



Global Scientific JOURNALS

GSJ: Volume 10, Issue 10, October 2022, Online: ISSN 2320-9186

www.globalscientificjournal.com

EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE

OF NON PROFIT ORGANIZATIONS IN RWANDA:

A CASE OF ALIGHT RWANDA

DJAMALI BRIGITTE

MBA/2021/71034



**A Research Project Submitted in Partial Fulfillment for the Award of a Degree
in Master of Business Administration (Human Resource Management Option)
of Mount Kenya University**

SEPTEMBER, 2022

DECLARATION

I, DJAMALI Brigitte hereby declare that this dissertation is my original work for the award of Master of Business Administration, specialization Humana Resource, and that it has not been submitted to any other institution for academic award. However, works by other authors, which served as sources of information, have been acknowledged by references to the authors thereafter.

DJAMALI Brigitte

Sign _____ Date ____/____/____

This proposal has been submitted with my endorsement as the Mount Kenya University Supervisor.

Name: Dr. Eugenia Nkechi Irechukwu

Sign _____ Date _____

DEDICATION

This research project is dedicated to my family for their financial and non-financial support through the completion of my MBA program and my husband in particular for his patience and courage during the entire journey. I love you all.

ACKNOWLEDGEMENTS

This piece of work could not have been completed without the assistance and support of others. Firstly, I am grateful to the Almighty God for His divine guidance during the compilation of this dissertation. Secondly, I am equally indebted to my Husband whose inspiration is a fountain of courage and hope in pursuing this academic endeavor. Thirdly, special thanks also go to my supervisor Dr. Eugenia Nkechi Irechukwu for the valuable time she sacrificed to guide me during the preparation of this piece of work. Last but not least, I am thankful to MKU University community, particularly, the management, staff and fellow students from whose guidance and constructive criticism I drew knowledge, ideas and inspiration during the preparation of this dissertation.

© GSJ

ABSTRACT

The motive of this research was to examine the contribution of worker motivation on organizational performance in nonprofit agency. This study become carried out in Alight Rwanda especially because the case have a look at with the subsequent objectives: to evaluate the impact of monetary incentives at the organizational overall performance of Alight Rwanda, to have a look at the effect of running surroundings at the organizational performance of Alight Rwanda and to determine the contribution of employee popularity on the organizational performance of Alight Rwanda. The studies become significance to various groups and sections of humans in Rwanda and past inclusive of the researcher, future researchers, Alight Rwanda and other corporations, MKU University, the government of Rwanda and most of the people. The researcher reviewed literature related to employee motivation and performance of corporations guided by means of the examine targets. The research layout changed into descriptive. While the target populace became three hundred worker of Alight Rwanda the sample length turned into 81 respondents selected from the total goal population using Slovin (1970) formula. Data collection gears were questionnaires and interviews. The records accrued became analyzed the usage of the Statistical Packages for Social Sciences (SPSS) Version 23, to show imply, general deviation and probabilities. The researcher used correlation coefficient to determine the relationship between variables whilst the regression analysis changed into performed to decide the effect of worker motivation on organizational performance. The analyzed statistics was said the use of tables and figures. The outcomes in Table4.5 confirmed that majority of the respondents agreed that constant pay and increment in income increases employees' performance at the same time as minority disagree with the announcement. For example, from the ANOVA Table4.10.2, p-cost is zero.000 that's less than the 0.05, set as well known significance ranges with healthy stage of 220.207. Regression equation proven that organizational performance of Alight Rwanda trusted a regular thing of .453 irrespective of the lifestyles of different factors. The different variables provide an explanation for that; any unit boom in economic incentives would growth organizational performance by way of issue of .701. The examine for this reason concluded that setting more effort financial incentives in phrases of wages, pay and allowances and perquisites will growth personnel performance and productiveness.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xiii
OPERATIONAL DEFINITION OF KEY TERMS.....	xiv
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	6
1.3 Objectives of the Study	7
1.3.1 General Objective of the Study	7
1.3.2 Specific Objectives.....	7
1.4 Research Hypothesis Test	8
1.5 Significance of the Study	8
1.6 Scope of the Study.....	9

1.6.1 Content Scope	9
1.6.2. Geographic Scope	9
1.6.3. Time Scope.....	9
1.7. Limitations of the Study.....	9
1.8 Organization of the Study	10
CHAPTER TWO: LITERATURE REVIEW	11
2.0. Introduction	11
2.1 Theoretical Literature	11
2.1.1 Employee Motivation.....	11
2.1.2 Organizational Performance.....	12
2.1.3 Financial Incentives.....	13
2.1.4 Working Environment.....	14
2.1.5 Employee Recognition.....	16
2.2 Empirical Literature Review	17
2.2.1 Financial Incentives and organizational Performance	17
2.2.2 Working Environment and Organizational Performance.	21
2.2.3 Employee Recognition and Organizational Performance	24
2.3 Critique of the Existing Literature and Research Gap	26
2.4 Theoretical Framework	27
2.4.1 Mc Cleland’s Need Theory	27
2.4.2 X and Y Theory.....	29

2.4.3 Vroom’s Expectancy Theory	30
2.4.4 Porter and Lawler’s model	30
2.5 Conceptual Framework	31
2.6 Summary	32
CHAPTER THREE: RESEARCH METHODOLOGY	34
3.0 Introduction	34
3.1 Research Design	34
3.2 Study Population	35
3.3 Sample Size and Sampling Techniques	35
3.4 Data Collection Methods	36
3.4.1 Primary Data	37
3.4.2 Secondary Data	37
3.5 Data Collection Instruments	37
3.5.1 Questionnaire	38
3.5.2 Interview Guide	38
3.5.3 Documentary Review	38
3.6 Validity and Reliability of the Instrument	38
3.6.1 Validity of the measurement instrument	39
3.6.2. Reliability of the measurement instrument	40
3.7 Data Analysis	41
3.8 Ethical Considerations	42

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION	44
4.0 Introduction	44
4.0.1 Questionnaire Response Rate.....	44
4.1 Demographic Characteristics of Respondents.....	45
4.1.1 Gender of Respondents	45
4.1.2 Education Level of Respondents.....	45
4.1.3 Experience level of Respondents	46
4.2 Presentation of Findings.....	46
4.2.1 Effect of financial incentives on the organizational performance of Alight Rwanda.....	47
4.2.2 To assess effect of working environment on the organizational performance.....	48
4.2.3 To determine the contribution of employee recognition on performance.....	50
4.2.4 To Examine Level of Organization Performance	52
4.3 Presentation of Inferential Statistics.....	53
4.3.1 Correlation Matrix Results.....	53
4.4 Regression Analysis	55
4.4.1 Effect of Employee Motivation on Organizational Performance.....	55
4.4.2 Role of financial incentives on organizational performance.....	56
4.4.2.1 Testing Ho1:.....	56
4.4.3 Effect of working environment on the organizational performance	58
4.4.3.1 Testing Ho2:.....	58
4.4.4 Contribution of employee recognition on the organizational performance	60

4.4.4.1 Testing Ho3:	60
4.5. Joint Model: Effect of Employee Motivation on Organizational Performance	62
4.5.1 Testing Ho:	62
CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS	66
5.0 Introduction	66
5.1 Summary of Findings	66
5.1.1 Effect of financial incentives on the organizational performance of Alight Rwanda	67
5.1.2 Effect of working environment on the organizational performance of Alight Rwanda.....	67
5.1.3 Contribution of employee recognition on Organizational Performance	68
5.2 Conclusion.....	69
5.2.1 Effect of financial incentives on the organizational performance.....	70
5.1.2 Effect of working environment on the organizational performance	70
5.1.3 Contribution of employee recognition on organizational performance	70
5.3 Recommendations	71
5.4 Suggestions for Further Research	71
BIBLIOGRAPHY	72
APPENDICES	80
APPENDIX I: RESEARCH QUESTIONNAIRE FOR STAFF OF ALIGHT RWANDA.....	81
APPENDIX II: Mount Kenya Research Recommendation Letter	85
APPENDIX III: ALIGHT Research Acceptance Letter	86

LIST OF TABLES

Table 3. 1:Target Population.....	35
Table 3. 2:Sample Size	36
Table 3. 3:Validity	40
Table 3. 4:Reliability	40
Table 4. 1: Questionnaire Response Rate.....	44
Table 4. 2:Education Level of Respondents	45
Table 4. 3:Experience Levels.....	46
Table 4. 4: Descriptive statistics for effect of financial incentives on performance.....	47
Table 4. 5:Descriptive Statistics for effect of working environment on performance.....	49
Table 4. 6:Descriptive Statistics for contribution of employee recognition on performance	51
Table 4. 7:Descriptive Statistics for Level of Implementation in Project.....	52
Table 4. 8: Shows Correlations.....	54
Table 4. 9:Shows Model Summary.....	56
Table 4. 10:Shows ANOVAa	57
Table 4. 11:Shows Coefficients ^a	57
Table 4. 12:Shows Model Summary.....	58
Table 4. 13:ANOVA ^a	59
Table 4. 14:Coefficients ^a	59
Table 4. 15:Model Summary	60
Table 4. 16:ANOVA ^a	61
Table 4. 17: Coefficients ^a	61
Table 4. 18:Shows Model Summary.....	62
Table 4. 19: ANOVA ^a	63

Table 4. 20:Shows Coefficients^a 63

© GSJ

LIST OF FIGURES

Figure 2. 1: McClelland Iceberg Model, 2018	28
Figure 2. 2: Conceptual Framework	32

© GSJ

OPERATIONAL DEFINITION OF KEY TERMS

- Employee Motivation:** Motivation is defined as the process of providing support, incentives and other condition that are able to induce employees to perform better. Motivation is about the ways a business can encourage team of workers to offer their first-rate. Motivated personnel care about the success of the business and paintings better (Hulin, 2015).
- Organizational Performance:** Organizational performance is the notion of how effectual an organization is in achieving the outcome the organization targets to generate, (Benson, 2018). Performance refers to the attainment of the set goals and objectives in the most appropriate and efficient ways using the planned resources (Bibangambah, 2016).
- Financial Incentives:** A Financial Incentive is a financial gain this is paid by means of enterprise to motivate personnel or to encourage a specific movement or behavior. Employers have monetary incentive programs to encourage extra productiveness and loyalty amongst employee (Howria, A., 2017).
- Working Environment:** A paintings surroundings is the putting, social features and physical conditions in which you perform your job. These elements can affect feelings of wellbeing, place of business relationships, collaboration, and performance and employee fitness (Carnevale , 2017).
- Employee Recognition:** Employee reputation is the act of displaying appreciation and acknowledgement for employees for contributions to the commercial enterprise that hyperlinks to the enterprise's cause, challenge and values. Employee popularity can tackle various paperwork, consisting of peer-to-peer reputation, manager-led reputation and leadership-led recognition (Cartwright 2016).

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter will explain the background to the study which is assess the contribution of employee motivation on organizational performance of nonprofit organizations in Rwanda. The chapter encompasses of a background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study as well as organization of the study.

1.1 Background of the Study

The study of motivation is much concerned with the different reasons why people behave in a particular manger and how such behavior impacts their attitude and performance in various fields of life. Chatzopoulou, et al., (2015) indicate that despite several studies being done on motivation, most managers are still short of knowledge on how best motivation can enhance employees' productivity leading to improved organizational performance. According to A. S. Nwannebuife (2017) describe motivation as something that influences a person's ability to undertake a particular action most convincingly or effectively. Organizational performance refers to evaluating an employee's behavior towards particular work or assignments in an organization. Performance evaluation is associated with establishing how best or poorly an individual executed or accomplished a specific task or job (Chatzopoulou, et al., 2015).

Motivation is among the many factors that influence or affect an employee's job performance and, consequently, influence organizational performance (Z.Gyu et al., 2020). However, the theory of employee motivation and performance dates back to the Hawthorne studies at the

Hawthorne Plant in the 1920's. Prior to this period, Personnel had been taken into consideration just as another enter into the manufacturing of products and services (Cartwright., 2016).

In Rwanda, out of 2,711 organizations, 36% of organizations not delivering when it was expected (schedule), 65% of organizations not delivering it at the cost expected (budget), 45 of organizations not bringing all the functionality that are expected (scope), 32% of projects did not continue after withdraw of organizations funder and 45% of organizations not delivering the functionality with the expected quality' at least contributes to a fair perception of organizations failure (New times, 2022).

Employees are motivated in either financially which is referred to as direct incentives which are monetary in nature such as salary structure and increment, pay for performance, allowances and bonuses and non-financial incentives which does not involve money and include stress management, team work, recognition and respect, delegation, working environment, training and development, job enlargement and job enrichment. In either way motivation is very important to performance of organization without which return of investment cannot be realized as targeted, therefore it can be noted that motivation is important in improving organization performance (Cooper, 2016).

Abdul, (2010) states that all organization and corporate in Europe strive to be prosperous and need constant growth in their activities. The present period is very competitive and organizations despite their dimension, expertise and competition at the market level, employees face some problems. To overcome these solid relationship and optimistic cohesion should be emphasizing among organization and its employees because employees are considered as counter parts of the

organization managed by human resource department, special treatment need to be put in place and motivate them in order to perform the given responsibilities.

Due to the fact that organizations in China operate in a competitive and dynamic environment, they need to take different measures that will provide them with a competitive edge and market leverage focusing mainly on the quality and status of human resources which is the central force in improving performance and organization success, this has led to constant studies, research and investigations on how best organizations can motivate their employees. Employee motivation in organizations is done through improving the conditions of work, remuneration and working environment, these areas are considered central in improving the morale of employees at the work place. Organization attempt as a good deal as they can to control or minimize other expenses and keep for the personnel so they may be motivated to improve their overall performance (Mohamud, 2013).

The dating between motivation and employee overall performance in that once employees are motivated they have a tendency to carry out better and revel in their paintings leading to the overall improvement within the organizational performance and perform less after they much less inspired. Motivation is psychological in nature in that it influences the psychological feelings of employees at work and the general perception of the work they do which all contribute to better performance and attainment of organizational goals and objectives since it provides a positive direction towards performance. Best organizational managers focus on how best they can get their employees motivated through the best tools that have less impact on the organizational resources, using wrong motivational tools can cost the organizations in terms of output and resources, (Covington, 2001).

In Asia for an organization to prosper its operations, employees need to be motivated and consider them as the only asset which can lead to its victory and accomplishment of its goals. Failure to be committed to human personnel and treat them well that is the start of the decline of organization outcome which may lead to the closure (Benson, et al., 2014). Employees in institutions need to be motivated so that they can handle their work with utmost interest and commitment that is relevant in improving company performance. The motivation of employees has a direct impact on how the companies perform; those that take no steps to motivate their employees perform poorly while those that motivate their employees perform well (Hasiri, 2010).

Motivation in developed countries is employee's fundamental passion which can impress them to accomplish work related tasks in a reasonable period of time. It is also inner ambition that results in taking a decision to do something? There are so many factors that can impress a person motivated those are emotional, biological, social, etc. One cannot simply explain motivation, central driving force that can be also influenced by outside factors. Every human has responsibilities to surround him/herself what she/he finds motivating (Haynes, 2018). By using inner happiness, employee at work need also external factors which can be promoted by the organization to stimulate employee motivation, in addition to that satisfying employee's wish contribute to organization achievement. Due to lack of deep understanding of meaning and why to motivate staff employers fail to offer good work environment and it became challenging to accomplish organization mission and vision (Abdullahi, 2010).

In Africa, the concept of employee motivation in improving organizational performance is increasingly gaining focus due to increased business failures, assessments of the factors behind success, performance and sustainability of companies indicated that motivation is the major determining factor. This has made companies to recruit and hire employees that can contribute to

performance or those that can be motivated to perform better. Remuneration programs and policies are designed and monitored in different organizations as well as provision of better working environment for employees (Kikoito, 2014).

Matoka (2011) states that organizations that have made clear motivational strategies, performance has improved leading to the belief among many organizations that motivation positively improved organizational performance and vice versa to those that have neglected or given less consideration to employee motivation. This means that there is still much to be improved in the area of employees' motivation so as to much the current pace of business operations if performance improvements are to persist.

In Rwanda employee's performance is dependent on hoe best they are motivated, this is making different companies to introduce different motivational factors they think can put them on a more competitive edge than others for example there are variations in salaries, allowances and they over all handling of employees at work place. This company considered to be a major tool for employee retention and increase in commitment and morale thus leading to the overall increase in the organizational performance (Dominic, 2011). Employee motivation has led to either increase in reputation for those companies with better motivation tools while at the same time has also led to loss of company reputation in those companies with poor motivation strategies, loss of reputation leads to decline in company performance while improved reputation leads to improvements in performance since better employees will be attracted towards companies that are able to motivate them and runaway from companies with poor motivation.

Alight Rwanda is a non-profit organization that has been operating in Rwanda since 1994 and currently operates in seventeen countries with partners. The goal is to give refugees, displaced

individuals, and host communities more opportunities to stay and tell their stories about conflicts and crises, as well as to reconstruct lives of dignity, fitness, protection, and self-sufficiency.

Today, Alight employs over 800 people, including full-time and part-time employees, who implement programs in primary health care, reproductive health, HIV/AIDS, nutrition, water, sanitation, and hygiene, training, safe haven and large infrastructure, livelihoods/economic strengthening, and sexual and gender-based violence and child safety (HR manual, 2019).

1.2 Statement of the Problem

The continuing proliferation of labour disputes and the unwarranted safety stoppages tarnish the image of nonprofit organizations in Rwanda. In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. Numerous researchers have examined the gauge the influence of employee motivation on organizational performance of nonprofit organizations in different countries using different variables to measure motivation for instance in Mogadishu-Somalia, Jimale (2015) examined the performances of nonprofit organizations grounded on the workforce performance and productivity and operational performance have not enhanced the overall performances of nonprofit organizations significantly. Yaqoob, (2019) establish that effect of leadership development on employee performance of nonprofit organizations in in Pakistan. Ali & Mohamud (2013) carried out that proper motivational factors reduced organizations exposure to moral risks and provides an opportunity to stabilize and improve employees' performance. Not all these studies addressed employee motivation of nonprofit organizations with specific attention on workforce performance and productivity and operational performance of nonprofit organizations in

Rwanda. In organizations with employee motivational factors in place tend to have a high level of employee performance than those that do not motivate their employees (Patrick, 2012).

It's unreasonable for an employee to work for many years without being promoted or rewarded in any way leads to poor performance of employees and being discouraged. This means that motivation of employee has a significant impact on employee performance. However, there is a problem many organizations that have continued to perform poorly due to less employee performance and have not motivated their employees because they lack sufficient information on the various ways though which motivation leads to employee performance. It is against that background that the researcher seeks to carry out this study with reference to Alight Rwanda as the case study. Therefore, this study seeks to examine employees' motivation on organisation performance of nonprofit organizations.

1.3 Objectives of the Study

In general, objectives of the study were intended what expected to achieve.

1.3.1 General Objective of the Study

The general objective of this study was to assess the contribution of employee motivation on organizational performance of nonprofit organizations in Rwanda.

1.3.2 Specific Objectives

The research was guided by the following specific objectives

- i. To assess the effect of financial incentives on the organizational performance of Alight Rwanda
- ii. To examine the effect of working environment on the organizational performance of Alight Rwanda

- iii. To determine the contribution of employee recognition on the organizational performance of Alight Rwanda

1.4 Research Hypothesis Test

The research was guided by the following hypothesis test

H₀1: There is no statistical significant relationship between financial incentives and the organizational performance of Alight Rwanda.

H₀2: There is no statistical significant relationship between working environment and the organizational performance of Alight Rwanda.

H₀3: There is no statistical significant relationship between contribution of employee recognition and the organizational performance of Alight Rwanda.

1.5 Significance of the Study

The research would be significance to various groups and sections of people in Rwanda and beyond including the researcher, future researchers, Alight Rwanda and other organizations, MKU University, the government of Rwanda and the general public. Alight Rwanda would use the research to identify the different areas through which employee motivation is influencing the employee performance and what could be modified to further influence performance of employees. The final research dissertation would be put in MKU University's Library, and this would increase on the existing literature on conserving employee motivation and Organizational performance. The study would further help the future researchers to know more in the field of employee motivation and organizational performance and may also provide them with basic guidelines of writing research reports and source of secondary data.

1.6 Scope of the Study

In this study the scopes are content scope, geographic scope and time scope

1.6.1 Content Scope

The study was related to the domain of employee motivation. The study was to assess the effect of employee motivation on organizational performance of nonprofit organization in Rwanda

1.6.2. Geographic Scope

The research was carried out in Alight Rwanda located headquarters located in Remera sector, Gasabo district- Kigali city. This location was selected for the study because of its accessibility, popularity and re-known.

1.6.3. Time Scope

The researcher focused mainly on data of the period between 2018 and 2020. This period was given a consideration because it would determine when motivation has been reinforced so much and this period has witnessed more on organization performance.

1.7. Limitations of the Study

Undertaking this research project, the dominant expected limitations are time and place. Due to the time limit, a small sample may be tested and this will affect the result contrary to how it would have been if a large group had been tested. Also, the research period is set at the end of the financial period where the collection of data will be difficult and time consuming because respondents were always busy conducting their end of year reports. The second limitation is the one of place. The researcher intends to distribute a number of questionnaires to the implementers in Alight as well as in Kigali. Due to the distance between the researcher and the residence, and the constant travel to the place, this was costly for the researcher.

1.8 Organization of the Study

The study was organized and presented in five chapters as research project.

General introduction consists of the background of the study, Research questions, significant of the study, company profile, and scope of the study, Structure of the study. Presents the review of Literature related to the Study with reference to different sources of data especially from the Text books and reports, Definition of terms and any other related information to the subject Matter will be notably reviewed. Deals with the methodology used to collect data from the field, sampling and data collection methods. Emphasis on the findings of the research Data collection analysis and interpretation. The empirical data gathered serves as the foundation for responding to the researcher's queries. Discussion of findings, conclusion, and recommendation make up this section.



CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

This section clarifies the literatures that become reviewed to tell the take a look at. Previous research paintings finished on the subject turned into to examine and know-how gaps diagnosed. It became to organized into sections that introduce the primary principles of the observe; personnel' motivation and company performance, and the significance of employees in the organisation. This was followed by means of the theoretical framework, empirical research and ultimately the conceptual framework.

2.1 Theoretical Literature

2.1.1 Employee Motivation

M.K.Sanyal et al., (2014) states that motivation is an useful key that nudges an character's staying power electricity, experience of course and depth to paintings towards accomplishing a purpose. The motivational elements are unique for each person and fulfill their wishes in a different way. As per a extensively acknowledged idea, human desires are labeled at 5 degrees, and as soon because the requirement at the lowest or first stage is glad, the person begins considering the next and so forth. There is a slight hitch due to the fact its miles imperative that the person is stimulated to seek the next degree in any other case it will now not have any which means for him.

The two motivational elements are descriptive factors that include experience of belonging, competences, opportunities and threats and contextual factors that consist of organizational strategy, working situations and salaries (Fahad, 2013). Orpen (2017) explains that human assets are one of the vital additives of an company that can boost organizational overall performance to the best stages. It will become imperative to keep them satisfied and stimulated thru promotions,

advantages, incentives, and acknowledgment in their efforts. The workforce having the important abilities to reinforce organizational performance due to the fact competencies do be counted loads in sporting out responsibilities in an green way. One of the most essential elements which can show a sizable influencer is whether the group of workers is prepared to deal with the allocated paintings. Moreover, are they ready with gifted studying talents, communication, and social abilities, primary reasoning electricity and important questioning to make a difference. The organizational subculture has the power to influence organizational overall performance. It is without a doubt a concept to recognize the values, traditions, customs, and ideals of the individuals of a business enterprise. This analytical device is a widespread condition that defines patterns of shared assumptions (Ramli et al., 2017).

2.1.2 Organizational Performance

Z.Gyur et al., (2020) states that organizational standard overall performance includes analyzing a agency's overall performance in opposition to its targets and dreams. Organizational performance consists of actual effects or outputs compared with meant outputs. The evaluation emphases on three most important outcomes together with shareholder fee typical overall performance, financial performance and market average overall performance. Financial performance refers to how well a business enterprise or product performs in the market, whereas market performance refers to how well a business enterprise or product performs in the market, and shareholder rate standard performance refers to how much a company enriches its owners.

Macharia (2012) explains that product marketplace performance comprises market proportion and sales. It states to the ability of an company to create and distribute their outputs in the handiest way. It also offers with placing a product price to be able to yield affordable returns to the provider. The marketplace organizational performance can meet the expectations and

demands of its numerous clients in phrases of provider or goods produced. Some businesses degree market performance by using searching at the marketplace percentage they own and evaluating it with the place their competition possess, some through their capacity to obtain social responsibility.

In mild of Matoka, (2011) states significance agencies, which have sturdy management at the helm, inspire confidence among its employees in addition to customers. Employees look up to a very good leader for guidelines due to the fact they have faith of their abilities. Even for the duration of drastic or unfavorable instances, their faith in leadership does not waver because they trust the leader is supportive, committed and concerned for the welfare of each employee. This is the time when hard decisions must be made, and its miles actual leadership this is capable of it. This is the motive why the employees try to give greater than one hundred percent effort to the duties and projects in hand. The vital factors of appropriate leadership are notion and self assurance in the leaders which indicates that the employees are happy of their jobs and effective verbal exchange through the leaders that could make the employees apprehend the various commercial enterprise techniques and strategies.

2.1.3 Financial Incentives

Financial incentives are financial motivation indicators that an corporation of enterprise, or company gives to encourage positive behaviors or actions closer to goals and objectives. Specifically, behaviors or movements that might no longer otherwise have happened. The monetary incentive, or financial gain, motivates certain behaviors or actions (Garbers, Y. et al., 2014). Incentives nation to all the ones measures that are used to inspire employees for improving their overall performance. It someday describes extra or greater than the regular revenue or wages. These incentives may be either financial or non-economic. Financial

motivation accommodates of income that is the fundamental monetary incentive for every worker. Beside primary earnings, additionally it is dearness allowance, traveling allowance and at times some different allowances too. It also includes non-stop increment within the pay each yr and boom in allowances every now and then. Sometimes salary incentive plans are related with price of wages to increase productivity at man or woman or organization degree. Their quantum is based on real output against goals (Kikoito, 2014).

The Co-partnership/Stock Option is a monetary incentive scheme; personnel are offered shares at a fee that's lower than the market price. This exercise enables in developing a feeling of possession among personnel and motivates them to give their maximum contribution towards organizational increase. For example, in Infosys this scheme has been efficiently implemented. Various retirement advantages along with provident fund, pension and gratuity, act as an incentive to an employee whilst they are in service inside the corporation.

Profit Sharing amongst employees with the aid of supplying a percentage to personnel within the earnings of the organization. This allows in motivating the employees to enhance their performance and to contribute their most effort for increasing the income. Money is a significant motivator. Wages and salaries, bonuses, retirement benefits, medical payments, and other forms of cash as an incentive are common. Management wants to boost these financial incentives by making wages and salaries competitive across firms in order to recruit and retain talent (Mohamud, 2013).

2.1.4 Working Environment

An organization with robust paintings surroundings possesses shared values, and it may execute techniques in a higher way, by giving suggestions to the employees, to attain shared enterprise desires. As a result of this, employees across the organization are aligned well with the

organization's motto, project and aim. A beautiful running environment is a work atmosphere that promotes employee safety, growth, and achievement of goals. These settings are perfect for high-performing employees because they encourage them to reach their maximum potential. An Organization can reap a brilliant working surroundings by means of way of that specialize in their typical tradition, helping worker increase and making personnel sense safe and relaxed (Oludeyi, 2015).

A constructive working environments offer numerous blessings for each personnel and employers. This is due to the fact this type of surroundings can lead to worker achievement and happiness both individually and professionally. Having a high quality running surroundings is a splendid way to increase work output. When employees are happier, may be greater efficient and greater prepared to complete obligations successfully. This can also help to turn out to be a higher worker, which leads to increases and promotions. The attitude affects team participants; a tremendous running surroundings may be an awesome inflector on the ones round it. Good working surroundings can affect how others within the administrative center are obligations to paintings normal and nonviolent (Oludeyi, 2015).

A wonderful working atmosphere is one that is tranquil and conducive to increased productivity. Employees who are able to work with few interruptions are more likely to stay on task and complete extra tasks on a daily basis. It also entails working in a stress-free environment that boosts cognitive overall performance and physical well-being (Massoudi, et al., 2017). Exact commination running environments frequently consist of clear conversation between diverse members of an business enterprise and top control. This includes verbal exchanges between employees and higher management, as well as among coworkers. When employees have the opportunity to ask questions and receive feedback, it can make them feel appreciated at work while also allowing them to grow by receiving open, positive feedback.

A tremendous going for walks environment carries a diploma of apprehend, empathy and commonplace information among colleagues. These sentiments can also foster collaboration and assist feel heard and worth administrative center (Chigbue & Peter, 2017). For example, while a coworker thank you for helping them on a mission, it shall we apprehend that an employee is desired and that someone clearly cares approximately contribution to the agency.

2.1.5 Employee Recognition

Recognition is important as it allows personnel zoom out-reminding them why their paintings topics and the way they make a difference within the bigger photo. Ultimately, making them sense greater linked and happy with their work. Employee popularity in the place of work needs to be a critical a part of a corporation's culture. In now daisy's paintings surroundings, the groups with the most glad and engaged personnel are those which have the nice training programs and properly-professional personnel. However, even the exceptional employees cannot carry out well while they may be no longer inspired enough. Most of worker's motivation comes from getting regarded by their management. This manner that acknowledging the link among employee recognition and powerful management is prime on the subject of fulfillment (Brenner, 2014).

The largest motivators for personnel recognized for their difficult paintings by using their peers and leadership. While maximum organizations might relate worker rewards with bonuses or extravagant award events, employee appreciation does not must be costly. Employee rewards and recognition can be as easy as a complement, a 'thank you' electronic mail or maybe a friendly greeting at work. The key to attaining fine results in any employee popularity software is having a constant move of tremendous interactions among leaders and employees, using higher worker pleasure. The application will draw on entire company as one, unlocking capability and inspiring human beings to produce their excellent paintings. Specifically set up a assembly with

an employee just to mention thanks. This is specifically crucial in instances in which most workforces are remotely working and feature restrained human interplay, an appreciation meeting might be a outstanding pick out-me-up (Leigh, 2017).

Employee reputation is important because it will increase the level of productivity at paintings, reduces the worker turnover, generate higher earnings and keep in mind the growth in purchaser delight. A satisfied worker is a satisfied client and a happy patron, the income will be available in automatically and they'll even boom. Management has to attempt to preserve their personnel engaged to be able to have fantastic outcomes for the corporation. Start penning out the activities or occasions the organization could have so that it will inspire worker engagement (Hasiri, 2010).

2.2 Empirical Literature Review

2.2.1 Financial Incentives and organizational Performance

Garcia, *et al.*, (2012) studied the connection among economic motivation and performance venture worker in Kenya. The wellknown goal of the examine changed into to study the have an impact on of financial motivation on overall performance assignment employee in Korogocho Water Project. The specific targets had been to examine the have an effect on of additional time bonus on performance of employees in Korogocho Water Project. The primary statistics became accrued through using questionnaire. Qualitative facts changed into analyzed using SPSS 23 and Microsoft excel and supplied in step with the take a look at themes.

The findings examined expected to beautify performance of employees and advantageous effect. The have a look at turned into capable of reap a 75% response price. The examine of the correlation analysis indicated there has been robust positive effect of economic motivation in the identification and making plans extra time bonus at the employee's overall performance while

the regression effects indicated there has been a statistically considerable nice of overtime pay at the employee's overall performance. The look at used only qualitative facts; this means that, there may be hole in technique concerning to quantitative records. Hence, there may be also the space in contextual due to the fact that examined handled each quantitative and qualitative facts, and also the space in context because the look at did not mention how each variable of economic motivation contributes to the overall performance of the tasks (Brenner, 2014).

Kirianki (2013) did a study on an evaluation of motivation of teachers on sustainability of School Feeding Program in Primary Schools: A Case of Embaski, Kenya. The preferred aim of this test became to evaluate to sustainability of school feeding program in Kenya after WFP exit. It explored the challenges of motivation of instructors. A descriptive look at layout becomes used to collect quantitative and qualitative records followed deliberate sampling method. The findings revealed that as a minimum sixty three.1% of the respondents sense that there is session within the layout which means that that there is a bit of involvement critical for sustainability and over 70.1% agree that there is committee in area that consists of consultant of stakeholders which is also key to sustainability. However, this finding does no longer consider other factors inclusive of network involvement in choice making how affect the sustainability of the look at. Thus, it seems inconclusive to say that the difference in enrollment among remedy and manipulate organizations become the stop result of this machine without considering unobservable factors.

Mumbi (2017) studied at the effect of monetary motivation on personnel' performance inside the private institutions in kilome department, Makueni u . S . A . , Kenya. The targets of this look at centered on finding out the influence of the monetary mativation on low worker turnover, high enrolment of efficiency personnel in Kilome Division of Makueni Country. The study adopted descriptive survey layout where four personal establishments were decided on thru simple

random approach. The fifth personal group changed into purposively sampled. Findings showed that that the extent of monetary incentives furnished to personnel' overall performance in non-public institutions in kilome department. Findings confirmed that personnel carry out most while stimulated and their paintings preferred.

Purposive sampling was used to pick out the 5 establishments of the sampled personal institutions. The overall pattern constructed from 142 respondents. Simple random sampling changed into used to pick 35 administrators and 107 workers. The devices for statistics collection have been questionnaires, interview schedules. Observation agenda became used by the researcher for assessing situations of the assets. There became gap in conceptual because Mumbi (2017) did no longer referred to how monetary motivation contribution in intrusive motivation towards performance of personal establishments. Hence, this examine fills the space by means of assessing the have an impact on of the way intrusive motivation affect performance of employees in in Kilome Division of Makueni Country (Mitlin and Patel, 2005).

Mbui and Wanjohi (2018) deliberate at the effect of member loan accessibility on presentation of Rauri water projects, Teru Country, Uganda. The motive of this examine became to research the role of employee mortgage accessibility on overall performance of water tasks in Rauri Area, Teru Country, Uganda.

Specifically, the have a look at sought to set up the impact of worker mortgage accessibility in financial management, software governance, operations and upkeep and monitoring and assessment on performance of Rauri water initiatives. The study followed a descriptive survey research layout. The target population becomes 411 respondents comprising 400 employees that have been benefitting from mortgage of worker of Rauri water initiatives, eleven software committee members. Proportionate stratified sampling was used to derive a pattern of 211

respondents 2 hundred personnel, eleven application committee participants. Data turned into collected the use of a established questionnaire, an interview time table and an interview schedule (for application donors). Data analysis and presentation become conducted the usage of descriptive records with the help of IBM Statistical Package for Social Scientist (SPSS), Version 20. The take a look at installed that employee loan accessibility in overall performance of Rauri water projects had a moderate high quality influence on application performance, and network participation in monitoring and assessment had a slight high-quality effect on software overall performance (Bundy, 2009).

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 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, A., Oczkowski, E., and Smith, C. S, 2015).

2.2.2 Working Environment and Organizational Performance.

Maritz (2012) additionally studied top running environment and appropriate paintings conditions can growth organizational performance and worker commitment. In their have a look at, a survey device become used to discover running surroundings and organizational overall performance. They determined out that working surroundings was not the maximum essential supply of statistics.

He analysed the coolest working surroundings of 37 schools in Queensland. In his take a look at, they discovered that the best operating surroundings even though useful to any enterprise. They additionally found that accountability of personnel' performance perhaps more efficaciously through other media aside from the yearly document because respondents depended on opportunity media consisting of newsletters and other types of discussions and interviews.

While the above associated research at the role and usefulness of the running surroundings and employees' duty has been worldwide in attention, there was little proof from Non-Governmental Organisations (NGOs) in evolved and growing countries mainly those in the Sub-Saharan location. The take a look at was performed in Hussin (2011), the literature was reviewed inside the mild of study variables at the position of operating surroundings on development application overall performance.

Descriptive survey design turned into used to establish relationships among independent and structured variables. The pattern size became 38 application control committee contributors and one hundred fifty community members in Tabora, Mwiru, Tanzania, benefitting from the program selected the use of purposive and systemic random sampling technique. A semi based questionnaires have been used for data series. The findings from the take a look at indicated that groups have no longer absolutely participated in program cycle particularly in monitoring and assessment, education, aid contribution and choice making.

However, that is due to restricted economic useful resource and failure for community not to fully understand their roles in initiatives. The have a look at set up that operating surroundings through software records sharing, sources contribution collective decision making, and program governance have contributed extensively toward improvement program overall performance. The advocated that physical and process settings, lifestyle as well as aggressive marketplace and each of those is connected to worker performance because of the satisfactory of place of business surroundings this effect personnel degree of motivation afterward increase of organizational overall performance.

Kohun (2017) studied the relationship between non-monetary incentives and employees' performance of Donor Funded Youth Projects in Namugongo, Kampala City, and Country in Uganda. The unique goals of the study have been to look at the influence of working surroundings within the entire application cycle and employees' performance of donor funded adolescents tasks in Namugongo. In his take a look at he used each quantitative and qualitative to gather data and describes running environment as an environment inside the running area. The number one records turned into collected via the use of questionnaire. Qualitative information

become analyzed the use of SPSS 23 and Microsoft excel and provided in keeping with the observe topics.

The findings of the take a look at are predicted to enhance operating surroundings and effect employees' performance. The observe changed into capable of attain a seventy five% reaction charge. The take a look at of the correlation analysis indicated there was strong fine effect of operating environment and employees' overall performance while the p price results indicated there has been a statistically tremendous relationship among of running environment at the employees' overall performance. The study encouraged that technical surroundings combines factors that permit employees to be match at paintings location in all element of human use the manner that work scenario must now not effect or restrict human in his capacity.

Mullins (2007) carried a have a look at on human environment and performance of manufacturing industries in Chana. The particular targets of the look at had been to assess the impact of desirable running environment and personnel' performance in Aucacha industries. The studies observe used descriptive research design in gathering the records from respondents. A sample of eighty four respondents were decided on using Tora Yammen Formula. The number one statistics become amassed by way of using questionnaire.

Qualitative information was analyzed using SPSS 23 and Microsoft excel and presented in line with the study. Findings found out that commercial true operating environment combines technics and philosophies results in overall performance of employees as well the enterprise. The operating surroundings of a place of job has a great impact on industrial performance. Research encouraged that crucial elements that must be requisite for a pleasant environment at the place of work to enhance firms' performance are protection, material such things as light, ventilation, workspace, approach manuals, consumable elements and hardware instruments.

2.2.3 Employee Recognition and Organizational Performance

The have a look at was conducted in Mahazril, *et al.*, (2012), the literature become reviewed inside the mild of look at on the impact of employee reputation on undertaking overall performance in Zambia. The unique goals of the study have been to assess the impact of popularity awesome employee on overall performance of mission employees in Karangarwa energy strength plant assignment. Descriptive survey designs become used to set up relationships among impartial and established variables.

The pattern size become 30 venture management committee contributors and a hundred network participants in Karangarwa, Zambia, benefitting from the task selected the use of purposive and systemic random sampling method. A semi structured questionnaires were used for statistics collection. The findings from the study indicated that community have no longer fully benefited in mission cycle specially in excessing power. However, findings show because of limited economic useful resource and failure for some of community participants now not to absolutely understanding their advantages of the initiatives have made the challenge to put off. The study installed that reputation amazing employee thru undertaking facts sharing and collective selection making has contributed substantially in the direction of project overall performance. The studies recommended that greater powerful best and practicality of educated personnel had, the greater contribution they will must challenge overall performance.

In (2013), Harvey, studied the relationship between motivation and employees' performance of in Rusaka industries, Country in Zambia. The unique objectives examined have been to observe the connection of reputation of employee work and employees' overall performance of industries in Pachwa. In his take a look at he used each quantitative and qualitative to collect data and describes running environment as an surroundings within the working area. The number one

facts turned into accumulated by using using questionnaire. Qualitative records became analyzed the use of SPSS 22 and Microsoft excel in line with the studies observe. The study findings the look at anticipated to enhance popularity of employee work and affect personnel' performance. The take a look at turned into effects obtain a 86% reaction rate on the announcement. The have a look at of the Pearson correlation coefficient evaluation distinct that there has been robust wonderful impact of popularity of employee work and personnel' overall performance in industrial zone at the same time as the p cost outcomes indicated there has been a statistically huge courting between of popularity of employee work at the employees' overall performance.

The study advocated that popularity of employee work combines factors that permit employees subculture to be fit at paintings vicinity in all component of human use the manner that work state of affairs need to impact or restrict human in their capacity. A have a look at carried by way of Daniel (2017) on agency culture and overall performance. The research has a look at used descriptive research design in collecting the facts from respondents. Study findings revealed that a lifestyle of recognition inside the employer can help employees to comply with their forecasted dreams via assisting accommodates and maintains fantastic spirit to carry out nicely.

Findings additionally confirmed that the significance of connecting popularity techniques to the organization long time targets for its performance. Recognition adjustments undoubtedly operating surroundings, its increase overall performance and employee morale as properly, reputation decrease strain, absenteeism, and personnel turnover. Recognition is an essential aspect that effect employee overall performance, understanding this could deliver victory of the employer. A employer that applies a application of spotting employee their final results is triple than the business enterprise which doesn't observe this software.

Elton, *et al.*, (2016), studied the connection among motivation and organizational performance in Kireka sector, Kampala City, Country in Uganda. The specific targets examined were to assess the impact of reputation and reward on organizational performance in Kireka region, Kampala City, Country in Uganda. In their study they used both quantitative and qualitative to accumulate records and describes motivation atmosphere in the operating region. The number one facts become accrued through the usage of questionnaire. Qualitative facts changed into analyzed the usage of SPSS 23 and Microsoft excel and supplied in step with the have a look at themes.

The findings of the study are predicted to beautify reputation and reward of employees and impacts organisational overall performance. The study became capable of acquire a ninety two% response fee at the assertion. The study confirmed correlation analysis indicated there was strong high-quality impact of recognition and reward of personnel and organisational overall performance whilst the p fee consequences survey confirmed that there was a statistically large courting between of recognition and praise of employees at the organisational performance.

The studies have a look at recommended that reward and popularity are tactics for corporation's better overall performance used by extra organization to excepting excessive returns of performance. Research also recommended that normal performance results in certain outcomes in the shape of styles of rewards particularly extrinsic rewards and intrinsic rewards. Extrinsic rewards are the outside rewards given by way of the use of others inside the enterprise in the shape of cash, popularity or reward. Intrinsic rewards are inner feelings of task sell esteem and feel of competence that people sense when they do an awesome activity.

2.3 Critique of the Existing Literature and Research Gap

Nguyen (2017) financial incentives 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 good remuneration and rewards have direct link to the performance of an employee. Organization can predict its performance once the employees are motivated also recognizing the work they perform. The higher committed the employee, the higher performance. The culture of recognizing employees for the work performed and effort will increase engagement to perform all tasks assigned. Nevertheless, it is worth to conclude that if employee motivation 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.

2.4 Theoretical Framework

2.4.1 Mc Cleland's Need Theory

This is principle is based totally on motivation as compared to the hierarchy of needed of satisfaction and dissatisfaction via Maslow; he evolved this theory collectively along with his friends. He developed a list of motives and appears desires utilized in studies of personality. He believes that needs are learnt or acquired by using the form of occasions human beings experience in their environment and tradition, individuals who acquire precise wishes behave differently from the ones that do not have, he specially focuses of strength, achievement, affiliation and avoidance. This theory is related to the observe in that after employees are

prompted through pleasure in their mentioned motives in this principle they feel a good deal attached to the employer hence improving their performance (McClelland, 2000).

Kikoito (2014) counseled that pleasure will end result from both extrinsic and intrinsic rewards. However, for being glad, a man or woman will examine his real rewards with the perceived rewards if real rewards meet or exceed perceived equitable rewards, the man or woman will experience glad and if these are less than the equitable rewards, the individual will experience upset. Mc Clelland's Need version is a departure from the conventional evaluation of pride and performance relationship. In exercise, we find that motivation isn't a easy motive and effect courting rather it is a complicated phenomenon. Thomas (2012), he explains Mc Clelland's idea that humans' motivation factors are related to the age, gender, tradition or race. This is linked to what a human does –above water degree and what human beings think and want-under the water degree.

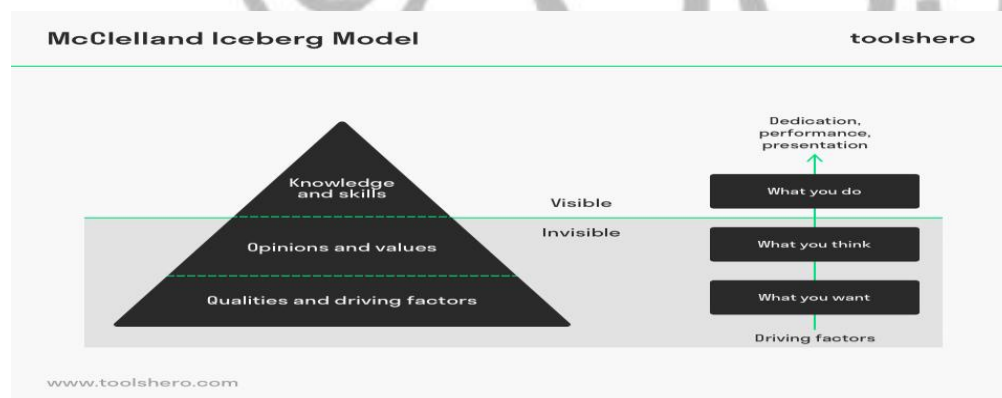


Figure 2. 1: McClelland Iceberg Model, 2018

Source: McClelland Iceberg Model, 2018

Things that are founded above waterline are corresponding to powerful and tangible focusing. In organization, this is related to its vision and strategy, finance, structure, content and mainly the

outcome of the work done, this guides employees. Below the waterline are the things that are more invisible composed by opinions, values, qualities and driving factors all this events influence the above waterline that why organizations must give high consideration in changing processes.

2.4.2 X and Y Theory

Mc Gregory (1976) developed this theory with two distinct views based on worker's participation, the negative one will be labeled as theory X and positive one as theory Y. Group X dislikes work as much as possible, lacks ambition, dislikes responsibility, and prefers to be directed by others, they are self-centered and uninterested in organizational goals, whereas group Y enjoys work, is active, wants to assume responsibility, wants their organization to succeed, is capable of directing their own behavior, and has a need for achievement. This theory is related to the study in that group X employees need to be motivated to work and have a sense of direction towards organizational performance while group Y need to be recognized for their efforts towards work so that they continue contribution to organizational performance (McGregor, 1976).

A lot of authors (Lawter, Kopelman, & Prottas 1985; Bordeianu & Buta 2000) affirm what McGregor stated, theory Y might be a more advantageous and correct view of human nature. The factors of Theory Y are (a) people can find paintings enjoyable, and beneath suitable conditions, revel in motivation and achievement; (b) people are not inherently irresponsible; as a substitute they are able to self-route and strength of will; and (c) humans have the capability to make essential intellectual contributions to the paintings they perform.

2.4.3 Vroom's Expectancy Theory

Vroom in his principle explained that the simple perception that humans might be prompted to exert a excessive level attempt that they positioned forth, the executed overall performance and the outcomes or rewards that they reap. This idea is related to the have a look at in that it emphasizes the need for motivating employees if you want to feel recognized, sense that they executed their want for searching for employment and properly as the rewards given. This will encourage or encourage personnel to perform higher and cause similarly enhancements in organizational overall performance (Vroom Victor , 2005).

American psychologist Edward said that Expectancy Theory will be used to explain organization behavior through an American commercial enterprise faculty professor, victor Vroom. This concept is centered on the reality that a person's attempt will generate perfect praise for the performed paintings, which is because of the quantity of attempt this is exerted. As stated, this principle is cognitive in that it's miles a intellectual hobby emphasizing the importance of mind, judgments, and perceptions. Basically, which means that whilst someone believes their attempt result a performance then at the give up get hold of a reward, they may end up prompted. According to Vroom, all 3 of those variables need to be in action so as for motivation to take vicinity.

2.4.4 Porter and Lawler's model

Vroom's concept has been expanded by incorporating Porter and Lawler's findings (Managerial Attitudes and Performance, 1968) into a more comprehensive model of manipulating motivation. In essence, Porter and Lawler's version (shown below) states that the amount of effort put in is determined by the following factors: the cost of the praise, the amount of effort considered critical, and the likelihood of earning the reward.

The amount of effort required and the likelihood of earning praise are determined by the person's report of previous performance, as well as a variety of capabilities, personality, perception of his position, and a wide range of other environmental circumstances. The Porter and Lawler version is a technique model that explains the conditions and strategies (contingencies) via which motivation to artwork takes area. The variables of the way, the interactions among the variables, and dynamic situations under which the ones variables art work (Thomas, O, 2012).

This model has been nearly carried out additionally of their study of managers. This is a multi-variant version and is the purpose the connection that exists among method attitudes and pastime standard performance.

Value of rewards, opportunity of accomplishing praise, effort, characteristic notion, usual overall performance, competencies, skills, character. Remember that rewards may be: outside rewards which might be given with the useful resource of others and shape part of the undertaking state of affairs (e.G. Wages, reputation, protection). Intrinsic rewards which the individual supervisor awards himself. These get up from the overall overall performance of the obligations (e.G. Feelings of self-esteem, accomplishment) (Edward, 2018).

2.5 Conceptual Framework

There is an independent variable as well as a dependent variable. The employee's motivation is considered an independent variable whereas the dependent variable is organization performance.

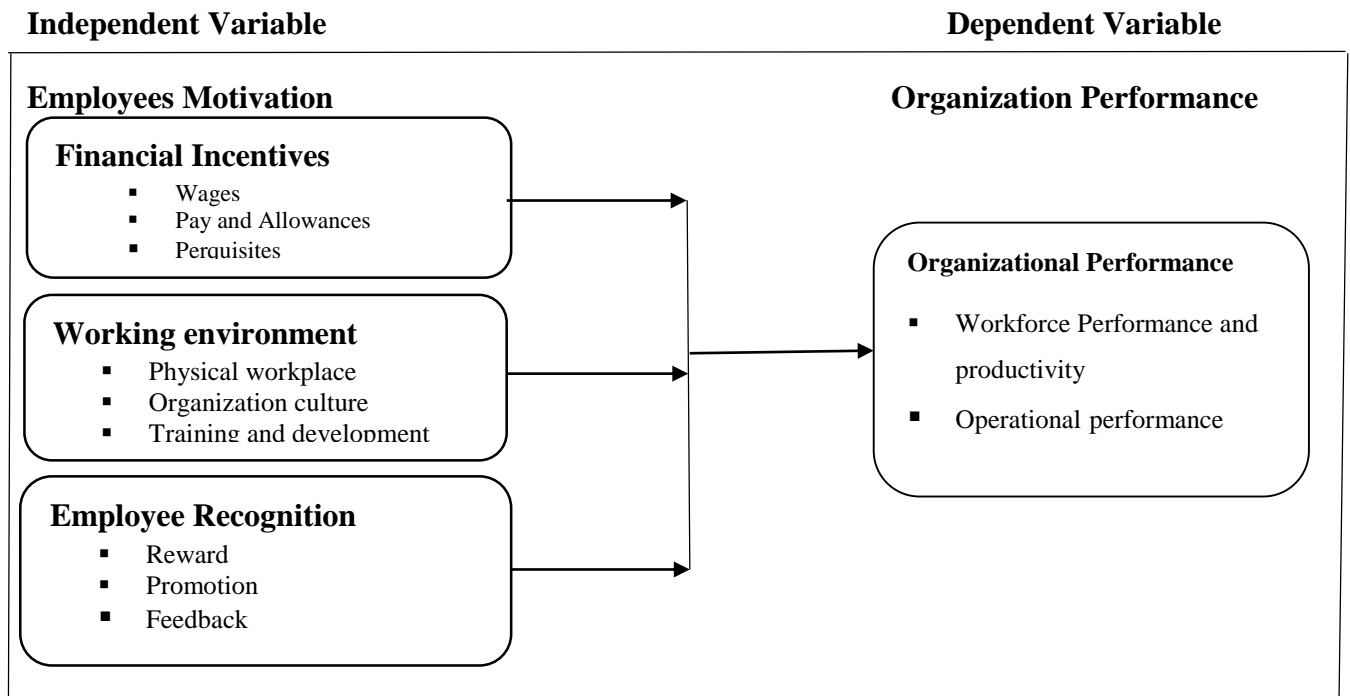


Figure 2. 2: Conceptual Framework

Source: Researcher, (2021)

According to this Figure 2.2, employee motivation 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 continually looking for the development of their work (Thomas, 2012).

2.6 Summary

This literature review focused on employee motivation and organizational performance. Employee motivation has a positive impact on organizational performance. This section

discusses also the impact of financial incentives on performance, it also emphasizes the influence of good working environment and employee recognition on organizational performance. There is relation between employee motivation and organizational performance. Nonprofit organization should give more proper attention to their staff, concerning employee motivation because happy employees are more productive. Employee should be considered as an asset of an organization. Analysis should be conducted in order to know what can motivate individual employees not assume on one size that can fit all before taking any decision. Motivation is a powerful strategy in the workplace and it can work both for and against you depending on the circumstances. Make sure employees have the right kind of motivation look forward to seeing their best achievement.

© GSJ

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the methodology of the research including the research design, population of the study and the sample size as well as the sampling techniques and the data collection instruments. The chapter further presented validity and reliability, data analysis and ethical consideration

3.1 Research Design

The researcher used a mixed methods approach through incorporating each quantitative and qualitative procedure. The quantitative method changed into carried out in amassing numerical records whilst the qualitative technique became used carried out on non-numeric/narrative or textual records. Among the quantitative processes a go-sectional layout is desired because the researcher became interested by amassing information at a single factor in time (Umar, 2013).

A case study of design was also included in the qualitative technique. The case study approach is preferred because, according to Amin, (2005), it allows the researcher to conduct in-depth and precise contextual evaluation on a limited number of actions or circumstances and their relationships. In so doing, “case research performs an facts of a complicated issue and might increase enjoy or upload energy to what is already seemed thru previous studies”.

As recommended (via Creswell, 2008) the mixed design changed into formulated primarily based on the following the stairs: figuring out studies variables, choice of goal population and a sample size, choice of a method of size, collection of relevant statistics, analysis, interpretation and discussion of effects. Descriptive research layout used to explain personnel’ motivation in phrase of economic incentives, running environment and contribution of worker recognition. The examine additionally needed to describe the extent of agency overall performance in Alight

Rwanda, including team of workers Performance and productivity and operational overall performance. The studies layout used to set up the impact of employees’ motivation on employer performance in Alight Rwanda.

3.2 Study Population

A population is a group of people, things or items that share the same characteristics or profile that are relevant to the study. The population of this study was 300 employees of Alight Rwanda as shown in table 3.1.

Table 3. 1:Target Population

Population Strata	Total population
Finance and administration staff	34
Logistics and Operations Staff	80
Sexual and Gender Based Violence & Education, Health and Nutrition staff	180
Senior Staff	6
Total	300

Source: Alight Rwanda Human Resource report, January 2021

3.3 Sample Size and Sampling Techniques

Any empirical study aiming to draw conclusions about a population from a sample must take sample size into account. In practice, a study's sample size was determined by the expense of data collection and the need for statistical power. The target population of this research is all employees of Alight Rwanda based in different at the headquarter and in different camps. The researcher selected respondents using simple random and purposive sampling techniques on employees and managers of the organization respectively.

The sample size of this research was selected using the formula of Slovin (1970) formula supported by Kothari (1990) $n = \frac{N}{1+N(e)^2}$, where N is the total population, n is the sample size

and ϵ is the sampling error.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{300}{1 + 300(0.1)^2}$$

$$n = \frac{300}{1 + 300(0.01)}$$

$$n = \frac{300}{1 + 3}$$

$$n = \frac{300}{4}$$

$$n = 75$$

The sample of this study will be 75 respondents plus 6 senior staff from employees of Alight Rwanda as shown in Table 3.1.

Table 3. 2:Sample Size

Population Strata	Total population	Sample size	Sampling Techniques
Finance and administration staff	34	11	Simple random sampling
Logistics and operations	80	24	Simple random sampling
Sexual and Gender Based Violence & Education, Health and Nutrition staff	180	40	Simple random sampling
Seniors staff	6	6	Purposive sampling
Total	300	81	

Source: Alight Rwanda Human Resource report, January (2021)

3.4 Data Collection Methods

These are the instruments that the researcher used to collect both primary and secondary data and were questionnaires, and documentary review.

3.4.1 Primary Data

The statistics turned into gathered from respondents using questionnaire survey and interviewing method. The questionnaire changed into composed by using open ended questions to facilitate respondents select solutions from reaction choice to each item inside the questionnaire, it become addressed to the seventy five team of workers of Alight Rwanda. This method is selected due to the fact it is much less high priced compared to different techniques (Adair, 2017). Therefore, the researcher held quick, particular and clean interviews with respondents regarding the effect of employee motivation and organizational overall performance of nonprofit organisation. Interviewing technique used also particularly for senior employees with shortage of time to navigate thru the questionnaire.

3.4.2 Secondary Data

The second data was collected using documentary review from various text books, magazines, journals and internet about the effect of employee motivation on organizational performance of nonprofit organization

3.5 Data Collection Instruments

Data collection noted any manner of preparing and accumulating records, in particular collected to provide records concerning a particular challenge. And it's far important to gather statistics to make certain that are each defined and accurate that next selections had been primarily based on arguments embodied within the findings are valid (Kothari, 2017). Data changed into accumulated the usage of questionnaires and interviews for primary statistics even as for secondary information; the researcher used documentary assessment.

3.5.1 Questionnaire

A questionnaire is a tool for eliciting a small group of people's emotions, beliefs, tales, opinions, or attitudes (Kara, 2017). It can be structured or unstructured as a tool for acquiring statistics. The questionnaire is most often a succinct, pre-planned set of questions meant to produce precise records to meet a specific demand for research data on a relevant issue. The researcher gave the questionnaires to employees of Alight Rwanda

3.5.2 Interview Guide

The researcher had quick, particular and clean interviews with respondents concerning the impact of worker motivation and organizational performance of nonprofit business enterprise in Rwanda. Interviews especially held with respondents from senior personnel with confined time to examine questionnaires.

3.5.3 Documentary Review

The researcher used documentary evaluation to collect secondary information from different textual content books, journals and internet about the effect of employee motivation on organizational performance of nonprofit business enterprise in Rwanda.

3.6 Validity and Reliability of the Instrument

This section dealt with reliability and validity of the measurement instruments:

Reliability because the diploma of consistency that the tool determines. In this survey studies, there are situations used for judging the reliability and validity of studies devices and those are reliability and validity. The validity of the facts collection instruments turned into completed with the assistance of an Expert (the Researcher's Supervisor) to edit the questionnaire. (Wilson, 2012). The researcher advanced the structural questionnaire to supervisor who turned into an expert in the place covered through the researcher for enhancing and reviewing at the same time

as a good way to make certain reliability of the facts, all of the questionnaires that had been used within the studies became uniform to all respondents. Pilot examine carried out to assess the reliability for contraptions used in primary records series. There had been responses from 24 respondents out of the viable eighty one which represented as a minimum 30% of the pattern and were chosen randomly.

3.6.1 Validity of the measurement instrument

Validity, defined by (Cook, et al., 2014), as the "best available approximation to the fact or falsehood of a given inference, claim, or conclusion," is the "best available approximation to the fact or falsity of a particular inference, assertion, or conclusion." Following the design of the questionnaire, the researcher sought advice from research professionals to see if his questionnaire device was effective in gathering data that might be used to better understand the research challenge. As a result, the researcher used professional judgement to construct the validity of the units. The instrument was refined based on experts' advice. The following formula was used to test validity index (Robson 2011).

$$CVI = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}}$$

Factor loadings are rated as poor if they are less than 0.22, acceptable if they are 0.23 to 0.37, good if they are 0.38 to 0.52, very good if they are 0.53 to 0.65, and excellent if they are over 0.78, according to Thornhill, A. (2014).

Table 3. 3:Validity

Variable	Context Validity (C.V)
Financial Incentives	0.72400
Working Environment	0.64344
Employee Recognition	0.59432
Organisation Performance	0.81230

Source: Validity study results, January (2022)

The validity for financial incentives equivalent to 0.72400, working environment equivalent to 0.64344, employee recognition equal to 0.59432, and organization performance equivalent to 0.81230. As a result, in this study, all variables with a factor loading of less than 0.4 were removed from further analysis and replaced with more relevant content that passed the test. Following the above-mentioned analysis of the pilot study, the research questionnaires were issued to 81 respondents from Alight Rwanda, who had 21 days to answer to the questions.

3.6.2. Reliability of the measurement instrument

The information from the questionnaires was retrieved and entered into SPSS 23.0. As stated in the table below, the Cronbach's alphas were calculated.

Table 3. 4:Reliability

Variables	N	Cronbach's Alpha	Remarks
Financial Incentives	24	0.7952	Satisfactory
Working Environment	24	0.9912	Good
Employee Recognition	24	0.8021	Satisfactory

Source: Reliability analysis results, (2022)

According to Wilson, (2012), reliability refers back to the consistency of size and is often assessed the usage of the check-retest reliability approach. Reliability become extended by

means of consisting of many homogeneous objects on a measure, with the aid of trying out a sundry pattern of individuals and by means of the usage of uniform testing techniques. The solutions have been submitted to a reliability evaluation (SPSS 22.0) for computation of the Cronbach's Alpha. According to Sekaran, (2010) Alpha values for each variable beneath observe should not be much less than 0.7 for the statements inside the contraptions to be deemed reliable. This signifies that the instrument was sufficient in gauging how the relationship among financial incentives; working environment; employee recognition and organization performance.

3.7 Data Analysis

After extracting information from questionnaire, the researcher presented it in tables after which the researcher computed percentage and frequencies upon which the studies could be based on even as making analysis and interpretation of the perspectives were given via respondents the use of SPSS software program to reap frequencies, percent, suggest, preferred deviation and correlation from the views with a purpose to take delivery of by way of respondents upon which evaluation and interpretation could be based totally. Regression model might be used as a way of assessing the connection among variables. Narrative analysis may be used to provide an explanation for the qualitative outcomes of the survey. The algebraic expression of the regression model was taken the subsequent form

$$Y_{op} = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where : Y_{op} = Organisation Performance

α = Model Constant

B_1 = Model Coefficients

ϵ = Error Term (unknown random error assumed as normally distributed)

X_1 = Financial Incentives

X_2 = Working Environment

X_3 = Employee Recognition

3.8 Ethical Considerations

The researcher collected data, maintains all the information in high level of confidentiality, and keep good relationship with respondents by using good language as well as friendly approach. The researcher was required to escape any kind of bias in analyzing the gathered data. All cited sources of information provided as well as ensuring that names of respondents are not used or indicated in the research for confidentiality purposes.

According to Faunka, (2011), ethics is rooted inside the ancient Greek philosophical inquiry of moral lifestyles. It refers to a machine of principals, which can significantly trade preceding concerns about picks and movements. The researcher admires anonymity, privacy, vulnerable organizations and confidentiality so one can get required information without harming any of his respondents. The researcher also acknowledges all quoted textual content if you want to avoid plagiarism.

While conducting the study, the researcher observes ethical problems. This can be achieved by the researcher in search of authority to carry out the research from MKU and additionally looking for the approval to behavior the research in involved enterprise. The researcher requested the permission for undertaking the studies from manager of the agency wherein studies might be conducted. Solicit permission through a written request to the worried officials of the chosen companies in the have a look at earlier than interacting with their personnel. The researcher requested the respondents to sign the informed consent paperwork. Before embarking on the research in the path of the layout of the questionnaire, care might be taken no longer to ask

offensive or sensitive non-public records from the respondents. The researcher did previous preparations and booked appointments with the respondents to avoid inconveniencing them. The researcher did a clean to the respondents approximately advantages and stressful situations of mission this studies. The researcher was offered a reason behind to the respondents the man or woman and motive of the research and that no monetary advantages can be obtained by using the respondent for taking component within observed.

The researcher confident respondents of anonymity and the facts given become handled professionally and for the motive of the test anonymity of the respondents by way of way of coding them instead of reflecting the names became used. Confidentiality is the standards that had been carried out for you to help guard the privateness of studies contributors. The researcher saved privateness of the respondent by assembly them in which they select.

The researcher mentioned the authors quoted in this take a look at and the writer of the standardized instrument via citations and referencing with a purpose to avoid plagiarism. The researcher asked respondent's approval to take part within the study before issuing the questionnaire and turned into given to them the option to withdraw from the observe at any point for the duration of the have a look at. Individual effects from the studies was not disseminated or made to be had to the studies contributors. All Participants inside the take a look at have been accessed to the final research report as they wanted to read it; presentation of the findings were in perfect way through MKU library or book of the research.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter included the presentation of the evaluation of statistics acquired from the sphere through questionnaire. From the findings, the assessment and presentation have been executed thru frequency tables, regression and probabilities aided with the aid of Statistical Package for Social Science (Version 23) computer software application. Following that, a brief summary of the findings was provided, led by the research dreams derived from the appraisal of the facts.

4.0.1 Questionnaire Response Rate

Table 4. 1: Questionnaire Response Rate

The response rate of the study is indicated in Table 4.1.

Results	Frequency	Percentage (%)
Respondents	81	100.00
Non Respondents	00	000.00
Total	81	100.00

Source: Survey Field Data (2022)

Findings from response price, questionnaires have been allotted to eighty one randomly decided on respondents out of all have a look at population. From the eighty-one questionnaires, all had been crammed and back, giving one hundred% reaction rate. This compares properly with Jimale, (2015) studies observe, out of the 130 questionnaires sent out, all have been again giving one hundred% reaction fee. It became not easy to collect questionnaires from respondents on the gathering date because of unavoidable occasions and Covid-19 pandemic rules together with half staffing.

4.1 Demographic Characteristics of Respondents

The demographic characteristics of the respondents were noted in terms of gender, highest educational level, and age, as shown in the Table below.

4.1.1 Gender of Respondents

Respondents indicated their gender profile as male or female in order to determine the nature of gender distribution in Alight Rwanda. Table 4.2 shows the gender profile of the sample.

		Frequency	Percent
Valid	Females	54	66.0
	Males	27	34.0
	Total	81	100.0

Source: Human Resource Office, (2022)

According to the survey, females made up 66% of the respondents while males made up 34%. According to the findings, ladies dominated the Alight Rwanda. The findings of the survey matched those of Karanja, (2012) who found that 60 percent of respondents were female, confirming that charity organizations, including Alight Rwanda, are still dominated by women. This, however, may not have an impact on the research.

4.1.2 Education Level of Respondents

Respondents were asked to state their highest degree of schooling. The varied degrees of schooling across the entire group are depicted in Figure 4.3.

Table 4. 2: Education Level of Respondents

		Frequency	Percent
Valid	Diploma holders	13	16.0
	Bachelor's degree	41	50.0
	Master's degree	24	30.0
	Professionals course	03	4.0
Total		81	100.0

Source: Human Resource Office (2022)

Table 4.3 shows that 50% of respondents had a bachelor's degree, 30% had a master's degree, and 16 percent had diploma certificates. Only 4% of those asked had finished a professional training program. This shows that the respondents are capable and reliable in their investigation of the study's fundamental problems.

4.1.3 Experience level of Respondents

The respondents filled out the questionnaire's project experience section, and the results are displayed in Table 4.4.

Table 4. 3:Experience Levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	28	34.0	34.0	34.0
	2 – 4 years	37	46.0	46.0	80.0
	5-7 years	13	16.0	16.0	96.0
	Over 7 years	03	4.0	4.0	100.0
	Total	81	100.0	100.0	

Source: Human Resource Office (2022)

According to table 4.4, 46% of the respondents had 2–4 years of experience. 34%, on the other hand, had less than two years of experience. The remaining 16 percent of respondents had 5-7 years of experience, while 4% had seven years or more. This indicates that the majority of the project's participants have the requisite skills to execute the task.

4.2 Presentation of Findings

The answers to the questionnaire were subjected to descriptive analysis. Table 4.5 shows a summary of the findings.

4.2.1 Effect of financial incentives on the organizational performance of Alight 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 to assess the effect of financial incentives on the organizational performance of Alight Rwanda as follows:

Table 4. 4: Descriptive statistics for effect of financial incentives on performance

Financial Incentives	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Has fixed pay and increment in salary increases employees' performance	49	60	08	10	08	10	16	20	1.80000	1.105013
Access to company's loan increases employees' performance	23	28	32	40	10	12	16	20	2.1000	.96791
Performance based salary and wages increase leads to improvement in employees' performance.	13	16	07	08	19	24	42	52	2.8500	.98809
Over time pay and allowance influences the performance in the organisation	54	66	08	10	03	04	16	20	1.65000	.988087
Overall Mean									2.1000	1.01228

Source: Survey Data, January, (2022)

Keys Abbreviations: From the above table; fi Signify frequency, % refers to percentage, SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; and SD: Strongly Disagree; \bar{x} : Mean; SDEV: Standard Deviation. The results in Table 4.5 showed that that 70% of the respondents agreed that fixed pay and increment in salary increases employees' performance while 30% disagree with the statement. 68% of the respondents agreed that access to company's loan increases employees' performance whereas 32% disagree with the statement. Research finding

showed that 76% of the respondents' performance based on salary, wages increase leads to improvement in employees' performance, and 24% agree with the statement. The survey showed that 76% of the respondents agreed that over time pay and allowance influences the performance in the organization. Basing on the majority of the responses on the effects of financial incentives on organizational performance of Alight Rwanda. Only one question was disagreed, this implied that financial incentives affect the organizational performance of Alight Rwanda. According to survey from financial incentives has presented overall average of ($x = 2.1000$ and $Std\ Dev=1.01228$) in stirring the organizational performance; this means there is reasonable mean and evidence of the existence of the fact and heterogeneity of responses. This finding is consistent with Amir's (2010) findings, which looked at the impact of the workplace environment on employee performance. The Environment on the Whole. Appraisal of Bhurban, Pakistan. As this study shows, this would gradually improve the organization's performance.

4.2.2 To assess effect of working environment on the organizational performance

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 examine the effect of working environment on organizational performance of Alight Rwanda as follows:

Table 4. 5:Descriptive Statistics for effect of working environment on performance

Working Environment	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
An attractive good working conditions has an effect on employee performance.	54	67	11	14	02	3	13	16	1.7000	1.12858
The lightning system of team work affects employees' performance.	08	10	62	76	06	08	05	06	2.1000	.64072
Trainings to employees and deadline of reports affects employees' performance.	03	04	11	14	37	46	29	36	3.1500	.81273
Safety and secure environment has physical security of offices that affects employees' performance.	57	70	04	05	08	10	12	15	1.7000	1.17429
Overall Mean									2.1625	0.93908

Source: Survey Field Data, January, (2022)

Keys Abbreviations: From the above table; fi Signify frequency, % refers to percentage, SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; and SD: Strongly Disagree; \bar{x} : Mean; SDEV: Standard Deviation. The results in Table 4.6 showed that that 81% of the respondents agreed that attractive good working conditions has an effect on employee performance and 19% of respondents disagree with statement. The results showed that 86% of the respondents agreed that The lightning system of team work affects employees' performance. Findings showed that 86% of the respondents disagreed that trainings to employees and deadline of reports affects employees' performance. 75% of the respondents agreed that Safety and secure environment has physical security of offices that affects employees' performance hence 25% disagreed with the statement that safety and secure environment hasn't physical security of offices that affects employees' performance.

Basing on the response, only one question was disagreed hence significant effect. This signifies that working environment of employees is experienced in Alright Rwanda. In light of study findings from the workplace, the overall average of ($\bar{x} = 2.1625$ and $\text{Std Dev} = 0.93908$) in impacting organizational performance; this means there is a reasonable mean and proof of the fact and homogeneity of responses.

This finding agrees with Ali & Mohamud (2013) who established that motivational factors and performance of women entrepreneurs in Somalia: Implications for policy and operations from Asian Experience. Motivational is usually in developed in the areas of institution leadership systems.

4.2.3 To determine the contribution of employee recognition on performance

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 determine the contribution of employee recognition on the organizational performance of Alight Rwanda as follows:

Table 4. 6:Descriptive Statistics for contribution of employee recognition on performance

Employee Recognition	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Performance based promotion policy leads to improvement in employees' performance.	17	23	53	65	03	04	07	08	2.0500	.82558
Compensation of employees for achievement of target leads to improvement in employees' performance	47	58	11	14	13	16	10	12	1.6500	.93330
An objective appraisal system leads to improvement in employees' performance.	11	14	05	06	28	34	37	46	3.1000	1.07115
Employee positive rewards leads to improvement in employees' Performance.	15	18	51	63	10	12	06	07	2.0500	.68633
Overall Mean									2.2125	0.87909

Source: Survey Field Data, January, (2022)

According to the findings in Table 4.7, 88 percent of respondents agreed that performance-based promotion policies promote employee performance, while just 12 percent disagreed. Employees' performance is improved when they are compensated for meeting a target, according to 71 percent of respondents. According to the survey, 79 percent of respondents disagree that objective rating systems increase employee performance. Findings show that 78% of the respondents agreed that employee positive rewards lead to improvement in employees' performance. Basing on the feedback from respondents, only one question was disagreed that is insignificant. This signifies that employee recognition is fulfilled in Alight in Rwanda. Employee recognition has an overall average of ($\bar{x} = 2.2125$ and $Std\ Dev = 0.87909$) in affecting organizational performance, according to survey data; this suggests there is a moderate mean and evidence of the fact as well as homogeneity of answers.

This finding is consistent with Patrick's (2012) assertion that reward systems have an impact on corporate performance in commercial banks, such as analyzing major initiatives, involving resources, and performance in external environments that a company's top management undertakes on behalf of the company's owners.

4.2.4 To Examine Level of Organization Performance

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 organisation performance as follows:

Table 4. 7:Descriptive Statistics for Level of Implementation in Project

Project Implementation	SA		A		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%		
Workforce performance and productivity in organisation is achieved through employee's motivation	19	24	43	53	08	10	11	14	2.1500	.98809
Employees motivation brings positive operational performance in the organisation	37	45	23	28	07	08	15	19	2.0000	1.16980
Overall Mean									2.0750	1.078945

Source: Survey Field Data, January, (2022)

The research results in Table 4.8 showed that 76% of the majority respondents agreed that workforce performance and productivity in organisation is achieved through employee's motivation. 73% of the majority of respondents agreed that employees' motivation brings positive operational performance in the organization.

Basing on feedback of respondents, all agreed that there is level of organisation performance. This signifies that financial incentives have positive effect on level of organisation performance in terms of workforce performance, productivity and operational performance. In light to research survey on organisation performance shows overall average of $(x = 2.0750$ and

SD=1.07845); that means there is moderate mean and indication of the existence of the fact and heterogeneity of responses.

In interview with organization management, further revealed that examining financial incentives is the power to influence and potential impact was advantageous towards organization performance. Two respondents noted that “motivation through recognition is more carefully handled and more carefully monitored hence quality delivery towards the organization goals and objectives”. This was also supported by findings from the questionnaire survey item 2 where respondents gave credit to this argument. It is therefore logical to argue that evaluating employees influence organization scope of work and time is also vital for organization assignments to workers.

4.3 Presentation of Inferential Statistics

4.3.1 Correlation Matrix Results

A correlation matrix is a table that displays the coefficients of correlation between variables. The correlation between two variables is shown in each cell of the table. Each of the table's random variables (M) is correlated with the table's other values (N). Table 4.13 shows the correlation matrix results.

Table 4. 8: Shows Correlations

		Workforce performance	Operation performance	Productivity increases	Employee Motivation	Organizational Performance
Work force performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	81				
Operation performance	Pearson Correlation	.946**	1			
	Sig. (2-tailed)	.000				
	N	81	81			
Productivity increases	Pearson Correlation	.927**	.982**	1		
	Sig. (2-tailed)	.000	.000			
	N	81	81	81		
Employee Motivation	Pearson Correlation	.955**	.984**	.969**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	81	81	81	81	
Organizational Performance	Pearson Correlation	.858**	.908**	.906**	.905**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	81	81	81	81	81

** . Correlation is significant at the 0.05 level (2-tailed).

The results reveal that there is a very high correlation between workforce performance and organizational success in this situation, as the Pearson correlation is .858** with a p-value of 0.000, which is less than the conventional significance threshold of 0.05. This signifies that, out of the considered other factors influencing organizational performance in Rwanda, only workforce performance has statistical significant and positive effect on organizational performance in Alight Rwanda. As the Pearson correlation indicates (.908**), there is a very substantial association between operational performance and organizational success in Alight Rwanda. The *p-value* is 0.000, which is less than the 0.05 threshold for statistical significance. This specifies that, when ignore other factors affecting organizational performance in Rwanda, only working environment has statistical significant effect on organizational performance in

Alight Rwanda. The survey results show that there is a very strong association between employee recognition and performance in Alight Rwanda, as evidenced by the correlation matrix table 4.14, with a Pearson correlation of .906**. The p-value is 0.000, which is less than the 0.05 threshold for statistical significance.

This specifies that, without other factors affecting performance in Rwanda, only employee recognition has statistical significant relationship with organisation performance in Rwanda. In general, the survey findings reveal a high link between employee motivation and nonprofit organization performance in Rwanda, as seen in Table 4.14's correlation matrix, with a Pearson correlation of .905**. The p-value is 0.000, which is less than the statistical significance threshold of 0.05.

This specifies that, without other factors affecting employee motivation in Rwanda, only employee motivation has statistical significant relationship with organization performance of nonprofit organizations in Rwanda. This signifies that motivation contributes a lot towards the performance on both employees and organizations.

4.4 Regression Analysis

4.4.1 Effect of Employee Motivation on Organizational Performance

Using linear regression analysis, the statistical effect of employee motivation on organizational performance of Rwandan nonprofit organizations was explored. The following general model equation was used to understand this relationship:

$$Y_{op} = \alpha + \beta_1 \sum_{i=1}^{n=3} X_1 + \varepsilon_1$$

The independent variables (X_1 - X_3) under consideration included financial incentives, working environment and employee recognition.

4.4.2 Role of financial incentives on organizational performance

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

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

4.4.2.1 Testing Ho1:

“There is no statistical significant relationship between financial incentives and the organizational performance of Alight Rwanda.”

Table 4. 9:Shows Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.733	.73329

a. Predictors: (Constant), Financial Incentives (x_1)

Table 4.10 shows that the R-square value in this study is 0.736, which suggests that the independent factors (Financial Incentives) explain 73.60 percent of organizational performance (dependent variable). As a result, the model is very strong, as the independent variable explains the dependent variable very well.

To account for new variables in the model, the adjusted R-square is utilized. In this situation, the modified R-square for Alight Rwanda's organizational performance is .733 (.73.3%)

Table 4. 10:Shows ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.409	1	118.409	220.207	.000 ^b
	Residual	42.480	79	.538		
	Total	160.889	80			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Financial Incentives(x₁)

For example, in ANOVA Table 4.10.2, the p-value is 0.000, which is less than 0.05, and the significance levels are set to standard significance levels with a fit level of 220.207. This means that the null hypothesis, which stated that there is no statistically significant relationship between financial incentives and Alight Rwanda's organizational performance, was rejected in favour of the alternative hypothesis, which states that the independent variable influences Alight Rwanda's organizational performance.

Table 4. 11:Shows Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.453	.149		3.047	.003
	Financial Incentives(x ₁)	.701	.047	.858	14.839	.000

a. Dependent Variable: Organizational Performance

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

Y_{OP}=Dependent variable– Organizational Performance

α=Constant

ε₁=Error

β₁ = Beta coefficients

X₁ = Financial Incentives

$$Y_{PI} = .453 + .701 (\text{Financial Incentives}) + .047$$

Essentially, the regression equation shows that Alight Rwanda's organizational performance will always be influenced by a constant factor of .453, regardless of the presence of other variables. The other variables explain why: any unit increase in financial incentives boosts organizational performance by a factor of .701.

4.4.3 Effect of working environment on the organizational performance

Linear regression analysis was conducted to investigate the statistical effect of working environment on the organizational performance of Alight Rwanda using the model below:

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

4.4.3.1 Testing Ho2:

“There is no statistical significant relationship between working environment and the organizational performance of Alight Rwanda.”

Table 4. 12:Shows Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.824	.822	.59816

a. Predictors: (Constant), Working Environment (x₂)

The value of R-square in this investigation is shown in Table 4.11.1. The number 824 denotes that the independent variables (working environment) account for 82.4% of organisational performance (dependent variable). The model's accuracy is demonstrated by the fact that the independent variable significantly explains the dependent variable. For extra variables in the model, the modified R-square is employed. The modified R-square for Alight Rwanda's organizational performance is 82.2% in this scenario.

Table 4. 13:ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.623	1	132.623	370.660	.000 ^b
	Residual	28.266	79	.358		
	Total	160.889	80			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Working Environment(x₂)

According to ANOVA Table 4.11.2, *p-value* is 0.000 which is less than the 0.05, set as standard significance levels with level of fit equals 370.660. This signifies that reject null hypothesis and accept the alternative hypothesis. Therefore, there is statistical significant relationship between working environment and organizational performance thus working environment in Alight Rwanda implemented by top management has a statistical influence on organizational performance.

Table 4. 14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.257	.125		2.051	.044
Working Environment(x ₂)	.818	.042	.908	19.253	.000

a. Dependent Variable: Organizational Performance

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

Y_{op} = Organizational Performance

α = Constant

ϵ_2 = Error Term

B_2 = Beta coefficients

X_2 = Working Environment(x₂)

$$Y_{op} = .257 + .818 (\text{Working Environment}) + .042$$

The regression equation shows that, regardless of other conditions, Alight Rwanda's organizational performance will always be influenced by a constant factor of .257. The other variables explain why: any unit adjustment in the working environment typically accelerates organizational performance by a factor of .818.

4.4.4 Contribution of employee recognition on the organizational performance

Linear regression analysis was conducted to investigate the statistical contribution of employee recognition on the organizational performance in Alight Rwanda using the model below:

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

4.4.4.1 Testing Ho3:

“There is no statistical significant relationship between contribution of employee recognition and the organizational performance of Alight Rwanda.”

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.820	.818	.60525

a. Predictors: (Constant), Employee Recognition (x₃)

The value of R-square in this investigation is shown in Table 4.12.1. 820 indicates that the independent variables (employee recognition) explain 82.00 % of organizational performance (dependent variable). This indicates that the model is highly good, as the independent variable explains the dependent variable very well. For added variables in the model, the adjusted R-square is employed. In this situation, the modified R-square for Alight Rwanda's organizational performance is 81.80%.

Table 4. 16:ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.949	1	131.949	360.201	.000 ^b
	Residual	28.939	79	.366		
	Total	160.889	80			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Recognition(x₃)

The ANOVA Table 4.12.2, *p*-value is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 360.201. This means that the null hypothesis, that there is no statistically significant relationship between employee recognition and Alight Rwanda's organizational performance, was rejected, and the alternative hypothesis, that the independent variable influences Alight Rwanda's organizational performance, was chosen instead.

Table 4. 17: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.086	.134		.640	.524
	Employee Recognition(x ₃)	.853	.045	.906	18.979	.000

a. Dependent Variable: Organizational Performance

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

Y_{op} = Organizational Performance

α = Constant

ϵ_3 = Error Term

β_3 = Beta coefficients

X_3 = Employee Recognition

$$Y_{op} = -.086 + .853 (\text{Employee Recognition}) + .045$$

The regression equation shows that, regardless of other circumstances, organizational performance in Alight Rwanda will always be influenced by a constant factor of -.086. The other variables explain that; any unit change in employee recognition in terms of reward, promotion and feedback will escalate organizational performance in Alight Rwanda by a factor of 0.853. This would require more effort due to $\beta_1 = -.086$ in terms of strong evaluation of employees as discussed with top management.

4.5. Joint Model: Effect of Employee Motivation on Organizational Performance

Multiple regression analysis was conducted to investigate the statistical contribution of employee motivation on organizational performance of nonprofit organizations 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 employee recognition (x_3), financial incentives (x_1) and working environment (x_2).

4.5.1 Testing Ho:

“There is no statistical significant contribution of employee motivation on organizational performance of nonprofit organizations in Rwanda.”

Table 4. 18:Shows Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.823	.59626

a. Predictors: (Constant), Employee Recognition(X_3), Financial Incentives(X_1), Working Environment(X_2)

Table 4.13 reveals that the R-square value in this study is .830, which means that the independent variables (employee motivation) explain 83% of organizational performance (dependent

variable). The independent variable explains the dependent variable very well, indicating that the model is quite powerful. To account for new variables in the model, the adjusted R-square is utilised. The modified R-square for organizational performance of nonprofit organizations in Rwanda using the case of Alight Rwanda is 82.3 % in this scenario.

Table 4. 19: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.513	3	44.504	125.179	.000 ^b
	Residual	27.375	77	.356		
	Total	160.889	80			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Recognition (X₃), Financial Incentives(X₁), Working Environment (X₂)

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 125.179. This means that the null hypothesis, which stated that employee motivation has no statistically significant impact on organizational performance of Rwandan nonprofit organizations, was rejected, and the alternative hypothesis, which states that the independent variable influences organizational performance in terms of workforce performance, productivity, and operational performance, was accepted.

Table 4. 20:Shows Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.164	.138		1.193	.236
Financial Incentives(X ₁)	-.002	.119	-.003	-.019	.985
Working Environment(X ₂)	.472	.261	.524	1.809	.044
Employee Recognition(X ₃)	.370	.234	.393	1.580	.118

a. Dependent Variable: Organizational Performance

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

Y_{op} = Organizational Performance

α = Constant

$\epsilon_{(1-3)}$ = Error

$\beta_{(1-3)}$ = Coefficient of the Disbursement

X_1 = Financial Incentives

X_2 = Working Environment

X_3 = Employee Recognition

$$Y = .164 + -.002x_1 + .472x_2 + .370x_3 + 0.614$$

$$Y = .164 + -.002 (\text{Financial Incentives}) + .472(\text{Working Environment}) + .370(\text{Employee Recognition}) + 0.614$$

Regardless of the presence of additional influences, the multiple regression equation shows that organizational performance in Rwanda will always be influenced by a constant factor of .164. The other variables explain that; every unit increase in working environment will accelerate most organizational performance compared to other variables by a factor of .472, followed by unit change of employee recognition by a factor of .370 and lastly financial incentives by -.002, this signifies financial incentives requires more effort towards organization performance. This signifies that proper implementation of working environment conditions to employees will increase performance in the organizations in Rwanda.

Basing on the literature review, problem statement and research questions towards research findings. The research finds shows that proper implementation of working environment conditions to employees will increase performance according to multiple regression analysis results hence other variables follow towards performance. In this regard, it shows that employee motivation contributes more towards organisation performance however there would be some

intervening variables to achieve the performance whose effect is insignificant. Therefore, research would be significance to various groups and sections of people in Rwanda and beyond including the researcher, future researchers, Alight Rwanda and other organizations, MKU University, the government of Rwanda and the general public. However much the researcher met a lot of challenges towards collection of data.

© GSJ

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The motive of this bankruptcy have become to summarize the research task. It blanketed a assertion of the summary of the studies challenge effects, conclusions and speak. It additionally advocated regions for similarly studies in future studies.

5.1 Summary of Findings

The studies changed into meant to set up the impact of worker motivation on organizational performance of nonprofit businesses in Rwanda. The worker motivation became taken into consideration covered worker reputation, financial incentives and working surroundings. Questionnaires had been allotted to 81 randomly decided on respondents out of all take a look at population. From the eighty one questionnaires, all had been filled and again, giving 100% reaction fee.

It turned into not easy to gather questionnaires from respondents on the gathering date due to unavoidable circumstances and Covid-19 pandemic guidelines which includes half of staffing. The have a look at found that sixty six% of the respondents were girls and 34% were men. The results imply that the Alight Rwanda became dominated by the females.

From table 4. Three, 50% of the respondents had been having bachelor's degree, 30% of the respondents were having master ranges, whilst sixteen% had diploma certificate. However, four% of the respondents had expert direction certificate. This suggests that the respondents are successful and reliable to explore the underpinning troubles associated with the have a look at. From table4. 4, 46% of the respondents had an experience level of 2 – four years. However, 34% had Less than 2 years' experience. The last sixteen% of the respondents had experience degree of

five-7 years and 4% with 7 years and above reveal in. This means that the general public in mission is experienced to deliver the required work.

5.1.1 Effect of financial incentives on the organizational performance of Alight Rwanda

The consequences in Table 4.5 shows that majority of the respondents agreed that fixed pay and increment in revenue increases personnel' performance whilst minority disagree with the statement. Majority of the respondents agreed that get admission to employer's mortgage will increase employees' overall performance. Research locating showed that majority of the respondents' performance based totally on salary and wages growth leads to improvement in employees' performance and minority agreed with the declaration. The survey showed that majority of the respondents agreed that over the years pay and allowance affects the overall performance in the organization.

For instance, from the ANOVA Table 4.10.2, p-value is 0.000 that is less than the zero.05, set as well known importance stages with in shape stage of 220.207. This method that null hypothesis stated that there is no statistical huge relationship among financial incentives and the organizational performance of Alight Rwanda, became rejected and is going via the opportunity hypothesis, which states that the impartial variable affects organizational performance of Alight Rwanda. Basically, regression equation demonstrated that organizational overall performance of Alight Rwanda depended on a regular component of .453 no matter the existence of other elements. The different variables give an explanation for that; any unit increase in economic incentives could growth organizational overall performance by way of a factor of .701.

5.1.2 Effect of working environment on the organizational performance of Alight Rwanda

The results in Table 4.6 showed that that majority of the respondents agreed that attractive good working conditions have an effect on employee performance. The results showed that majority of

the respondents agreed that The lightning system of team work affects employees' performance. Findings showed that majority of the respondents disagreed that trainings to employees and deadline of reports affects employees' performance. Majority of the respondents agreed that Safety and secure environment has physical security of offices that affects employees' performance hence minority disagreed with the statement that safety and secure environment hasn't physical security of offices that affects employees' performance.

Basing on the response, only one question was disagreed hence significant effect. This signifies that working environment of employees is experienced in Alright Rwanda. In light of study findings from the workplace, the overall average of ($\bar{x} = 2.1625$ and $\text{Std Dev} = 0.93908$) in impacting organizational performance; this means there is a reasonable mean and proof of the fact and homogeneity of responses. According to ANOVA Table 4.11.2, the *p-value* is 0.000, which is less than 0.05, and the standard significance levels are 370.660.

This signifies that reject null hypothesis and accept the alternative hypothesis. Therefore, there is statistical significant relationship between working environment and organizational performance thus working environment in Alight Rwanda implemented by top management has a statistical influence on organizational performance. The regression equation shows that, regardless of other conditions, Alight Rwanda's organizational performance will always be influenced by a constant factor of .257. The other variables explain why: any unit adjustment in the working environment typically accelerates organizational performance by a factor of .818.

5.1.3 Contribution of employee recognition on Organizational Performance

According to the findings in Table 4.7, the majority of respondents agreed that a performance-based promotion policy improves employee performance. The majority of respondents believed that rewarding staff for meeting goals improves their performance. According to the survey, the

majority of respondents disagree that objective appraisal systems increase employee performance. The majority of respondents felt that favorable employee rewards lead to improved employee performance, according to the findings.

Basing on the feedback from respondents, only one question was disagreed that is insignificant. This signifies that employee recognition is fulfilled in Alight in Rwanda. Employee recognition has an overall average of ($\bar{x} = 2.2125$ and $\text{Std Dev} = 0.87909$) in affecting organizational performance, according to survey data; this suggests there is a moderate mean and evidence of the fact as well as homogeneity of replies. Table 4.12.2 shows an ANOVA with a p-value of 0.000, which is less than 0.05, and standard significance levels of 360.201.

This means that null hypothesis states that there is no statistical significant relationship between contribution of employee recognition and the organizational performance of Alight Rwanda, was rejected and goes by the alternative hypothesis, which states that the independent variable influences organizational performance in Alight Rwanda. The regression equation demonstrates that organizational performance in Alight Rwanda will always depend on a constant factor of -0.086 regardless of the existence of other factors. The other variables explain that; any unit change in employee recognition in terms of reward, promotion and feedback will escalate organizational performance in Alight Rwanda by a factor of 0.853. This would require more effort due to $\beta_1 = -0.086$ in terms of strong evaluation of employees as discussed with top management.

5.2 Conclusion

As far as Rwanda Vision 2020 was concerned, the organization's leadership methods to motivation were a vital economic pillar for human resource manual. Therefore, a healthy nation would provide a vibrant working environment for motivation of employees for any organization

so it's functioning on employee recognition and financial incentives are key performance concerns. Bearing in mind this, the study sought to establish the effect of employee motivation on organizational performance of nonprofit organizations in Rwanda.

The study thus concludes that putting proper employee motivation in terms of working environment, employee recognition and financial incentives respectively would increase organizational performance in terms of workforce performance, productivity and operational performance.

5.2.1 Effect of financial incentives on the organizational performance

The study thus concluded that putting more effort financial incentives in terms of wages, pay and allowances and perquisites will increase workforce performance and productivity. However, some of respondent disagreed that performance based salary and wages increase doesn't lead to improvement in employees' performance but this was insignificant in overall financial incentives towards organizational performance.

5.1.2 Effect of working environment on the organizational performance

The research survey concluded that there was statistically significant effect of working environment on organizational performance. However minority disagreed with the statements but this did affect that working environment that had a positive impact on performance. The multiple regression illustrated that proper implementation of working environment conditions to employees would increase performance in the organisations in Rwanda.

5.1.3 Contribution of employee recognition on organizational performance

Eventually the research concluded that employee recognition increase performance and there was also statistical significant effect of employee recognition on organizational performance. In

general, employee recognition improves organizational performance according to research results although working environment contributes more than other variables.

5.3 Recommendations

The researcher suggested the following recommendations such as organization management should base performance on salary and wages that would improve in employees' performance. Management should trainings to employees to meet deadline of reports hence employees' performance. Management should base on objective appraisal system that leads to improvement in employees' performance. Management should always implement good of working environment conditions to employees in order to increase performance of employees basing on research results.

5.4 Suggestions for Further Research

Researcher has identified the following area for further studies;

Researcher further recommends that study should be conducted on effect of financial incentives on employees' performance of profit organizations in Rwandan.

Researcher further recommends that study should be conducted on employees working environment on project performance of the projects in Rwanda.

BIBLIOGRAPHY

- A. S. Nwannebuife. (2017). In *effect of employee motivation on organizational by being a masters thesis submitted to the department of business management, College of development studies , in partial fulfillment of the requirement for the award of masters degree (.*
- Adair, J. (n.d.). In 2017, *Priced compared to different techniques; The effective supervisor.* London:The Industrial Society.
- Ajah, P. E. (2016). In *Assessing the Role Work Motivation on Employee Performance* (p. 3). Umea, Umea University.
- Ali, J., Mcinerney, D., Craven, R., Yeung, A. & King, R. (2017). In *Socially Oriented Motivational Goals and Academic Achievement: Similarities between Native and Anglo Americans* (pp. 107 (2), 123–137).
- Brenner. (2014). The “Urban Age” in Question. In N. Brenner (Ed.). In *Implosions/Explosions. Towards a Study of Planetary Urbanization* (pp. pp. 310-337). Berlin: Jovis Verlag .
- Cartwright, N. (2016). In *'Single case causes : what is evidence and why.'*, in *Philosophy of science in practice : Nancy Cartwright and the nature of scientific reasoning.* Cham: Springer (pp. pp. 11-24). Synthese library : studies in epistemology, logic, methodolo.
- Cartwright, N. (2016). *Single case causes : what is evidence and why.'*, in *Philosophy of science in practice : Nancy Cartwright and the nature of scientific reasoning.* Cham: Springer. Synthese library : studies in epistemology, logic, methodology.

- Caryh, D. &. (2017). In *when think on performance, value should be given to job satisfaction and commitment to work.*
- Cavanaugh. (2014). In *working in a stress-free environment that boosts cognitive overall performance and physical well-being.*
- Chigbue & Peter. (2017). In *Heard and worth administrative center.*
- Chukwuma, E.M., & Obiefuna, O. (2014). In *Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi* (pp. 2 (7), 137-147). International Journal of Managerial Studies and Resea:ch (IJMSR).
- Cook and Campbell . (2014). In *Validity as the "best available approximation to the fact or falsehood of a given inference, claim, or conclusion," is the "best available approximation to the fact.*
- Cooper, J.O. (2017). In *Applied Behavior Analysis. USA, Pearson Education. Cooperative Bank headquarter. . Nairobi, Kenya.*
- Creswell. (2008). In *As recommended via the mixed design changed into formulated primarily based on the following the stairs. .*
- Creswell, John W. (2014). In *Research design: Qualitative, quantitative and mixed methods approaches* (p. (4th ed.)). Thousand Oaks: SAGE Publications.
- Elliot, A. J. (1994). In *Approach and avoidance achievement goals: An intrinsic motivation analysis. Madison. University of Wisconsin.*
- Elton, e. a. (2016). In *studied the connection among motivation and organizational performance . Kireka sector, Kampala City, Country in Uganda.*

Fahad, 2013 & Orpen (2017. (n.d.). In *situations and salaries explains that human assets are one of the vital additives of an company that can boost organizational overall performance to the best stages.*

FKothari. (2017). defined and accurate that next selections had been primarily based on arguments embodied within the findings are valid.

Giancola, F. (2017). In *Examining the job itself as a source of Employee Motivation. Compensation and Benefits Review, Vol. 43, Issue* (pp. 1, pg. 23-29).

Gold, M. a. (2017). In *Work always wins”: client colonization, time management and the anxieties of connected freelancers’, New Technology, Work and Employment, Vol. 28, No. 3.* (pp. pp. 197–211).

Harris, R. (2019,). In *Defining and measuring the productive office”, Journal of Corporate Real Estate, Vol. 21 No* (pp. 1, pp. 55-71).

Hasiri. (2010). In *occasions the organization could have so that it will inspire worker engagement.*

Heilman, S., & Kennedy, P. L. (2011). In *Making Assessment Easier With the Organizational Effectiveness Model describe a comprehensive, step-by-step, mixed-methods assessment model. American College Personnel Association and Wiley Periodicals, Inc.* (pp. 15 (6),).

Hussin. (2011). In *The take a look at was performed in, the literature was reviewed inside the mild of study variables at the position of operating surroundings on development application overall performance.*

- Insimire. (2011). In *states that organizational standard overall performance includes analyzing a agency's overall performance .*
- Karanja, S. (2012). In *Effects of reward System on Employee Performance. Case studies .*
- Karanja, S. (2012). In *Effects of reward System on Employee Performance. Case studies of .*
- Khalil, S. H. (2018). In *Impact of intellectual stimulation on employees' job satisfaction.* (p. 6 (2)). Journal of Research in Social Sciences.
- Khan, A., Ahmed, S., Paul, S., and Kazmi, S. H. A. (2017). In “*Factors affecting employee motivation towards employee performance: a study on banking industry of Pakistan,*” in *International Conference on Management Science and Engineering Management (Cham: S.*
- Kikoito J.N . (2014). In *Impact of Reward Systems on the Organizations Performance in Tanzania Banking Industry: A Case of Commercial Banks in Mwanza City. Master Dissertation of Open University of Tanzania.*
- L, D. (2014). In *Motivation: Biological, psychological, and environmental* (p. 4th ed.). Boston, MA: Allyn & Bacon's.
- M. Chatzopoulou, A. (2015). *Procedia Econ. Financ.*, vol. 24, no. July. In *Vlachvei, and T. Monovasilis, “Employee ’ s Motivation and Satisfaction in light of Economic Recession : Evidence of Grevena Prefecture- Greece.* pp. 136–145, doi: 10.1016/S2212-5671(15).
- M. K. Sanyal and S. B. Biswas. (2014). *Procedia Econ. Financ.*, vol. 11, no. 14, . In *Employee Motivation from Performance Appraisal Implications : Test of a theory in the Software*

- Industry in West Bengal (India),” (pp. pp. 182–196, doi: 10.1016/S2212-5671(14)00187).*
- Macharia, N. W. (2012). In *Factors Affecting Management of Finances in Kenya’s Public Sector: A .*
- Maritz . (2012). In *additionally studied top running environment and appropriate paintings conditions can growth organizational performance and worker commitment.*
- McGregor. (1976). In *towards organizational performance while group Y need to be recognized for their efforts towards work so that they continue contribution to organizational performance.s.*
- McGuire, D. &. (2014). In *The impact of physical environment on employee commitment in call centres. The mediating role of employee well-being. Team Performance Management (pp. 15(1/2), 3 5-48).*
- Mitlin and Patel. (2005). In *impact on of the way intrusive motivation affect performance of employees in in Kilome Division of Makueni Country .*
- Mohajan, H.K. (2017). In *Two Criteria for Good Measurements in Research: Validity and Reliability,. (Unpublished Manuscript). .*
- Mohamud M Uluso . (2013). In *Issue630*<http://pambazuka.org/en/category/comment> (p. 87408).
Somalia: IHS Jane’s spin on Jubbaland trap.
- Mullins. (2007). In *carried a have a look at on human environment and performance of manufacturing industries in Chana.*
- My Linh Nguyen. (2017). In *Impact of employee motivation on organizational effectiveness.*

- Nguyen . (2017). In *Financial incentives have a direct and positive impact of organization performance, research has been made to two group of employee.*
- Nizam. (2017). In *The impact of motivation on employee performance in the the impact of motivation on employee performance in the electronics industry in china,*” no. May, , doi (p. 10.24924). /ijabm/2015.11/v3.iss2/29.45.
- Okan . (2012). In *factors of motivation rather than recognition and award. Concerning to financial incentives associated with good performance .*
- Okan, V. Safkali& Mustafa, E. (2012). In *Universality of the Factors Motivating Employees in .*
- Orpen, C. (2017). In *The Effects of Formal Mentoring on Employee Work motivation, Organizational Commitment and Job Performance* (pp. p 53-60). Journal: The Learning Organization Vol.4 .
- Osorio, J. (2014). Numbers Under Fire. In *The Challenges of Gathering Quantitative Data in Highly Violent Settings, Social Science Research Council, Drugs, Security and Democracy Program (DSD) Working Papers on Research Security* (p. No. 6).
- Ramli et al. (2017). In *Organizational commitment and Employee Performance at Distributor Company. Business and Entrepreneurial (BER),* (pp. 17(1), 17-30).
- Robson, C. (2011). In *Real World Research: A Resource for Users of Social Research Methods in Applied Settings,* (p. (2nd Ed.)). Sussex, A. John Wiley and Sons Ltd .
- Sahibzadaand Amir, F , S.A. (2010). In *Measuring the impact of office environment on performance level of employees in the private sectors of Pakistan.*
<http://www.emeraldinsight.com> on July 17, 2010. .

- Smith, A., Oczkowski, E., and Smith, C. S. (2015). In *To have and to hold: modelling the drivers of employee turnover and skill retention in Australian organisations*, t (pp. 22, 395–416). The International Journal of Human Resource Management.
- Suwati, M. M. (2016). In *Influence of motivation work, career development and cultural organization on the job satisfaction and implications on the performance of employees*. Journal of management .
- Taheri, R. H. (2020). In *Impact of Working Environment on Job Satisfaction*. *European Journal of Business and Management Research*, 5(6) (p. 5.6.643). <https://doi.org/10.24018/ejbmr.2020>.
- Thomas, O. (2012). In *Effects of Motivation on Employee Performance in Ghana Commercial Bank 2012-03-01*. . Retrieved 2012-05-24.
- Umar. (2013). In *textual records*. Among the quantitative processes a go-sectional layout is desired because the researcher became interested by amassing information at a single factor in time.
- Vroom Victor . (2005). In *On the origins of Expectancy Theory" In Great minds in management Ed by Smith Ken and Hitt Micheal*. Oxford University. Press, Great Britain.
- Wanjohi, M. a. (2018). In *deliberate at the effect of member loan accessibility on presentation of Rauri water projects*, . Teru Country, Uganda.
- Wilson. (2012). In *The validity of the facts collection instruments turned into completed with the assistance of an Expert (the Researcher's Supervisor) to edit the questionnaire*.

Z. Gyur and D. Cag. (2020). In *Perceived Organizational Performance in Recruiting and Retaining Employees with Respect to Different Generational Groups of Employees and Sustainable Human Resource Management* .

© GSJ

APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE FOR STAFF OF ALIGHT RWANDA

Dear Respondent,

I am, a student of Masters of Business Administration at Mt. Kenya University, and am currently carrying out a research on the topic “*Effect of employee motivation on organizational performance of nonprofit organizations in Rwanda – Alight Rwanda*”. It is a purely academic questionnaire and information given will only be used for academic purposes. I kindly request you to spare few minutes of your time and express your views on the questions below; your answers will be treated with utmost confidence.

Social demographic characteristics of respondents

1. How old are you?

a) Less than 30 years.

b) 31 – 40 years

c) 41 – 50 years

d) 51 years and above

2. Gender of respondents?

a) Male

b) Female

3. Respondent’s level of education.

a) Certificate

b) Diploma

c) Bachelor's degree

d) Master's and above

4. How long have you worked at Alight Rwanda?

a) Less than 2 years

b) 2 – 4 years

d) 5-7 years

e) Over 7 years.

Section B: To analyse the effect of financial incentives on the organizational performance of Alight Rwanda. Please rank the following statement on likert scale ranging from strongly disagree to strongly agree Where; **1= strongly disagree 2= disagree 3= not sure 4= agree 5= strongly agree**

Statements					
Financial Incentives	1	2	3	4	5
Has fixed pay and increment in salary increases employees' performance					
Access to company's loan increases employees' performance					
Performance based salary and wages increase leads to improvement in employees' performance.					
Over time pay and allowance influences the performance in the organisation					

Section C: To determine the influence of effect of working environment on the organizational performance of Alight Rwanda. Please rank the following statement on likert scale ranging from

strongly disagree to strongly agree Where; 1= strongly disagree 2= disagree 3= not sure 4= agree 5= strongly agree

Working Environment	1	2	3	4	5
An attractive good working conditions has an effect on employee performance.					
The lightning system of team work affects employees' performance.					
Trainings to employees and deadline of reports affects employees' performance.					
Safety and secure environment has physical security of offices that affects employees' performance. .					

Section D: To assess the contribution of employee recognition on the organizational performance of Alight Rwanda. Please rank the following statement on likert scale ranging from strongly disagree to strongly agree Where; 1= strongly disagree 2= disagree 3= not sure 4= agree 5= strongly agree

Statement of employee recognition	1	2	3	4	5
Performance based promotion policy leads to improvement in employees' performance.					
Compensation of employees for achievement of target leads to improvement in employees' performance.					
An objective appraisal system leads to improvement in employees' performance.					
Employee positive rewards leads to improvement in employees' Performance.					

Section F: Organisational performance due to employee’s motivation. Please rank the following statement on likert scale ranging from strongly disagree to strongly agree Where; 1= strongly disagree 2= disagree 3= not sure 4= agree 5= strongly agree

Organisational performance	1	2	3	4	5
Workforce performance and productivity in organisation is achieved through employee’s motivation					
Employees motivation brings positive operational performance in the organisation					

Section G: In your opinion, do you think there is a positive or negative impact of employee’s motivation on organisational performance of nonprofit organisations in Rwanda especially Aight Rwanda.

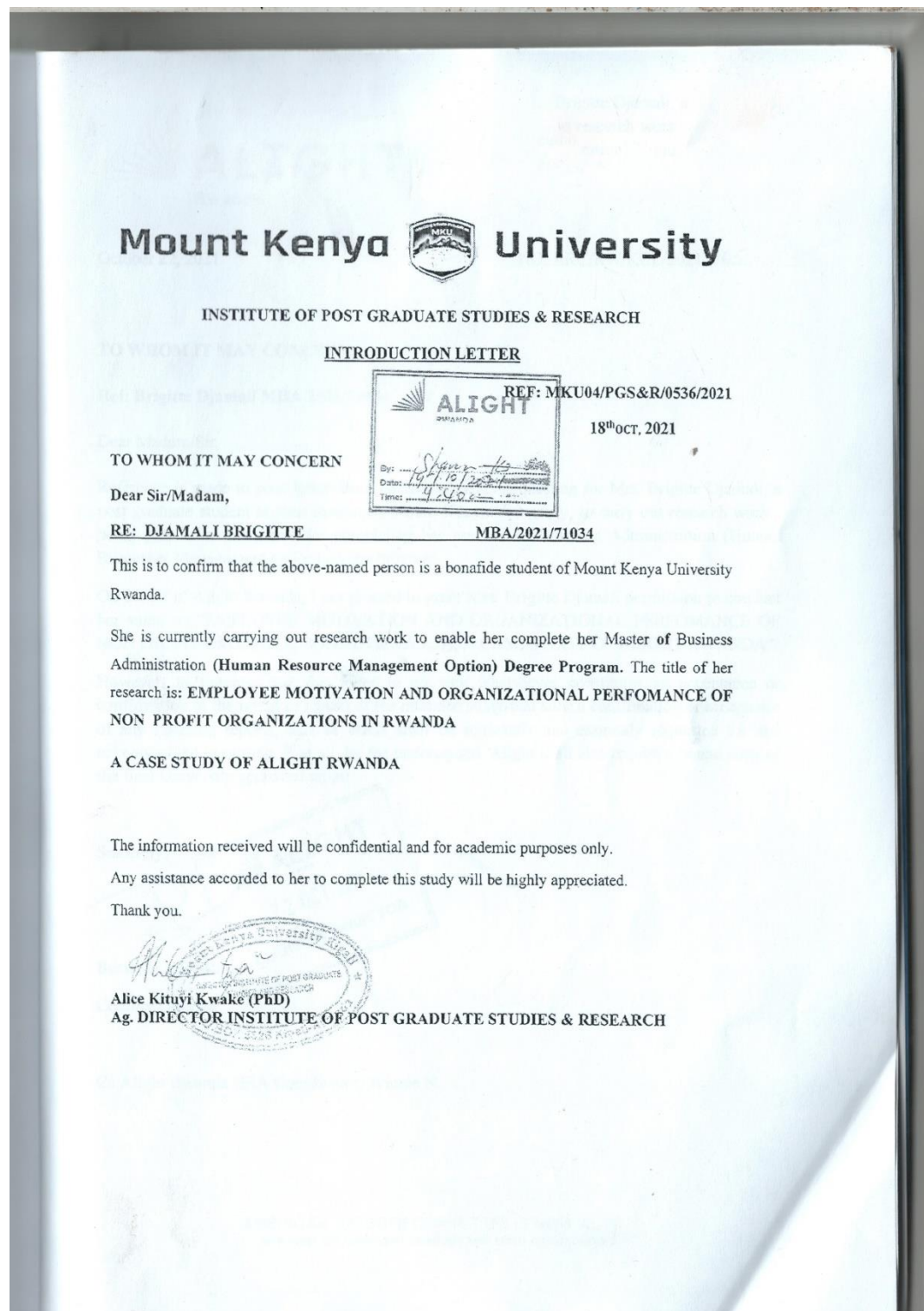
.....

.....



THANK YOU FOR YOUR CORPORATION

APPENDIX II: Mount Kenya Research Recommendation Letter



APPENDIX III: ALIGHT Research Acceptance Letter

