



Systematic Training Needs Assessment and Employee Performance: Evidence from Thisplay Limited, Rwanda

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Systematic Training Needs Assessment and Employee Performance: Evidence from Thisplay Limited, Rwanda

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Abstract

Structured training needs assessment is important for matching human resource interventions with the competencies required for high employee performance. At Thisplay Limited, performance appraisal records indicated recurring service-quality shortfalls and unaddressed skill gaps, suggesting that training decisions required clearer evidence from organisational, task and individual analysis. This study examined the effect of training needs assessment on employee performance at Thisplay Limited, Rwanda. The study was anchored on Human Capital Theory and adopted a descriptive survey design with a mixed-methods approach. The target population comprised 197 directors, managerial staff, technicians and field officers, from which 132 respondents were selected using Slovin's formula. Stratified random sampling and simple random sampling techniques were applied within employee categories. Data were collected through structured questionnaires and analysed using SPSS version 25 through descriptive statistics and simple linear regression, while open-ended responses were analysed thematically. Findings showed that training needs assessment was perceived positively ($M = 4.24$, $SD = .871$), while employee performance was also high ($M = 4.34$, $SD = .875$). Regression results indicated that training needs assessment had a positive and statistically significant effect on employee performance ($B = .597$, $t = 10.119$, $p = .000$), and the model explained 46.4% of the variation in performance ($R^2 = .464$). The study concludes that systematic diagnosis of training gaps improves employee performance at Thisplay Limited. It recommends that the company institutionalise a formal training needs assessment policy supported by periodic skills audits, supervisor feedback and employee participation.

Keywords: *Systematic training needs assessment, employee performance, Human Capital Theory, Thisplay Limited, Rwanda*

1. Introduction

1.1 Background of the Study

Employee performance remains a central concern for organisations because it determines productivity, service quality, customer satisfaction and the achievement of institutional objectives. Contemporary performance management literature shows that employees perform better when their roles are clear, their competencies match job demands and management provides support that responds to observable performance gaps (Aguinis, 2023; Cascio & Aguinis, 2022). For private service-oriented organisations, such as Thisplay Limited, performance depends not only on employee effort but also on the organisation's capacity to identify the skills, knowledge and behaviours that employees require to deliver expected results.

Employee training is therefore a strategic human resource practice, but its contribution to performance depends on the extent to which training is preceded by a systematic training needs assessment. Training needs assessment helps management diagnose gaps at three levels: organisational priorities, task requirements and individual employee competencies. This process reduces the risk of delivering general training that does not solve workplace problems and instead guides the design of targeted interventions that respond to real performance deficiencies (Goldstein et al., 2022; Noe, 2023).

Across different contexts, empirical studies have linked training needs assessment to improved employee performance. Kura and Kaur (2021) found that needs assessment clarifies competency gaps and supports the design of relevant training programmes. Similar conclusions were reached by Alzahmi and Alshamsi (2024), who reported that private-sector performance improves when training content is aligned with employees' actual work needs. In Rwanda, Dengeri and Singh (2024) also found a positive relationship between employee training and performance in a manufacturing company, although private service-sector evidence remains limited.

Thisplay Limited provides an appropriate organisational setting for examining this relationship because its workforce includes directors, managerial staff, technicians and field officers whose performance depends on diverse technical and service-related competencies. The original research project from which this paper was extracted focused on employee training and job performance in Thisplay Limited. This paper narrows the analysis to one core dimension, training needs assessment, in order to establish whether systematic identification of training gaps predicts employee performance in the company.

1.2 Problem Statement

Employee performance directly affects service quality, productivity and organisational resilience. When employees do not consistently meet expected standards, the problem is often connected to unmeasured competency gaps, unclear task requirements and human resource interventions that are not based on actual training needs (Aguinis, 2023; Mone & London, 2023). In Rwanda, this concern is reflected in public-sector performance evidence, where the Ministry of Public Service and Labour reported cases of underperformance, service-quality gaps and weaknesses in timely and accurate reporting (MIFOTRA, 2021). Such evidence demonstrates the need for organisations to diagnose employee capability gaps before training programmes are designed.

At Thisplay Limited, internal performance appraisal records also pointed to service quality and output gaps that required targeted human resource responses (Thisplay Limited, 2025). Although previous studies established that training needs assessment improves performance in India, Tanzania, the United Arab Emirates and a Rwandan manufacturing setting (Kura & Kaur,

2021; Kipara & Rwabishugi, 2022; Alzahmi & Alshamsi, 2024; Dengeri & Singh, 2024), limited firm-level evidence explains how systematic training needs assessment influences employee performance in a private service-oriented organisation such as Thisplay Limited. This study therefore examined the effect of training needs assessment on employee performance at Thisplay Limited, Rwanda.

1.3 Objective of the Study

The objective of this study was to examine the effect of training needs assessment on employee performance at Thisplay Limited, Rwanda.

1.4 Hypothesis of the Study

H01: Training needs assessment has no significant effect on employee performance at Thisplay Limited, Rwanda.

2.0 Literature Review

2.1 Theoretical Framework

This study was guided by Human Capital Theory because the theory explains how investment in employees' knowledge, skills and competencies can improve performance outcomes. The theory regards employees as valuable organisational assets whose productive capacity can be strengthened through purposeful learning and development. Within Thisplay Limited, training needs assessment fits this theoretical logic because it identifies the competency gaps that should be addressed before training resources are committed. This helps management align learning interventions with employees' actual job requirements and the company's performance priorities (Elahi & Bilal, 2024).

Human Capital Theory further supports the argument that targeted training contributes more to performance than general training. When Thisplay Limited identifies employees' skill deficiencies, job-related weaknesses and departmental performance gaps, it can design training activities that improve task execution, service delivery and operational efficiency. In this sense, training needs assessment becomes the link between human capital investment and improved employee performance (Ul Ain, 2024).

2.2 Effect of Training Needs Assessment on Employee Performance

The reviewed studies collectively demonstrate the significant role of Training Needs Assessment in enhancing employee performance across different organizational and geographical contexts. Kura and Kaur (2021), in their systematic review conducted in Punjab, India, established that effective performance analysis through training needs assessment is essential for identifying gaps between existing employee competencies and job requirements. The study emphasized that addressing these gaps through structured Training Needs Assessment processes is critical for improving employee performance and recommended the adoption of comprehensive assessment systems within organizations. These findings provide a strong conceptual foundation for understanding how training needs assessment contributes to performance improvement. Similarly, empirical evidence from developing and emerging economies reinforces this relationship. Dengeri and Singh (2024), in their study of Sulfo-Rwanda Industries Ltd, found a statistically significant positive relationship between training needs assessment and employee performance, indicating that improvements in training needs assessment leads to measurable gains in performance outcomes. In addition, Kipara and Rwabishugi (2022) in Tanzania confirmed that proper implementation of training needs assessment contributes to improved employee performance and organizational success, recommending regular and systematic assessments to address emerging training gaps. These studies collectively highlight the practical importance of integrating training needs assessment

into human resource management practices.

Further a study by Alzahmi and Alshamsi (2024) in the United Arab Emirates found that training needs assessment significantly influences employee performance in private banking institutions, emphasizing the need for alignment between training programs and employee needs. Similarly, Sharma (2023) demonstrated that effective needs assessment strengthens the impact of training intensity on employee skill development, underscoring its role in maximizing training effectiveness. Kumari and Balanagalakshmi (2019) also reported a positive correlation between training needs assessment and employee performance outcomes such as efficiency, learning, and job satisfaction in IT and ITES sectors. These findings collectively affirm the importance of training needs assessment as a determinant of employee performance.

Overall, the reviewed literature consistently indicates that Training Needs Assessment is a critical factor in enhancing employee performance across various sectors and countries. Across all studies, training needs assessment is seen to ensure the alignment between training interventions and employee needs, thereby increasing productivity, efficiency, and job satisfaction. The consistent recommendations emphasize the need for organizations to institutionalize structured and continuous training needs assessment processes within their human resource strategies. These findings therefore provide strong empirical and theoretical justification for examining the influence of training needs assessment on employee performance in the context of Thisplay Limited.

Kura and Kaur (2021), Dengeri and Singh (2024), and Alzahmi and Alshamsi (2024) collectively demonstrate that Training Needs Assessment significantly enhances employee job performance by ensuring that training interventions are systematically aligned with identified skill gaps. These studies indicate that performance improvements are largely driven by the use of evidence-based approaches in diagnosing employee learning needs, which enables organizations to design targeted and relevant training programmes. In this regard, training needs assessment is presented as a key human resource practice that strengthens employee competencies and ultimately improves organizational productivity.

However, although these findings are consistent across different contexts, the existing literature is largely concentrated outside Rwanda or generalized across public sector organizations, which may limit its applicability to private, service-oriented firms. Even though Dengeri and Singh (2024) provide evidence from a Rwandan manufacturing context, their focus on an industrial environment differs significantly from service-based organizations such as Thisplay Limited, where performance dynamics and service delivery requirements are distinct. As such, there remains limited context-specific evidence explaining how training needs assessment operates within private service organizations in Rwanda.

Furthermore, the reviewed studies provide limited understanding of how internal training needs assessment systems interact with organizational culture, leadership styles, and management structures to influence employee performance outcomes. These contextual factors are critical in determining how effectively training needs are identified, communicated, and addressed within an organization. However, they remain underexplored in the literature. This creates a need for firm-level empirical investigation to understand how training needs assessment functions in practice within organizations such as Thisplay Limited.

3.0 Methodology

3.1 Research Design

This study adopted a descriptive survey research design and a mixed-methods approach. The design was appropriate because the study required quantitative evidence on the relationship

between training needs assessment and employee performance, as well as qualitative explanations from open-ended responses on how training gaps were identified and addressed within Thisplay Limited.

3.2 Study Area

The study was conducted at Thisplay Limited in Kigali, Rwanda. Kigali is the country's main business and service hub, making it suitable for examining human resource practices in a private organisational setting. Thisplay Limited was selected because it employs directors, managerial staff, technicians and field officers who either participate in training-related decisions or benefit directly from employee development interventions. The company also keeps employee training and performance records, which allowed the study to relate systematic training needs assessment to employee performance within a specific organisational context.

3.3 Target Population

The target population consisted of 197 employees of Thisplay Limited, including directors, managerial staff, technicians and field officers. These categories were considered relevant because they reflected the main employee groups involved in training decisions, implementation and performance delivery.

Table 3.1 Study Population

Category	Population Size
Directors	2
Managerial staff	11
Technicians	57
Field officers	127
Total Employees	197

Source: Thisplay Limited report, 2025

3.4 Sampling and Sample Size

A sample size of 132 respondents was determined from the target population of 197 employees using Slovin's formula at a 5% margin of error. The formula was appropriate because it provided a statistically acceptable sample from a finite population while considering the time and resource limits of the study.

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

Where n = sample size, N = population size, and e = margin of error.

Using N = 197 and e = 0.05, the computed sample size was 132 respondents.

$$n = \frac{197}{1 + 197(0.05)^2} = \frac{197}{1 + 0.4925} = \frac{197}{1.4925} = 132$$

Table 3.2 Sample Size

Category	Population	Sample Size	Sampling Techniques
Directors	2	1	Stratified sampling
Managerial staff	11	7	Stratified and simple random sampling
Technicians	57	38	Stratified and simple random sampling
Field officers	127	85	Stratified and simple random sampling
Total	197	132	Mixed

3.4.1 Sampling Techniques

Stratified random sampling was used to group respondents into directors, managerial staff, technicians and field officers. Simple random sampling was then applied within the managerial staff, technician and field officer strata to give eligible respondents an equal chance of selection. This approach ensured that the sample reflected the structure of the workforce at Thisplay Limited.

3.5 Data Collection Instruments and Procedures

The study used a structured questionnaire as the main instrument for collecting primary data from selected respondents. The questionnaire contained closed-ended items measured on a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. It also contained open-ended questions to obtain qualitative explanations on training needs assessment and employee performance. Secondary data were obtained from relevant organisational documents and Thisplay Limited records.

Before data collection, permission was sought from the management of Thisplay Limited. Questionnaires were administered to the selected respondents, completed instruments were checked for completeness, and usable responses were coded for analysis. Open-ended responses were reviewed to identify views that explained or supported the quantitative findings. The use of questionnaires was appropriate because it allowed the researcher to obtain comparable responses from a relatively large group of employees (Jain, 2021).

3.6 Data Analysis and Hypothesis Testing

The Statistical Package for the Social Sciences (SPSS) version 25 was used to generate descriptive and inferential statistics. Descriptive statistics included frequencies, percentages, means and standard deviations. Simple linear regression was used to test whether training needs assessment, the independent variable, significantly predicted employee performance, the dependent variable. The hypothesis was tested at the 5% level of significance. Qualitative responses from open-ended questionnaire items were analysed thematically and used to support the interpretation of quantitative results.

The regression model was specified as: $EP = \beta_0 + \beta_1 TNA + \varepsilon$, where EP represents employee performance, TNA represents training needs assessment, β_0 is the constant, β_1 is the regression coefficient, and ε is the error term.

3.7 Ethical Considerations

The study observed ethical principles intended to protect the rights and welfare of participants. Informed consent was obtained after respondents were informed about the purpose of the study,

the procedures involved, possible risks and expected academic benefits. Participation was voluntary, and respondents were informed that they could withdraw at any stage without penalty. Confidentiality and anonymity were maintained by removing personal identifiers from the data and reporting findings in aggregate form. Completed instruments and electronic data were securely stored and accessed only for academic purposes. These measures ensured that the study was conducted with integrity and respect for participants.

4.0 Results and Discussion

This section presents the results of the field survey and discusses them in relation to the study objective. The analysis is organised around the independent variable, training needs assessment, and the dependent variable, employee performance. Descriptive statistics are presented first, followed by inferential analysis and discussion of findings.

4.1 Response Rate

Table 2 indicates the questionnaires issued to respondents and the ones dully filled and returned.

Table 2: Response Rate

	Distributed	Filled and Returned	Unreturned and incomplete
Questionnaire	132	122	10
Percent	100%	92.42%	7.57%

Source: Field data, 2025

Table 2 shows that out of 132 questionnaires sent out to respondents, 122 were filled out and returned (92.42% response rate), while 10 (7.57% incomplete or not returned) remained unanswered. A response rate of 92.4% is considered sufficient for further analysis. This finding aligns with Saunders et al., (2019) assertion that a response rate of 70% or higher is acceptable and sufficient for ensuring the quality of survey-based findings.

4.2 Descriptive Results for Training Needs Assessment (Independent Variable)

This section presents respondents' perceptions on training needs assessment as the independent variable of the study. The statements assessed organisational analysis, job-role clarity, individual capability assessment, targeted intervention and evaluation of training interventions at Thisplay Limited. The results are presented in Table 3.

Table 3: Training Needs Assessment in Thisplay Limited

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Organization analysis practices at Thisplay Limited support identification of training priorities.	61 (50.0%)	58 (47.5%)	0 (0.0%)	2 (1.6%)	1 (0.8%)	4.44	.669
Job responsibilities at Thisplay Limited are clearly defined to guide specific training needs for employees.	50 (41.0%)	60 (49.2%)	6 (4.9%)	4 (3.3%)	2 (1.6%)	4.25	.826
Individual employee capabilities at Thisplay Limited are assessed regularly to identify skill gaps.	40 (32.8%)	57 (46.7%)	13 (10.7%)	6 (4.9%)	6 (4.9%)	3.98	1.040
Training interventions at Thisplay Limited are deliberate in addressing specific skill gaps identified.	79 (64.8%)	35 (28.7%)	2 (1.6%)	4 (3.3%)	2 (1.6%)	4.52	.826
Evaluation of training interventions at Thisplay Limited is regularly carried out.	42 (34.4%)	59 (48.4%)	7 (5.7%)	11 (9.0%)	3 (2.5%)	4.03	.995
Composite mean and standard deviation						4.24	.871

Source: Field data, 2025

Table 3 shows that respondents generally perceived training needs assessment at Thisplay Limited positively. The strongest result was recorded on deliberate training interventions addressing specific skill gaps, where 64.8% strongly agreed and 28.7% agreed, producing the highest mean of 4.52 (SD = .826). Organisation analysis practices also recorded a high mean of 4.44 (SD = .669), with 97.5% of respondents either strongly agreeing or agreeing that such practices supported the identification of training priorities. These results indicate that the company uses training needs assessment to clarify priority areas before training interventions are undertaken. The finding agrees with Noe (2023), Kura and Kaur (2021), Dengeri and Singh (2024), and Alzahmi and Alshamsi (2024), who emphasised that training needs assessment helps organisations identify competency gaps and design targeted development interventions.

Findings further indicate that job responsibilities were used to guide specific employee training needs, as shown by a mean of 4.25 (SD = .826). Individual employee capability assessment had a comparatively lower but still positive mean of 3.98 (SD = 1.040), suggesting that employees recognised the practice but that perceptions were less uniform than for other aspects. Qualitative responses supported these results. One director indicated that structured training needs assessment had improved departmental performance by aligning training with job roles, while a manager reported that periodic assessments and feedback sessions helped identify skill gaps and improve communication, productivity and accuracy.

The composite mean of 4.24 (SD = .871) shows that training needs assessment was rated highly as an independent variable. This implies that employees generally considered the process useful in identifying and addressing training requirements that could influence performance outcomes.

4.3 Descriptive Results for Employee Performance (Dependent Variable)

This section presents results on employee performance as the dependent variable. The statements measured quality of work deliverables, performance appraisal, attendance and

punctuality, retention of skilled employees, adaptability and problem-solving. The results are presented in Table 4.

Table 4: Employee Performance

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Employees at Thisplay Limited consistently meet quality standards in their work deliverables.	67 (54.9%)	44 (36.1%)	3 (2.5%)	5 (4.1%)	3 (2.5%)	4.37	.911
Performance appraisals at Thisplay Limited accurately reflect individual contributions and outcomes.	57 (46.7%)	53 (43.4%)	2 (1.6%)	10 (8.2%)	0 (0.0%)	4.29	.857
Attendance and punctuality rates among staff at Thisplay Limited show commitment to job responsibilities.	77 (63.1%)	35 (28.7%)	5 (4.1%)	4 (3.3%)	1 (0.8%)	4.50	.795
Retention of skilled employees at Thisplay Limited is supported through continuous training programs.	79 (64.8%)	33 (27.0%)	1 (0.8%)	4 (3.3%)	5 (4.1%)	4.45	.980
Employees at Thisplay Limited demonstrate adaptability and problem-solving skills in response to dynamic work demands.	42 (34.4%)	55 (45.1%)	19 (15.6%)	6 (4.9%)	0 (0.0%)	4.09	.833
Composite mean and standard deviation						4.34	.875

Source: Field data, 2025

Table 4 presents findings on employee performance at Thisplay Limited. The highest mean was recorded for attendance and punctuality ($M = 4.50$, $SD = .795$), showing that respondents strongly perceived employees as committed to job responsibilities. Retention of skilled employees through continuous training also scored highly ($M = 4.45$, $SD = .980$), followed by consistent achievement of quality standards in work deliverables ($M = 4.37$, $SD = .911$). These results indicate that the dependent variable was generally strong across behavioural and output-related indicators.

Qualitative evidence reinforced the quantitative findings. A member of managerial staff observed that employees had become more proactive, results-oriented and committed to achieving organisational goals. The respondent further noted that performance discussions and training-related feedback encouraged employees to correct weaknesses and improve output quality. This suggests that performance improvements were linked to the company's efforts to identify and respond to capability gaps.

The composite mean for employee performance was 4.34 ($SD = .875$), indicating a high level of perceived performance among respondents. Since employee performance was the dependent variable, these findings provided the basis for testing whether training needs assessment significantly predicted variations in performance at Thisplay Limited.

4.4 Inferential Analysis

The inferential analysis examined whether training needs assessment, the independent variable, significantly predicted employee performance, the dependent variable, at Thisplay Limited. Simple linear regression was used to determine model fitness, variance explained and the

statistical significance of the predictor. The findings are shown in Table 5.

Table 5: Model Summary for Training Needs Assessment and Job Performance at Thisplay Limited

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.464	.459	.20060

a. Predictors: (Constant), Training Needs Assessment

Source: Field data, 2025

Table 5 presents the model summary for training needs assessment and employee performance. The correlation coefficient ($R = .681$) indicates a strong positive relationship between the independent and dependent variables. The R Square value of .464 shows that training needs assessment explained 46.4% of the variation in employee performance, while the remaining 53.6% was attributable to other factors not included in the model. This confirms that training needs assessment is an important predictor of employee performance at Thisplay Limited.

An ANOVA test was performed to evaluate the significance of the relationship between training needs assessment and job performance. Table 6 provides a summary of the findings:

Table 6: ANOVA for Training Needs Assessment and Job Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.174	1	4.174	103.719	.000 ^b
Residual	4.829	120	.040		
Total	9.003	121			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Training Needs Assessment

Source: Field data, 2025

Table 6 presents the ANOVA results for the regression model. The model was statistically significant, $F(1, 120) = 103.719$, $p = .000$, indicating that training needs assessment significantly predicted employee performance. Since the significance value was below .05, the model was suitable for explaining the relationship between the two variables.

To investigate the correlation between Training Needs Assessment and Performance, an analysis of the coefficients was carried out. The results were as summarized in Table 7:

Table 7: Regression Coefficients for Training Needs Assessment and Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.837	.255		7.204	.000
Training Needs Assessment	.597	.059	.681	10.119	.000

a. Dependent Variable: Job Performance

Source: Field data, 2025

Table 7 presents the regression coefficients for training needs assessment and employee performance. The coefficient for training needs assessment was positive and statistically

significant ($B = .597$, $t = 10.119$, $p = .000$). This means that a one-unit increase in training needs assessment was associated with a .597 unit increase in employee performance, holding other factors constant. The positive beta value ($\beta = .681$) further shows that improvements in systematic needs assessment were linked with higher performance outcomes.

The hypothesis test therefore led to the rejection of the null hypothesis, H_{01} , which stated that training needs assessment has no significant effect on employee performance at Thisplay Limited, Rwanda. The study accepted the alternative position that training needs assessment has a statistically significant positive effect on employee performance.

4.5 Discussion of Findings

The findings show that structured training needs assessment significantly contributes to employee performance at Thisplay Limited. The descriptive results showed strong agreement with organisational analysis, job-role clarity and targeted training interventions, while the regression results confirmed a statistically significant effect on performance. This means that when the company identifies organisational priorities, job requirements and individual skill gaps before training, employees are more likely to improve work quality, punctuality, adaptability and overall task execution.

The findings are consistent with Human Capital Theory, which argues that employee knowledge, skills and competencies become more productive when organisations invest in relevant development interventions. In the context of Thisplay Limited, training needs assessment helps management avoid unfocused training and instead direct resources to skill gaps that matter for performance. This strengthens the link between human resource investment and employee output.

The findings also support Dengeri and Singh (2024), Kura and Kaur (2021), Kipara and Rwabishugi (2022), and Alzahmi and Alshamsi (2024), who found that systematic assessment of employee training needs improves performance outcomes. The contribution of this study is that it provides firm-level evidence from a Rwandan private service-oriented company, showing that training needs assessment is not only relevant in public or manufacturing contexts but also in service operations where employee responsiveness and quality of delivery are critical.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study concluded that training needs assessment is a measurable contributor to employee performance at Thisplay Limited. The regression coefficient ($B = .597$, $p = .000$) shows that stronger use of systematic needs assessment was associated with higher performance outcomes, while $R^2 = .464$ indicates that training needs assessment explained 46.4% of the variation in employee performance. This means that diagnosing organisational priorities, job requirements and individual competency gaps before training is not a routine administrative activity, but a practical performance-improvement mechanism.

The conclusion also indicates that training needs assessment alone does not explain all aspects of employee performance. Other factors such as leadership, motivation, work environment, supervision and training delivery may also contribute to performance outcomes. However, the evidence from Thisplay Limited confirms that structured identification of training gaps is a necessary starting point for any training intervention intended to improve employee performance.

5.2 Recommendations

Thisplay Limited should institutionalise a formal training needs assessment policy that requires departments to identify organisational, job-related and individual skill gaps before training programmes are approved. The policy should define the timing of assessments, responsible officers, reporting templates and how assessment results should guide training priorities. This would help the company avoid general training activities and concentrate resources on performance gaps that directly affect employee output.

The human resource unit should work with departmental supervisors to conduct regular skills audits, collect employee feedback and link the results of training needs assessment to performance appraisal records. Employees should also participate in identifying the areas where they need additional support, because their direct experience with daily tasks can reveal gaps that may not be visible in formal reports. Training plans should then be reviewed after implementation to confirm whether the identified gaps were reduced and whether performance indicators improved.

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