. The trained employees get ability and skills of advancing and selling their knowledge. For example, before appointing a staff who will represent the institution in the outside events managers use to select those who have openness that gained from different training sessions. Ethic values at the workplace include loyalty, comradely, citizenship, trustworthiness, integrity, respect, fairness, responsibility, accountability etc.

As per the percentage analysis of collected data, it was concluded that training and development to improve ethics at workplace and change attitudes affect positively the employee performance as it is proven by the following statistics results $r=0.978$; $F=10.902$; $P=0.0222$.

- **Training and development in Communication (literacy) skills contribute to the employees' performance?**

Training and development in communications skills influences the performance of employees, as 78% percent of surveyed employees agreed it helped employees to understand tasks to be achieved and facilitate employees to respond to the customer needs. Effective communication training in the workplace helps employees to upgrade the ability in written communication, oral communication, nonverbal communication and listening skills. An important component of workplace communication it that employees feel understood and heard by management. Employees who feel comfortable communicating with supervisors and managers are more productive because they understand what they are expecting and keep productive.

Based on percentage analysis of computed data, it is concluded that training in communication skills is very essential because more employees are trained more they respond to customer needs easily. Based on the results of computed data in the SPSS version 2020, we find that training and development in communication skills have a positive relationship with employees' performance according to the following results: $R=0.8746$, $F=7,733$, $P= 0.0392 < 5\%$.

- **Training and development help employees to perform job efficiently**

In the surveyed employees 85% have agreed that training and development enhances the quality of service delivered also provide opportunity increasing the productivity with less expenses. Furthermore training and development facilitate employees to perform their jobs with efficiency. It improves their skills and knowledge of the job and builds their confidence in their abilities.

As it is proven by results of analyzed collected data using the SPSS version 2022 training and development of employees increases the efficiency in the organizational operations. When you train staff the wasted time reduces, inputs reduce also accordingly, the quality of service increase as explained by the following outcome, $R=8797$, $F=8,983$, $P=0,0230 < 0.5\%$.

5.2. Conclusion

As conclusion it is noticed that the training and development has many benefits for each organization that want to achieve its goals. The managers should not hesitate to invest in the human resource training and development because the outcome will not be for employees only but also for their institutions. A well-organized training and development considers different area in the management of operations in the organizations which includes the following: training to impact skills and education level, training which impact new knowledge, ethics and attitude and training of using new technologies as well as training in communication skills (literacy). A well conducted training and development led to efficiency of employee while performing their jobs, it reduces time spend in operations; increase the quality of service delivery. Training and development conducted in normal way have an impact on the performance of employees who attend it. Manager of University of Rwanda and any other managers have to invest in training and development which will bring important returns.

5.3. Recommendations

In this study we described different area for training and development, the employee's performance as result of training and development in the University of Rwanda. Basing on the findings that summarized above which revealed that when you train and develop employees the performance of employees increase. Managers and leaders as recommended the following:

The following recommendations are discovered by researcher:

- The researcher is recommending the University of Rwanda and other Human Resource Managers who will read thesis to create the Office in charge of Capacity Development. This will help the University to stimulate and coordinate all activities related to the employees training and development.
- Basing on the fact of described many benefits of training and development the researcher is recommending the University of Rwanda to invert a lot of money in training and development of its employees. The University has to establish the fund in charge of providing scholarships for staff especially in domain of rare skills that are needed to be developed in the country. Examples of skills need to be developed in the Rwanda includes creative designed, some specialty in health medicine, information technology, modern agriculture, etc.....
- The University has to always make training and development of its employee in order make them updated on the new technologies, techniques may arise for leaning them and then after improve materials of teaching and the service delivery.

5.4. Further research areas

From this study which focused on describing the impact of training and development especially about employees' performance after attending training, benefit of training and development and describing the challenges associated to the training and development in the University of Rwanda we have also identified further research interests that future research may look in and conduct their research.

- Further research should be conducted in order to assess the relationship between the cost invested in the training and development with the impact of employee's performance to the production of organization. This study will help to motivate managers to invest more funds in training and development because the return on investment will be clarified.
- Future research also may be conducted in order in order verify the understanding of the importance of training and development among employees because some managers and employees take training and development as gift to be given to the trainees rather it is not that case.

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Appendix 1. Questionnaire

INTERVIEW GUIDE

Title: Implication of Staff Training and Developments on Employees' Performance: Case Study of University of Rwanda

Part 1: Researcher's introduction

Dear Respondent,

I'm Mathieu Hakizayezu, Masters Students in Business Administration, in the University of Rwanda, College of Business and Economics (UR-CBE) in the field of Human Resource Management.

In order to make a research thesis at the end of my studies, we are conducting a research aiming to determine the impact of training and development on employee's performance in the University of Rwanda.

Hence, the purpose of this study is to explore the benefits of employee training and development to the University of Rwanda, to determine to challenges related with the training and development in the University of Rwanda, and to examine how training and development contribute to the individual performance.

It also intends to inform policy-makers, the university management, teachers and other staff on recommendation to consider for effective management of training and development at University of Rwanda.

After the interview I will leave my contacts in case you need to know more about this research.

Part 2: General Information

Please put **X** in the box that corresponds with your answer

1) Gender

a) Male b) Female

2) AGE

a) Below 25years b) 26-35years
c) 36-45years d) above 46 year

3) How long have you worked with the University of Rwanda?

a) Less than 5 years
b) 5-10 years
c) 10-15 years
d) More than 15 years

4) Level of education

a) Bachelor Degree b) Bachelor Degree
c) Master's Degree d) PhD

5. Employee category

a. Academic Staff
a. Academic Staff
b. Administrative Staff

d. Supporting Staff

Part 3: question about the research topic

Fill in the table below using a liker scale as provide, SD (strongly disagree), D (Disagree), NS (not sure), SA (strongly agree) and A (Agree)

1. The effect of developing skills and educating employees to their performance

S/N	T&D helps to develop skills and enhance education	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Training and development enhanced your skills for performing well your job?					
2	Trainings and development you received were relevant to your job?					
3	Training and development helped you to improve your job performance?					
4	Employees' long-term training (staff development) contributed efficiently to improve their level of education?					
5	Do on job training contributed effectively to perform well your work?					

2. The training and development for enhancing extraordinary knowledge for improving employee performance

S/N	T&D enhance Knowledge and	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	With training and development your job knowledge increased?					
2	T&D you attended helped you to use new digital transformations and to use the software properly					
3	You have been given a chance to attend training and development aimed to increase knowledge of performing your job?					
4	Training and development influenced your ability of using new technologies to perform your job?					

3. T&D for enhancing ethics and change attitudes in order to promote employee performance

S/N	T&D Enhances ethics and change attitudes	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do T&D encourage employees to engage and participate in university initiatives?					
2	Training and Development brings positive attitude in employees?					
3	T&D helps to reduce the employee turnover in the university					
4	Training and developments you attended helped you to improve the ability of teamwork and collaborations?					
5	T&D helps to change employee attitudes towards					

4. Training and development in Communications skills contribute to the employees' performance?

S/N	T&D in communication skills helps the employee performance.	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do T&D in communication skills influences employee performance?					
2	Do literacy skills help employees to understand the tasks to achieve?					
3	Do literacy skills helped you to respond to customer needs?					
4	Do generally communication skills affect positively my performance?					

5. Training and development help employees to perform job efficiently

S/N	T&D help employees to perform jobs efficiently and effectively	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
1	Do training and development reduces the time of delivering service?					
2	Do T&D enhance the quality of services delivery?					
3	Do T&D of employees improve the organizational productivity?					
4	Do Is the training and development of employees affected positively the doing of job efficiently?					
5	Do Training and development help the organization to reduce the cost of inputs for increasing productivity?					

Thank you for your response

Appendix 2. Originality report

05-05-2022

ORIGINALITY REPORT

18%

SIMILARITY INDEX

12%

INTERNET SOURCES

1%

PUBLICATIONS

13%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Rwanda Student Paper	3%
2	Submitted to Mount Kenya University Student Paper	1%
3	docplayer.net Internet Source	1%
4	research-system.siam.edu Internet Source	1%
5	www.researchgate.net Internet Source	1%
6	www.valamis.com Internet Source	1%
7	Submitted to Lebanese International University Student Paper	<1%
8	su-plus.strathmore.edu Internet Source	<1%
9	Submitted to University of Pretoria Student Paper	<1%