



EFFECT OF MOTIVATIONAL PRACTICES ON EMPLOYEE PERFORMANCE OF REACH THE CHILDREN OF RWANDA.

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EFFECT OF MOTIVATIONAL PRACTICES ON EMPLOYEE PERFORMANCE OF REACH THE CHILDREN OF RWANDA

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ABSTRACT

The study assessed the effect of motivational practices on employee performance in Rwanda at Reach the children of Rwanda. The following were the specific objectives that guided the study variables: To establish the effect of Compensation on employee performance at Reach the children of Rwanda, To evaluate the effect of Reward and Recognition on employee performance at Reach the children of Rwanda, To analyze the effect of Employee Promotions on employee performance at Reach the children of Rwanda, to establish the effect of Interpersonal relations on employee performance at Reach the children of Rwanda. This study was conducted in Kigali Rwanda. At headquarter of Reach the children of Rwanda. The time was limited in the period of 2020-2022. This study adopted a descriptive study design. The study, involved collection of data at a single point in time in the target population. Descriptive means that the study described phenomenon as it is without doing any form of manipulation. Purposive sampling procedure was used to cover senior management officials at Reach the children of Rwanda and simple random sampling procedure was employed to cover supporting staff and clients in the organizations. A population of was 153 and the sample size was 150. The sources of data were primary and secondary data. To get primary data, the researcher went to the field and collected raw data from respondents, in this study, questionnaires, interviews and observations were used to collect primary data. Secondary data were collected by way of document reviews. After data collection, the research cleaned and used SPSS for data analysis. The researcher used multiple linear regression models. A majority of staff (47.3% strongly agreed, 34.7% agreed) have been receiving cash allowances in the past three years at Reach the Children of Rwanda. This suggests that the provision of cash allowances is a common practice in the organization. A significant majority of respondents (68.7% strongly agreed, 24.0% agreed) believe that travel allowance has been a key tool for improving performance at Reach the Children of Rwanda. This indicates that travel allowance is perceived as beneficial for enhancing employee performance. A majority of respondents (32.7% strongly agreed, 59.3% agreed) believe that employees get overtime allowance every year at Reach the Children of Rwanda. The majority of respondents (80.0%) agreed that there is a good promotion criterion for junior staff to be senior staff at Reach the Children of Rwanda. However, 16.7% are undecided, which suggests that there may be some ambiguity or lack of clarity around the promotion criteria. About the second statement; a high percentage (94.0%) agreed that staff loyalty has been registered in Reach the Children of Rwanda.

Key Words: Compensation, Reward and Recognition, Employee Promotions, Interpersonal Relations

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INTRODUCTION

Today, every individual in an organization is motivated by some different way. Employee motivation is about energy. It reflects the level of innovation and commitment and delivery of company employees to work. The job of a manager in the workplace is to get everything done through employees. For managers, staff motivation is a key to promoting effective management between the organization and employees (Okan, V. Safkali & Mustafa, E. (2023). Each employee, from executive to manager to the lowest level of employee, plays an important role in the success of the organization. Newaho, E.M. (2021), recognizing encouragement is really a requirement for good outcomes derived for employees or positive administration and communication. Employee motivation is very playing an important role for organizations as every concern requires physical and financial, and human resources to accomplish this goal. Goals can be achieved if both coordination and collaboration work together. Organizations in this changing age of competition constantly plan to enhance and empower their staff achieve better performance through the use of human resources and practices. Mullins, L.J. (2021).

Globally, in Turkey, according to According to Newaho, E.M. (2021), motivation is about power, motivation it is a procedure that directs positions and actions and capabilities. Nowadays organizations can simply transfer services, goods, needs and materials to some other countries or to some other organization. Motivation is the one key element that impacts the human capitals of any organization. Nchorbune Dominic A. (2022) Human capital is a key asset that cannot be easily replaced. Similarly, human resources are the most significant or very economical resources that cannot be replaceable for organization. So, for the best performance or for the attaining of organizational objectives the organization should be motivating their works for better performance. Karanja, S. (2022), motivated employees are happier with their working lives, and have a goal to be working

towards. These employees are less likely to miss work without good reason. This can lead to lower training and recruitment costs for the company as employee churn is reduced. When your team feels motivated, they're not only inspired to work hard themselves but as a team. Motivating your employees makes them feel like they're part of bigger company goals, inspiring them to work with their colleagues toward finding the best possible solutions. Being able to inspire others is an important personality trait for any leader. Inspired leaders revive energy in the workplace. They encourage everyone around them to dream bigger, push harder, and lead a more fulfilling life. Inspiration can also make your organization a more fun place to be. Newaho, E.M. (2021), Employee empowerment can instill greater trust in leadership, encourage employee motivation, lead to greater creativity, and improve employee retention — all of which ultimately results in a better bottom line.

In Spain, according to John, C. & Campbell, R.J. (2019) motivation is the evolution of supportive behavior. Motivation is an internal force that motivates employees to achieve organizational and personal goals Insimire, P. (2022). Organizations that use training exercises can directly or indirectly motivate employees and commit to the organization indirectly Hoy, W.K, and Miskel, C.G. (2022). Motivation is the direction and intensity of one's effort, or the psychological features that arouses an organism to action toward a desired goal. Reward management system is the highly used practice for the enterprises to achieve these desire goals (Nchorbune Dominic A. (2022), Reward management systems include extrinsic and intrinsic benefits, previously financial rewards (salaries, bonuses, etc.) recognition after participation; security; position promotion. Praise Involvement in decision-making and social rights Nchorbune Dominic A. (2022), In addition, satisfied people are more active, more ready to commit with duties, and more prepared to take obligation Snyderman, B. (2018), highly motivated employees are often more productive and better performers than their

unmotivated colleagues. They tend to work harder and focus on completing their tasks to the best of their abilities, which results in better output for their organizations. The workplace environment often has the biggest impact on how motivated you are at work. Hertzberg, F. (2022), you thrive when you are part of an upbeat, supportive environment that gets you "in the zone" that you need to be in so that you succeed. Employee motivation is defined as the level of energy, commitment, persistence, and creativity that workers bring to their jobs. It goes without saying that higher employee motivation leads to better engagement and productivity.

Newaho, E.M. (2021), Studies show that employee productivity increases in work environments that emphasize relationship building and reward teamwork, whereas companies that focus on hierarchies and individual success derail productivity. Enhanced productivity leads to higher output, reduced costs, improved employee morale, better customer service, and increased overall profitability, positioning businesses for sustained growth. Nchorbune Dominic A. (2022), happy employees are productive employees." Forbes published the results from one study that revealed happy employees are as much as 20% more productive in the workplace than unhappy employees. Employee happiness is a result of good health and wellness.

In Italy, according to Gupta, C.B. (2020), the impetus for psychology is one of the most prominent, and most supervisors want the highest levels of productivity and output. The supervisor holds that with a better technique and motivates their workers in a good manner. Satisfied employee in return can help in improving organizational performance. The most important factor in motivating employees is "equal pay and promotion" One of the most significant motivational factors is the money asserted by Hertzberg, F. (2022), If they are not overly motivated, the workers performance may be low. Managers are responsible for creating environment that is conducive for improving

performance, so as to induce the right behavior from employees in the organization. In order for employees to be overwhelmed, "employment conditions are sufficient and the welfare program must be the manager to attract employees" Campbell, R.J. (2019), Regionally in Tanzania, according to Insimire, P. (2022) Motivation is the act of motivating someone to push down the right path to get the desired movement or response. Hertzberg, F. (2022), Goodwill Motivation is the motivation to motivate people to work in a variety of ways to achieve satisfaction and desired goals. The goal is to increase the behavior-oriented staff in motivation. One's behavior also motivates one to work in the mind of an individual within an organization Snyderman, B. (2018),

According to John, C. & Campbell, R.J. (2019), motivation is a requirement-satisfaction process that means the expert exerts effort to achieve individual campaign goals when satisfied or motivated by certain factors that meet the needs of the individual. The key to understanding the motivation process is its definition and requirements. Gure, N. Abdullahi, (2019), discusses his or her direction; It refers to the motivation within a person that affects the intensity and intensity of the voluntary action. He said motivated employees are willing to work hard (persistently) for a certain period of time (according to a set goal or direction). They will not be able to work without sufficient motivation to achieve their goals Gupta, C.B. (2020). In addition, the mind can be rooted in the basic need to reduce pain and increase pleasure, or it includes eating, relax or something you want the aim, may contain special requirements such as modeling, otherwise, happiness, loyalty.

In Uganda, according to Muhimbili (2022) motivated employee is important part of people's lives. Companies can be very dangerous without a motivating workplace. Motivation has become one of the important roles in identifying how individuals act the way they do at the workplace. According to Karanja, S. (2022), the managers of successful

companies are the key to motivating employees with valuable and environmentally friendly growth opportunities. Employee motivation means that “one of the strategies of organizations to enhance its performance through its workers by providing a conducive, motivated environment in the organization” Newaho, E.M. (2021), Employee motivation is based on the condition of employees are ready to dedicate time and passion to their work by devising better techniques to get the work done with all sense of eagerness and dedication. Motivated employees have greater autonomy and autonomy than motivated employees who prioritize autonomy and independence and more accurately utilize development opportunities. It comes as no surprise that implementing employee motivation techniques encourages people to work productively and results in better revenue outcomes. However, not many people know that a productive way of working also positively influences employee experience, as it promotes higher job satisfaction.

Locally in Rwanda, according to Newaho, E.M. (2021), an act as simple as praising your team members for doing good work can have a tremendous impact on employee morale. The psychology behind this is clear: Positive feedback helps your employees feel valued in their roles. When someone feels valued, they are more motivated to continue performing at their highest levels. Employee motivation techniques are crucial for a productive and positive workplace. They include learning incentives, offering perks like PTO and childcare, and showing appreciation through feedback and opportunities for improvement. Nchorbune Dominic A. (2022), argued that employee motivation it is essential for managers and organizations to understand and know how to deal effectively with their employees’ motivation since motivated employees are important to ensure the organization becomes successful. Employee motivation is important at the organizational and individual level. The organization level, work motivation is related to employee performance (Jones, 2006), productivity, organizational

commitment, absenteeism and turnover intension. The individual level, employee motivation indicates the economic well-being of an individual from income, social contacts with other people, greater happiness and self-realization.

A leader can influence people's enthusiasm and motivate people to create and succeed in a positive environment Nchorbune Dominic A. (2022), Employee motivation is the key to a successful climate for all organizations, these are public or private Hoy, W.K, and Miskel, C.G. (2022), Employee motivation helps change negative attitudes. This means that employees try to do the least amount of exercise in the organization without motivation. 71% of executives believe that employee engagement is essential for success. 65% of employees want more communication with their managers. Companies that highly value employees increase revenue by 682% 92% of employees quote trust in leadership as important for motivation. Highly motivated employees are also more likely to stay at an organization, which helps organizations avoid the high costs associated with turnover. One of the most important ways highly motivated employees support a healthy bottom line is by being more productive than their disengaged co-workers.

Statement of the Problem

Despite the progress that has been made in improving motivational practices by the government of Rwanda, there still stands a big gap to cover as far as increasing the performance of employees is concerned, Kalisa D (2022). In a research conducted in September 2022 by Rwanda Governance Board (RGB 2022), one of the findings that were brought out state that, one of the key issues is the need for a more motivational career path since the current situation and flat structure can be de-motivating the staff. According to Abdul, H. (2020), high performing professionals in both Public and private institutions Ngos, for example, do not have a clear career path at the moment. Motivational practices in local NGOs seems not to be given much attention and yet there is a

correlation between motivational practices towards the general employee performance. NGOs often operate with limited financial resources, making it challenging to implement robust motivational practices. Abdul, H. (2020). This constraint can affect the ability to provide competitive salaries, benefits, and professional development opportunities, which are essential components of employee motivation. According to Adam, J. (2021), many NGOs in Rwanda are involved in critical social and development projects, leading to high workloads for employees. This can result in burnout and decreased motivation, as employees may feel overwhelmed by the demands of their roles. Armstrong, M. (2022), NGOs may have flatter organizational structures and limited opportunities for vertical career growth. The absence of clear career advancement paths can demotivate employees who seek professional development and upward mobility. Due to the nature of NGO work, which often involves responding to emergencies or working on time-sensitive projects, maintaining a healthy work-life balance can be challenging. This can negatively impact motivational practices and employee performance. Rwanda, like many countries, has a unique cultural context. Motivational practices that are not culturally sensitive may not resonate with employees. Armstrong, M. (2022), Understanding and incorporating cultural nuances into motivational strategies is crucial for their success. Therefore, it is with this in mind that the current research is aims at establishing the relationship between motivational practices and employee performance in Rwanda at Reach the children of Rwanda.

Objectives of the Study

The study sought to assess the effect of motivational practices on employee performance of Reach the children of Rwanda. The following were the specific objectives derived from the study variables:

- To establish the effect of Compensation on employee performance at Reach the children of Rwanda.

- To evaluate the effect of Reward and Recognition on employee performance at Reach the children of Rwanda.
- To analyze the effect of Employee Promotions on employee performance at Reach the children of Rwanda.
- To establish the effect of Interpersonal relations on employee performance at reach the children of Rwanda.

In addressing the problem, the following research questions guided the study;

- What is the effect of Compensation on employee performance at Reach the children of Rwanda?
- How does Reward and Recognition affect employee performance at Reach the children of Rwanda?
- What is the effect of Employee Promotions on employee performance at Reach the children of Rwanda?
- What is the effect of Interpersonal relations on employee performance at Reach the children of Rwanda?

LITERATURE REVIEW

Compensation

According to Mullins, (2021), in the context of employment, compensation refers to the total package of salary, benefits, bonuses, and other perks that an employee receives in exchange for their work. Financial Compensation: This is often used in legal terms and refers to the payment made to someone as a result of a loss or injury. For example, a person who has been injured in an accident might seek financial compensation. Karanja, (2022), Psychological Compensation is a psychological defense mechanism in which a person tries to make up for a perceived weakness or deficiency in one area of life by emphasizing strengths in another area. Typically, compensation refers to monetary payment given to an individual in exchange for their services. Nchorbune Dominic (2022), in the workplace, compensation is what is earned by employees. It includes salary or wages in addition to commission and any incentives or perks

that come with the given employee's position. Compensation in business is an exchange for services, like getting paid for a job done. Compensation management is overseeing the process of providing pay or other benefits to employees for doing a job. The relationship between compensation and employee performance is complex and influenced by various factors. Compensation plays a crucial role in motivating and retaining employees, and it can have both direct and indirect effects on performance. Compensation, including salary, bonuses, and other financial rewards, can serve as an incentive for employees to perform well. Hoy, W.K, and Miskel, C.G. (2022) when employees see a direct correlation between their efforts and financial rewards, they are often motivated to work harder and achieve better results. Competitive compensation packages are essential for attracting and retaining top talent. If employees feel that their compensation is fair and competitive within the industry, they are more likely to stay with the organization, contributing to long-term performance.

The perception of fairness in compensation is crucial. Muhimbili (2022) If employees believe that their compensation is fair relative to their contributions and in comparison, to peers, it can contribute to job satisfaction. Satisfied employees are more likely to be engaged and perform at higher levels. Compensation is not only about monetary rewards but also about recognizing and appreciating employees' contributions. Non-monetary benefits, such as recognition programs and opportunities for career development, can positively impact employee engagement and performance. Organizations that invest in employees' skills and development by offering training programs and educational opportunities demonstrate a commitment to their growth. Muhimbili (2022) This investment can lead to improved skills and, subsequently, higher-quality work. Compensation practices should align with the organization's values and culture. When employees

perceive congruence between their personal values and the values of the organization, it can positively impact their commitment and performance.

Reward and Recognition

According to Mullins, L.J. (2021), Reward and recognition programs can have a significant positive impact on employee performance. When implemented effectively, these programs contribute to increased motivation, job satisfaction, and a sense of value among employees. Rewards, especially those tied to performance; serve as incentives for employees to achieve specific goals or targets. Hertzberg, (2022), Knowing that their efforts will be acknowledged and rewarded motivates employees to put in extra effort and excel in their roles. Recognition programs, whether formal or informal, acknowledge employees for their hard work and achievements. This acknowledgment contributes to job satisfaction by making employees feel valued and appreciated for their contributions. Regular and timely recognition reinforces positive behaviors and contributions. John, & Campbell, (2019), this positive reinforcement can enhance employee engagement, making employees more committed to their work and the organization. Recognition programs contribute to creating a positive workplace culture where employees feel a sense of belonging and camaraderie.

When employees believe that their efforts are recognized and appreciated, they are more likely to be engaged and invested in the success of the organization. Nchorbune Dominic A. (2022), Employees who know that their efforts will be acknowledged and rewarded are more likely to go above and beyond in their tasks. This can result in increased productivity and higher levels of performance. Recognition and rewards contribute to employee loyalty. When employees feel that their contributions are valued, they are more likely to stay with the organization, reducing turnover and retaining valuable talent. Recognition programs that celebrate team achievements can boost overall team morale. Hoy, W.K, and Miskel, C.G. (2022) A

positive team environment can enhance collaboration and collective performance. Recognition programs can be linked to employees' continuous improvement and learning. Acknowledging employees who invest in their professional development encourages a culture of learning and skill enhancement.

Employee Promotions

According to Hoy, W.K, and Miskel, (2022) employee promotions can have a profound impact on employee performance, and the effects are generally positive when handled appropriately. Promotions are often seen as recognition of an employee's skills, contributions, and dedication. This acknowledgment can boost an employee's motivation to continue performing at a high level and to take on additional responsibilities. Nchorbune Dominic (2022), Promotions provide employees with a clear path for career advancement within the organization. When employees see opportunities for growth and advancement, they are more likely to invest in their professional development and strive for excellence. Promotions can foster a sense of loyalty and commitment from employees. Newaho (2021), when they perceive that the organization values their contributions and is willing to invest in their career progression, they are more likely to remain dedicated to their roles. With a promotion often comes increased responsibility and new challenges.

Employees who are given the chance to stretch their skills and take on more significant roles are likely to experience professional growth and development. Promotions that align with an employee's career goals and aspirations contribute to job satisfaction. Newaho, E.M. (2021), When employees feel that their career trajectory is in line with their ambitions, they are more likely to be satisfied in their roles. Promotions can positively impact team dynamics by demonstrating that the organization values internal talent and promotes from within. This can boost team morale and create a positive work environment. Promoting employees who are already familiar with the organization's

culture, processes, and values can help retain valuable institutional knowledge. This can lead to more efficient operations and smoother transitions in the new role. Promotions often involve moving individuals into leadership positions. This provides an opportunity for the organization to identify and develop future leaders from within its ranks. Mullins, L.J. (2021).

Interpersonal Relations

According to Gupta, C.B. (2020) Interpersonal relations, or the quality of relationships between individuals in the workplace, can have a significant impact on employee performance. Positive and supportive interactions can contribute to a healthy work environment, while negative or strained relationships can impede productivity and job satisfaction. Karanja, S. (2022), Positive interpersonal relations promote effective communication, which is crucial for team collaboration. Employees who can communicate openly and work well with their colleagues are more likely to contribute effectively to team projects and overall organizational goals. Healthy interpersonal relationships contribute to a positive work environment. John, C. & Campbell, R.J. (2019), Employees who feel comfortable, supported, and valued by their peers and superiors are likely to experience higher morale, leading to increased engagement and performance. Positive interpersonal relations can help prevent and resolve conflicts. When individuals have good communication skills and mutual respect, they are more likely to address conflicts constructively, minimizing disruptions to workflow and productivity. John, C. & Campbell, R.J. (2019), Positive relationships foster an environment where individuals are more willing to share knowledge and expertise. This collaboration can enhance problem-solving, innovation, and overall job performance. Positive interpersonal relations contribute to a sense of social support in the workplace.

Employees who feel supported by their colleagues and supervisors are more likely to be satisfied in their roles, leading to improved performance. Okan,

V. Safkali & Mustafa, E. (2023), Interpersonal relations can create personal connections that go beyond formal work interactions. When employees feel a sense of camaraderie with their colleagues, they are more likely to be engaged in their work and the overall success of the team. Positive relationships can act as a buffer against workplace stress. Employees who have supportive colleagues are better equipped to manage stress, which can positively impact their overall well-being and performance. Mullins, L.J. (2021), Positive interpersonal relations contribute to team cohesion. When team members trust and respect each other, they are more likely to collaborate effectively, share responsibilities, and achieve collective goals.

Theoretical Review

Vroom Expectant Theory

This theory was developed in 1964 by a scholar named Vroom. The theory built on the assumption that individuals have expectations about outcome that may manifest them as a result of what they do. Another assumption is that, individuals have different preference for different outcome. Vroom (1964), suggest that individuals are motivated to perform if they have perception that their effort will result in successful performance. Furthermore, in order to be motivated individual must expect or believe that successful performance will result in desirable outcome. In the light of Vroom (1964), three variables are involved in the motivation process. (i) Expectancy. This is the effort a person makes to obtain a first level outcome. It is influenced by his/her expectancy that the outcome will be realized. (ii) Instrumentality. In the light of this theory, reaching a first level outcome may in itself not mean anything to a person. It may however, be instrumental in reaching a second level outcome or reward. (iii) Valence. This refers to the expected satisfaction that will follow an outcome rather than the immediate satisfaction it (Vroom, 1964). The Vroom theory of employee motivation has been subjected to degrees of empirical testing. It contributes a lot to the study. There is criticism

that the theory is hard to apply in a practical way (Miner, 1980). Vroom Expectant Theory is therefore relevant to current study since is a psychological theory that attempts to explain how individuals make decisions regarding various behavioral alternatives. In the context of employee performance, the theory can be applied to understand how employees decide whether to exert effort and perform well in their jobs. The Theory believes that increased effort will lead to improved performance. In the workplace, employees consider whether their hard work and effort will result in better job performance. If employees believe that putting in extra effort will enhance their performance appraisal, increase their chances of achieving goals, or lead to other positive outcomes, they are more likely to exert effort in their work.

Equity Theory

This theory was propounded by John Stacey Adams in 1963. In this theory, Adams, asserted that employees seek to maintain equity between the inputs and they bring to a job and the outcomes that they receive from it against the perceived inputs and incomes of others. Adams (1963), there is a belief that, people value fair treatment which causes them to be motivated so as to keep the fairness maintained within the relationship of their co-workers and the organization. The structure of equity in workplace is based on the ratio of inputs to outcomes. According to this theory, individuals are motivated to reduce perceived inequity. Anger is induced by underpayment inequity (Adams, 1965). According to Adam (1963), inputs typically include time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance determination and enthusiasm. The typical outcomes include job security, salary, employee benefits, and a sense of achievement, praise and thanks.

Equity theory is straight forward. It plays a great role on explaining the importance of fairness in terms of equity at work place. For instance, employees in the organization have tendency to

compare themselves what they contribute and what they are paid. However, employees working in the organization can be paid differently, and this may become as a means of motivator. The theory is linked to the current study since is a social psychological theory that focuses on the concept of fairness in social exchanges. In the context of the workplace, Equity Theory suggests that employees compare their inputs (e.g., effort, skills, time) and outcomes (e.g., pay, recognition, benefits) to those of others to determine if they are being treated fairly. This perception of fairness or equity influences their level of job satisfaction and, consequently, their performance.

Empirical Review

According to Gupta (2020), Employee motivation drives the quality of work and boosts performance in an organization. When organizations keep their employees motivated, production can be done without interruption. Therefore, organizations achieve great harmony in the whole workflow, influencing productivity positively. The influence of employee motivation are leadership, organizational culture, paths to advancement, professional development opportunities, recognition, the work environment, flexibility, belonging, work-life balance, and, most importantly, meaningful work. Gupta (2020) Motivation also leads to increased effort and energy. Motivation determines whether a student will pursue a task (even a difficult one) with enthusiasm or a lackluster attitude. Motivation increases the initiation and persistence of activities.

According to Abdullah, (2019), Employee motivation impacts productivity because motivated employees perform better and consistently produce quality work. Leaders can boost productivity in their organizations with strategies that help employees stay engaged in their jobs, committed to the vision, and motivated to do great work. High-quality motivation allows us to thrive, while its deficit causes us to flounder. Societal benefits of increased motivation are visible in greater student engagement, better job satisfaction in employees, flourishing relationships, and institutions. According

to Hertzberg, F. (2022) positive Motivation is an influence on a person's behavior through recognition and appreciation of their efforts to inspire them to achieve their goals and reach their full potential. Negative Motivation is an influence that drives a person to complete a task to avoid undesirable outcomes such as pain or failure.

According to Insimire (2022) Motivation is the method by which a manager determines the employees to establish a position as close as possible to the maximum. Managers need to be concerned with motivation, as it affects performance. Performance is the goal; motivation is the way to achieve the proposed goal. Motivation for the manager, as well as the nonmanager, is usually both a consequence and a symptom of effective job performance. Job success is dependent on cyclical conditions created by interpersonal competence, meaningful goals, and helpful systems. Karanja, S. (2022) states that; motivation leaves a strong positive impact on work performance. When employees feel motivated, they increase their efforts, persistence, and involvement in the workplace. As a result, their performance also increases. Motivation is one of the driving forces behind human behavior. It fuels competition and sparks social connection. Its absence can lead to mental illnesses such as depression. Motivation encompasses the desire to continue striving toward meaning, purpose, and a life worth living.

According to Newaho (2021), motivated employee is a business's most valuable asset. Research shows that a highly motivated employee has a higher level of employee performance while the opposite is true. In a finding, high level employee satisfaction and motivation will impact positively on organization productivity. From the results of this literature review, motivated employees is more likely to have job satisfaction and that increase organization productivity. Mustafa, E. (2023), the results of the study show that motivation can increase or decrease employee performance. If the chosen form of motivation meets the needs of the employee, their performance increases. If, on the

other hand, the chosen form of motivation does not satisfy the needs of the employee, the benefit decreases.

According to Mullins, (2021), motivation is derived from the word motive; motives are drives or impulses within an individual, which prompt him to action. They are expressions of a person's needs or wants hence they are personal, internal and they determine the behavior of an individual. Therefore, organizations need a better understanding of what it is that people want. Dominic (2022), comments that motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals. Graham and Campbell (2019), on the other hand, state that motivation consists of all the drives forces and influence, conscious or unconscious that causes the employees to want to achieve certain aims. Karanja (2022), points out work motivation as a psychological concept that is primarily concerned with increasing the strength and direction of people's work-related behavior to influence the quality and quantity of people's performance output.

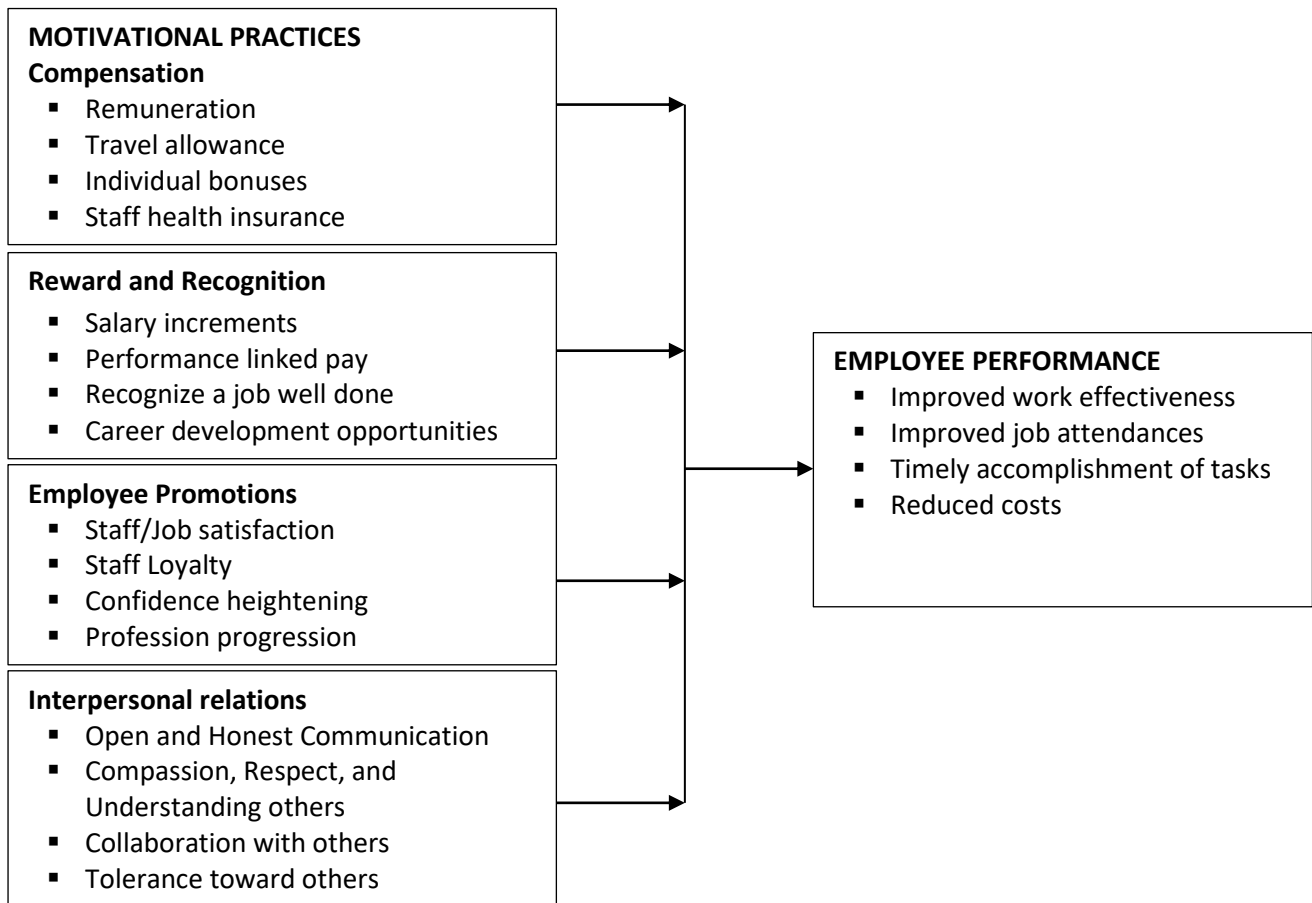
Drawing from studies conducted by other researchers, several motivational factors are suggested as possible contributors to the poor performance of organizations in general. Herzberg, F. (2022), portrays employee satisfaction and motivation as major influences on employee on performance in general. The two go further to reveal that job enrichment factors such as challenge, achievement, recognition and responsibility are the real motivators. However, Mullins (2021) argues that, giving people a feedback on their job performance preferably before the supervisor gets it, involving workers in the analysis and change of physical aspects of work environment such as office layout or plant

temperature, lighting and cleanliness leads to positive and improved performance in organizations.

Christine Akimpaye (2014) in her research on the employee motivation strategies and public institutions performance in Rwanda, found that, the major reasons for poor performance of micro financial institutions in Rwanda were negligence on the part of the employees due to lack of motivation, among others. This means that in spite of all the interventions implemented before, nothing much has been achieved in terms of performance of micro financial institutions in Rwanda. According to MIFOTRA (2016), addressing both pays and retention issues are key to help the Government attain capable, competent and well-motivated civil and public service required to achieve its objectives under Vision 2050, the EDPRS and MDGs. However, there are no effective strategies to achieve this in public institutions as compared to their counterpart in private sectors. It is with this in mind that the current research is aiming at establishing the influence of employees' motivation on performance of micro financial institutions in Rwanda.

Conceptual Frame Work

In this study, a conceptual framework focus on addressing the interaction and relationship holding between motivational practices and output benefits on employee performance. Employees' performance is conceptually perceived as entity that depends on crucial motivational practices variables, which are training and development, reward and recognition, job security, promotion, freedom and friendly environment, Armstrong, M. (2021). As such motivations are put in place; the results are among others Improved work effectiveness, Improved job attendances, Timely accomplishment of tasks, Reduced costs.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher 2024

METHODOLOGY

Research Design: This study adopted a descriptive study design. The study involved collection of data at a single point in time in the target population. Descriptive means that the study described phenomenon as it is without doing any form of manipulation.

Population Study: According to Mullins, L.J. (2021) the population in a study refers to the entire group that is the subject of the investigation. It is the larger group from which a sample is drawn or the entire set of individuals or elements that meet the criteria for inclusion in the study. A population study is a research method that involves the analysis and examination of a specific group or "population" of individuals or entities with common characteristics. The term "population" in this context does not necessarily refer to people; it can

include various elements such as individuals, groups, organizations, animals, plants, or any other units that share certain characteristics. In this study, Reach the children of Rwanda was selected as the case study of this research. Respondents included senior management officials and supporting staffs and the total targeted population is 153 employees and beneficiaries of Reach the children of Rwanda.

Purposive sampling procedure was used to cover senior management officials at Reach the children of Rwanda and simple random sampling procedure was employed to cover supporting staff and clients in the organizations. Purposive sampling refers to selection of only those elements of which are believed to be able to deliver required data and was used in the study because the study assume that these people are knowledgeable and have skills necessary for giving information required whereas

Simple random sampling is the probability sampling where all members in the population have an equal chance of being selected and it was applied in the

study because everyone in the study is expected to give required information as they are randomly selected both male and female respondents.

Table 1: Target Population

Category	Population	Percentage
Board of Directors	7	4.5
Executive Committee	3	1.9
Parents	57	37.2
Community Beneficiaries	60	39.5
Project Managers	10	6.5
Customer relationship Department	6	3.9
Legal officers	4	2.6
M&E Department	6	3.9
Total	153	100

Source: Researcher 2024

Sources of data

The sources of data were primary and secondary data. To get primary data, the researcher went to the field and collected raw data from respondents, in this study, questionnaires, interviews and observations were used to collect primary data. Secondary data was collected by way of document reviews.

Data collection methods

The researcher collected data through questionnaire, interviews, observation and document reviews.

FINDINGS

The research study targeted a population of 153 respondents, 3 did not return the questionnaires, 150 respondents were able to fill and return the filled questionnaires and served as a basis for this study. This made it possible for the researcher to have a standard and acceptable response rate of 98%. The response rate was representative. According to Mugenda and Mugenda (1999), a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent. Based on the assertion, the response rate was considered to be good since it is 98%.

Table 2: Response Rate

Distributed questionnaire	Frequency	Percentage (%)
Response Collected	150	98
Response not Collected	3	2
Total	153	100

Source: Researcher 2024

Demographic Information of Respondents

This section presents results of descriptive statistics in terms of frequencies and perceptions by showing the profile of respondents, perception of respondents on the effect of motivational practices on employee performance in Reach the Children of Rwanda. The pilot study targeted a sample of 150

employees from Reach the Children of Rwanda. The response rate was 98%, indicating a high level of participation. The demographic profile of respondents revealed a predominantly male workforce, with the majority aged between 28 to 37 years and holding bachelor's degrees.

Descriptive Analysis of research findings

Perception of respondents on the effect of Compensation on employee performance at Reach the children of Rwanda.

Table 3: Compensation

Compensation	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
There was Remuneration in the past few three years at Reach the children of Rwanda	34	22.7	84	56.0	0	0	23	15.3	9	6.0	150	100
Every staff has been receiving Cash allowances in the past few three years at Reach the children of Rwanda	71	47.3	52	34.7	0	0	17	11.3	10	6.7	150	100
Travel allowance has been a key tool for improving performance of Reach the children of Rwanda	103	68.7	36	24.0	0	0	11	7.3	0	0	150	100
Employees get Overtime allowance every year at Reach the children of Rwanda	49	32.7	89	59.3	0	0	12	8.0	0	0	150	100
Employees enjoys Individual bonuses in Reach the children of Rwanda.	32	21.3	99	66.0	5	3.3	14	9.3	0	0	150	100
Staff are given Travel allowance at Reach the children of Rwanda	17	11.3	90	60.0	15	10.1	17	11.3	11	7.3	150	100
Individual bonuses are taken as priorities at Reach the children of Rwanda	42	28.0	90	60.0	0	0	18	12.0	0	0	150	100
Staff welfare has been considered for as a motivating factor at Reach the children of Rwanda	0	0	133	88.7	12	8.0	5	3.3	0	0	150	100

Source: Researcher 2024

The table above presents responses to a research or questionnaire about compensation and remuneration practices at Reach the Children of Rwanda. The table shows the number of

respondents and the percentage of respondents who strongly agree, disagree and those that were undecided, disagree, or strongly disagree with various statements about compensation practices.

There was remuneration in the past few three years at Reach the Children of Rwanda": 22.7% strongly agreed, 56.0% agreed, 15.3% disagreed, and 6.0% strongly disagreed. About the second statement: Every staff has been receiving cash allowances in the past three years at Reach the Children of Rwanda": 47.3% strongly agreed, 34.7% agreed, 11.3% disagreed, 6.7% strongly disagreed. About the third statement: Travel allowance has been a key tool for improving performance at Reach the Children of Rwanda": 68.7% strongly agreed, 24.0% agreed, 7.3% disagreed. Concerning whether "Employees get overtime allowance every year at Reach the Children of Rwanda": 32.7% strongly agreed, 59.3% agreed, 8.0% disagreed. About whether, Employees enjoy individual bonuses at Reach the Children of Rwanda": 21.3% strongly agreed, 66.0% agreed, 3.3% undecided, 9.3%

disagreed. Concerning whether "Staff are given travel allowance at Reach the Children of Rwanda": 11.3% strongly agreed, 60.0% agreed, 21.3% disagree, 7.3% strongly disagreed. The researcher also wanted to know whether "Individual bonuses are taken as priorities at Reach the Children of Rwanda": 28.0% strongly agreed, 60.0% agreed, 12.0% disagreed. Finally, concerning whether "Staff welfare has been considered a motivating factor at Reach the Children of Rwanda": 88.7% agreed, 8.0% undecided, 3.3% disagreed. Therefore, the research results generally reflect positive perceptions of the compensation and remuneration practices at Reach the Children of Rwanda, with a few areas where improvements could potentially be made, such as in the provision of travel allowances and individual bonuses.

Perception of respondents on the effect of Reward and Recognition on employee performance at Reach the children of Rwanda.

Table 4: Reward and Recognition

Reward and Recognition	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Total
	F	%	F	%	F	%	F	%	F	%	
There is a good promotion criterion for junior staff to be senior staff at Reach the children of Rwanda	0	0	120	80.0	5	3.3	25	16.7	0	0	150
Staff Loyalty has been registered in Reach the children of Rwanda	0	0	141	94.0	4	2.7	5	3.3	0	0	150
Confidence heightening of staff has been seen as a result of staff promotions at Reach the children of Rwanda	0	0	132	88.0	7	4.7	8	5.3	3	2.0	150
There has been Profession progressions a result of promotion sprit at Reach the children of Rwanda	57	38.0	90	60.0	0	0	3	2.0	0	0	150
Demonstrating consistent excellence in current job responsibilities.	12	8.0	133	88.7	0	0	0	0	5	3.3	150
Making a positive impact on team or organizational outcomes.	0	0	150	100.0	0	0	0	0	0	0	150
Acquiring and applying new skills relevant to the potential higher-level role.	10	70.0	44	29.3	0	0	1	0.7	0	0	150
Employees have been receiving constructive act of appreciation at Reach the children of Rwanda	34	22.7	84	56.0	0	0	23	15.3	9	6.0	150

The table above shows a research or assessment of various aspects related to reward and recognition within the organization "Reach the Children of Rwanda." Each row represents a statement related to reward and recognition practices, and the columns indicate the level of agreement among respondents, broken down into categories: Strongly Agree, Agree, and Undecided, Disagree, and Strongly Disagree. The "Total" column shows the total number of respondents for each statement. Concerning the first statement, the majority of respondents (80.0%) agreed that there is a good promotion criterion for junior staff to be senior staff at Reach the Children of Rwanda. However, 16.7% are undecided, which suggests that there may be some ambiguity or lack of clarity around the promotion criteria. About the second statement; a high percentage (94.0%) agreed that staff loyalty has been registered in Reach the Children of Rwanda. This indicates that employees are generally loyal to the organization. In line with the third statement; most respondents (88.0%) agree that confidence has been heightened among staff as a result of staff promotions at Reach the Children of Rwanda. This suggests that promotions have a positive impact on employees' confidence levels. Concerning the fourth statement; A significant proportion (60.0%) agree that there has been professional progression as a result of the promotion spirit at Reach the Children of Rwanda. However, 38.0% disagree, indicating that there may

be room for improvement in this area. On the fifth statement; the majority of respondents (88.7%) agree that employees demonstrate consistent excellence in their current job responsibilities. This suggests that employees are performing well in their roles. Concerning the sixth statement; all respondents (100.0%) agree that employees are making a positive impact on team or organizational outcomes. This indicates that employees' efforts are contributing to the overall success of the organization. About the seventh statement, a majority of respondents (70.0%) agreed that employees are acquiring and applying new skills relevant to potential higher-level roles. This suggests that employees are actively seeking to develop themselves professionally. Finally, about the eighth statement, majority of respondents (56.0%) agree that employees have been receiving constructive acts of appreciation. However, 22.7% of respondents disagreed, indicating a potential dissatisfaction with how appreciation is expressed or perceived. Thus, the research findings suggest that while there are positive aspects to the reward and recognition practices at Reach the Children of Rwanda such as fostering staff loyalty, building confidence, and positively impacting team outcomes there are also areas that may need improvement. Specifically, attention should be given to professional development opportunities and the manner in which constructive appreciation is communicated.

Perception of respondents on the effect of Employee Promotions on employee performance at Reach the children of Rwanda.

Table 5: Employee Promotions

Employee Promotions	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Employee's contribution, in terms of both work practices and personal investment has been reorganized by Reach the children of Rwanda in the past three years	71	47.3	52	34.7	0	0	17	11.3	10	6.7	150	100
Effort has been made for Salary increments at Reach the children of Rwanda	103	68.7	36	24.0	0	0	11	7.3	0	0	150	100
Efforts have been made to increase Staff commitment and devotion	49	32.7	89	59.3	0	0	20	8.0	0	0	150	100
Care for the extrinsic motivation has been seen for the past 3 year	32	21.3	99	66.0	5	3.3	14	9.3	0	0	150	100
There is Performance linked pay at Reach the children of Rwanda	17	11.3	90	60.0	0	0	32	21.3	11	7.3	150	100
Managers emphasize on Career development opportunities at Reach the children of Rwanda	42	28.0	90	60.0	0	0	18	12.0	0	0	150	100
Managers at Reach the children of Rwanda Recognize a job well done to motivate employees	0	0	133	88.7	12	8.0	5	3.3	0	0	150	100
There is Open and Honest Communication among staff at Reach the children of Rwanda.	0	0	120	80.0	5	3.3	25	16.7	0	0	150	100

Source: Researcher 2024

From the table above, nearly half of the respondents (47.3%) believe that employee contribution, in terms of both work practices and personal investment has been recognized by Reach the Children of Rwanda in the past three years. However, a significant portion (34.7%) is undecided, suggesting that there may be room for improvement in recognizing employee contributions. Concerning the second statement; majority of respondents (68.7%) believe that efforts

have been made for salary increments at Reach the Children of Rwanda. This indicates that there is a perception of efforts to improve compensation. On the third statement, majority of respondents (59.3%) believe that efforts have been made to increase staff commitment and devotion. However, 32.7% disagree or are undecided, suggesting that there may be areas where improvement is needed in this regard. On the fourth statement; majority of respondents (66.0%) believe that care for extrinsic

motivation has been seen for the past three years. However, 21.3% disagree, indicating that there may be a perception gap in this area. Concerning the fifth statement; a significant portion of respondents (60.0%) believe that there is performance-linked pay at Reach the Children of Rwanda. However, 21.3% disagree, suggesting that there may be a lack of clarity or implementation issues related to performance-linked pay. About the sixth statement; majority of respondents (60.0%) believe that managers emphasize career development opportunities at Reach the Children of Rwanda. However, 28.0% disagree or are undecided,

indicating that there may be areas where communication or implementation can be improved. Concerning the seventh statement, majority of respondents (88.7%) believe that managers at Reach the Children of Rwanda recognize a job well done to motivate employees. This indicates that there is a positive perception of recognition practices. Finally, about the eighth statement; majority of respondents (80.0%) believe that there is open and honest communication among staff at Reach the Children of Rwanda. This suggests that communication practices are perceived positively within the organization.

Perception of respondents on the effect of Interpersonal relations on employee performance at Reach the children of Rwanda.

Table 6: Interpersonal relations

Interpersonal relations	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Compassion, Respect, and Understanding others at Reach the children of Rwanda have been observed for the last 3 years	0	0	141	94.0	4	2.7	5	3.3	0	0	150	100
There is Tolerance toward others at Reach the children of Rwanda	0	0	132	88.0	7	4.7	8	5.3	3	2.0	150	100
Collaboration others is a priority at Reach the children of Rwanda.	57	38.0	90	60.0	0	0	3	2.0	0	0	150	100
Managers at Reach the children of Rwanda emphasize concept of team work among staff.	115	76.7	2	1.3	14	9.3	18	12.0	1	.7	150	100
Understanding Others' Perspectives: Showing an understanding of others' feelings, thoughts, and viewpoints.	0	0	150	100.0	0	0	0	0	0	0	150	100
Demonstrating that one is actively engaged and attentive when others are speaking.	57	38.0	90	60.0	0	0	3	2.0	0	0	150	100
Constructive Conflict Handling: Resolving conflicts in a positive and collaborative manner rather than resorting to aggression or avoidance.	115	76.7	2	1.3	14	9.3	18	12.0	1	.7	150	100
There is Open and Honest Communication among staff at Reach the children of Rwanda.	150	100	0	0	0	0	0	0	0	0	150	100

Source: Researcher 2024

From the table above, the findings show that, majority of respondents (94.0%) agrees that compassion, respect, and understanding towards others have been observed at Reach the Children of Rwanda for the last three years. This suggests that there is a positive culture of empathy within the organization. On the second statement; majority of respondents (88.0%) agree that there is tolerance toward others at Reach the Children of Rwanda. This indicates that there is a culture of acceptance and respect for diversity within the organization. About the third statement; majority of respondents (60.0%) agree that collaboration with others is a priority at Reach the Children of Rwanda. However, 38.0% disagree, suggesting that there may be varying perceptions regarding the importance of collaboration. Concerning the fourth statement; a large majority of respondents (76.7%) agree that managers emphasize the concept of teamwork among staff. This indicates that there is a strong emphasis on teamwork within the organization. About the fifth statement; all respondents (100.0%)

agree that there is a showing of understanding of others' feelings, thoughts, and viewpoints. This suggests that there is a high level of empathy and consideration for others' perspectives within the organization. Concerning the sixth statement; a majority of respondents (60.0%) agree that individuals demonstrate active engagement and attentiveness when others are speaking. This indicates a positive communication and listening culture within the organization. On the seventh statement; a large majority of respondents (76.7%) agree that conflicts are resolved in a positive and collaborative manner rather than resorting to aggression or avoidance. This suggests that there is a constructive approach to conflict resolution within the organization. About the eighth statement; all respondents (100.0%) agree that there is open and honest communication among staff at Reach the Children of Rwanda. This indicates that communication practices are perceived positively within the organization.

Table 7: Correlation Analysis

Correlations		EMPLOYEE PERFORMANCE	Improved work effectiveness	Improved job attendances	Timely accomplishment of tasks	Reduce d costs		
Kendall's tau_b	MOTIVATIONAL PRACTICES	Correlation Coefficient			-.010	.105	.103	.105
					.685**			
	Compensation	Sig. (2-tailed) Correlation Coefficient	.000	.739**	.858	.064	.072	.064
		Sig. (2-tailed)	.000		.008	.125*	.117*	.125*
	Reward and Recognition	Correlation Coefficient	.000	.644**	.894	.026	.041	.026
		Sig. (2-tailed)	.000		.051	.149**	.128*	.149**
	Employee Promotions	Correlation Coefficient	.000	.402**	.366	.008	.026	.008
		Sig. (2-tailed)	.000		.040	.215**	.155**	.215**
	Interpersonal relations	Correlation Coefficient	.000	.644**	.484	.000	.007	.000
		Sig. (2-tailed)	.000		.051	.149**	.128*	.149**
	EMPLOYEE PERFORMANCE	Correlation Coefficient	1.000		.017	.090	.066	.090
		Sig. (2-tailed)	.		.768	.114	.253	.114
	Improved work effectiveness	Correlation Coefficient	.017		1.000	.183**	.103	.183**
		Sig. (2-tailed)	.768			.001	.073	.001
Improved job attendances	Correlation Coefficient	.090		.183**	1.000	.343**	1.000*	
	Sig. (2-tailed)	.114		.001	.	.000	.	
Timely accomplishment of tasks	Correlation Coefficient	.066		.103	.343**	1.000	.343**	
	Sig. (2-tailed)	.253		.073	.000	.	.000	
Reduced costs	Correlation Coefficient	.090		.183**	1.000*	.343**	1.000	
	Sig. (2-tailed)	.114		.001	.	.000	.	

From the above table, the correlations between motivational practices (Compensation, Reward and Recognition, Employee Promotions, Interpersonal relations) and Employee Performance are significant and positive. Specifically: Compensation shows a strong positive correlation ($r = 0.739$, $p = 0.000$) with Employee Performance, indicating that higher levels of compensation are associated with better overall employee performance. Reward and Recognition also demonstrate a strong positive correlation ($r = 0.644$, $p = 0.000$) with Employee Performance, suggesting that rewarding and

recognizing employees enhances their overall performance. Employee Promotions exhibit a moderate positive correlation ($r = 0.402$, $p = 0.000$) with Employee Performance, implying that promoting employees contributes positively to their overall performance. Interpersonal relations show a similar moderate positive correlation ($r = 0.644$, $p = 0.000$) with Employee Performance, highlighting the importance of positive workplace relationships in enhancing performance. Employee Performance is correlated positively with Improved work effectiveness ($r = 0.017$, $p = 0.768$), Improved job

attendances ($r = 0.090$, $p = 0.114$), Timely accomplishment of tasks ($r = 0.066$, $p = 0.253$), and Reduced costs ($r = 0.090$, $p = 0.114$). However, these correlations are generally weak and not statistically significant except for Improved job attendances ($r = 0.183$, $p = 0.001$), Timely accomplishment of tasks ($r = 0.343$, $p = 0.000$), and Reduced costs ($r = 0.343$, $p = 0.000$), where correlations are moderate and significant. In

summary, this study underscores the importance of motivational practices, particularly compensation, reward and recognition, promotions, and interpersonal relations, in fostering positive employee performance outcomes. Additionally, it highlights specific performance metrics that organizations should focus on to enhance overall employee effectiveness and efficiency.

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861a	.741	.734	9.917

a. Predictors: (Constant), Interpersonal relations, Employee Promotions, MOTIVATIONAL PRACTICES, Compensation

b. Dependent Variable: EMPLOYEE PERFORMANCE

From the above table the research findings show that R: The multiple correlation coefficient, which indicates the strength and direction of the linear relationship between the predictors and the dependent variable. In this case, R is 0.861, suggesting a strong positive relationship. R Square: The coefficient of determination, which represents the proportion of variance in the dependent variable (employee performance) that can be explained by the independent variables (predictors). Here, R Square is 0.741, meaning that

74.1% of the variance in employee performance is explained by the predictors. Similar to R Square, but adjusted for the number of predictors in the model. It provides a more accurate estimate of the proportion of variance explained. Here, the adjusted R Square is 0.734. This value (9.917) represents the standard deviation of the residuals, or the differences between the actual values of employee performance and the predicted values from the model.

Table 9: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40839.377	4	10209.844	103.817	..000b
	Residual	14259.956	145	98.345		
	Total	55099.333	149			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), Interpersonal relations, Employee Promotions, MOTIVATIONAL PRACTICES, Compensation

The table above shows the results of an analysis of variance (ANOVA) for a regression model predicting employee performance based on the predictors: Interpersonal relations, Employee Promotions, MOTIVATIONAL PRACTICES, and Compensation. The Regression SS is 40839.377, indicating the amount of variability explained by the predictors. In this case, the predictors are Constant (the intercept),

Interpersonal relations, Employee Promotions, MOTIVATIONAL PRACTICES, and Compensation. Largely, the ANOVA table suggests that the regression model as a whole is statistically significant in predicting employee performance, as indicated by the low p-value (Sig. = .000). This means that the predictors collectively have a significant effect on employee performance.

Table 10: Coefficients

Unstandardized Coefficients	Standardized Coefficients				
	B	r	Beta	t	sig.
Constant)	16.366	3.974		4.118	.000
MOTIVATIONAL					
PRACTICES	-.083	.198	-.094	-.420	.675
Compensation	.856	.225	.913	3.798	.000
Employee Promotions	.053	.076	.041	.697	.487
Interpersonal relations	.019	.103	.018	0.184	.851

From the table above, the intercept term is 16.366, which represents the predicted value of employee performance when all predictors are zero. The coefficient for compensation is 0.856, and it is statistically significant ($p = 0.000$). This suggests that for every one-unit increase in compensation, employee performance is expected to increase by 0.856 units. The model suggests that compensation is significant predictor of employee performance, while motivational practices, employee promotions, and interpersonal relations have less significant impact in this analysis.

SUMMARY OF FINDINGS

The study sought to assess the effect of motivational practices on employee performance of Reach the children of Rwanda. The following are the specific objectives guided the study variables: To establish the effect of Compensation on employee performance at Reach the children of Rwanda, to evaluate the effect of Reward and Recognition on employee performance at reach the children of Rwanda, to analyze the effect of Employee Promotions on employee performance at Reach the children of Rwanda, to establish the effect of

Interpersonal relations on employee performance at reach the children of Rwanda.

At Reach the Children of Rwanda, most staff members have been receiving cash allowances over the past three years, indicating that this is a common practice within the organization. Additionally, a considerable number of respondents view travel allowances as a crucial factor in enhancing performance, suggesting that such allowances are seen as beneficial for boosting employee performance. Most respondents also confirmed that employees receive overtime allowances annually, further supporting the notion that this is a regular practice at the organization. Furthermore, individual bonuses are viewed as a significant benefit for employees, as indicated by the majority of respondents. However, there is some disagreement regarding the provision of travel allowances, with a notable portion of staff expressing differing opinions on this matter. Overall, cash allowances, travel allowances, overtime allowances, and individual bonuses are prevalent at Reach the Children of Rwanda, and while they are generally seen in a positive light,

there is some contention regarding travel allowances.

Regarding promotion criteria for junior staff at Reach the Children of Rwanda, most respondents believe the criteria are good, though some express uncertainty, indicating possible ambiguity in the process. When it comes to staff loyalty, a significant majority agree that it is well-established within the organization, suggesting a strong sense of commitment among employees.

In terms of staff promotions, many respondents feel that these have positively affected employees' confidence, indicating that promotions contribute to heightened self-assurance among staff. On professional progression, a considerable portion of respondents acknowledge the influence of promotion on career advancement. However, there is some disagreement, suggesting that this area might need improvement. Regarding job performance, most respondents believe employees consistently excel in their roles. Additionally, all respondents agree that employees positively impact team or organizational outcomes, reflecting a strong contribution to the organization's success.

For skill development, a majority agree that employees are acquiring and applying new skills relevant to higher-level roles, showing active professional growth. When it comes to recognition and appreciation, most respondents agree that employees receive constructive feedback, although some express dissatisfaction, indicating potential issues with how appreciation is conveyed. Overall, Reach the Children of Rwanda has effective practices for recognizing and motivating employees, including staff loyalty, confidence building, and impact on organizational outcomes. However, there are areas for improvement, such as clearer recognition practices, better efforts to enhance staff commitment, and more effective communication about performance-linked pay and career development opportunities. The research also highlights a positive culture of interpersonal relations at Reach the Children of Rwanda. Most respondents observe compassion, respect, and

understanding among staff, and there is a general agreement on tolerance and collaboration. Managers are seen as emphasizing teamwork, and there is a positive perception of conflict resolution and communication practices. However, there are varying perceptions regarding the priority of collaboration, suggesting that this aspect might benefit from further clarification or emphasis.

CONCLUSION

In conclusion, the research findings suggest that Reach the Children of Rwanda has several positive practices in place that contribute to employee performance and satisfaction. The majority of staff receive cash allowances, indicating a common practice. Travel allowances and overtime allowances are also perceived positively, although there are some areas of disagreement or ambiguity regarding the provision of travel allowance. There is a positive perception of reward and recognition practices, with high agreement on staff loyalty, confidence building, and impact on team outcomes. However, there are areas that may require improvement, such as professional progression and the delivery of constructive appreciation. The organization is perceived to have positive practices in recognizing and motivating employees, with efforts for salary increments and career development opportunities. However, there are areas, such as recognizing employee contributions and staff commitment that may require improvement. There is a positive culture of interpersonal relations, characterized by empathy, respect, collaboration, teamwork, and constructive conflict handling. However, there are areas, such as the priority of collaboration, where perceptions vary and could benefit from further clarification or emphasis. Finally, the research results indicate that Reach the Children of Rwanda has a positive work environment, but there are areas that could be improved to enhance employee satisfaction and performance.

RECOMMENDATIONS

Based on the findings of the study on the effect of motivational practices on employee performance in

reach the children of Rwanda the following recommendations can be made to Reach the Child of Rwanda:

Conduct a more detailed analysis to understand the specific impact of different types of compensation (cash allowances, travel allowances, overtime allowances, and individual bonuses) on employee performance. This could involve a longitudinal study to track changes in performance over time in relation to changes in compensation practices.

Investigate the reasons behind the disagreement or ambiguity regarding professional progression and the delivery of constructive appreciation. Qualitative research methods such as interviews or focus groups could provide deeper insights into these areas.

Explore the perception gap regarding extrinsic motivation and performance-linked pay to identify potential barriers or challenges in implementation. This could involve interviews with managers and employees to understand their perspectives.

Further investigate the varying perceptions regarding the priority of collaboration to identify

factors that influence these perceptions. This could involve a qualitative study to explore employees' experiences with collaboration and teamwork.

Consider conducting a comprehensive organizational analysis to understand the overall impact of compensation, reward and recognition, employee promotions, and interpersonal relations on employee performance at Reach the Children of Rwanda. This could provide a holistic view of the organizational factors that contribute to employee performance and satisfaction.

Suggestions for further studies

The study sought to assess the effect of motivational practices on employee performance in Reach the children of Rwanda. However, more studies should focus on Conducting a comprehensive study to assess the overall organizational culture at Reach the Children of Rwanda, including its impact on employee performance and satisfaction. This could involve surveys, interviews, and observations to gather data on various aspects of organizational culture, such as empathy, respect, teamwork, and conflict resolution.

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