THESIS

THE OUTPUTS OF DIGITAL TRANSFORMATION ON HUMAN RESOURCE DEVELOPMENT IN DEVELOPING COUNTRIES
(CASE OF RWANDA)

By:

OBED NAHAYO
NIM: 091814253024

MASTERS PROGRAM
HUMAN RESOURCE DEVELOPMENT

POSTGRADUATE SCHOOL

AIRLANGGA UNIVERSITY

SURABAYA

2020

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THESIS

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To Qualify for a Master's Degree in Human Resource Development Study Program
at Sekolah Pascasarjana, Universitas Airlangga

By**:**

OBED NAHAYO
NIM: 091814253024

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THESIS SUPERVISOR APPROVAL SHEET

**THE OUTPUTS OF DIGITAL TRANSFORMATION ON HUMAN RESOURCE
DEVELOPMENT IN DEVELOPING COUNTRIES (CASE OF RWANDA)**

By:

Obed NAHAYO
ID: 091814253024

THIS THESIS HAS BEEN APPROVED
ON 3rd July 2020

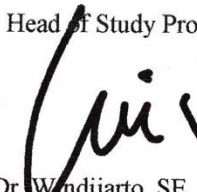By:

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DETERMINATION OF EXAMINING COMMITTEE

This Thesis has been tested and assessed

by the Examining Committee at Sekolah Pascasarjana, Universitas Airlangga

Date: 28th May 2020

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Members   : Prof. Dr. Suryanto, Drs., M.Si

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STATEMENT OF THESIS ORIGINALITY

The undersigned below is:

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NIM   : 091814253024

Study Program: Master of Human Resource Development

Thesis Title : **THE OUTPUTS OF DIGITAL TRANSFORMATION ON HUMAN RESOURCE DEVELOPMENT IN DEVELOPING COUNTRIES (CASE OF RWANDA)**

I hereby certify that, I am solely the author of this research thesis, that this thesis is original, is not the result of imitation of plagiarism from other people's work . This thesis has never been submitted to obtain an academic degree at Airlangga University or any other Universities. I certify that, to the best of my knowledge, this thesis does not have opinions written by other people except in writing which is clearly stated as a reference in accordance with given standards of referencing practices. Thus, I declare that this is a true copy of my thesis, including any final revisions, as approved by my thesis examination committee and Postgraduate School office, and this thesis has never been submitted for higher degree to any other University or Institution and I confirm that this statement was made without coercion of any party.

Surabaya

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Surabaya, July 2020

Author

SUMMARY

The Outputs of Digital Transformation on Human Resources Development in Developing Countries (Case of Rwanda)

Obed Nahayo

The contemporaneous digital or technology development all over the world makes every business, government, community suffer from changes. Through this fast technology development, organizations need to take advantages to accelerate their profitability. Human resources which are the main engine of all organizational activities are given priority to tackle the development issues. Digital transformation as one of technology advancement can help or destroy organizational operations if well or mismanaged. Therefore, organizations need to know how to use and profit from digital transformation using their human resources. The purpose of this study was to make a clear understanding of digital transformation and human resource development and show how and what human resource development can benefit from digital transformation.

Qualitative case study research was carried out in Rwanda Federation of Transport Cooperatives, a local company in charge of Public transportations in Rwanda and the study focused on the current Cashless payment system implemented in public transportation in Rwanda. The research data collection was done through interviews done with 30 informants who were coming from many different areas of work in order to have diversity in data. One interview could last from 45 minutes to 1

hour and 15 minutes based on the informants' ability and willingness to answer questions. They were also allowed to use any language they prefer, the ones answered in languages other than English were translated before moving forward with data analysis processes.

The research results have revealed that Digital Transformation is paramount to Human resource development especially in this fast paced technological era, where most of the advantages and opportunities mentioned can strengthen and spur the capacity, skills, knowledge and ability of human resources which makes them competent and well performing either presently of for their future career as well. Those opportunities include but not limited to promoting and developing training and development opportunities for current and future performance, integrated system and pattern of using activities like training, learning, career development, personal development and individual performance improvement to foster the effectiveness of the employees and organizations. Digital transformation can take a leading position in exciting new opportunities for businesses, but the HR team is the key to guarantee that these benefits are firmly grasped.

As recommendations from the study, in order to be able to cope with digital transformation for current and future human resource development to benefit, HR professionals should initially ensure that significant resources are able to be channeled into training and development. This skills-building exercise must be constantly available capacity, to guarantee that current staff builds up a 'digital

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mindset'. In addition, this constant training ensures that newcomers are outfitted with the fundamental digital aptitudes pushing ahead. In particular, a steady training capacity implies that learning can keep pace with the speed of mechanical improvement. A major spotlight should likewise be put on putting resources into the tech age as the leading figure for digital transformation. Training programs, for example, apprenticeships connected to schools and universities can completely prepare the future workforce to adapt to the requests of the digital business world.