

TABLE OF CONTENTS

Front Cover	i
Inside Cover	ii
DEGREE REQUIREMENTS	iii
THESIS APPROVAL SHEET	iv
DETERMINATION OF EXAMINING COMMITTEE.....	v
STATEMENT OF THESIS ORIGINALITY	vi
ACKNOWLEDGEMENT	vii
SUMMARY	ix
ABSTRACT.....	xii
TABLE OF CONTENTS.....	xiii
LIST OF FIGURES	xv
LIST OF TABLES	xvi
LIST OF ABBREVIATIONS.....	xvii
LIST OF APPENDICES	xix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the study.....	1
1.2 Situation analysis	4
1.3 Problem statement.....	9
1.4 Research Questions	10
1.5 Purpose of the study	11
1.6 Objectives of the study.....	12
CHAPTER TWO: LITERATURE REVIEW	13
2.1 Digital transformation	13
2.2 Human resource development.....	17
2.3 Digital transformation in Rwanda.....	19
2.4 Digital transformation and Human Resources Development.....	20
CHAPTER THREE: RESEARCH METHODS	24

3.1	Research type	24
3.2	Current Case.....	26
3.3	Selection of informants	29
3.4	Source of Data and Data Collection techniques.....	30
3.5	Data analysis techniques	30
CHAPTER FOUR: RESEARCH RESULTS AND DISCUSSION		36
4.1	Characteristics of the informants	36
4.2	Cashless payment system in public transport in Rwanda	39
4.3	The outputs of digital transformation on Human resource development....	42
4.4	Benefits of Digital transformation on human resource development	45
4.5	How HR Practitioners use DT to support HRD	53
4.6	Challenges brought by digital transformation towards HRD.....	56
4.7	Summary of research findings	58
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS		63
REFERENCES.....		76

LIST OF FIGURES

Figure 1: Essential Activities of Digital Transformation..... 15

LIST OF TABLES

Table 1: Characteristics of informants 37
Table 2: Summary of research findings indicators from interviews 59

LIST OF ABBREVIATIONS

CEO: Chief Executive Officer

DRC: Democratic Republic of Congo

DT: Digital Transformation

GDP: Gross Domestic Product

HR: Human Resources

HRD: Human Resource Development

ICT: Information and Communication Technology

IoT: Internet of Things

IT: Information Technology

LL: Low Level

ML: Middle Level

NISR: National Institute of Statistics

PDA: Personal Digital Assistant

PoS: Point of Sales

RFTC: Rwanda Federation of Transport Cooperatives

RURA: Rwanda Utilities Regulatory Authority

Sq. mi: Square Miles

TL: Top Level

TVET: Technical and Vocational Education and Training

LIST OF APPENDICES

Appendix 1: INTERVIEW GUIDE 77