

Effect of employee training on the performance of Rwanda Air

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Abstract

Employee empowerment is the basic source of income and sector development. To evaluate the effect of relevant empowerment training on organization performance at RwandAir. The research was conducted in RwandAir Limited. The research used the descriptive research survey design. The target population was 2000 employees working at RwandAir. A sample of 96 respondents from the target population were selected from different departments using purposive and stratified random sampling. The study used questionnaires for data collection as the key instrument for primary data. Statistical Package of Social Science (SPSS) version 20 was used during analysis. Results were presented using frequencies and tables for data interpretation. On the effect of relevant training, 83.4% of respondents agreed that they were doing well due to the training. According to the results, the researcher recommends to other organizations to focus on the factors which support employee empowerment in order to strengthen and develop their performance and enable them to achieve sustainable organizational strength. And the researcher also recommended that RwandAir management should strengthen their system and strategies of relevant empowerment training, self-determination and access to information

1. Introduction

The strongest assets of any company are its human resources and various competencies derived from employee training and empowerment. According to Mouallem and Analoui, (2014), employee empowerment provides required inputs and promotes the organization's performance. To improve the organization performance, employee empowerment becomes a tool that facilitate the

employees to get more awareness on tasks and organization's objectives. Training, self-determination and access to information are the key factors that may affect the employee's performance. The main purpose of employee's empowerment is to assist the institution to fulfil the assignment and business objectives (Indranil, 2018).

If employees are allowed by management to appropriately access information, this can inspire workers and motivate them during their tenure in the organization. Workers who operate with confidence contribute in making decision and they are able to remove the boundary lines which impede efficiency and professional fulfilment (Jaya & Ananda, 2017). Klagge (2018) found that empowerment increases the employment power in activities and appropriate authorities along with relevant duties and expertise of workers. The empowerment is considered to influence management performance through employees to achieve company objectives.

Burke (2015) noted that the truth is that enablement should be operated as an appearance to elucidate assorted strategies as long as practical debating and enablement is supposedly an adequate entity that manufactures a "win-win" compliment for employees together with commissioners.

Muhammad, (2018), explained the employee empowerment in general context through the provisional workers description over certain activities; the approach allowed operative involvements moods of self-discipline over the occupation, recognizing of the exertion to be achieved, interpretation for individual effort output, common accountability for the legislative presentation, and allowance reimbursement based on singular and communal presentation. They distinguished a permission as a qualifying method or roughly supervene amongst an entity occurs from a

collective handover positive tasks through decision making to simplify variation (Burke, 2015).

According to Preethi and Mraleedharan (2014) empowerment of workers is the act of passing on responsibilities and authorities from higher management levels to low level workers to make decision. Employee empowerment has been acknowledged as a critical factor to organizational performance as different researchers have observed a direct relationship between employee empowerment and organizational performance (Spreitzer, 1995; Kirkman & Rosen, 1999).

Empowering employees helps organizations to be more flexible and quick to respond to environmental challenges. It can also be central to organizational innovativeness (Gomez, (2010) and effectiveness (Morrell and Wilkinson, 2002) Employee empowerment shortens the duration of takes accomplishment by bridging the gap between decision-makers and employees. It is recognized that empowered employees work better and play more active roles in their organizations. Empowered employees take more and faster initiatives with more enhanced active involvement in the accomplishments of their organizations. Employee empowerment Improved Productivity, Efficiency and Effectiveness are the products of employee empowerment since their supervisors are released to be trainers, guides and mentors. Employee empowerment stimulates new thoughts and principles in their organizations, brings new ways to enable cost savings, cut cost, and eliminate waste and increase output and efficiency (Bednarz, 2012; Ndegwa, 2015).

When employees are empowered, they are capable of improving service delivery within their scope of operations resulting in better retention and a higher quality of customer service. Empowered employees are more inspired, leading to higher productivity and better organizational performance. In every organization, employees often have brilliant thoughts about how performance can be improved and costs reduced within their organizations. However, they hardly do not share these ideas with their managers, when they are not sure that their contributions will be valued, respected and appreciated (Walker, 2013).

The ability of employees to easily accept change is crucial for the performance of organizations. Empowered employees always feel free to challenge the status-quo, which is crucial for organizations in the present chaotic, fast-changing, technology-driven environment (Ndegwa 2015). Employees and their organizations can become highly self-satisfied, doing things the way they have always done them. Unless employees feel comfortable questioning the status quo, those companies are likely to be applying

stable equilibrium paradigm as competitors move swiftly past them (Pophal, 2010).

RwandAir Limited is the flag carrier airline of Rwanda. It operates domestic and international services to East Africa, Central Africa, West Africa, Southern Africa and the Middle East from its main base at Kigali International Airport. The mission is to provide unsurpassed, safe and reliable services in air transportation, including strategically linking Rwanda with the outside world, while ensuring a fair return on investment.

Employee empowerment dictates employee performance, hence organizational performance. Many companies in Rwanda do not empower their employees hence lack of experience, motivation and informed workforce in those companies, (Perez & James, 2016). Furthermore, research on the outcome of worker productivity in Rwanda public sector remains missing. Therefore, this present study sought to establish the effects of employee empowerment on organizational performance with specific attention on RwandAir Limited.

2. Review of Literature

2.1 Employee Empowerment

Offering workers some certain degree of independence and responsibilities for decision-making choice for their particular activities in the organization is referred to as employee empowerment (Dobre, 2013). Empowerment in organization occurs when employees at different level contribute in decision making where employees with different visions corporate together in order to enhance organizational performance.

According to Zimmerman, (2014), empowerment refers to itself differ widely scholars across and others have explained that perceptions commitment based designs and in its place of duties the move of power or institutions while empowerments through recent events has industrialized a vital subject with administration

An empowered and enthusiastic employee is habitually claimed to necessary for the current working of up-to-date administrations (Muhammad et al, 2018). Operative supporting is vital move in enabling obligation towards the industries. Empowerment is restrained and concluded two paradigms; one is psychoanalytical enablement construct that has established copious helpfulness from students in numerous studies business fields as it is discussed by Amir Masoud et al, (2013).

2.2 Employee Training

Employee training is well thought-out as an operational of keeping fit and improvement system

for enhancing the operatives' concert. Training states to reach over the opening among up-to-date routine and the typical preferred performance. Training might be given through different approaches like on the teaching and coaching, peer collaboration together with involvement by the assistants. This collaboration empowers employees actively contribute on the work with goods better concert, from this time civilizing legislative production.

Training initially improves employees on one side, and on the other side, they assist an institution to create better usage of their human assets through the support of achieving reasonable organizational performance. Subsequently, it looks obligatory by the firm to design for that crucial organizing program concerns its staffs to improve their capacities together with proficiencies that required at the work environment as it was discussed, (Noof, 2019). Training grows not only the abilities of the worker, it sharpens their analytical rational and creativeness to income recovering resolution in time and in a more fruitful technique, on the other hand as insisted on.

Additionally, as it was discussed, (Zahid, 2013), training may also permit employees to transaction with the clients in an operative approach and answer to their criticisms on period.

The working out progresses self-efficiency with findings through higher presentation on the occupation by substituting the outmoded work performs by effectual and operative effort connected performs, (Zahid, 2013).

Training was vital unconvincing tools for the industry to redecoration the presentation of all the operate for managerial increasing and successes. It is obliging to all businesses and efforts of a civilization. A worker will developed both well-organized and creative if skilled well. Companies could be mature and improve the excellence of the existing workers by as long as inclusive preparation and expansion (Joel, 2017).

Preparation is indispensable, on one side to improve efficiency, and on the other side to encourage and inspired employees by accepting them recognize how imperative their professions are and open handed them both the evidence they requirement to do those employments. The thorough benefits traditional from underling preparation are: improved job happiness and optimism, enlarged enthusiasm, increased productivities in developments, ensuing in monetary gain, bigger ability to adopt new machineries and technique improve creativity in tactics and yield and summary effective proceeds (Joel, 2017).

Aidah (2013) revealed that preparation and increase plans, as one of the vigorous human store administration rehearsal, definitely disturbs the

eminence of the employees' awareness, skills and ability and hence outcomes in advanced employee performance on the job. This relative finally counter signs to excellent executive repetitive. He celebrated operational ability stages exceptional extraordinarily if employed out begun achieves the intentional studying and the recital improvement all on individual and industries degree. The same findings notorious by Kim&Hyangsoo, (2006), analysis work.

In spite of well-known approval on the supports of training as represented by frequent poesy overhead still frequently company feel watchful while offering in its hominid hoard due to numerous elucidations, (Cherami *et al.* 2007). Precise of the objects savantgrade by managing not principally that submission the operative grows applicably and strong, the staffs should be examined to consent elsewhere the lesser preparation, then only for the sake of their values in the market place and job occasion or classy incomes away and consequently, the company escalates systematic in body construction as a cost and not proceeds.

It is also well-known that unwilling of industries to contribute in exercise persons promote individually for their vocation advance in completing superior presentation (Aidah, 2013).

3. Materials and Methods

Descriptive research design was used, defined as the structural procedure of data collection and analysis that was aimed at achieving the research objectives through empirical evidence (Cooper & Schindler, 2006) the study applied quantitative design. The target population consisted of all 2000 employees of RWANDAIR from different departments.

In order to determine the sample size of this study, the study applied Slovene's formula which is commonly used for calculating a sample size out of the entire study population.

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

n=sample size

N=Target Population

N - The population size (2000) e - The acceptable sampling error (0.1)

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{2000}{1+2000(0.1)^2} = \frac{2000}{1+20} = \frac{2000}{21} = 96 \text{ Employees}$$

The formula yielded 96 respondents which has been calculated out of the target population of 2000 employees of RwandAir. The table 3.1. Shows the details of target population and sample size.

Table 3 1: Sample size Determination

Employees	Target Population	Sample Size
Managers	102	10
Supervisors	254	30
Juniors	1644	56
Total	2000	96

Source: Primary Data (2020)

A structured questionnaire was referred to as a set of cautiously structured questions which are prepared by the study and administered to the research respondents in order to obtain same factual data in writing.

4. Results and Discussion

4.0 Introduction

This chapter presented and interpreted the findings of the study focused on the following themes; Employee access to information, Self-determination and control, and training. These themes when are done well the organization performance becomes successfully in their activities. In this study, the researcher distributed 96 questionnaires to the targeted employees sampled, all employees sampled filled the questionnaires and returned them back to researcher.

Table 4. 1. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	43	44.8	44.8
	Woman	53	55.2	100.0
	Total	96	100.0	100.0

Source: Primary Data, 2021

According to above table 4.1, the majority of the respondents were women presenting 55.2% of the total respondents and the men were 44.8%, all responded to the questionnaire. This indicated that in Rwanda the women were more than men because

Table 4. 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	24	25.0	25.0
	31-35	18	18.8	43.8
	36-40	28	29.2	72.9
	41-Above	26	27.1	100.0
	Total	96	100.0	100.0

Source: Primary data, 2021

Out of the 96 respondents who were sampled to participate in this study, 25% of them were in the age-range of 25-30 years, 18.8% in the range of 31-35 years, 29.2% in the range of 36-40 years and 27.1% in the range of 41-above. This showed that the more respondents 29.2% were founded in the age-range of 36-40 years because they are mature with

4.1 Demographic Characteristics of Respondents

The research project, the first session of analysis was concentrated with the demographic characteristics of respondents. These concerned the gender, age group, marital status, experience, education background and job position of the respondents. And the second session included the questions related to the research objectives.

4.1.1 Gender

The gender distribution of the respondents was on the concern in the study to explain the how figure of respondents about the gender composition. The researcher wanted to show the influences of the independent variables on the dependent variables according to gender status of respondents.

the more are women participated than men in an organization.

4.1.2 Age

The age group also was one of the demographic background information of respondents, the results were presented in the table 4.2.

experience while the less respondents 18.8% were in the age-range of 31-35 years because they are junior with no much experience.

4.1.3 Marital Status

The marital status findings of respondents involved in research and researcher provided the statistics of

marital status of sampled population. The results

were presented in Table 4.3

Table 4. 3Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	35	36.5	36.5	36.5
	Married	58	60.4	60.4	96.9
	Divorced	3	3.1	3.1	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

The total of sampled respondents were 96, in them 36.5% were single, 60.4% were married and 3.1% were divorced. The results showed that the more respondents 60.4% were married because the big number are mature while less number of them were divorced.

4.1.4 Experience

In this research, the working experience of respondents also were considered as a good background information. The results were presented in the Table 4.1.4.

Table 4. 4 Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A below 5 years	25	26.0	26.0	26.0
	5-10	42	43.8	43.8	69.8
	10-A bove	29	30.2	30.2	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

According to the results in Table 4.4, the 26% respondents had a below 5 years of working experience, the 43.8% of respondents were in the range of 5-10 years, and 30.2% of respondents were in the range of 10-above years. These showed that the more respondents were in therange of 5-10 years of working experience and it shows that more respondents are continuing to stay for working together with organization and employees gain more

experience which give the empowerment of employee and organization performance.

4.1.5 Education

The research wanted to know the influence of education level of respondents. The respondents were requested to indicate their level of education. The results were shown in the Table 4.5.

Table 4. 5 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma A1	32	33.3	33.3	33.3
	Degree A0	59	61.5	61.5	94.8
	Master	5	5.2	5.2	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

The total sampled respondents were 96. The 33,3% of respondents had the diploma A1, 61,5% of respondents had the Degree A0 and only 5.2% of respondents had a Master level. This showed that the more respondents had a Degree level of education, explicitly it indicates that RwandAir has the more employees who are enough educated which give an employee empowerment and organization

performance whereas organization serve the best services to the customers.

4.1.6 Position

For this the researcher wanted to establish the positions of respondents to get the awareness of the influence of job positions on the factors of employee empowerment on organization performance at RwandAir. The results were presented in the table 4.6.

Table 4. 6 Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	10	10.4	10.4	10.4
	Supervisor	30	31.3	31.3	41.7
	Junior	56	58.3	58.3	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

As presented in table, 10.4% of respondents were the managers, 31.3% of respondents were the supervisors, while 58.3% of respondents were the juniors. The researcher in her sample size focused on all categories as shown for getting the information from the different positions of respondents. In targeted sample the juniors were many because in organization take a high number of employees.

4.2 Findings of the effect of empowerment training on organizational performance at RwandAir

The first organization factor analyzed in this study was the effect of relevant strong training on

organizational performance. The researcher wanted to know the effects of strong training of employees on organizational performance at RwandAir and how organization can improve their training in order to get their performance. Those were further explained in the following subthemes.

4.2.1 Employees were constantly trained to develop and enhance their knowledge and skill.

The researcher wanted to found out the effects occurred at workplace activities when the employees were constantly trained to develop and enhance their knowledge and skill. The findings of this study were presented in the table 4.2.1.

Table 4. 7 Employees were constantly trained to develop and enhance their knowledge and skill.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	2	2.1	2.1	2.1
	Disagree	3	3.1	3.1	5.2
	Uncertain	11	11.5	11.5	16.7
	Agree	47	49.0	49.0	65.6
	Strong agree	33	34.4	34.4	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

Out of the 96 respondents, the 2.1 % of respondents strongly disagreed that were not doing well the job because of enough training, the 3.1% disagreed, the 11.5% were uncertain, the 49.0% agreed, and the 34.4% of respondents strong agreed. This results presented that the more employees 49.0% agreed that they were doing well their job because they were constantly trained, this shows that enough training is need and is better to become in academic schedule of organization. The results showed that the employees

are interested to be constantly trained to develop and enhance their knowledge and skill for getting an organization performance.

4.2.2 I am a performer because I am trained

The researcher wanted to know that the employees were performer because they were trained. The results were presented in the table 4.8.

Table 4. 8. I am a performer because I am trained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	4	4.2	4.2	4.2
	Disagree	4	4.2	4.2	8.3
	Uncertain	13	13.5	13.5	21.9
	Agree	40	41.7	41.7	63.5
	Strong agree	35	36.5	36.5	100.0
	Total	96	100.0	100.0	

Source: Primary data, 2021

On that out of 96 respondents, the 4.2% of respondents strong disagreed that they were not performer because they were not trained, the 4.2% disagreed, the 13.5% were uncertain, the 41.7% agreed that were performer because they were trained and the 36.5% of respondents strong agreed. A briefly analysis of this statement, the big number of employees agreed that employees are performers because are well trained, this implicate that organization is very important to focus on training

program in order to strengthen their quality of training and it bring the employee empowerment at RwandAir.

4.2.3 If the employees are trained well, it will bring an organization performance.

The researcher wanted to analyze in order to know that “if the employees are trained well, it will bring an organization performance”. The results were presented in the Table 4.9.

Table 4. 9 Do you agree that if the employees are trained well, it will bring an organizational performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strong disagree	1	1.0	1.0	1.0
Disagree	4	4.2	4.2	5.2
Uncertain	21	21.9	21.9	27.1
Agree	47	49.0	49.0	76.0
Strong agree	23	24.0	24.0	100.0
Total	96	100.0	100.0	

Source: Primary Data, 2021

In the total of sampled respondents, 1% of respondents strong disagreed that if they were not trained well, it will not bring an organization performance, the 4.2% disagreed, the 21.9% respondents were uncertain, the 49% agreed that if they were trained well, it will bring an organization performance, and the 24% strong agreed. Briefly, the results presented that the bring number of employees had the agreement and strong agreement on this statement, means that as analyzed when the employees are trained well, bring an organization performance. Completely The RwandAir has to train well their employees where they will fit well with organization functions and goals and intervene in direction of organization performance.

where personally they know what completely can do with good services and performance.

The Rwandair management focus on the access to information, on every employee with his/her access to information in organization for improving their performance. The big number of respondents agreed that they were accessing well to information which bring them to perform very well in their duties. They agreed that company does all possible to make sure that all employees are well informed about how the work done. And enables them to get access to information on the organization objectives which give them empowerment on organization performance.

According to these results, the employees were empowered because of training and organization get the performance. Training is obliging to all businesses and efforts of a civilization. A worker will developed both well-organized and creative if skilled well through training. Organization could be mature and improve the excellence of the existing workers by as long as inclusive preparation and development.

It is recommended to other organizations to focus on the factors which bring the empowerment in employees (relevant strong training, self-determination and monitoring, and access to information on organization) in order to strength and develop their performance that enable them to achieve sustainable on the good outputs through their empowerment.

5. Conclusions

According to the results, the study concludes that RwandAir management gives freedom required to empower their employees with self-determination in daily activities’ services to success very well in their working. The almost of them they agreed that the self-determination given enough to them which enables them effectively to perform well. They have the power of taking a decision making on their duties

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