

EMPLOYEE MOTIVATION AND PERFORMANCE OF PUBLIC INSTITUTIONS IN RWANDA***Kahangwa Frank**

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Abstract

This research was carried out to explore the effect employee motivation on job performance in public institutions. The general objective was to establish the relationship between employee motivation and job performance in Gasabo District, while specific objectives include assessing different forms of motivation used in Gasabo district, to evaluate the role of employee motivation on Job performance in Gasabo district and establishing the relationship between employee motivation and job performance at Gasabo district. The research was carried out in Gasabo District head office located in Kacyiru sector. The target population was 51 employees of Gasabo District and sample size was also 51 respondents. After analyzing the data, the finding indicated that employee motivation, have positive effect on job performance. The study found out that there are different forms of motivation in Gasabo District like salary, bonus, promotion, and benefits/allowances. It also found that the role of motivation lead to commitment, timeliness, goals achievement and not tending to leave the institution - employee turnover as results of motivation. The respondents' employees at Gasabo District agreed that there is a relationship between employee motivation and job performance hence confirming that job performance is affected by motivational forms. Hence concluded that when employee is motivated, his or her job performance will increase and as well result to organizational success. Under this study some weaknesses were found and the researcher recommended to the employer to promote employees fairly, provide effectively bonuses without basing on the overall organizational or departmental performance but on individual performance, recommend to the government and other institutions to invest in motivating employees and ensure their satisfaction for better job performance.

Keywords: Employee Motivation and Performance.

INTRODUCTION

Employee motivation is the level of energy, commitment, and creativity that an organization's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the institution. Motivating your employees needs to be a regular routine (Lewon, 2011). There are several reasons why employee motivation is important. Mainly because it allows management to meet the organization's goals. Without a motivated workplace, companies could be placed in a very risky position. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. Imagine having an employee who is not motivated at work. Motivation shows a crucial significant part in all private and public organizations. Organization cannot run and cannot attain their desire goals and objectives without motivating their employees. Employee motivation plays a significant role in defining job performance. Employee motivation seems to be of great influence to job performance and in turn of organizational success. There is a need to create a work environment that encourages employees to give quality response needed. Satisfied employees are willing to perform excellently that leads to both short term and long term organizational success. With amplifying job performance as the result of employee motivation, an organizational performance as well can be improved, goals can be attained, and commitment can get intensified. All organizations want to be successful, even in current environment which is highly competitive.

Therefore, companies irrespective of size and market, strive to motivate their best employees, acknowledging them their important role and influence on organizational effectiveness (Dobre, 2013). In order to encourage performance, companies should create a strong and positive relationship with its employees and direct them towards task fulfillment. In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to decline (Bartol and Martin, 2014). This implies that, if employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. In Rwanda public servants' for efficient and effective service delivery continues to be a priority agenda for the government of Rwanda (James, 2016). Decision-makers in the Public Service became aware of the importance of modern principles of management to improve the output and the effectiveness of their services and those of other public institutions. Nevertheless, there are individual in-charge of management in the public service for employment is interested to find out long term strategies to solve the problem of ineffective employees' motivation that affect their working behavior in order to boost their satisfactorily and desired performance (Woodbury, 2012). Therefore, this study concerns about the effect of employee motivation on job performance in public institution in Rwanda taking Gasabo District as a case study.

Problem statement

According to Halepota (2013) Motivation is crucial for organizations to function; without motivation employees will

not put up their best and the company's performance would be less efficient. Recently, employee motivation is becoming an important management system in organizations, boosts employee job satisfaction and performance (Enoch, 2014). Because it is through which, they feel that they are valued in the work place and they are recognized as important assets of the organization whereby this motivates them toward long term better job performance (James, 2016). However, Gasabo District in the past periods used to perform well whereby In 2015/ 2016 it scored the 1st place with 81.6 marks, in 2016/ 2017 it scored the 9th place with 79 marks, in 2017/2018 it scored the 2nd place with 82 marks (Philbert, 2017), however as mentioned in annual district committee report Gasabo, (2018) with the pressure in the rivalry of district performance contract, employees are no longer satisfied with benefit received and there are the problems related to employees motivation, which results into employee dissatisfaction as evidenced by employee turnover and delays in meeting by the employees, higher absenteeism, and late coming whereby this is associated to the failure to achieve district performance contracts as planned in the 3 years Gasabo has been struggling to be the first contract performer as it was in 2015 but it is still a challenge (Ngabonziza, 2018). Therefore, the aim of this study was to analyze employee motivation and performance of public institutions in Rwanda taking Gasabo district as a case study.

Objectives of the study

The general objective: The general objective was to establish the relationship between Employee motivation and job performance in Gasabo District.

Specific objective:

1. To assess different forms of motivation used in Gasabo district.
2. To evaluate the role of employee motivation on Job performance
3. To establish the relationship between employee motivation and job performance.

Research questions

The study sought to answer the following research questions:

1. What were the different forms of employee motivation used at Gasabo district?
2. What was the role of employee motivation on the job performance in?
3. Does employee motivation have relationship with job performance?

LITERATURE REVIEW

Definition of key terms

Motivation: It is the set of states of the individual's needs that require to be satisfied and therefore pushes, incites and causes the individual to perform a series of actions in order to satisfy them (Forsythe, 2016).

Intrinsic motivation: For this study, intrinsic motivation is defined as psychological or intangible rewards that employees get from doing meaningful work and performing it well

Extrinsic motivation: In this study, extrinsic motivation is defined as tangible rewards which are external to the work itself and whose size can be seen and controllable

Salary: is a form of periodic payment from an employer to an employee. Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed intervals, for example, monthly payments of one-twelfth of the annual salary (Lewon, 2011).

Bonus: means an extra payment or bonus payment received for doing one's job well or a salary or wages based completely on how well one does one's job (Gregory, 2010).

Promotion: is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's motivation for good performance, i.e., positive appraisal. A promotion can involve advancement in terms of designation, salary and benefits (Milcovich, 2011).

Health insurance: is insurance that covers the whole or a part of the risk of a person incurring medical expenses, spreading the risk over a large number of persons. According to the Health Insurance Association of America, health insurance is defined as "coverage that provides for the payments of benefits as a result of sickness or injury. It includes insurance for losses from accident, medical expense, disability, or accidental death and dismemberment" (Mary, 2015).

Employee's turnover: refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes (Meyer, 2013).

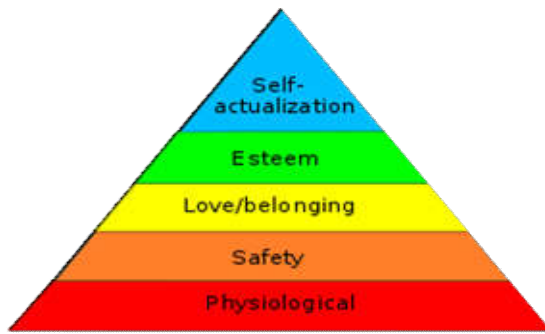
Employee's commitment: Employee commitment is one of the most important organizational concepts that have widely been examined in managerial literature due to its significance for organizational performance and effectiveness. Employee commitment is generally confined to as the degree to which an employee is loyal to their organization (Yunusu, 2010).

Absenteeism: is voluntary nonattendance at work, without valid reason. Absenteeism means either habitual pattern of absence from a duty or obligation of work, or wilful absence as in a strike action. It does not include involuntary or occasional absence due to valid causes, or reasons beyond one's control, such as accidents or sickness (Bowen and Ostroff, 2014).

Theoretical Review about employee motivation and job performance

Hierarchy of Needs: Abraham Maslow theory of motivation and performance: Maslow was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists as well contributed a lot in the management of employees' behavior for effective job performance. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arranging from the lower needs to the higher needs. Five needs rank in a hierarchical order from lowest to highest:

physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized (Shah and Shah, 2017).



Source: (Kremer, William and Claudia, 2016)

Figure 1. Maslow's Need Hierarchy

1. Physiological Needs: The basic physical needs for sustaining the human life. For example, food, water, sleep, medicine, education etc.

2. Safety Needs: To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

3. Social Needs: Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders

4. Esteem Needs: To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.

5. Self-actualization: This is the highest need in Maslow's hierarchy. This need is to fulfil one's potential and self-fulfillment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job.

In competing view, physiological and safety needs are arranged in hierarchical fashion, as Maslow contends. The contrary view is that, any one of the needs may emerge as the single most important need, depending on an individual. Edward Lawler, a leading motivation researcher, observed, "Which higher-order needs come into play after the lower ones are satisfied and in which order they come into play cannot be predicted. If anything, it seems that most people are simultaneously motivated by several of the same-level need (Lawler 2013). The "motivation to work" published by Maslow probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. Probably the best-known conceptualization of human needs in organizations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to

him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible. Specifically, Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this from a motivational point of view, Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow, you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2013).

Expectancy Theory of motivation to job performance:

Workers expectation of returns or rewards for efforts put on a job has become part and parcel of the motivation of employees in every organizational establishment and it will therefore be inappropriate to discuss motivation of the public sector motivation without taken a cursory look at the Expectancy Theory. This theory was developed by an American, V.H. Vroom in 1960s. A key point of his theory is that an individual's behavior is formed not on objective reality but his or her subjective perception of that reality. Vroom proposes that motivation is a function of value of effort-performance and performance rewarded relationships. Expectancy theory emphasizes the role of individual perceptions and feelings (expectations of particular results) in determining motivation and behavior. Also the expectancy theory does not specify which outcomes are relevant to individuals in any situation (Enoch, 2014). The core of this theory relates to how a person perceives the relationships between three things that is effort, performance and rewards. Vroom in 1964 proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has an associated value called valence. The three key factors are based on the individual's perception of the situation. These are:

Expectancy; which is the extent of the individual's perception, or belief, that a particular act will produce a particular outcome.

The instrumentality; is the extent to which the individual perceives that effective performance will lead to desired rewards and

Valence; which is the strength of the belief that attractive rewards are potentially available (Gole, 2012)

It is important to note that Vroom distinguishes „valence' from „Value'. He does so by defining the former in terms of the anticipated satisfaction the individual hopes to obtain from the outcome or reward, and by defining „value' in terms of the actual satisfaction obtained by the individual. According to Vroom the three factors that is, Expectancy, Instrumentality and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of

performance, and obtain rewards at the end. Despite the criticism, Expectancy Theory is still one of the useful for predicting employee behavior (Aamodt *et al.*, 2016). It is prudent to note that, effort alone may not necessarily lead to effective performance. Other factors are involved, such as the individual's own characteristics (personality, knowledge and skills) and the way in which he perceives his role. For example, the prospect of promotion could be seen by a newly appointed employee as an attractive prospect (valence), but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile. These analyses clearly show that individual worker's expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done.

Frederick Herzberg: Motivation-Hygiene and job performance:

In 1959 Herzberg, Mausner and Snyderman processed a research concerning motivation to work. They chose similar companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work which contribute strongly to better job performance (Wirralmet, 2017). Furthermore, Herzberg also recommended that the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should replace the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2017).

Most empirical studies have refuted predictions based on Herzberg's theory. According to Herzberg's theory, he concluded that hygiene factors are related to dissatisfaction rather than satisfaction. However, recent researchers have found contradictions and opposite to his theory (Exams tutor, 2013). Another problem with Herzberg's theory is that some employees show no particular interest in such motivators as opportunity for growth and performance (Dubrin, 2015). In spite of criticisms, Herzberg's theory provided a new way of thinking about worker motivation and his theory remains as an influential factor in an attempt to make the motivation theory in an organizational way (Dubrin, 2015). Herzberg's theory implication in real work life for a manager and management in the company who want to motivate their employees would include these activities: provide the employees with good compensation, flexible company policies and being connected to their own employees. In addition, the manager also recognizes the good work from their employees and gives their employees the opportunities to grow and develop their skills, knowledge and experience. A significant development in motivation was distinction between motivational and maintenance factors in job situation. This led to draw a distinction between what are called as „motivators' and „

hygiene factors'. Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serves as dissatisfied. Some job conditions operate primarily to dissatisfy employees when they are absent, but their presence does not motivate employees in a strong way. Many of these factors are traditionally perceived by management as motivators, but the factors are really potent as dissatisfies. There appears to be a great similarity between Herzberg's and Maslow's models. A careful examination of Herzberg's model indicates that what he actually says is that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow (esteem and self-actualization) are the primary motivators. However, they still must satisfy the lower level needs for maintenance of their current state. Thus, we can say that money might still be a motivator for operative employees and for some managerial employees (Chhabra, 2010). In this vein, hygiene factors are not sufficient condition in motivating employees but rather a precondition in enticing employees in promoting the organizational mission and objectives. This further suggests that, the issue of motivation is still a challenge in modern context despite the efforts of government policy of promoting workers well-being.

Empirical Review examining the relationship between employee motivation and job performance.

A study carried out by Burney (2012) revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. Dessler and Harrington (2013) observe that over-achieving, talented employees are the driving force of all institutions so it is essential that institutions strive to motivate and hold on to the best employees since there is a strong connection between motivation and job performance. The quality of human resource management is a critical influence on the performance of the institution as it is the one that deals with employee acquisition, retention and firing therefore it can affect their performance through motivation. Financial motivation has become the most concern in today's organization, and tying to Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed (Frey, Margit and Bruno, 2016).

Linz (2011) revealed that several studies have found that there are positive relationship between motivation and job performance as well as motivation and job satisfaction. This is significant to institutions in today's highly competitive business environment that motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution.

Deci and Ryan (2014) conducted and replicated an experiment that showed the negative effect of monetary rewards on intrinsic motivation and performance. Into a workplace setting, employees felt that their behavior was being controlled in a dehumanizing and alienating manner by the rewards. It was discovered that rewards would seriously decrease an employee's motivation to ever perform the task being rewarded, or one similar to it, any time in the future. Another observation of the study was that employees would expect a reward every time the task was to be completed if the reward

was offered at one time. Employees would require the reward in order to perform the job and would probably expect the reward to increase in amount. If the rewards were not increased or if they were taken away they actually served as negative reinforcement and this signal a strong relationship between motivation and job performance and accomplishment. Theorist Victor Vroom proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to desired work performance in the work place. This performance interns lead to various outcomes, each of which has an associated value called Valence. Adams on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes; pay recognition, promotion, social relationship and intrinsic reward. To get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Work motivation does not determine employee's level of performance, but it does influence his/her effort toward performing the task Bruton (2014).

The role of motivation in performance can be summarized in the following formula:

Performance = Ability x Understanding of the task x Motivation x Environment

Accordingly, in order to perform well employees, need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. And last, employees need to work in an environment that allows them to carry out the task, Landy and Conte, (2012) emphasizes the importance of motivation - if motivation is equal to zero, even the most talented employee will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps. A good example for the latter situation is a new worker or trainee, who joins the institution fully motivated to work, yet lacks skills and experience. The motivation to learn and develop will quickly outweigh the weaknesses. The effects of motivation do not stop with performance. In the group of motivated employees there are fewer work accidents, fewer rates of ethical problems, less employee turnover and lower levels of absenteeism (Jurkiewicz, Massey and Brown, 2015).

Robison, (2013) observe that motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health Furthermore, motivated employees are more committed to their institutions and show less insubordination and grievance. They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the institution. In short, motivated employees are the greatest asset of any institution.

Mulwa (2014) conducted a study on employee performance in public audit institutions. He explains the various motivation theories like Abraham Maslow's hierarchy of needs, Herzberg's two factor theories and the equity theory of Adams can be applied in organization to boost employee's job

performance. The review shows that motivation is key for the effective and efficiency job productivity and sustainability of every institution - as the employees are its movers and its live blood. That motivation is not a one off undertaking rather it's a continuous undertaking by management as long as the organization does exist. That it is the responsibility of the management to continually work on employee motivation for sustainability of the organization.

Research Gap

From different studies reviewed, there is little or no exact studies aimed to find out or to assess effect of employee motivation on job performance that is in relation to the improvement of job performance of the employees, even no study tried to explore the reason behind motivational factors which boost employee job performance in Gasabo District. Therefore, this research intends to bridge the gap under this study and assess deeply the effect of various employee motivation strategies on job performance within public institution taking Gasabo district as case of study.

Conclusion

It is true to some extent that when workers are motivated, their ability to increase productivity or working results will be high. There are certain situations some workers' attitude is not reversible and management must put pressure in order to influence them work hard. Despite the deviates in every society, motivation still remains a powerful or recommended tool in influence labor force "will to work". Employees of public sector tend to relax much on work place, want much working benefits but the produce are relatively low and this mostly aggravated by management failure to influence their working behavior as well as establishing appropriate motivation strategies and the researcher need to establish the relationship between motivating employees and perform well the responsibility.

RESEARCH METHODOLOGY

Research design

Donald and Pamela (2011) defined research design as the plan and structure that is conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research. In this study, descriptive research design was used and both quantitative and qualitative approaches were also adopted to understand the effect of employee motivation on job performance. The descriptive approach was used because it used descriptive statistics to describe the two variables of the study; Quantitative approach was also used to generate numerical data to ensure high levels of reliability of gathered data while correlation design was used to establish the relationship between employee motivation and job performance.

Population

According to Cooper (2014), population is the study object, which may be individuals, groups, organizations, human and events, or conditions to which they are exposed. Population is the whole set of individuals of interest to a research. Although the entire population usually does not participate in a research study, the results from the study could be generalized to the

whole population. The research study was carried out in Gasabo district. The population targeted was 51 employees.

Sample Size: Sampling is the process of using a small number of items or parts of a larger population to make conclusion about the whole population (Zikmund, 2010). The sample size for this study was 51 respondents.

Sample Size Determination: A sample is a set of individuals drawn from a population and is usually intended to represent the population in a research study (Newing, 2011). Therefore, the goal of a research is to examine a sample and then generalize the results to the population. How accurately we can generalize results from a given sample to the population depends on the representativeness of the sample. No sample size was calculated since the number is small and easy to draw data; all 51 employees of Gasabo District were considered. Therefore, the sample size was the same as population.

Sampling Technique: The researcher adopted universal sampling technique where all elements of the population have to be a part of the sample size since the number is small and every element of the population can be reached and be drawn the information easily. Therefore, this study collected information on 51 employees of Gasabo District.

Data Collection Instruments

The most important research instruments used in data collection were a Questionnaire, Observation and interview. The type of data collected was about both quantitative and qualitative, depending on the requirements of the study. However, qualitative data, which dealt with attitudes, perceptions and behavior, were used in relation to the objectives of this study.

Questionnaires: A questionnaire is a list of carefully structured questions with a view to exploring a reliable response from a chosen sample (Hussey and Hussey 2010).

In this study, data were collected using questionnaires that were administered to Gasabo district staff to get depth information on the matter. Questionnaires were designed according to Likert Scale: "Strongly disagree, Disagree, Agree and Strongly agree" to explore the key variables of employee motivation and job performance. The questionnaires were comprised of closed questions, and open questions. Also the questionnaire was divided into two main sections: a profile and the questions addressed to respondents. The profile contains demographic characteristics of the respondents such as age, gender, marital status and education level.

Semi-structured interviews: A face to face interview were conducted to the key people with the opportunity for the interviewer to explore particular themes or responses further or get depth information on the matter.

Documentation: Payne and Payne (2004) describe the documentary method as the techniques used to categorize, investigate, interpret and identify the limitations of physical sources, most commonly written documents whether in the private or public domain. The researcher supplemented the primary data with information from the relevant documents using content analysis to evaluate the information they contained, and analytically identified contents of each document that pertain to the research questions.

Data Processing and Presentation

After gathering all the completed questionnaires from the respondents, total responses for each item was obtained and tabulated for statistical analysis. The questions and responses were coded and entered in the computer using Microsoft Excel and Word software. Statistical techniques were used to quantify the data and to put those data in representative interpretation like tables and graphics. These make data more understandable to readers and easier for the researchers to make conclusions.

Editing: Editing is the process of examining the data collected through various methods to detect errors and omissions and collect them for further analysis. Editing was done in two phases; the first phase was accomplished when the researcher is in the field collecting data and the second phase after the fieldwork.

Coding: Kakinda (2011) defines a coding as the process of assigning numerical values to represent values as variables. The answers acquired were coded and used to determine the frequencies of each response. Similar responses were grouped according to their different categories.

Tabulation: Tabulation refers to the orderly arrangement of the data in table or other summary format achieved by counting the frequency or responses to each question (Gilbert A. and Churchill 2010). After coding, the researcher summarized the data by constructing tables of answers provided to each theme. In addition, the data collected and tabulated in the research process were analyzed.

Data Analysis

This was the analysis and interpretation of data of that was collected from the respondents. The data were put in a systematic manner for better understanding. That is why; editing, coding and tabulation were used for more clarification of the information provided in this study.

Research Limitations

According to was spent printing, internet café, transport and air time and all of these were too expensive. However the researcher managed herself to overcome this barrier whereby she used economically money she had and borrowed from family members. Some employees of Kicukiro District sometimes were concentrated to their work in order to fulfill their responsibilities as it is required, to get time to get required data was somehow not easy. But the researcher managed herself to overcome those barriers and accomplish this researcher within prescribed time by establishing friendship with employees and with the help of human resource and assistants.

Ethical Considerations

Research ethics is about the responsibility of researchers for being honest and respectful to all individuals who may be affected by the research study results. Ethical practices considerations by the researcher include but not limited to that, data were collected from field and only used for academic purpose, in data processing and analysis, there was no data manipulation and the interpretation was objectively in order to

reflect to the reality. The information provided in this research will be kept confidential and results of research will be used for the objective of this research.

STUDY FINDINGS

Regarding the first objective about motivation strategies, that is salary, 32 employees making percentage of 62.7% appreciated salary as a motivation strategy and is the highest level among all others motivation strategies this is the motivation strategy that most of the employees realize. For the second motivation strategies that is Bonus, only 6 employees which were represented by 11.7 % have said that they receive and appreciate this motivations strategies however the number of the employees on this form of motivation was the very low among all others. For the promotion as another form of motivation at Gasabo district, 11 employees of Gasabo district motivation represented by 21.5 % appreciate that form at Gasabo District. As well out of 51 employees at Gasabo District represented by 31.9 % appreciate benefits or allowances received at Gasabo District and that is the second appreciation apart from salary. We can conclude that it was found out that employees are more motivated by Salary than other forms Regarding the second objective about the role of employee motivation on job performance indicated that motivation improved employees' job performance in terms of Commitment, timeliness, goals achievement and employee turnover. For the first question assessing the appreciation of employees on commitment to the work as results of motivation at Gasabo District, for 72 employees 33 employees represented by 45.8% agree or accept that are committed to the work as results of motivation strategy. For the second question assessing the employees timeliness which means respecting time or save time in the work as results of motivation at Gasabo District, for 72 employees 10 employees represented by 13.9% agree that they respect time in the work as results of motivation strategy. For the third question assessing whether employees are able to achieve goals in the work as results of motivation at Gasabo District, for 72 employees 17 employees represented by 23.6% agree that achieve goals in the work as results of motivation. For the last question assessing the employee turnover on the work as results of motivation at Gasabo District, for 72 employees only 12 employees represented by 16.7% agree that employees leave the work as results of motivation. As regards the third objective about relationship between employee motivation and job performance, 22 employees represented by 43.1% % strongly or highly agreed the there is a relationship between employee motivation and job performance or motivating employees lead to better job performance, 25 employees represented by 49 % which is the majority agreed or accepted that employee motivation at Gasabo District increased better job performance which can be the basis of this relationship. Therefore the majority agree that motivating employees lead to better job performance. When asked if motivation improves job performance 22 employees 30.6% strongly agreed while 35 employees (48.6%) agreed, the biggest number is 57 employees making 79% support that there was a relationship meaning that motivation plays a significant role in job performance.

Conclusion

The main purpose of this study was to find out the effect of employee motivation on job performance within public institution in Gasabo District as a case of study. After

analyzing the data collected from Gasabo District, the research findings revealed that the employee motivation with the following determinants of salary, bonus, promotion and benefits allowances as tools to improve employee job performance through employee commitment, timeliness, goals achievement and employee turnover. After gathering and treatment of data from the respondents the findings revealed that there is a relationship between employee motivation and job performance as agreed by 48.6 % majority of the respondents, hence concluding that employee motivation lead to better job performance. Employee motivation is a very crucial factor in determining job performance in almost organization. The above discussion concludes that, nowadays employee motivation holds great significance and if it is undermined then it can affect the organization adversely. Therefore, in order to become employer of choice as well as the best organization to work for every organization must provide a healthy quality of work life to its employees. No doubt in today's scenario, many factors like, changing demographics of the work force, increasing expectation of the employees and greater stress level are posing major challenges to the organizations, however these must be well handled strategically to retain satisfied employee in good quality of working conditions, leading not only to better performance of the employees but also to the overall better performance of the organization.

Recommendations

From the findings mentioned in chapter four, employees' motivation has a significant effect on job performance in Gasabo District as my case of study. However, weaknesses were found and recommendations were suggested. It is necessary for the employer to assess the performance of the employees and recognize or value their efforts. It is recommended to the employer to promote employees fairly, provide effectively bonuses without basing on the overall organizational or departmental performance but on individual performance. It is recommended to employees of Gasabo District to work well and feel motivated themselves as if they are working for themselves and for their nation. Though they are remunerated for their efforts and performance they should not rely necessarily on motivation instead doing better at work for the development of their nation. Employees of an institution are like an engine to its success, so when their effort is recognized through motivation strategies (monetary and non-monetary), they take the success of the institution as theirs and contribute to its both short term and long term success. So basing on the findings in chapter four, I therefore recommend to the government and other institutions to invest in motivating employees and ensure their satisfaction for better job performance. The researcher is recommending the future researchers to expand this study and make further research by find out the effect of monetary motivation forms and non-monetary forms have to the performance of the employees in public institution in Rwanda.

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