

links Organization objective(s), day-to-day performance, professional development, rewards and other incentives. In simple words, it is said that appraisal is the assessment in individual performance in a systematic way, project performance can be measured in such employees related factors such as job knowledge, quality and quantity of output, leadership abilities, supervision, dependency, cooperation, judgment, and versatility (West, 2012). Project performance cannot depend on past performance of employees. Employees play an important role in the customer perception about the project.

Project Managers spend huge amount of money to gain customer loyalty but sometimes, they forget the employees' motivation. Employees interact with the employees and also carry out company image in their mind through the behavior and attitude (Ashmos, 2012). Project Managers should be moving their attention toward employees' motivation. Nowadays is the era of globalization whereby projects face competition on the market, if one project could not successfully motivate its employees. The same project could not exist in a competitive business environment (Hamilton, 2014).

Project performance is considered as a translation of what an employee does and what he/she does not. Project performance involves quality and quantity of project outputs, employees' attendance at work, accommodative and helpful nature and timeliness in achieving project milestones (Quincy, 2015).

According to the Zimbabwean Abraham A. Beranyuu (2002), basically motivation word is derived from the word motive. The meaning of motive has the sense of needs, wants or desire of a particular person(s). So, team motivation means the process in which organization inspires its employees in a form of rewards, promotions, bonuses, etc. all that in order to achieve predefined goals for the team. Furthermore, motivation can be defined as a tool to move forward for the attainment of desires and wants.

The Rwandan Scholar Nishimwe (2016) in his study on Employees' motivation and the performance with evidence from Rwanda revenue authority (RRA); she analyzed the effects of employees' motivation on RRA performance by using descriptive statistics with the help of SPSS. After performing the analysis, she found that there was a highly significant relationship between motivation and employee performance. In conclusion, as part of crucial management role, goal setting was found vital to motivation of employees and creating an environment where they can win, and feel like winners. Employees should also be a greater balance between their

needs and organizational needs. In light of these findings from a number of related studies, it is vital to assess how Government investments performance is influenced by teams' motivation by drawing a case from EARP.

Statement of the Problem

Employees in both public and private organizations or projects are becoming increasingly aware about the contribution of motivation in increasing their productivity and performance. In Rwanda, insufficiency in employees' motivation leads to poor performance of projects and enhances employees' turnover in the organizations as well as causing delays in producing and providing reports, low productivity and delay in service delivery (Research, 2021). Furthermore, most of Project Managers have been apparently presenting limited skills and knowledge about team motivation and placing less importance to it. Some companies are failing because of not knowing or intentionally ignoring the contribution of their employees' motivation in success of different projects.

Despite all these, no research work has targeted to investigate the role of team motivation on Government projects' performance especially in EARP. This research is therefore to shade light on the role of staff motivation on project performance with reference to EARP as a case study.

Objectives of the study

The study had the general objective to examine the role of team motivation on project performance whereby one of Government of Rwanda's Project known as Electricity Access Rollout Project (EARP) was referred to as a case study.

The specific objectives were:

- i) To examine influence of employee rewards on performance of EARP.
- ii) To examine influence of employee promotion on performance of EARP.
- iii) To examine influence of employee work environment on performance of EARP.

Research Questions

This research takes into consideration the following questions:

- i) How do employee rewards influence the performance of EARP?
- ii) How does employee promotion influence performance of EARP?

- iii) How does employee work environment influence the performance of EARP?

LITERATURE REVIEW

Employee rewards

A reward or any other sort of benefit accorded to an employee is seen as a work outcome of positive value to the individual. Organizations are rich in rewards for people are actually those whose performance accomplishments help meet employee objectives. A reward is an essential factor in enhancing employee job satisfaction and work motivation which is directly associated with employee achievement. This helps create system for transparency in evaluation and employees will work hard to create system of transparency in evaluation and employees will work to achieve such performance levels in expectation of particular rewards. According to Karabulut (2015), people receive rewards is one of the following two ways: Extrinsic rewards are externally administered. Common workplace examples are pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, etc. Intrinsic rewards are self-administered. They are thanks of the natural high a person may experience after completing a job.

There are financial and Non-financial rewards, for rewards may or may not enhance the employee's financial wellbeing. For non-financial rewards are potentially at the disposal of the organization. They do not increase the employee's financial position, instead of making the employees life better off the job, non-financial rewards emphasize making life on the job more attractive (Vroom, 2011). What one employee views as something he or she has always wanted, another finds superfluous. Benefits are distinguished into either Performance-based or membership-based: (i) Performance Based benefits: Performance based benefits are those which are provided on the basis of an employee's job performance ability. Some rewards or benefits are exemplified by the use of commissions, piece work pay plans, incentive systems, group bonuses or other forms of merit pay plans (Forsythe, 2014). (ii) Membership Based benefits: According to Cohen (2013); membership based benefits are those rewards that are paid on the basis of being a member of an organization. It means the basis of allocating rewards is employee's employee membership. Benefits or rewards are very meaningful to employees whether they are extrinsic or intrinsic. Intrinsic reward emerges in a person after the accomplishment of certain task or work (i.e. joy, satisfaction, pride, etc.); while extrinsic motivation comes from outside sources or

forces as salary, money or grades (Feldman, 2011). According to Knrad (2012), reward management system helps the organizations to attract, capture, retain and motivate employees with high potential and in return get high levels of performance. Reward management system consists of both extrinsic and intrinsic rewards; where former involves financial rewards such as salary, bonus, etc.

Looking at the aforementioned literature, it can be easily viewed that when employees are satisfied then they can perform well their assigned tasks with more focus and can do work hard, all this leading to good performance. It is further found that employee performance is directly influenced by intrinsic rewards simply because when intrinsic rewards are offered to employees, it makes them better get aware about their levels of performance and therefore they aim to keep the momentum while delivering on their duties so as to ensure they are always recognized and given such rewards.

Promotions

A promotion is the advancement of an employee's rank or position in employee hierarchy system (Han, 2014). Promotion is given to an employee after ascertaining that he or she is able to handle the newly assigned responsibilities through organized interviews or any other kind of tests and maybe appropriate training acquired or on-the-job experience. With promotion, considerable changes manifest themselves and those include but are not limited to social consideration, remuneration and many other benefits. The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion (Fry, 2010).

In some fields, even after an employee is promoted, they continue to do similar work. The differences may be in the complexity of the files that an individual is assigned to or in the sensitivity of the issues that they are asked to deal with. Good enough all is known is that in the public sector, there are usually many more checks and balances in place to prevent favoritism or bias.

Work environment

The good employment relationship is the professional link between employer and employees. Employees need to clearly understand what is expected of them to perform well. Employers must delegate work in an organized and respectful way to maintain morale and foster the overall success of the organization (Fantino, 2013). Positive employment relationships occur when employees feel appreciated and understand exactly what is expected of them by the employer (Fry, 2010). The division of labor is contingent upon mutual trust and respect, the foundation of positive employment relationships (Frey, 2015). Employers must trust their employees so to handle crucial tasks (Barron, 2011). Employees must be faithful to their employers as well as among themselves in order to perform well as a team. Employers need to promote a positive communication with and among teams so that they may better understand each other needs, as well as the needs of the employer. In this way, workers may perform their individual tasks with the understanding of how their work relates to others and what others need and expect from them (Fager, 2010). The best employment relationships occur when employees are placed in positions that maximize their skills, talents and when everyone is doing what they love to do best, happy employment relationships occur in that case.

Empirical Review



In the study carried out by Jibowo, (2077) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria, the study basically adopted the same method as (Herzberg, 1959) and it showed some support for the influence of motivators on project performance. In another study carried out by Centres and Bugental (2007); they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups; hygiene factors and motivators. It was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factors of workers get the best out of them. However, all these did not clearly touch on how motivation affects project performance. Bergum and Lehr's (1984) study which investigated the influence of monetary incentives and its removal on performance showed that the subjects in the experimental group

who receives individual incentives caused critical organizational performance than those in the control group.

Despite that finding, the study did not exhaustively shade light on the extent to which the organizational performance is impacted by any level of employees' motivation. Karen and Caryh (1981) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. It was found that job satisfaction was the best forecast by both prizes and cost value of the job as well as job determination on the other side, was best foreseen by a combination of rewards, cost values and investment size whereas Akerele (2001) observed that poor remuneration is related to profits made by an organization, but both studies did not clearly present the link between the investigated level of employees' motivation which is actually about job satisfaction with organization or project's performance.

METHODOLOGY

Research Design

The researcher used both descriptive and correlational designs.

Target Population

The target population for this study was composed by EARP employees working in the country by connecting people to the electricity including those sitting at the Head Offices located in Nyarugenge District of the City of Kigali in Rwanda. The total number of employees of EARP are 345 in number and this includes staff from various project departments.

Sample size

In order to determine the ideal sample size from total population, a researcher applies a simple random sampling technique since EARP staff are in different categories. Therefore, instead of distributing questionnaires and conducting interviews to the whole 345 EARP Staff, only 78 of them selected using a simplified random sampling technique were asked and the results was attributed to the whole population.

Sources of data

This study used both primary and secondary data sources whereby data were collected from employees of EARP using Questionnaire as well as Interview to the Coordinator of EARP in addition to both audit and periodic reports reviewed.

Data collection instruments

Questionnaire, Interview guide and document review checklist were the sources of data. The data were collected from EARP team as well as project's periodic reports.

Data Analysis

The statistical method was employed to analyze quantitative data. In this case, the researcher interpreted frequencies, percentages, mean and standard deviation from the mean, as results from Statistical Package for Social Scientists (SPSS) version 20.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Response rate

The researcher met respondents at their work place. He distributed copies of the questionnaire to 78 staff and collected them during five (5) working days. Since the questionnaire were answered in the presence of the researcher and fortunately, the participation rate was 100%. After editing, coding and entering data into SPSS, the researcher generated tables to be analyzed and tabulation was made in order to present results of the present research in a form that is simplified and easy for any reader to understand.

Influence of employees' rewards on project performance

Statements	Mean	C for mean	STD	C for STD
EARP offers intrinsic rewards to its employees because employees have productivity	2.80	Tend to strong	.90	Heterogeneity
EARP provides cash allowance to its employees through their effort to work because they brought innovation	3.38	Tend to strong	.49	Homogeneity
EARP pays salaries together with fringe benefits in cash and in kind to its employees in order to encourage innovation in their services	3.14	Tend to strong	.73	Heterogeneity
EARP offers both intrinsic and extrinsic rewards to its employees to increase their task	3.19	Tend to strong	.70	Heterogeneity

accomplishment.

Overall Mean **3.13** **Tend to strong**

Key: (C: Comment; STD: Standard Deviation)

Source: *Primary Data (2021)*

The results indicated that items related to rewards were scored with a mean between 2.80 and 3.38. For the first question about EARP offers intrinsic rewards to its employees because employees have productivity with a mean of 2.80 tending to a strong standard deviation of 0.90 which represents heterogeneity, meaning that the respondents tend to strongly agree but with different views about the statement. For the second statement which was about whether EARP provides its employees with cash allowances through their efforts to work such as bringing in some innovations which has mean of 3.38 tends to strong and standard deviation of 0.49 which is homogeneity, it shows that respondents agree with similar understanding about it. The third statement was that EARP offers both intrinsic and extrinsic rewards to its employees to increase their level of task accomplishment which presented a mean of 3.19 and therefore, tending to strong standard deviation of 0.70 which implies heterogeneity. For the last statement, respondents agreed and confirmed with the same views whereby the mean of 3.14 tends to strong and standard deviation of 0.73 which is Heterogeneity, indicating that there are same perceptions and of course with different view on the statement. Generally, these statements concerning salaries, benefits and rewards use as scored an overall mean of 3.13 which is tend to strong, implies that respondents have appreciated the rewards in EARP through the statement that had been asked.

Influence of employees' promotions on project performance

Statements	Mean	C for mean	STD	C for STD
EARP promotes its employees to improve innovation among its employees.	3.35	Tend to Strong	.48	Homogeneity
EARP employs upward reassignment of employees to enhance productivity of its	2.48	Tend to Weak	.97	Heterogeneity

Statements	Mean	C for mean	STD	C for STD
employees				
EARP gives authority and responsibility to its employees accompanied with higher pay conduce employees to well and high task accomplishment and bring innovation in service delivery	3.12	Tend to strong	.88	Heterogeneity
Overall Mean	2.98	Tend to strong		

Key: (C: Comment; STD: Standard Deviation)

Source: Primary data (2021).

The results show that items related to promotion were scored with a mean between 2.48 and 3.35. For the first question about whether EARP promotes its employees to improve innovation among its employees with a mean of 3.35 which is strong and standard deviation of 0.48 which is Homogeneity this means that the respondents strong agree but with same view about the statement.

For the second statement that EARP employs upward reassignment of employees to enhance productivity of its employees with mean of 2.48 which is tend strong and standard deviation of 1.12 which is Heterogeneity, it shows that respondents agree with different understanding about it. For the last statement that EARP gives authority and responsibility to its employees accompanied with higher pay conduce employees to well and high task accomplishment and bring innovation in service delivery with the same views mean of 3.12 which is strong and standard deviation 0.88 which is Heterogeneity, indicating that there are different perceptions. Generally, these statements concerning promotion as scored an overall mean of 2.98 which tends to be strong, implies that respondents have appreciated a level of employee promotion in EARP through the statement that had been asked.

Influence of work environment on project performance

Statements	Mean	C for mean	STD	C for STD
EARP has built strong good relationship between employees to increase employee productivity.	2.87	Tends to strong	.95	Heterogeneity
There is a good relationship among employees of EARP because they visit one another in different events and this has	3.12	Tends to strong	.67	Heterogeneity

increased employee task accomplishment they feel attached to EARP.				
Good relationship is a testimony between employees because productivity is increasing through informal team work group.	3.09	Tends to strong	.83	Heterogeneity
Overall Mean	3.02	Tends to strong		

Key: (C: Comment; CV: Standard Deviation)

Source: Primary data (2021)

The results show that items related to good relationship have been scored with a mean between 2.87 and 3.12. For the first question about EARP has built strong good relationship between employees to increase employee productivity with a mean of 2.87 which is tend to strong and standard deviation of 0.95 which is Heterogeneity, indicating that there are different perceptions. For the second statement There is a good relationship among employees and management of EARP as for instance, they visit among themselves and participate in different events and this has increased a level of employee task accomplishment they feel attached to EARP with mean of 3.12 which tends to be strong and standard deviation of 0.67 which is Heterogeneity, it shows that respondents agree with different understanding about it. For the last statement about Good relationship, there was a testimony between employees that productivity is increasing through informal team work group with the same views mean of 3.09 which is strong and standard deviation 0.83 which is Heterogeneity, indicating that there are different perceptions. Generally, these statements concerning good relationship as scored an overall mean of 3.09 which tends to strong, implies that respondents have appreciated the good relationship among EARP team through the statements that had been asked.

Correlation analysis

		Team motivation	Project performance
Team motivation	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	<i>N</i>	78	78

Project performance	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	<i>N</i>	78	78

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

Source: *Primary data (2021)*

Based on results from Pearson correlation coefficient between team motivation and project performance whereby the population representation (*n*) was 78 and the significance level is 0.01, the statistical evidence depicts that there is a significant relationship between team motivation and project performance, whereby .961** interpreted as positive strong correlation, the P value is 0.000 which is less than 0.01, when p-value is less than significant level, it means that the variables are correlated. Basing on the finding whereby it is visible that significance level (sig) equals to 0.000 and it is less than 0.05. So, it means that in this case, there is a significant relationship between team motivation and project performance.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of major findings

The study was about the influence of team motivation on project performance in Rwanda; The problem, the lack of employee motivation leads to poor performance of employees and enhance employee turnover in the organization and delay in providing reports, low productivity, poor performance of employee, delay in service delivery, and long waiting lines for service-seekers which led to employees' dissatisfaction. Despite these, no research work has targeted to investigate the influence of staff motivation on project performance in private institution in EARP. Thus the aim of this study was to find out the impact of staff motivation on project performance especially EARP. The qualitative and quantitative prospective studies were done, where instruments including questionnaires and documentary were used.

In respect to the specific objective one which is to assess the EARP staff motivation for EARP, the study found that rewards, promotion, and good relationship were perceived by the staff whereby they agree respectively, thus this objective was achieved. Means that the staff of EARP understand the influence of team motivation to attain a considerable level of performance for any project. Another paramount important objective was to determine whether there's a significant relationship between staff motivation and project performance of EARP. The study found that

there is a strong relationship between staff motivation and project performance. This was assessed by calculating the correlation which indicated a positive and strong relationship between independent and dependent variables whereby, after performing analysis and interpretations, it is noted that there is a positive and strong correlation between staff motivation and project performance where $r=0.961^{**}$. Therefore, the specific objectives set by the researcher were achieved during the research project.

Conclusion

The main purpose of this study was to find out influence of team motivation on project performance by assessing a level of relationship between the two with EARP as the case study. After analyzing the data collected from EARP, it was found that there is a strong level of team motivation at EARP justified by rewards, promotions and good relationship and that there has been a considerable level of performance in terms timeliness, budget and quality services. Using the Pearson correlation, it was found that staff motivation positively correlates to project performance.

Therefore, the conclusion was drawn that staff motivation has significant relationship with project performance. After analyzing the data collected at EARP, the research findings discovered that there is a high level of staff motivation at EARP and that project performance is satisfactory enough by using Pearson correlation, it was found that staff motivation correlates to project performance. Therefore, it was concluded that there is significant relationship between staff motivation and project performance and thus, the first has a strong influence on the second.

Recommendations

After examining various responses from the staff, hearing from EARP Coordinator through interview and reading other their reports, it was noticed that it needs some improvements on the side of its stakeholders across the country. The following recommendations are given by the researcher. According to the statement about EARP employs upward reassignment of employees to enhance their productivity, respondents disagreed. Therefore, management should keep on improving how they motivate employees in order to increase the level of service provided to stakeholders.

The study investigated the influence of team motivation on project performance in Rwanda focusing on EARP as a case study. Furthermore, more researcher(s) may focus on the

contribution of employee motivation on their performance focusing on different projects and others may assess the contribution of motivational incentives on organizational performance.

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