



EMPLOYEE TRAINING AND ORGANIZATIONAL PERFORMANCE IN PUBLIC ENTITIES , A CASE OF RWANDA SOCIAL SECURITY BOARD

Imanaturikumwe Emmanuella , Prof Abdulrazaq Olayinka Oniye

*Author: Imanaturikumwe Emmanuella MBA Human Resources Management
School of Graduate Studies University of Kigali, P.O Box 2611 Kigali, Rwanda *Corresponding author
email: mafiela1@gmail.com +250 783780739
Co-author: Prof Abdulrazaq Olayinka Oniye, School of Graduate Studies University of Kigali, P.O Box
2611 Kigali, Rwanda Email: oabdulrazaq@uok.ac;*

Abstract

The general aim of this study was to find out how employee training influences organizational performance of Rwanda Social Security Board with a time scope of 2017 to 2021. The specific research objectives were to assess the influence of employee training procedures on organizational performance of RSSB; to determine the influence of Employee training environment on organizational performance of RSSB and to examine the influence of employee training risk assessment on organizational performance of RSSB. The study considered 210 RSSB staff who work in Human Resource, Risk Management, Investment, Procurement & IT, Quality Assurance & Audit, Finance & contributions; and Corporate Affairs & Legal departments. Findings revealed that there were effective and efficient employee training and was supported by 92.5% of the respondents who strongly agreed that RSSB trainings are carried out by only eligible instructors. Secondly, findings discovered that 97.6% of the respondents strongly agreed that employee trainings at RSSB allow staff to learn through different methods. Thirdly, research results revealed that 97.6% of the respondents revealed that RSSB keeps the staff safe and appoints a competent staff to uphold safety. Finally, from the spearman correlation analysis, the value of $r_s=0.775$ and $p=0.001$ which explains that there was a strong, positive monotonic correlation employee training and the organizational performance in RSSB. Basing on the study results, as regards to employee training procedures, the procedures aren't incorporated in the new updates and reforms into RSSB training staff needs. Regarding employee training risk assessment, the human resources department at RSSB ought to offer diverse trainings and approaches that encourage and motivate employees.

Key Words: Employee, training; procedures; environment, risk assessment, performance, Rwanda

1. Introduction

The concept of employee training as well as organization development have their beginnings in the early days of education. Looking back at how humans have learned over the course of history reveals a progression from learning for survival to learning based on antiquity, the classics, and religious beliefs; from the influences of war and military strategy on scientific and technical education to the development of job skills training and scientific management during the industrial revolution; from post-World War II era leadership development programs and team training to, finally, the training of individuals to think critically and creatively. In the United States, employee training first began investing heavily in training and development during and after its involvement in World War II (Ghillyer, 2019).

In Europe, the historical events regarding employee training and the game-changing ideas of early thinkers affected the development of and employee training. It is important for the disciplines and those involved to understand this early history. Each discipline may trace its roots back to a unique set of pioneers and pivotal moments in history. As a result, we may anticipate the future study and practice of employee training and employee development to be heavily affected by the heterogeneous makeup of the fields. Each discipline will have to adjust its methods for training new workers to accommodate a world in which fast change, uncertainty, and conflict are the norm. This is unlikely to alter, given the disciplines' longstanding dedication (Egan, 2015).

Ghillyer (2019) cited that knowledge of the history of any subject is necessary to understand where the subject came from, where it is going in most Asian countries. Employee training is exception towards organizational performance and is a relatively modern concept. Leaders have authority/ power, within organizations and use it in many ways. To best use their authority, Employee training takes on different roles in every organization, and these include interpersonal roles, informational decisional roles. Interpersonal roles mean the roles leaders assume to coordinate and interact with employees and provide organization performance. Decisional roles cannot be the methods that leaders use to plan and utilize resources to achieve goals.

In South Africa, as highlighted in different government documents such as the successive National Skills Development Strategies in and the continued existence of a list of the so-called scarce skills which is published by different bodies the shortage of skills amongst employees in both the private and public sectors in South Africa remains a topical issue. This is the case despite the fact that there has been progress made in addressing the problem. On the other hand, the idea that there is a skills gap in the country is starting to be called into question by a number of people. Some academics are of the opinion that the primary issue is a lack of employment opportunities, which is caused by the structural disparities that were a direct result of apartheid as well as the inability of the administration that came into power in 1994 to properly address these inequities (Ngcwangu & Balwanz, 2017).

In Kenya, as a supplement to this argument, we contend that what is lacking from the debates surrounding the skills shortage in Kenya and the larger phenomenon to which these debates belong, that is, employee learning, is a holistic conceptualization of the culture associated with such learning on the part of the government, employers, private employee learning service providers, trade unions, and even academia. This is what we mean when we say that the debates around the skills shortage in Kenya and the wider phenomenon to which these debates belong, that is, employee learning. This culture and how it is conceptualized are both dynamic and complicated phenomena, with which scholars and practitioners of human resource development are wrangling (Ghillyer, 2019).

In Rwanda, several initiatives to provide attachment, internship opportunities and apprenticeship training to youth have been implemented in the past. There are many different employee trainings proposed by various authors that can be exhibited by leaders in business management or other fields. The leader's intellectual capacity helps to conceptualize solutions and acquire knowledge to do the job (PAC, 2021). According to (MIFOTRA, 2016), employee training offers the process that happens inside an organization. In Rwanda, the leaders and managers use employee trainings to accomplish organizational vision, mission, strategies and goals, a specific body of knowledge that examines various methods used by leaders and, the individuals in organizations who guide and direct the actions of others to accomplish organizational goals.

According to the findings of the Armstrong, (2020), a significant factor that contributes to young unemployment is the current skills

mismatch in Rwanda. Employee training provides direction for Rwanda Social Security Board (RSSB), where employees need to know the direction in which they are headed and who reach the destination towards organizational performance. In Rwanda Social Security Board (RSSB), employee training is also about setting a positive example for staff to follow by being excited about the work, being motivated to learn new things and helping out as needed in both individual and team activities (RSSB, 2019).

Statement of the Problem

Organizational performance in the public sector is indeed a necessity and public employees are always urged to receive trainings so as to be equipped with skills, ethical values and principles in public decisions to boost their organizational performance. According to MIFOTRA (2022), public institutions have a policy supporting training on skills and competence enhancement basis; departmental training plans designed to develop and motivate staff for performance improvement. In addition, Kafle (2014) cited that organizational performance in the public sector requires the existence of a relationship between the national vision, mechanisms and results; and the results should be simultaneous exertion of proper budgeting, efficiency, effectiveness and training processes.

According to the Office of Auditor General (2021) report found poor organizational performance in public institutions as a result of government projects that were completed late, abandoned, or postponed. According to the PAC (2021) report cited that there were loopholes in public sector employees such as professionals in project design and study, bidding documents as well as enforcement of contracts, among others

due to unethical behaviors of the staff. In addition, according to PAC (2021) report showed that RSSB poor performance was largely due to investing in loss making investments. For instance, of the 8 companies RSSB invested in, the loss increased from Rwf19bn in 2017 to Rwf28bn in 2018 due to their poor financial performance and 4 of these companies made capital loss for five consecutive years. According to Transparency International (2021), RSSB was faulted for inappropriate accounting and bookkeeping, unreliable financial statements, reckless investments that threaten the sustainability of the pension fund and inadequate monitoring of investments.

This study will therefore assess employee training and the organizational performance in public sector a case of Rwanda Social Security Board.

Specific Objectives

1. To assess the influence of employee training procedures on organizational performance of RSSB;
2. To determine the influence of employee training environment on organizational performance of RSSB;
3. To examine the influence of employee training risk assessment on organizational performance of RSSB.

Research Questions

In order to achieve the intended study objectives, the following research questions guided the study.

1. What is the influence of employee training procedures on organizational performance of RSSB?

2. What is the influence of employee training environment on organizational performance of RSSB?

3. What is the influence of employee training risk assessment on organizational performance of RSSB?

2. Literature Review

Training typically focuses on providing employees with specific skills or helping those correct deficiencies in their performance. It is a short-term learning process that involves acquiring knowledge, sharpening skills, concepts, and rules, or changing attitudes and behaviors to enhance the performance of employees. The key aspect of strategic planning is aligning all members of the management team with the vision and mission of the organization; both in the short and long term. Once an organization is on the same page as far as where they want to go and what they want to achieve, they then need to create the action plans to get there. In contrast, making decisions that are not directly in line with their goals and objectives, an organization risks wasting valuable time and money (Armstrong, 2020).

A training environment is a workplace or educational setting designed to assist individuals in gaining work-related skills or competencies. When an employee is placed in a training environment, they are provided with instruction and guidance toward learning how to perform specific tasks (Armstrong, 2020). A proper training environment will include clearly defined goals, instruction, and appropriate feedback. Unlike learning through general observation, learning in a training environment is guided and intentional. Creating such an environment may include bringing together

several components such as written and oral instruction and hand-on training. Through intentional employee training in a supportive training environment, employers can realize enhanced productivity, lessen the need for direct employee supervision (Beuningen *et al*, 2013).

Training is the heart of the management in the workplace and is embedded in legislation and workplace requires the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of all employees. The Act is not prescriptive about the nature or content of such instruction, training and supervision, and employers must make their own judgments and analysis about what is required. This legal requirement is supported by which requires training to take place both on recruitment and on being exposed to new risks or increased risks. They also require the employee's capabilities to be taken into account. Where the training is provided in-house employers must carry out their own risk assessments (Neil, 2019).

Experiences with development planning were viewed as unsatisfactory prior to 1960s, because national plans tended to lack focus and defined output (they were untargeted), and "participation" in projects by stakeholders was the prerogative of NGOs, and was often neglected. During 1960s-70s period the project became the primary means through which governments of developing countries translated their development plans and policies into programs of action. Projects were (and still are) seen to act as a crucial coordinating mechanism for the implementation of policy and the integration of resources and institutions. The Project Management Institute describes a

project as "a temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite end. Unique means that the product or service is different in some distinguishing way from all similar products or services (Guba, 2012).

In a larger picture, public services are conventionally organized in a manner that puts the citizens in a submissive character, as the beneficiary of a homogeneous service. This creates a dissimilarity with modernizations in other areas of life such as retail, travel and media where people are used to giving feedback on the goods and services they receive, and playing an active role in making choices. Today, the public is strongly connected like not ever previously and the citizens have the dexterity sets and craving to resolve difficulties. Local people regularly know what the elucidations to difficulties in their area, but are infrequently permitted by organizational progressions, in its place facing public services which may be detached, irrelevant, and unproductive. States and governments are investigating with restructuring parts of the coordination so that inhabitants can play a more active character as a user community for community facilities (Foe *et al*, 2017).

The researcher holds that interpreting information into an accomplishment is a problematic encounter in the public sector. The associations between inhabitants, policy-makers, project executives, and service benefactors are byzantine and are not effortlessly transformed within a solitary involvement, such as an information crusade or record workout. In some extent, specific courtesy ought to be offered to human incentive and encouragements to guarantee superiority

and well-timed services. The prescribed data foundations were not seen as predominantly powerful and inhabitants are frequently either too frightened to action, or maybe they never contemplate it their obligation or never do distinguish what course of action (Boelhouwer, 2019).

Inefficient and ineffective project is set for an expensive failure. In such circumstance there is never appropriate resources apportionment policy and there is no administrative viewpoint of their forthcoming. Institutions, businesses and organization have governance matters, high workforce or employee turnover percentage and no unblemished hallucination where the association will be upright in future. Certainly, when the institution or business is capable to manage its possessions meritoriously, hitherto it does not comprehend its long term goalmouths, it will bankrupt slowly. This approach is cost resourceful but it is not groundbreaking and generates no worth. These arrangements head to low determination of the business, high turnover rate of the workforces and low purchaser gratification (Egbide, 2015).

Commonest measure of the public institution performance is effectiveness. For managers, suppliers and investors this term might look synonymous with efficiency each of these terms have their own distinct meaning; utmost number of organizations assess their performance in terms of usefulness. Their foremost concentration is to achieve their mission, goalmouths and hallucination. The question is, if there is a difference if the association is operative yet unproductive and visas versa. Administrative, efficiency-oriented establishments are concerned with output, sales, quality, creation of value added, invention, cost

lessening. It procedures the degree to which a business accomplishes its goals or the way outputs interrelate with the financial and social atmosphere (Joseph et al, 2017).

Another indicator of accountability is timely reporting. According to Wolfgang (2018) to maximize the output of suggests the elimination of six losses, which are: reduced yield from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. There is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and timing. Excellent organizational efficiency could improve entities performance in terms of management, productivity, quality and profitability.

Typically, effectiveness regulates the policy purposes of the organization or the point to which a business or an institution comprehends its own goals. Obligation in the workstation could take numerous forms, such as connection between frontrunner and workforce, employee's documentation with the association, involvement in the decision-making process, psychological attachment felt by an individual. Notably, higher performance is conceivable by transmuting workforce attitudes in the direction of organization from subordinate to a higher level of maturity, consequently human capital administration should be meticulously guaranteed with the impressions of the usefulness (Egbide, 2015).

To the researcher of this study, lack of accountability in the public sector creates opportunities for ineffectiveness and corruption with its attendant negative consequences. For instance, through corruption the wealth of most African countries is being diverted by a few, leaving the nation at a loss. Due to ineffectiveness, corruption has become a way of life among African leaders; to the extent that it is trite to say that officials are not only corrupt, but corruption is official. The scandalous revelations of large-scale corruption and mismanagement of public funds by government officials contained in the audit reports. Hence, effectiveness is a paramount indicator of performance in the public institutions (Barahona & Elizondo, 2020).

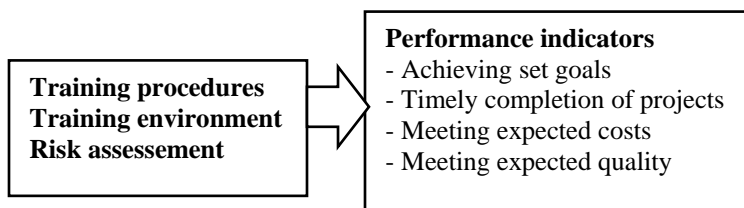
Conceptual Framework

The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. According to Howard et al, (2015), a conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas.

Independent Variable Dependent Variable

Employee training

Performance



3. Methodology

In order to have a successful study in as far as achieving the set objectives is concerned, two research designs were embraced. The study

applied both descriptive and correlational research designs. By gathering and analyzing the descriptive statistics, the researcher ably assessed the significance of the employee training practices undertaken by Rwanda Social Security Board evaluated the institution's performance levels; and established whether there has been a positive impact on performance levels in the institution. On the other hand, correlational design was used to find out the relationship between the employee training practices and the performance levels in RSSB with the help both correlation analysis and regression analysis.

This study was conducted at Rwanda Social Security Board. These are targeted population because they are believed to have much information as regards to the topic that is under the study. Therefore, the population of this study included two-hundred ten (210) RSSB employees in the departments of Human Resource, Pension and Pre-Retirement, Risk Management, Investment, Procurement & IT, Quality Assurance & Audit, Finance & Contributions; and Corporate Affairs & Legal. These respondents provided the information data related to the objectives of the research study as stipulated in chapter one of this study.

A sample, according to Graham & Marshal (2015) is a set of entities drawn from a population with the aim of estimating characteristics of the population. Mugenda & Mugenda (2013) further define a sample size as the number of cases or entities in the sample studied. They suggested that the question of an appropriate sample size is a complex issue which depends on many factors. One significant factor is the researchers' expectations of the trend of responses.

According to Groves et al (2017), universal sampling is a technique used in studies for selecting potentially useful data. It is a development of fitness proportionate selection (FPS) which exhibits no bias and minimal spread amongst the target population. Thus, due to the fact that the number of the targeted population (210) is enough, they were contacted.

In order to ensure that the end results of this study were successful and more especially effective, the researcher applied reliability and validity. In addition to a pilot study, the instrument was as well tested using Cronbach's Alpha coefficient. Cronbach's alpha results had to range from 0 to 1 and in case of negative number, the instrument was retested. This is because a negative number indicates that something is wrong with the data. In other words, the researcher went by a general rule of thumb that a Cronbach's alpha of 0.7 and above is good, 0.8 and above is better, and 0.9 and above is best. After data collection, the researcher used the Statistical Package for Social Sciences (SPSS) version 22.0 in coming up with the statistical analysis for the study.

4. Results and Findings

Findings were presented in form of correlation analysis and regression analysis. In particular, Spearman test was considered for correlation analysis whereas regression analysis considered model summary, ANOVA and correlation analyses.

Correlation Analysis Table 1: Spearman test

| Model | Variables | ETR | OPE |
|----------------|-------------------------|-------|--------|
| Spearman's rho | Correlation Coefficient | 1.000 | .775** |

| | | | |
|-----|-------------------------|--------|-------|
| | Sig. (2-tailed) | . | .001 |
| | N | 210 | 210 |
| OPE | Correlation Coefficient | .775** | 1.000 |
| | Sig. (2-tailed) | .001 | . |
| | N | 210 | 210 |

Table 1 presents results of the Spearman test results. Spearman Correlation Coefficient is also referred to as Spearman Rank Correlation or Spearman's rho. All correlation analyses express the strength of linkage or co-occurrence between two variables in a single value between -1 and +1. A positive correlation coefficient indicates a positive relationship between the two variables while negative correlation coefficients express a negative relationship.

As per the results discovered by the help of the SPSS spearman correlation analysis as indicated in the table above, the value of $r_s=0.775$ and $p=0.001$ which explains that there was a strong, positive monotonic correlation between employee training and the performance of the RSSB ($= .775, n = 210, p < .001$). Based on the spearman analysis, therefore, the researcher learnt that employee training in terms of employee training procedures, employee training environment and employee training risk assessment has strong relationship on the organizational performance of public institutions in Rwanda. In addition, a small p-value (typically ≤ 0.05) indicates strong evidence of significant relationship between employee training in terms of employee training procedures, employee training environment and employee training risk assessment has strong relationship on the organizational performance

has strong relationship on the organizational performance of RSSB.

Regression Analysis

The regression analysis presented results that were all about model summary, ANOVA and correlation findings.

Model Summary

Table 2: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|----------|-------------------|----------------------------|
| 1 | .816 ^a | .666 | .6809 | .13154 |
| a. Predictor: (Constant), Employee training procedures, Employee training environment and Employee training risk assessment | | | | |

The model summary findings presented in table 2 revealed the value of adjusted R squared was 0.436. The adjusted R squared is coefficient of determination, which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table, the value of adjusted R squared was 0.6809, an indication that there was variation of 68.1% on organizational performance of RSSB due to changes in terms of employee training procedures, employee training environment and employee training risk assessment.

The study findings presented in table 2 show that 68.1% of changes in organizational performance could be accounted on by employee training due to changes in employee training procedures, employee training environment and employee training risk assessment. Hence, a significant and positive effect of the study variables marked the model summary table while 32.9% changes in

performance come from other dependent variables.

Analysis of Variance (ANOVA)

Table 3: Analysis of Variance (ANOVA)

| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
|--|----------------|--------|-------------|------|-------|-------------------|
| 1 | Regression | 3.991 | 4 | .998 | 18.15 | .000 ^a |
| | Residual | 11.369 | 205 | .055 | | |
| | Total | 15.360 | 209 | | | |
| a. Dependent Variable: Performance | | | | | | |
| b. Predictors: (Constant), Employee training procedures, Employee training environment and Employee training risk assessment | | | | | | |

As presented in table 3, the ANOVA findings revealed that independent variables are statistically significant to the dependent variable. In order to assess the study hypotheses, ANOVA test was considered. Following the test, the results showed a p-value of 0.000 less than alpha (5%), the significance level. This means the given data fit well with the multiple regression models which is an indication that employee training due to changes in employee training procedures, employee training environment and employee training risk assessment have a contribution to the organizational performance of public institutions. Hence, the significance value which was also less than 0.05 is an indication that the model was statistically significant.

Coefficients

Table 4: Coefficients

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|-------|-----------------------------|---------------------------|---|------|

| | B | Std. Error | Beta | | |
|------------------------------------|-------|------------|------|-------|------|
| 1 (Constant) | 1.347 | .827 | | 1.629 | 1.00 |
| ETP | .679 | .322 | .510 | 2.108 | .013 |
| ETE | .757 | .439 | .558 | 1.724 | .027 |
| ETR | .843 | .694 | .425 | 1.214 | .020 |
| a. Dependent Variable: Performance | | | | | |

From the study presented in table 4, the established regression equation was: Organizational performance (OPE) = $\alpha + \beta_1$ ETP (Employee training procedures) + β_2 ETE (Employee training environment) + β_3 ETR (Employee training risk assessment) + ϵ (Error)

Thus: $OPE = 1.702 + 0.510 (ETP) + 0.558 (ETE) + 0.428 (ETR) + 0.827$

Based on the regression equation and findings presented in table 4, Based on the regression equation and findings presented in table 4.16, it was revealed that holding employee training procedures, employee training environment and employee training risk assessment training risk assessment to a constant zero, organizational performance would be 1.347. Indeed, this constant called y-intercept is not realistic but it is a needed parameter in the model. As per the findings, there is positive and significant effect of employee training procedures on organizational performance of RSSB ($\beta = 0.510$; t-test = 2.108; p-value < 5%). This implies that a unit increase in employee training procedures would lead to an increase in organizational performance of RSSB by a factor of 0.510. Likewise, there is positive and significant effect of employee training environment on organizational performance of RSSB ($\beta = 0.558$; t-test = 1.724; p-value < 5%). This implies that a

unit increase in employee training environment would lead to an increase in organizational performance of RSSB by a factor of 0.558.

Furthermore, there is positive and significant effect of employee training risk assessment on organizational performance of RSSB ($\beta = 0.206$; t-test = 1.779; p-value < 5%). This implies that a unit increase in employee training risk assessment would lead to an increase in organizational performance of RSSB by a factor of 0.425. From these presented regressions analysis results in which each component of employee training would contribute significantly to organizational performance of RSSB by a big range, this evidences that all study's null hypotheses were rejected.

5. Discussion of Findings

The general objective of this study was to analyze employee training and organizational performance of public institutions in RSSB. Based on the findings reached after the primary and secondary data, the study objective was achieved as indicated in previous section.

This study's findings are in line with findings of a study carried out in Europe and North Asia by World Bank (2019). The study findings revealed that organizations have to undergo a training process, whether in a single loop or double loop model. He notices that training in either case does not only involve the generation of new competencies in the worker, but also in all the hierarchical components of the enterprise. The appropriate use of information for timely decision making and the efficient use of resources, as such skills can be improved through training, are vital elements of competitiveness and the generation of quality

products. With quality products, high prices are attracted, thus increased labor turn-over.

More so, the study's results supported findings of a research conducted by Lee (2017) in Japan and China regarding the employee training. The study revealed that additional benefits of work based training to individual firms' productivity and profitability gains. For instance, in a Country Study for Skills and Training Survey in New Zealand observed an improvement in the quality of output, productivity, staff motivation, business growth, health and safety, staff retention, innovation, profitability and reduced production and operational costs as outcomes of enhanced on-job employee training. The Scottish Executive Survey of Employers in 2017 found out that employee training improved the quality of service/product, increased competitiveness, improved competence and adoption to the use of new technology, increased flexibility, increased productivity and staff retention.

Furthermore, the study results are in line with the study results by a Russian researcher named Wolfgang (2019) in his study; the impact of employee training on the performance of NGOs in East Russia. The study results stated that observed that profitability is directly related to the quality and quantity of training. It was concluded from their observation that the survival of firms is directly linked to employee training, which was linked to the belief that the benefits brought by training are translated into further profits for the enterprise, due to the real improvement in productivity; profits for workers who take part in the process since it is an instrument to achieve employability, high-quality jobs and better paid jobs, improvement for the whole society and its standards. The

philosophy behind this conception was that staff training reduces costs, which in turn increases on the organizational gains.

The findings of this study about employee training are as well in line what was discovered by Muhumuza (2018). From his research findings, the counter argument is that the 'lack of something' implies that the solution is the provision of 'something', and that in many cases there can be several different ways of finding a solution to a particular problem, which means that focusing on problems encourage creativity. The focus of the objective analysis is to transform the problem tree into a tree of objectives that suggests future solutions to the problem. This means that the trees cause-effect relationship is changed into a means-end relationship. Now the roots on the tree are means that the group can achieve its objective through and hereby have positive changes on the branches.

6. Conclusion and Recommendation

This research's interest was to assess the influence of employee training on organizational in public institutions in Rwanda particularly Rwanda Social Security Board. Basing on a sample of 210 staff of the RSSB employee training and review of reports, all specific objectives were achieved as indicated. Therefore, the study concluded that employee training in terms of employee training procedures, employee training environment and employee training risk assessment; strongly affects the organizational performance of public institutions in Rwanda which according to the study respondents, it was mainly due to the weaknesses in the employee training processes that caused the performance of RSSB as highlighted by OAG report.

As witnessed, employees' behavior may arise due to failure of having effective employee training. In addition, the performance cannot be achieved if the employment training is depressed since this would lead to employee incompetence, poor service delivery, lack of integrity that could cause embezzlement and corruption. Thus, RSSB would be characterized by unprofessional staff, unethical behaviors of the staff and poor service delivery such as poor fundamental accounting, poor corporate governance, poor contract management and delayed services.

Basing on the study results, the following are the recommendation which if implemented will raise the organizational performance level of RSSB as regards to the employee training such that it reaches the level of the other institutions and agencies in Rwanda:

As regards to employee training procedures, the procedures aren't incorporated in the new updates and reforms into RSSB training staff needs.

Regarding employee training risk assessment, the human resources department at RSSB ought to offer diverse trainings and approaches that encourage and motivate employees. This would arouse employees' attention to take trainings and deliver better services.

Regarding training functionality analysis, the top management should be looked into and be made a culture by the responsible personnel at the organization.

Officials who delay RSSB training activities and processes should also be handled individually so as other staff could avoid doing similar mistakes in future.

Regarding the other future researchers on similar topic are suggested to involve the public in evaluating the same impact to obtain a more representative of the population. Besides, the researchers are also recommended to carry out studies on:

Effect of employee procedures on the performance of public institutions in Rwanda

Effect of online-training on the performance in public institutions in Rwanda

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