

ABSTRACT

The study was about motivation and its effects on employees' performance in health facilities in Rwanda (A case of Kibuye hospital). The study was concerned about the low performance in Kibuye hospital as revealed by the Ministry of health performance based financing evaluation of 2011. The objectives of the study included to establish the relationship between (i) the financial motivational practices (ii) non financial motivational practices and (iii) motivational policies and employees' performance in Kibuye Hospital. The approaches used included both qualitative and quantitative methods; the designs used included correlation and cross sectional survey. The population was 84 after applying solvency's method the sample size obtained was 69. Self administered questionnaires and interviews were used to collect data. Data have been analyzed using descriptive statistics. The study realized that some of financial motivational practices are not offered regularly such as performance based financing on which majority of respondents revealed that is irregular with 37.7% responses and indemnities with 68.9% responses. The most suitable frequency and regularity of salary, performance based financing and indemnities are to be practiced regularly monthly with 90.2%, 93.4% and 60.6% respectively. The non financial motivation practices like opportunity for advancement and recognition are dissatisfactory to Kibuye hospital staff. The motivational policies are not established by the hospital such as to offer transport, accommodation, internal promotion, retreats and get together. The lack of motivational practices has reduced the quality of service, caused unpunctuality to work and high employees' turnover in Kibuye hospital. The recommendations made included that; Kibuye hospital should motivate staff. It should establish a strong system of data recording and reporting on time and this should help to save the facts done and this should improve also the score of quality and quantity evaluations because they are consistently considered by the national evaluators. Kibuye hospital should review the policy of motivational practices whereby the staffs are dissatisfied with and affect the commitment to work hence affect their performance and quality of service. Lastly, the Ministry of health should offer the performance based financing payments regularly monthly and as this strategy has been appreciated by staff its regularity will more improve quality of health services.