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**EMPLOYEES' MOTIVATION AND THEIR PERFORMANCE:
EVIDENCE FROM RWANDA REVENUE AUTHORITY**

A Research paper presented by NISHIMWE Esther, PG 112001242

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October, 2016

DECLARATION

I, Esther NISHIMWE, hereby declare that this dissertation is my original work and to the best of my knowledge, it has never been presented to any university or institution for any award. However, I acknowledge that citations got from workers, scholars, academicians have been duly referenced in the bibliography.

Signature**Date.....**

Esther NISHIMWE

PG 112001242.

ACKNOWLEDGEMENTS

I thank the Almighty God for guiding me as I carried out my work and for seeing me through its completion.

The eventual and successful completion of this work requires plenty of dedication and above all a collective effort. I therefore would like to thank my supervisor Dr. Mbassana Elie Marvin I who devoted his valuable time, advised me without reservations and always available for consultation in the development of this body of knowledge.

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My sincere appreciation goes to all those who contributed in one way or another to the successful completion of this work.

Finally, errors and omissions are solely my responsibility and not of those acknowledged, I owe you gratitude.

DEDICATION

This thesis is dedicated to my husband NZITONDA KIYENGO for his love, support and encouragement and to my children for the sacrifice of time they had to make as I carried out this work.

ABSTRACT

The subject matter of this research; **Employees ‘Motivation and their Performance** seeks to look at how best employees can be motivated in order to achieve high performance within an organization. Managers and entrepreneurs must ensure that companies or organizations have competent personnel that are capable to handle this task. This takes us to the problem question of this research “To analyze the impact of employees’ motivation on their performance. Therefore, the researcher attempts to make a deep analysis by considering RRA employees` motivation and their performance.

The researcher used the questionnaire to collect data, the study employed quantitative research approach to identify the result of the study, and primary sources of data was collected and used. The data gathered from the questionnaires was coded and analyzed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) software for analysis.

The major findings indicated that there was a high significant relationship between motivation and employee performance. Therefore, management roles, goal setting is absolutely essential to motivating employees and creating an environment where they can win, and feel like winners. Employees should also be a greater balance between their needs and organizational needs.

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LIST OF ABBREVIATIONS

- HR - Human Resource
- HRD - Human Resource Development
- LTO - Large Tax Office.
- MBA - Masters in Business Administration
- RRA - Rwanda Revenue Authority
- SMTO - Small and Medium Office
- SPSS - Statistical Package for Social Sciences

CHAPTER ONE: INTRODUCTION

1.0 Back ground to the study

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways (Prasad, 2010).

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng, 2006).

An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc.

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. In this view, the study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings (Cascio, 2010)

Though several techniques of measuring job performance have been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organizations design different strategies to compete with their rivals and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless until the employees of any organization are satisfied with it, motivated for the tasks fulfillment, goals achievement and encouraged, none of the organization can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can cheer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

Several previous studies have already proven the interplay between motivation and organizational performance and most organizations confirm the results. However, there are several emergent influencers of motivation today that affect the employees' performance. Organizations from different countries have different organizational structures and functions and the public organization in Rwanda is not an exemption. It would be then desirable to dig deeper into which among the several motivation performance of Rwanda employees working for public organizations. Some are motivated by recognition whilst others are motivated by cash incentives. Whatever the form of employee motivation, the key to promoting that motivation as an employer is the understanding of employee incentive program which goes a long way towards ensuring employees feel appreciated, cared for and deemed worthwhile. This can go a long way to help employee motivation across the board. The greatest thing about motivation is that it is individualized as such programs are tailored to suit the needs and wants of employees.

Motivation does not only encourage productive performance but also show employees how much the company cares. Perhaps the most vital impact of employee motivation is that of increased productivity or performance. This according to literature on the subject is the central aim of adopting employee motivational programs thus, if you can increase employee motivation, productivity inevitably will follow (Ryan, 2011). Employee motivation promotes workplace harmony and increased employee performance. It is the key to long term benefits for the company. Motivated employees means staff retention and company loyalty, which in the short run will give birth to growth and development of business (Jishi, 2009). In the nutshell, the above submission shows that employee motivation is very essential to growth, development and success of any business entity small or big.

Motivation is important because of its significance as a determinant of performance. For an organization to achieve its goals, it is necessary for management to assess the performance of the employees. However, performance is defined as the action or process of performing a task or function (Hughes, Ginnett and Curph, 2013).

Understanding the forces that shape employee performance is no simple task. Why does one employee tackle every project with enthusiasm and consistently succeed, when another grumbles at every new task and often fails to meet minimum expectation? What causes an employee with a record of low performance to suddenly 'catch fire' and become an important contributor in the organization? Why does a star employee lose energy and begin to lack commitment to the organization? This study seeks to analyze the impact of employees' motivation on their performance evidence from RRA.

RRA was established under law N° 15/97 of 8 November 1997 as a quasi-autonomous body charged with the task of assessing, collecting, and accounting for tax, customs and other specified revenues. This is achieved through effective administration and enforcement of the laws relating to those revenues. In addition, it is mandated to collect non-tax revenues

Their mission is to "Mobilize revenue for economic development through efficient and equitable services that promote business growth. Meeting the mission means ensuring consistent improvement in corporate performance.

1.1. Statement of the problem

In RRA, employees receive allowances, bonuses, leaves among others but still there is a lot of continued complaints and facts about the inefficiency performance of the RRA staff due to much work load , less pay compared to the work done which leads to high staff turnover poor attitudes to work, low output level, corruption and low productivity where by Sixty one (48) cases connected with corruption, tax evasion, unjustified increase of wealth and other malpractices such as insubordination and tarnishing RRA image. 19 cases were about officers accused of corruption and assisting tax evaders to avoid duties and taxes ,7 cases were about officers accused of embezzlement of government collected revenues, 7 cases were about officers accused of negligence that led to loss of revenues, 6 cases were about officers accused of tarnishing RRA image and poor customer care , 6 cases were about officers accused of unjustified increase of wealth and 3 cases were about officers who failed to obey instructions set by the administration.

In the concluded and reported cases, forty eight (**48**) RRA staff were summoned and investigated. Those found guilty and dismissed were eighteen (18), and twelve (12) officers were acquitted. The remaining seventeen (18) officers received reprimand, last, first and oral warnings as indicated below, based on the category of misconduct committed.

Table ...: RRA Staff disciplines

Sanctions	Number of Disciplinary actions taken
	July 2014- June 2015
Dismissals	18
Reprimand	1
Last written Warning	5
First Written Warning	8
Oral Warning	4
Acquitted after being found not guilty	12
Total	48

Source: Quality Assurance Department annual report 2014- 2015

The researcher tried to find the gap between production and the above mentioned complaints. As prior mentioned Rwanda Revenue Authority being a public sector is expected to be at the forefront if proper management of public funds, better accountability, good financial control techniques, adhering to internal policies, implementation of auditor recommendation, among others .

The performance of organizations and employees has become a crucial and critical issue in the business world today. However, how well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees of organizations are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in the business environment presents fresh challenges daily. Therefore, the researcher attempts to make a deep analysis by considering RRA employees` motivation and their performance.

1.2 Research Objectives

The objectives of this study are categorized into two parts namely general and specific objectives

1.2.1 General objective.

The general objective of the study is to analyze the impact of employees' motivation on their performance.

1.2 .2 Specific Objectives

The specific objectives of the study are as follows;

1. To determine the perception of employees about the motivation policy at RRA
2. To evaluate employees' perception about their performance based on the current motivation factors.
3. To Establish the relationship between motivation and performance

1.3 Research questions

This study attempts to answer the following questions:

1. What is the opinion of employees about the motivation factors at RRA?
2. How do employees assess their performance given the current motivation factors at RRA?
3. What is the relationship between the actual motivation and their performance?

1.4 The scope of the study

Every scientific study has to be limited in both space and time. Due the financial and time constraints it would not be easy for the researcher to carry out the study covering the whole country. It was in the respect that, the study was restricted to the RRA staff working in Domestic Taxes Departments LTO/SMTO Kigali city on nonfinancial motivational factor to analyze the impact of employees' motivation on employee's performance. A Domestic Taxes Department LTO/SMTO had 202 staff and with many team and managers, which represented other Departments. This study provided data to this research and an option to establish employee's motivational factors which lead to their performance in a chosen department.

1.5 Significance of the Study

Rwanda's Budget heavily depends on Taxes; hence without clear and practical approach in long term tax collection works , the economy would continue to drag far behind in the current changing world with much competitiveness where every country is seeking to better position

itself in the global market. It is within this context that the Government of Rwanda embraced in global tax policies through RRA and to streamline its employee performance, policies and internal motivational factor. An effective motivation is extremely important for the fulfillment and achievement of organizational objective. Companies must understand the mechanisms and operations of motivation which have a strong impact on employees' performance. The significance of the study therefore seeks to: Help companies formulate motivational plans and policies that will ensure high employee performance.

The significance of the study:

- The thesis is of use for reference to students or any person conducting research on a related topic.
- The research findings are useful to decision makers who might use the findings to illustrate, describe the change in employee performance observed in the Rwandan tax system.
- This put together recommendations based on findings of the research that includes what was proposed to replicate this approach in Rwanda Revenue Authority as whole if it deems to have significant positive impact on employee performance and its effectiveness. And that both variables significantly related to various performance measures (quality, shrinkage and employee performance), as well as to operating expenses.
- It is requirement for the fulfillment of Masters of Business Administration (MBA).

1.6 The structure of the thesis:

This study is organized under five chapters:

Chapter 1: General introduction: Is an introduction to the study, it shows the background of the study, statement of the problem; research objectives, research questions, scope of the study, significance, and structure of the thesis.

Chapter 2: Literature Review: This chapter deals with relevant theories related to the topic of the study to inventory the research gaps.

Chapter 3: Methodology: This chapter lays out the appropriate methodology that will be followed during the study.

Chapter 4: Data analysis and interpretation of results: This chapter used qualitative and quantitative techniques to analyze collected data and interpret the results thereof.

Chapter 5: Summary, conclusion and recommendations: In this chapter, the consistency of the results examined from the literature review and methodology. Thereafter, the summary of findings and recommendations will be given.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This section describes and explains the concepts, models and theories that are relevant in the field of motivation and performance in light with what can be done in order to motivate workers to perform to achieve organizational objectives and goals .Motivation can be conceived in many different ways; e.g. many researchers tried to formulate motivation but all proposed different approximations. Many research has been conducted about this subject and many theories were designed which greatly influenced and still influence organizational behavior. For example (Herzberg's theory of motivation, 1959) is still used now days. According to (Staw, 1976) Herzberg was one of the first persons who distinguished between intrinsic and extrinsic motivation and that distinction could clarify and therefore help motivating employees. Importantly a separation between intrinsic and extrinsic motivation, this separation is also helpful to clarify the relationship between employee motivation and performance.

2.1 Motivation

Motivation as a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets (Prasad, 2012). Boddy (2008) defined motivation as forces within or beyond a person that arouse and sustain their commitment to a course of action. (Robbins, Stephen and Decenzo,2008) as the willingness to exert higher levels of effort to reach organizational goals, conditioned by the effort and ability to satisfy. They further asserted, that motivation is a faction of three key elements thus; effort organizational goals and needs. From the above definition cited by the researchers, the study adapted this as the operational definition to be used throughout the report; thus motivation is the combination of certain forces thus employee's desire, capacity and energy directed at achieving an organizational goal or cause of action.

2.2 Performance

Employee Performance basically depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, Training and development, job security, Organizational structure and others.

Prasad (2010) defines performance as a function of ability and motivation. If the employees lack the learned skills or innate talents (education and capacity) to do a particular job then performance will be less optimal. But in a situation where the employee has all these backed by good motivation, job performance will ultimately be at the optimal.

A complete conceptual framework will help the researcher to assess the goals for research and develop appropriate research questions and methodology. One of the ways it does that is to show researcher the gaps in the current research. For example, if I set out to study the link between motivation and performance, here the researcher will identify the relationship between motivation and organizational performance. This conceptual framework should also be used to show gaps in the research plan and help to develop additional questions or experiments for it.

2.3 The process of motivation is characterized by the following:

- a) Motivation is an internal feeling, motivation points to energetic forces within individual that drives them to behave in ascertain way and to environmental forces that trigger these drives,
- b) Motivation produces goal-directed behavior, it has got a profound influence on human behavior, and it harnesses human energy to organizational requirements. There is the notion of goal oriented on the part of individual; their behavior is directed towards something.
- (c) Motivation contains system oriented, it contains those forces within an individual and in their surrounds environment that feed back to an individual either to reinforce the density of the drive and the direction of this energy or to dissuade them from their cause of action and redirect their efforts.
- (d) Motivation can either be negative or positive; positive motivation or the carrot approach, offers something precious to a person in form of additional pay incentives praise etc. for satisfactory performance, negative motivation or stick approach emphasis penalties while controlling performance.
- (e) Motivation means bargaining: behavior is what people do. Motivation is why they do it. It focuses on workers and organizational endeavoring to find what payout to works in exchange to what disagree of co-corporation (contributions) from workers will be satisfactory to both

parties. The problem of motivation then becomes one of the arriving at compensation to workers that will coax them the output that is required.

(f) Is a complete process

(g) It is different from job satisfaction; it is a drive to satisfy a want or a goal.

(h) It is concerned with goal-directed behavior.

(I) motivation affects employee performance: studies have indicated that high employee motivation goes hand in hand with high organizational performance and profit. Managers can certainly use motivation theory to help satisfy employee's expectation and simultaneously encourage high work performance.

2.3.1 Sources of Motivation

Hitt (2009) contributing to motivation was of the opinion that, there are basically three categories of variables that determine motivation at the work setting thus;

Characteristics of the individual - the first category, are the source of internal or push forces of motivation. This he claims is what the employee brings to the work setting. Defending his point further asserts that three variables also contribute to an individual's push forces: (1) the persons Need- such as security, self-esteem, achievement, or power. (2) Attitudes- towards job, a supervisor, or organization and (3) Goals- such as task completion, accomplishment of a certain level of performance, and carrier advancement.

Characteristics of the job- the second category according to him, relates to the external or pull forces which concentrate in job characteristics of the person (what the person does at the workplace). The characteristics he outlined as how much direct feedback he receives, the work load, the variety and scope of tasks and degree of control the person has in terms of how he or she works.

Characteristics of the work situation – the third category he identified, and from his submission it clearly shows that it relates to the work situation of the person, talking about what actually happens to the person. A further reading by the researcher, revealed that this category has two sets of variables: the immediate social environment comprising the person's supervisors, working group members and subordinates; and the various types of organizational actions such as the firms rewards and compensation practices, the availability

of training and development, and the amount of pressure applied to achieve high levels of output.

2.3.2 Types of Motivation

Extrinsic Motivation

It is concerned with external motivators which employee enjoys such as, promotion, status, fringe benefits, retirement benefits, health insurance scheme, holiday, vacations, etc. these motivators are associated with financial reward.

Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005). Bernard and Stoner (2005) propose the following as incentives for employees: salary, wages and conditions of service. Salaries as an effective motivating tool, personnel managers must consider four major components of salary structures; these are the job rate, which relates to the importance the organization attaches to each job, payment which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians with long service and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Intrinsic Motivation

Motivation theories have been developed, and were particularly relevant for work settings. But the most interesting revelation was the mere fact that, each of these theories highlights one or more of the variables of motivation. Psychologist typically grouped motivation theories into two categories namely; the content theories and process theories. Hitt (2009) addresses the issue of what needs a person is trying to satisfy and what features of the work environment seem to satisfy those needs. Such theories he was of the opinion tries to explain motivation by identifying (a) internal factors, that is particular needs and (b) external factors, particular job and work situation and characteristics that are presumed to cause behavior. The process theories work motivation dealt with the way different variables combined to influence the amount of effort put forth by an employee. Ghafoor and Naseer (2011) in contributing to this school of thought said it attempts to explain and describe how people start, sustain and direct behavior aimed at the satisfaction of needs or reduction of inner tension. The major variables in this

model are incentives, drive, reinforcement and expectancy. Intrinsic motivators are concerned with the quality of work life, and are likely to have deeper and long term effect because they are inherent in individuals and are not imposed from outside (Armstrong, 2006).

2.4 Motivation Theory

From the beginning, when human organizations were established, people had tried to find out the answer of ‘‘what motivates people in the organization most‘. Researchers in form of scientific management and more particularly ‘‘differential piece rate systems’’ this system was concerned with using financial incentives to motivate people in an organization context. Then the findings of human relations which emphasized security and working conditions at job besides financial incentives for work motivation. In early 1960s, concern with work motivation started to search for a new theoretical foundation and to attempt to diverse new techniques for application. The earlier part of these approaches was based on the type of needs that people had and the way these needs could be satisfied so that people would be motivated. These theories are known as ‘‘content theories of motivation’’. Maslow gave the theory of need hierarchy; Herzberg, proposed two-factor theory; McClelland, emphasized power, affiliation, and achievement motives; and Alderfer, proposed three groups of core needs: existence, relatedness, and growth (ERG model). Because of lack of uniform findings in various researches based on the content approaches, scholars tried to find out the process involved in motivation which led to the emergence of ‘‘process theories of motivation’’. These theories are more concerned with why people choose certain behavioral options their needs and how they evaluate their satisfaction after they have been satisfied these goals. Vroom proposed the theory of work motivation based on expectancy. Behaviorists added the concept of equity to these models and proposed the ‘‘equity theory of work motivation’’. Some scholars tried to relate the nature of human beings with the work motivation. Though these propositions are not confined to work motivation, they offer some insight in understanding work motivation. Prominent theories in this group are McGregor’s theories X and Y. Hitt (2009) addresses the issue of what a person needs to satisfy and the features of work environment. Such theories were of the opinion to explain motivation by identifying;

(a) Internal factors, that is particular needs

(b) External factors, particular job, work situation and characteristics that are presumed to cause behavior. The process theories work motivation dealt with the way different variables combined to influence the amount of effort put forth by an employee. Ghafoor and Naseer (2011) in contributing to this school of thought said it attempts to explain and describe how

people start, sustain and direct behavior aimed at the satisfaction of needs or reduction of inner tension. The major variables in this model are incentives, drive, reinforcement and expectancy. A comparative analysis of the two blocks obviously indicated that, the content theories place much premium or emphasis on the nature of needs to be satisfied and what actually motivates whiles the process theory has its focus on the actual process of motivation. It was realized during study that, Rwanda Revenue Authority has a way of standing up to tension (unsatisfied needs) and to a larger extent assumes that, there is one best way to motivate each and every one of them to sustain and direct their behavior at work.

2.4.1 Maslow's Hierarchy of Needs

This theory was propounded by Abraham Maslow. It was based on the assumption that employees are motivated by series of five universal needs, these range of needs he claimed the individual will be motivated to fulfill whichever is most powerful at the time of need. This need, literature makes us to understand he grouped them into; Lower order needs- which he claimed are dominant until they are at least partially satisfied. From this angle it can be realized that any normal human being would turn his attention to satisfy needs at the next level giving rise to higher-order needs which gradually becomes dominant. To make the theory simple, Maslow ranked these needs in a hierarchical fashion;

Physiological Needs

Physiological needs are the basic needs for survival and deemed it to be the lowest- level needs. These needs included needs such as food, water and shelter. These are the basic necessities a human being needs to survive and as a matter of fact cannot do without it. He was of the strong opinion that even if all the other needs are unsatisfied then physiological needs will dominate. So long as physiological needs are unsatisfied, there exist as a driving or motivating force in a person's life. A hungry person has a felt need and this felt need ignites both (psychological and physical) tension and manifest itself in a manner directed towards reducing the said tension (getting food to eat) thus, people will focus on activities that will help them survive. Once the hunger is satisfied tension is reduced and the need for food ceases to be a motivator.

Safety Needs

The next level in the hierarchy was what he termed as safety needs- the search for shelter, security, stability, dependency, protection, freedom from (anxiety, fear and chaos), and a need for structure, order, and law. In the work setting this needs translate into a need for at least a minimal degree of employment security; and the assurance that we cannot be dismissed or sacked on irrelevant issues and that appropriate levels of effort and productivity will ensure continued employment.

Prasad (2010) once the physiological needs are satisfied to a reasonable level it is not necessary that they are fully satisfied and degree of reasonableness is subjective other levels of needs becomes important. Organizations can influence security needs either positive through pension plans, insurance plans or negatively by arousing fears of being fired, lay off or demoted.

Social Needs (belongingness needs)

Hayes (2009) found that when a person has the first two levels of needs well gratified, the emergence of social needs (sense of belongingness and love) becomes the next objective. At this stage in life, a person hunger for the affection of others and would want to be placed in a group or family. Relating this to the work place, as outgoing creatures, humans have a need to belong and this can only be satisfied by an ability to interact with one's colleagues and be able to collaborate effectively to achieve organizational goals.

Esteem Needs

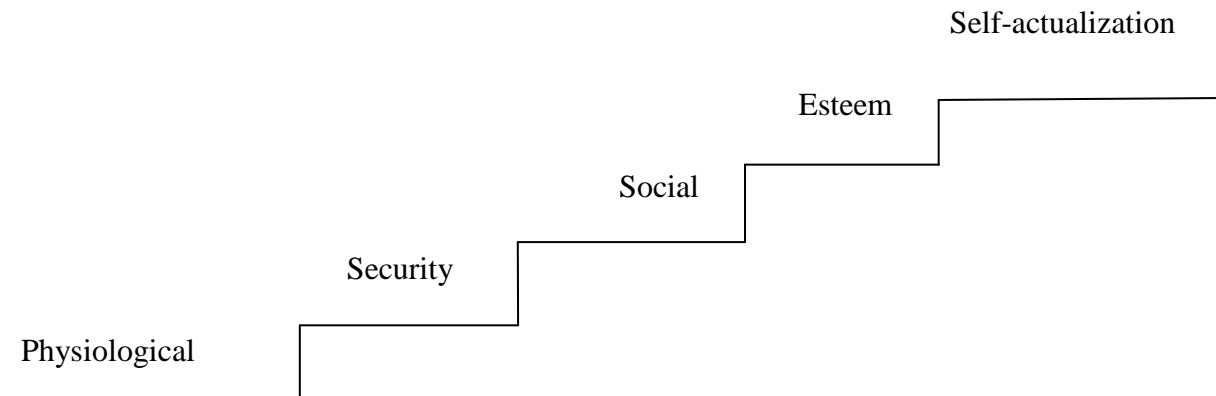
Maslow , observed from the research conducted with his patients that humans after gratifying social needs would now crave for what he calls esteem needs - thus, the desire for self-respect, esteem, and the esteem of others. Self-respect he defined as the need for a sense of (achievement, competence, adequacy and confidence). Digesting his submission carefully, and relating it to the workplace setting, externally, people seek needs like desire for reputation and recognition, prestige, status, fame, glory, dominance attention and appreciation in the eyes of other people.

Self-Actualizations Needs

Self-actualization refers to the desire for self-fulfillment, realization of a potential, continuous self-development and the process of becoming you. (Hitt, 2009) added that at this level, individual differences are dominant as the emergence of these needs rest upon some prior

satisfaction of the previous four and is the highest need in Maslow's hierarchy . The researcher further observed that, at this point people seek to satisfy this need by actually looking for personal relevance and value new responsibilities that may help discover new talents.

Figure 1: Maslow's hierarchy of needs



Source: Maslow's hierarchy of needs by (Prasad, 2010)

2.4.2 Two- Factor Theory (Fredrick Herzberg)

Herzberg Two- factor theory, also known as the Motivation, hygiene theory. The theory centered or related to the nature of a person's work. The theory sought to distinguish between factors that can increase job satisfaction (motivators) as against those that can cause dissatisfaction but cannot increase satisfaction. Herzberg termed the motivators as intrinsic factors directly related to the doing of a job such as the nature of work, responsibility level, personal growth opportunities and the sense of achievement and recognition. The other factors "hygiene "factors as extrinsic to directly performing the job, they are less conditions associated/surrounds the job. These factors he outlined as supervision, relations with coworkers, working conditions, administrative policies and practices related to benefit and compensation. Studying the theory carefully the researcher realized that Maslow and McClelland touched on motivation but Herzberg sought to replace motivation with satisfaction. These two concepts are totally different. Objectively, being pleased (satisfied) with doing a more challenging set of tasks does not mean you will be motivated to do your job better.

Table 2. 1: Classification of Herzberg’s Two Factor Theory

Hygiene (Maintenance factors) Extrinsic Factors	Motivation factors Intrinsic Factors
Company Policy /Administration	Achievements
Technical supervision	Recognition
Interpersonal relationship with supervisor	Advancement(through creative and challenging work
Interpersonal relationship with peers	The work itself
Interpersonal relationship with subordinates	The possibility of personal growth
	Responsibility

Source: Classification of Herzberg’s Two Factor Theory (Mamoria and Rao, 2012)

2.4.3 Acquired Needs Theory-McClelland’s need theory

According to Prasad (2010) another content theory which also centered on needs was propounded by an American psychologist. This theory focuses on learned or acquired needs, he proposed three of these needs to be the underlying principle for this theory; hence the reference of the theory as three needs theory.

(b) Need of power motive, it is the need manipulate others or the drive for superiority over others McClelland’s and his associates have found that people with a high power need have a great concern for exercising influence and control. Such individual generally seek positions of leadership, they involve in conversation, and they are forceful, outspoken hard headed and demanding (Prasad, 2010).

(c) Need of affiliation motive since people are social being , most individuals like to interact and be with others in situations where they feel they belong and are accepted sometimes , affiliations equated with social motive affiliation plays a very complex but vital role in human behavior McClelland suggested that people with high need of affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected .they are concerned of maintaining pleasant social relationship, enjoy the sense of intimacy and understanding ,and enjoy consoling and helping others in trouble.

(d) Need of achievement, behavior Scientists have observed that some people have an intense desire to achieve. McClelland's has led him to believe that the need for achievement is a distinct human motive that can be distinguished from other needs. It can be isolated and assessed in any group.

2.4.4 Alderfer's Hierarchy of Motivational Needs (ERG THEORY)

The ERG theory was propounded by Clayton Alderfer, as a quick response to the lack of empirical evidence for the hierarchy of motives presented by Maslow. His objective was to align it more closely with empirical research. Notwithstanding, Alderfer's version of the needs theory was built on the ideas of Maslow. Studying the issues carefully one can clearly conclude Alderfer only sought to present an alternative approach rather than reject the theory. The ERG he defined as; **Existence, Relatedness, and Growth. Existence needs:** he defined as including all basic material existence requirements; (Maslow's physiological and safety needs).

Relatedness Needs: he referred to as the quest of people to maintain interpersonal relationship with other people-family members, colleagues, bosses, and subordinates. He explains further by saying people satisfy this need by sharing thoughts and feelings.(Maslow's social/love need and the external component of his esteem need).

Growth Needs: He referred to as what impels a person to be creative or have an impact on his her environment thus, the desire for personal development. He was of the opinion that this level of needs can be catered for by engaging in challenges that demands that you use your skills or require that you initiate new ones (Maslow's esteem need, and self-actualization). In the nutshell, Alderfer believes that three categories of needs are active in every person but vary in degrees and strength. Alderfer's ERG theory differs from Maslow's Need Hierarchy insofar as ERG theory demonstrates that more than one need may be operative at the same time. ERG theory does not assume a rigid hierarchy where a lower need must be substantially satisfied before one can move on. Alderfer also deals with frustration. That is, if a higher-order need is frustrated, an individual then seeks to increase the satisfaction of a lower-order need.

Table 2. 2 : The relationship between Maslow’s need and Alderfer’s ERG theories

Need hierarchy	ERG Theory
Self-actuation Esteem-self	Growth
-Others	Relatedness
Social Security Physiological	Existence

Source: The relationship between Maslow’s need theory and Alderfer’s.

2.5. McGregor Theory X and Theory Y:

In his theory McGregor developed two distinct preconceived perceptions of how people observe human behavior at work and organizational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y. He argues that in theory X, management has the responsibility to ensure that the productive elements of the enterprise are organized such as money, materials, and people with the purpose of meeting economic ends. People have an inborn dislike of work and tend to avoid it whenever an opportunity arises, they are inborn selfish, indifferent to the needs of the organization, peoples efforts need to be directed through motivation, controlling their actions and modification of their behavior so as to fit organizational needs, they always need to be directed to take responsibility and have little or no ambition but above all everything they seek security. Due to the lazy inherent nature of human beings they are not able to perform well in their own initiative. In order to make people to achieve the organizational objectives they need to be persuaded, rewarded, coerced, controlled, directed or threatened with punishment. The role of management is to coerce and control employees.

If management does not have an active intervention, people tend to remain passive and resistant to the needs of the organization. On the other hand theory Y stipulates that

management is charged with the responsibility to organize the elements of productive enterprise such as money, materials, equipment and people with the aim of meeting economic ends. To people work is a natural thing; they are not passive or resistant to organizational needs and are always ready to express self-direction when committed to the objectives because people are naturally not lazy. Unlike theory X people accept and seek responsibility at all times. However the only way management can ensure that people are committed is to provide them with the right conditions and operation methods to enable them achieve their goals through the direction of their efforts to meet objectives of the organization. In the assumptions suggested in theory Y, management's role is to develop employee's potential and help them to release that potential towards the achievement of common goals. Management in accomplishing its tasks uses these assumptions as guides and this leads to a variety of possibilities which fall between two extremes. One extreme side management can be hard or strong and on the other management can be soft or weak. Theory X is the standpoint that traditional management has taken towards the work force while many modern organizations are now taking the enlightened position of theory Y Boeree (2006). McGregor's theory Y is linked to the questions that are concerned about training, monitoring performance, performance assessment, working conditions.

2.5.1 Expectancy Theory

The expectancy theory was propounded by Victor Vroom a psychologist in 1964. The theory is only applicable to a work setting that is based on people's expectations. The focus on the thought processes people used when they faced particular choices among alternatives particularly choices/ alternative courses of action. Literature reviewed revealed the following as the underlying principles of the theory; individuals make conscious effort to behave in a certain manner, individual values with regard to choosing desired outcomes, individual expectations concerning the amount of effort required to achieve a specific outcome and individual expectations concerning the probability of being rewarded for achieving desired outcomes. Vroom through these principles sought to portray that motivation is a function of the relationship between; effort expended by an individual and perceived level of performance; and the expectation that reward for desired outcomes will be related to performance.

On the other hand there must also be the expectation that rewards are available as it will go a long way determine the strength of the motivational link thus, the strength of the individuals preference for an outcome and the belief that in the possibility that particular actions will

achieve the required goal. To make the expectancy process simple; Effort → Required performance → Desired outcome

$$\text{Force} = \text{Valence} \times \text{Expectancy}$$

Where force is strength of motivation, valence is strength of preference for outcome and expectancy is the level of belief that changes in behavior will achieve the required outcome. Looking at the theory and its complexity in nature one could only make recommendations to management, to as a matter of fact try to find out desired outcome each of the bank values most, define the goal and what constitute the level performance needed to achieve it. But management should also not lose sight of the fact that the level of performance is realistic and achievable. After a period of time management should be able to measure the outcomes by the performance desired by management. One thing worth noting is that the strategies put in place should not create conflict between the expectations it sought to create and other militating factors in the work environment. Finally, outcomes should be attractive and enticing enough to ignite the desired level of performance.

2.5.2 Equity Theory

Equity theory of work motivation is based on the social exchange process .this theory has been around just as long us expectation theory of motivation .basically the theory points out people are motivated to attain faire relationship between their performance and reward in comparison to other .They are two assumptions on which the theory works (a) individual makes contribution for (inputs) which they expect certain reward (outcome). Individual decide, whether or not, particular exchange is satisfactory by comparing their input and outcomes with those of the other and try to rectify any inequality.

Table 2. 3 :Types of inputs and outcomes

Inputs	Outcomes
Efforts	Pay
Time	Promotion
Education	Recognition
Experience	Security
Training	Personal development
Ideas	Benefits
Ability	Friendship opportunity

Source: The relationship between Maslow’s need theory and Alderfer’s ERG.

Exchange relationship between people’s input and output in relation to those of other persons may be of three types: Overpaid inequity, the person perceives that his outcomes are more as compared to his input in relation to other. Underpaid, the person perceives that his outcomes are lower as compared to his input in relation to other. Equity, the person perceives that his outcomes in relation to his input are equal to others.

2.6 Performance

According to Hughes, Ginnett and Curphy (2012) performance concerns, behavior directed towards organizational mission or goals or the product or services resulting from those behaviors at work or at school we can choose to perform a wide variety of behaviors, but performance would include only those behaviors related to the productions of goods and services or obtaining good grade. Robert (2009) said that to perform is to carry through to completion. A performance period has three phases and this applies both to individual and organizational

- It begins with intention—the desire to achieve a result
- It engages in action—the means to achieve the desired result
- It concludes with an outcome—which may or may not be the desired result

2.6.1 Organizational Performance

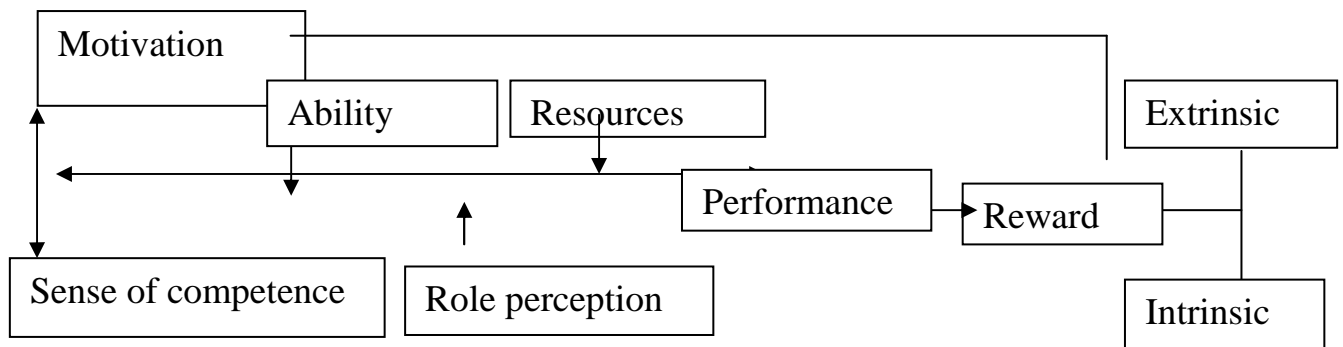
An organization's performance involves identifying outcomes that it wants to achieve, creating plans to achieve those outcomes, carrying out those plans and determining whether the outcomes were achieved. Success is achieving the planned outcomes (Robert, 2009)

2.6.2 Individual performance

According to Prasad (2010) show that (1) various individuals perform differently in the same work situation and (2) the same individual performs differently in different work situations.

These statements suggest that various factors which affect an individual's performance are broadly of two types-individual and situational-and within each type, there may be several factors as shown in Figure below.

Figure 2. 1 : Factors affecting individual performance.



Source: Prasad (2010)

We can derive from figure 2.3. That individual performance depends on the following factor:

- Motivation of individual,
- His sense of competence,
- His ability,
- His role perception, and
- Organizational resources.

If any of the elements is taken away, performance will be affected adversely. The double-headed arrow between motivation and sense of competence indicates that the two variables mutually influence each other.

Reward, as a result of individual's performance affects his level of motivation. If the reward is perceived to be of valence and equitable, it energizes the individual for still better performance and this process goes on. Discussion on the above factors:

Motivation: Level of motivation drives an individual for work. As we have seen earlier, motivation is based on motive which is a feeling that an individual lacks something. This feeling creates some sort of tension in his mind. In order to overcome this tension, he engages in goal-directed behavior that is, taking those actions through which his needs are satisfied. Thus, motivation becomes a prime mover for efforts and better work performance.

Sense of competence: Sense of competence denotes the extent to which an individual consistently regards himself as capable of doing a job. Sense of competence of an individual depends to a very great extent on his locus of control. Locus of control means whether people believe that they are in control of event or event control them. Those who have internal locus of control believe that they can control and shape the course of events in their lives; those who have external locus of control tend to believe that events occur purely by chance or because of factors beyond their own control. An individual with internal locus of control tends to be high performer than those with external locus of control. However, this sense of competence is not an independent factor but depends on the ability of the individual.

Ability: While sense of competence is a type of perception about oneself, ability is his Personal attributes relevant for doing a job. Often, ability is expressed in the form of the following equation:

$$\text{Ability} = \text{Knowledge} \times \text{Skill}$$

Knowledge refers to the possession of information and ideas in a particular field which may be helpful in developing relationships among different variables related to that field. Skill refers to expertness, practical ability or facility in an action or doing something. Thus, if the individual has ability relevant to his job, his performance tends to be higher than those who do not possess such ability.

Role perception: A role is the pattern of actions expected of a person in activities involving other. Role reflects a person's position in the social system with its accompanying rights and obligations. In an organization, activities of an individual are guided by his role perception, that is, how he thinks he is supposed to act in his own role and how others acting their role. To the extent this role perception is based on reality and the role is clear, the individual tends

to perform well. There are two types of problems which emerge in role specification: role ambiguity and role conflict. Role ambiguity denotes the state in which the individual is not clear what is expected from him in the job situation. Role conflicts are the situation in which the individual engages in two or more roles simultaneously and these roles are mutually incompatible. In both these situations, his performance is likely to be affected adversely.

Organizational resources: Organization resources denote various types of facilities physical and psychological which are available at the workplace. Physical facilities include appropriate layout of the workplace and conducive physical environment. Psychological facilities include appropriate.

2.6.3 Key features of performance management (Armstrong, 2007)

- The aim is to obtain agreement between managers and individuals on how well the latter are doing and what can be done jointly to develop strengths and deal with any weakness .
- Discussing between managers and individuals should take a form of dialogue, managers should not attempt to dominate the process and it should not be perceived as an alternative method of control.
- Performance management is largely about managing expectations both managers and individuals understanding and agree what they expect from one another thus developing a more positive psychological contracts.
- Positive feedback is used to motivate people by recognizing their achievements and potential
- The process is forward looking, it does not dwell on the past and the dialogue is about what can be done in the future to give individual the opportunity to develop and grow
- It is a continues process, not an annual event managers and individuals are there to manage performance through the year

2.6.4 Benefits of Performance Management (Ginnett and Curphy, 2013)

Performance management is a very important part of human resource management. The focus of it is on development aspects of individual and organization performance. The approach of performance management is positive.

In present highly competitive environment, a high degree of skill and commitment is needed to understand the environment and perform accordingly.

Everybody is benefited by actions of performance management. It is bit difficult to summaries the benefits of it in detail. It is possible to get all employees to reconcile personal goals with organizational goals. One can increase productivity and profitability for any organization and that leads to progress of the organization. It can be applied by organizations or a single department or section inside an organization as well as an individual person. The process is a natural, self-inspired performance process and appropriately named the self-propelled performance process (SPPP).It is claimed that the self-propelled performance management system is:

- (a) The fastest known method for career promotion;
- (b) The quickest way for career advancement;
- (c) The surest way for career progress;
- (d) The best ingredient in career path planning;
- (e) The only true and lasting virtue for career success;
- (f) The most neglected part in teachings about management and leadership principles;
- (g) The most complete and sophisticated application of performance management;
- (h) The best integration of human behavior research findings, with the latest management, Leadership and organizational development principles;
- (i) The best automated method for organizational change, development, growth, performance and profit;
- (j) The quickest way for career building, career development and moving up on the steppingstones of the corporate career ladder;
- (k) The surest and fastest way for increased motivation, productivity, growth, performance and profitability for both the individual and the organization;
- (l) The best career builder and career booster for any career; and inspirational, as it gets People moving, makes them self-starters in utilizing own talents and initiative, Automatically like magic.

It helps in creating good working environment of openness, mutual trust, cooperation and team spirit. People work with their high degree of motivation and without work stress. In healthy working environment people work in team and that leads to multidimensional benefits to individuals, teams, departments, sections, divisions and organization as a whole. The benefits of it are numerous and these are financial and non-financial both. Managing employee or system performance facilitates the effective delivery of strategic and operational goals.

(a) Financial Gains

Financial gains from performance management are following:

(i) Improve productivity and production of the company.(ii) Reduce costs due to sincere and skilled manpower.(iii) Complete the projects well in time because everyone is giving his best performance at work.(iv) Aligns the organizational and individuals goals and that avoids all delays in performance.(v) Through proper and timely communication the objectives are clarified and desired action can be achieved from employees as management wants.

(b) Non-Financial Gains

Following are non-financial gains from performance management

(i) Healthy working environment avoids work stress of the employees,(ii) Optimizes incentive plans to specific goals for over achievement, not just business as usual(iii) Employees feel satisfied when the working environment is friendly.(iv)Employees get chance for further career development, training and promotion etc.(v)A sense of belongingness, attachment and commitment develop among employees.(vi) It leads to a high degree of motivation in employees and further creates a sense of loyalty towards the organization.(vii) Persons understand the importance of their roles and get engaged in contributing to the organizational goal(viii) Create transparency in approach and dealing among employees.(ix) High confidence in organization and its different processes like salary, bonus, and promotion

2.6.5 Diagnosing Performance problems in individual, groups and organization

Ginnett and Curphy (2013) points out that leaders will be only as effective as the followers and teams they lead, along these lines, one of the difficult issues leaders must deal with is managing individuals or teams that are not performing up to expectation.

Unfortunately many leaders do not have a model or framework for diagnosing performance problem at work, and as result may do a poor job of dealing with problem performer. Below are some of the components of the model and what leaders can do to improve performance follows:

$$\text{Performance} = f(\text{Expectation} * \text{Capacity} * \text{Opportunities} * \text{Motivation})$$

Expectations

Performance problems often occur because individuals or groups do not understand what they are supposed to do. In many instances talented, skilled group accomplish the wrong objective because of miscommunication or sit idly while waiting for instructions that never arrive. It is the leader's responsibility to ensure that followers understand their roles goals, performance standards and the key merits to determining success.

Capabilities

Just because followers understand what they are supposed to do not necessary can do it. Sometimes followers and team lack the capabilities needed to achieve the goals or perform the above expectations. Abilities and skills are the two components that make up capabilities. Ability is another name for raw talent, and includes such individual variables as athleticism, interagency, creativity and personal traits .As such the abilities are characteristic that are relatively difficult to change with training. Because the ability is relatively insensitive to training interventions sending people who lack the required ability to more training or motivating them to work harder will have relatively little impact on performance. Instead the best remedy for this situation is to select individuals with the ability needed for performance.

Opportunity

Performance can also be limited when followers lack the resources needed to get the job done. At another times followers may lack the opportunity to demonstrate the required skills. Such is the case when passengers are hungry but flight attendants have no meals to pass out during the flight. In this situation the flight attendants could have levels of customer services, goals, abilities, and motivation but will not be able to satisfy customer needs.

Leaders must ensure the followers and teams have the needed equipment, financial resources and opportunities to exhibit their skills if they want to eliminate this constraints on performance.

Motivation

Many performance problems may attribute to a lack of motivation. The critical issue here is whether followers or group chose to perform or exhibit the level of effort necessary to accomplish a task. If this does not occur, the leader should first try to learn why people are unmotivated. Sometimes the tasks and the leaders are not aware of. At times individuals or group may learn out of steam to perform the tasks or there may be few consequences for superior or unsatisfactory performance. In order to solve these problems followers and teams, first they can select followers who have higher levels of achievement or intrinsic motivation. Second they can set clear goals or do a better job for providing performance feedback. Thirdly they can reallocate work across a cross the team or redesign the task to improve skill variety, tasks significances, and task indentify. They can restructure reward and punishment so they are closely linked to performance levels.

2.6.6 Performance management as a motivation process (Armstrong, 2007)

Performance management, if carried out properly, can motivate people by functioning as a key compensates of total reward process. It provides reward in form of recognition through feedback, opportunity to achieve, the scope to development skills, and guide on career path. It can encourage job engagement and promote commitment. All these are non-financial reward and can make a long lasting and more powerful impact that financial reward such us performance related pay. Performance management is also associated with pay, generating the information required to decide on pay increase or bonuses related to performance, competence or contribution approaches to using performance management to motivate by non- financial is provided though recognition, the provision of opportunities to succeed, skills development career planning, and by enhancing job engagement and commitment.

2.6.7 Performance measurement uses the following indicators of performance, as well as assessments of those indicators (Hakala, 2008)

Quantity: The number of units produced, processed or sold is a good objective indicator of performance, careful of placing too much emphasis on quantity, lest quality suffer.

Quality: The quality of work performed can be measured by several means. The percentage of work output is such a indicator, in a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.

Timeliness: How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, customer-service representative's performance is indicated by the percentage of calls that he or she must escalate to more experience and expensive replies.

Absenteeism/Tardiness: An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too.

Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work example and attempting to quantify them.

Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity, from policy indicate an employee whose performance goals are not well aligned with those of the company.

Gossip and Other Personal Habits: They may not seem performance-related to the employee, but some personal habits, like gossip, can detract from job performance and interfere with the performance of others. The specific behaviors should be defined, and goals should be set for reducing their frequency.

Personal Appearance/Grooming: Most people know how to dress for work, but in many organizations, there is at least one employee who needs to be told, examples of inappropriate appearance and grooming should be spelled out, their effects upon the employee's performance and that of others explained, and corrective actions defined. Performance indicators must be assessed by some means in order to measure per performance itself. Here are some of the ways in which performance is assessed from the aforementioned indicators.

Manager Appraisal: A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage

the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

Self-Appraisal: The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

Peer Appraisal: Employees in similar positions appraise an employee's performance. This method is based on the assumption that co-workers are most familiar with an employee's performance. Peer appraisal has long been used successfully in manufacturing environments, where objective criteria such as units produced prevail. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as "works well with others" can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviors and motivating change.

Team Appraisal: Similar to peer appraisal in that members of a team, who may hold different positions, are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined.

Assessment Center: The employee is appraised by professional assessors who may evaluate simulated or actual work activities. Objectivity is one advantage of assessment centers, which produce reviews that are not clouded by personal relationships with employees.

360-Degree or "Full-Circle" Appraisal: The employee's performance is appraised by everyone with whom he or she interacts, including managers, peers, customers and members of other departments. This is the most comprehensive and expensive way to measure performance and it is generally reserved for key employees.

MBO (Management by Objectives): The employee's achievement of objective goals set in concert with his or her manager is assessed. The MBO process begins with action statements such as, "reduce rejected parts to 5 percent."

Ongoing monitoring and review of objectives keeps the employee focused on achieving goals. At the annual review, progress toward objectives is assessed, and new goals are set

2.6.8 Why is employee motivation so important for performance?

Motivation is among the various factors affecting individual performance in an organization therefore, supervisor in an organization must motivate his subordinate. Prasad (2010) stated that motivated employees put on highly performance as compared to other employees, the higher performance is a must to an organization being successful and this performance comes by motivation. Silberman (2013) said that the link between employee motivation and performance seems to be quite obvious, that's because every time when we deem a task to be important and valuable to us, we act with a high level of dedication and enthusiasm to its completion. However, the relationship between these two things is in fact a lot more complex. The duties at work can be most of the time tedious, repetitive and quite boring. Silberman (2013) urged that motivation is highly important for every company due to the benefits that it's able to bring. Such benefits include:

(a) Low employee turnover and absenteeism, motivate employee stay in an organization and their absenteeism is quite low. High turnover and absenteeism create many problems in an organization like recruitment costs, training and developing and in a competitive economy this leads to impossible task that affects the reputation of the organizational unfavorably. Stability of the personnel is highly important from a business point of view; staff will stay loyal to the enterprise only if they meet a sense of participation within the management side. The abilities and potency of staff can be used in their own advantage, but also in the benefit of the company. This may cause an honest public image within the market which can attract competent and qualified individuals into the business.

(b) **Acceptance of organizational changes**, Organizations are created in a society because of changes in technology, value systems etc, organizations has to incorporate those changes to cope up with the requirement of time. When these changes are introduced in the organization, there is a tendency to resist these changes by the employees. However if they are properly motivated, they accept, introduce and implement these changes keeping the e organization on the right track of progress.

(c) **Human Capital Management**, a company can achieve its full potential only by making use of all the financial, physical, and human resources that it has. It is through these resources that the employees get motivated to accomplish their duties. This way, the enterprise begins to glisten as everyone is doing their best to fulfill their tasks.

(d) **Meeting Personal Goals Help an Employee Stay Motivated and Feel About Themselves to Continue to Produce**, Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level.

(e) **Greater Employee Satisfaction**, Worker satisfaction is important for every company, as this one factor can lead towards progress or regress. In the absence of an incentive plan, employees will not feel ready to fulfill their objectives. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in case of inefficient employees.

(f) **Raising Employee Efficiency**- An employee's efficiency level is not strictly related to his abilities and qualifications. In order to get the very best results, an employee needs to have a perfect balance between ability and willingness. Such balance can lead to an increase of productivity, lower operational costs, and an overall improvement in efficiency, and can be achieved only through motivation.

(h) **Higher Chance of Meeting the Company's Goals**, any enterprise has its goals, which can be achieved only when the following factors are met:

- There is a proper resource management;
- The work environment is a cooperative one;
- All employees are directed by their objectives;
- Goals can be reached if cooperation and coordination are fulfilled at once through motivation.

(i) **Better Team Harmony**, a proper work environment focused on cooperative relationships is highly important for an organization's success. Not only that it can bring stability and profits, but employees will also adapt more easily to changes, fact which is ultimately in the company's benefit.

With all that said, it's important also to point out that motivation is an interior feeling which should target both the manager and the team members, as they can interact and feed off each other motivationally needs, wishes and desires interrelated, representing the thrust to act. These should be understood by the manager and formulate a frequently update

comprehensive motivation strategies that inspire personnel need to provide an environment that exudes positive energy that integral contribute to the overall team success. The work place doors have to be open and keep managers approachable and encourage them to be constant. The additional positive of the surroundings, empowering and greater employees' productivity are the basic elements that will get business to the top.

2.6.9 How Motivation Affect Performance

Kotelnikov (2008) wrote that the extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation will definitely show higher work and life satisfaction. Having high level of motivation in itself is valuable for employees and a decrease in level of motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance. Motivation is the internal process that leads to behavior that satisfies needs. Therefore, performance = Ability × Motivation × Resources (2×2×2 = 8)

Looking at the equation carefully it shows that workers can have as much ability and the necessary resources at their disposal but will still fail to perform. In other words all that equation is depicting is that without motivation performance is usually below potential (Carter and Shelton, 2009).

2.6.10 Relationship between motivation and performance

Pulakos (2009) addressed the vital importance of performance management systems in place within a work environment of an organization. It is essential that both managers and employees are motivated towards achieving the desired levels of performance. Cokins (2009) ineffective performance management system is unlikely to induce higher performances if critically supported with determination and interest from employers and employees. Lee and Bruvold (2003) suggest that the need for management to invest in the development of employees as it helps to maintain and develop level of skills, knowledge and abilities of employees and business organization. The personal development and self-actualization needs of the employees act as a tool to manage and promote motivation for effective performance from employees and share their contributions with the organization they work for.

Richeret (2002) have established the positive correlation between the fulfillment of employee needs and their intrinsic motivation. Moreover the studies by (Gagne and Deci, 2005) support the positive relationship between autonomic work environment and intrinsic motivation which helps to enhance the performance of employees. Kuvaas (2007) considered intrinsic motivation as an indicator of task performance at job. Recent study by (Grant, 2008) reveals the strong linkage between intrinsic motivation and “persistence, Productivity and performance”.

Latham and Pinder (2005) indicate the direct and strong association between motivation and job performance therefore reflect the organization’s management to identify the most motivating factors and leverage with them to increase the motivation of employees and thus performance. If the management is aware what motivates their employees best, they can utilize the knowledge and create motivational programs, performance appraisals and performance management systems in place. When the employees are not properly or adequately motivated, there are chances of failure to achieve the goals which can cause a decline in their self-efficacy (Ordonez, 2009).

2.7. Types of Rewards

The subject motivation can never be attempted or discussed without making mention of reward. Malcolm (2010) argued that reward system is about rewarding people fairly and consistently for their individual contribution and value to the organization and for their skills and performance .A good reward system will ensure that individual employee’s efforts are directed to those activities that will help the organization to achieve its goals and objectives. It can be a very sensitive subject – the way in which reward is handling can have a big impact on morale, motivation and productivity.

2.7.1 Monetary Rewards

It is certainly the most common and widely used approaches to facilitate recruitment, retention, motivation and performance. Financial rewards include direct or indirect payment such as wages or salary, bonuses, insurance, merit pay, allowances, loans and tuition reimbursement. Providing adequate and timely reward is important to guarantee the recruitment of motivated and qualified staff.

2.7.2 Non-Monetary Rewards

There are different types of non-monetary rewards, such as work autonomy, recognition, from supervisors, so employees will feel their efforts are noticed and valued. Career development and professional growth opportunities will help employees to develop new skills, knowledge expansion, and increase their visibility within the organization, internal promotion opportunities as a long plan, and shift work flexibility.

2.7.3. Incentive Schemes

There are several features which are unique to money as a motivating force and which can affect workers in different ways:

Money is more important to people who are seeking to establish an initial standard of living rather than those who have arrived. Schumacher (2008) defines his principle of motivation in which he states that if all efforts by the company are devoted to doing away with work by automation and computerization, then work is a devalued activity which people put up with because no other way has been found of doing it. People would therefore be working just for money. Most organizations use money not as a motivator, but simply as a means of ensuring adequate staffing. The need for apparent fairness encourages the use of salary grades and hence comparability of earnings. Financial incentives operate with varying strengths for different people in different situations. Much research has shown that money is not a single motivator or even a prime motivator.

2.7.4 Non-financial incentives

Prasad (2007) Financial are used to motivate employees for higher work. However, individuals have various needs which they want to satisfy while working in an organization.

People at comparatively higher level of managerial hierarchy attach more important to social physiological needs which cannot be satisfied by money alone. Thus, management, in addition to financial incentives, provides non- financial incentive to motivate people in the organization.

The connotation on non-financial incentives does not mean that has nothing to spend on these. However, the emphasis of non-financial incentives is to provide psychologically and emotional satisfactory rather than financial satisfactory. for example if an individual gets promotion in an organization, it satisfies him psychologically more ,that is he gets better status ,more challenging job , authority etc than financially though he gets more pay also by

way of promotion . the non- financial incentives can be grouped into two parts (a) individual including, status , promotion ,responsibility, making job pleasant and interesting, recognition of work, job security and(b)collective, including social importance of work ,team spirit ,informal groups.

2.7.5 Non-Financial Incentives for Employee Motivation

1. Job security and job enrichment: Job security is useful for the motivation of employees. Such security keeps the employee away from the tension of becoming unemployed. Job enrichment provides an opportunity for greater recognition and advancement. Job enrichment refers to redesign of jobs.

2. Fair treatment to employees: Employer should give attention to the needs, difficulties and grievances of employees. Small work groups and effective communication are useful for solving the problems of workers. Employees must be given decent treatment. They will be co-operative only when they are treated with sympathy and love, affection and dignity. Employees should also be given help in personal matters.

3. Recognition of good work: Recognition of good work at an appropriate time gives encouragement to employees to show better performance in future. As an appreciation of good work, prizes, rewards, promotions, etc. should be given.

4. Encouragement to self-development and career development: Employees should be given varied training facilities. Training facilitates self-development and also provides opportunities for career development. Every employee has a desire to grow, develop and rise higher. This desire should be exploited fully for motivating employees. For this, training as well as management development programmers should be introduced.

5. Delegation of authority: Due to delegation of authority, a subordinate employee feels that superior has faith in him and also in his ability to use authority in a proper manner. Employees get mental satisfaction when authority is given to them.

They take interest and initiative in the work and try to prove that they are competent to work at the higher levels. Thus, delegation of authority becomes a motivating factor.

6. Congenial working conditions: It is a non-financial incentive for motivation. Employees should be given various facilities and conveniences at the work place. The work environment should be pleasant and safe. This creates desire to work efficiently.

7. **Helpful attitude of management:** The helpful attitude of management towards its employees creates a sense of affinity for the Organization. Fair treatment to workers creates better understanding among workers. Cordial industrial relations also motivate employees. Thus, enlightened and pro-employee attitude of management acts as a motivating factor.

8. **Fair opportunity of promotion:** Fair opportunity of promotion to all eligible workers is one more method useful for motivating employees. They take interest in the work as they feel that they will be rewarded in the form of promotions. Training facility should be provided to employees in order to make them eligible for promotion.

9. **Labor participation in management:** Labor participation in management is useful for the motivation of employees. Workers get higher status and better scope for expressing their views through such participation. Even the formation of quality circles or joint management councils is useful for motivating employees

10. **Designation and status:** When an employee is provided with a better designation, it adds to his status. Employees are proud to reveal their attractive and high-sounding designations.

11. **Stress Management:** It is one of the silent but major factors that cause low performance among employees (Hakala, 2008). He added that there are many articles and books available on the subject and encouraged management to make the reference materials available to their people. He further recommended that, if possible, have an in-house seminar on stress management techniques. So that production time is not lost.

12. **Job Titles;** Job titles in this context (Hakala ,2008) meant, tapping the self-esteem of people, thus, how someone feels about the way they are perceived in the workforce, which is a critical component to overall attitude and morale. Imagine a social gathering that includes some of the staff of the institution. The subject of work inevitably comes up. How will the people feel; proud, or embarrassed, to share their title and workplace? The importance of feeling proud of who you are and what you do is monumental.

Management should be creative as they think of possibilities for titles. They should have staff come up with ideas giving them input into the titles.

2.8. Empirical literature review

In the study carried out by (Jibowo, 2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as (Herzberg, 1959) and it shows some support for the influence of motivators on job performance. In another study carried out by (Centres and Bugental, 2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups; hygiene factors and motivators. They made use of a sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factors of workers get the best out of them.

Bergum and Lehr's (2004) study which investigated the influence of monetary incentives and its removal on performance showed that the subjects in the experimental group who received individual incentives performed better than those in the control group. Daniel and Caryh, (1995) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (2001) observed that poor remuneration is related to profits made by an organization

An empirical analysis for Rwanda Revenue Authority (2014) on factors that have significant impact on the overall level of Rwanda Revenue Authority employee motivation ranging from grade 1 to grade 8. The model classifies correctly 206 of 281 people who are motivated on their jobs.

However, technicians and middle managers (grades 4, 5 & 7) are demotivated at 32.5%, 28.1% and 16.2% respectively. Similarly 28.2% are de-motivated in operational departments compared to 20.4% in support departments

The results further show that 5 out of 9 motivation factors studied (salary and wages, promotional strategies, recognition and awards, organization itself and matters and supervisors' behaviors) statistically explain the process of motivating RRA employees.

Multinomial logistic regression witnessed the commitment of motivated employees to the success of RRA and when clear promotional policy is set, are more likely to be highly motivated. Less motivated employees but committed to their jobs are likely to be highly motivated when good salary, clear promotional strategies and good supervisors' behaviors are reflected in RRA. While not at all motivated employees mainly focus on salary than any other organizational policy. Though it's a small percentage of 6.8, still RRA should establish a mechanism to easily identify such employees and try to raise their motivation level, in case of failure to do so; take adequate action. The above are empirical works carried out by different researchers in the areas of motivation and organizational performance. However, the question is "what magnitude of motivation variation can motivate employees both extrinsic and intrinsic taking into consideration the argument and counter argument on the consequences of tying to employee performance within an organization.

2.9 Conclusion

Even though the motivational and performance theory was presented some years back, some of it if not all factors remain of significant importance to employees today. The large number of earlier and recent study investigating employee motivation and performance using sometimes the original or modified version of the theories, may continue the appreciation of this theory and the issue of employee motivation to their performance.

The literature also shows that where the original theory was lacking (short comings or criticized for), has been greatly taken into consideration. Researchers have taken issues such as differences in gender, age, income, culture & countries etc and how these may affect or influence employee work motivation and performance. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain same. The literature used in this thesis covers a wide range of time period, highly relevant and useful for addressing the purpose of this thesis

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter aims at explaining the methodology which was used to analyze the impact of employees' motivation on their performance. It presents the research design, study population, sampling, data collection methods and tools, validity and reliability tests, data processing, limitations and ethical considerations.

3.1 Research Design

The research design is the outline or devise employed by the researcher to help structure and design the work in order to suit the objective and aims of researcher's work. This research used questionnaire by matching it with specific objectives which was the main tool of data collection and was drafted after the survey to different employees and research experts in order to depict accurate information.

Additionally, the questionnaires were distributed to collect primary data to 134 respondents; only 109 questionnaires were filled and turned to the researcher while 25 were not.

Firstly, this research is a descriptive as it is describing the relationship between employees' motivation on their performance therefore, the findings of the study revealed that there is a strong relationship.

Secondly, Quantitative research was used in gathering numerical data and generalizing it across groups of people by using open ended questionnaires.

Next, after the data collection, the researcher cleaned and coded the raw data so that they should be entered in the software for being processed to the outputs. The researcher analyzed primary data by using Statistical Package for Social Sciences (SPSS) with the help of a statistician.

The results obtained were recorded in form of tables. The Spearman's Correlation Coefficient was used to determine the relationship between motivational policy and the performance of employees.

Last but not least, the researcher analyzed and interpreted the results by the use of the Mean score and Standards Deviations.

3.2 Study population

The population of the study consists of Taxes Department since it has the largest number of RRA total staff, Large Taxpayer’s office (LTO) & Small & Medium Offices under the Rwanda Revenue Authority Service.

Table 3. 1 : SMTO and LTO staff and their grades levels

DEPARTMENT	GRADES									
	G1	G2	G3	G4	G5	G7	G8	G 9	G 10	Total
Large Taxpayer’s and small Medium taxpayer’s office.	0	4	4	100	65	20	7	2	0	202

Source: (RRA Human Resource Manual. 30/3/2015)

3.3 Sample size

Sample size calculation for subordinates

The sample size of subordinates was found by using (Slovin’s, 1960) formula of

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

Where n = sample size, N = population size, N = 202 students and e = margin of error = 0.05

With N=202

The sample will be:

$$n = \frac{202}{1 + (202 * 0.05^2)} = 134$$

The distribution of question in different offices was done in different subgroups or strata, then stratified random sampling was done as per RRA Human Resource Manual.

Table 3. 2 : Distribution of questionnaire in different office as per category

Category of respondents	Total Employees	%	Proportion in Sample
Managers Grade 7-10	29	14%	19
Technicians Grade 4-5	165	82%	110
Support staff Grade 3-1	8	4%	5
TOTAL	202	100	134

Source: (RRA Human Resource Manual 30/3/2015).

3.4 Data Collection methods and Tools

The researcher used the questionnaire to collect data and it was self- administered. This instrument was used because it was cheaper to administer and administer to many respondents at minimal cost. It also avoids interviewer bias. The study employed qualitative research approach. To identify the result of the study, primary sources of data was collected and used.

White (2005) states that a questionnaire is an instrument with open or closed questions, or statements to which a respondent must react; questionnaire is a quantitative data collection tool and is normally distributed to a large number of respondents. In this study 134 was distributed to the respondents. Questionnaire has advantages of gathering data from a relatively large number of people in a short of period and they present the possibility of being replicated (Creswell and Clark, 2007).

Creswell and Plano (2007) found that the questionnaire techniques were most appropriate to the research questions and objectives, because it provide an efficient way of collecting responses from large sample of prior to quantitative analysis.

3.4.1. Primary data

In this study, the researcher prepared questionnaires to be used in the study, which was distributed to 134 respondents, written in English developed for RRA staff in SMTO and LTO department under the study. It had several parts; the first part consisted of questions aimed at obtaining demographic factors from the respondents such as gender, age group, work experience and qualification. The other parts consisted of questions about the

perception of employees about the motivation policy at RRA, evaluate employees' perception about their performance based on the current motivation policy and establish the relationship between motivation policy and performance.

A Likert scale with five points was used for the survey. This is because it allowed the respondents to measure how much they agreed or disagreed with a particular statement (McLeod ,2008).

A rating of 5

- 5 Strongly disagree you disagree with no doubt at all
- 4 Disagree you disagree with no doubt
- 3 Undecided you do not know
- 2 Agree you agree with some doubt
- 1 Disagree you agree with no doubt at all

The descriptive equivalents of the likert type scale rating limits used are shown in Table 3.5

Table 3. 3 : Evaluation and scoring of the questionnaire: Analysis of perception

Scale Point	Responses	Verbal description	Weighted mean
5	Strongly Agree (SA)	Very high perception	4.21 - 5.00
4	Agree (A)	High perception	3.51 – 4.50
3	Neither Agree nor Disagree (ND)	Fair perception	2.51 – 3.50
2	Disagree (DA)	low perception	1.51 – 2.50
1	Strongly Disagree (SD)	Very low perception	1.0 – 1.50

Table 3. 4 : Rating of Correlations

Strongly high	0.9 - 1.00
High	0.7 – 0.9
Moderate	0.5 – 0.7
Weak	0.3 – 0.5
Very weak	0 – 0.3

3.5 Validity and reliability of the research instrument

Validity

To reach fruitful results, the test of the instrument for validity is of great importance. It is measured in order to ensure appropriate interpretation of scores. In this research, the questionnaire was given to one HR experts, two of researcher’s lecturers, and finally to the researcher’s supervisor who read through and made some necessary corrections.

Reliability

Before administering the questionnaires, a pre-test was conducted in RRA on the instrument whose validity was ensured. The aim was to pre-test the questionnaire with the view to ensure that respondents understand the questions and provide appropriate responses, and to check whether administration of the survey procedure as a whole went smoothly as (Mugenda, 2009) urged. Amin (2005) argued that the coefficient must be 0.7 and above to certify that the instrument was reliable. Using SPSS, the calculated value of the instrument reliability was .979 Cronbach’s Alpha.

Reliability Statistics	
Cronbach's Alpha	N of Items
.979	38

Source: Field work 2015

3.6. Data analysis

Descriptive statistics such as mean and standard deviation was used to analyze data. Descriptive statistics is where statistical methods are used to summarize or describe a collection of data (Maina, 2012).

The mean describes data in the most accurate way (Cooper and Schindler, 2006). The data gathered from the questionnaires given to employees of the institutions was coded and analyzed using Statistical Package for Social Sciences (SPSS) with the help of a statistician or any software for analysis. The results obtained will be recorded in form of tables. The Correlation Coefficient will be used to determine the relationship between motivation policy and employee performance.

3.7 Limitations

During the data collection exercise numerous challenges was uncounted of which all cannot be recounted due to inability of the respondents to give the real situations on the ground with fear of being victimized, thinking that it has relationship as am their colleagues working in Human resources department.

Secondly, the collection of the questioners to RRA employees took long due to the closing of annual year 2014 – 2015 and beginning of another annual year 2015-2016.

3.8 Ethical considerations

The purpose of the study was explained to the respondents. In the entire research process, the researcher also ensured a close contact with the respondents to ensure that all the emerging queries was dealt with efficiently to avoid any major challenges to the research procedures. Consent was obtained from the administration of the respondents ‘organizations first, confidentially was assured to the respondents by instructing them not.

CHAPTER 4: PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter analyses and presents the data in relation to the research objectives of the study. The findings are discussed and interpreted based on the research questions. The aim of the study was to analyze the impact of employees' motivation on their performance. The study was carried out in Rwanda Revenue Authority Small, Medium and Larger Taxpayers Department.

A questionnaire was issued to 134 people only 109 employees respondents returned the questionnaires and 25 respondents did not returned the questionnaire. The collected data was edited and coded. Data analysis was done using descriptive statistics and where applicable presentations were done in form of table.

4.1 Demographic characteristics of the employees' respondents

The demographic characteristics of the respondents were gender, age group, years of experience and education level. The respondents were required to indicate their gender, either male or female in the questionnaire which was presented to them. The table 4.1 summarizes the number of male and female employees of RRA.

Table 4. 1 Gender of respondents

	Frequency	Percent	Cumulative Percent
Male	53	47.7	49.5
Female	56	50.5	100.0
Total	109	100.0	

Source: Primary data 2015

Table 4. 2: Age of respondent

The results from the survey as presented in summary from table 4.5 shows that majority (50.5%) of the workers under study were females with 47.7 of male. Female formed the majority because it is perceived that they are very careful with audits than men having higher integrity, stability meaning that the rate of turnover is less and less transferred to out stations with (47.7%) comprised their male counterparts.

Table 4. 3: Age of respondent

	Frequency	Percent	Cumulative Percent
21-30	22	19.8	20.2
31-40	58	52.3	73.4
41-50	22	19.8	93.6
51-60	7	6.3	
			100.0
Total	109	100.0	

Source: Primary data 2015

The table shows that the employees of RRA are ranged in the different ages as it was shown in the results provided by the respondents. The results presented as follows: from 21-30 years old within the frequency of 22 represented by 19.8%; from 31-40 years old within the frequencies of 58 represented by 52.3%; and from 41-50 years old have 22 frequencies presented by 19.8%, and from 51-60 years old with in the 7 frequencies presented 6.3%. This implies that majority of RRA is composed of Mature-age workers have built up knowledge and skills during their time in the workforce, and using these skills in workplace mentoring programmers can reduce staff turnover, train other employees and increase staff morale. Mature-age workers can save business money on absenteeism, training and recruitment.

Table 4.4 : Working Experience

	Frequency	Percent	Cumulative Percent
Less than 5 years	34	30.6	31.2
5-10 years	62	55.9	88.1
11-15 years	3	2.7	90.8
more than 15 years	10	9.0	100.0
Total	109	100.0	
Missing System Total			

Source: Primary data 2015

Table indicates that majority (55.9) % of the respondents in the Rwanda Revenue Authority had worked for more than five year. This shows that the respondents were experienced, hence qualified for the study.

Table 4.5 :Educational Level

	Frequency	Percent	Cumulative Percent
primary level	3	2.7	2.8
Bachelor`s degree	85	76.6	80.7
Masters level	21	18.9	
Total	109	100.0	100.0
Total		100.0	

Source: Primary data 2015

Table 4.4 indicates that majority (76.6) % of the respondents had at least a degree. The respondents' were therefore highly qualified for their work and for the study. The high level of education of the respondents was necessary in order for them to understand the questions

and be able to fill them accurately. This implied to work in the Tax authority one requires a great deal of knowledge and skills to be able to fit in there, and make the needed impact.

4.2. Respondent’s Perception about the Motivational Policy

Table 4. 6 : Interest on motivation policy

	N	Minimum	Maximum	Mean	Std. Deviation
My organization has necessary tools needed to do the job as required	109	2.00	5.00	2.7982	.67741
In my organization training and development program enhance the performance of employees	109	1.00	5.00	2.1101	.84261
In my organization evaluation is done at regular basis to determine whether employees are doing well their job	109	1.00	5.00	2.1376	1.16641
My organization I feel like I am a part of the team (share mission, values, efforts and goals	109	2.00	5.00	4.1468	1.07001
At my work place I am adequately remunerated for what I do	109	3.00	5.00	4.1651	.83349
In my organization Employees are assigned to work with experienced ones	109	2.00	5.00	3.5413	1.05876
My organization ensures good vertical and horizontal communication	109	1.00	5.00	3.6972	.96709
Valid N (list wise)	109			3.228	.94511

Source: Primary Data 2015

This section respondents were asked as to what their opinion about the motivational policy. The results in Table 4.5 showed the respondents Interest on motivation policy as depicted by a mean score of 2.79, the had a moderate perception that the organisation has the necessary tools need to do the job as required. The standard deviation of 0.68 indicates that there were significant variations among the responses meaning that some agree while others disagree on whether the organization have tools need to do the job.

According to the employee's view the tools are inadequate and not able to meet people's basic needs. So the organization have to look for enough computer, tables and other applications needed for each specific purpose, ask their employees whether they have the tools they need to do the work in turn for good performance. Next, the respondents were asked if the organization training and development program enhance the performance of employees. According to the findings as depicted by a mean score of 2.11, the respondents had weak perception on organization training and development program meaning that that organization training and development program in RRA are not funded to be very adequate which leads to hindrance in Developing talent management initiatives and opportunities for career and personal development. The organization should therefore make development activities chosen by the staff in light of their career aspirations depend on the need, availability of time and resources aligned to the corporate staff development plan .The standard deviation of 0.84 indicates that there were significant variations among the responses.

Next, the respondents were asked if organization evaluation is done at regular basis to determine whether employees are doing well their job. According to the findings as depicted by a mean score of 2.14, the respondents had a weak perception on how evaluation is done. Employees receive little or no advance notice of their "Judgment Day. Performance discussions ideally should be conducted on a regular basis, on a schedule well-known and well-publicized to everyone in the organization but you find it is done once a year without employee concern. The standard deviation of 1.12 indicates that there were significant variations among the responses.

Next, the respondents were asked if they feel like part of the team (share mission, values, efforts and goals. According to the findings as depicted by a mean score of 4.15, the respondents as a highly perception that they feel part of the team this is due to organizational meaningfulness of work tasks in the development of the country that has a great impact of employee motivation, since it provides for challenges and individual development, Variety of goals for its different employees. RRA has clear and precise goals according to which they structured their work Goals were based on what position an employee held at goals at different positions differed in complexity, length and lifecycles. The standard deviation of 1.66 indicates that there were significant variations among the responses. Next, the respondents were asked if employees are adequately remunerated for what they do.

According to the findings as depicted by a mean score of 4.165 the respondents had a extremely perception about remuneration received, this shows that remuneration is important to encourage good work performance but rather the importance attached to a particular act. The standard deviation of 0.83 indicates that there were significant variations among the responses meaning that employees are remunerated on what they do. Although they are remunerated for what they do the organisation should see to it that the pay is in line with the current markert for stability of its employees.

Next, last two questions had a mean of 3.54 and 3.68 respectively that has a high perception with a standard deviation of 1.06 and 0.97 respectively indicates that there were significant variations among the responses. This implies that the employee is assigned to work with experienced one and vertical& horizontal communication has motivated employee within the organization.

The researcher concludes that employees are good drivers of organizational success and deliver parts of the overall picture and every part is important. So, appreciation of hard work and projects delivered extremely well will make employees feel good about them and also valued, while giving them the drive to keep putting in their best. It is good to recognize individual employees as well as show appreciation for all employees as a group when their team effort resulted in some accomplishment. Just a few minutes of recognition can create a great change in an employee's attitude to work.

Table 4.7 : Organizational Management

	N	Minimum	Maximum	Mean	Std. Deviation
Employees feel real responsibility for organizational goal and are motivated to behave a way to improve them	109	2.00	5.00	3.8716	.77101
Organization actively encourage employees to work safely and solve problems	109	2.00	5.00	3.8624	.89720
Decision making is largely based on group pattern and encourage team work	109	1.00	5.00	3.3945	1.04543
Supervisors have realistic expectation of employees contribution	109	1.00	5.00	3.5780	.92590
Employees participate by providing suggestions for improvement	109	2.00	5.00	4.0000	.91287
Basis decision and rewards on formulated organization policies	109	2.00	5.00	3.5596	1.06659
Supervisors listen to employees	109	2.00	5.00	3.6789	.73132
The organization provides an efficiency orientation on newly assigned work	109	1.00	5.00	3.5872	.91501
Valid N (list wise)	109			3.6915	0.9081

Source: Primary data 2015

The results in Table 4.6 show the respondents Perception of employees about organizational management the first question on how employees feel real responsibility for organizational

goal and are motivated to behave a way to improve them a mean score of 3.87, the respondents had a high perception towards the questions. The standard deviation of 0.77, implies that there were significant variations among the responses. The explanation of this is that all organizational goals are communicated to departmental level divisions and then sections finally to an employee for implementation.

Next, the respondents were asked whether they are actively encouraged, to work safely and solve problems. According to the findings as depicted by a mean score of 3.86, the respondents had a higher perception to perceive problems with the standard deviation of 0.89 indicate that there were significant variations among the responses meaning that the management encourages to work safely and solve problems.

Next the respondents were asked to determine whether Decision making is largely based on group pattern and encourage team work, these shows by the overall computed mean of 3.39 the respondents had a moderate perception. The standard deviation of 1.04 indicated that there were major significant variation among the responses. Their response included the need to improve on the team spirit, improve on people's performance and avoidance of segregation, top management to improve in the manner of handling workers and work regulations to be followed.

Next, the respondents whether Decision making is largely based on group pattern and encourage team work, according to the findings as depicted by a mean score of 3.58, the respondents had a high perception. The standard deviation of 0.92 indicates that there were significant variations among the responses meaning that some believed that all revenues were fully collected while others did not

Next the respondents were asked whether Supervisors have realistic expectation of employee's contribution. According to the findings as depicted by a mean score of 3.58 the respondents had a higher perception meaning that RRA supervisors work unit to attain goals and objectives, the standard deviation of 0.93 indicated that there were significant variation among.

Next, the respondents were asked if the employees participate by providing suggestions for improvement. According to the findings as depicted by a mean score of 4.00, the respondents had a higher perception that employees participate by providing suggestions for

improvement. The standard deviation of 0.91 indicates that there were major variations among the responses meaning providing suggestions for improvement.

Next, the employees were asked if Basis decision and rewards are formulated on organization policies. According to the findings as depicted by a mean score of 3.56, the respondents had a higher perception. The standard deviation of 1.67 indicates that there were strong significant among the responses. These shows that Basis decision and rewards to serve to build a better employment deal, hold on to good employees and to reduce turnover.

Next, the respondents were asked if Supervisors listen to employees. The findings as depicted by a mean score of 3.68, the employees had a higher perception. The standard deviation of 0.731 indicates that there were significant among the responses. These shows that giving employees the opportunity to voice their opinions can be a positive force for change. But don't put out a suggestion box if you aren't willing to implement at least some of the suggestions.

Finally, they were asked whether organization provides an efficiency orientation on newly assigned work. According to the findings as computed by a mean score of 3.58, shows that employees had a higher perception on the newly assigned work RRA provides training to produce change, by upgrading of a person's skill or the addition of a new skill, which in turn can bring about the desired change an agency is seeking. The standard deviation of 0.92 indicates that there were significant variable among the respondents .

The researcher concludes that to survive and expand, organizations must quickly adapt to changes in their environment and this should be a commitment with both employees and management. If organizations do not change, they lose their ability to compete. When the environment changes and the niche originally filled by the organization either becomes unimportant or is superseded, the organization must change or die.

Change in an organization will produce some uncertainty, frustration, and anxiety among employees that will have longterm effects on employees' attitude and psychology.

The expectation of changes led employees to experience psychological uncertainty about the potential loss of current position, unemployment, role pressure, and reduction of available resources.

Furthermore, trust is an important foundation of cooperative relationships between people. Once an organization begins changing, its employees may face threats to their jobs, roles, positions, and resources, and these threats can lower employees' trust in their organization as a whole. This reaction can negatively manifest in employees' attitudes toward their work. When individuals contemplate the stress of organizational change, their perceptions, choice of reaction strategies, and working attitudes all strongly influence whether the change will be successful and whether the newly reconstituted organization will function efficiently.

4.3 Evaluate employees' perception about performance based on the current motivation policy.

Table 4. 8 : Performance based on the current motivation policy

	N	Minimum	Maximum	Mean	Std. Deviation
Best performance reward is an important factor in employee performance	109	1.00	5.00	4.2844	1.00085
Goal clarity among employees help to improve their performance	109	2.00	5.00	4.2018	.82529
Work conditions greatly improve performance	109	2.00	5.00	4.2018	.82529
Employee promotion is the most important factor on performance	109	1.00	5.00	4.1376	.86568
To achieve any goal, an employee must be flexible and suitable for the job	109	2.00	5.00	4.4495	.73895
Knowledge of the structure help an employee to know what to do in any situation and hence improve his/her performance	109	2.00	5.00	4.2294	.76537
Feedback is the key in the improvement of an individual on performance	109	3.00	5.00	4.3761	.57396
The use of modern technology triggers performance of the employees	109	3.00	5.00	4.1101	.74956
Ability, training and experience improve an individuals` capacity to perform	109	3.00	5.00	4.3486	.67187
The performance in RRA`s objective is clearly understandable	109	2.00	5.00	3.7156	.97270
The evaluation form used in RRA is appropriate	109	2.00	5.00	3.3211	1.14569
The evaluators are trained properly	109	1.00	5.00	3.2110	1.04592
The criteria and methods used in performance evaluation is efficiency	109	2.00	5.00	3.3211	1.14569
Valid N (list wise)	109			3.992	.8712

Source: Primary data 2015

This section respondents were asked as to how employees assess their performance given the current motivation policy. According to the findings as depicted by a mean score of 4.98 the respondents had a high perception that best performance reward is an important factor in employee .The standard deviation of 1.00 indicated that there were heterogeneity among the responses meaning that, financial and nonfinancial and both can be utilized positively to enhance performance behaviours of employees. Financial rewards means pay for performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc Non financial rewards are non monetary/non cash and it is a social recognition such as acknowledgement, certificate, and genuine appreciation etc. The non financial rewards is also called materials award.

Next, the respondents were asked if Goal clarity among employees help to improve their performance. According to the findings as depicted by a mean score of 4.20, the respondents had a high perception Goal clarity among employees help to improve their performance, employees who clearly understand their individual goals-and how they relate to those of your company-naturally become more engaged with their work employees see how they can make a direct contribution to the company's success, they begin to focus on finding ways to work smarter and more efficiently. The standard deviation of 0.82 indicated that there were no major significant variation among the responses meaning boost in employee productivity will naturally lead to increased operating margins and profitability for your organization.

According to the findings as depicted by a mean score of 4.02, the respondents had a high perception on Work conditions greatly improve performance. The standard deviation of 0.82 indicates that there were significant variations among the responses. Meaning that the organisation need to furnish the offices, gather opinions and get a way forward, There Increase operational funds. There is need to improve on manager staff relationship, more office equipments, and improve on the sanitation.

Next, the respondents were asked if Employee promotion is the most important factor on performance. According to the findings as depicted by a mean score of 4.13, the respondents had a high perception. The standard deviation of 0.86 indicates that there were major significant among the responses meaning that there is a significant perception that Employee promotion is the most important factor on performance, On the other hand, criteria must be set correctly for the purpose of promotion and growth, so that employees become motivated by fulfilling them .

Next, the respondents were asked if to achieve any goal, an employee must be flexible and suitable for the job. According to the findings as depicted by a mean score of 4.44, the respondents had a high perception meaning that technology has opened up the ability to work around the clock and from anywhere. However, if the job needs to be physically present at work for meetings, customer interactions or managing others, then these need to be preserved and be fully understand the role, then highlight how your skills, experience and personal qualities match. The standard deviation of 0.827 indicates that there were major significant among the responses meaning that there is a significant perception that employee to achieve any goal; an employee must be flexible and suitable for the job.

Next, the respondents were asked if Knowledge of the structure help an employee to know what to do in any situation and hence improve his/her performance. According to the findings as depicted by a mean score of 4.23, the respondents had a high perception The standard deviation of 0.775 . According to the findings as depicted by a mean score of 4.38, the respondents had a positive perception. The standard deviation of 0.574 indicates feedback on both positive and negative experiences can benefit an employee, consumers and businesses in the long run, a new study finds.

The use of modern technology triggers performance of the employees, According to the findings as depicted by a mean score of 4.11, the respondents had a high perception. The standard deviation of 0.75 indicates that technology saves times by speeding up the work flow process, improves communication hence performance.

Ability, training and experience improve an individuals` capacity to perform, According to the findings as depicted by a mean score of 4.35, the respondents had a high perception . The standard deviation of .672 indicates that Ability, training and experience foster growth and development , provide opportunities for employees to accept greater challenges, contributing to the achievement of department goals and the agency's mission and vision, build employee self-confidence and commitment.

The performance in RRA`s objective is clearly understandable, according to the findings as depicted by a mean score of 3.72, the respondents had a high perception. The standard deviation of 0 .97 indicates that there were significant variations among the responses meaning that but objectives should be more clearly stated from the beginning of the exercise and communicated to participants, stakeholders and the public throughout the exercise.

The evaluation form used in RRA is appropriate, according to the findings as depicted by a mean score of 3.32; the respondents had a moderate perception. The standard deviation of 1.147 indicates that there were significant variations among the responses meaning that the evaluation form used should be appropriate, because respondents neither agree or disagree on them.

The criteria and methods used in performance evaluation is efficiency, according to the findings as depicted by a mean score of 3.32; the respondents had a moderate perception. The standard deviation of 1.13 indicates that there were significant variations among the responses meaning evaluators should be trained because respondents neither agree or disagree on them.

The researcher concludes that many organizations face various challenges as they endeavor to measure and improve employee performance. Organizations overall performance is affected by individual and group performance of its employees. Performance system is a critical component of the overall human resource management function in all over the world. It is predicated upon the principle of work planning, setting of agreed performance targets, feedback, reporting and is linked to other human resource management systems and processes including staff development. Always employees are attracted on getting high productivity and growth and feel comfortable on their contribution to ensure the success and therefore this may be a good factor that can help them to be committed with the organization.

Table 4. 9 : Relationship between motivation and employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
With the help of the management the performance has improved over time	109	1.00	5.00	3.7339	.85681
Performance increased when RRA takes long to rotate the employees	109	2.00	5.00	3.6514	.99421
Always performance is best when employees know what they expected to work	109	3.00	5.00	4.2752	.66488
With the current motivation practices at RRA, the performance of employees is always going up	109	1.00	5.00	3.5138	1.03293
Employees often endeavor to meet the targets to be given bonus	109	1.00	5.00	3.9358	1.01174
Employees feel encouraged to come up with new and better ways of doing things	109	1.00	5.00	3.9266	.96902
Valid N (list wise)	109			3.8394	0.9215

Source: Primary data 2015

The results from table 4.8 shows the relationship between motivation and employee performance. The first two questions had a mean of 3.73 and 3.65 respectively, with a standard deviation of 0.86 and 0.99. This implies that there were significant variations among the responses to the two questions. The explanation of this is that with the help of the management the performance has improved over time and Performance increase when RRA takes long to rotate the employees. So the management should put in more effort in assisting the employees attaining to set targeted and take long to rotate the employee this increases work experience in a particular job .Next, the respondents were asked if always performance is best when employees know what they expected to work. According to the findings as depicted by a mean score of 4.73 the respondents had an extremely high perception that performance is best when employees know what they expected to work. The standard deviation of 0.78 indicates that there were significant variables on the respondents. According to the findings as depicted by a mean score of 3.51, 3.94 the respondents had a high perception.

The standard deviation of 1.03, 1.01 indicates that there is a significant variables on with current motivation practices at RRA, performance of employees is always going up and employees often endeavor to meet the targets to be given bonus. Finally, the respondents were asked whether Employees feel encouraged to come up with new and better ways of doing things.

According to the findings as depicted by a mean score of 3.92, the respondents had a high perception on how employees feel encouraged to come up with new and better ways of doing things .The standard deviation of 0.96 indicating that there were significant variable on employees feel encouraged to come up with new and better ways of doing things.

Table 4. 10 : Correlations Analysis

		Independent Variable	Dependent Variable
Spearman's rho	Correlation	1.000	.987**
	Independent Variable		
	Coefficient		
	Sig. (2-tailed)		.000
	N	109	109
	Dependent Variable		
Correlation	.987**	1.000	
Coefficient			
Sig. (2-tailed)	.000		
N	109	109	

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

Table 4.9 shows that there is strong high relationship between perceptions on motivation and performance as it falls between 0.9-1.00 thus the correlation coefficient is closer to 1.00 therefore the motivation should be highly increased. The organization has an important role to play in motivating its employees for better performance. This implies that the more motivational policy in place and implemented the more the performance of employees increase.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMANDETIONS

5.0 Introduction

This chapter embodies the summary of findings, conclusion and recommendation. This research study was carried to analyze the impact of employees' motivation on their performance.

The respondents were 134 employees only 109 returned the questionnaires to the researcher.

5.1. Summary

The major objective of this research was to analyze the impact of employees' motivation on their performance in Rwanda Revenue Authority

After presentation, analysis and interpretation of the data collected through primary data the researcher came up with the following findings: During the research, four fundamental objectives were taken into consideration.

1. To determine the perception of employees about the motivation policy at RRA
2. To evaluate employees' perception about their performance based on the current motivation policy.
3. To Establish the relationship between motivation policy and performance

To achieve the goal; this research was focused on methods and techniques which were applied in order to conduct the research. In this research study, questionnaires have been used to gather relevant information concerning this research (primary data). In analyzing and processing data, the researcher has used descriptive methods to make the analysis. A Statistical Package for Social Sciences (SPSS) was used as a tool to analyze the data gathered throughout the questionnaire.

Data collected from a questionnaire were distributed to 134 employees and only 109 returned the questionnaires to the researcher. The purpose was to analyze the impact of employees' motivation on their performance.

5.2 Discussion of Major findings

5.2.1 Discussion of Major Findings based on Research Questions

Research Question 1: What are the demographic characteristics of the respondents in terms of the organization they work for, Gender, working experience, and level of education?

The demographic characteristics of the respondents in terms of the organization they work for, level of education, current position and working experience.

The results indicated that (50.5%) of the workers under study were females with 47.7 of male. Female formed the majority because it is perceived that they are very careful with audits than men having higher integrity, stability meaning that the rate of turnover is less and less transferred to out stations with (47.7%) comprised their male counterparts.

The results on educational level indicated that majority (76.6) % of the respondents had at least a degree. This implied that employees in RRA are highly qualified. Most of the respondents on work (52.9%) had worked for the authority for a period of 5-10 years, which implied the research, achieved its aim, as workers within that range were in the best position to articulate their views better concerning the issue of motivation at RRA.

To determine the perception of employees about the motivation policy at RRA

The respondents' perception about the motivation policy at RRA was moderate about the motivation policy at RRA with overall mean of 3.228 and standard deviation of 0.9451.

To evaluate employees' perception about their performance based on the current motivation policy

The respondents' perception about their performance based on the current motivation policy respondents has a high perception thus implying that the respondents were of the opinion that the performance is based on the current motivational policy. Overall mean of 3.99 and standard deviation of 0.871 thus implying that the respondents were confident in their organizational policy.

To establish the relationship between motivation policy and performance

To establish the relationship between motivation policy and performance, the results indicated that there was a high significant relationship between motivation and employee performance

Findings from HR department on the measures and some implemented policies in place:

1. RRA Retention Strategy, staff motivation and improved sustained business continuity, RRA is committed to prioritize in proactive way strategies to make them feel valued and engaged in order to motivate employees hence retain them by ;

i) Revised Remunerations and rewards for RRA staff

Allowances and benefits are considered as one of the incentive packages of an organization. Salary is thought to be one of the key extrinsic motivational factors influencing employee engagement and career choices. RRA provides different monetary packages including bonus based on surpassing preset targets. However, in the last 3 years, RRA was not able to surpass the set targets. The study showed that factors affecting RRA staff motivation, Salary and Wages was categorized among the most motivating factor.

ii) Strengthen RRA staff communication and employee welfare

RRA initiate different communication forum in accordance to RRA communication strategy to be developed and both will consider the following:

Employees know what is expected of them by their supervisors; Employees have a wide breadth of responsibilities. If they do not know exactly what their jobs entail and what is expected of them, they cannot perform up to the standard, and morale can begin to drop. Communicates the business's mission; Feeling connected to the organization's goals is one way to keep employees mentally and emotionally tied to RRA. Create regular and open communication between employees and management; Hold regular meetings in which employees can offer ideas and ask questions. Have an open-door policy that encourages employees to speak frankly with their managers without fear of repercussion.

Continually share information and knowledge with all employees. Consider regular employee meetings or a bulletin board to up-date employees. Encourage regular feedback between employees and managers. Employee ownership, decision-making and flexibility; Share the vision, mission and strategies of the business with employees including them in decision-making and allowing them to have significant autonomy and control over work.

iii) A motivating, supportive and trusting environment. Ensure that supervisors act as coaches and are supportive. Use teams, Quality circles and other feedback loops where possible. Recognize and reward their contributions by;

Open-book policy, employees know what's going on; strategic plans, key decisions.

Employee online suggestion box Anonymous, easily accessed, regularly checked and responded to in a positive and public way (e.g. newsletter, staff meeting) platform will enable employees to express their views, comments, questions, and requests to management in confidential way.

Employee surveys. Anonymous, confidential, using a validated survey tool, results reported to all staff, surveys result in action.

Regular staff meetings. Team work, with opportunity and encouragement for employees to hear and be heard.

Toolbox meetings. Quick, ad hoc meetings in a department/Unit to address an emergent concern or problem or communicate something new (e.g. safety issue, debrief on a recent incident). Many employees feel that “no news is bad news.

Strengthen capacity of managers with managerial skills; to equip them with sufficient supervisory skills in order to manage their subordinates appropriately and in a manner which develops them to cope up with their tasks and meet their expectations.

Caisse d’entraide Mituelle for RRA staff as an association of RRA staff established in 2004 is considered as one of the opportunities for RRA to enhance staff wellness, in this regards, it will be strengthened in order to be beneficial for its members and RRA in general.

Initiate complementary occupation pension scheme: Refers to the law N°05/2015 of March 2015 governing the organization pension scheme in Rwanda, RRA will establish a private pension scheme to complement existing mandatory scheme

iv) Enhance Staff Capacity

Streamline Training and development RRA will recognize that well planned training programs increase the organization specificity of employee skills, which in turn increases employee productivity and reduces job dissatisfaction that results in employee turnover.

Identify RRA skills gap; The assessment should be looked at institutional, organizational and individual dimensions plus training needs to particular positions in order to highlight areas for priority focusing in any capacity building interventions to facilitate the implementation of each strategic action defined in the RRA strategy;

Develop a long-term training plan; in accordance to RRA skills needs. RRA will establish detailed roles and responsibilities of stakeholders involved in RRA Capacity Building initiatives, determine benchmarks and targets with clear timeline of their achievement and budget needed;

Establish a learning culture; Provide incentives for learning. Well-equipped modern bold library with relevant facilities and internet which help employees achieve goals and ensure they have a solid understanding of their job requirements.

Create individual learning plans; Encourage employees to join professional courses to boost their career and remain competitive in the labor market.

Tuition Sharing; Employer provides funds for employees to take approved training to encourage learning by Getting managers involved; Managers should spend time coaching employees, helping good performers move to new positions and minimizing poor performance.

v) Staff Promotions and Job Advancement

Provide employees with adequate job challenges that will expand their knowledge in their field; Employees are more likely to stay engaged in their jobs and committed to an organization that makes investments in them and their career development.

Promote from within whenever possible; Give employees a clear path of advancement to avoid them becoming frustrated and stop trying leaving if they see no clear future for themselves in the organization.

Develop a Coaching/feedback programs; to employees so that their efforts stay aligned with the goals of the organization and meet expectations. RRA managers should provide intensive formal and informal feedback to employees throughout the year.

Provide a Mentoring program integrated with a goal-oriented feedback system which provides a structured mechanism for developing strong relationships with in RRA which is a solid foundation for employee retention and growth. A staff is paired with someone more experienced in a certain discipline or someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback, and design an individualized career development plan.

Develop staff Rotation plan: that helps staff movement to different functionalities in the Authority for skills sharing to optimize staff performance in the changing job demands.

Initiate Talent Management strategy to ensure that the right people, with the right skills are in the right place at the right time and these people are engaged and focused on the right activities to achieve targeted results. Talent Agenda should focus on building Individual, departmental and organizational competencies in line with the identified Critical, Core and Scarce Skills that are essential to the business processes to deliver tax related products and services.

Increased employee performance and supervision

Supervision and employee relations

In the study on RRA staff motivation, 48% employees depict bad feelings to their immediate supervisor which leads to dissatisfaction and lack of motivation and this has a negative impact on their job performance. Shaping managers and subordinates behavior, RRA necessitates the following course of action:

Equip managers in managerial skills: in collaboration with training department, managers will be equipped with managerial skills;

Develop a background checklist for new recruit to ensure high level of integrity for new staff

5.4 Recommendations

From the findings of the study and the conclusions drawn from them, the following recommendations were made:

Government of Rwanda

In order to achieve a maximum output or productivity, employers in any organization should, as a matter of policy and necessity, motivate their staff. Motivation of staff is a highly relative matter since it varies in degrees, dimensions and places of employment. Thus, the policies formulated in any organization cannot be actively and successfully implemented when the employees are very unconcerned with the conditions prevailing in their workplace. Hence, lack of motivation of employees in any organization is a failure in the achievement of the desired or designed goals or objectives of the organization and to the country as a whole. The Government involvement should take part in recommending the provision of motivational needs through adjusting in the labor laws. This will ensure that all organizations provide basic requirements to their employees and eventually enable them to work hard for improved performance.

Refresher courses should be given to managers to improve upon their management skills as to effectively and appropriately tackle employees' diverse needs. This can contribute towards reducing on the rate of labor turn over in private firms in Rwanda.

To Rwanda Revenue Authority (RRA)

- ✓ The researcher recommends that Rwanda Revenue Authority should continue to work out ways of retaining their good employees and attracting other competent staff. They should also continue supporting their employees to pursue further studies and other professional courses enhance the quality of their employee performance.
- ✓ Continue to remunerate for work done to its employees, let employees feel part of the team (share mission, values, efforts and goals, ensure good vertical and horizontal communication of its employees and let employees be assigned to work with experienced ones since these are the most interesting motivational policy of its employees.
- ✓ Organizational Management is encouraged to feel responsibility for organizational goal and motivate them to behave a way to improve them;

- ✓ Involve employees in decision making and encourage team work;
- ✓ Supervisors should take time to have realistic expectation of employee's contribution;
- ✓ Make sure employees participate by providing suggestions for improvement;
- ✓ Base their decision and rewards on formulated organization policies;
- ✓ Take the time to listen to employees personal problems;
- ✓ The organization should provides an efficiency orientation on newly assigned work;
- ✓ Encourage employees to participate in providing suggestions for improvement;
- ✓ The researcher recommends that RRA should work hard to acquire and also maintain current motivational policy seriously.

To Employees of Rwanda Revenue Authority

For people in management roles, goal setting is absolutely essential to motivating employees and creating an environment where they can win, and feel like winners. Employees should also be a greater balance between their needs and organizational needs. The stake holders have to ensure that this achieved will reduce employees' selfishness at their places of work.

5.5 Conclusion

The researcher's project concludes that the management of the Rwanda Revenue Authority needs to ensure that they take the recommendations given by the researcher, if implemented they will have a positive effect on the organization and likely to the performance of its employees. The Employee motivation and performance is very central in the management of employee within organizations. This is because it has a direct bearing on the company's productivity or quality of services rendered. This intends has an impact on the company profits and continued existence as a consequence, management most continuously put in place a veritable motivational structure so as to achieve greater performance.

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QUESTIONNAIRE

Dear Respondent,

I am a student at the National University of Rwanda (NUR) carrying out a study entitled “Employee Motivation and their Performance: Evidence from Rwanda Revenue Authority. You have been selected to be one of the respondents, and you have an important role in this research. I therefore request for your assistance in the study by providing answers to the questions below. I give an assurance that your answers will be treated confidentially and used purposely for this research.

Thank you for your cooperation.

Esther Nishimwe

Researcher

QUESTIONNAIRE

Part 1 Demographic Information

Kindly provide your personal and professional information according to the scaling system provided by ticking one of the given answers below.

1. Gender:

Male

Female

2. Age Group:

21-30

31-40

41-50

51-60

61 and above

3. How many years have you been working for the RRA?

i. Less than 5 years

ii. 5-10 years

iii. 11-15 years

iv. More than 15 years

4. What is your level of education?

i. Primary level

ii. Secondary level

iii. Bachelor's degree

iv. Master's level

v. Other Specify _____

Part II:

Please take note that the responses to the questions below are given based on the following answer categories. Circle the one you feel is most appropriate from the following scale:

A) Measuring Perception of employees about the motivation policy

No	Items	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	Interest of employees' on motivation policy					
1	My organization has the necessary tools needed to do the Job as required.	5	4	3	2	1
2	In my organizations training and development program enhance performance of the employee.	5	4	3	2	1
3	In my organization evaluation is done at regular basis to determine whether employees are doing well their jobs.	5	4	3	2	1
4	In my organization I feel like I am a part of a team (shared mission, values, efforts and goals)	5	4	3	2	1

5	At my place I am adequately remunerated for what I do.	5	4	3	2	1
6	In my organization employees are assigned to work with experienced one.	5	4	3	2	1
7	In my organization they ensuring good vertical and horizontal communication	5	4	3	2	1
	Perception of employees to the organizational Management					
1	Employees feel real responsibility for organization's goals and are motivated to behave in ways to improve them	5	4	3	2	1
2	The organization actively encourages employee to work safely and solve problems.	5	4	3	2	1
3	Decision-making is largely based on group pattern, and encourages teamwork	5	4	3	2	1
4	The organization provides an efficiency orientation for newly assigned work.	5	4	3	2	1
5	Supervisor has realistic expectation of employee contribution.	5	4	3	2	1
6	Employees participate by providing suggestions for improvement.	5	4	3	2	1
7	Bases decisions and rewards on formulated organizational policies.	5	4	3	2	1
8	Supervisor Listens to employees.	5	4	3	2	1
b)	Evaluation of employees' perception about their performance based on the current motivation policy					
1	Best Performance reward is an important factor in employee performance	5	4	3	2	1
2	Goal clarity among the employees helps to improve their performance	5	4	3	2	1
3	Work conditions greatly improve performance	5	4	3	2	1
4	Employee promotion is the most important factor in employee performance	5	4	3	2	1
5	To achieve any goal, an employee must be flexible and suitable for the job	5	4	3	2	1
6	Knowledge of the structure helps an employee to know what to do in given situations and hence improve his/her performance	5	4	3	2	1
7	Feedback is the key in the improvement of an individual's performance	5	4	3	2	1
8	The use of modern technology triggers performance of employees	5	4	3	2	1
9	Ability, training and experience improve an individual's capability to perform	5	4	3	2	1
10	The performance in RRA is objective and clearly understandable.	5	4	3	2	1
11	The criteria and methods used in performance evaluation efficient.	5	4	3	2	1
12	The evaluation form used is appropriate	5	4	3	2	1
13	The evaluators' are trained properly	5	4	3	2	1
c)	Relationship between motivation and employee performance					
1	With the help of the management, the performance has improved over time.	5	4	3	2	1
2	Performance increased when RRA takes long to rotate the employees.	5	4	3	2	1
3	Always performance is the best when employees know that they are accepted at work.	5	4	3	2	1
4	With the current motivation practices at RRA, the performance of the employees is always going up.	5	4	3	2	1
5	Employees often endeavor to meet the set targets to be paid a bonus.	5	4	3	2	1
6	Employees feel encouraged to come up with new and better ways of doing things.	5	4	3	2	1