Global Scientific JOURNALS

CONTRIBUTION OF EMPLOYEE MOTIVATION ON THE PERFORMANCE OF PUBLIC INSTITUTIONS IN RWANDA: CASE OF MINECOFIN (2018-2021)

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ABSTRACT

The aim of was to assess contribution of employee motivation on the performance of public institutions in Rwanda. The specific objectives under this study are to analyze the contribution of remuneration on effective performance of MINECOFIN, to assess the contribution of working environment on effective performance of MINECOFIN and to analyze the contribution of training on effective performance of MINECOFIN. The research used the Content (need) Theories, Abraham Maslow Theory, Frederick Winslow Taylor Theory of Motivation and Acquired-Needs Theory of David McClelland's. To achieve the research objectives, the research used descriptive as research design, the population for this study is 255 employees of MINIFOFIN. In this regard, researcher targeted employees from different departments where 3 employees in office of the minister of state in charge of economic planning, 8 in office of the minister and 5 employees in office of the minister of state in charge of national treasury was excluded due to the fact that they could not be available during the data collection, thus the target population of the research is 239 employees, from whom a sample of 150 employees was selected using convenient sampling a sampling technique. The data collection instruments were questionnaire and document review and data collected was analyzed using regression analysis. The findings show that variations in employees' performance is explained by the model to the extent of 0.4148.827 out of 4359.983 or 95.1 % while other variables not captured by this model can explain 4.8 % (211.156 out of 4359.983) of the variations in employees' performance. F value of the model produces a p-value of 0.015 which is significantly different from zero. A p-value of 0.015 is less than the set level of significance of 0.05 (0.000<0.05) for a normally distributed data. This means that the model is significant in explaining employees' performance. The research underscores the importance of using remuneration, working environment, training in order to provide promotional opportunities for institution and technical managers. Therefore, the researcher concludes that remuneration, working environment, training contribute to employees' performance in MINECOFIN. The researcher recommends the institution to increase the remuneration system so that employees can increase their performance, the institution also is recommended to improve the quality work life so that the employees work in good conditions and lastly the institution is recommended to improve its working environment so that employees develop their career in good working environment.

Key Words: *Motivation, employees performance, public institutions*

1. INTRODUCTION

The word "motivation" comes from the Latin word "movere," which meaning "to move" (Baron, 2020). Motivation, according to Certo (2016), is defined as providing people with incentives to perform in desirable ways. The process of activating and maintaining goal-directed behavior is also known as motivation (Nelson, 2013). "The individual's desire to display the conduct and indicates willingness to devote effort," they described motivation as. Extrinsic and intrinsic motivation are two types of motivation. External factors that can be assessed in monetary terms, such as compensation and perks,

promotion, and disciplinary action, are examples of extrinsic motivation.

Internal elements such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities, and demanding work and possibilities for development are examples of intrinsic motivation. Intrinsic motivators that are concerned with "workplace quality of life" are more likely to have a longer-term impact. These two different dimensions of motivation are intertwined and cannot be viewed separately.

Extrinsic and intrinsic motivation are two types of motivation that are widely accepted. Intrinsic motivation is defined as a person's action that is motivated by the pleasant feelings associated with the behavior (Mosley, 2020). They come from intrinsic motivation in the task. Receiving favorable acknowledgment, gratitude, a sense of accomplishment, and overcoming a task are examples. Intrinsic rewards, according to Beer and Walton (2014), come from completing the activity itself and can include feelings of accomplishment or power.

Extrinsic motivation is defined by Mosley (2020) as action that is conducted for the sake of the consequences linked with it rather than for its own sake. Salary, benefits, and working conditions are all examples. Extrinsic rewards are provided by the organization in the form of money, perks, or promotions from supervisors and coworkers as a form of acknowledgment (Beer and Walton, 2014). At any one time, employees are motivated by a combination of both incentives (Riggio, 2013).

According to Neeraj (2014), the opportunities and difficulties of leadership and management are vastly different than in the past, particularly in the recent decade. Industrial psychologists and management consultants have been looking for elements that influence motivation and productivity for a long time (Chung, 2013). According to Stanley (2020), motivation is critical for employee retention and performance in today's industry, as organizations seek a competitive edge. Regardless of the economy, the goal is to establish an engaging and stimulating work environment where individuals want to stay, grow, and offer their knowledge, experience, and expertise.

Industrial psychologists and managerial practitioners have created a number of theories on (and approaches to) human motivation, according to Chung (2013), in an effort to uncover the drivers of motivation and performance in industry. Many psychologists have produced motivational theories based on human wants or motivations, but the majority of management researchers have developed managerial theories based on incentives or inducements (Riggio, 2014)

The study of job performance has traditionally been founded on two rather distinct assumptions: that performance can be described in terms of an individual's

competence to complete tasks, and that performance is solely dependent on motivation (Chung, 2013). Motivation is described as the psychological forces that influence a person's level of effort and perseverance in the face of adversity (Stanley, 2020).

Motivation is a three-fold obligation that lies on senior leadership, direct management, and the employee (Bhuvanaiah and Raya, 2020). Trust, involvement, and values (individual and organizational) are all factors, as are job satisfaction, achievement, appreciation, and rewards. Motivation is necessary for independent work, as well as collaboration and efficient teamwork (Stanley, 2020). Employee engagement, organizational vision and values, management acknowledgement and praise of good work, and overall leadership authenticity are all important variables in motivating people to perform better (Neeraj, 2014). One of the most essential human resource (HR) practices in organizations is performance assessment, in which managers evaluate the performance of subordinates (Neeraj, 2014). According to Aguinis (2013), the purpose of a performance appraisal is to measure and improve an employee's actual performance as well as their future potential; it seeks to measure what an employee performs. Performance appraisal is widely considered to be one of the most important human resource management activities (Judge and Ferris 2013), and a competent performance appraisal and management system is an essential component of an organization's human resource management capabilities (Guest et al., 1997). Employee perceptions of fairness, accuracy, and happiness with appraisals are crucial components of evaluation effectiveness because these perceptions can inspire employees to improve their performance (Carroll 2020). In other words, performance appraisal is a tool for offering feedback that can lead to better performance (Tornow, 2013).

Performance appraisal qualities (such as appraisal purpose and source) have been shown in research to evoke positive employee reactions to performance appraisals, which can inspire employees to improve their performance (DeNisi and Pritchard 2016). As a result, by focusing on performance, performance appraisal reaches to the heart of people management and establishes various objectives that are directly accountable for employee career development as well as the organization's continuing growth and development (Selvarajan and Cloninger, 2016).

Employee performance in Tanzania has been argued to focus on employees' actual talents and compensation, while motivation has received less attention. As a result, employee productivity and retention are thought to be factors of the employee's working environment and nature of work, Lord (2002). Employee turnover, as well as work satisfaction and organizational commitment, are all influenced by motivation sources (Mitchell, 2021).

One of the most fundamental concerns, according to Armstrong (2021), when a firm or organization wants to attain outstanding work performance is understanding how to encourage its people. As a result, it is critical to

comprehend the variables that motivate people and how these aspects should be used. It is also critical to comprehend several ideas that are in line with defining the amount to which firms must consider their human resources in producing the output required to accomplish their objectives and operate well.

Employee motivation is one of the management policies utilized in Rwanda to improve effective job management and job performance in public institutions (Shadier, et al.; 2009). A motivated employee is aware of the specific aims and objectives that must be met, and hence moves in that direction. According to Rutherford (1990), motivation makes an organization more effective since motivated individuals are always looking for better ways to execute their jobs, hence it is critical for organizations

to persuade their employees' motivation (Kalimullah, et al.; 2018) One of the most consistent and greasy challenges for employees is getting them to execute their best work even amid difficult situations, and this can be accomplished by inspiring them.

The goal of this study is to look at employee motivation and work performance in a government institution. Money, as well as other variables such as job security, adequate working conditions, and pleasant working relationships, are said to encourage employees. As a result, the goal of this study was to identify answers to the problems of duplication and a warm attitude toward successful performance that employees of Rwandan public institutions face.

2. PROBLEM STATEMENT

Motivation, according to Bateman and Snell (2019), is the force that energizes, directs, and sustains a person's effort toward achieving a goal. Given the skill and proper grasp of the job, a highly motivated worker will work hard to attain the organization's goals. However, a basic problem inherent in the organizational structure is a lack of acknowledgement of employees' accomplishments, a lack of job security, unfavorable working conditions and environments, and a lack of bonuses and incentives. All of these things tend to lower employee morale and, as a result, their productivity.

Selvarajan (2020) investigated the effects of remuneration and work environment on employee turnover in the Mombasa County Hotel Industry. According to their findings, compensation had a minor impact on employee turnover, whereas the work environment had the most important impact. While the results showed that the work environment has a significant impact on employee turnover, it was also clear that the amount of money a person earns is not an independent factor in determining employee turnover.

According to the empirical review, motivation is usually narrowed to cash and neglects non-cash motivation factors such as working environment conditions and training, and researchers focused on organizations other than public institutions, which is the context of this study,

and this study described the motivational package of public institutions in Rwanda. For a long time, public organizations in Rwanda have been criticized for having ineffective employee motivating programs. The issue is that encouraging government employees is more difficult said than done. Due to rigid civil service legislation, public employees have a reputation for being lazy and lethargic, and managers' room for maneuver appears to be limited, resulting in a high rate of employee turnover, poor corporate performance, and failure to meet such organizations' commercial objectives. (Wilson, 2019).

Staff turnover is one of the consequences of a lack of motivation in the public sector. That is, looking for work with private companies. For the case of MINECOFIN, the institution reported an employee's turnover rate 6.6% in 2018 the; in 2019 increased to 2 % and in 2020 the employee's turnover was 10.6 % (OAG report, 2021). Appearing before Parliaments' Public Accounts Committee (PAC), in 2021, minister of MIFOTRA indicated that employee turnover is a persistent problem that affects most government institutions. The motivation packages are believed to be the root of persisting employee's turnover in public institutions as indicated by the report of MIFPTRA, 2021. As a result, the goal of this study looked at the impact of employee motivation on the performance of Rwandan government institutions.

3. OBJECTIVES OF THE STUDY

This study paper has a general objective and specific objectives.
General objective

The general objective of the study was to assess the contribution of employee motivation on the performance of public institutions in Rwanda.
Specific objectives

1. Specifically, the research seeks to: To find out the contribution of remuneration on performance of MINECOFIN.
2. To assess the contribution of working environment on performance of MINECOFIN.
3. To analyze the contribution of training on performance of MINECOFIN.

4. HYPOTHESES

This study verified the null hypotheses follows.
1. $H_0 1$: There is no contribution of remuneration on performance of MINECOFIN,

2. $H_0 2$: There is no contribution of working environment on performance of MINECOFIN,

3. **H₀3:** There is no contribution of training on performance of MINECOFIN.

5. REVIEW OF LITERATURE

5.1 Concept of motivation

Money is a powerful motivator for many people. The salary a worker receives from his company might have a significant impact on his administrative performance. A worker's salary is more than just a number; it represents the value that his employer values on him as a worker. His amount of gratitude might have a significant impact on his overall performance. If a worker is satisfied with his or her pay, he or she is more likely to perform to his or her full ability. A well-paid employee is motivated to do a good job because he wants to keep his employment by pleasing his boss. His wage provides him with a sense of stability, allowing him to feel accomplished, and allows him to maintain a high status rating, which he values (Salanova, A., 2015).

Motivation to work is a force that results from a person's desire to satisfy his needs. It involves a conscious decision to do one or more activities with greater effort than doing other activities that compete for attention. In fact, physical environment has a positive effect on work motivation. It means that if the physical environment is good then work motivation will increase.

Clean indoor air, safe drinking water, ergonomic workstation designs, a violence and aggression-free work environment, available technologies, disability management practices, workplace regulations and procedures, and workplace design and construction are all part of the physical environment which affect the employees' performance within an organization. The physical workspace is the one that we can see, feel, smell, and taste are part of the factors of motivation to the employees.

Training and development are among the important aspects of motivation that improve employee performance in an organization. Without training and development in managing people, negative impact can hit an organization. This is due to the emergence of problems such as inefficient workers, malpractice, misconduct, and rampant corruption. As such, the question that arises is, to what extent the emphasis given by previous researchers in examining these aspects of training and development. The results show that there are many studies that have been done related to training and development. Most of the studies conducted are studies related to training and development from a conventional perspective.

5.2 Concept of employees' performance

Every organization was founded with a set of goals to accomplish. By leveraging the available resources, including people, tools, materials, and money, these goals can be accomplished. All of these resources are crucial, but personnel is the most crucial one. It is crucial for carrying out duties in order to reach the goals. The issue of how the workforce will use these resources is raised. Additionally, the corporate environment is rapidly evolving (Hammed, 2019).

The external factors are beyond our control. The management of the companies cannot regulate these. To conduct business in the market, one must adapt to the outside factors. Every aspect of the environment, including social, cultural, legal, political, economic, technological, and competitive dynamics, is subject to rapid change. These aspects must be understood for the plan to work well; else, it will fail. It is challenging to forecast anything at this time. It is impossible to predict what will occur tomorrow (Swanepoel, 2013).

Once more, it is felt that highly capable and committed workers are required to produce the finest results. Today's markets are also extremely competitive, with fierce rivalry. It is challenging to launch, endure, stabilize, and succeed in any organization. The company that outperforms rivals thanks to their talented and

motivated workforce can dominate the market. The most crucial element for business growth and excellence is the contribution of employees on the job. For the unit to succeed, employees' performance on various roles must be closely coordinated.

Depending on the nature of the business, different duties are performed by employees in an organization. They perform a variety of tasks, including manufacturing, transportation, marketing, purchasing, distribution, business promotion, finance and accounting, human resource management, research, and public relations. To achieve the aims, each of these tasks interacts with the others. To produce their best work product, employees must do these duties correctly. This will significantly affect the business's overall output, sales, profit, development, and market position (Hammed, 2019).

The factors that motivate people to work honestly and put up their best effort include skills, training, motivation, dedication, welfare, management policies, fringe benefits, pay and packages, promotion, and communication. Management must appreciate employee performance and put substantial effort into achieving that goal. The management of the organization was in a position to foster growth and inspire the workforce to do the same by making timely decisions in that regard. Finally, the

business might dominate the market and capture growth

5.3 Theoretical Review

5.3.1 The Content (need) Theories

The early theories of motivation, including as the Hierarchy Needs Theory, ERG Theory, Herzberg Two Factor Theory, and Acquired Needs Theory, were examined by Malik et al. in 2019. Human needs can be categorized into five categories: physiological, safety, social, ego, and self-actualizing. The staff will be more motivated if lower level requirements are met before the following higher level need. The company can meet the needs of all of its personnel. In the long run, a person's paycheck might be able to take care of their physiological demands, but it's crucial to keep in mind that money can also take care of other needs like safety and esteem. Offering a degree of work security and excellent benefits like health insurance and employer-sponsored retirement plans will assist meet the desire for safety. By creating a welcoming atmosphere and a working environment that encourages teamwork and communication, social demands can be met.

A person's accomplishments can be acknowledged orally or through more formal incentive systems and job titles, and these actions can satisfy their need for esteem. Finally, the demand for self-actualization can be addressed by offering opportunities for learning and development both on and off the workplace, as well as through engaging in hard work. Organizations may ensure a highly motivated workforce by making an effort to meet the individual needs of each employee. The crucial feature of content theory is that it allows for continuous personal development. The theory satisfies the employees' demands for introduction, and as a result, the employees' goals in the organization were met as the employees are motivated to be committed to their responsibilities. Therefore, the theory served as a way of indicating how when the organization motivate its employees by trying to meet their needs play a significant role on their performance.

5.3.2. Abraham Maslow Theory

Prior to Abraham Maslow (1954), researchers often concentrated independently on such elements as biology, achievement, or power to explain what motivates, guides, and maintains human action. Maslow attempted to synthesize a huge corpus of study on human motivation. In his theory of human needs, Maslow divided them into two categories: deficiency needs and growth needs. Each lower requirement within the deficiency needs must be satisfied before proceeding to the following higher need. If any of these requirements are not met after they have

chances (Kirmanen, 2015).

all been met, the person will take action to remedy the situation.

One of the most well-known ideas of job motivation in our day is Maslow's requirements hierarchy theory, however this wasn't always the case. Despite the theories' introduction in the middle of the 1940s and up to the 1950s, Maslow focused the most of his development work on the field of clinical psychology. However, Maslow's need matching theory developed as an appealing representation of human behavior in businesses in the early 1960s as interest in the significance of motivation at work increased. And as a result of Douglas McGregor's popularization of the model (1960, 1967), managers as well as organizational psychologists began to utilize and discuss it.

Maslow began addressing the cognitive and aesthetic demands in his writings as early as 1954. Examples of cognitive requirements are the urge to fulfill one's curiosity and the drive to learn. Cognitive wants are the desires to know and understand. The need to turn away from ugliness and toward beauty are both aesthetic desires. However, because these two needs were not incorporated into Maslow's hierarchical framework, they have typically been left out of discussions of his ideas as they apply to organizational contexts. Maslow created the notion that claims needs are what motivate people, or stir them to action. 'Growth motives' and 'deprivation motives,' two main groups of human motivations, were contrasted by him. The first sort is defined by an effort to realize innate potentialities, whereas the second is focused solely on preserving life rather than enhancing it.

The idea has had a substantial impact on management approaches to motivation and the design of organizations to fulfill individual needs, despite criticisms and questions about its limitations. It provides a useful framework for analyzing people's various wants and expectations, their position in the hierarchy, and the various motivators that might be used to influence people at various levels. The work of Maslow has highlighted a variety of distinct motivators and encouraged investigation. The need hierarchy model offers a helpful foundation for assessing motivation at work. The theory was foundation pf the research as it highlighted what is needed to make an employees motivated, because the employees are not motivated by financial factors only. The organization should look at other factors which make the need of employees met.

5.3.3. Frederick Winslow Taylor Theory of Motivation

It was proposed by Frederick Winslow Taylor (1856–1917), who believed that wages were the primary motivator for employees. According to his Theory of Scientific Management, Workers require strict monitoring and control because they do not naturally enjoy their jobs. Managers should divide production into a number of little tasks as a result. The right equipment and training should then be provided to the workforce so they can do a single task as quickly and effectively as feasible. Then, workers receive piece-rate pay, which is determined by how many items they produce over the course of a given time period. As a result, employees are motivated to put forth their best effort and be as productive as possible.

Businesses quickly embraced Taylor's techniques after seeing the advantages of higher levels of productivity and lower unit prices. Henry Ford was their most notable supporter and utilized them to create the first production line for Ford automobiles. The era of mass production had just begun. Taylor's strategy is closely related to the idea of an autocratic management style, in which managers make all the choices and only issue commands to those beneath them (workers are viewed as lazy and wish to avoid responsibility).

However, Taylor's methods quickly lost favor with the workforce because they were given only dull, Francine (2017) (2017) conducted a study on workers' motivation and job performance in Rwandan public institutions. The study's specific goals were to look at workers' motivational strategies used by the Rwanda Agriculture Board to improve job performance, to pinpoint issues with workers' motivation that prevent job performance in the Rwanda Agriculture Board, and to determine the link between workers' motivation strategies and job performance in the Rwanda Agriculture Board.

monotonous jobs to complete and were treated little better than human machines. As production levels rose, businesses also had the money to lay off employees. Disgruntled workers increased their use of strikes and other types of industrial action as a result.

5.3.4. Acquired-Needs Theory of David McClelland's

The Three-Need Theory or Learned Need Theory are other names for the Acquired Needs Theory. According to the notion of acquired needs, people develop three different types of demands as a result of their experiences throughout life. These include the needs for power, connection, and success. These show that bank managers should be respected and not driven by money, and as a result, should be driven with the necessary strength to carry out the organization's duties. It is necessary to promote positive staff relationships. All people have a combination of these requirements, and it is believed that employee behavior is influenced by the dominant needs.

The valence, instrumentality, and expectancy variables form the foundation of Vroom's expectancy model. Valence is the emotion associated with particular results. The likelihood that a particular productivity level will result in a particular result is referred to as instrumentality. Expectancy is the conviction that a specific action will succeed or fail.

The different motivational theories were examined by Gilmore and Williams in 2009. According to the goal-theory of motivation, managers should take into account the following five elements when creating and implementing goals: goal difficulty, goal specificity, goal commitment, participation in goal-setting, and feedback. In fact, the perceived value of goals to specific employees must also be taken into consideration by managers because this will have an impact on motivation and behavior and will vary from person to person. The theory contributed to the research by showing how, organization look at every employees and identify what is suit for him/her as motivation factors and act accordingly.

5.4. Empirical Review

The research design used by the researcher was a descriptive study. Data were gathered by the researcher using a standardized questionnaire.
Using Yamane's technique, the researcher selected a sample size of 78 Rwanda Agriculture Board employees from a target group of 97 professionals. Simple Random Sampling is used as the sampling approach to determine the sample size. The questionnaire employed in this study was prettested by the researcher using the staff of five

specialists to ensure its validity and reliability. The researcher used the SPSS application 20 Version for both data analysis and data collection. The association between employees' motivational strategies and job performance was demonstrated by the researcher using tables, figures, and a regression equation.

the researcher's use of tables, graphics, and a regression equation.

In this study, men made up 60% of the sample's gender. With a proportion of 53.8%, respondents between the ages of 31 and 40 made up the majority. With a rate of 57.7%, most respondents in this poll had a bachelor's degree. 46.2% of respondents reported having two to five years of job experience. The mean and standard deviation values for this study's first aim revealed that many respondents had a dispersive inclination to support the motivational approaches used by RAB to improve job performance. The mean and standard deviation values for this study's objective two revealed that many respondents are distributed with a tendency to agree to the challenges' motivation in RAB.

This study's third objective revealed a favorable correlation between workers' motivation and job performance. By examining the outcomes of these goals, the study's conclusion demonstrated that employee motivation and job performance play a role. As the motivation of the right staff increases, this has a good impact on job performance. RAB should view employee motivation as a crucial component of job performance, adopt employee motivational strategies to boost job performance, and apply the best solutions for the problems that employees face. The researcher, managers from various institutions, and other stakeholders will need the study's findings to fulfill their separate obligations in relation to the contribution of employees' motivation and job performance.

From the review of the research, researcher failed to mention the factors of motivation on which the research based on. Also researcher was unable to show the relationship between motivation and job performance using statistics. It is in that line that the current research bridge that gap by showing the factors of motivation based on in this research as well as defining statistically the relationship between the variables of the current research.

Olivia (2018) conducted research on the effects of motivation on employee performance for the Rukungiri district local government in Uganda. Find out how the compensation of employees in the Rukungiri district local government in Uganda affects their performance as well as the impact of their access to perks. To establish a relationship between each aspect of the investigation, the researcher used an analytical research design. The sample size was 30 personnel from different departments, and the sampling methods utilized were simple random sampling and purposive sampling. Data was gathered through

interviews and questionnaires and then processed using recording, editing, tabulation, and coding.

The results showed that when motivational tools are not in place, employee morale declines. Motivation also has a positive and bad impact on the performance of employees. then a drop in performance and absences. Allowances, training, and acknowledgment are examples of positively motivating strategies that boost employee morale and productivity. The respondents concurred that incentive techniques including compensation, promotions, and fringe benefits raise workers' levels of output. The researcher suggested that the local government of Rukungiri district take into account hiring mentors and providing employees training to give them more skills so they can perform better.

In this empirical, researcher only focused on the financial motivation factors, while the current research combines financial motivators and non-financial factors to give a big picture on how motivation affect the performance of employees.

Elizabeth (2017) used the Pam Golding Properties, Nairobi, case study to conduct research on the impact of employee motivation on performance. Whether they are public or private, all organizations depend on motivation. Organizations must inspire their workforce to work toward their goals if they want to achieve their aims. When people are driven by their own personal, professional, and organizational ambitions, a company can more easily accomplish its objectives. Establishing motivational programs that boost employee performance for both the company as a whole and the individual employee is crucial for organizations. Pam Golding Properties was chosen as the focal organization for a descriptive research design.

All of the Pam Golding Properties employees in Nairobi made up the study's population. The list of all representatives who worked at Pam Golding Properties in Nairobi served as the study population and sampling frame. It was obtained from the human resources division. The study's sample size was 36 since the respondents were chosen using the census approach from a list of employees provided by the human resources department in order to represent the total population. A structured questionnaire that was specifically created by the researcher for this study was used as the data collection tool. The importance of several motivational elements was rated on a five-point Likert scale in the survey. The study was examined using Statistical Package for Social Scientists (SPSS) version 24.

According to the study, Pam Golding Properties' management employed motivational goal-setting to some extent to inspire its workers. Although they were explicit and the management invited employee input, neither the employees nor the management found the goals hard or tough in any way. The study also revealed that there was a dearth of consistent training and development for

employees to enhance their primary competencies, and this is an issue that needs to be addressed. Additionally, there was no mentorship program for employees, which would have helped them significantly during onboarding and in achieving their goals. As a result, management needs to revamp the goals they set and include mentoring and training initiatives.

The analysis came to the conclusion that Pam Golding Properties' staff members were very unhappy with the compensation they received from the company. According to the report, employees did not think their compensation and perks were competitive with those offered by competing real estate companies. The current research integrates financial motivators and non-financial elements to provide a comprehensive picture of how motivation affects employee performance as opposed to the previous study's single-minded concentration on financial motivation factors.

Gap analysis

Francine (2017) (2017) conducted a study on workers' motivation and job performance in Rwandan public institutions. From the review of the research, researcher failed to mention the factors of motivation on which the research based on. Also researcher was unable to show

5.5. Conceptual framework

An analytical tool with many modifications and settings is a conceptual framework. It is employed to classify concepts and arrange ideas. Strong conceptual frameworks effectively represent something real in a way that is simple to recall and use. Shields (2013) claims that the conceptual framework is a visual depiction of the

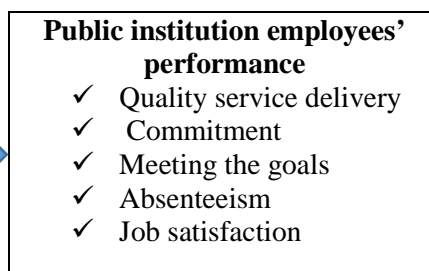the relationship between motivation and job performance using statistics. It is in that line that the current research bridge that gap by showing the factors of motivation based on in this research as well as defining statistically the relationship between the variables of the current research.

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independent and dependent variables. The independent variable in this study is employee motivation, which includes factors like pay, benefits, and working conditions. Employee performance is a dependent variable with the following independent factors as sub variables: quality service delivery, commitment, goal-meeting, absenteeism, and job satisfaction.

Independent variable   **Dependent variable**

Figure 1: Conceptual Framework

Source: Researcher compilation, 2022

6. MATERIALS AND METHODS

This study sought to determine the factors of motivation in MINECOFIN and effective of that institution. In order to accurately analyze and bring solutions to the research

problem, a proper research design has to be applied. A research design involves the general assumptions of a study to data collection and analysis methods (Creswell,

2009). Therefore, this study adopted the descriptive survey research design.

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. (Moser, 2011). Therefore, the population for this study is 255 employees of MINIFOFIN distributed in the following departments; 44 employees in national development planning and research department, 9 employees in national investment department, 21 employees in office of chief economist department, 12 employees in financial sector development department, 8 employees in external finance directorate general department, 5 employees in treasury counsel directorate general department, 39 employees in corporate service department, 22 employees in national budget department, 52 employees in office of accountant
A sample was a smaller set of standards designated from the population. This study practices 4% of margin errors and privacy level is 95%. The study applied the Where:

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

n = Sample Size   N = Study Population   e = Margin of error

And then the sample size

Target   ***population***

general department and 27 employees in office of chief internal auditor plus 3 employees in office of the minister of state in charge of economic planning, 8 in office of the minister and 5 employees in office of the minister of state in charge of national treasury.

In this regard, researcher targeted employees from different departments where 3 employees in office of the minister of state in charge of economic planning, 8 in office of the minister and 5 employees in office of the minister of state in charge of national treasury was excluded due to the fact that they could not be available during the data collection, thus the target population of the research is 239 employees of MINECOFIN

Sample   ***size***   ***and***   ***sampling***   ***procedures***

formulation of Taro Yamane to control the sample size of this study.

is: $n = \frac{239}{1+239\ (0.05)^2}$; $n = \frac{239}{1.5975} =$ 150

Then the sample size is 150 respondents. The sampling techniques to be used is convenient sampling a sampling technique in which researcher relies on his own judgment
Data Collection Instruments
Questionnaire technique
The questionnaire includes a series of closed questions about issues that are expected of the respondent information, where these types of questions were distributed by the researcher among respondents to collect the written and quantitative data related to

when choosing members of population to participate in the study from different departments in MINECOFIN.

employees' motivation factors and performance. The structures questionnaires in form of the Likert scale method by requesting respondents to respond to a series of statements by indicating whether he or they strongly agree (4), agree (3), disagree (2), and strongly disagree (1).

Documentation tool
According to Robert (2014), one of the basic advantages of document studies is to explore the sources more fully to obtain additional information on an aspect of the subject. This is the extensive study and review of published documents, reports, magazines, journals, and policy reports related to the topic. This is important

because it reviews the literature and tries to locate global perspectives to make a comparative framework for analysis and evaluation for readers; therefore, the researcher used this documentary technique to conduct and get secondary data.

Data Analysis Methods
The data that was gathered from the questionnaires given to employees and customers of the Bank of Kigali Plc was analyzed using Statistical Package for Social Sciences (SPSS) version 23 with the help of software for analysis. The results obtained were recorded in form of

frequencies, percentages, and tables. The Correlation Coefficient and descriptive statistics were used to examine the impact of the electronic banking system on customer satisfaction.

Correlation Analysis

This study employed Pearson's coefficient of correlation. Pearson's coefficient of correlation is a method that was used for measuring the degree of relationship between two variables. This coefficient enabled us to assume that there is a linear relationship between the two variables that the two variables are causally related which means that one of the variables is independent and the other one is dependent, and a large number of independent causes are operating in both variables to produce a normal distribution. In a sample, it is denoted by and is by r_s design constrained as $-1 \leq r_s \leq 1$.

Regression analysis model

Based on research objectives and null hypotheses, the following are multiple regression models that were developed in answering and finding the effects and relationship between e-banking and customer satisfaction. The regression model of this research was used in the form: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M_4 + \varepsilon$

Where: Y= Employee performance; X_1= Remuneration; X_2= Working environment: X_3= Training (Moderator); and $\beta_1 - \beta_4$ = Slope or coefficient of estimates. β_0= constant; ε = Error term

7. RESULTS AND DISCUSSIONS OF FINDINGS

Findings confirmed the effect of Information communication technology on customer satisfaction in Rwanda; the effect of electronic mobile devices on customer satisfaction in Rwanda; the effect of Electronic banking transactions on customer satisfaction in Rwanda; and the effect of financial policies on the relationship between electronic banking on customer satisfaction in Rwanda. The results were interpreted in a very systematic way based on testing the linearity, homogeneity, normality, objectives, and also the relationship was established thanks to the use of correlation and regression analysis of the variables. The results indicated the total number of males was 395 and occupied 63.2% of the total number of respondents while the number of females' respondents who participated in the study was 230 and they occupied the lower percentage of 36.8 compared to that of males in the study.

7.1 Regression analysis

In regression the researcher analyzed the model summary, variances and coefficients of variables.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.975a	.952	.951	.94590	.952	1545.652	3	236	.000

a. Predictors: (Constant), remuneration, Training, Working environment, working environment)

Source: Primary Data (2022)

From the table 1; regression analysis revealed a positive relationship (R = 975). The R coefficient of 0.975 indicates that the predictors of the model which remuneration, Training and working environment, have a correlation of 97.5% with the dependent variable (employees' performance) The study also revealed that a combination of remuneration, Training and working environment together contributed to 95.2% (R^2= 0.952) of the employees' performance.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4148.827	4	1382.942	1545.652	.000b
	Residual	211.156	145	.895		

Total	4359.983	149			

a. Dependent Variable: Performance

b. Predictors: (Constant), Training, Remuneration, Working environment

Source: Primary Data (2022)

Table 2. shows that variations in employees' performance can be explained by the model to the extent of 0.4148.827 out of 4359.983 or 95.1 % while other variables not captured by this model can explain 4.8 % (211.156 out of 4359.983) of the variations in employees' performance. F value of the model produces a p-value of

0.015 which is significantly different from zero. A p-value of 0.015 is less than the set level of significance of 0.05 (0.000<0.05) for a normally distributed data. This means that the model is significant in explaining employees' performance.

7.2 Hypothesis test

Pearson Correlation coefficient foretells the degree to which the association between dependent and independent variable exist. The correlation coefficient demonstrates the relationship between our data set. Like Wigmore says, the correlation coefficient is also defined as the indicator of the relationship between two variables in research. It is a statistical measure in which one change from a variable predicts the number of changes that could happen to another variable. The correlation coefficient can only exist in a range of -1 being the lowest and +1

being the highest correlation indicator. Henceforth, correlation signifies that the variables can also be interchanged to get similar results. Throughout this study, we measured the degree of freedom to assess the possibilities that could lead us to reject the null hypothesis. Thanks to the one-sample test and t-statistics, we were able to relate the degree of freedom from the variables and established a conclusion also based on the value of P from a one-sample test table.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.880	.772		2.437	.016	.360	3.400
Remuneration	.193	.021	.137	9.239	.000	-.235	-.152
Training	1.004	.020	.887	49.140	.000	.964	1.044
Working environment	.099	.013	.140	7.735	.000	.074	.124

a. Dependent Variable: Employees' performance

Source: Primary Data (2022)

The regression output is laid on Table 3 Standardized coefficients (Beta) were used to determine the relative importance of the significant predictors of employees' performance. The *t* column for data analysis is the t-test statistic (t). This is the test statistic calculated for the individual predictor variable. This is used to calculate the p-value. Lastly, the researcher calculated the P-Value in the last column of Sig. probability level (p). This shows whether or not an individual variable significantly predicts the dependent variable. The larger the absolute standardized coefficient, the larger the contribution of that predictor to employees' performance as indicated by the T-statistics. The remuneration contributes to

(β=0.137) to employees' performance, followed by Training (β=0.887), and working environment (β=0.140).

In fact a unit change in remuneration, would lead to increase in employees' performance by a factor of 0.137, a unit change in Training, lead to increase in employees' performance by a factor of 0.887 which is the most predator of the research and a unit change in working environment would lead to increase in employees' performance by a factor of 0.140.The study also found that all the p-values were less than 0.05, this indicates that all the variables were statistically significant in influencing the employees' performance.

Table 4: Summary of hypotheses testing results

Hypothesis Formulated	Beta (β)	ρ – values	Choice	R^2
H$_0$1: There is no contribution of remuneration on performance of MINECOFIN,	.137	.000	Rejected	
H$_0$2: There is no contribution of working environment on performance of MINECOFIN,	.887	.000	Rejected	.952
H$_0$3: There is no contribution of training on performance of MINECOFIN.	.140	.000	Rejected	

Source: (Researcher, 2022)

The table 4 the summary of hypothesizes test results, the first hypothesis said that there is no contribution of remuneration on performance of MINECOFIN, second hypothesis said that there is no contribution of working environment on performance of MINECOFIN and the third hypothesis said that there is no contribution of

training on performance of MINECOFIN; therefore since the t-values were greater than 0.05 the researcher rejected all hypothesis of the research as it has been revealed that remuneration, working environment and training contribute to the performance in MINECOFIN.

7.3 Correlation analysis

Table 5: Summary of Correlation

		Performance	Remuneration	Working environment	Training
Performance	Pearson Correlation	1	-.068	.955**	.675**
	Sig. (2-tailed)		.297	.000	.000
	N	150	150	150	150
Remuneration	Pearson Correlation	.068	1	.099	-.135*
	Sig. (2-tailed)	.000		.124	.036
	N	150	150	150	150
Working environment	Pearson Correlation	.955**	.099	1	.582**
	Sig. (2-tailed)	.000	.124		.000
	N	150	150	150	150
Training	Pearson Correlation	.675**	-.135*	.582**	1
	Sig. (2-tailed)	.000	.036	.000	
	N	150	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Key 1- Performance, 2- Remuneration 3- Training, 4- Working environment.

Source: Primary Data (2022)

Results in Table 5, Pearson correlation revealed that there was a weak positive relationship between remuneration and employees' performance at the coefficient of correlation was 0.068. The probability value = .000

which is less than 0.05. This means that there is a relationship of 6.8% between remuneration and employees' performance. Secondly, correlation analysis indicated a strong relationship between Training and employees' performance of 0.675 The probability value =

.000 which is less than 0.05. This implies that there is a relationship of 67.5% between Training and employees' performance.

Last, the result of correlation indicated a very strong relationship between working environment and employees' performance of 0.995. The probability value = .000 which is less than 0.05. This implies that there is a relationship of 99.5% between working environment and employees' performance.

8. CONCLUSION AND RECOMMENDATIONS

Conclusion

The research was about the assessment of the contribution of employee motivation on the performance of public institutions in Rwanda. The researcher used remuneration, working environment and training as factors motivation.

The ANOVA tables proved better understandings of how the regression equation predicts the behaviors of the dependent against independent variables, and the model equation proved that the data are fit in the equation. The regression models predicted that the dependent variable was strongly significant as the data sample we have is fit. In the "sig." column, we find that the value of P is less than 0.005 that is P<0.005 (note that the value less than 0.005 is interpreted as 000 in the SPSS outputs).

Therefore, we concluded that the regression model was statistically significant and predict the results from our variables. The side of the Model summary exemplified that the R-value indicated some simple correlations between our variables. This demonstrated a higher degree of correlation between the dependent and independent variables from the study. Similarly, the R square proved how the total variation between all the dependent variables and employees' performance was in relation. This lead us to conclude that there was a strong relationship between remuneration, working environment, training and employees' performance.

Recommendations

Based on the short comings of the research, it was revealed that a number of MINECOFIN employees is not satisfied with the factors that influence performance as to almost statements relate to remuneration, working environment and training as there was some disagreement and neutrality which show the extent to which they are not satisfied with these factors.

Therefore, the researcher recommends the institution to increase the remuneration system so that employees can increase their performance, the institution also is recommended to improve the quality work life so that the employees and lastly the institution is recommended to improve its working environment so that employees develop their career in good working environment.

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