



Employees' Capacity Building and Performance of Non-Governmental Organizations in Rwanda: A Case of Free Methodist Church in Rwanda, Kigali City

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Employees' Capacity Building and Performance of Non-Governmental Organizations in Rwanda: A Case of Free Methodist Church in Rwanda, Kigali City

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Abstract

The general objective of this study was to assess employees' capacity building and performance of non-governmental organizations in Rwanda. The research was guided by the following specific objectives; to analyze the leadership training, technical skills training and organizational culture on performance of Free Methodist Church in Rwanda. The population of this study was 270 employees of Free Methodist Church. The sample size of this research was selected using the formula of Slovene (1970) formula as 84 respondents. The researcher used to collect both primary and secondary data. The data was analysed using both descriptive and inferential statistical methods. Pearson Correlation approach was used to assess relationship between the variables while regression model was used as a way of assessing effect of employees' capacity building on organisational performance. The outcomes showed that that 70% of the respondents agreed that management develop morale and maintain discipline of the employees for their better performance of the organisation while 30% disagree with the statement. This implied that management develop morale and maintain discipline in the church. In this case, correlation matrix Table 4.10, the outcomes show that there is a very high correlation between leadership training (X1) and organisational performance as Pearson correlation is .906** with the p-value of 0.000, which is less than standard significance levels of 0.05. This signifies that, out of the considered other factors influencing organisational performance in Rwanda, only leadership training has statistical significant and high positive effect on the organisational performance of the church and the influence is very high due to $r=0.906$. Table 4.13 shows the value of R-square in this study is .878 means that the fraction of organisational performance (dependent variable) is explained by the independent variables (Employees' Capacity Building) at 87.8%. This indicates that the model is very strong, as the independent variables highly explain the dependent variable. The adjusted R-square is used to compensate for additional variable in the model. In this case, the adjusted R-square is 87.3% for organisational performance in Free Methodist Church in Rwanda. Basing on ANOVA Table 4.13.2, p-value is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 158.705.

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The study rejected the null hypothesis and supported the alternative hypothesis, emphasizing the significant influence of employees' capacity building on the Free Methodist Church's performance in Rwanda. The recommendations include promoting self-awareness and confidence among employees, implementing a unified operating system, and facilitating individual career management for enhanced performance.

Keywords: *Employees' Capacity Building, Performance of Non-Governmental Organizations, Free Methodist Church, Kigali City, Rwanda*

1. Introduction

Employee capacity building is a process of improving employees' existing competencies and skills and developing newer ones to support the organization's goals, (Cartwright, 2016). According to the Annual report of the Rwanda National NGO (2018) forum it was indicated that majority of NGOs in Rwanda had not performed according to their expectations, this had been caused by failure to apply enough staff development programs such as staff training, coaching, staff participation and empowerment and this has decreased employee work performance.

Some of the major reasons why NGOs are not doing the development work is because of Cost, development activities take time and resources, in most NGOs the systems for development are typically owned by Human Resource, issue of poorly defines goals, issue of results for development not being directly measured, among others. Training, which is essential for management as well as staff, typically consists of several classes onsite or at a different location during orientation.

Some NGOs consider in-depth training an unnecessary expense and expect new employees to learn on the job from supervisors and older employees. However, this type of training is often inadequate and creates problems for the organizations. According to Rwanda Governance Board Report (2021), in Rwanda, out of 1,711 NGOs implemented in Rwanda, 35% of NGOs not delivering when it was expected (schedule), 65% of NGOs not delivering it at the cost expected (budget), 45 of NGOs not bringing all the functionality that are expected (scope), 22% of NGOs did not continue after withdraw of NGOs funder and 55% of NGOs not delivering the functionality with the expected quality” at least contributes to a fair perception of NGOs failure (MINECOFIN Report, 20 Mar 2022).

It is due to this problem that the researcher is inspired to carry out a study with the aim of establishing the effect of employees' capacity building on performance of NGOs in Rwanda using the Free Methodist Church in Rwanda, Kigali City.

1.2 Objectives of the Study

1.2.1 General Objective of the Study

The general objective of this study was to assess the employees' capacity building and performance of non-governmental organizations in Rwanda.

1.3.2 Specific Objectives

The research was guided by the following specific objectives;

- i) To analyze the leadership training on performance of Free Methodist Church in Rwanda

- ii) To examine the technical skills training on performance of Free Methodist Church in Rwanda.
- iii) To find out the organizational culture on performance of Free Methodist Church in Rwanda

1.3 Research Hypothesis

The research was guided by the following hypothesis tests

H₀1: There is no statistical significant relationship between leadership training and performance of Free Methodist Church in Rwanda

H₀2: There is no statistical significant relationship between technical skills training and performance of Free Methodist Church in Rwanda.

H₀3: There is no statistical significant relationship between organisational culture and performance of Free Methodist Church in Rwanda.

2.1 Empirical Literature Review

2.1.1 Leadership Training on Performance of Organization

Nguyen (2017) studied the relationship between staff development and performance project employee in Kenya. The general objective of the study was to examine the influence of staff development on performance project employee in Korogocho Water Project. The specific objectives of the study were to examine the influence of overtime bonus based on skills on performance of employees in Korogocho Water Project. The primary data was collected by using questionnaire. Qualitative data was analyzed using SPSS 23 and Microsoft excel and presented in line with the study themes.

The findings of the study are anticipated to enhance performance of employees and positive impact. The study was able to obtain a 75% response rate. The study of the correlation analysis indicated there was strong positive effect of staff development in the identification and planning overtime bonus based on skills and employee's performance while the regression results indicated there was a statistically significant positive of overtime pay based on skills on the employee's performance. The study used only qualitative data; this implies that, there is gap in methodology regarding to quantitative data. Hence, there is also the gap in contextual because the study dealt with both quantitative and qualitative data, and also the gap in context because the study did not mention how each variable of staff development contributes to the performance of the projects (Brenner 2014).

Kirianki (2013) did a study on an assessment of motivation of teachers on sustainability of School Feeding Programme in Primary Schools: A Case of Embaski, Kenya. The general objective of this study was to assess to sustainability of school feeding programme in Kenya after WFP exit. It explored the challenges of motivation of teachers. A descriptive study design was used to collect quantitative and qualitative data adopted deliberate sampling technique. The findings revealed that at least 63.1% of the respondents feel that there is consultation in the design meaning that there is a bit of involvement necessary for sustainability and over 70.1% agree that there is committee in place that comprises representative of stakeholders which is also key to sustainability. However, this finding does not consider other factors such as community involvement in decision making how affect the sustainability of the study. Thus, it appears inconclusive to claim that the difference in

enrollment between treatment and control groups was the result of the program without considering unobservable factors.

Mumbi (2017) studied on the influence of leadership skills on employees' performance in the private institutions in Kilome division, Makueni country, Kenya. The objectives of this study focused on finding out the influence of the professional skills on low employee turnover, high enrolment of efficiency employees in Kilome Division of Makueni Country. The study adopted descriptive survey design where four private institutions were selected through simple random technique. The fifth private institution was purposively sampled. Findings showed that that the level of leadership skills provided to employees' performance in private institutions in Kilome division. Findings showed that employees perform most when motivated and their work is appreciated.

Purposive sampling was used to select the 5 institutions of the sampled private institutions. The total sample comprised of 142 respondents. Simple random sampling was used to select 35 administrators and 107 workers. The instruments for data collection were questionnaires, interview schedules. Observation schedule was used by the researcher for assessing conditions of the resources. There was gap in conceptual because Mumbi (2017) did not mentioned how financial motivation contribution in intrusive leadership skills towards performance of private institutions. Hence, this study fills the gap by assessing the influence of how intrusive motivation affect performance of employees in in Kilome Division of Makueni Country (Mitlin and Patel 2015).

Mbui and Wanjohi (2018) studied on the influence of employee loan accessibility on performance of Rauri water projects, Teru Country, Uganda. The purpose of this study was to investigate the role of employee loan accessibility on performance of water projects in Rauri Area, Teru Country, Uganda. Specifically, the study sought to establish the influence of employee loan accessibility in financial management, program governance, operations and maintenance and monitoring and evaluation on performance of Rauri water projects. The study adopted a descriptive survey research design. The target population was 411 respondents comprising 400 employees that were benefitting from loan of employee of Rauri water projects, 11 program committee members. Proportionate stratified sampling was used to derive a sample of 211 respondents 200 employees, 11 program committee members. Data was collected using a structured questionnaire, an interview schedule and an interview schedule (for program donors). Data analysis and presentation was conducted using descriptive statistics with the help of IBM Statistical Product & Service Solutions (SPSS), Version 20. The study established that employee loan accessibility in performance of Rauri water projects had a moderate positive influence on program performance, and community participation in monitoring and evaluation had a moderate positive influence on program performance (Bundy 2012).

Giancola (2017) carried a study on financial motivation on business performance, the study used both qualitative and quantitative analysis. The primary survey demonstrated that money and financial reward is the purpose of most employees by then appreciation come at the end by financial rewards, Organization leaders are interested to know which incentives interest the most a group or individual of people to make them motivated because it makes them fits and stable in the organization. Findings also showed that most of the employees, for them salary and benefits are their key factors of motivation rather than recognition and award. Concerning to Okan (2012) financial incentives associated with good performance it become more operational to employee when leader explain then how pay is linked to performance addition to good attitude to achieve a performance goal. Success of business strategy is resulted from an accumulative effort of leaders and compensation specialist to relate pay to

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performance. Recommendation from different literature has shown incentives policies are likely to be used in the organization due its indispensable it plays in the organization settings and achievement of goals. The more we use pay for performance the more we develop our organization and there is a trend to increasing variable pay increment impact total recompense percentages. Compensation is a requirement to impact motivation of employee and it ends by increasing organization performance. Compensation has big impact on employee recruitment and retention of experienced staff. Performance and motivation of employees are widely influenced by financial incentives (Smith & Hitt 2015).

2.1.2 Technical skills training on performance of organisation.

Maritz (2012) also studied good working environment and good work conditions can increase organizational performance and employee commitment as well technical skills. In their study, a survey instrument was used to find out working environment and organizational performance. They found out that working environment was not the most important source of information. He analysed the good working environment of 37 schools in Queensland. In his study, they found that the good working environment though useful to any organisation. They also found that accountability of employees' performance maybe more effectively through other media other than the annual report since respondents relied on alternative media such as newsletters and other forms of discussions and interviews. While the above related research on the role and usefulness of the working environment and employees' accountability has been international in focus, there has been little evidence from Non-Governmental Organisations (NGOs) in developed and developing countries especially those in the Sub-Saharan region.

The study was conducted in Hussin (2011), the literature was reviewed in the light of study variables on the role of working environment on development program performance. Descriptive survey design was used to establish relationships between independent and dependent variables. The sample size was 38 program management committee members and 150 community members in Tabora, Mwiru, Tanzania, benefitting from the program selected using purposive and systemic random sampling method. A semi structured questionnaires were used for data collection. The findings from the study indicated that communities have not fully participated in program cycle especially in monitoring and evaluation, training, resource contribution and decision making. However, this is due to limited economic resource and failure for community not to fully understand their roles in projects. The study established that working environment through program information sharing, resources contribution collective decision making, and program governance have contributed extensively towards development program performance. The recommended that physical and job settings, culture as well as competitive market and each of these is connected to employee performance due to the quality of workplace environment this impact employees level of motivation afterward increase of organizational performance.

Kohun (2017), studied the relationship between non-financial incentives and employees' performance of Donor Funded Youth Organisations in Namugongo, Kampala City, in Uganda. The specific objectives of the study were to examine the influence of working environment in the entire program cycle and employees' performance of donor funded youth projects in Namugongo. In his study he used both quantitative and qualitative to collect data and describes working environment as an atmosphere in the working area. The primary data was collected by using questionnaire. Qualitative data was analyzed using SPSS 23 and Microsoft excel and presented in line with the study themes.

The findings of the study are anticipated to enhance working environment and impact employees' performance. The study was able to obtain a 75% response rate. The study of the correlation analysis indicated there was strong positive effect of working environment and employees' performance while the p value results indicated there was a statistically significant relationship between of working environment on the employees' performance. The study recommended that technical environment combines elements that allow employees to be fit at work place in all aspect of human use the way that work situation should not impact or limit human in his capacity.

Mullins (2017) carried a study on human environment and performance of manufacturing industries in Chana. The specific objectives of the study were to assess the influence of good working environment and employees' performance in Aucacha industries. The research study used descriptive research design in collecting the data from respondents. A sample of 84 respondents were selected using Tora Yammen Formula. The primary data was collected by using questionnaire. Qualitative data was analyzed using SPSS 23 and Microsoft excel and presented in line with the study. Findings revealed that industrial good working environment combines technics and philosophies leads to performance of employees as well the industry. The working environment of a workplace has a significant impact on industrial performance. Research recommended that essential elements that should be considered necessary for a pleasant environment at the workplace to improve firms' performance are safety, material things like light, ventilation, workspace, strategy manuals, consumable supplies and hardware instruments.

2.1.3 Organisational culture on performance of organisation

The study was conducted in Mahazril *et al.* (2012), the literature was reviewed in the light of study on the impact of employee recognition on project performance in Zambia. The specific objectives of the study were to assess the influence of recognition excellent employee on performance of project employees in Karangarwa electricity power plant project. Descriptive survey design was used to establish relationships between independent and dependent variables. The sample size was 30 project management committee members and 100 community members in Karangarwa, Zambia, benefitting from the project selected using purposive and systemic random sampling method. A semi structured questionnaires were used for data collection. The findings from the study indicated that community have not fully benefited in project cycle especially in excessing electricity. However, findings show due to limited economic resource and failure for some of community members not to fully understanding their benefits of the projects has made the project to delay. The study established that recognition excellent employee through project information sharing and collective decision making has contributed extensively towards project performance. The research recommended that more effective quality and practicality of educated employees had, the more contribution they will have to project performance.

In (2013), Harvey, studied the relationship between motivation and employees' performance of in Rusaka industries in Zambia. The specific objectives of the study were to examine the relationship of recognition of employee work and employees' performance of industries in Pachwa. In his study he used both quantitative and qualitative to collect data and describes working environment as an atmosphere in the working area. The primary data was collected by using questionnaire. Qualitative data was analyzed using SPSS 22 and Microsoft excel in line with the research study. The research findings of the study are anticipated to enhance recognition of employee work and influence employees' performance. The study was results obtain a 86% response rate on the statement. The study of the Pearson correlation coefficient

analysis designated that there was strong positive influence of recognition of employee work and employees' performance in industrial sector while the p value results indicated there was a statistically significant relationship between of recognition of employee work on the employees' performance. The study recommended that recognition of employee work combines elements that allow employees culture to be fit at work place in all aspect of human use the way that work situation should impact or limit human in their capacity.

A study carried by Daniel (2017) on organisation culture and performance. The research study used descriptive research design in collecting the data from respondents. Study findings revealed that a culture of recognition in the organization can help employees to comply with their forecasted goals by helping accommodate and maintain positive spirit to perform well. Findings also showed that the importance of connecting recognition strategies to the organization long term targets for its performance. Recognition changes positively working environment, its increase performance and employee morale as well, recognition decrease stress, absenteeism, and staff turnover. Recognition is an indispensable factor that impact employee performance, knowing this could bring victory of the organization. A company that applies a program of recognizing employee their outcome is triple than the organization which doesn't apply this program.

Elton and Gostick (2016), studied the relationship between motivation and organisational performance in Kireka sector, Kampala City in Uganda. The specific objectives of the study were to assess the impact of recognition and reward on organisational performance in Kireka sector, Kampala City, Country in Uganda. In their study they used both quantitative and qualitative to collect data and describes motivation atmosphere in the working area. The primary data was collected by using questionnaire. Qualitative data was analyzed using SPSS 23 and Microsoft excel and presented in line with the study themes.

The findings of the study are anticipated to enhance recognition and reward of employees and impacts organisational performance. The study was able to obtain a 92% response rate on the statement. The study showed correlation analysis indicated there was strong positive effect of recognition and reward of employees and organisational performance while the p value results survey demonstrated that there was a statistically significant relationship between of recognition and reward of employees on the organisational performance. The research study recommended that reward and recognition are tactics for employer's better performance used by more organization to excepting high returns of performance. Research also recommended that performance leads to certain outcomes in the shape of two types of rewards namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are the external rewards given by others in the organization in the form of money, recognition or praise. Intrinsic rewards are internal feelings of job sell esteem and sense of competence that individuals feel when they do a good job.

2.2 Research Gap

Nguyen (2017) employees development have a direct and positive impact of organization performance, research has been made to two group of employee, the high performance will be observed to those obtains incentives, means it has an influence on performance. Daniel & Caryh (2017) when think on performance, value should be given to job satisfaction and commitment to work, the result will be the implication of reward and recognition in the system whereby, employees are likely to be more competitive when they are expecting more. In the work place, organization outcome will correspond with moral, commitment and performance of employees. The literature reviewed show that leadership training, technical

skills training and organisational culture have direct link to the performance of an employee as well as the organisation. Organization can predict its performance once the employees are motivated also recognizing the work they perform targeting staff development. The higher committed the employee, the higher performance. The culture of developing technical skills for the work performed and effort will increase engagement to perform all tasks assigned. Nevertheless, it is worth to conclude that if employee skills are developed is well managed, it potentially and significantly improves organizational performance buy-in, increases its contributions factors by various theoretical, conceptual and empirical arguments and findings.

2.3 Conceptual Framework

There is an independent variable as well as a dependent variable. The employee’s development is considered an independent variable whereas the dependent variable is organisation performance.

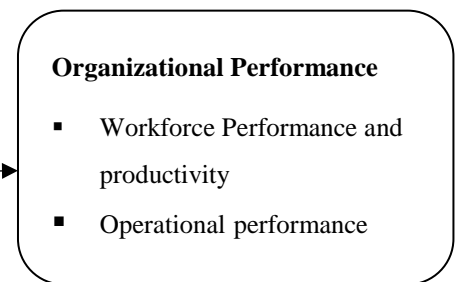
Independent Variable

Dependent Variable

Employees’ capacity building



Organisation Performance



Source: Researcher, (2022)

Figure 2.2 Conceptual Framework

According to this Figure 2.2, employee capacity building is the independent variable is a factor highly influence the performance of employees within the organization. Many factors are highlighted here to emphasize performance in the organization those are like satisfaction of employees, all kind of compensation and award that managers usually use to mention it in the internal policies (Fahad 2013). An organization will be more competitive due to motivated employee by then goals and outcome will be achieved which will make the organization more prosperous due to motivated employees with skills continually looking for the development of their work (Thomas 2012).

3. Materials and Methods

The study employed a mixed methods approach, utilizing both quantitative and qualitative data collection methods. The cross-sectional design was chosen for the quantitative approach

to gather data at a single point in time, while the case study design was utilized for the qualitative approach to provide in-depth contextual analysis. The target population included 270 employees categorized into different strata.

The sample size of 84 was determined using the Slovene formula. Data collection methods involved questionnaire surveys and interviews, with a focus on descriptive research design to assess the impact of employee capacity building on organizational performance. Both primary and secondary data were collected using structured questionnaires and documentary reviews from various sources. The study's instrument's reliability and validity were ensured through a reliability analysis and the expert judgment method.

Data analysis incorporated descriptive and inferential statistical methods, including Pearson correlation and regression analysis to evaluate the relationship and effect of employees' capacity building on organizational performance. The research adhered to ethical considerations, ensuring anonymity, privacy, and confidentiality for the participants, seeking informed consent, and maintaining professional standards in handling the collected data.

Ethical standards were maintained by avoiding offensive questions, ensuring participant privacy, and obtaining approval from the concerned organizations and participants. The researcher observed protocols for citations and referencing to avoid plagiarism, and the participants were given the option to withdraw from the study at any point. Individual results were not disclosed, and the participants were given access to the final research report through the university library.

4.1 Presentation of findings

4.1.1 Leadership training on performance of Free Methodist Church in Rwanda

This sub section is aiming to make out the reaction of respondents basing on first research objective of the study and then researcher presents the components that provide the factors that affect the leadership training on performance of churches in Rwanda as follows:

Table 4.1 Descriptive statistics for leadership training on performance of Church

Leadership training	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Does management develop morale and maintain discipline of the employees for their better performance of the organisation	42	60	07	10	07	10	14	20	1.80000	1.105013
Does professionalization development of employees improve the productivity of the organisation	20	28	28	40	08	12	14	20	2.1000	.96791
Management has developed personalization of work plus self-awareness and confidence within employees to improve Operational performance	11	16	06	08	17	24	36	52	2.8500	.98809
Leadership and management training of employees programs are designed to help employees to learn new leadership techniques, communication and motivation methods	46	66	07	10	03	04	14	20	1.65000	.988087
Overall Mean									2.1000	1.01228

The outcomes in Table 4.1 showed that that 70% of the respondents agreed that management develop morale and maintain discipline of the employees for their better performance of the organisation while 30% disagree with the statement. This implied that management develop morale and maintain discipline in the church. 68% of the respondents agreed that professionalization development of employees improve the productivity of the organisation whereas 32% disagree with the statement. This demonstrates that there is professionalization development in employees. Research finding exhibited that 76% of the respondents disagreed that management has developed personalization of work plus self-awareness and confidence within employees to improve operational performance and 24% agree with the statement. This implies that management hasn't developed personalization of work plus self-awareness and confidence within employees. The survey showed that 76% of the respondents agreed that leadership and management training of employees programs are designed to help employees to learn new leadership techniques, communication and motivation methods while 24% as minority disagreed with the statement. This implies that training of employees programs are designed to help employees to learn new techniques.

Basing on the majority of the responses on the leadership training on performance of churches in Rwanda. Only one question was disagreed, this implied that leadership training improve performance of churches in Rwanda. According to survey from leadership training has presented overall average of ($x = 2.1000$ and $\text{Std Dev}=1.01228$) in stirring the church performance; this means there is reasonable mean and evidence of the existence of the fact and heterogeneity of responses.

This finding is in line with the finding by Stedry and Kay (2011), "The effects of goal difficulty on performance of church" in Lusaka Zambia, Behavioural Science. This would eventually enhance the organisational performance as is brought out by this study. The researcher also conducted in-depth group interviews with Free Methodist Church management in regard to how leadership training affected the church performance. The items of interview discussion focused on the leadership training as the foregoing analysis shows.

4.1.2 Leadership training on performance of Free Methodist Church in Rwanda

Regression analysis investigates the relationship between a dependent (target) and independent variable(s) (predictor). This section testing research hypotheses and regression equation as follows.

$$Y_{PP} = \alpha + \beta_1 X_1 + \varepsilon_1$$

4.1.3 Testing H₀1:

"There is no relationship between leadership training and performance of Free Methodist Church in Rwanda."

Table 4.2: Shows Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.821	.818	.43740

a. Predictors: (Constant), leadership training (X_1)

Table 4.2 demonstrates the value of R-square in this study is 0.821 (82.1%) means that percentage of organisational performance (dependent variable) is explained by the independent variables (leadership training) at 82.1%. This stipulates that the model is very

strong, as the independent variable highly explain the dependent variable. The adjusted R-square is used to compensate for additional variable in the model. In this case, the adjusted R-square is .818 (81.8%) for organisational performance of Free Methodist Church in Rwanda.

Table 4.3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.633	1	59.633	311.704	.000 ^b
	Residual	13.009	68	.191		
	Total	72.643	69			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Leadership Training (X₁)

The ANOVA Table 4.3, *p*-value is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 311.704. This means that null hypothesis stated that there is no relationship between leadership training and organisational performance in Free Methodist Church, was rejected and goes by the alternative hypothesis, which states that the independent variable influences organisational performance in Free Methodist Church.

Table 4.4: Shows the Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.330	.112		2.952	.004	.107	.552
Leadership training (X₁)	.777	.044	.906	17.655	.000	.689	.864

a. Dependent Variable: Organisational Performance

$$Y_{OP} = \alpha + \beta_1 X_1 + \epsilon_1$$

Y_{OP}=Dependent variable– Organisational Performance

α=Constant

ε₁=Error

β₁ = Beta coefficients

X₁ = Leadership training (X₁)

$$Y_{OP} = .330 + .777 (\text{Leadership training } (X_1)) + .044$$

Basically, regression equation demonstrates that organisational performance of Free Methodist Church would always depend on a constant factor of .330 irrespective of the existence of other factors. The other variables explain that; any unit increase in leadership training would increase organisational performance by a factor of .777.

4.1.3 To examine the technical skills training on performance of Free Methodist Church

This sub section is aiming to make out the reaction of respondents basing on second research objective of the study and then researcher presents the components that provide the factors that determine the technical skills training on performance of Free Methodist Church in Rwanda as follows:

Table 4.5: Descriptive Statistics for determine the technical skills training on performance

Technical skills training	SA		A		D		SD		Mean	Std Dev.
	f _i	%	f _i	%	f _i	%	f _i	%		
Identifying previous successes of the employees’ attractive good working conditions has improved skills and performance.	47	67	10	14	02	3	11	16	1.7000	1.12858
Supervisors knowing employees weaknesses clearly through understanding work may assist the supervisor changing employees weaknesses to success in terms of performance	07	10	53	76	06	08	04	06	2.1000	.64072
Doe the management have common operating systems to develop employees capability to performance	03	04	10	14	32	46	25	36	3.1500	.81273
Does management help employees to work more efficiently, boost confidence and make them a more valuable candidate for future employers and leaders in the organisation	49	70	04	05	07	10	11	15	1.7000	1.17429
Overall Mean									2.1625	0.93908

Source: Survey Data, (2023)

The results in Table 4.5 showed that that 81% of the respondents agreed that identifying previous successes of the employees’ attractive good working conditions has improved skills and performance and 19% of respondents disagree with statement. This implies that identifying previous successes of the employees’ attractive good working conditions in the church. The results showed that 86% of the respondents agreed that supervisors knowing employees weaknesses clearly through understanding work may assist the supervisor changing employee’s weaknesses to success in terms of performance. Since the majority agreed, this implies that supervisors knowing employees weaknesses assist them to improve. Findings showed that 86% of the respondents disagreed that management haven’t common operating systems to develop employee’s capability to performance. This implies that the organisation doesn’t have a common operating system. 75% of the respondents agreed that management help employees to work more efficiently, boost confidence and make them a

more valuable candidate for future employers and leaders in the organisation and minority disagreed.

Basing on the response, only one question was disagreed hence significant effect. This signifies that technical skills training affects organisational performance in Rwanda. In light of research findings from technical skills training has presented overall average of ($\bar{x} = 2.1625$ and $Std\ Dev = 0.93908$) in influencing the organisational performance; this means there is moderate mean and evidence of the existence of the fact and homogeneity of responses.

This finding agrees with Linh Nguyen, (2017) on impact of employee motivation on organizational effectiveness. Vaasanammattikorkeakoulu University of Applied Sciences. Business Economics Master Thesis. Technical skills training is usually developed in the areas of operational systems.

4.2 Effect of technical skills training on performance of Free Methodist Church

Linear regression analysis was conducted to investigate the statistical role of technical skills training on performance of Churches in Rwanda using the model below:

$$Y_{op} = \alpha + \beta_2 X_2 + \varepsilon_2$$

4.2.1 Testing H₀2:

“There is no relationship between technical skills training and performance of Free Methodist Church”

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.835	.41673

a. Predictors: (Constant), Technical skills training (X₂)

Table 4.6 illustrations the value of R-square in this study is .837 (83.7%) signifies that the fraction of organisational performance (dependent variable) is explained by the independent variables (Technical skills training) at 83.7%. This demonstrates that the model is very high, as the independent variable strongly explained in dependent variable. The adjusted R-square is used for extra variable in the model. In this case, the adjusted R-square is 83.5% for organisational performance of Free Methodist Church in Rwanda.

Table 4.7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.834	1	60.834	350.290	.000 ^b
	Residual	11.809	68	.174		
Total		72.643	69			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Technical skills training (X₂)

According to ANOVA Table 4.7, *p-value* is 0.000 which is less than the 0.05, set as standard significance levels with level of fit equals 350.290. This signifies that reject null hypothesis and accept the alternative hypothesis. Therefore, there is statistical significant relationship

between technical skills training and organisational performance thus technical skills training in Free Methodist Church is done by top management has an influence on organisational performance.

Table 4.8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.265	.109		2.444	.017	.049	.482
Technical skills training (X₂)	.832	.044	.915	18.716	.000	.743	.920

a. Dependent Variable: Organisational Performance

$$Y_{op} = \alpha + \beta_2 X_2 + \epsilon_2$$

Y_{op} = Organisational Performance

α = Constant

ϵ_2 = Error Term

β_2 = Beta coefficients

X_2 = Technical skills training (X₂)

$$Y_{op} = .265 + .832 (\text{Technical skills training } (X_2)) + .093$$

The regression equation demonstrates that organisational performance in Free Methodist Church would always depend on a constant factor of .265 irrespective of the presence of other factors. The other variables explain that; any unit change in technical skills training would increase organisational performance by a factor of .832.

4.3 To assess organisational culture on performance of Free Methodist Church

This sub section is aiming to make out the reaction of respondents basing on third research objective of the study and then researcher presents the components that provide the factors that assess the organisational culture in the organisation as follows:

Table 4.9: Descriptive statistics for assess the organisational culture on performance

Organisational culture	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Does employee engagement by engaging employees care about their work and about the performance of the organisation, and feel that their efforts make a difference	16	23	46	65	03	04	06	08	2.0500	.82558
Some flexible work policies allow employees to work when they feel most productive and other policies allow them to work where they feel most comfortable.	41	58	07	14	11	16	08	12	1.6500	.93330
A greater sense of responsibility for managing employees own career contributes to self-confidence hence performance of the organization	10	14	04	06	24	34	32	46	3.1000	1.07115
Career advancement culture promotes employees professionals across the organisation with their skill sets and determination to achieve new career goals and more	13	18	44	63	08	12	05	07	2.0500	.68633
Overall Mean									2.2125	0.87909

Source: Survey Data, (2023)

The research results in Table 4.9 showed that 88% of the respondents agreed that employee engagement by engaging employees care about their work and about the performance of the organisation, and feel that their efforts make a difference and 12% of the respondents disagreed with statement. This implies that employee engagement by engaging employees care about their work at the church. 71% of the respondents agreed that some flexible work policies allow employees to work when they feel most productive and other policies allow them to work where they feel most comfortable and minority disagreed with the a statement. The survey showed that 79% of the respondents disagreed that a greater sense of responsibility for managing employees don't own career contributes to self-confidence hence non-performance of the organisation and minority agreed with statement. Findings showed that 78% of the respondents agreed that career advancement culture promotes employees professionals across the organisation with their skill sets and determination to achieve new career goals and more. Basing on the majority of the respondents career advancement culture promotes employees professionals in the church.

Basing on the feedback from respondents, only one question was disagreed that is insignificant. This signifies that organisational culture affects organisational performance in Free Methodist Church in Rwanda. According to survey results from organisational culture has presented overall average of ($\bar{x} = 2.2125$ and $Std\ Dev = 0.87909$) in influencing the organisational performance; that means there is moderate mean and evidence of the existence of the fact and homogeneity of responses. This finding compares well with the position taken by Robina & Fahad (2013) on impact of rewards on organizational performance: Empirical Evidence from Telecom Sector of Pakistan. Journal of Basic and Applied Scientific Research. Managing organisational culture is a very vital practice in organisation for better church performance.

4.3 Effect of organisational culture on performance of Free Methodist Church

Linear regression analysis was conducted to investigate the statistical effect of organisational culture on organisational performance in Rwanda using the model below:

$$Y_{OP} = \alpha + \beta_3 X_3 + \epsilon_3$$

4.3.1 Testing H₀₃:

“There is no relationship between organisational culture and organisational performance of Free Methodist Church in Rwanda.”

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.867	.865	.37655

a. Predictors: (Constant), Organisational culture (X₃)

A table 4.10 illustration the value of R-square in this study is .867 (86.7%) signifies that the part of organisational performance (dependent variable) is explained by the independent variables (Organisational culture) at 86.7%. This signifies that the model is very high, as the independent variable strongly explains the dependent variable. The adjusted R-square is used for added variable in the model. In this case, the adjusted R-square is 86.5% for organisational performance in the church. Basing on results shows that organisational culture has high impact on the church employees’ performance.

Table 4.13: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.001	1	63.001	444.340	.000 ^b
	Residual	9.641	68	.142		
Total		72.643	69			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Organisational culture (X₃)

The ANOVA Table 4.10, *p*-value is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 444.340. This means that null hypothesis states that there is no relationship between organisational culture and organisational performance in the church, was rejected and goes by the alternative hypothesis, which states that the independent variable influences organisational performance in Free Methodist Church.

Table 4.14: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	-.060	.105			.573	.568	-.150	.271
Organisational culture (X₃)	.891	.042	.931		21.079	.000	.807	.975

a. Dependent Variable: Performance

$$Y_{Op} = \alpha + \beta_3 X_3 + \epsilon_3$$

Y_{Op} = Organisational Performance

α = Constant

ϵ_3 = Error Term

B_3 = Beta coefficients

X_3 = Organisational culture (X_3)

$$Y_{Op} = -.060 + .891 (\text{Organisational culture } (X_3)) + .042$$

The regression equation demonstrates that organisational performance of church would always depend on a constant factor of -.060 regardless of the existence of other factors. This demonstrates that without other factors, the church performance is very poor due to factor of β_1 -.060. The other variables explain that; any unit change in organisational culture would increase performance in Free Methodist Church by a factor of .891 and this would involve more effort due to $\beta_1 = -.060$.

4.4.4 To Examine Level of Organisation Performance of the Church

This sub section is aiming to make out the reaction of respondents basing on dependent variable of the study and then researcher presents the components that provide the factors that examine the level of organisational performance as follows:

Table 4.11: Descriptive Statistics for Level of Organisational Performance

Organisation Performance	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Workforce performance and productivity in organisation is achieved through employee's development programs	17	24	37	53	07	10	10	14	2.1500	.98809
Employees development brings positive operational performance in the organisation	32	45	20	28	06	08	13	19	2.0000	1.16980
Overall Mean									2.0750	1.078945

Source: Survey Data, (2023)

The research outcomes in Table 4.11 showed that 76% of the majority respondents agreed that workforce performance and productivity in organisation is achieved through employee's development programs and minority disagreed. 73% of the majority of respondents agreed that employees' development brings positive operational performance in the organisation. Basing on feedback of respondents, all agreed that there is level of organisational performance.

This signifies that capacity building has positive effect on level of performance in terms of workforce performance and productivity and operational performance. In light to research

survey on organisational performance shows overall average of ($x = 2.0750$ and $SD = 1.07845$) in the organisation; this means there is moderate mean an indication of the existence of the fact and heterogeneity of responses.

4.4 Correlation Matrix Analysis test

4.4.1 Correlation Matrix Results

A correlation matrix is a table showing correlation coefficients between variables. Each cell in the table shows the correlation between two variables. Each random variable (M) in the table is correlated with each of the other values in the table (N). Findings show correlation matrix results in Table 4.12.

Table 4.12: Shows Correlation Matrix

		Leadership Training (X ₁)	Technical Skills Training (X ₂)	Organisational Culture (X ₃)	Organisational Performance
Leadership Training (X ₁)	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	70			
Technical Skills Training (X ₂)	Pearson Correlation	.966**	1		
	Sig. (2-tailed)	.000			
	N	70	70		
Organisational Culture(X ₃)	Pearson Correlation	.933**	.957**	1	
	Sig. (2-tailed)	.000	.000		
	N	70	70	70	
Organisational Performance	Pearson Correlation	.906**	.915**	.931**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	70	70	70	70

Source: Survey Data, (2023)

In this case, correlation matrix Table 4.12, the outcomes show that there is a very high correlation between leadership training (X₁) and organisational performance as Pearson correlation is .906** with the *p-value* of 0.000, which is less than standard significance levels of 0.05. This signifies that, out of the considered other factors influencing organisational performance in Rwanda, only leadership training has statistical significant and high positive effect on the organisational performance of the church and the influence is very high due to $r = 0.906$.

The survey results indicated that there is very strong correlation between technical skills training

(X₂) and organisational performance as Pearson correlation is .915**. The *p-value* is 0.000, which is less than standard significance levels of 0.05. This specifies that, when ignore other factors affecting organisational performance in Rwanda, only technical skills training has high statistical significant effect on performance in Free Methodist Church.

Basing on correlation matrix table 4.10, the survey results demonstrate that there is very strong correlation between organisational culture and performance in the church as Pearson correlation is .931**. The *p-value* is 0.000, which is less than standard significance levels of 0.05. This specifies that, without other factors affecting church employees’ performance in Rwanda, only managing organisational culture has statistical significant relationship with performance in Free Methodist Church. This generally implies employees’ capacity building has high positive significant effect on the organisational performance.

4.5. Joint Model: Employees’ Capacity Building and Organisational Performance

Multiple regression analysis was conducted to investigate the statistical effect of employees’ capacity building and organisational performance in Rwanda using the model below:

$$Y_{op} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

The independent variables (X_1 - X_3) under consideration included leadership training, technical skills training and organisational culture.

4.5.1 Testing H_0 :

“There is no significant influence of employees’ capacity building on organisational culture of Free Methodist Church.”

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.878	.873	.36606

a. Predictors: (Constant), Leadership training (X_3), Technical skills training (X_1), organisational culture (X_2)

Table 4.13 shows the value of R-square in this study is .878 means that the fraction of organisational performance (dependent variable) is explained by the independent variables (Employees’ Capacity Building) at 87.8%. This indicates that the model is very strong, as the independent variable highly explain the dependent variable. The adjusted R-square is used to compensate for additional variable in the model. In this case, the adjusted R-square is 87.3% for organisational performance in Free Methodist Church in Rwanda.

Table 4.14: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.799	3	21.266	158.705	.000 ^b
	Residual	8.844	66	.134		
Total		72.643	69			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Leadership training (X_3), Technical skills training (X_1), organisational culture (X_2)

Basing on ANOVA Table 4.14, *p-value* is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 158.705. This means that null hypothesis stated that there is no significant influence of employees’ capacity building on performance of Free Methodist Church in Rwanda, was rejected and goes by the alternative hypothesis, which states that the

independent variable influences performance of Free Methodist Church in Rwanda in terms of workforce performance and productivity and operational performance.

Table 4.15: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.090	.103		.867	.389	-.117	.296
Leadership training (X ₁)	.212	.144	.247	1.476	.145	-.075	.498
Technical skills training (X ₂)	.065	.188	.071	.344	.732	-.311	.440
organisational culture (X ₃)	.605	.142	.633	4.267	.000	.322	.888

a. Dependent Variable: Performance

$$Y_{PI} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y_{Op}= Organisational Performance

α=Constant

ε₍₁₋₃₎=Error

β₍₁₋₃₎=Coefficient of the Disbursement

X₁ = Leadership training

X₂ = Technical skills training

X₃ = Organisational culture

$$Y = 0.090 + 0.212 (\text{Leadership training}) + 0.065(\text{Technical skills training}) + 0.605(\text{Organisational culture}) + 0.474$$

The multiple regression equation demonstrates that organisational performance of churches in Rwanda would always depend on a constant factor of .090 regardless of the existence of other factors. The other variables explain that; every unit increase in managing organisational culture would increase church performance by a factor of .605, followed by unit change in leadership training by a factor of .212 and lastly technical skills training by .065. This signifies that proper practice of managing of organisational culture in the church would always increase performance most than other variables. This implies that organisational culture has much impact on employees' performance as the churches in Rwanda.

5.1 Conclusion

In conclusion, the study emphasized the significance of capacity building initiatives, including leadership training, technical skills development, and the nurturing of a positive organizational culture, in enhancing the overall performance of organizations in Rwanda. The findings underscored the importance of these aspects in promoting workforce performance, productivity, and operational efficiency within the Free Methodist Church and other similar institutions in the country.

Leadership training was highlighted as a crucial factor contributing to improved decision-making processes, employee engagement, and organizational culture. It was found to equip leaders with the necessary skills to effectively manage teams and drive organizational

growth. Similarly, technical skills training were recognized as a key driver of employee career advancement, improved job performance, and overall organizational productivity. Employees who acquire specialized technical skills were shown to be more likely to produce high-quality work and contribute to the achievement of organizational objectives.

Moreover, the study identified the significant influence of organizational culture on organizational performance. A positive organizational culture was found to foster increased employee engagement, improved communication, and enhanced collaboration within the workforce. This conducive culture contributed to a more productive and motivated workforce, ultimately driving the organization toward its goals.

The overall implications of these findings underscore the critical role of capacity building initiatives and a positive organizational culture in driving organizational success and growth in Rwanda. By focusing on developing effective leadership, enhancing technical skills, and nurturing a positive work environment, organizations can foster a culture of continuous improvement and achieve greater operational efficiency and productivity..

5.2 Recommendations

Based on the research findings, the study recommended that management administrators focus on fostering personalization of work and enhancing employees' self-awareness and confidence to boost operational performance. Establishing a common operating system within the church would aid in developing employees' capabilities for improved performance. Furthermore, managing employees' careers and nurturing a conducive organizational culture were emphasized as vital for enhancing employee confidence and overall organizational performance. Management should prioritize assessing the alignment of an employee's personality with the organizational culture before recruitment..

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