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in Economics and Management**

**Assessing the Relationship between
Employee Motivation and Productivity
in Nyagatare District in Rwanda**

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Preface

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Assessing the Relationship between Employee Motivation and Productivity in Nyagatare District in Rwanda

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Abstract

This paper examines the relationship between employee motivation and work productivity in Nyagatare district in Rwanda. The study was guided by the objectives of identifying performance behavior in terms of punctuality, absenteeism, work morale, ability at work and a sense of responsibility among Nyagatare district staff members. This involved finding out the methods of employee motivation that are used and then analyzing the relationship between the level of employee motivation and productivity. A case study approach was followed for this in Nyagatare district. The research design involved the use of quantitative and qualitative approaches to collect and analyze data. The findings demonstrate the existence of a significant and positive relationship between the level of employee motivation and productivity. These results reveal that the better the employees are motivated, the more they are likely to be productive. The study also contributes to an understanding that the more the employees are materially and immaterially rewarded at work, the more they are likely to be productive and consequently achieve their performance targets (they are happy to identify with the district administration and this also reduces absenteeism at work). The results are further supported by the work of Rafikul & Ahmad, (2008) which confirms that the lack of employee motivation within an institution results in the under-utilization of the potential and skills of employees since they feel that their efforts are not being rewarded in a fair fashion.

Keywords: Rwanda, motivation, productivity.

JEL Classification Codes: J01; J16; J24; L60; O14;

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1. Introduction

The role of motivation in influencing a worker's behavior and productivity has been recognized ever since the work of Frederick Winslow Taylor on rational analysis and scientific management (Taylor, 1911). Taylor, with his contemporaries used classical organizational theories and believed that men and women at work are entirely economic beings; therefore they can work hard only if their economic positions improve (Richard, 1991). This means that economic rewards are provided to employees for performance which result in high productivity. At the beginning of the 20th century managers and scholars in the field of management were concerned with improving the productivity of organizations within which work was performed. Therefore, they directed their efforts at finding ways of how organizations should be managed so that there were higher levels of productivity at lower costs of production.

Motivation arguably is one of the most important means of boosting worker morale and satisfaction and thus productivity.

The process of achieving high productivity is a result of many interacting forces. Motivation is one of the major physical and psychological factors that affect productivity; others include but are not limited to employee training and development (HRD), management development, organizational development, performance appraisal, employee rewards, employee selection and recruitment, human power planning and communication. It has been argued that employees' needs ought to be cornerstones in forming policy of institutions' strategic human resource motivation (Richard and Aquilino, 1985). James (1989) on the term socio-technical system designates the inter-relationships between the technical system and a social system in order for people to work together. Operation managers must be interested in both components of the socio-technical system, since they are responsible for coordinating the efforts of groups of people to perform a technical task. James (1989) says that the environment in which people work can affect their comfort, health and productivity. Some environmental variables to be considered are temperature, noise and lighting.

Temperature: Human beings can perform under a variety of combinations of temperature, humidity and air movements. The effects of these variables depend on the strenuousness of the work task and individual adoption of the conditions.

Noise: Unwanted sound in the workplace may not only be distracting but may even cause damage to a worker's hearing. Regulations in the American Occupational Safety and Health Act of 1970 state that workers should not be exposed to noise above 90 db¹ for more than 9 hours at a time.

Lighting: Good illumination on work items or the work surface is necessary for proper work performance without eyestrain. The color content of the light and the amount of glare are also important.

¹ See <https://www.epa.gov/laws-regulations/summary-occupational-safety-and-health-act>

James (1989) contends that many elements of an organizational system affect workers, and should be taken into consideration when jobs are designed. These may be grouped into the following broad categories:

- Technical-physical factors.
- Task content - the operations that must be performed to convert inputs into a desired output.
- Physical context - heat, light, noise, fumes or pollution, appearance and safety precautions that surround a job holder.
- Socio-psychological factors.
- Social factors - personal interactions that occur because of the organizational structure and job assignments.
- Intrinsic factors- internal psychological feelings that are engendered as a result of performing a job.

The way in which human and non-human resources/aspects in relation to jobs are planned, organized, coordinated and controlled determine the strength of the productivity. Motivation has been thought to be the cause of either good or bad performance by employees in institutions (Thomas and Carl, 1990). Stoner and Freeman (1989) suggest that just as the biological approach tries to ensure that the physical demands of a job do not exceed the physical capabilities of the people who do it, the perceptual / motor approach seeks to ensure that the mental demands of their work do not exceed workers' mental capabilities.

The importance of understanding motivation has been reflected in its relationship with productivity. From the management's point of view, the motivation level of subordinates is a reflection of the potential human energy available for production. The unleashing and directing of that energy requires the management to activate the energy source of applying stimuli (incentives) (Richard, 1991). The intensity of stimulation required is inversely related to the motivation level. Therefore, motivation and productivity are directly related; the higher the motivation level, the higher the productivity potential of subordinates.

Conceptual framework

The intervening variables for this study are: employee training and development (HRD), management development, organizational development, performance appraisal, employee reward, employee selection and recruitment, human power planning and communication. The way human and non-human resources/aspects in relation to jobs are planned, organized and coordinated determines the productivity strength. How the staffing and leading functions are done and the work environment (conducive) (not forgetting enablement aspects --information, equipment and capital) -- will have a profound effect on employee motivation and productivity (Figure 1).



Figure 1. Conceptual framework

Explaining the conceptual framework

Figure 1 explains the conceptual framework. Employee training and development (HRD), management development, organizational development, performance appraisal, employee reward, employee selection and recruitment, human power planning, communication and career development are ingredients of employee morale, satisfaction and motivation which when available and favorable lead to high productivity of employees. All these are supportive elements that must not be overlooked. As an example if the appraisal and assessment processes do not allow for feedback then it does not yield good results. Several factors at an individual level (individual work job skills and knowledge, health, emotional state etc. that bear on his/her today's performance and tomorrow's growth potential) and at the organizational level (that are used to promote organizational predictability) -- equipment and facility, job design, organizational structure, policies and procedures, managerial style etc. -- ought to be considered when planning for staff motivation and productivity. To get people to do things, their knowledge, skills, talent, creative abilities, aptitudes, values, decision making prowess, zeal and enthusiasm are invaluable assets to be drawn upon as an unending source of strength. The logic to do this is by motivation. For example, for an institution like a district, a decision taken over an issue affects multiple resources and operating areas over time; this decision is also implemented by people.

In a framework of decentralization, the Government of Rwanda like it did with other districts also gave powers of autonomous management to Nyagatare district in 2001 (first reform) and in 2005 (second reform) to be carried out in accordance with the priorities expressed by local community members. This is provided in Law No.08/2006² determining the organization and functioning of the districts. Article 5 of the law details the following that the district shall accomplish its political, administrative, social-economic and cultural duties as determined by law. Therefore, it shall be particularly responsible for implementing government policies, delivering and assisting sectors in delivering good quality services, elaborating, coordinating and implementing development programs and promoting solidarity and cooperation with other districts.

In the decentralization process, the major objective is to take the services close to the beneficiaries of the programs for easy monitoring and accountability once the beneficiaries are empowered enough to take part in this process. That is why it ought to be very important to have elected officials in positions who hold public trust in using transferred funds to accomplish their prescribed targets. As a result, decentralized local governments are responsible for what they do and how well they do it. Thus, they have to be accountable for establishing appropriate targets embedded in the budgetary presentation and/or policy priorities and ensuring their relevance to poverty reduction; sound management of funds received from the central government and donors; expenditures; effective organizational good governance practices (including structures for capacity building) and outcomes; quality and range of their programs and services.

To enable realization of Rwanda's Vision 2020³ (which is Rwanda's long-term strategic development plan), the district of Nyagatare crafted its vision which is to ensure good governance through social justice, durable peace and sustainable social-economic development based on the modernization of infrastructure. Nyagatare district's mission is to execute the government's decisions and programs in promoting development, ICT, increasing and giving more value to agro-pastoral production, protecting the environment and providing quality services to Nyagatare's population with special care for the vulnerable while promoting unity, reconciliation and gender balance in government decision making positions (Five year District Development Plan, 2008-12)⁴.

A realization of this mission in the sense of motivation requires the district management to be aware of different individuals' needs, values, attitudes and interests, different job dimensions and organizational rules and regulations, personnel policies, managerial practices and reward systems. A holistic approach for addressing different individual social-psychological and physical needs requires that these are favorably tailored in the whole management process. There is a need to identify employees' needs, values and interests, attention to which has a multiplier effect on motivation and productivity as it instills a favorable work landscape.

² See <http://www.southernprovince.gov.rw/fileadmin/templates/documents/District.pdf>

³ See <http://edprs.rw/content/vision-2020>

⁴ See http://www.nyagatare.gov.rw/uploads/media/NYAGATARE_DDP_20132018_01.pdf

Since motivation is an inner state that activates or moves, Donnelly et al. (1997) say that a person who is motivated can be described as: the person works hard, the person sustains a pace of hard work and the person's behavior is self-directed towards important goals which elicit effort, persistence and goal attainment.

Since the motivational cause is felt at an individual, job and organizational levels, it should be a serious concern of district authorities that have embraced decentralization.

The Government of Rwanda has taken up a large campaign to improve the work standards of its employees. The existing established government programs manifest this will, yet the reality for many organizations including the district of Nyagatare, is that their people (staff) have negative performance behaviors in the sense that they are less motivated and consequently perform well below their true capabilities.

For quite some time, neither government officials nor the citizens could precisely predict the causes of declining performance behavior in Nyagatare district. According to the Rwanda Governance Board's (RGB), district annual performance rankings 2012-13, 2013-14 and 2014-15 Nyagatare district's⁵ position was not the best. On the surface, motivation initiatives seemed to be above average but with no clear substantive effect on work output. There were observable insufficient tools (equipment), insufficient information technology infrastructure, communication failures, coordination inefficiencies (some posts having incompetent people), procurement delays, filling failures, skilled and experienced human power moving from job to job time and time again and some workers appeared to be less enthused and less motivated.

Given the government's willingness to address employee motivation and non-improving employee productivity over the years, this research assesses the relationship between motivation and productivity in Nyagatare district. It was therefore specifically imperative that research be conducted on the performance of Nyagatare district's employees in terms of punctuality, absenteeism, work morale, ability at work, a sense of responsibility and motivation methods used therein and determine the relationship between motivation and productivity.

2. Research methodology

Richard & Margret, (1990), refer to a number of ways of arriving at knowledge regarding what is needed. This study attempted to assess the relationship between employee motivation and productivity in Nyagatare district.

It took two broad designs, quantitative and qualitative. Within the two broad designs the researcher adopted the case study, cross-sectional and descriptive study approaches. Semi-structured questionnaires with both Likert type questions and open-ended questions were used. Observations were used to complement questionnaires in collecting primary data for the purposes of empirical evidence. Secondary data was collected from various sources

⁵ See http://www.rgb.rw/fileadmin/templates/Documents_pdf_word_jpeg/Rwanda_Governance_Scorecard_2014_Edition.pdf

like textbooks, reports published by the district, the Rwanda Vision 2020 document, the Labor Code of Rwanda, Ministry of Finance Poverty Reduction Paper (2000), newspapers, journals, business magazines and the internet.

Data collection took into consideration the fact that the unit of analysis was an individual worker in the district. The design was also sensitive to the fact that the type of investigation was correlational with a particular interest in examining how the key variables (punctuality, absenteeism, work morale, ability, sense of responsibility, methods of motivation used) related to the key parameters of the population (age, gender, level of education etc.) that were studied.

The study population was Nyagatare district employees (216). This implies that whoever was employed by Nyagatare district qualified as a respondent irrespective of sex, religion or economic status. Due to limited resources in terms of money and time, and the researcher's need for precision of results, it was not possible to study the whole population. Also because complete coverage of a population in a scientific inquiry is never possible, or is even inadvisable if it is possible, a sample size of 90 was taken to be numerically adequate and culturally representative. A combination of stratified, universal, purposive and systematic sampling techniques was applied depending on the nature of the population. The population was stratified considering heterogeneity that exists between different district administrative strata. Use of these methods was intended to eliminate the personal biases of the researcher.

The quantitative data collected was analyzed using computer packages SPSS and Excel spread sheets. The research variables' relationship (dependent and independent) was analyzed/measured using the five-point Likert scale and Pearson correlations. Qualitative data was captured by use of unstructured questionnaires and observations among others. A thematic analysis was done to analyze qualitative data.

To get meaningful results, data was processed, analyzed and converted into useful information using Microsoft packages (word, excel), editing, coding and tabulation.

3. Results and discussion

3.1 Performance behavior in terms of identified indicators

The identified indicators include punctuality, absenteeism, work morale, ability at work and a sense of responsibility among Nyagatare district staff members. The description given in Table 1 was generated using a five-point Likert scale which was ordered such that 1 represents Strongly Disagree, 2 Disagree, 3 Uncertain, 4 Agree and 5 Strongly Agree. A mean close to 1 or 2 reflects disagreement with the issue at hand, while a mean close to 4 or 5 shows agreement with the same issue. On the other hand, a mean close to 3 reflects some uncertainty with the issue at hand. Column N shows how many of the respondents actually replied to the question.

Table 1. Performance Behavior Measurement

Performance behavior	N	Min	Max	Mean	Std. Dev
I reported to work on time all of my work life	90	2.00	5.00	4.50	0.85
I achieve performance targets all the time	88	2.00	5.00	4.19	0.84
I am present at work all the time (absence is always with permission)	89	2.00	5.00	4.63	0.61
The strength of my commitment to work has been persistent since the start to the present day	90	1.00	5.00	4.24	0.90
I feel happy identifying myself with Nyagatare district	88	2.00	5.00	4.55	0.66
I feel obliged to keep serving the district of Nyagatare	88	1.00	5.00	4.20	1.01
If I got a better offer elsewhere, I would not feel it right to leave this district	87	1.00	5.00	2.87	1.54
I have necessary abilities and skills to do my work	89	2.00	5.00	4.44	0.67
I wouldn't mind more responsibilities and tasks added to my daily work load	88	1.00	5.00	2.95	1.41

The results in Table 1 show that on average, the employees had reported for work on time all of their work life (Mean=4.50), they achieved performance targets all the time (Mean=4.19) and they were present at work all the time (absence was always with permission) (Mean=4.63). Furthermore, it also shows that the strength of their commitment to work had been persistent since the start to the present day (Mean=4.24). The employees also reported that generally they were happy identifying themselves with Nyagatare district (Mean=4.55), and also felt obliged to keep serving the district of Nyagatare (Mean=4.20). It was also reported that these employees felt that they had necessary abilities and skills to do their work (Mean=4.44). However, the results also show that if offered better jobs elsewhere, there was a possibility that these employees would leave this district (Mean=2.87), and they reported negativism on wanting any more responsibilities added to their daily work load (Mean=2.95).

These results show that the district employees are actually willing to leave the institution in case they got a better offer elsewhere and they do not have a sense of responsibility towards the operations that they are supposed to oversee. The scenario among the Nyagatare district employees can be explained by the work of Ingeman and Bjerke (2008) which shows that employees' satisfaction with an institution can only be high when the organizational cultural practices on issues such as criteria for promotion and rewards is perceived to be fair. In such a case, the employees will also feel that it is worth identifying

oneself with the institution. Employees' desire to take up better offers in other institutions has led to a scenario in Nyagatare district which is no different from that which is faced by institutions elsewhere which are trying and struggling to ensure that their employees do not leave due to poor motivation (Ramlall, 2004).

3.2 Methods of motivation used

The results in Table 2 regarding the methods of motivation used in Nyagatare district reveal that the district did not motivate employees to work hard (Mean=2.79) and in addition, the employees felt that the responsibilities and tasks that the district assigned them did not match with the remuneration (Mean=2.48).

Table 2. Methods of motivation used

Methods of motivation	N	Min	Max	Mean	Std. Dev.
Apart from salary the district motivates me in other work ways to work hard	84	1.00	5.00	2.79	1.35
The responsibilities and tasks that the district assigns to me with match the remuneration	90	1.00	5.00	2.48	1.39
The responsibilities and tasks the district assigns to me match with the remuneration	89	1.00	5.00	4.02	1.17
There are differences in district staff salaries	89	1.00	5.00	4.40	0.86
These differences are based on experience	86	1.00	5.00	2.13	1.30
The differences in salary are based on the post held	89	1.00	5.00	4.25	1.03
Staff at the same work level (job category) get uniform remuneration	87	1.00	5.00	4.05	1.28
Staff at the same work level (job category) do not get uniform remuneration	87	1.00	5.00	2.57	1.53
Supervision at work is a necessary function	89	1.00	5.00	4.03	1.21
Supervision of staff is done once a week	83	1.00	5.00	2.19	1.28
Supervision of staff is done twice a week	83	1.00	5.00	2.04	1.19
Supervision is done twice a month	83	1.00	5.00	2.41	1.37
Supervision is done weekly	74	1.00	5.00	2.27	1.30

Source: Field survey, December 2014-May 2015.

It was observed that the differences in district staff salaries were not based on experience (Mean=2.13), but rather on the post held (Mean=4.25). Another observation was that staff at the same work level (job category) did not get uniform remuneration (Mean=2.57). Furthermore, it was revealed that though the employees felt that supervision at work was necessary (Mean=4.38), there was disagreement as to whether the supervision was done even once a week (Mean=2.19) and a further indication that the supervision was not done twice a week (Mean=2.04).

Table 3. Methods of motivation used in Nyagatare district

Methods of motivation	N	Min	Max	Mean	Std. Dev.
My job attributions are clear and known to me	88	1.00	5.00	4.13	0.92
The district has had training of its staff in the last ten month	89	1.00	5.00	2.66	1.48
Performance appraisal is done often and the results are communicated to us	89	1.00	5.00	3.06	1.55
The district rewards excellent performing staff at the end of every year	90	1.00	5.00	2.48	1.47
Every district staff member takes part in the decision making process chain	87	1.00	5.00	2.43	1.42
The job gives me almost no personal 'say' about how and when the work is done	85	1.00	5.00	3.33	1.25
Many things are standardized and not under my control but I can take some decisions about the work	87	1.00	5.00	3.43	1.26
The job is set up so that I get almost constant 'feedback' as I work about how well I am doing	90	1.00	5.00	3.41	1.23
The district has a demonstratively better team-building approach	89	1.00	5.00	3.71	1.26
The district uses a diversity approach (wisdom and experience of all the staff members) to shape solutions to problems in the district	90	1.00	5.00	3.33	1.37
District staff with needs to further their education are supported	88	1.00	5.00	2.47	1.52
The district develops its action plans depending on critical people issues (staff opinions are paid attention to)	89	1.00	5.00	3.13	1.51

Source: Field survey, December 2014-May 2015.

Table 3 further reveals that though job attributions are clear and known to employees (Mean=4.13), the district has had no training for its staff in the last ten months (Mean=2.66) and when the performance appraisal is done (if at all), the results are not communicated to the employees ((Mean=2.04). The results further show that the district does not reward excellent performing staff at the end of every year (Mean=2.48). Field observations further indicated that not every district staff member took part in the decision making process chain (Mean=2.43) and as a result, the job gave employees almost no personal 'say' about how and when the work was to be done (Mean=3.33). The results also show that many things were neither standardized nor under employee control so employees could not take some decisions about their work (Mean=3.43).

It was also observed that the job is set up so that employees cannot get almost constant 'feedback' on how well they are doing (Mean=3.41). In addition, it was observed that the district has a demonstratively better team-building approach (Mean=3.71) but it does not use a diversity approach (wisdom and experience of all the staff) to shape solutions to problems in the district (Mean=3.33) and neither does it support the district staff with needs to further their education levels (Mean=2.47). Finally, the results show that the district did not develop its action plans depending on critical people's issues (staff opinions are partly paid attention to) (Mean=3.13).

Apart from foreseen immaterial rewards, the district materially has a result-based pay salary structure, special allowances for technical professionals, one month leave every year for every staff, telephone codes for directors and executives, tax exemption to executives importing fancy cars, rental and transport allowances, pension after service and financial support to any staff in bad times of losing any family member. This was captured through the researcher's extended talks with the human resource office in the district.

The employees perceived the remuneration to be unfair compared to what they were doing and in addition, there was unfair distribution of rewards. For instance, the employees at the same work level did not get the same remuneration. The employees concluded that the Nyagatare district management had not done enough to motivate them to continue working with the government institution. However, as Lord, (2002) reveals, it is very essential that the Nyagatare district council makes it a point to address the displeasure of the employees since the retention and consequent productivity of these employees directly hinges on their motivation. He further adds that the management should ensure that major motivators such as work accomplishment, job responsibility and recognition are given to the employees.

The researcher believes that the two most significant elements of employee motivation are adequate pay and recognition for work-based achievements. Others have been found to be non-monetary benefits, for instance, health insurance and a good working atmosphere with friendly and cooperative co-workers.

Finally an attempt was made by to seek employees' opinions on what could be done to increase motivation and productivity of district employees:

- How do you apply both positive and negative motivation? Apply positive motivation for those who perform well to encourage them to keep up their intensity and the persistence of their efforts at work by increasing their salaries, paying them overtime, providing refreshments, lunch, recognition gifts etc. And apply negative motivation for poor performers by reducing their salaries, leave without pay, demotion, outside transfers etc. as deterrents to encourage them to perform better, if they are not fired from their services.
- Involve staff members in the decision making process.
- Increase responsibility for information sharing.
- Positively reinforce and treat all staff members in a fair manner.
- Reduce the gap between the executive committee and implementation committee (powers, salaries, fringe benefits).
- Give timely training (capacity building) and adequate facilities to workers.

3.3 The relationship between the level of employee motivation and productivity

The Pearson correlations (r) in Table 4 were generated to explore the relationship between the level of motivation and productivity in Nyagatare district.

Table 4. Correlation relationship between motivation and productivity

	Employee Motivation	Productivity
Employee Motivation	1.000	
Productivity	0.432**	1.000
	0.000	

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

The results in Table 4 show that there exists a significant and positive relationship between the level of employee motivation and productivity ($r=0.432^{**}$, $p<.01$). These results show that the better the employee motivation, the more the employees are likely to be productive.

As discussed earlier there is a positive and significant relationship between the level of employee motivation and the productivity of employees. These results show that among Nyagatare district employees, the more transparency and fairness in rewarding the employees, the more the employees are likely to be productive and consequently achieve their performance targets, happily identify with the district administration and also reduce absenteeism levels. These results are supported by the work of Rafikul and Ahmad (2008) which shows that lack of employee motivation within an institution results in the under-

utilization of the potential and skills of these employees since they feel that their efforts are not being rewarded in a fair fashion.

3.4 Factor analysis results

3.4.1 Factor analysis for the exploration of performance behavior

The factor analysis results in Table 5 were generated to explore the issues that stand out with regard to performance behavior among the employees in the district.

Table 5. Factor analysis results: performance behavior

Performance behavior	Punctuality	Commitment
I have reported for work on time all of my work life	0.739	
I achieve performance targets all the time	0.824	
I am present at work all the time (absence is always with permission)	0.719	
The strength of my commitment to work has been persistent since the start to the present day	0.720	
I feel happy identifying myself with Nyagatare district		0.732
I have the necessary abilities and skills to do my work		0.620
I would not mind more responsibilities and tasks added to my daily work load		0.862
If I got a better offer elsewhere, I would not feel it right to leave this district		0.635
Eigen values	3.56	1.483
Variance %	39.56	16.479
Cumulative %	39.56	56.039

Source: Survey results, 2015.

The results in Table 5 show that the issues that stand out with regard to performance behavior are punctuality and commitment as explained by 39.560 and 16.479 per cent of the performance behavior. The most important issues were reporting to work on time all of an employee's work life (0.739), the capacity to achieve targets all the time (0.824) and

continuous presence at work all the time (0.719). Further, the strength of employee commitment to work being persistent throughout his/her tenure was also a key issue that could be used to assess performance behavior (0.720).

On the other hand, with regard to commitment the most important issues that stand out are willingness to have more responsibilities and tasks added to the daily work load (0.862), feeling happy about identifying oneself with Nyagatare district (0.732), having the necessary abilities and skills to do one's work (0.620) and the unwillingness to go elsewhere even when an employee gets a better job offer (0.635).

3.5 Factor analysis of the methods of motivation used

The results in Table 6 were generated to explore the issues that stand out when it comes to the methods of motivation used in Nyagatare district.

Table 6. Factor analysis for the methods of motivation used

Methods of motivation	Supervision	Remuneration Criteria	Performance assessment
Supervision at work is necessary	0.815		
Supervision of staff is done once a week	0.777		
Supervision of staff is done twice a week	0.828		
Supervision is done twice a month	0.827		
Supervision is done weekly	0.864		
The differences in remuneration are based on experience		0.802	
The responsibilities and tasks that the district assigns to me do not match the remuneration		0.789	
The responsibilities and tasks that the district assigns to me match the remuneration		0.627	
There are differences in district staff salaries		0.699	
Staff at the same work level (job category) do not get uniform remuneration		0.673	
The district has had a training for its staff in the last ten months			0.784
Performance appraisal is done often and the results are communicated to us			0.746

The district rewards excellent performing staff at the end of every year			0.840
Every district staff member takes part in the decision making process chain			0.842
Eigen value	6.222	1.7305	1.347
Variance %	47.862	13.314	10.362
Cumulative %	47.862	61.176	71.538

Source: Survey results, 2015.

The results show that supervision, remuneration criteria and performance assessment were the three most important considerations and they comprised variances of 47.862, 13.314 and 10.362 per cent. With supervision, the results revealed that the most important factors had to do with the necessity of supervision at work (0.815), and frequency with which it was done, either twice a week (0.828), weekly (.864) or twice a month (0.827).

Another important factor that emerged had to do with criteria for remuneration where the important issues were the fact that differences in remuneration were based on experience (0.802), the responsibilities and tasks that the district assigned employees did not match the remuneration (0.789), the responsibilities and tasks that the district assigned employees matched the remuneration (0.627) and the fact that there were differences in district staff salaries (0.699). Finally, it was observed that another issue that the employees considered was that staff at the same work level (job category) did not get uniform remuneration (0.673).

4. Conclusions

The following conclusions can be drawn from this research:

- Organizational reward practices and the motivation system have a lot to do with determining employee turnover. When employees perceive that, for instance, they are not being rewarded well enough for the work that they are doing, they are likely to take up an offer in another institution.
- A failure to adequately motivate the employees results in their leaving which in turn has financial implications for the institution. For instance, it has been argued that today's institutions incur great financial losses estimated to the tune of \$1million for every ten key administrative and technical persons who leave an institution (Rafikul and Ahmad, 2008).
- Employees' perceptions that fellow employees who are at the same rank are rewarded more, is a strong factor that leads to loss of motivation for these employees in so much that they feel that they are not wholly responsible for the tasks that they are officially assigned.

- The style or management style within an institution becomes a very crucial issue when it comes to motivating employees. If the leadership is too dictatorial, always takes decisions that directly affect the employees and yet these employees are not consulted (for instance, about work schedules which are most convenient for them), they become less enthused.
- Employee motivation is also enhanced when employees successfully and proficiently accomplish the tasks assigned to them. After this the employees would at least expect some recognition for outstanding performance.

5. Study limitations

Whereas efforts were made to assess empirically the relationship between motivation and productivity, this study has some shortcomings. First, based on the limited time frame for conducting such an empirical study, the sample was too small to represent nation-wide views of the district's staff members and so its findings cannot be generalized. I hope future researchers will address this challenge by conducting an extensive nation-wide study.

Second, based on the fact this was a descriptive study, the tools were not effective in addressing the descriptive intentions of staff on motivation in Rwanda. Future studies could use more effective tools.

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