

THESIS

**COMPETENCY-BASED TRAINING MODELS FOR
HUMAN RESOURCE MANAGEMENT IN BURUNDI
(CASE OF ONATEL)**



By

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NIM: 092014253001

**MASTERS PROGRAM
HUMAN RESOURCES DEVELOPMENT
POSTGRADUATE SCHOOL
AIRLANGGA UNIVERSITY
SURABAYA
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To Qualify for a Master's Degree in Human Resource Development Study
Program at Sekolah Pascasarjana, Universitas Airlangga

By

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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, 3 August 2022



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Surabaya, 3 August 2022

Karen-Sarah Iradukunda

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SUMMARY

Competency-Based Training Models for Human Resource Management in Burundi (Case of Onatel)

Iradukunda Karen Sarah

The contemporaneous digital or technology development all over the world makes every business, government, community suffer from changes. Human resources department need to be vigilant and ready to tackle employee performance failure which most of the time causes organization bankrupt and loss. In order to achieve this, competency-based training models are suggested by many researchers to be one of the sustainable solutions for employee poor performance or boost employee engagement. Competency-based training (CBT) is a structured approach to training and assessment that is directed toward achieving specific outcomes. It is about assisting individuals to acquire skills and knowledge, so they are able to perform a task to a specified standard under certain conditions Through this fast technology development, organizations need to take advantages to accelerate their profitability by using their human resources which are the main engine of all organizational activities. Therefore, order to boost employee performance, organizations need to know how to use and profit from CBT in their workplaces. The purpose of this study was to make a clear understanding of CBT can support organization rebound through improved performance of their human

resources and show how and what human resource management practitioners can benefit from CBT in making and implementing their human resource management systems.

Qualitative research was carried out in Onatel and the ministry of telecommunication in Burundi. The research data collection process was done through phone interviews done with 30 informants who were coming from many and 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 Training and development play a critical role in important business outcomes like employee retention, professional development, and hiring processes like on-boarding. However, training and development is also a vital piece of workplace culture and employee engagement. Though it can be overlooked, employees need training and development catered to their individual personalities and learning habits and CBT was the one training model that is supported and suggested by many informants and previous researches.

As recommendations from the study, in order to be able to cope with employee performance and organizational profitability, 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 mindset'. HR practitioners are encouraged to know that CBT course is only as effective as the process used to identify the competencies. When little or no attention is given to identification of the essential job skills, then the resulting training course is likely to be ineffective. A course may be classified as competency-based, but unless specific CBT materials and training approaches (e.g., learning guides, checklists and coaching) are designed to be used as part of a CBT approach, it is unlikely that the resulting course will be truly competency-based.

ABSTRACT

Human resources are the backbone of any organization and they require constantly updated skills and knowledge to perform at their best in the workplace. Many organizations are now conducting competency-based training. This is because it helps you prioritize training funding and ultimately deliver significant results to your organization. Research shows that some people are up to 20 times more productive than others after receiving skills-based training. However, some organizations, including Onatel, have yet to recognize the importance of her CBT to their employees and themselves. The purpose of this study is to clearly understand how CBT can help organizations recover through improved human resource performance, how CBT can be used in the creation and implementation of human resource management systems, and how It was to show how resource managers could benefit. The phone call interview technique was used during data collection by conducting interviews with 30 deliberately selected informants drawn from a variety of work areas, levels, experience, gender, education, and age groups. and adopted for content analysis adopted for data analysis. Research results showed that the flexibility and adaptability of competency-based training enables individuals to develop specific competencies more accurately and in a timely manner. It also means you can move up the skill tier faster than traditional training methods. Within an organization, competency-based training is a great tool to encourage individual skill development.

Keywords: *Competency, training, performance, workforce, human resources management, organizational performance*

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LIST OF ABBREVIATIONS

ONATEL: Office National des Télécommunications

HR: Human Resources

CBT: Competency-Based Training

ICT: Information and Communication Technology

OECD: Organization for Economic Co-operation and Development

HRM: Human Resources Management

TNA: Training Needs Assessment

Fbu: Francs Burundais

BIF: Burundian Francs

OJP: Organizational-Job-Person

CEO: Chief Executive Officer

CA: Content Analysis

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