

**MOTIVATION AND EMPLOYEE PERFORMANCE IN THE RWANDA
DEMOBILISATION AND REINTEGRATION COMMISSION
"TECHNICAL SERVICE DEPARTMENT"
RWANDA**

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In Partial Fulfillment of the Requirements for the Degree
Master of Business Administration

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DECLARATION A

This thesis is my original work and has not been presented for a Degree or any other academic award in any university or institution of learning.

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Date 01/09/2011

APPROVAL

I confirm that the work presented in this thesis was carried out by the candidate under my supervision.



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Date: 01/09/2011

APPROVAL SHEET

This thesis entitled **"Motivation and Employee Performance at Rwanda Demobilization and Reintegrated Commission in Rwanda"** prepared and submitted by Habiyaemye Froduard in partial fulfillment of the requirements for the degree of Master in Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.

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DEDICATION

This work is dedicated to the beloved wife MUBERARUGO Sophie and my parents Mr. SEBURYIMPAMBA Joseph and Mrs. MUKAMUSONI Helarie for their encouragement and support during the course of my studies.

ACKNOWLEDGEMENT

I must sincerely appreciate that this academic project has not been an easy task, on this note; I humbly express my gratitude to the following people. First to my parents: Seburyimpamba Joseph and Mukamusoni Helarie, My wife Muberarugo Sophie, brothers and sisters. All these have been central stake holders directly or indirectly, without them little or nothing would have been achieved

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Habiyaremye Froduard

LIST OF ABBREVIATIONS AND ACRONYMS

RDRC	: Rwanda Demobilization and Reintegration Commission
RPF	: Rwanda Patriotic Front
MF & EP	: Ministry of Finance & Economic Planning
RDRP	: Rwanda Demobilization & Reintegration Program.
N.G.O	: Non Governmental Organization.
RPA	: Rwanda Patriotic Army
MDRP	: Multi Demobilization & Reintegration Program.
T.C.C	: Technical Coordination Committee.
T.S.D	: Technical service Department
FGD	: Focus Group Discussions.

ABSTRACT

This study determined the relationship between motivation and employee performance in Rwanda Demobilization and Reintegrated Commission in Rwanda. In order to achieve the purpose of the study, three research objectives were formulated and these included: To determine the level of motivation at Rwanda Demobilization and Reintegrated Commission; to determine the level of employee performance at Rwanda Demobilization and Reintegrated Commission; and to find out whether there is a significant relationship between motivation and employee performance at Rwanda Demobilization and Reintegrated Commission.

The research design used in this study was the descriptive correlation design. The research population was 400 from which 200 respondents were determined using Slovene's formula. The method of sampling used was purposive sampling and questionnaires were used as the main data collection tool. To ensure validity and reliability of the research instruments, content validity index was done together with pretesting. The data collected was analyzed quantitatively (mean, correlation and regression coefficient) and this was done with the help SPSS version 16.

The research findings showed that the the level of motivation at Rwanda Demobilization and Reintegrated Commission was generally low (mean of 2.49); the level of employee performance was also found to be low (mean of 2.455). It was also found out that motivation is positively correlated with employee performance (R . value of 0.876; $F=7.491E3$, beta value of 0.876, and $p<0.01$).

It was then concluded that level of motivation at Rwanda Demobilization and Reintegrated Commission is still low; that the level of employee performance is also still low, that there is significant relationship between motivation and employee performance.

It was therefore recommended the management of Rwanda Demobilization and Reintegrated Commission should try to review and put in place appropriate and relevant forms of motivation so that employee performance at the organization can be promoted.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

International and local organizations in the private and public sector have long appreciated the ability to gain the commitment and motivation of staff for effective performance. Motivation as independent variable is now more universally accepted as a critical business and organization activity, and one that has highly profitable returns and implications for performance output as dependant variable.

As the government of Rwanda established the Rwanda Demobilization and Reintegrated commission in 1997 as a crucial strategy of reconstructing its society, motivation became an equally central factor to consider. As such the Ministry of Finance and Economic Planning was established alongside the Rwanda Demobilization and Reconstruction Commission to oversee, manage and implement the program for the post genocide Rwanda.

The main objective of the Rwanda Demobilization and Reintegration Commission and Program together with the Ministry of Finance and Economic Planning was to help consolidate peace, and foster reconciliation and development by providing support to the demobilization and social-economic reintegration of former military combatants. This rapid recovery program needed a committed and motivated work force for effective performance in terms of service delivery.

Because of the existing motivating factors, the first phase (1997-2001) witnessed the demobilization of over 18,600 ex-combatants. In 2002, with the support of the multi-country Demobilization and reintegration program and the World Bank, a second phase of programming began (Government of Rwanda) ([http://www. human security gateway 2008:1](http://www.humansecuritygateway.org)) In partnership with the Government of Rwanda, the World Bank launched the International Development Association funded Emergency Demobilization

and Reintegrated Program, committing US\$25 million program aimed to demobilize an additional 45,000 ex-combatants, as well as provide them with assistance in assimilating them into civilian life.

Seventeen years after the genocide that took the lives of about one million people, Rwanda is working hard to rehabilitate its devastated infrastructure, restore social norms and embark on a long term development strategy. This is no doubt crucial in maintaining stability of the small land-locked country. But what is more crucial is the motivating bit for it to have effective performance. This is primarily because the work force should be persisted to contribute toward the achievement of the RDRC goals.

To further motivate and contribute to the success of the Rwanda Demobilization and Reintegration commission, the World Bank, International Development Assistance, the multi-Donors trust fund, Government of Rwanda, the United Kingdom Department for International Development and the German Government have contributed financial and material resources, all purposed and intentioned to rebuild Rwanda for example: The World Bank contributed US\$ 28.7million, the United Kingdom Department for international Development US\$ 8.8 million and the German Government US\$ 2.7 million. Currently the RDRP total budget is US\$ 53.7 million.

The International community as represented in Kigali follows closely the repatriation, demobilization and reintegration of all ex-combatants and their dependants to Rwanda. Through this, the RDRC set up a technical coordinating committee with an objective of bringing together key national and international partners, and act as a conduit to the large group of stakeholders, offer technical advice to RDRC on planned activities and monitoring of program implementation. In this whole setting motivation and performance has been given little attention, yet the dual are the central driving force for the successful program implementation.

Statement of the Problem

The technical coordinating committee of the Rwanda Demobilization and Reintegration commission was established to primarily offer assistance and technical advice on planned activities and monitor program implementation. Despite the continuous financial commitment of the donor partners, attractive remuneration of employee, motivation of staff has been slowly but gradually declining. The chairman at the technical secretariat, in his communication of 2006 reported that the employee turnover had risen from 2 to 3.5 percent per year. This has greatly affected service delivery in the 30 District Reintegration offices.

The declining work commitment of staff has tremendously affected employee performance, creating a degeneration of service delivery. If this poor motivation continues at this pace, certainly there is fear that the donor partners might withdraw because of no value for money, but most risky and unfortunate is the country's threat to degenerate into economic devastation and political instability, especially when ex-combatants lose confidence in the government of Rwanda.

Purpose of the study

To determine the extent to which the staffs of the Technical Coordination Committee have been motivated toward the planned activities of the Commission.

General Objective

To establish a correlation between motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission.

Specific Objectives

1. To determine the level of motivation at Technical Service Department of Rwanda Demobilization and Reintegration Commission.
2. To determine the level of employee performance Technical Service Department of Rwanda Demobilization and Reintegration Commission.
3. To establish if there is significant relationship between motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission.

Research Questions

1. What is the level of motivation at Technical Service Department of Rwanda Demobilization and Reintegration Commission?
2. What if the level of employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission?
3. Is there any significant relationship between motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission?

Research Hypothesis

HO₁ There is no significant relationship between motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission.

Scope of the Study

Geographical Scope

Due to the complexity of activities in Rwanda as a developing country, it is not easy to reach a lot of institutions in a limited time and obtain sufficient information. For this reason, this study focused on "technical service department of Rwanda Demobilization and Reintegration commission".

Theoretical Scope

This study is based on the Maslow's hierarchy of needs. This theory spells out some of the critical issues that motivate a man. It asserts that at the apex of man's needs lies self actualization, esteem, social needs, and at the lower level, issues like social needs, safety needs and physiological needs are spelt out (Torrington and weightman 1994:354). Under physiological needs Maslow points out food, air, rest and sex. The ranking of these hierarchies of needs is based on two important assumptions: First that a satisfied need is not a motivator, second is that as one set of needs becomes satisfied, then the next set of needs becomes dominant. This theory is chosen for this study because it spells out forms of motivations that can spark a person to unleash his potentials and abilities and these are also some of the core aspects that this study sought to establish as in form of motivation and employee performance.

Content Scope

The scope of the study was limited to determining the level of motivation at Technical Service Department of Rwanda Demobilization and Reintegration Commission; level of employee performance at the organization; and establishing whether there is a significant relationship between motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission.

Time Scope

The study covered the period between 2007-2010, because it's within this period that the department has experienced a high employee turnover. In this regard, sufficient information based on experience can be obtained from employees.

Significance of the study

The study findings on the motivation and employee performance can inspire the management of Technical Service Department of Rwanda Demobilization and

Reintegration Commission to review its policy on motivation and put in place those relevant ones that can spark employees' performance.

The study findings can also be significant to the employees as they will be able to get appropriate motivations from the organization and this can enable them to support their families.

The research findings and recommendations given can also be used to sensitize other manager especially on the usefulness of motivation on employee performance. This will enable them to boost their performance and achieve their objectives and goals as well.

The research findings in the case of Technical Service Department of Rwanda Demobilization and Reintegration Commission will also add some new knowledge to the existing literature in the area of motivation and employee performance. This will help future researchers in carrying out their researcher as they may use the findings in this study as literature.

The study findings will also be beneficial to the researcher since it will give him the time to put in practice what he has learnt from lecture room in practice. This will enable him to acquire necessary skills and knowledge that can help him in carrying out similar work in future.

Operational Definition of key terms

Motivation can be defined as that which energizes, directs and sustains human behavior. In Human Resource management the term refers to a person's desire to do the best possible job or to extent the maximum effort to perform assigned tasks. (Louis Gomez, Balkin and Cardly 2004:57) An important feature of motivation is that it is behavior directed toward a goal.

Employee performance is a simultaneous process through which people as employees offer their best to organizations in order to improve the output of an established organization. Employees offer their best with great expectations that organizations would in turn reciprocate by improving their individual welfare. Positive employee performance is constructed on the continuum of motivation, when motivation is positive results from employees will be desirable, and when motivation is negative, results from employees will automatically be negative. The terrain of employee performance is determined by the goal, expectations, plans and mission of the organization. All these attributes are anchored on the plain of performance management.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

Organizations that thrive for better performance emphasize motivation as a cornerstone to organizational development. In respect of the topic under study, this chapter presents various concepts, ideas and opinions from experts, authors and scholars as regards to motivation and employee performance. It also presents theoretical perspective as well as related study on motivation and employee performance. All these are done so as to throw more light on the study variables.

Concepts, Ideas and Opinions from Authors/ Experts

Motivation

Dubin (1951:81) observes that one of the oldest traditions in psychology identifies motivation with inherited drives or instincts. This model of motivation solves the three analytical problems of: where motivation mechanisms are located throughout the body tissue, what are automatic physiological responses to tension states of the organism and how these mechanisms are inherited by each individual. What Dubin underscores is why and when does this organism come into play.

Dixon (2003:115) further states that everyone has what we call latent energy or motivation, within them which is potentially available. But this general state of being does not guarantee that an individual will behave appropriately in a given situation. Not every motivation is however useful to organizational performance. Potential motivation is built on willingness and wish, kinetic motivation is built on capacity or actions it is therefore kinetic motivation required for the production of positive results.

Motivation is further built on two strands: The mechanical and the substantive strands. The former tries to explain and describes the process of how behavior is

energized, how it is directed, how it is sustained and how it is stopped. The substantive strands are concerned with the specific identity of what it is within an individual that energizes behavior. That is, what specific things motivate people? Dubin (1951:85-86) This brings in the expectancy theory as propounded by Vroom which states that people are driven by expectations, when people expect much are they motivated to do more and when they expect little they are demotivated. (Vroom 2005:239-240).

Pettinger (1997:52-53) argues that the ability to motivate staff in the work place stems from the understanding on the part of the organization. This entails the following: A general appreciation of how human beings behave in particular situations and in response to their needs, an understanding of the nature of work that must be carried out and the effect that it will have, the wider standards and expectations of the relations between the human and work, organizations cannot do all things to all people. Pettinger however ignores the managerial environment within which motivation takes place.

Theories of Motivation

To some extent employees are in control of their behavior, as are customers, suppliers, shareholders and other managers. Much of their behavior will thus be motivated as they consciously seek to attain certain goals. Internal motivators cause people to seek specific outcomes that will satisfy their needs.

Needs or motivators can be divided into two general theories: Primary needs are those relating to basic animal drives such as hunger, thirst, sleep, sex, pain avoidance, recovery from fatigue and safety. Their influence on behavior is obvious and easy to identify. Secondary motivators are acquired through experience and vary greatly according to culture, as well as particular experiences of the individual. They are desires for power, achievement, social affiliation, status and a feeling of personal competence. (Torrington and weightman 1994:353) motivation can also be circumstantial, occasional or sentimental.

Maslow's hierarchy of needs spells out some of the critical issues that motivate man. At the apex of man's needs lies self actualization, esteem, social needs, and at the lower level, issues like social needs, safety needs and physiological needs are spelt out (Torrington and weightman 1994:354) under physiological needs Maslow points out food, Air, rest and sex. The ranking of these hierarchies of needs is based on two important assumptions: First that a satisfied need is not a motivator, second is that as one set of needs becomes satisfied, then the next set of needs becomes dominant.

Herzberg developed the Maslow idea of hierarchy by making a stronger distinction between lower and higher orders. He described the lower order needs as dissatisfies or hygiene factors, and only higher under needs were potential satisfies or motivators. However, Herzberg observed that for motivation to match performance, managers needed to examine their hygiene factors. These included: company policy and Administration, supervision, working conditions, salary, and relationship with peers, security. (Torrington and weightman 1994:356) Additional motivators include: Achievement, recognition, work itself, responsibility, advancement and growth. These are inside of the person, and are not easily satisfied for example, the person who achieves something then wants more achievement, and the person who has challenging, interesting work wants more of it to do.

This has proved a most popular theory with managers, as it has provided a practical basis for management action.

Two theories which add important dimensions to motivation are those of Lewin and Vroom. Lewins field theory emphases that individuals operate in a field of forces that represents subjective perceptions about the environment, the importance of a good and the psychological distance of the goal, Lewin uses it to account for the difference of motivation in people at different times.

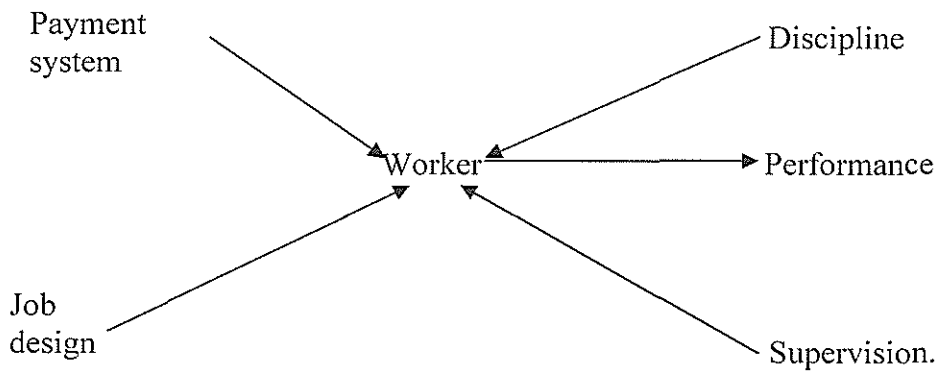
Vroom's expectancy theory proposes that motivation is a product of a value that individuals place on the possible results of their actions and the expectations that their goal will be achieved. The importance of this approach is that it emphasizes the individuality and variability of motivation rather than the generalizations of Maslow and Hezerberg. With due respect to the various theories of motivation, this study will focus on Maslow and Hertzberg theories because of their relevance to the topic under study.

Classical Ideals about Motivation

The general accepted view is that the classical writers assumed the worker to conform to what Mc Gregor later called Theory "x" This theory "x" argues that the average human being has an inherent dislike for work and will avoid it if he can, because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives. (Lee and Lawrence 1991:52).

Thus the worker is typified as money motivated, idle, and untrustworthy. This is in contrast to the manager who is seen as capable of taking responsibility broadly motivated and fit to take charge. The idea that people are motivated by money is inherently attractive to many students of management. To many practicing managers, the motivation argument is felt to be strong. This is because they have perceived workers as money hungry, always negotiating for better pay, working for an extra pay or bonus. What is however underestimated is that money is not an end in itself, it's just a means to their end, so money is not everything.

Figure 1: Showing Classical Ideals about Motivation



Source: Lee and Lawrence (1991:52)

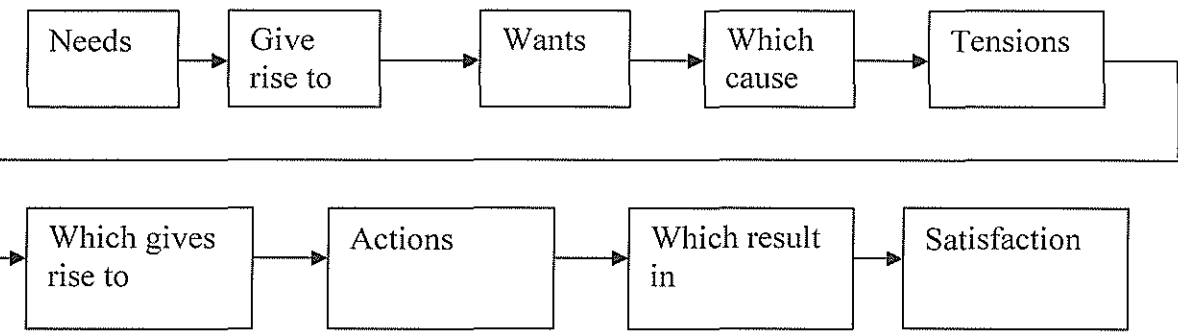
In practice however, the motivational context which includes systems, structure and culture of the organization is a major factor, but it interacts with the influences of motivational relationships in which the individual is involved. This therefore calls in the need to consider the practice of supervision, job design, payment system and discipline. Commenting about motivation Lee and Lawrence (1991: 54) argued that the role of the supervisor is critical. The onus for securing worker, performance was placed largely on the supervisors shoulders who was encouraged to develop leadership skills and learn about worker group dynamics.

In this, Morton observed that leaders: should wield the group together harmoniously, maintain authority, encourage spontaneous discipline, accept full responsibility for the group, establish firm, fair, friendly treatment of employees, raise morale and create enthusiasms, inspire security, certainty and confidence. However Chakraborty (1995:15) did remark that whether we admit it or not, the aggressive, city centered technological driven, consumerist ethos fosters a greedy and grabbing motivational atmosphere.

Motivation and Motivators

Human motivators are based on needs, whether consciously or sub consciously felt. Some are primary needs such as: water, food, shelter and sex. Others are secondary as: self esteem, status, affiliation with others, affection giving, accomplishment and self assertion.

Figure 2: Showing Motivation and Motivators



Source: Koontz & O'Donnell (1976:562)

Motivators are those things which induce an individual to perform. They may include higher pay, a prestigious title, a name of the office door, the claim of colleagues and a host of other things that give people a reason to perform. (Kontz and O, Donnell 1976:563). The manager however has an uphill task of creating a working environment conducive to provoke motivation.

Koontz and O, Donnell (1976:563) argues that motivation and satisfaction are different. Motivation refers to the drive and effort to satisfy a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. In other words, motivation implies a drive toward an outcome, while satisfaction involves outcomes already experienced.

Using the philosophy of the carrot and the stick, the use of rewards and penalties are considered to be motivators. This is because they induce performance and desired behavior. This "carrot and stick" motivator strategy comes from an old story that the best way to make a donkey move is to put a carrot out in front of it and jab it from behind with a stick. Since we are talking about productive man with the six senses of reasoning, this carrot and stick motivator may not be effective, especially to skilled man power.

Working Conditions and Remuneration

Hertzberg's research purports to find a two factor explanation of motivation. He looks at working conditions as great motivators. When emphasizing working conditions, he observed that conditions in an organization are shaped by the: Company policy and Administration, supervision, and personal life. To Hertzberg if they exist in a work environment, then the quality and quantity shall improve. (Koortz and O, Donnell 1976:567).

About company policy and administration, he observed that when the company policy is employee centered and administration is employee focused, such staff of a company will always offer their best with interest, they would closely be attached to the company, feel they own it; this gives them a sense of belonging, something which goes a long way in improving performance.

To the contrary when the policy and administrative set up is geared toward profit maximization and expenditure minimization, such a company is not employee centered, and such a company shall experience a high employee turnover and low performance attitudes.

Supervision is no doubt a critical factor that shapes the working conditions, supervision expected to induce supervision is that one which is constructed on a friendly basis, where the supervisor shows care and willingness for employees to learn on job.

This kind of supervision creates a friendly atmosphere, which improves the working conditions. However, if employee supervision is reduced to policing or militarizing the company, definitely employees will be operating in an environment which is not friendly, this creates tension, fear, suspicion, job insecurity and hatred, all of which worsens the working conditions and kills motivation as a center pin to performance.

Personal life is a critical shaper of working conditions. To Koortz, and O' Donnel (1976:573) they observed that taking employee personal life into considerations provokes challenge found in work, in this people will know the purpose, scope and job responsibilities, they will know what their authority is, what is expected of them, but above all they will have value for their work. However, when personal life is not put into consideration, employees will begin looking at work as something burdensome, they will look at the working environment as person, and this will no doubt derail their motivation.

Armstrong (1989:192) also observes that working conditions are determined by intrinsic and extrinsic types of motivation. Intrinsically there are factors which make people behave in a particular way or move in a particular direction. These factors include: responsibility, freedom to act, scope to use and develop skills and abilities. Extrinsically, besides the pay, lies praise, promotion and criticism. The responsibility of an employee should be friendly and commensurate to his ability.

Too much responsibility causes stress and dislike for work. Employees will always appropriate a working environment that gives them the freedom to thought and innovation, but above all recognition. This puts them in a desirable environment to re-discover themselves, unleash their potentials and improve their performance.

Challenges of Motivation

It is stated elsewhere that money does not enhance the intrinsic nature of work. In fact in the most extreme cases will not affect employee's motivation at all. When people are paid, instead of offering their commitment to work, to the contrary begin

establishing avenues of spending money, something that keeps them away from performance. (Pettinger 1997:62) money is not therefore an all endless motivating factor; it has its own limitations to performance and work commitment.

Where as members of the organization must be persuaded to contribute their efforts toward the achievement of organizational goals. The contradiction is that organizational interests will always clash with employee goals. Motivation is meant to induce individual performance to the benefit of the company and individual. The Interest is to maximize pay, yet that of the company is to minimize expenditure. This puts motivation and its purpose in balance. (Longenecker 1973:448).

Longenecker (1973:449) argues that the task of motivation is to supply a personal incentive for the individual member of the organization. This requires an integration of objectives, merging the individual goals with those of the organizational. This is however complex, unless the employer encourages employees to take up shares in the organization, short of this, interests cannot be harmonized.

Hackman and Oldham (Dale and cooper 1992:84) have identified five core job characteristics involved in job satisfaction and motivation. These include: skill variety, task identify, task significance, autonomy and feedback. According to Hackman and Oldham, motivation is controlled by the critical psychological states such as meaningfulness of work, and knowledge of the results of work. What is significantly clear is that skills among employees are not only limited, but at times irrelevant to performance, this puts motivation in balance. In this, employees may be more than willing to perform but limited in terms of the skills required.

Motivation is at times caught up in a conflict of contradiction and ignorance in the sense that task identification is at times not easily spelt out. In a growing and recovering economy like Rwanda, structures be it the private or public sector at times appear unclear, employees are not well conversant with their terms and conditions of

service, either because of political reasons or ignorance, this in away becomes a challenge to motivation. So although a company may have good motivational aspects, in the absence of unclear tasks identifications, motivation cannot do much to company performance.

Two points are worthy mentioning, first motivation emphasizes the fact that attractiveness of specific outcomes or reminds is a very individualistic matter. What is important and attractive for one person may be irrelevant for another. Thus, although expectancy theories seek to provide a general model of the factors involved in determining performance. The individual differences between people complicates the concept of motivation in a company (Dale and cooper 1992:82)

Employee Performance

Employee performance is anchored on performance management. Armstrong (1999:367) defines performance management as a means of getting better results from the organization, teams and individuals. It's about the agreement of objectives, knowledge, skill and competence requirements, work and personal development plans. Performance management and employee performance is built on the relationship between the employees and employers. There must be a continuous collaboration and agreement of both employees and the leadership of the organization.

Performance management is also a means of indicating how individuals should be rewarded by a general description of performance management as a process, not a mechanical system. In this context the motivational aspects of performance management are vital to explore.

Performance management as a critical aspect of employee performance incorporates that part of management by which objective's philosophy emphasizes the importance of goal setting and feed-back reviewing performance in relation to agreed

objectives. (Armstrong 1999:368). It is however important to appreciate that employee performance is significantly on the reward system.

The Philosophy of Performance Management

The philosophy of performance management is based on specific beliefs about how employee performance should be managed. These include: Inputs, process and outputs: inputs are what employees bring to the job in the shape of knowledge, skills, expertise and competence.

Process is how they behave in carrying out the work, and outputs are the results they obtain in terms of achieving objectives. (Armstrong 1999:369) skills, expertise and competence vary; they are not uniform, and not easily measurable. It is therefore difficult to use them as parameters of understanding employee performance.

Employee involvement is abroad term which covers a complete range of involvement which helps to engage the support, understanding and optimum contribution of all employees to the objectives of the organization. This includes all communication and consultation processes and financial participation. (Gennard and Judge 1999:31) In a Scenario where employees are merely recipients of donor funds, receiving directives from the top executives, involvement of employees is not practical. Goals, objectives and the vision of the organization are set by the top Administrative executives, and employees are merely recipients. This no doubt affects motivation and employee performance.

Collective bargaining is a method and belief of determining the price at which employee services are bought and sold, a system of industrial governance where by unions and employers jointly reach decisions concerning employment relationship. Collective bargaining is a problem-solving mechanism, but can only exist if employees are organized (Gennard & Judge 1999:32) In highly centralized economies like Rwanda, heavily dependant on the good will of donors, the practice of bargaining does not arise,

employees are accustomed to directives and instructions than bargaining. In essence although bargaining is desirable, it's only ideal between or among equal partners between the service producers and service advocates.

Performance management is based on agreed definitions of the contribution of employees are expected to make in achieving the purpose of their team, department or function, and the organization as a whole. This leads to the clarification of the individual's role or the team's purpose. It also means spelling out for individuals the knowledge, skills and competencies required to perform the role effectively. (Armstrong 1999:369) It's however important to appreciate that competencies keep on changing, according to technological changes and demands of the service consumers.

Performance management is concerned with the interrelated processes of work, management, development and reward. It is a powerful integrating force, ensuring that these processes are linked together properly as a fundamental part of the human resource management approach which should be practiced by every manager in the organization. (Armstrong 1999:370) Performance management as per say is not uniform; it keeps on changing according to varied organizations, besides at times rewards may not be motivational enough because of the fluctuating Inflationary situations prevailing in a given economy.

Farnham (2002:29) argues that before one can assess the relationship between performance management and employee performance, managerial approaches to employee relations greatly contribute to employee performance. Before any organizations demands better and employee performance, it should factor in employment activities which include: attracting, recruiting, rewarding, motivating, retaining, directing, disciplining, existing, negotiating and consulting with employees.

Theoretical Perspective

This study was based on the Maslow's hierarchy of needs. The theory was chosen for this study because it spells out some of the critical issues that motivate a man. It asserts that at the apex of man's needs lies self actualization, esteem, social needs, and at the lower level, issues like social needs, safety needs and physiological needs are spelt out (Torrington and weightman 1994:354). Under physiological needs Maslow points out food, air, rest and sex. The ranking of these hierarchies of needs is based on two important assumptions: First that a satisfied need is not a motivator, second is that as one set of needs becomes satisfied, then the next set of needs becomes dominant. This theory is chosen for this study because it spells out forms of motivations that can spark a person to unleash his potentials and abilities and these are also some of the core aspects that this study sought to establish as in form of motivation and employee performance.

Related Studies

In a survey carried out by Dibble (1999:227) with employees in USA entitled *Keeping Your Valuable Employees*, it was found out that both financial and non-financial forms of motivation play a significant role in ensuring employees' performance. The study found out that motivations in forma of benefits, flexibility in hours, encouraging good co-worker relations, good pay, carrier opportunities, challenging work and skill development opportunities were crucial issues why employees keep on job and keep working hard in their organizations.

Studies carried out by Vroom (2005) with some employee in Britain also showed that motivation plays a significant role in ensuring higher employee performance. The study discovered that over 73 % of the employees sampled believed in their organizations because were well motivated and this made them to continue working hard. According to this study, recognizing employee contribution, pride in the organization, sociable work place, growing organization, long term incentives, regular

feedback, autonomy and contractual relationships were among others factors considered why employees kept working hard in their organizations.

Louis et al. (2004) also found out in their studies on *Managing Human Resource* in United States of America that motivation plays a great role in enhancing employee performance in over 80 % of the organizations sampled. The study showed that employee performance and retention are all affected by the way through which an organization motivates its employees. However, the authors warned that it is important for organizations to select suitable forms of motivators to their employees as some employees have gone ahead to abuse contractual terms after skill development. The authors also warned that other employees don't believe in long term incentives, they believe in short term and immediate incentives. Those who have already acquired skills cannot be motivated by skill development.

Farnham (2002) also carried out a comparative study on levels of motivation between private and public organizations. His findings found out that private organizations scored twice better in motivation employees than the public organizations in USA. The author attributes this difference to high competition among firms for skilled and professional employees. Therefore, it was noted that employee performance was generally higher in those private organizations than in public organizations.

Similar findings were also noted by Dixon (2003) in their study entitled *The Management Task*. This study also discovered that employee performance was highly rated in private organization as compared to the public organizations. Much as the author could not provide statistics for his findings, he clearly showed that due to variations in the level of motivation in private and public institutions, employees in private organizations tend to perform better than their counterparts in public organizations.

Pigors and Myers 1981:224) also carried out studies on level of motivation in public organizations. Their studies found out that due to low motivation in public organizations, cases of employee turnover were generally low among employees. The study also found out that high turnover is determined by several factors. These include: lack of career opportunities, no opportunities to move up, Dead end job and job not worth the money.

Khabanda (1984:125) observes that lack of motivation or low levels of motivation can be costly to an organization. According to the studies carried out by the researcher, he noted that low levels of motivation encourage conflicts among employees. Thus, this conflict tends to affect employees' overall performance. The author also showed that the impact of conflict in the workplace can be devastating - to the parties involved, to colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include: Stress, frustration, and anxiety, loss of sleep, strained relationships, grievances and litigation, presenteeism, employee turnover, loss of productivity, increased client complaints, Absenteeism, Sabotage, Injury and accidents, disability claims, sick leave.

According to studies carried out on the impact of low motivation in organization by Dana (1999), it was also found out that "Employees in high pressure/low control situations or high effort/low reward situations have much greater risks to their physical and mental well being." The study also found out that due to low motivation in public organizations, the number of employees seeking help for work-related conflict has increased from 23 percent in 1999 to close to 30 percent in 2001." According to (WarrenShepel, 2002) A 2005 UK survey by Roffey Park found that "78% of managers are suffering from work-related stress, 52% have experienced harassment, 46% have seen an increase in conflict at work.

Existing Gaps

One of the gaps that this study intends to fill in is that most of these studies reviewed were carried out overseas. None of them was carried out in Africa and in particular in Rwanda. Thus, there is still need to determine the situation of motivation and employee performance in Technical Service Department of Rwanda Demobilization and Reintegration Commission.

It can also be noted that none of the studies reviewed has explicitly brought out the level of motivation. Many of them have just mentioned low level of motivation. There is need for clear statistics. Thus, this study attempted to establish clearly determine the level of motivation as well as employee performance in case of Technical Service Department of Rwanda Demobilization and Reintegration Commission.

Further still, it can be seen that none of the literature reviewed has clearly establish the percentage at which motivation influences employee performance. It was therefore necessary to establish the level at which motivation influences employee performance in the case of Technical Service Department of Rwanda Demobilization and Reintegration Commission.

CHAPTER THREE

METHODOLOGY

Research Design

The research design adopted in this study was descriptive correlation. This design was found to be much more appropriate and relevant for the study because it became central for the researcher to have a reflective and exploration understanding of the phenomenon of motivation and employee performance in the technical services Department of RDRC. Both qualitative and quantitative approaches were vital in supplementing the efforts of each other, were the latter or former experienced a research bottle neck.

Research Population

The research population of this study was 400. This categorically divided as 49 managers; 217 operational workers; 102 technical workers and 32 employees from other departments. Those respondents were targeted because they were considered to be knowledgeable about issues of motivation and employees' performance at the organization in the last few years. Thus, there is no doubt that they could provide the researcher with bountiful of information which could positively contributed to the successful completion of the thesis.

Sample Size

Out of a target population of 400 ex-combatants, a sample of 200 respondents was selected, using Slovene's formula which is shown below:

$$n = \frac{N}{1+Ne^2}$$

Where **n** is the sample size, **N** is the population and **e²** is the level of significance which is 0.05. Thus, using this formula, the sample size was computed as follows;

$$n = \frac{400}{1 + 400 (0.05)^2}$$

$$n = \frac{400}{1 + 400 (0.0025)}$$

$$n = \frac{400}{1+1}$$

$$n = 200$$

Sampling Procedure

The researcher used the purposive procedure across the entire structure of the sample mentioned above. Purposive sampling aided the researcher to identify resourceful, informed and responsible respondents in the various administrative and sub-managerial units at the secretariat. In using purposive sampling, the researcher considered cases of availability during data collections, consent of respondents and the resourceful individuals.

Research Instruments

The major research instrument used in this study was self-administered questionnaire. The questionnaires (Refer to the Appendix) were administered after the researcher had introduced himself and the purpose of the study. The questionnaires were closed ended and had three sections. Section A was all about the profile of respondents, section B and C were based on four point Likert Scale, ranging from one to four, where 1=strongly disagree (meaning disagreeing with no doubt at all); 2=disagree (meaning disagreeing with some doubt); 3=agree (meaning agreeing with some doubt); and 4=strongly agree (meaning that agreeing with no doubt at all) and this was done by ticking (marking) one of the choices outlined above.

The date of collecting questionnaires was fixed after thorough discussion between respondents and the researcher. The first three weeks were devoted to distributing questionnaires, and the next two weeks were for collecting the issued questionnaires.

Validity and Reliability of the instruments

The validity or instruments was measured using content validity of index. The research supervisor was used as an expert to rate the content in the questionnaire. The expert also assisted in assessing the phrasing of the questions to avoid ambiguity. The questions were then reviewed with the help of the expert and assessed the extent to which the questions were related to the topic of the study. The responses obtained were then compiled and computed to determine the content validity index (CVI). The estimated alpha coefficient value was 0.70 and above, meaning that any value below it would make the instruments invalid. Content validity index was determined using the following formula.

$$CVI = \frac{\text{Number of declared valid}}{\text{Total number of items}}$$

$$CVI= \frac{30}{33} \qquad CVI=0.91$$

From the above, it can be seen that the content validity index for the research instruments was 0.91 and this was above the estimated alpha coefficient value of 0.7. In this regard, it was confirmed that the research instrument used in this study was valid.

To ensure reliability of the instrument, data collection instruments were pre-tested with some 10 employees of Rwanda Electricity Board. Necessary amendments were done on questions that were misinterpreted by those employees so that the questions could reliably address the research objectives.

Data Gathering Procedures

Before the administration of the Questionnaire

Before data gathering a letter was obtained from the College of Higher Degrees and Research of Kampala International University as an introductory letter to those who were involved in the research exercise.

The researcher then sought permission from the management of Technical Service Department of Rwanda Demobilization and Reintegration Commission who then gave a go ahead to visit and sample respondents so that the research exercise could be start off. A formal list of employees from Technical Service Department of Rwanda Demobilization and Reintegration Commission was then obtained. With the help of research assistants, sampling was done through purposive sampling technique while considering that each category was represented and capable respondents were selected.

During the administration of the Questionnaire

During data gathering, self administered questionnaires (SAQs) were administered to respondents with the help of research assistants and after filling in, the researcher collected the instruments to prepare data on the variables of the study. The researcher with research assistants constantly visited the sampled respondents ensuring that the questionnaires were filled in within two weeks.

After the administration of the Questionnaire

After data gathering, the researcher then analyzed the data using frequency and percentages for respondents profile and mean was used to determine the level of employee motivation and performance. The relationship between the research variables was established through Pearson's product moment correlation and multiple regression analysis. Necessary editing was also done to make sure that a standard report for academic purpose is submitted.

Data Analysis

To analyze data on profile of respondents, frequencies and percentages were used. Basic descriptive statistics such as means was used to determine the both the level of motivation and employee performance at Technical Service Department of Rwanda Demobilization and Reintegration Commission. In order to interpret the data that was collected from respondents, the following mean ranges and interpretation were used for data on both independent and dependent variables.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly Agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	very low

To establish the relationship between motivation and employee performance, Pearson’s Linear Correlation Coefficient and regression analysis were used at 0.05 level of significance. Establishing these relationships also helped to determine the validity of the research hypothesis. The analyses were done using the Statistical Package for Social Sciences (SPSS Version 16).

Ethical considerations

To ensure that ethics was practiced, the following were done: [1] coding of all questionnaires; [2] the respondents were asked to sign the informed consent; [3] authors mentioned in this study were acknowledged within the text; [4] findings were presented in generalized manner.

Limitations

The anticipated threats to validity in this study are as follows:

Intervening or confounding variables which are likely to be beyond the researchers control such as honesty of the respondents and personal biases. To

minimize such conditions, the researcher will request the respondents to be as honest as possible and to be impartial/ unbiased when answering the questionnaires.

The research environments was classified as uncontrolled settings where extraneous variables could have influenced on the data gathered such as comments from other respondents, anxiety, stress, motivation on the part of the respondents while on the process of answering the questionnaires. Research assistants will be trained and oriented to handle such issues.

Testing: The use of research assistants would have rendered inconsistencies such as differences in conditions and time when the data was obtained from respondents. This was also minimized by orienting and briefing the research assistants on the data gathering procedures.

Instrumentation: The research tools used were researcher made and could have affected the findings. However, a validity and reliability test was done to arrive at a reasonable measuring tool.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Respondents Profile

Respondents profile was the first aspect determined in this study. The details regarding these are indicated in Table 1.

Table 1
Respondents' Profile

Gender	Frequency	Percent
Male	120	60.0
Female	80	40.0
Total	200	100.0
Age Group		
20-39	103	51.5
40-59	75	37.5
60 and above	22	11.0
Total	200	100.0
Education Level		
Secondary	27	13.5
Diploma	42	21.0
Bachelor	100	50.0
Master and above	31	15.5
Total	200	100.0
Level of Experience		
1-3 Years	48	24.0
4-6 Years	74	37.0
7 Years and above	78	39.0
Total	200	100.0
Category of Employees		
Management	38	19.0
Operational	85	42.5
Technical	35	17.5
Others	42	21.0
Total	200	100.0

Source: Primary data

Gender of Respondents

Table 1 shows that majority of the respondents were males (60 %) while females only formed 40 %. Females were few because the number of female employees at Rwanda Demobilization and Reintegration Commission were males. In this regard, it was not easy to balance the gender while sampling. However, the information obtained from each gender filled in the gap left by their counterparts.

Age Group of Respondents

Table 1 also shows that majority (51.5 %) of the respondents were the youth ranging from the age bracket of 20-39; they were followed by the adults (37.5 %) who belonged to the age bracket of 40-59; then the least participants in this study were the elderly (11 %) who belonged to the age bracket of 60 and above. Youth were generally many in the various departments selected to participate in this study. This could have been due to the influence of the genocide that left many of the elderly population dead in the last few decades. Thus the youth have actively taken up socio-economic activities in Rwanda.

Education Level of Respondents

Table 1 further demonstrates that majority of the employees of Rwanda Demobilization and Reintegration Commission are better educated. This is because 50 % of them had bachelor degree, they were followed by the diploma holders (21 %); then those having master degree and other awards above master degree were 15.5 %; and the least participants dropped out of school at secondary level. The number of people who are better educated could have been due the technicality involved in mission of demobilization and reintegration process. Thus, it can be said that the information established in here was received from a group of people who are capable of reading, understanding and analyzing and writing thus it can be relied upon.

Level of Experience of Respondents

The levels of experience of respondents either been working in or benefiting from the Rwanda Demobilization and Reintegration Commission programs were also determined. It can be seen from Table 1 that majority of the respondents (39 %) had experience of over 7 years in the system, they were followed by those who had 3 to 6 years of experience (37 %); and the least participants were those from the 1-3 years of experience as they formed only 24 %. Since majority of the respondents has sufficient experience at Rwanda Demobilization and Reintegration Commission, it can be said that the information they revealed was authentic and can be relied upon.

Category of Respondents

Respondents were also group into their working categories. As indicated in Table 1, it can be seen that majority of the respondents (42.5 %) were those from operation level; they were followed by those in other categories such as beneficiaries etc.; then those at managerial level followed with 19 %; this was finally followed by those in technical level. This suggest that respondents in different areas were sampled such that issues regarding motivation and performance could holistically be determined.

Level of Motivation in Rwanda Demobilization and Reintegration Commission

The first research objective was set to determine the level motivation in Rwanda Demobilization and Reintegration Commission. Under this, both financial and non-financial sources of motivation were established. In order to achieve this objective, some staments regarding different aspects surrounding employee motivation were established and respondents were asked to either strongly disagree (by indicating disagree 1); or disagreed (by indicating 2) or agree (by indicating 3); or strongly agree (by indication 4). As indicated in Chapter four, means ranges were used to interpret the research findings. Mean range from 3.26-4.00 meant that majority of the respondents strongly agreed with the statement; 2.51-3.25 meant that majority of the respondents agreed with the statement; 1.76-2.50 meant that majority of the respondents disagreed with the statement; and lastly, 1.00-1.75 meant that majority of the respondents

strongly disagreed with the statement. The findings regarding level of motivation in Rwanda Demobilization and Reintegration Commission are presented in table 2.

Table 2

Level of Motivation at Rwanda Demobilization and Reintegration Commission

	Mean	Ranks	Interpretation
Financial Motivation			
Sick leaves are also paid	3.04	1	High
We normally get paid leaves annually	2.98	2	High
Some members in this organization are sponsored to further their education	2.74	3	High
Experts get extra financial rewards in this organization	2.61	4	High
We are given transport allowances	2.58	5	High
We get paid for doing extra jobs	2.17	6	Low
We receive gifts during public holidays	2.16	7	Low
Houses allowances are also paid	2.09	8	Low
The organization finances our families' medical bills	1.98	9	Low
Non-Financial Motivation			
The management enables workers to participate in decision making	2.81	1	High
We are normally encouraged to learn and advance our careers at work place	2.70	2	High
Certificates are given to hardworking workers	2.69	3	High
Promotions are given to individual who work hard	2.64	4	High
There are mechanisms to support employees' potentials	2.63	5	High
The management treats employees equally	2.40	6	Low
Our efforts to work hard are annually recognized	2.29	7	Low
Our potentials and abilities at work are normally appreciated	2.21	8	Low
The organization invites our family members for annual parties	2.01	9	Low
Overall Mean Average	2.49		Low

Source: Primary Data

As it can be seen in table 2, some items used to determine the level of motivation at Rwanda Demobilization and Reintegration Commission were agreed by respondents while some others were disagreed by respondents.

Under financial motivation, (in descending form) respondents agreed that their sick leaves are paid (rated at the mean of 3.04); they also agreed that they normally get paid leaves annually (rated at the mean of 2.98); respondents further agreed that some members in this organization are sponsored to further their education (rated at the mean of 2.74); then they also agreed that experts get extra financial rewards in the organization (rated at the mean of 2.61); they finally agreed that they were given transport allowances (rated at the mean of 2.58).

However, respondents disagreed with some of the statements on financial motivations in the organization. They disagreed that they get paid for doing extra jobs (rated at the mean of 2.17); they also disagreed that they receive gifts during public holidays (rated at the mean of 2.16); they further disagreed that house allowances are also paid (rated at the mean of 2.09); they finally disagreed that the organization finances their families' medical bills (rated at the mean of 1.98).

Considering the non-financial motivation, respondents agreed that the management enables workers to participate in decision making (rated at the mean of 2.81); they also agreed that they are normally encouraged to learn and advance our careers at work place (rated at the mean of 2.70); they further agreed that certificates are given to hardworking workers (rated at the mean of 2.69); they also accepted that promotions are given to individual who work hard (rated at the mean of 2.64); and they finally agreed that there are mechanisms to support employees' potentials (rated at the mean of 2.63).

Nevertheless, respondents disagreed that the management treats employees equally (rated at the mean of 2.40); they also disagreed that their efforts to work hard are annually recognized (rated at the mean of 2.29); they continued to agree that their potentials and abilities at work are normally appreciated (rated at the mean of 2.21); and they finally

disagreed that the organization invites their family members for annual parties (rated at the mean of 2.01).

By considering the overall mean average generated from both financial and non-financial motivation at Rwanda Demobilization and Reintegration Commission, it can be said that the level of motivation at Rwanda Demobilization and Reintegration Commission is still generally low since the overall average mean obtained is 2.49 and this falls on low in the rating scale.

Level of Employee Performance at Rwanda Demobilization and Reintegration Commission

The second research objective was set to determine the level of employee performance at Rwanda Demobilization and Reintegration Commission. As it was in the case of of the first research objective, respondents were asked to either strongly disagree or disagree or agree or strongly agree with some statements set under employee performance. Similarly, mean ranges were also used to interpret the findings. The summary of findings regarding employee motivation at Rwanda Demobilization and Reintegration Commission are presented in Table 3 in the next page.

Table 3

Level of Employee Performance at Rwanda Demobilization and Reintegration Commission

	Mean	Rank	Interpretation
We are highly productive at our responsibilities	2.71	1	High
Employees in this organization adhere to organization's policy	2.68	2	High
The organization normally meets its annual goals and objective	2.66	3	High
We are always oriented towards quality in our works	2.64	4	High
We normally report at work very early enough	2.62	5	High
Different stakeholders appreciate the services rendered by the organization	2.59	6	High
Employees are not lazy in their responsibilities	2.58	7	High
Employees in this organization always look for better ways to do their job	2.55	8	High
Employees' appraisal has generally been positive in this organization	2.50	9	Low
Gossips are not common among employees in this organization	2.31	10	Low
We all leave work place late in the evening	2.29	11	Low
The organization has been named among the best performing in the country	2.22	12	Low
The level of creativity among employees is high in this organization	2.21	13	Low
Sometimes extra work is generously performed by employees	2.19	14	Low
Cases of absenteeism are not common among employees in this organization	2.01	15	Low
Overall Average Mean	2.45		Low

Source: Primary data

Table 3 also shows that some items to determine to level of employee performance at Rwanda Demobilization and Reintegration Commission were agreed with while others were disagreed with.

In descending way, respondents agreed that they are highly productive at their responsibilities (rated at the mean of 2.71); they also agreed that at Rwanda Demobilization and Reintegration Commission, they adhere to organization's policy (rated at the mean of 2.68); they further agreed that the organization normally meets its annual goals and objective (rated at the mean of 2.66); respondents further agreed that they are always oriented towards quality in their works (rated at the mean of 2.64); they further agreed that they normally report at work very early enough (rated at the mean of 2.62); they continued to agree that different stakeholders appreciate the services rendered by the organization (rated at the mean of 2.58); lastly, respondent agreed that employees at Rwanda Demobilization and Reintegration Commission always look for better ways to do their job (rated at the mean of 2.55).

However, respondents disagreed with some items. they disagreed that employees' appraisal has generally been positive in this organization (rated at the mean of 2.50); they further disagreed that gossips are not common among employees in this organization (rated at the mean of 2.31); they cordially disagreed that they all leave work place late in right time in the evening (rated at a the mean of 2.29); respondents also disagreed that the organization has been named among the best performing in the country (rated at the mean of 2.22); they further disagreed that the level of creativity among employees in high at Rwanda Demobilization and Reintegration Commission (rated at the mean of 2.21); and they finally agreed that sometimes extra work is generously performed by employees (rated at the mean of 2.19); and finally, respondents disagreed that cases of absenteeism are not common among employees in the organization (rated at the mean of 2.01).

Although some items were agreed while others were disagreed with, the overall judgment on the level of employee performance was based on the overall mean average. As the overall mean average computed was 2.45 and this falls under low in the rating scale, it can be said that the general employee performance at Cases of absenteeism are not common among employees in this organization is still low.

Relationship between Motivation and Employee Performance

In order to answer the last research question and to test the research hypothesis, relationship between level of motivation and employee performance was determined. This was done through correlation of the two study variables and establishing regression analysis with the help of model summary, ANOVA and regression coefficient. Table 4 below shows the correlation analysis between motivation of employees and their performance in the case of Rwanda Demobilization and Reintegration Commission.

Table 4

Correlation between Motivation and Employee Performance

		Motivation	Employee Performance
Motivation	Pearson Correlation	1	0.876**
	Sig. (2-tailed)		0.01
	N	18	15
Employee Performance	Pearson Correlation	0.876**	1
	Sig. (2-tailed)	0.01	
	N	18	15
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data

Table 4 clearly shows that there is a positive significant relationship between level of motivation and employee performance at Rwanda Demobilization and

Reintegration Commission. This relationship is established at the *r.* value of 0.876 and the sig. value of 0.01. One of the interpretations that can be drawn from this finding is that employee motivation account for about 87.6 percent of the employee performance at Rwanda Demobilization and Reintegration Commission and the other 12.4% remaining percent is determined by other factors other than employee motivation.

To test the research hypothesis, multiple regression analysis through the model summary; ANOVA and the regression coefficient were used.

Table 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.876 ^a	.863	.863	.11501
a. Predictors: (Constant), Motivation				

Source: Primary data

The model summary shows the *R. Square* and this tells us that 86.3 percent of the observed variability in the employee performance at Rwanda Demobilization and Reintegration Commission is explained by the independent variable which is the level of employee motivation. *R.* value of 0.876 is the correlation coefficient between the observed value of independent variable and the predicted value based on the regression model. A value close to zero tells that the independent variable is not linearly related to the dependent variable. Since the observed *R. Value* is quiet large at 0.876, this indicates that the linear regression model fits well. The adjusted *R. Square* (0.863) is the proportion of the variability in the dependent variable explained by the linear regression.

Table 6
The ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.080	1	99.080	7.491E3	.01 ^a
	Residual	2.619	198	.013		
	Total	101.699	199			
a. Predictors: (Constant), Motivation						
b. Dependent Variable: Employee Performance						

Source: Primary data

The analysis of the variance (ANOVA) was used to test the equivalent null hypothesis that stated that there is no significant relationship between level of motivation and employee performance at Rwanda Demobilization and Reintegration Commission. The hypothesis is tested at the $F=7.491E3$, $p<0.01$ and from this it can be said that the null hypothesis is rejected.

Table 7

The Regression Coefficient between Motivation and Employee Performance at Rwanda Demobilization and Reintegration Commission

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.174	.029		6.080	.01
	Motivation	.847	.011	0.876	86.550	.01
a. Dependent Variable: Employee Performance						

Source: Primary data

The regression coefficient tests the importance of the independent variable to the dependent variable. The results show that motivation has a significant relationship with the employee performance at Rwanda Demobilization and Reintegration Commission. This is so since the beta of independent variable is more than twice larger than the corresponding standard error. Thus, by having beta value of 0.876, $p < 0.01$ and t-statistics of 86.550 implies that when motivation improves and so does the employee performance at Rwanda Demobilization and Reintegration Commission. This therefore suggests that the relationship between motivation and employee performance is generally strong and this also leads to the rejection of the null hypothesis.

CHAPTER FIVE

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The role of this chapter is to discuss the key research findings; draw conclusions; and forward recommendations so as to improve on the motivation of employees as a way of boosting the performance of employees at Rwanda Demobilization and Reintegration Commission.

Summary and Discussion of Key Findings

Motivation at Rwanda Demobilization and Reintegration Commission

Regarding the level of employee motivation at Rwanda Demobilization and Reintegration Commission, this study found out that the level of employee motivation at the organization as in both financial and non-financial forms was still generally low much as some considerable forms of motivations have been put in place. This study finding is confirmed by the overall average mean of 2.49 and that falls on low in the rating scale.

The study finding on the level of motivation in Rwanda Demobilization and Reintegration Commission is in agreement with that by Farnham (2002) as he noted that private organizations scored twice better in motivating employees than the public organizations in USA. Pigors and Myers (1981:224) also carried out studies on level of motivation in public organizations. Their studies also found out that due to low motivation in public organizations, cases of employee turnover were generally low among employees. The study also found out that high turnover is determined by several factors. These include: lack of career opportunities, no opportunities to move up, Dead end job and job not worth the money. Khabanda (1984:125) observes that lack of motivation or low levels of motivation can be costly to an organization. According to the studies carried out by the researcher, he noted that low levels or

motivation encourage conflicts among employees. Thus, this confluent tends to affect employees' overall performance. The author also showed that the impact of conflict in the workplace can be devastating - to the parties involved, to colleagues and teams, to clients, and to the business as a whole. Some of the results of unresolved conflict in the workplace include: Stress, frustration, and anxiety, loss of sleep, strained relationships, grievances and litigation, presenteeism, employee turnover, loss of productivity, increased client complaints, Absenteeism, Sabotage, Injury and accidents, disability claims, sick leave.

These findings could be in agreement since many of them were carried out in public institutions like Rwanda Demobilization and Reintegration Commission which are not all that competitive in service delivery unlike the private sector.

Employee Performance at Rwanda Demobilization and Reintegration Commission

This research also found out that the level of employee performance at Rwanda Demobilization and Reintegration Commission was still generally low much as employees try to do their best. This finding is justified by the overall average mean of 2.45 as it falls under low in the rating scale.

The study on the employee performance in Rwanda Demobilization and Reintegration Commission is also in agreement with that of Dixon (2003). The author in his study found out that employee performance was highly rated in private organization as compared to the public organizations. Dana (1999) also found out that in many public organizations, employee performance is generally low. This is because "Employees in high pressure/low control situations or high effort/low reward situations have much greater risks to their physical and mental well being." Dixon (2003) also found out that due to low motivation in public organizations, the number of employees seeking help for work-related conflict has increased from 23 percent in 1999 to close to 30 percent in 2001."

The study finding in the case of Rwanda Demobilization and Reintegration Commission could also be in agreement with those carried out by other authors because they were also carried out in public institutions.

Relationship between Motivation and Employee Performance

The results also show that motivation has a significant relationship with employee performance at Rwanda Demobilization and Reintegration Commission. This relationship is supported by the *R*. value of 0.876; $F=7.491E3$, beta value of 0.876, and $p<0.01$. The finding on the relationship between motivation and employee performance led to the rejection of the null hypothesis that stated that there is not significant relationship between level of motivation and employee performance at Rwanda Demobilization and Reintegration Commission.

Comparing research findings on the relationship between motivation and employee motivation in the case of Rwanda Demobilization and Reintegration Commission with those by other researchers and authors, it can be seen that the findings in the case of Rwanda Demobilization and Reintegration Commission is in agreement with those of Dibble (1999:227) whose study found out that both financial and non-financial forms of motivation play a significant role in ensuring employees' performance. Vroom (2005) also found out that effective and appropriate motivation plays a significant role in ensuring higher employee performance. Louis et al. (2004) also found out that motivation plays a great role in enhancing employee performance in over 80 % of the organizations sampled.

The study findings in Rwanda Demobilization and Reintegration Commission could be in agreement with those of the fore mentioned authors and scholars because in general sense, motivation unleashes employees potentials and abilities to work harder and show their appreciation to the organization that cares to them.

Conclusions

The following conclusions have been established from the research findings.

It can be concluded that the level of employee motivation at Rwanda Demobilization and Reintegration Commission is still low much as some forms of motivation have been out in place. This is because under financial motivation, the organization cannot still motivate its employees through paying extra jobs done, does not offer gifts during public holidays, house allowances are not paid, and the organization does not finance employees medical bills. Under non-financial forms of motivation, the management does not equally treat its employees, hard work is not annually recognized, employees' potentials and abilities at work are not appreciated, and the organization does not invite employees' family members for annual parties.

On employee performance, it can also be concluded that much as employees try to perform their responsibilities, their performance at Rwanda Demobilization and Reintegration Commission is still low. The employees' performance is still low because employees' appraisal has not been all that positive in the organization, gossips are still common among employees, some employees leave work places earlier than expected, the organization has not been named among the best performing in the country; the level of creativity among employees is not all that high; employees do not generously perform extra work and cases of absenteeism are common among employees in the organization.

Lastly, it can be concluded that there exists significant relationship between motivation and employee performance at Rwanda Demobilization and Reintegration Commission. In this regard, if the government of Rwanda can effectively and appropriately motivate employees of Rwanda Demobilization and Reintegration Commission, the performance of employees in there can significantly improve and the organization will be able to fully achieve its established objectives and goals.

Recommendations

So as to ensure high level of employee performance at Rwanda Demobilization and Reintegration Commission through employee motivation, the following recommendations have been established.

The management of Rwanda Demobilization and Reintegration Commission should review its employee motivation policy and redesign and implement appropriate forms of financial forms of motivation so that employees performance can improved. For example, motivating employees by paying them for performing extra jobs would significantly spark their potentials and abilities to work extra hard for the organization.

Further still, considering motivation inform of public holiday packages and house allowances would significantly improve employees' commitment to the organization and many of them would appreciate back by working harder and their families would also try to support them whenever they are stressed.

Considering medical bills for family members to would also raise employees' commitment to their responsibilities at the organization. This will improve their sense of belongingness to the organization and try to contribute to the activities at the organization.

By equally considering employees, recognizing employees' potentials and abilities at work and inviting family employees' family members for annual parties would enable employees to fully identify themselves with the organization and try to work harder than they have been.

The management should constantly establish employee appraisal. Different forms of appraisal involving management appraisal, individual appraisal and teammate appraisals could significantly help to boost employees' performance at Rwanda Demobilization and Reintegration Commission.

The management of Rwanda Demobilization and Reintegration Commission should also lay down measures to curb and reduce case of gossiping among employees since such practices can significantly demoralize teamwork at the organization. This can be done establishing a special committee and disciplinary committee that should constantly deal with such issues.

Time keeping among employees and issues of absenteeism should also be dealt with by the management. This should be done by keeping arrival and departure book at the immediate supervisors rooms so that employees can go to his/her office to sign whenever they arrive and whenever they are leaving. Punishments and rewards can also be put in place for those following time and those not following respectively.

Much as employees are supposed to follow the policy of the organization, the management should also provide room for creativity so that employees' potentials can be unveiled at work.

Areas for Further Research

Since this research could not cover everything about motivation and employee performance, it recommends further research on the following.

- (i) Level of motivation and citizenship organizational work behavior in an organization
- (ii) Management styles and employee performance in an organization.
- (iii) Education level and employees performance in private institutions.

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APPENDICES

APPENDIX 1 A: TRANSMITTAL LETTER



KAMPALA
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E-mail: admin@kiu.ac.ug * website: <http://www.kiu.ac.ug>

INSTITUTE OF OPEN AND DISTANCE LEARNING
OFFICE OF THE DIRECTOR

Date: 23rd August, 2010

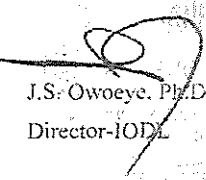
TO WHOM IT MAY CONCERN

Re: Recommendation for data collection

This is to introduce Mr. HABIVAREMYE FRODUARD Reg. No. MBA/10042/81/DF a student pursuing a Masters Degree in Business Administration of Kampala International University from October 2008 in the Institute of Open and Distance Learning Programme. He is writing his research on 'Motivation and Employee Performance in the Rwanda Demobilization and Reintegration Commission: The Case of Technical Service Department'. He is at the data collection stage and your Institution / Organization has been chosen for his research study.

It will be appreciated if you can accord him the necessary assistance.

Thank you.


J.S. Owwoye, Ph.D
Director-IODL

"Exploring the Heights"

APPENDIX 1B: TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Master of Business Administration student at Kampala International University. Part of the requirements for the award is a research report. My study is entitled, **Motivation and Employee Performance in Rwanda Demobilization and Reintegration Commission.**

Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within ten days (10)?

Thank you very much in advance.

Yours faithfully,

Mr. Habiremye Froduard

APPENDIX II

AUTHORIZATION LETTER

The chairman of Rwanda
Demobilisation and Reintegration
Commission (RDRC), Kigali-Rwanda
Tel. 0788302764.

23rd February 2011

The student of Kampala
International University (KIU)
Registration No MBA/10042/81/DF
Tel. 0788572942

Dear Froduard,

Re: Request for academic research agreed

Dear Sir,

First of all we congratulate you for your way forward to further studies.

Indeed, our country needs good citizens equipped with knowledge and skills to build their future.

For the above reasons, therefore we do accept your request into our institution, so that you may learn more about **Motivation and Employee's Performance in Governmental Organisation.**

We do also appreciate your choice of carrying out your academic research into our institution.

Wishing you success.

The chairman of RDRC



APPENDIX III
CLEARANCE FROM ETHICS COMMITTEE

Date_____

Candidate's Data

Name_____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Written Request for Author of Standardized Instrument
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

Results of Ethical Review

- ☐ Approved
- ☐ Conditional (to provide the Ethics Committee with corrections)
- ☐ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX IV
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Habiremye Froduard that will focus on **Motivation and Employee Performance in Rwanda Demobilization and Reintegration Commission.**

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX V

SECTION A: FACE SHEET: Profile of Respondents

Please tick any which applies:

Gender	
1. Male	
2. Female	
Age Group	
1. 20-39	
2. 40-59	
3. 60 and above	
Education Level	
1. Secondary	
2. Diploma	
4. Bachelor	
5. Master and above	
Level of Experience	
1. 1-3 Years	
2. 4-6 Years	
3. 7 Years and above	
Category of Employees	
1. Management	
2. Operational	
3. Technical	
4. Others	

Section B: Questionnaire to determine the Level of Motivation at Rwanda Demobilization and Reintegration Commission

Direction: Please write your preferred option on the space provided before each item.

Kindly use the rating guide below:

Response Made	Rating	Description
Strongly Agree (SA)	4	You agree with no doubt at all.
Agree (A)	3	You agree with some doubt
Disagree (D)	2	You disagree with some doubt
Strongly Disagree (SD)	1	You disagree with no doubt at all.

Financial motivations

1. _____ We get paid for doing extra jobs
2. _____ Some members in this organization are sponsored to further their education
3. _____ We are given transport allowances
4. _____ Houses allowances are also paid
5. _____ Experts get extra financial rewards in this organization
6. _____ We normally get paid leaves annually
7. _____ Sick leaves are also paid
8. _____ The organization finances our families' medical bills
9. _____ We receive gifts during public holidays

Non-financial motivations

10. _____ Our efforts to work hard are annually recognized
11. _____ Certificates are given to hardworking workers
12. _____ Promotions are given to individual who work hard
13. _____ Our potentials and abilities at work are normally appreciated
14. _____ We are normally encouraged to learn and advance our careers at work place

15. _____The management treats employees equally
 16. _____There are mechanisms to support employees' potentials
 17. _____The management enables workers to participate in decision making
 18. _____The organization invites our family members for annual parties
-

Section C: Questionnaire to determine the Level of Employee Performance at Rwanda Demobilization and Reintegration Commission

Direction: Please write your preferred option on the space provided before each item.
Kindly use the rating guide below:

Response Made	Rating	Description
Strongly Agree (SA)	4	You agree with no doubt at all.
Agree (A)	3	You agree with some doubt
Disagree (D)	2	You disagree with some doubt
Strongly Disagree (SD)	1	You disagree with no doubt at all.

1. _____Employees in this organization always look for better ways to do their job.
2. _____We are always are quality oriented in our works
3. _____We are highly productive at our responsibilities
4. _____We normally report at work very early enough
5. _____We all leave work place late in the evening
6. _____Employees are not lazy in their responsibilities
7. _____Cases of absenteeism are not common among employees in this organization
8. _____The level of creativity among employees in high in this organization
9. _____Employees in this organization adhere to organization's policy
10. _____Gossips are not common among employees in this organization
11. _____Sometimes extra work is generously performed by employees
12. _____The organization has been named among the best performing in the country
13. _____Different stakeholders appreciate the services rendered by the organization

14. _____The organization normally meets its annual goals and objective
15. _____Employees' appraisal has generally been positive in this organization

Thank you very much for taking your time to respond to these questions!

APPENDIX VI

RESEARCHER'S CURRICULUM VITAE

Personal Profile

Name : Habiyaremye Froduard

Date of birth : 25th May, 1978

Place of birth : Matongo, Birenga, Kibungo, Rwanda

Educational Background

Masters in Business Administration from Main Campus of Kampala International University (KIU)

Bachelors of sociology from Main Campus of Kigali Independent University (ULK)

Bachelors of SPA: Sciences politiques et Administratives from Main Campus of Kigali Independent University (ULK)

Diploma of Education from Institut Paroissial de Mukarange (IPM) in Rwanda, Kayonza District

Primary certificate from Matongo Primary School (MPS)

Work Experience

Provincial Reintegration Officer of Rwanda Demobilization and Reintegration Commission (7years)

Lecturer of French and Demography on Secondary school called APEKA in Rwanda, Kicukiro District (3 years)

Special in charge of Culture and Sport in Ruhango District, Southern province of Rwanda (1year)

Trainings

Children's right by UNICEF

Conception, Planning, Implementing and Evaluation of project by RCA (Rwanda Cooperative Agency)

Gender issues by Rwanda Demobilisation and Reintegration Commission specialists