

EFFECT OF MOTIVATION ON EMPLOYEE'S PERFORMANCE IN PUBLIC INSTITUTIONS IN RWANDA: A CASE OF MINISTRY OF SPORTS (MINISPORTS)

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ABSTRACT

The study entitled "Effect of motivation on employee performance in public institutions in Rwanda: a case of Ministry of Sports (2014-2019)" Therefore this study was guided by three specific objectives: to examine the level of motivation of employees in the Ministry of Sports; to assess the level of employee's performance in the Ministry of Sports and to find out relationship between motivation and performance of employees in Ministry of Sports. The study used descriptive research design and analytical research design. The sample size of the study was 34 employees of Ministry of Sports. Questionnaire, interview and documentary review were used to collect data and finally the study used descriptive statistics and inferential statistics such as correlation and multiple linear regression as method of data analysis. The findings revealed that the factors influencing employee motivation of MINISPORTS are in term of salaries was very high mean of (4.32), promotion opportunities was high mean score of (4.00), working condition with very high mean of 4.47 and trainings development programs was high mean of (3.80). The findings revealed that the level of employee performance in MINISPORTS was been improved at high extents with very high mean=4.24. the findings revealed that all variable of employee motivation have significant positive relationship with employee performance in MINISPORTS where there is high positive correlation between salaries and employee performance of MINISPORTS at ($r=0.805^{**}$, $p\text{-value}=0.000<0.01$); there is significant moderate positive correlation between promotion opportunities and employee performance of MINISPORTS at ($r=0.565^{**}$, $p\text{-value}=0.001<0.01$); there is significant high positive correlation between working conditions and employee performance of MINISPORTS at ($r=0.728^{**}$, $p\text{-value}=0.000<0.01$) and also there is significant moderate positive correlation between training and employee performance of MINISPORTS at ($r=0.454^{**}$, $p\text{-value}=0.007<0.01$) and also the findings show that an increase in one unit in Salaries, Promotion, Working condition and Trainings would lead to an increase of 1.477; 1.016; 1.027 and 0.413 in employee performance in MINISPORTS respectively. Therefore the study recommends that MINISPORTS should also put more effort in vertical promotion based on career management development as a way of employee motivation

Key words: Motivation, Employees, Performance and Public Institutions

1. Introduction

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily

exchangeable is human resources. So the motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for

achieving the organizational goals. Attractive Salaries or pays also a valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (Aiyetan and Olotuah, 2016).

Globally, in developed countries like USA, various workers and employees managed to understand that the success of their institutional performance is greatly affected by the overall capacity and the level at which their workforce is motivated to perform their duties (Ruge, 2012).

In Europe especially in Scandinavian countries, Ruge (2012) conducted a study on the impact of employees' motivation on organization effectiveness in Scandinavian countries. It was to identify the factors that affected organizational effectiveness as employee motivation where there exists a positive relationship between employee motivation and organizational effectiveness.

In African countries like Nigeria, Nahashon (2016) observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity.

In South Africa, according Centers and Bugental (2017), one the biggest problems involved with the motivation in areas of work is to specifically identify what motivates each employee by specifically taking into account different personalities.

In eastern African countries like Tanzania, local Government Authorities (LGAs) in Tanzania have been criticised for poor performance and ineffective social services delivery (Rynes & Edwards, 2014).). In most local governments, citizens express their disappointment with local government performance. Citizens complain on poor

quality of the development projects implemented under the local governments and mostly the complaints consider the way local government staff fail to perform their duties effectively.

In Rwanda, in realizing the importance of employee's motivation, the government of Rwanda established various strategies and policies to improve working conditions for public servants such as Pay and Incentive Policy to compensate employee for the work they do. The policy aimed at motivating employees to perform better, retain them and attract talented applicants in public services (MIFOTRA, 2016). Therefore, the study was carried out to assess the effect of motivation on employee's performance in Public institution's reference Ministry of Sports.

2. Statement of the Problem

According to Hersberg (2016) one of the most fundamental concern when an organization wants to achieve good employee performance is to understand how to motivate its employees through salaries and other compensation packages that are fair and desirable.

Despite, the role played by motivation factors to influence employee performance in both private and public institutions in Rwanda; employee performance in some public institutions in Rwanda still beyond expectation and hence failure to reach organizations' objectives (NISR, 2018). For example survey done by MIFOTRA (2018), in 8 government ministries (MINISANTE, MINIJUST, MINISPOC, MINICOM, MINAGRI, MINEDUC, MIFOTRA and MININFRA) reported that 12% of employees were dismissed due to underperformance where their score were below 60%, only 55% government employees scoring below 80% and also 8 government ministries achieved 78% of

quality services which is below to the target of 92 % and also 14% of employees did not provide true and credibility reports according to their tasks and duties performed at the right time. This low level of performance of employees affecting achieving the goals of public institutions (MIFOTRA, 2018). Therefore, the study was carried out to assess the effect of employee motivation such as salaries, promotion opportunities, working conditions and training on employee’s performance in Public institution’s reference Ministry of Sports

3. Methods and materials

The study adopted descriptive research design using both quantitative and qualitative approach to describe the variables under the study such as employee motivation and employees performance in MINISPORTS. The study also used analytical research design using correlation and multiple linear regression approach to establish the link of association between predictors such as salaries, promotion opportunities, working conditions and training as independent variable and employee performance of ministry of sports in Rwanda as dependent variable

The study population 34 employees of MINISPORTS staff while since, the population is too small , the sample size is equal to the target population which is 34 MINISPORTS staff. The study used universal sampling technique to select all 34 employees of MINISPORTS. The study used questionnaire. The questionnaire were constructed on a five point scale and were measured using the scale as follows: 1 = Strongly Disagree, 2 = Disagree, 3 =

Neutral, 4 = Agree and 5= Strongly Disagree addressed to the employees for the purpose of ensuring the relationship between employee motivation such as salaries, promotion opportunities, working conditions and training and employee performance of MINISPORTS to collect primary data from 34 employees of MINISPORTS while documentary review was used to collect secondary data from the reports of MINISPORTS

The study tested validity of research instruments where content index validity was 0.931 which is great than 0.7 and also the study tested reliability of research instruments where the computed Cronbach’s Alphas for research instruments is 0.862 which is greater than 0.7. This being greater than 0.7, it indicates that there is greater internal consistency of the items in the scale, and that the research instrument used was very reliable.

The study used descriptive statistics such as mean, standard deviation, percent and frequency and inferential statistics such as correlation and multiple linear regression analysis as method of data analysis

4. Results and discussions

Salary of employee and employees performance in Ministry of Sports

The study sought to determine the level of salary of employee of the Ministry of Sports. The findings are presented in a five point Likert scale where SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, F=Frequency, T=Total, M=Mean and STD=Standard Deviation. The findings are presented in Table 1

Table 1: Salary of employee and employees performance in Ministry of Sports

SD	D	N	A	SA	Mean	St.
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	fi	%	Fi	%	fi	%	fi	%	fi	%	dev	
I am motivated to perform better by the salary I receive from Ministry of Sports	1	2.9	4	11.8	0	0.0	6	17.6	23	67.6	4.35	1.15
Salary received commensurate with the job performed	1	2.9	1	2.9	1	2.9	9	26.5	22	64.7	4.47	.93
There is a periodical increase of salary in Ministry of Sports in proportion to employee performance	1	2.9	1	2.9	4	11.8	5	14.7	23	67.6	4.41	1.02
The salary is satisfying their all needs	2	5.9	2	5.9	4	11.8	10	29.4	16	47.1	4.06	1.18
My salary is high if we compare to others Public Institutions	0	0.0	4	11.8	1	2.9	8	23.5	21	61.8	4.35	1.01
The differences in remuneration are based on experience	0	0.0	5	14.7	4	11.8	0	0.0	25	73.5	4.32	1.17
Overall mean											4.32	

Source: Primary data, 2020

The results indicated that the majority 23(67.6%) of respondents strongly agreed that they are motivated to perform better by the salary they receive from Ministry of Sports with very high mean score of 4.35 and standard deviation 1.15 which implies that there is strong evidence of existing of fact and heterogeneity responses. These results are in the line with Muogbo (2013) states that people primarily work to make money and therefore, it is a good way to motivate employees.

About (64.7%) of respondents strongly agreed that salary received commensurate with the job performed with very high mean score of 4.47 and standard deviation 0.93 which implies that there is strong evidence of existing of fact and heterogeneity responses; (67.6%) of respondents strongly agreed that there is a periodical increase of salary in Ministry of Sports in proportion to employee performance with very high mean

score of 4.41 and standard deviation 1.02 which implies that there is strong evidence of existing of fact and heterogeneity responses. This implies that the salary of employees of Ministry of Sports increased 10% after every three years of work and also their salary increased according to their work performed. This findings are in the line with Nelson & Spitzeros (2018), affirms that salary consists of both fixed and variable pay, and it is sometimes tied to performance (47.1%) of respondents strongly agreed that the salary is satisfying their all needs with high mean score of 4.06 and standard deviation 1.18 which implies that the fact appear more and heterogeneity responses. This means that even if their salary is good but is not satisfying all their needs at very high extent. Hence, therefore management of ministry of sports should review and adjust salary structure based on price of goods at Rwandan market. This is are in

disagreement with Abadi and Khanzadeh (2011), find out that increase of salary pay plays significant role in attracting and retaining good employees, especially those employees who gives outstanding performance or unique skill which is indispensable to the organization because company invest heavy amount on their training and orientation.

Furthermore 61.8% of respondents strongly agreed that their salary is high if we compare to others public institutions with very high mean score of 4.35 and standard deviation 1.01 which implies that there is strong evidence of existing of fact and heterogeneity responses; (73.5%) of respondents strongly agreed that the differences in remuneration are based on experience with very high mean score of 4.32 and standard deviation 1.17 which implies that there is strong evidence of existing of fact and heterogeneity responses. This findings are consistent with Martocchio (2017) states that seniority-based pay systems have some benefits of seniority-based pay include loyalty, retention, and stability of all staff members, regardless of performance levels.

The overall view of respondents on salaries and wages offered by MINISPORTS was very high mean of 4.32 and standard deviation of 1.07 which implies that there is

strong evidence of existing of fact that salaries and wages are at very high extent. This means that salary given by the workplace was another extrinsic factor identified as a predictor of employee motivation. This implies that, intrinsic motivation factors are the ones that are giving healthcare workers’ morale to perform their activities. These results are similar to Boama (2014) study where they found that, money was the crucial incentive to work motivation because it was the means by which employees could buy the numerous need-satisfying things they desired. However it is very essential that the MINISPORTS council makes it a point to address the displeasure of the employees since the retention and consequent productivity of these employees directly hinges on their motivation. He further adds that the management should ensure that major motivators such as work accomplishment, job responsibility and recognition are given to the employees. The researcher believes that the two most significant elements of employee motivation are adequate pay and recognition for work-based achievements. Others have been found to be non-monetary benefits, for instance, health insurance and a good working atmosphere with friendly and cooperative co-workers.

Table 2: Promotion opportunities and employees performance in Ministry of Sports

	SD		D		N		A		SA		Mean	St. dev
	fi	%	Fi	%	fi	%	fi	%	fi	%		
MINISPORTS promotes employees who consistently perform well.	0	0.0	5	14.7	1	2.9	3	8.8	25	73.5	4.41	1.10
Promotion is provided fairly in MINISPORTS	0	0.0	5	14.7	0	0.0	3	8.8	26	76.5	4.47	1.08
Being Promoted in Ministry of Sports leads to an increase in salary	2	5.9	2	5.9	0	0.0	2	5.9	28	82.4	4.53	1.16

Horizontal promotion influences my performance	0	0.0	5	14.7	0	0.0	11	32.4	18	52.9	4.24	1.05
MINISPORTS promoted their employees vertically	15	44.1	8	23.5	5	14.7	5	14.7	1	2.9	2.08	1.02
Promotion opportunities motivates to higher performance	1	2.9	2	5.9	3	8.8	7	20.6	21	61.8	4.32	1.07
Overall mean											4.00	

Source: Primary data, 2020

The results revealed that (73.5%) of respondents strongly agreed that MINISPORTS promotes employees who consistently perform well with very high mean score of 4.41 and standard deviation 1.10 which implies that there is strong evidence of existing of fact and heterogeneity responses. According to McCormick and Ilgen (2015), employees satisfaction with promotional opportunities will depend on a number of factors, including the probability that employees will be promoted, as well as the basis and the fairness of such promotions.

About 26(76.5%) of respondents strongly agreed that promotion is provided fairly in MINISPORTS with very high mean score of 4.47 and standard deviation 1.08 which implies that there is strong evidence of existing of fact and heterogeneity responses; 28(82.4%) of respondents strongly agreed that being promoted in Ministry of Sports leads to an increase in salary with very high mean score of 4.47 and standard deviation 1.08 which implies that there is strong evidence of existing of fact and heterogeneity responses; 18(52.4%) of respondents strongly agreed that horizontal promotion influences their performance with very high mean score of 4.24 and standard deviation 1.05 which implies that there is strong evidence of existing of fact and heterogeneity responses. This implies that MINISPORTS offer horizontal promotion based on seniority. Therefore seniority as

the basis for promotion is based on objectivity and equality. The use of such criteria as performance appraisal, selection tests, and superiors' opinion leads many employees to feel that promotions are not made fairly, which ultimately result in declining morale and productivity. This findings are in the line with Prasad (2010) found that the employees with longest service often are better prepared for promotion than management is initially willing to admit. However, beyond a certain level, continued service brings very little gain.

Moreover, 15(44.1%) of respondents strongly disagreed that MINISPORTS promoted their employees vertically with low mean score of 2.07 and standard deviation 1.02 which implies that fact appear less and heterogeneity responses; 21(61.8%) of respondents strongly agreed that promotion opportunities motivates to higher performance with very high mean score of 4.32 and standard deviation 1.07 which implies that there is strong evidence of existing of fact and heterogeneity responses. The overall view of respondents on promotion opportunities was high mean score of 4.00 and standard deviation of 1.08 which implies that the fact appear more that MINISPORTS offered promotion opportunities to their employees at high great extent. The finding that promotion is significantly related to job performance is consistent with the studies of Heath(2006)

who stated that providing employees with opportunities to advance in their company through internal promotions as a motivator related to work and Fuchs *et al.*, (2016) who found that promotion and advancement opportunity to be among the best tools to

motivate employees. Empirical research by Ali *et al.*, (2012) also showed that promotion opportunities contributes to employee’s job satisfaction and acts as a motivator for job performance.

Table 3: Working conditions and employees performance in Ministry of Sports

	SD		D		N		A		SA		Mean	St. dev
	fi	%	Fi	%	fi	%	fi	%	fi	%		
Working conditions are favorable at MINISPORTS	0	0.0	3	8.8	2	5.9	8	23.5	21	61.8	4.38	.95
Senior staff respect their subordinates which encourages good performance	0	0.0	3	8.8	3	8.8	5	14.7	23	67.6	4.41	.99
The supervisory relationship with employees is good	0	0.0	3	8.8	0	0.0	3	8.8	28	82.4	4.65	.88
There exists harmony and cohesion at the work place thus good performance	0	0.0	6	17.6	0	0.0	0	0.0	28	82.4	4.47	1.16
Good relationship with co-workers is maintained	0	0.0	5	14.7	0	0.0	2	5.9	27	79.4	4.50	1.08
Security measures are adopted in the organization.	2	5.9	1	2.9	2	5.9	4	11.8	25	73.5	4.44	1.13
Overall mean											4.47	

Source: Primary data, 2020

The results revealed that 21(61.8%) of respondents strongly agreed that working conditions are favorable at MINISPORTS with very high mean score of 4.38 and standard deviation 0.95 which implies that there is strong evidence of existing of fact and heterogeneity responses; 23(67.6%) of respondents strongly agreed that senior staff respect their subordinates which encourages good performance with very high mean score of 4.41 and standard deviation 0.99 which implies that there is strong evidence of existing of fact and heterogeneity responses; 28(82.4%) of respondents strongly agreed that the supervisory relationship with employees is good with

very high mean score of 4.65 and standard deviation 0.88 which implies that there is strong evidence of existing of fact and heterogeneity responses.

Furthermore, 27(79.4%) of respondents strongly agreed that good relationship with co-workers is maintained with very high mean score of 4.50 and standard deviation 1.08 which implies that there is strong evidence of existing of fact and heterogeneity responses; 25(73.5%) of respondents strongly agreed that security measures are adopted in the organization. with very high mean score of 4.44 and standard deviation 1.13 which implies that

there is strong evidence of existing of fact and heterogeneity responses.

The overall view of respondents on working condition in MINISPORTS was very high mean of 4.47 and standard deviation of 1.03 which implies that there is strong evidence of existing of fact of good working condition and heterogeneity responses. The findings indicated that good environment to work given by MINISPORTS were the most important extrinsic factors that influenced employee motivation. This means that the joy of every employee would produce a conducive and friendly business environment for customers to be served. This reduced absenteeism and ensures that the daily activities of district are discharged

with ease. These finding is in agreement with Fuchs *et al.*, (2016) who posited that when the work environment as an extrinsic motivation factor is not properly designed or if it is uncomfortable for the employee it can result in fatigue and a decrease in work motivation.

Table 4: Training opportunity and employees performance in Ministry of Sports

	SD		D		N		A		SA		Mean	St. dev
	fi	%	Fi	%	fi	%	fi	%	fi	%		
MINISPORTS provide induction courses for new employee	16	47.0	2	5.9	0	0.0	8	23.5	8	23.5	2.70	1.10
MINISPORTS identify gaps of employees and plan their training	1	2.9	5	14.7	3	8.8	2	5.9	23	67.6	4.21	1.27
MINISPORTS offer scholarship for their employees	2	5.9	17	50.0	0	0.0	8	23.5	7	20.6	2.80	1.36
MINISPORTS provide their employee all facilities (Mission fees, transport, restoration and communication) for better participate in training	0	0.0	6	17.6	5	14.7	4	11.8	19	55.9	4.06	1.20
MINISPORTS frequently arranges training programs for the employees	0	0.0	1	2.9	0	0.0	14	41.2	19	55.9	4.50	.48
MINISPORTS pay training provided their employees	1	2.9	4	11.8	0	0.0	0	0.0	29	85.3	4.53	1.16
Overall mean											3.80	

Source: Primary data, 2020

The results from the table 4, indicate that 16(47%) of respondents strongly disagreed that MINISPORTS provide induction courses for new employee with low mean score of 2.7 and standard deviation 1.1 which implies that the fact appear less and heterogeneity responses; 23(67.6%) of respondents strongly agreed that MINISPORTS identify gaps of employees with very high mean score of 4.21 and standard deviation 1.27 which implies that there is strong evidence of existing of fact and heterogeneity responses. These results differ with Cole (2017) who states that, the main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks.

In additionally, 17(50%) of respondents strongly disagreed that MINISPORTS offer scholarship for their employees with low mean score of 2.80 and standard deviation 1.36 which implies that the fact appear less and heterogeneity responses; 19(55.9%) of respondents strongly agreed that MINISPORTS provide their employee all facilities (Mission fees, transport, restoration and communication) for better participate in training with very high mean score of 4.06 and standard deviation 1.20 which implies that the fact appear less and heterogeneity responses; 19(55.9%) of respondents strongly agreed that MINISPORTS frequently arranges training programs for the employees with very high mean score 4.50 and standard deviation of 0.48 which implies that there is strong evidence of existing of fact and homogeneity responses and 29(85.3%) of respondents strongly agreed that MINISPORTS pay training provided their employees with very high mean score 4.53 and standard deviation of 1.16 which implies that there is strong evidence of existing of fact and

homogeneity responses. These results differ with Cole (2017) who states that, there are many benefits associated with training, which include: high morale and increased motivation which leads to increased productivity.

The overall view of respondents on trainings development programs as motivational factors used by MINISPORTS was very high mean of 3.80 and standard deviation of 1.09 which implies that the fact appear more that MINISPORTS offer trainings to their employees are at high extent. This implied that workers at MINISPORTS believes that it is good to have in house training and seminars but outside seminars serves a source of motivation for their performance. It gives them the external exposure and a common platform to interact with colleagues with the same level of intellect and share objectives in life. The results are also similar to that of Lameck (2014) who found that there is a significant correlation between training and job performance factor in the multinational organization.

Level of performance of employees of MINISPORTS

The research sought to analyze the perception of respondents on the level of employee performance in MINISPORTS in relation to total reward system. The respondents were asked where agreed or disagreed with the statements regarding to quality of services, tasks completion, team work, dependability and reliability and creativity of employee. The results from the respondents were presented in the sub section below.

Table 5: Level of performance of employees of MINISPORTS

SD	D	N	A	SA	Mean	St.
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	fi	%	Fi	%	fi	%	fi	%	fi	%	dev	
I do my work keenly and I use a reasonable amount of time	1	2.9	3	8.8	3	8.8	7	20.6	20	58.8	4.24	1.13
I pay close attention to details and comply with the standard of MINISPORTS	0	0.0	8	23.5	6	17.6	0	0.0	20	58.8	3.94	1.32
Serve with the needed speed	0	0.0	6	17.6	1	2.9	4	11.8	23	67.6	4.29	1.17
I accomplish my task quickly and accurately	0	0.0	1	2.9	0	0.0	33	97.1	0	0.0	3.94	.34
I ensure service delivery to Rwandan citizen is top notch	0	0.0	1	2.9	0	0.0	2	5.9	31	91.2	4.85	.50
Respond adequately to challenges faced by customers	0	0.0	1	2.9	0	0.0	33	97.1	0	0.0	3.94	.34
I usually meet the set targets	0	0.0	1	2.9	0	0.0	33	97.1	0	0.0	3.94	.34
Employees are able to generate more than an hours' worth of productivity of each hour	0	0.0	4	11.8	2	5.9	0	0.0	28	82.4	4.53	1.05
I usually meet the productivity standards	3	8.8	5	14.7	5	14.7	0	0.0	21	61.8	3.91	1.48
Employees are eager to learn on ways of making themselves more productive	1	2.9	0	0.0	0	0.0	5	14.7	28	82.4	4.74	.75
Employees are capable to achieve goals beyond expectations	0	0.0	5	14.7	1	2.9	3	8.8	25	73.5	4.41	1.10
Overall mean											4.24	0.86

Source: Primary data, 2020

The results revealed that 20(58.8%) of respondents strongly agreed that they do their work keenly and they use a reasonable amount of time with very high mean of 4.24 which implies that there is strong evidence of existence of fact and standard deviation of 1.13 implies heterogeneity of responses; 20(58.8%) of respondents strongly agreed that they pay close attention to details and comply with the standard of MINISPORTS

with high mean of 3.94 which implies the fact appear more and standard deviation of 1.32 implies heterogeneity of responses; 23(67.6%) of respondents strongly agreed that serve with the needed speed with very high mean of 4.29 which implies there is strong evidence of existence of fact and standard deviation of 1.17 implies heterogeneity of responses; 31(91.2%) of respondents strongly agreed that they ensure

service delivery to Rwandan citizen is top notch with very high mean of 4.85 which implies there is strong evidence of existence of fact and standard deviation of 0.5 implies homogeneity of responses; 33(97.1%) of respondents agreed that respond adequately to challenges faced by customers with very high mean of 3.94 which implies the fact appear more and standard deviation of 0.34 implies homogeneity of responses.

The results indicated that 1(2.9%) of respondents disagreed whereas the majority 33(97.1%) of respondents strongly agreed that they usually meet the set targets with very high mean of 4.18 which implies the fact appear more and standard deviation of 0.34 implies homogeneity of responses. The results indicated that 4(11.8%) of respondents disagreed, 2(5.9%) of respondents were neutral whereas the majority 28(82.4%) of respondents strongly agreed that employees are able to generate more than an hours' worth of productivity of each hour with very high mean of 4.53 which implies there is strong evidence of existence of fact and standard deviation of 1.05 implies heterogeneity of responses.

The results from the table 4.12, showing that 3(8.8%) of respondents strongly disagreed, 5(14.7%) of respondents disagreed whereas the majority 21(61.8%) of respondents strongly agreed that they usually meet the productivity standards with high mean of 3.91 which implies that there is strong evidence of existence of fact and standard deviation of 1.48 implies heterogeneity of responses

The findings revealed that 1(2.9%) of respondents strongly disagreed whereas 5(14.7%) of respondents agreed and the majority 28(82.4%) of respondents strongly agreed that employees are eager to learn on ways of making themselves more productive with high mean of 4.74 which implies there

is strong evidence of existence of fact and standard deviation of 0.78 implies heterogeneity of responses.

The results indicated that 5(14.7%) of respondents disagreed and 1(2.9%) of respondents were neutral whereas 3(8.8%) of respondents agreed and the majority 25(73.5%) of respondents strongly agreed that employees are capable to achieve goals beyond expectations with very high mean of 4.41 which implies there is strong evidence of existence of fact and standard deviation of 1.10 implies heterogeneity of responses. The general analysis on the level of employees performance of MINISPORTS in relation with employee motivation was at very high extent with very high mean=4.24 which implies that there is strong evidence of existing of fact that employees performance in MINISPORTS was at very high extent due to employee motivation used by MINISPORTS and heterogeneity responses. Motivation is the key tools for improved employee performance and job satisfaction and it can also increase the level of individual and organizational capability. These findings are in the line with Appiah (2010) note that worker capabilities change through viable preparing programs. It accordingly not just enhances the general performance of the employees to successfully play out their present occupations additionally it improves the knowledge, skills and attitude of the employees for the future job, consequently adding to prevalent organizational performance. Training has been demonstrated to produce performance improvement related advantages for the worker and additionally for the organization by positively affecting employee performance through the advancement of employee knowledge, skills, ability, capabilities and behavior

Relationship between motivation and employee's performance in MINISPORT

This section helps to respond the third objective of this study which is to establish the relationship between relationship between motivation and employee's performance in MINISPORT. To achieve this objectives spearman correction method and multiple linear regressions was used.

Table 6: Correlation analysis

		X ₁	X ₂	X ₃	X ₄	X ₅	
Spearman's rho	Salaries	Correlation Coefficient	1				
	Promotion	Correlation Coefficient	.149	1			
	Working conditions	Correlation Coefficient	.493**	.323	1		
	Training	Correlation Coefficient	.426*	.255	.261	1	
	Employee performance	Correlation Coefficient	.805**	.565**	.728**	.454**	1
		Sig. (2-tailed)	.000	.001	.000	.007	.

*. Correlation is significant at the 0.05 level (2-tailed).

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

The results from table 6, indicate that all variable of employee motivation have significant positive relationship with employee performance in MINISPORTS where there is high positive correlation between salaries and employee performance of MINISPORTS at ($r=0.805^{**}$, $p\text{-value}=0.000<0.01$); there is significant moderate positive correlation between promotion opportunities and employee performance of MINISPORTS at ($r=0.565^{**}$, $p\text{-value}=0.001<0.01$); there is significant high positive correlation between working conditions and employee performance of MINISPORTS at ($r=0.728^{**}$, $p\text{-value}=0.000<0.01$) and also there is significant moderate positive correlation between training and employee performance of MINISPORTS at ($r=0.454^{**}$, $p\text{-value}=0.007<0.01$). This implies that an increase of training of employees lead to the positive change to employee performance of MINISPORTS. These results show that the better the employee

motivation, the more the employees are likely to be productive. As discussed earlier there is a positive and significant relationship between the level of employee motivation and the productivity of employees. These results show that among MINISPORTS employees, the more transparency and fairness in rewarding the employees, the more the employees are likely to be productive and consequently achieve their performance targets, happily identify with the district administration and also reduce absenteeism levels. The finding of the research is similar to Solomon and Ajagbe (2012); found that salaries is an important factor in forecasting the OCB that could benefit organizations, and recommended that employer should give priority on compensation to encourage employees to be more spontaneous and willing in achieving the organizational goals. These results are supported by the work of Broussard and Garrison (2014) which shows that lack of employee motivation

within an institution results in the under-utilization of the potential and skills of these employees since they feel that their efforts are not being rewarded in a fair fashion.

Table 7: Regression coefficients

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Salaries	1.477693	0.107841	13.70251	0.0000
Promotion	1.016986	0.088259	11.52275	0.0000
Working condition	1.027020	0.155095	6.621889	0.0000
Trainings	0.413340	0.063766	6.483516	0.0001
C	-0.336306	4.381782	-0.076751	0.9393
R-squared	0.988380	Mean dependent var		213.8529
Adjusted R-squared	0.986777	S.D. dependent var		24.30255
S.E. of regression	2.794585	Akaike info criterion		5.028297
Sum squared resid	226.4815	Schwarz criterion		5.252762
Log likelihood	-80.48106	F-statistic		616.6615
Durbin-Watson stat	2.136715	Prob(F-statistic)		0.000000

Dependent Variable: Employee performance

Employee performance = 1.477 Salaries + 1.016 Promotion + 1.027 Working condition + 0.413 Trainings - 0.336

According to the results from Table 7, the regression model is statistically significant at a 5 percent of significance level due to its F-statistics which has a probability of 0.00000 and it is less than 0.05. This result shows that the regression model is correct. Another point to take into consideration is R-squared. R-squared measures the goodness of fit of the regression model and explains how best the model fits used data. These findings are in line with Mabaso (2016), found that a variance of 52.3% of employee performance explained employee motivational factors such as bonus and trainings significantly predicted employee performance.

From the table above, R-squared (0.988380) explains that 98.8 percent of the variations

in the employee performance of MINISPORTS in Rwanda are explained by independent variables (Salaries, Promotion, Working condition and Trainings), and the remaining 1.2 percent of the change in employee performance of MINISPORTS are explained by other regressors outside the model. Thus, the data best fit the regression model.

The regression results revealed that has significance positive effect on employee performance on employee performance of MINISPORTS as indicated by $\beta_1 = 1.477$, $p = 0.000 < 0.05$, $t = 13.70$. The implication is that an increase one unit in salaries would lead to an increase in employee performance of MINISPORTS by 1.477 units. This findings are in the line with Mkasia (2014) found that salaries have a positive effect on the performance of employees at Nakumatt Holdings Limited.

The regression results revealed that promotion opportunities has significance positive effect on employee performance of MINISPORTS as indicated by $\beta_3 = 1.016$, $p\text{-value} = .000 < 0.05$, $t = 11.522$. The implication is that an increase one unit in promotion opportunities would lead to an increase in employee performance of MINISPORTS by 1.016 units.

The regression results revealed that working conditions has significance positive effect on employee performance of MINISPORTS as indicated by $\beta_3 = 1.027$, $p = 0.000 < 0.05$, $t = 6.621$. The implication is that an increase one unit in working conditions would lead to an increase in Employee performance of MINISPORTS by 1.027 units. This discovering is consistent with the research of Saks (2006) which defined an terrific reward is essential in motivating employees for work engagement in addition to meaningful work and worker will be appreciative and for this reason will be more engaged in work when reward is in place.

The regression results revealed that training has significance positive effect on employee performance of MINISPORTS as indicated by $\beta_4 = 0.413$, $p = 0.0001 < 0.05$, $t = 6.483$. The implication is that an increase one unit in training would lead to an increase in employee performance of MINISPORTS by 0.413 units. This give credence to Broussard & Garrison (2014) doctrine that money is not a motivational factor, increased wages/salary could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process.

6. Conclusions and recommendations

From the study findings and base on the objectives of the study, it can be concluded that opportunity for advancement, appreciation for work done, salary, promotions and other factor were the main source of motivation for them. Based on the findings revealed in the chapter four, the study concluded that the variation of 98.8% in employee performance of MINISPORTS was due to changes in employee motivation such as salaries, promotion opportunities, working conditions and trainings at 95% confidence interval. Again, it can be concluded that, performance determinants such one's qualification, experience, working environment, compensation package among others combine with favourable motivational factors have effects on performance and vice versa. Therefore, there is relationship between motivation and performance, and motivation does have effect on employees performance.

From the findings of the research, the researcher proposes the following recommendations.

Public institutions in cloud MINISPORTS needs to harmonize salary schemes since most employees indicated that they are not satisfied by the salary they receive.

The fact appears less that MINISPORTS provide induction courses for new employee with low mean score of 2.7. Therefore, it is recommended that MINISPORTS provide induction courses for newly recruited employees.

The fact appears less that MINISPORTS promoted their employees vertically with low mean score of 2.07. Therefore the study recommends that MINISPORTS should also put more effort in vertical promotion based on career management development as a way of employee motivation

The need for management to have the policy to improve employee motivation, by accommodating the needs of employees to excel, have the authority and the need to affiliate, have the opportunity to grow and achieve career success, as well as awards for loyalty and performance.

Management in order to maintain or improve employee satisfaction, by providing challenging work, creating a conducive working environment by providing employees with up-to-date policies and procedures, adequate work equipment, a good job security system and the implementation of job liability on a tiered basis and measurable.

Finally, the study has revealed that there is not enough in-service training for teachers on the current employees. It is therefore recommended that there should be regular In-service training for new and existing employees to give them opportunity to improve and develop their practical and managerial skills.

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